Text Amendments to: Chapter 1

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.

VOLUME 2

chapter 1

A VISION AND A PLAN FOR ACTION

Plan for the 21st Century: New Orleans 2030, the official citywide master plan, has emerged from the cauldron of a recent history unique among major American cities. Leading the way as the sponsors and stewards of the plan, the citizen members of the City Planning Commission called for a plan centered on New Orleanians' hard-won experience and their aspirations for the future. This citywide master plan builds on the foundation of the intensive, neighborhood-based planning that followed Hurricane Katrina. Every aspect of the master plan was also rooted in a new round of vigorous public participation: more than 5,000 people from every neighborhood and walk of life participated in shaping this plan. The Commissioners also called for a plan that could be put into action—aspirational yet practical, focused on the long-term 20-year horizon yet recognizing that New Orleanians were hungry for short-term, visible progress in recovery. The planning process and this document were designed to meet those goals.

It is important to remember that the Master Plan is neither a prediction nor a projection of the future. It is a ***plan***. All the New Orleanians who participated in the planning process shared their hopes and goals for the city's future. They talked about what they want to happen in the city they love. Sometimes they also voiced understandable cynicism, resignation, pessimism, distrust or bitterness. Built on aspirations for the future, the citywide plan recognizes the existence of obstacles and unresolved practical questions. It provides strategies for overcoming the obstacles and answering the questions. But no plan is self-implementing. Ultimately it will be New Orleanians who must work together to achieve the goals of the plan.

While New Orleans is famed worldwide as a crucible of jazz, and for its historic architecture, delectable cuisine and genial people, it is also a city that encompasses a fishing village, a wildlife refuge, suburban family lifestyles, lakefront beaches—and life science researchers, space ship builders, and digital media entrepreneurs. This plan recognizes New Orleans' many identities and its future potential. The plan is completed at a time of great transition and promise.

When this plan was written four years after Hurricanes Katrina and Rita, New Orleans' population is estimated at more than three- quarters of its pre-storm total.[1] By the end of 2015, the city had regained nearly 86% of its pre-Katrina population, with nearly 390,000 people calling the city home.[2]

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[1] Brookings Institution/Greater New Orleans Community Data Center. "New Orleans Index." August, 2009. Available at: www.gnocdc.org. Retrieved August, 2009.

[2] U.S. Census Bureau (2015, December). *Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2015.* Retrieved August 19, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=PEP_2015_PEPANNRES&prodType=table

Structural improvements to ensure levee protection to the 1 in 100 year storm level have been completed, bringing greater protection to the city. New mixed-income housing and neighborhoods are being completed. The city's unique culture is alive and vibrant. Much still remains to be done and many improvements are needed. New Orleans' recovery from the nation's greatest urban disaster may still continue for years, but this recovery period is the opportunity to lay the foundation for new opportunities and enhanced livability, making New Orleans a leading world city and a sustainable community building an exciting future for all its residents—all the while continuing to preserve and nurture the physical and cultural legacy of the past.

Today, the stories the people of New Orleans tell are deeply bound in family, religion, music, race, art, and the city's river delta setting. People share a cultural memory that blends legacies from Europe, West Africa, and other parts of the world. Every aspect of the city's life is shaped today by the strength and richness of this heritage, unique among American cities. The purpose of this master plan is to carry New Orleans' stories into the future.

[1] Brookings Institution/Greater New Orleans Community Data Center. "New Orleans Index." August, 2009. Available at: www.gnocdc.org. Retrieved August, 2009.

Moving forward begins with the recognition that the years of economic stagnation that followed the oil and gas bust created pessimistic stories, as some New Orleanians lost confidence. Many residents saw the city as a place with a golden past it could never hope to recapture. Competition over a shrinking economic pie eroded New Orleanians' sense of shared destiny.

Yet with effective government, a new era of partnerships, and the shared political will to make tough decisions, New Orleans is poised over the next twenty years for a transformation that brings new economic growth, opportunity, and innovation into a city that continues to honor its roots. By 2030, the city can achieve the promise of this vision, adding to its story in tangible, visible and subtle ways.

How will this happen? Hurricane Katrina could have broken the city's spirit, but it did just the reverse. In houses of worship, at dinner tables, and in the aisles of grocery stores in Houston, Memphis and Atlanta, New Orleanians told their Hurricane Katrina stories to each other—often complete strangers—who in turn shared, listened, and were moved. As people found common threads in their stories, they returned and wove them together, finding the collective will to write a remarkable new chapter together. This master plan contains their voices, hopes and determination. It sets the stage for the stories to come.

VISION:

New Orleans in 2030...

LIVABILITY | ENHANCED QUALITY OF LIFE FOR EVERYONE THAT PRESERVES THE CITY'S CHARACTER

By 2030, New Orleans will be one of the most livable cities in America as neighborhoods are knitted together by convenient and walkable mixed-use neighborhood hubs that replace faded shopping centers and long-vacant industrial sites ~~and by transforming barriers like the I-10 Claiborne expressway into tree-lined boulevards.~~

In 2030, New Orleans is a city of unique historic character and ethnic and cultural diversity. The hard work of recovery and resettlement has restored the city's neighborhoods. Rehabilitated and new homes fill once-empty lots in "dry" and "wet" neighborhoods alike. Known as one of America's most walkable cities, New Orleans is a place where everyone can walk to transit, shopping and parks. Bikeways and excellent transit service offer appealing alternatives to the car. A new generation of mixed-use neighborhoods has replaced faded shopping centers and long-vacant industrial sites. These new neighborhoods incorporate stores, small businesses and restaurants, and offer expanded housing choices for people of all economic circumstances and at all stages of life. Many people choose to live downtown, now a thriving center of intensified urban living, business and a "common ground" that draws people together from across the city. Visitors from around the world mix with residents in downtown's restaurants and shops.

OPPORTUNITY | EXPANDING OPPORTUNITY AND ENSURING THAT EVERYONE HAS AN EQUITABLE CHANCE TO SHARE THE BENEFITS

By 2030, New Orleans' role as the economic engine of its region will be strengthened by comprehensive workforce development opportunities and a diversified economy based on traditional and new economic sectors that will include a new generation of creative and knowledge-based entrepreneurs.

In 2030, New Orleans has built on its rich legacy of place and culture and its established industries to strengthen its role as the creative core of its region. It has become an incubator of innovation among river delta cities worldwide.

Recognizing that modern economies depend first and foremost on people and their skills, New Orleans has invested in lifelong workforce training, effective and cost-efficient government, and enhanced quality of life. Better education, expanded job training, workforce readiness, and similar programs have extended new opportunities to native New Orleanians. From culture, tourism, and maritime trade, to life sciences and media, to alternative energy and coastal protection and restoration technology, New Orleans has diversified and created a new era of jobs, built in part on the skills brought by new residents attracted to the city's creativity and quality of life.

SUSTAINABILITY | A MORE RESILIENT CITY WITH SHARED

By 2030, New Orleans can become a city that celebrates its relationship to water and uses water-management strategies to provide amenities to neighborhoods wherever possible.

ENVIRONMENTAL RESPONSIBILITY AT EVERY LEVEL

In 2030, New Orleans has become one of America's greenest cities: resource-efficient, environmentally healthy, and resilient. The city's building and zoning codes are national models for preservation and sustainability. The city's success has drawn new regional growth, contributing to enhanced neighborhoods from Audubon to a thriving New Orleans East, and reversing regional sprawl. A global center of knowledge about managing natural and man-made systems to prevent flooding in low-lying cities, the city now boasts landscaped canals, parks with water features, and shady, tree-lined streets that contribute to its unique beauty while reducing subsidence and managing water from storms.

Livability, opportunity and sustainability—the overall themes of this master plan—are at the foundation of all communities in the 21st century. As New Orleans turns the corner from post-storm recovery planning to long-range planning for the next several decades, this plan seeks to provide guidance in addressing several fundamental questions:

- How do we keep the city safe from flooding and natural hazards?
- How do we fund and rebuild our infrastructure?
- How do we grow the city's economy to provide opportunity for all residents and a prosperous future for our children?
- How do we ensure that all residents can fulfill basic needs for decent and affordable housing, quality education, reliable health care, a robust transportation system, diverse parks and open spaces, varied recreation and useful community facilities?
- How do we preserve and nurture New Orleans' cultural, artistic and architectural heritage and sustain its cultural traditions (among them the traditions of ingenuity, inventiveness, cultural diversity, and the ability to adapt to change) for future generations?
- How do we meet the needs of current residents while making a place for residents displaced by Hurricane Katrina who still have not been able to return home and attracting new residents from around the country and the world?
- How do we provide predictable land use and zoning guidelines that both preserve the city's historic character and encourage new development and economic growth—meeting the needs of developers and neighborhoods alike?
- How do we ensure fair and meaningful public participation in implementing this plan and in future investment decisions—both public and private—that affect local quality of life?

In answer to these questions, the plan provides:

- A summary of the context that shapes the master plan.
- A practical set of citywide goals and policies to guide civic leaders and public agencies in making decisions about public investments and priorities, including capital budgets.
- Clear, step by step strategies and actions that public and private actors can take to achieve the goals.
- A future land use map that describes the kinds of places we want to preserve and create, and guides the zoning regulations that will help to achieve them.
- A framework for meaningful public participation in decision making about land use and development.
- Benchmarks for the public to use in monitoring progress of the plan's implementation.
- A basis for advocacy for state and federal resources to support projects that the city cannot carry out on its own.

Equity and resilience are the principles with which the citizens of New Orleans build communities by honoring our environment and each other.

Equity

As an essential component toward achieving equity in New Orleans, the Master Plan builds upon the great strides we have made rebuilding our neighborhoods, celebrating our culture and sharing our unique landscape. Every element of this Master plan will serve to engage all members of our city in visioning, crafting and implementing policies that affirm all citizens' rights to economic opportunity, housing, recreation, education and health. The goals of the Master Plan will align with the City of New Orleans' Equity Strategy to improve the opportunities of the underserved and underrepresented and ensure their participation in the plans and projects that affect their lives.

ATTACHMENT A

Resilience

As a framework for the city's physical development and operations, the Master Plan will embrace Resilience by enhancing the capacity of individuals, communities, institutions, businesses, and systems in New Orleans to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks we may experience. As we celebrate 300 years in our unique setting, we acknowledge with optimism and urgency that we must learn to live with and care for the natural systems which sustain the city as responsible stewards for future generations of New Orleanians. The distinct urban character and unparalleled natural context of our city provide the challenges and opportunities that the Master Plan must address if it is to be the successful blueprint for our future.

EQUITY

An equitable city government acts with purpose to achieve just and fair inclusion, ensuring that all residents participate, prosper, and reach their full potential. It leverages its power and resources to dismantle institutional racism and discrimination wherever they exist. It implements bold strategies to eliminate income and neighborhood inequities.

RESILIENCE

As a resilient City, New Orleans will:

- ***Adapt to thrive: By adapting our city to our natural environment and the risks of climate change, we can create opportunities for all New Orleanians to thrive.***
- ***Connect to opportunity: By investing in equity – the driving force behind our economy's growth and innovation, our communities' safety and stability and our families' health and prosperity – we are investing in resilience.***
- ***Transform city systems: We are building a New Orleans for the Future – on that embraces change, prepares for risks of the future and honors our traditions.***

Just having a plan can help make it a reality. A good plan supported by a community consensus and a government committed to implement the plan attracts funding and private investment:

- **A plan shows that the community knows what it wants.** Funders and investors like to know what to expect and what is expected of them, because it means that their investments can go to work more quickly
- **A plan shows that the community is willing to invest some of its own resources to achieve its goals.** For example, when a community makes public improvements or works hard to improve its effectiveness, it demonstrates its seriousness about making the plan a reality.

In 2008, the City Planning Commission launched a master planning process to create a vision for New Orleans in 2030.

A process of extensive community input identified recommendations, goals and strategies for...

livability...

- **A plan shows that a community knows what to do with new resources.** Federal funds increasingly come with requirements for coordinated planning. Without a plan, funds can go unspents, even though needs are evident in the community. A citywide plan provides a framework of policies and strategies for using resources to accomplish goals.

The plan has three parts:

- **Vol. 1—Executive Summary** is a condensed version of the longer, technical plan. It presents the essential points of analysis and recommendations to tell the story of the plan.
- **Vol. 2—Strategies and Actions** contains more detailed analysis, recommendations, maps and graphics in 16 chapters. This is the volume you are reading now.
- **Vol. 3—Context and Appendix** includes additional background analysis, other materials prepared for this plan, and information resources.

This document, the Technical Plan, is organized in five parts:

- **Part One, "Setting the Stage"**—provides the context for the plan, background information, a review of existing conditions, and a description of the Master Plan participation process.
- **Part Two, "How We Live"**—focuses on four elements critical to the daily quality of life of everyone who lives in New Orleans now and who may come to live here in the future: Neighborhoods and Housing; Historic Preservation; Green Infrastructure—Parks, Open Space and Recreation; and Health and Human Services.
- **Part Three, "How We Prosper"**—concerns economic development. The chapter focuses on important existing, emerging and potential industries and sectors, and analyzes the environment for economic development, including workforce development, research capacity and technology commercialization, entrepreneurial culture and resources, and business-friendly government.
- **Part Four, "Sustainable Systems"**—embraces the citywide systems that support residents and business: city facilities and services; water, sewer and drainage infrastructure; and transportation infrastructure and services. This section also incorporates a focus on managing storm and flooding risks and creating a resilient community that can bounce back quickly from stressful events thanks to a

opportunity...

sustainability...

and action.

clear understanding of risks and how households, businesses and governments share responsibility for managing risk. ~~The Environmental Quality element concerns enhancement of New Orleans' energy-efficiency, understanding and adapting to diverse aspects of climate change, and promoting "green" practices of all kinds, including support for locally-based food systems.~~ **The Adapt to thrive: Environmental stewardship, disaster risk reduction, and climate change element concerns enhancement of New Orleans' energy- efficiency, understanding and adapting to diverse aspects of climate change, and promoting resiliency.**

- **Part Five, "From Plan to Action"**—provides specific recommendations on how city government and other agencies can organize to implement the plan. It includes the Future Land Use Map (which must be reflected in zoning and land use decisions following the 2008 charter amendment), including conceptual plans for opportunity sites; a framework for the Citizen Participation Program (also mandated by the charter amendment); and a set of recommendations for improving organization, coordination and communication, information-sharing, accountability, and for making city decision-making and actions consistent with the Master Plan. This includes a newly strengthened requirement that the capital improvement plan and capital budget reflect the recommendations contained in the Master Plan.

At the end of each of the chapters in parts Two through Five, there is an implementation matrix headed by a brief section, "Getting Started," which lists a few quick actions that can be taken to get going on the recommendations of that chapter. Many of them are organizational and do not require new funding. The implementation matrix is a more detailed list of short-, medium-, and long term actions that will lead to achieving the goals.

This Master Plan is prepared for use by residents, businesses and developers, nonprofit organizations, elected and appointed officials, the City's administration and staff, and others with a stake in the future of New Orleans. Implementation will depend not only on government but on partnerships across the city. New Orleans residents can use this plan to further their understanding about how their neighborhoods fit into the broader patterns of community throughout the city. The plan's vision and recommendations for the future combine respect for the city's past and its established way of life with exciting new opportunities for New Orleans in the 21st century. As a citywide framework, the Master Plan outlines a picture of the future, but the details have to be filled in by New Orleanians working together.

Frequently asked questions about the Master Plan

How can I be sure that the Master Plan includes improvements for every neighborhood in the city?
As a citywide plan, this Master Plan is committed to the principle of "every place and every person," and shows future improvements for every part of the city.. Community centers, parks and recreation areas, schools and libraries will be the civic heart of every district and accessible from every neighborhood.

How will the master plan be approved and how can we change it after it is approved?
Approvals: The master plan has to go through two rounds of public hearings and approvals before it becomes official. First, the City Planning Commission (CPC) will hold public hearings on the plan, make any needed revisions, and then approve the plan. The CPC then sends the plan to the City Council. The Council will hold public hearings and then decide if it wants to send the Plan back to the CPC for further revision or approve it. If it is sent back, the CPC will resolve any questions that came up and send the revised version to the Council. On approval by the Council, the plan is officially adopted.

Changes: The law allows and requires opportunities to change the Master Plan to make sure it stays relevant to New Orleans. The Master Plan may be amended once a year through a process that requires public hearings. The Master Plan must be reviewed and, if needed, updated every five years, with even more public participation required.

What role do the Mayor and City Council have in the implementation and management of the Master Plan?
Elected officials will lead the implementation of the Master Plan. The Mayor and the administration will use the goals and strategies of the Master Plan as a guide in setting priorities and allocating resources to make improvements in the city. The authority to make zoning changes and any other laws will continue to reside with the City Council. As the Council exercises its powers to approve the city budget and the capital plan, the Council will also be making decisions about how the Master Plan is implemented.

How can implementation of this plan make a difference to me and my neighborhood?
The Master Plan calls for a park within walking distance of every resident; strategies to make sure that new development fits in with existing neighborhoods; more transportation alternatives –bike routes and expanded transit—as well as better roads and sidewalks; planting enough trees along sidewalks, in neutral grounds, and elsewhere to bring half the city under shade; and more retail and services to support neighborhoods. The plan contains a framework for implementing a system of neighborhood and community participation in decisions about private and public development, so residents can make their voices heard through a mandated and structured process.

How does the plan give everybody the chance to share in economic opportunity?
The Master Plan focuses on strengthening the "building blocks" of a successful economy, linking education and workforce development, support for small businesses and the cultural economy, cultivation of an entrepreneurial culture, promotion of potential new industries with health science and green jobs, and support for the existing successful sectors of the economy.

How will the plan help our city bounce back quickly from hurricanes, floods and other disasters?
First, the Master Plan recommends that the City take the lead, through a strong Office of Coastal and Environmental Affairs, in understanding, communicating, and coordinating everything to do with protecting the city from natural disasters, adapting to climate change, and becoming more resilient. The Plan calls for making evacuations a thing of the past with public facilities that can withstand a 1 in 500 year storm at a minimum and a community discussion on the role that every level of government and every household can do. The new agency will explore the feasibility of following Dutch models of living with water through a system of beautiful open canals. Finally, the Plan calls for New Orleans to lead American cities in securing a new minimum 1 in 1,000-year storm standard of protection and resilience comparable to the minimum standard in Europe and Japan.

Is every idea in the Master Plan subject to "Force of Law?"
"Force of law" for the Master Plan means that **land use actions** must be consistent with, or not interfere with, the Land Use Plan included in this Master Plan (Chapter 14). That said, some of the ideas in Chapters 5 through 13 of the Master Plan (covering topics like Transportation, Neighborhoods and Housing and Green Infrastructure) may require actions that must be consistent with the Land Use Plan. Others would call for strategies and actions that go well beyond land use actions. Such ideas - the ones that go beyond land use actions -- are in the Master Plan as recommendations, not certainties or directives.

How does the Master Plan have the "force of law" and how does it get approved?

In November 2008, voters approved a city charter amendment that provides specific language that links the Master Plan with the Comprehensive Zoning Ordinance, the capital improvement program and the annual capital budget, and land use actions such as approvals of subdivision plans, site plans, and so on. The amendment states that zoning, the capital improvement program and capital budget, and land use actions must be consistent with the goals and policies of the plan. The Master Plan itself does not contain any zoning regulations. Detailed zoning is separate from the plan and simply has to be generally consistent with the plan. The City Council still has final authority over and right of approval of the capital improvement program, the capital budget, and all zoning changes.

Approval and amendment process

The 2008 city charter amendment did not approve this Master Plan or any other specific plan. To be approved, a master plan has to be based on a process of community participation; it has to go through public hearings at the City Planning Commission and be approved by the CPC; and it has to go through public hearings at the City Council and be approved by the City Council. An approved master plan can be amended once a year, again going through a process of public meetings, public hearings before the CPC and approval by the CPC; and public hearings before the City Council and approval by the City Council.

Administration of the Land Use Plan

1. Administrators

The Executive Director of the City Planning Commission, or the Director's designee, shall have the following authority, pursuant to this Master Plan:

- A. To make final decisions on minor map adjustments to the Future Land Use Map.
- B. To make final decisions on interpretations of the Future Land Use Map

The City Planning Commission shall have the following authority, pursuant to this Master Plan:

- A. To make final decisions on appeals of minor map adjustments to the Future Land Use Map by the Executive Director of the City Planning Commission.
- B. To make final decisions on appeals of interpretations of the Future Land Use map by the Executive Director of the City Planning Commission.

Appeals of the City Planning Commission's review of the Executive Director's decision on appeals of minor map adjustments to the Future Land Use Map and interpretations of the Future Land Use Map shall be under the jurisdiction of the Orleans Parish Civil District Court.

The City Council shall have the following authority pursuant to the City Charter:

- A. To make final decisions on amendments to the Master Plan

2. Interpretation of Land Use Plan Language

As discussed above, the City Charter mandates that land use actions have the "force of law" – that they further, or at least not interfere with, the goals, policies, and guidelines of the Land Use Element, and that they be compatible with the proposed future land uses, densities, and intensities designated in the Land Use Element. Accordingly, the language of the Land Use Plan

shall be interpreted in accordance with the "Interpretation of Laws" elements of the Louisiana Civil Code:

- When a law is clear and unambiguous and its application does not lead to absurd consequences, the law shall be applied as written and no further interpretation may be made in search of the intent of the Legislature. La. Civ. Code Art. 9.
- When the language of a law is susceptible of different meanings, it must be interpreted as having the meaning that best conforms to the purpose of the law. La. Civ. Code Art. 10.
- The words of a law must be given their generally prevailing meaning. Words of art and technical terms must be given their technical meaning when the law involves a technical matter. La. Civ. Code Art. 11.
- When the words of a law are ambiguous, their meaning must be sought by examining the context in which they occur and the text of the law as a whole. La. Civ. Code Art. 12.
- Laws on the same subject matter must be interpreted in reference to each other. La. Civ. Code Art. 13.

3. "Force of Law" Consistency Determinations

Louisiana Civil Code Article 13 – providing that laws on the same subject matter must be interpreted in reference to each other – is especially important with respect to consistency determinations. It may be tempting to pull out isolated passages from the Land Use Element in arguing that a particular proposal is consistent with the Master Plan. However, Article 13 makes clear that in order to be deemed consistent, a proposal must be evaluated against all of the relevant language of the Land Use Element. For example, relying on broad, non-specific language describing a land use goal cannot be sufficient to establish consistency if the proposal is not compatible with the specific language describing the Future Land Use Category that applies to the site.

In this respect, the Future Land Use Category descriptions – found in Section C of this Chapter – are probably the most important language in the Land Use Element for consistency determinations because they speak directly to the specific places in which projects will be proposed. Unlike the other provisions of the Land Use Element, the Future Land Use Category descriptions establish specific land use goals for each part of the city, delineate the specific uses permitted in these areas, and define the desired development character for each category. In short, the Future Land Use Category descriptions essentially define what consistency means for each category. As a general rule of thumb, if a proposal is not compatible with the Future Land Use Category description for a specific location, the proposal is not consistent with the Master Plan.

Text Amendments to: Chapter 2

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.

INTRODUCTION

~~Three years~~ More than ten years after the worst disaster to befall any U.S. city in American history—necessitating the almost total evacuation of the population—the City of New Orleans has exceeded expectations in population recovery. ~~As of June, 2009, the city was home to more than three-quarters of the number of pre-Hurricane Katrina households.~~ [1] By the end of 2015, the city had regained nearly 86% of its pre-Katrina population, with nearly 390,000 people calling the city home.[1] More than half of neighborhoods have recovered over 90 percent of the population they had before the levees failed.[2] Only four neighborhoods have less than half the population they had prior to Katrina; the Lower Ninth Ward, one of the City's most damaged neighborhoods; and three neighborhoods which include three public housing sites that have been demolished to make way for new mixed–income housing.[3] Despite the City's remarkable population recovery, there are still challenges that remain as we shift our focus from recovery to resilience.~~Some neighborhoods that escaped major flooding during the Hurricane Katrina catastrophe have higher populations than before the storm, and all parts of the city have seen resettlement. Despite the complex recovery challenges that remain, the city's population rebound shows both the fierce attachment of New Orleanians to their city and the potential for the city's urban character and unique cultural identity to attract a generation of new New Orleanians.~~

[1] U.S. Census Bureau (2015, December). *Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2015.* Retrieved August 19, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=PEP_2015_PEPANNRES&prodType=table Pre-Katrina population estimated at 453,726

[2] The Data Center (2016, August 15). *Neighborhood Recovery Rates: Growth continues through 2016 in New Orleans neighborhoods.* Retrieved August 19, 2016 from http://www.datacenterresearch.org/reports_analysis/neighborhood-recovery-rates-growth-continues-through-2016-in-new-orleans-neighborhoods/

[3] Ibid.

This chapter describes the post-World War II demographic and land use trends that shaped the New Orleans of today. This period in New Orleans' history is part of a larger story of urban decline which lasted through the 1990s and affected all American cities—and the beginning of an urban renaissance that gathered steam in the early 2000s and continues today. New Orleans was part of this story, including the beginnings of urban renaissance, in its own way and based on its own history. ~~Despite the Hurricane Katrina catastrophe and the uncertain economic climate that predominates while this document is being written, New Orleans still can show the character and conditions that were making New Orleans attractive again to people who wanted to live in cities.~~ While Hurricane Katrina and the failure of the levee system severely impacted the progress of the City, more than 10 years after the storm the City has overcome many challenges. Today, there are new challenges that confront the region – climate change and rising sea levels, land subsidence and coastal erosion, and lack of equity and opportunity for all New Orleanians to grow and thrive.

FACTSHEET

Population
2010 Census: 343,829[4]
2015 Estimate: 389,617[5]

Age Composition (2010 Census)
Under 18 years: 21%
Over 18 years: 79%
65 and older: 12%

Gender Composition (2010 Census)
Male: 48%
Female: 52%

Racial Composition (2010 Census)
White: 33%
Black: 60.2%
Asian: 2.9%
American Indian and Alaska Native 0.3%
Other: 1.9%

Ethnic Composition (2010 Census)
Non Hispanic or Latino: 94.8%
Hispanic or Latino: 5.2%

Households[6]
Total: 142,158
Families: 53.9%
Households with Children under 18: 22.7%
Married Couple Households: 27.5%
Married with Children: 9.7%
Single Mother Households: 10.8%
Non-Family Households: 46.1%

Income[7]
Median Household Income: $36,964
Median Family Income: $48,381

Poverty
Individuals: 27.7%
Families: 22.7%
Families with Children under 18: 34.7%
Single Mother Households: 55.8%

Educational Attainment for the 25+ Population[8]
High School Diploma: 24%
Bachelor's Degree: 19.7%
Graduate or Professional Degree: 14.8%

Persons with Disabilities[9]
Percentage of population: 13.6%
Under 5 years: 1.3%
5 to 17 years: 6.1%
18 to 64 years: 12.0%
65 and over: 40.4%
White: 10.1%
Black: 16.1%

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[4] U.S. Census Bureau (2011, May 26). *2010 Census Interactive Population Search.* Retrieved August 19, 2016, from http://www.census.gov/2010census/popmap/ipmtext.php?fl=22:22071

[5] U.S. Census Bureau (2015, December). *Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2015.* Retrieved August 19, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=PEP_2015_PEPANNRES&prodType=table

[6] U.S. Census Bureau. Profile of General Population and Housing Characteristics: 2010. Retrieved August 19, 2016, from https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC_10_SF1_SF1DP1&prodType=table

[7] U.S. Census Bureau. *Selected Economic Characteristics: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates.* Retrieved August 19, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_DP03&prodType=table

[8] U.S. Census Bureau. Educational Attainment: *U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates*. Retrieved August 19, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_S1501&prodType=table

[9] U.S. Census Bureau. *Disability Characteristics: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates*. Retrieved August 19, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_S1810&prodType=table

Asian: 6.8%
American Indian and Alaska Native: 22.6%
Other: 7.6%
Hispanic (of any race): 7.6%

FINDINGS: POPULATION AND DEMOGRAPHIC TRENDS

New Orleans' demographic profile in the second half of the 20th century and the early years of the 21st century was consistent with population changes in many older American cities—until the catastrophe of Hurricane Katrina. Since Hurricane Katrina, the city has regained population at a faster rate than initially predicted. Key demographic characteristics and trends include:

- As of ~~July 1, 2009,~~Decemeber 2015 the population of New Orleans was estimated at 389,617~~351,568~~—approximately ~~77~~ 86 percent of New Orleans' pre-Hurricane Katrina population[10] ~~based on a variety of sources including postal and utility account data.~~
- Overall, population recovery has exceeded initial expectations after Hurricane Katrina, though recovery varies significantly from neighborhood to neighborhood. More than half of neighborhoods have recovered over 90 percent of the population they had prior to Katrina. Only four neighborhoods have less than half the population they had prior to Katrina; the Lower Ninth Ward, one of the City's most damaged neighborhoods; and three neighborhoods which include three public housing sites that have been demolished to make way for new mixed–income housing
- The City of New Orleans' population fell 21 percent in the thirty years between the peak population of 627,625 in 1960 and 1990, when it was 496,938.
- During the 1990s, New Orleans' population was stabilizing, with a small decline in population resulting from smaller household size and a slight increase in the number of households.
- While the city grew wealthier in absolute terms 1960–1990, it grew wealthier at a much slower rate than its neighboring suburban parishes. The median family income in New Orleans was 96 percent of the metropolitan median in 1960, but by 1990 it had declined to 76 percent of the metropolitan area median.
- Since Hurricane Katrina, New Orleans' population has shifted demographically, resulting in a city that is somewhat more White, older, more educated, and richer. The Hispanic population has increased by at least 28.8 percent since 2000.~~.~~

  > New Orleans has a moderately smaller percentage of African American residents than it had prior to the Hurricane.
  > In spite of the challenges faced by elderly residents, there is little evidence that the city has experienced a disproportionate decline in its elderly population.
  > The city has a smaller percentage of children than it did prior to Hurricane Katrina.
  > The recovery of the public school population has lagged behind the recovery of the population overall. The income, racial and ethnic characteristics of public school students ~~remain similar~~has shifted slightly compared to the pre-storm profile. The percentage of economically disadvantaged students increased 7 percentage points. In terms of race, the number of African American students saw a 5 percent decrease, while the percentage of White and Other students increased. The Hispanic student population also saw a 5 percent increase .
  > ~~Surveys~~ A 2011 study indicates that about 10 percent (over 30,000 people) of the estimated 2008 post-Hurricane Katrina population came to New Orleans after the storm.
  > ~~Anecdotal and l~~Limited statistical evidence suggests a post-storm influx of ~~Hispanic residents and~~young professionals.

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[10] U.S. Census Bureau (2015, December). *Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2015.* Retrieved August 19, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=PEP_2015_PEPANNRES&prodType=table Pre-Katrina population estimated at 453,726

> Households continue to have a higher median income, however the ~~and a smaller~~ percentage of the population that liveses below the poverty line~~, than before the storm~~ is currently trending upward and is equivalent to 1999 levels despite falling in the years after Hurricane Katrina.
> The city continues to have a bifurcated educational profile with a higher percentage than the national average of adults lacking a high school degree or diploma and, at the same time, a higher percentage of adults ~~with~~ who have obtained at least a 4-year college degree. ~~or graduate degre~~Since Hurricane Katrina, ~~a~~the ~~greater~~ percentage of the adult population of New Orleans that has a high school degree or diploma has continued to increase as has the percentage of adults who have a 4-year college degree or higher.

FINDINGS: LAND USE TRENDS

The overall distribution of land uses in New Orleans has not changed significantly since Hurricane Katrina, though the amount of blight and vacant or underutilized property has increased dramatically as a result of the storm. The number of blighted or vacant properties has significantly decreased over the subsequent years.

- Neighborhoods built before World War II characteristically contain a mixture of small- to medium-scale residential types, from single family homes to small apartment buildings, and often include pedestrian-oriented mixed use commercial corridors.
- Neighborhoods built after World War II are predominantly composed of suburban style single family subdivisions separated from strip malls and other retail areas and from large-scale multifamily developments. They are typically vehicle-oriented areas.
- The draining of wetlands after 1913 allowed the city to expand beyond the riverfront and the ridges, increasing the urbanized area of the city by more than 40 square miles or 100 percent between 1913 and 2000.
- By 2000, 40 percent of the city's housing units had been built since 1960, mostly in the form of suburban-style single-family houses.
- In 2000, New Orleans had some 26,000 vacant dwelling units, which included some non-blighted units such as those for sale or rent and unoccupied second homes.
- ~~In 2009, the number of unoccupied residential addresses was estimated at 65,888, 31 percent of all addresses.~~ In 2014, the city had approximately 40,901 vacant residential addresses, or 21.4 percent of the city's total housing stock (191,310).
- Changes in residential land use following Hurricane Katrina are overwhelmingly the result of flood impact and a diminished residential population rather than any intentional effort to alter the residential character of neighborhoods' pre-storm condition.
- Downtown retail ha~~d~~s been in decline in the city since the mid-1980s however has seen an uptick, like many other areas of the city.
- Retail malls in various parts of the city were losing tenants and in decline before Hurricane Katrina.
- Residential neighborhoods that suffered significant flooding, especially New Orleans East, lack neighborhood-serving retail.
- Independent, "boutique" retail continues to be relatively successful along Magazine Street, in the French Quarter, and in some other scattered sites throughout the city - predominantly in older neighborhoods.

- National retailers tend to locate in adjacent parishes rather than in Orleans Parish, though in recent years there has been an uptick in the number of national retailers locating in Orleans Parish.
- Office uses continue to cluster in the Central Business District, with a good supply of well-priced Class A office space, though are expanding outward into other neighborhoods.
- Many of New Orleans' industrial areas are underutilized.
- New port investment can be accommodated in existing port areas, so some industrial areas associated with the Port and other maritime uses are in transition.

A. DEMOGRAPHIC CHARACTERISTICS AND TRENDS IN NEW ORLEANS, 1940–~~2008~~2015

In 1940, the City of New Orleans was the largest city in the southern United States; a major American port, trade hub, and center of commerce; and a growing metropolis of half a million people. During the second half of the twentieth century, New Orleans suffered the same fate as most established urban centers in the United States: population decline, migration of wealthier residents from the older city center to outlying neighborhoods and suburbs, economic dislocation and disinvestment, and, towards the end of the century, signs of stabilization. In the decades following World War II, the city comprised a decreasing portion of the metropolitan area's population and shrank in prominence and economic importance relative to other, faster growing American cities.

Unlike many older cities, however, New Orleans was able to capture some of the demand for suburban living because it had created a significant amount of developable land by draining low-lying and wet areas. Neighborhoods such as Lakeview, Gentilly, New Orleans East, and parts of Algiers emerged in the decades after 1960, expanding New Orleans' urban footprint with suburban-style subdivisions and garden apartments.

A note on data sources

The discussion of demographic trends in this report is based upon several sources of data, including historical Census data, the 2000 Census, and the Census Bureau's American Community Survey (ACS) for the years 2005, 2006, and 2007. The American Community Survey is a set of estimates based on sample data. Multiple data sets have been utilized because each has discrete strengths and weaknesses. While the 2000 decennial census is the most comprehensive and complete data source with information at more detailed geographic levels, it does not reflect the actual conditions in the community today.

US Census Bureau:

• Total population estimates: In January 2009, the Census Bureau revised upward its 2007 estimate of New Orleans population in response to the City's challenge. The City's challenge was based on demographic analysis by the Greater New Orleans Community Data Center.

• Population composition: Census Bureau ACS estimates remain the best source of information on the current demographic composition of New Orleans' population (that is, the distribution of gender, age, households and other characteristics in the population), as the data come from a wide sample of households and group quarters residents.

Locally generated data:

• GCR & Associates, utility account data, population estimates and projections of future population use.

• ~~Greater New Orleans Community~~The Data Center ~~(GNOCDC)~~ estimates, based on postal addresses, building permits, utility accounts and utility usage.

National data sources:

• ESRI and Claritas—widely-cited proprietary data sources

• The New Orleans Index and The New Orleans Index at Ten—quarterly report produced by ~~GNOCDC~~ the Data Center and the Brookings Institution that provides supplemental data collected to measure quality of life, such as health and education indicators and that tracks a number of recovery measures

• Kaiser Family Foundation surveys. In an effort to put the characteristics of New Orleans in context, this document will also routinely compare data describing local conditions to a consistent selection of other American cities— thereby highlighting important regional, historical, economic and demographic similarities and distinctions. Data for these cities have been collected from a variety of sources, including their respective state departments of education and a host of U.S. Census Bureau data products.

Land use data:

• Land use patterns pre-Hurricane Katrina are based on analysis of existing land use in the City Planning Commission's 1999 Land Use Plan

Population Trends

New Orleans, like other American cities, lost population in the second half of the twentieth century, but was showing signs of population stabilization by 2000. Unlike other cities, of course, New Orleans was devastated by the catastrophe of Hurricane Katrina in August 2005. ~~Four~~ Eleven years later, with an estimated population of 389,617~~351,568~~, the city had already recovered ~~approximately~~ approximately 86 ~~77~~ percent of its estimated 2005 population.[11]

TABLE 2.1: CITY OF NEW ORLEANS POPULATION BY DECADE

YEAR	POPULATION	% CHANGE
1950	570,445	
1960	627,525	10.0%
1970	593,471	-5.4%
1980	557,515	-6.1%
1990	496,938	-10.9%
2000	484,674	-2.5%
2010	343,829	-29.1%

SOURCE: U.S. CENSUS BUREAU

WORLD WAR ~~11~~ II TO 1990: THE SUBURBAN HALF-CENTURY

Between World War II and the last decade of the twentieth century, New Orleans, like most urban centers in the United States, suffered a long-term decline in population, falling 21 percent from a peak of 627,525 in 1960 to 496,938 by 1990.[12] While many cities began their decline almost immediately after World War II, the population of New Orleans increased during the 1940s and 1950s, gaining almost 133,000 people between 1940 and 1960.5 Because the city's economy was based on trade, energy and tourism, and it had a relatively small industrial sector, it was not as affected by declines in manufacturing as other American cities. While the 1960s marked the

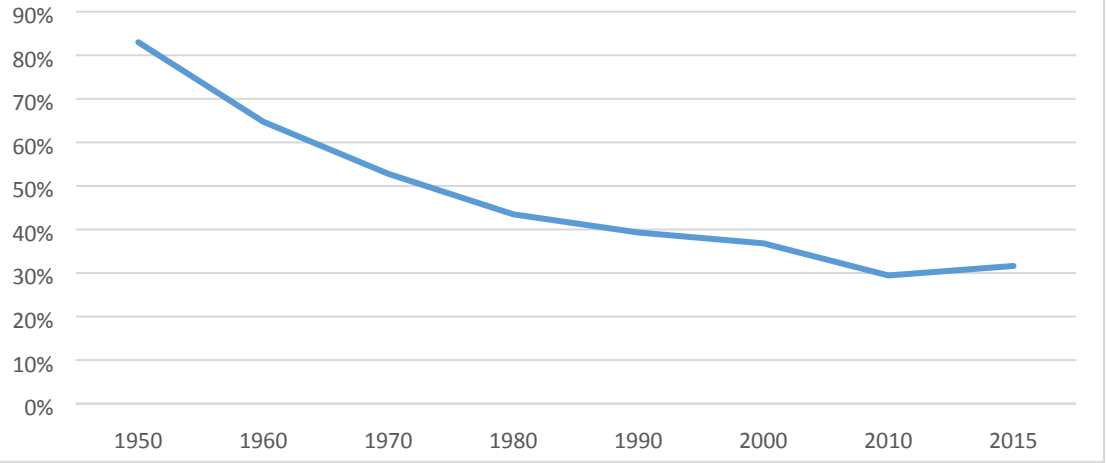
[11] U.S. Census Bureau (2015, December). *Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2015.* Retrieved August 19, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=PEP_2015_PEPANNRES&prodType=table Pre-Katrina population estimated at 453,726

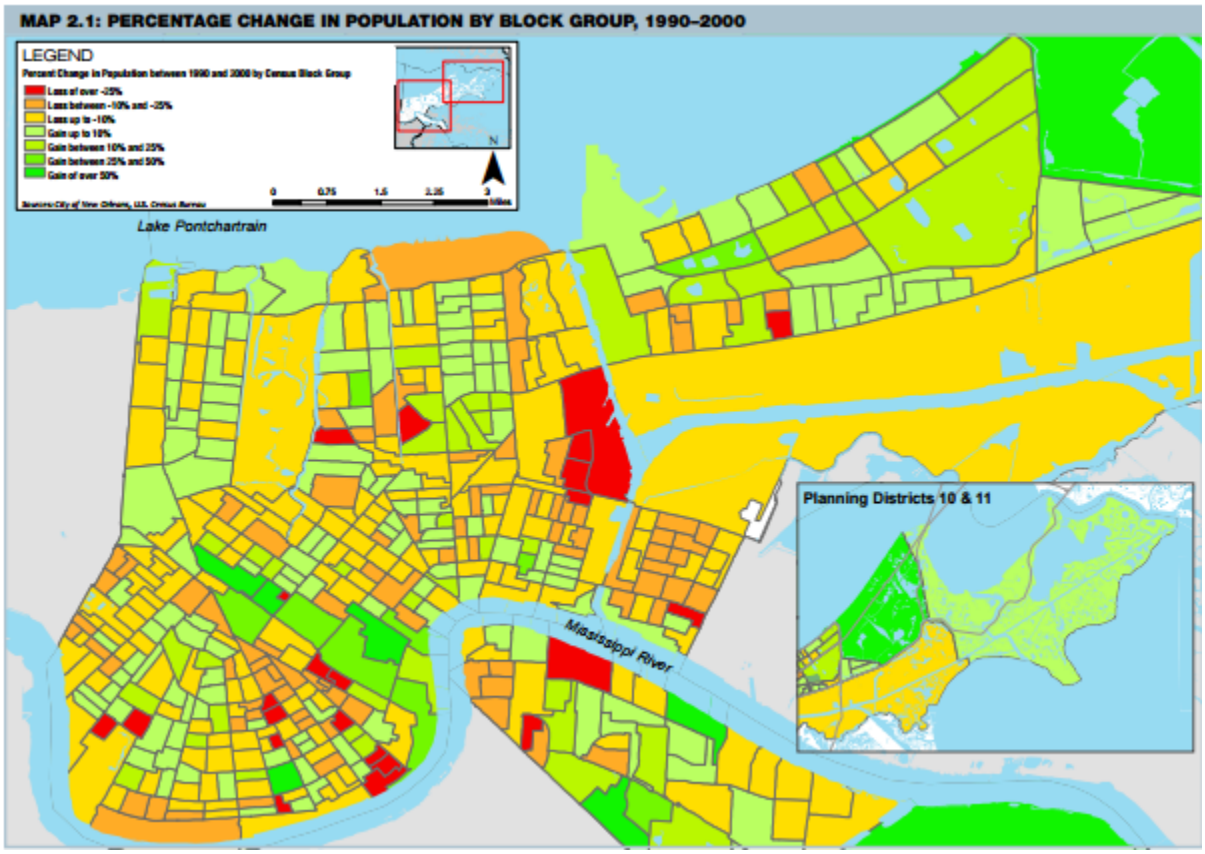
[12] U.S. Census Bureau

beginning of a period of population decline, continued investment in the post-war period ensured that the population losses suffered by New Orleans were far less severe than those experienced by other cities over the same period, such as Cleveland, Pittsburgh, and St. Louis.

Population and economic decline were particularly acute in the latter half of the 1980s because of the oil bust of the mid 1980s. The faltering economy in the 1980s affected not only the city of New Orleans but also the metropolitan area at large. Neighboring Jefferson Parish, for example, saw practically no growth between 1980 and 1990, while regional competitors such as metropolitan Charlotte, Nashville, and Houston continued to see growth in both their central cities and their suburbs at much higher rates.

FIGURE 2.1: CITY OF NEW ORLEANS POPULATION AS A PERCENTAGE OF METROPOLITAN AREA POPULATION, 1950-2015





1990 – 2005: SMALLER HOUSEHOLDS AND URBAN STABILIZATION BEFORE THE HURRICANE KATRINA CATASTROPHE

Census data indicate population was stabilizing during the 1990s and there is reason to believe that this trend was continuing before Hurricane Katrina. New Orleans lost 12,164 residents between 1990 and 2000, but this decline was entirely due to smaller household size rather than outmigration. The number of households actually inched up from 1990 to 2000, from 188,235 to 188,251.7

After the precipitous decline in the oil and gas economy during the 1980s, New Orleans' economy began to stabilize in the mid-1990s, largely due to the continued rise of the convention and tourism industry, and at the same time, violent crime declined significantly. Moreover, in relation to the entire metropolitan area, New Orleans' median family income increased slightly from 1990 to 2000, from 75.7 percent of the metropolitan median to 75.9 percent of the metropolitan median.[13] Another statistic that confirms New Orleans' newfound stability in the 1990s is the fact that the city did not experience a decline in its median family income relative to the entire metro area. From 1990 to 2000, New Orleans grew wealthier at a faster rate than adjacent suburban parishes.

While population estimates from the Census Bureau indicated that New Orleans had experienced a significant loss in population from 2000 to 2005, there is compelling evidence to suggest that its population was in fact holding steady during the first half of the decade.[14]

[13] U.S. Census Bureau

[14] 10 The City of New Orleans, using analysis provided by the Greater New Orleans Community Data Center (GNOCDC), submitted a challenge to the Census Population Estimate for Orleans Parish for July, 2007. In

On the district and neighborhood level, few meaningful conclusions can be made about the pattern of population loss and gain between 1990 and 2000. Losses were seen in some block groups, particularly those that contained public housing projects closed during the period, but modest growth was also experienced in parts of neighborhoods all across the city.

~~2005 – 2008:~~ HURRICANE KATRINA TO TODAY—RECOVERING POPULATION

In August 2005, Hurricane Katrina and the failure of levees caused a level of destruction and dislocation that the United States had not witnessed since the San Francisco earthquake of 1906. Of the city's 188,251 occupied housing units, fully 134,334—or 71 percent—were flooded. According to FEMA estimates, over 55 percent of the city's housing stock was classified in the "major" or "severe" damage categories.[15] Nearly 100 percent of the population left the city because of the lingering floodwaters. Despite this level of devastation, accompanying population loss and severe economic disruption, New Orleans has rebounded much more quickly than many demographers initially projected.[16] The RAND Corporation initially estimated that by September 1, 2008 the city would have a population of 272,000, but estimated population at that time was 328,758, more than 20 percent greater. Though still well below the Census Bureau's pre-Hurricane Katrina population estimate of 453,726, New Orleans' ~~2009~~2015, estimated population of 389,617 demonstrates a population recovery of nearly 86 percent. ~~now places the city back in the cohort of major central cities such as Cincinnati, Pittsburgh, Tampa, and St. Louis.~~

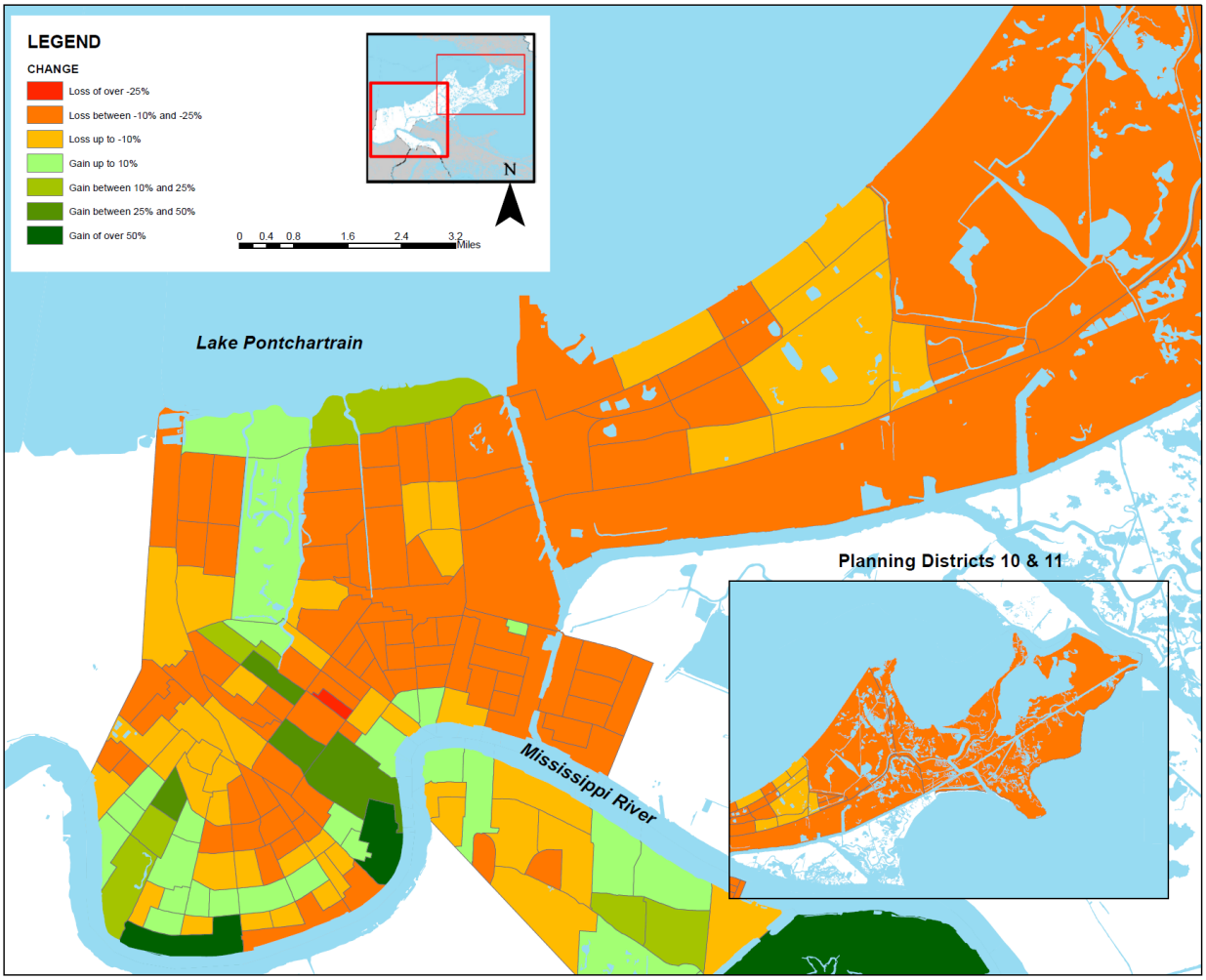
~~By September 2008, all New Orleans planning districts except for District 8 (which includes the Lower Ninth Ward) had reached 55 percent or more of the number of June 2005 households.13 As might be expected, districts with no or minimal flooding recovered more quickly than those that suffered extensive flooding. As of late 2009, many neighborhoods remain in an intermediate stage of recovery~~

researching this case, GNOCDC scrutinized evidence, including building permits, utility account data, and USPS counts of active addresses, all of which suggested a significant undercount of the pre-Hurricane Katrina population of New Orleans in the Census Bureau's population estimate for July 1, 2005.

[15] FEMA official damage estimates

[16] RAND Corporation report, "The Repopulation of New Orleans After Hurricane Katrina" published March 2006

MAP 2.1.1: PERCENTAGE CHANGE IN POPULATION BY CENSUS TRACT, 2000 - 2010



Eleven years after Katrina, the New Orleans population continues to grow. The estimated 2015 population of 389,617 is a 13 percent increase over the 2010 population of 343,829.[17] Approximately 40 of New Orleans' 72 neighborhoods have recovered over 90 percent of the population.[18] Four neighborhoods have a smaller population than before the storm; the Lower Ninth Ward, one of the City's most damaged neighborhoods; and three neighborhoods which include three public housing sites that have been demolished to make way for new mixed–income housing.[19]

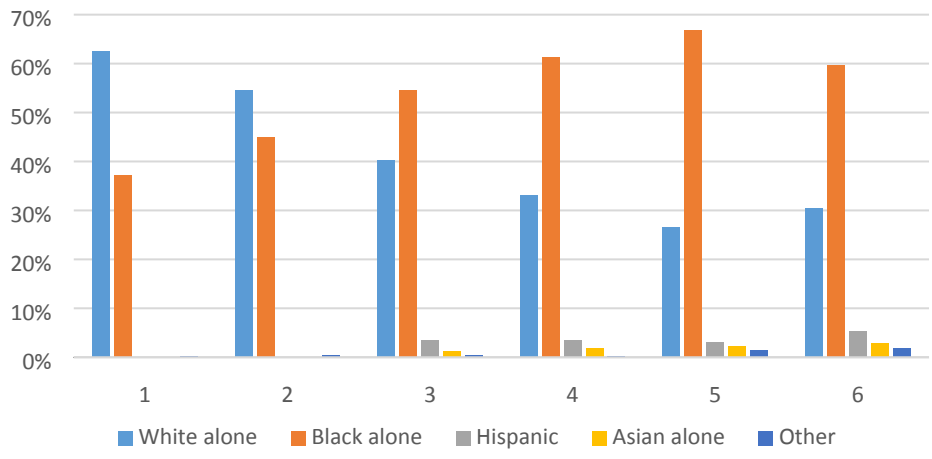
[17] U.S. Census 2010 Census and Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2015.
[18] The Data Center (2016, August 15). *Neighborhood Recovery Rates: Growth continues through 2016 in New Orleans neighborhoods.* Retrieved August 19, 2016 from http://www.datacenterresearch.org/reports_analysis/neighborhood-recovery-rates-growth-continues-through-2016-in-new-orleans-neighborhoods/
[19] Ibid.

Population Characteristics

RACIAL AND ETHNIC COMPOSITION

While New Orleans had a majority African-American population for a period early in the 19th century, by 1950 the city's population had long been over 50 percent White.[20] Five decades later, New Orleans was 67 percent Black, 28 percent White, 2 percent Asian, and 2 percent other race. The city experienced the out- migration of a significant number of wealthy residents—largely (though not exclusively) White—that was typical of the suburban exodus from American cities, and an influx of rural African-Americans seeking opportunity. School desegregation, and housing and tax policy all played a role in these changes. At the same time, research on the net migration of African-Americans shows that New Orleans was the only major Southern city that continued to experience a net loss of African-Americans in the late 1990s, when other Southern cities were attracting Black migrants, particularly college graduates. (Louisiana was second only to New York—a much larger state—in outmigration of African-American college graduates during 1995–2000.)[21] New Orleans was traditionally less residentially segregated than most American cities. In 2000, the average Black New Orleanian lived in a neighborhood that was 82 percent African-American.

FIGURE 2.4 RACIAL COMPOSITION OF THE POPULAITON OF NEW ORLEANS, 1960-2010



Because Hispanics can be of any race, they are counted as an ethnic category rather than a racial category. According to the 2000 Census, 3.1 percent of New Orleans population was Hispanic or Latino. While the percentages have historically been small, New Orleans has long been home to tight knit, widely recognized communities of Asians (particularly Vietnamese) and Hispanics (particularly Central Americans). Hispanic migrant workers came to New Orleans after the storm to work in the construction industry, but because many are transient and undocumented, they are likely underrepresented in the Census Bureau surveys. Informal estimates by groups such as the Gulf Coast Latin American Association,

[20] U.S. Census Bureau

[21] William H. Frey, "The New Great Migration: Black Americans' Return to the South, 1965-2000", (Washington, DC: The Brookings Institution, May 2004).

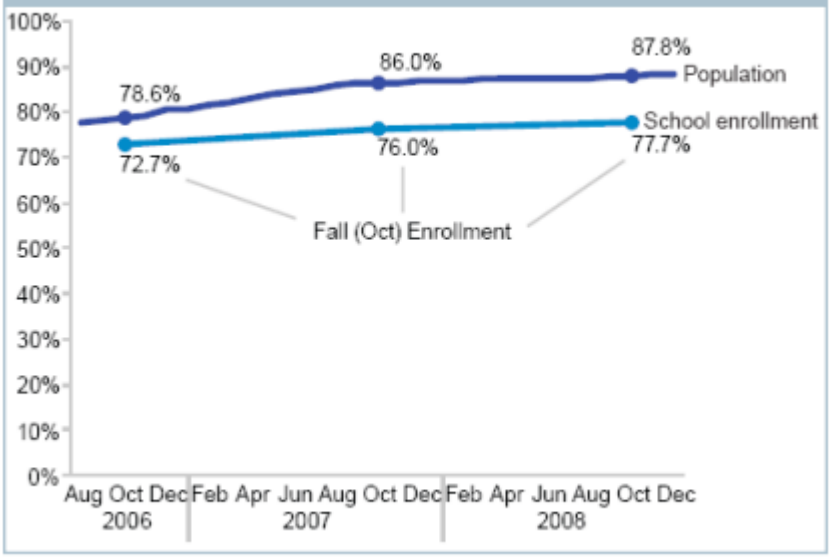
which delivers social services to Latinos, suggested that there had been an influx of as many as 30,000 Latino workers to the metropolitan area immediately following Hurricane Katrina in 2005.[22] Estimates from sample surveys conducted by the Louisiana Public Health Institute indicate that the proportion of Hispanics in the city's population may have been as high as 9.6 percent in the summer of 2006.[23] According to the 2010 Census, 5.2% of the population identified as Hispanic or Latino.

In the aftermath of Hurricane Katrina, population estimates indicate a moderate decline in the African-American percentage of the population. The Census Bureau estimated the city's pre-Hurricane Katrina population as 68 percent African-American and 28 percent White. ESRI, a national demographics firm, estimated New Orleans in 2008 to be 64 percent African-American, 30 percent White and 5.5 percent other races. As of 2014, 60.5% of the New Orleans population is African-American, 33% is White, 2.9% is Asian, and 3.6% is some other race.[24] According to the Data Center, there are now 95,625 fewer African Americans living in New Orleans compared to 2000, but there are also 6,811 fewer whites; however, the number of Hispanics grew by 7,023.[25]

AGE COMPOSITION

In the aftermath of Hurricane Katrina, there was much discussion about the potential loss of the city's elderly population, due to the burden of evacuating, the loss of housing, and the damage to the region's healthcare infrastructure. However, the elderly population appears to have grown slightly in proportion to the population as a whole. In 2005, the percentage of the city's population estimated to be 65 years or older was 11 percent; it was estimated to be ~~13 percent in 2007.18~~ 12.5% in 2015.[26] ~~In fact, in comparison to some of~~

FIGURE 2.3: PERCENT OF PRE-HURRICANE KATRINA HOUSEHOLDS ACTIVELY RECEIVING MAIL AND PUBLIC & PRIVATE SCHOOL ENROLLMENT FOR THE 7-PARISH MSA, AUGUST, 2006–DECEMBER, 2008



SOURCE: THE NEW ORLEANS INDEX, JANUARY 2009, P.9

[22] "The Changing Face of the Gulf Coast: Immigration to Louisiana, Mississippi, and Alabama". Migration Policy Institute, Katharine Donato and Shirin Hakimzadeh. January 2006.

[23] "The 2006 Louisiana Health and Population Survey". Louisiana Public Health Institute. popest.org/popestla2006/

[24] U.S. Census Bureau. *ACS Demographic and Housing Estimates: 2010-2014 American Community Survey 5-Year Estimates*. Retrieved August 23, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_DP05&prodType=table

[25] The Data Center. (2016, June 29). *Who Lives in New Orleans and Metro Parishes Now?*. Retrieved August 23, 2016 from http://www.datacenterresearch.org/data-resources/who-lives-in-new-orleans-now/

[26] U.S. Census Bureau. *Annual Estimates of the Resident Population for Selected Age Groups by Sex for the United States, States, Counties and Puerto Rico Commonwealth and Municipios: April 1, 2010 to July 1, 2015*. Retrieved August 23. 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=PEP_2015_PEPAGESEX&prodType=table

~~its Southern and Midwestern counterparts, New Orleans is an "older" city with one of the highest percentages of citizens aged 65 and over, and one of the smallest percentages of residents aged 21 and under (24.6 percent).19~~

In contrast, a primary indicator of the school-age child population, public and private school enrollment, has not kept pace with the return of the general population. In October 2008, school enrollment was almost 25 percent below pre-Hurricane Katrina numbers. The 2015 population estimates suggest that 20.4% of the population is under the age of 18, which is a decrease from 26.7% in 2000.[27]

Anecdotal reports suggest that New Orleans has experienced significant influx of new residents, particularly young professionals around the ages of 18–34. The Kaiser Family Foundation's 2008 survey of New Orleans residents found that 10 percent of its respondents had come to New Orleans since Hurricane Katrina, which would account for over 30,000 persons. This means that most people who have returned to the city were living there before Hurricane Katrina, but a substantial number of people have made the choice to live in post-Hurricane Katrina New Orleans. While it should be noted that "young professionals" only comprise a subset of that particular age demographic, this age group has in fact grown slightly as a share of the city's total population, from 26.5 percent in 2005 to ~~27.7 percent in 2007.20~~ 28.4% in 2015.[28]

HOUSEHOLD COMPOSITION

Nationally, since 1960 the number of households with children has been declining and the number of single-person households has been increasing. While 48 percent of U.S. households in 1960 included children under 18 and only 13 percent were single-person households, by 2000, only one-third of households included children and the percentage of single-person households had doubled to 26 percent.[29] These trends are even more visible in cities, and New Orleans' household composition is consistent with these trends. According to 2014 American Community Survey (ACS) estimates, 51 percent of households in New Orleans were family households (made up of people related by blood or marriage), compared to 60 percent in 2000. Similarly, the percentage of all households in New Orleans with at least one child under 18 declined from 35 percent in 2000 to an estimated 22 percent in 2014. An estimated 24 percent of New Orleans households were single- person households in 2014, compared to 33 percent in 2000. The percentage of households headed by single women with their own children declined from 14 percent of all households in 2000 to an estimate close to 11 percent of all households in 2014.[30]~~According to 2007 Census estimates, 55 percent of households in New Orleans were family households (made up of people related by blood or marriage), compared to 60 percent in 2000. Similarly, the percentage of all households in New Orleans with at least one child under 18 declined from~~

[27] Ibid. & 2000 Census.
[28] Ibid.
[29] U.S. Census Bureau
[30] U.S. Census Bureau. *ACS Households and Families Estimates: 2010-2014 American Community Survey 5-Year Estimates.* Retrieved August 24, 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_S1101&prodType=table

~~35 percent in 2000 to an estimated 24 percent in 2007. Nearly 38 percent of New Orleans households were single- person households in 2007, compared to 33 percent in 2000. The percentage of households headed by single women with their own children declined from 14 percent of all households in 2000 to an estimated 10 percent of all households in 2007.~~

SCHOOL ENROLLMENT

Public school enrollment in New Orleans peaked at approximately 110,000 students in 1970 and had declined by almost half, to approximately 60,000, by 2005, before Hurricane Katrina.[31] In the year before Hurricane Katrina, with an overall population that was 67 percent African American, the city's public schools were over 93 percent African American.[32] By contrast, private school students in Orleans Parish were 45 percent African American in the same year. According to data from the Cowen Institute for Public Education Initiatives for the 2014-2015 school year, public school enrollment in New Orleans had reached 46,000 students,[33] continuing its upward trend since the post-Katrina low of 12,000 students. For the 2014-2015 school year, according to data released by the Louisiana Department of Education, over 87 percent of public school students were African American, 6 percent White, and 7 percent Other. Enrollment numbers released from the 2013-2014 school year found that the enrollment of Hispanic students had reached 5 percent, an increase from 1 percent during the 2004-2005 school year.[34] By contrast, private school enrollment for the 2008-2009 school year was 18,493 students, 58 percent of whom were White, 37 percent African American, 3 percent Hispanic, and 3 percent Asian. 1,055 other races. ~~As of February, 2009, public school enrollment in New Orleans was 35,976 students. Ninety percent of public school students were African American, 5 percent White, 2 percent Hispanic, and 2 percent Asian. By contrast, private school enrollment for the 2008-2009 school year was 18,493 students, 58 percent of whom were White, 37 percent African American, 3 percent Hispanic, and 3 percent Asian.24~~

Since Hurricane Katrina, the landscape of education in New Orleans has changed dramatically. New Orleans public schools are currently administered by two school districts, the State-run Recovery School District (RSD) and the Orleans Parish School Board (OPSB)—the pre-Hurricane Katrina manager of most public schools. Under Act 91, signed into law by Governor John Bel Edwards on May 12, 2016, all RSD schools must return to the OPSB by July 1, 2018 (with the possibility of a one year extension under special circumstances). At that point, OPSB will be the primary governing authority for Orleans Parish

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[31] A Blueprint: Building 21st Century Schools in New Orleans, School Facilities Master Plan for New Orleans, August 2008, p. 23.

[32] U.S. Census Bureau and Louisiana Department of Education

[33] Rossmeier, Vincent & Sims, Patrick. *Tulane University Cowen Institute for Public Education Initiatives: The State of Public Education in New Orleans: 10 Years After Hurricane Katrina*. Retrieved August 24, 2016 from http://www.speno2015.com/images/SPENO.2015.small.single.pdf

[34] Louisiana Department of Education. *Student Enrollment & Demographics*. Retrieved August 24, 2016 from http://www.louisianabelieves.com/docs/default-source/katrina/final-louisana-believes-v5-enrollment-demographics22f9e85b8c9b66d6b292ff0000215f92.pdf?sfvrsn=2

public education.[35] As of the 2014-2015 school year, over 90 percent of the public schools in Orleans Parish were charter schools, with 57 under the direction of the RSD and 14 overseen by the OPSB.[36] (Cowen) Since the beginning of the first full, post- Hurricane Katrina school year beginning in the fall of 2006, public school enrollment, including charter schools, has grown 63.9 percent; yet enrollment still stands at only about 70 percent of the pre-storm figure of 66,372 (Cowen + original # of 66k). Private school enrollment since Hurricane Katrina had been regaining pre-Hurricane Katrina levels of enrollment somewhat faster than that of public schools. However, data from 2014 indicate only 14,280 students in private schools.[37] This is in contrast to the 26,008 students that were enrolled in private schools in the 2004-2005 school year, and more recently the 18,493 students in 2008-2009. The Great Recession, as well as perceived improvements to the New Orleans public education landscape, may have had a correlative effect on this number.

The socioeconomic composition of public school systems is measured primarily by the percentage of students eligible for the federal free and reduced price lunch program. As of June 2015 school year, 83 percent of the total public school student population in New Orleans qualified (Cowen).

~~As of 2009, nearly half of the public schools in Orleans Parish were charter schools, some under the direction of the RSD and others overseen by the OPSB. Since the beginning of the first full, post-Hurricane Katrina school year beginning in the fall of 2006, the system has gained an additional 7,236 students; yet enrollment still stands at only 50 percent of the pre-storm figure of 66,372.25 Private school enrollment since Hurricane Katrina has regained pre-Hurricane Katrina levels of enrollment somewhat faster than that of public schools. 26,008 students were enrolled in private schools in the 2004-2005 school year, as compared to 18,493 (or 71 percent) in 2008-2009.26~~

~~The socioeconomic composition of public school systems is measured primarily by the percentage of students eligible for the federal free and reduced price lunch program. In February 2009, 88 percent of the total public school student population in New Orleans.27 Comparable data for private school students is not available.~~

INCOME PROFILE

Before Hurricane Katrina, median incomes in New Orleans had stabilized in comparison to the metropolitan area after having fallen for decades. According to 2014 ACS estimates, the median

[35] *Orleans Parish School Board* website. Retrieved August 24, 2016 from http://opsb.us/nola-schools-unification/

[36] Rossmeier, Vincent & Sims, Patrick. *Tulane University Cowen Institute for Public Education Initiatives: The State of Public Education in New Orleans: 10 Years After Hurricane Katrina*. Retrieved August 24, 2016 from http://www.speno2015.com/images/SPENO.2015.small.single.pdf

[37] U.S. Census Bureau. *ACS: Sex by School Enrollment by Level of School by Type of School for the Population 3 Years and Over. Universe: Population 3 years and over. 2010-2014 American Community Survey 5-Year Estimates.*

family income in the City of New Orleans ($48,381) was slightly above the New Orleans-Metairie Metro Area median family income ($47,412). ~~According to 2007 Census Bureau estimates, at $45,902, the median family income in the City of New Orleans was 79 percent of the median family income of the New Orleans metropolitan area as a whole ($58,125). While median family income in New Orleans is substantially lower than the metropolitan median family income, this disparity has narrowed somewhat since 2005.~~

TABLE 2.3: HOUSEHOLD INCOMES BY PERCENTAGE OF TOTAL POPULATION, 1999–2007~~12~~

	CITY OF NEW ORLEANS				NEW ORLEANS METROPOLITAN AREA			
	1999	2005	2007	2012	1999	2005	2007	2012
$0 to $24,999	46.4%	43.3%	35.40%	37+.1%	36.1%	33.7%	25.70%	27.6%
$25,000 to $49,999	27.5%	25.5%	25.00%	24.1%	29.2%	26.1%	25.60%	24.8%
$50,000 to $74,999	12.6%	12.4%	16.30%	14.4%	17.0%	15.7%	18.10%	16.7%
$75,000 to $99,000	5.7%	6.3%	9.20%	8.6%	8.4%	10.0%	12.60%	11.3%
$100,000 to $149,999	4.2%	7.0%	7.00%	8.4%	5.8%	9.2%	10.80%	11.8%
over $150,000	3.6%	5.5%	7.20%	7.2%	3.5%	5.2%	7.20%	7.8%

SOURCE: U.S. CENSUS BUREAU; 2005 AND 2007 ESTIMATES

INDIVIDUALS AND HOUSEHOLDS IN POVERTY

Of all 50 U.S. states, Louisiana in 2014 had the third highest percentage (19.6 percent) of persons living below the poverty line, behind New Mexico (20.9 percent) and Mississippi (22.6 percent).[38] The state was ranked second highest in 2000 and 2007.[39] While an analysis of 2000 Census data found that New Orleans ranked second among large U.S. cities in the rate of concentrated poverty—the percentage of all impoverished people in the city who lived in extreme-poverty neighborhoods (where more than 40 percent of residents live below the poverty line)-- more recent research places New Orleans at 40th (2009-2013). This was largely spurred by the Great Recession.[40] Map 2.3 below shows the census tracts in New Orleans characterized by moderate to severe poverty in 2000. 2014 data from ACS found that over 35 percent of African American residents in New Orleans had incomes below the poverty line[41]

[38] U.S. Census Bureau. *ACS Selected Economic Characteristics: 2010-2014 American Community Survey 5-Year Estimates.* Retrieved August 25, 2016 from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_DP03&prodType=table

[39] Alan Berube and Bruce Katz, "Hurricane Katrina's Window: Confronting Concentrated Poverty Across America," (Washington, DC: The Brookings Institution, October 2005), 3.

[40] Alan Berube and Natalie Holmes, "Concentrated poverty in New Orleans 10 years after Katrina," (Washington, D.C.: The Brookings Institution, August 2015). Retrieved August 26, 2016 from https://www.brookings.edu/blog/the-avenue/2015/08/27/concentrated-poverty-in-new-orleans-10-years-after-katrina/

[41] U.S. Census Bureau. *ACS Poverty Status in the Past 12 Months by Age (Black or African American Alone). Universe: Black or African American alone population for whom poverty status is determined: 2010-2015 American Community Survey 5-Year Estimates.* Retrieved August 26, 2016 from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_B17020B&prodType=table

while just under 14 percent of White residents in New Orleans were living in poverty.[42] Poverty rates across the board, including among the White population, are still very high relative to national standards.

Since Hurricane Katrina, rates of family poverty initially declined in New Orleans, while poverty among individuals increased. Although the percentage of families in poverty dropped from 21.8 percent in 2005 to 15.3 percent in 2007, by 2014, it had increased to 22.7 percent.[43] New Orleans had a higher family poverty rate than both the metropolitan area in 2012 (21.8 percent in New Orleans compared to 13.6 percent in the Metro area[44]) and Louisiana in 2014 (15.1 percent in Louisiana compared to 22.7 percent in New Orleans[45]).

~~Of all 50 U.S. states, Louisiana in 2007 had the second highest percentage of persons living below the poverty line, a rank the state also held in 2000.[28] An analysis of 2000 Census data also found that New Orleans ranked second among large U.S. cities in the rate of concentrated poverty—the percentage of all poor people in the city who lived in extreme-poverty neighborhoods (where more than 40 percent of residents live below the poverty line).[29] Map 2.3 below shows the census tracts in New Orleans characterized by moderate to severe poverty in 2000. The 2000 Census found that 35 percent of African American residents in New Orleans had incomes below the poverty line while just over 11 percent of White residents in New Orleans were living in poverty.[30] More recent estimates of the racial composition of the population in poverty are not available. Poverty rates across the board, including among the White population, are still very high relative to national standards.~~

~~Since Hurricane Katrina, rates of family poverty have declined in New Orleans, while poverty among individuals has increased. New Orleans has a higher family poverty rate than both the metropolitan area and Louisiana as a whole. However, the percentage of families in poverty has declined since Hurricane Katrina (from 21.8 percent in 2005 to 15.3 percent in 2007 compared to 10.5 percent of families in the metropolitan area and 14.6 percent of families in Louisiana as a whole,[31] according to Census Bureau estimates).~~

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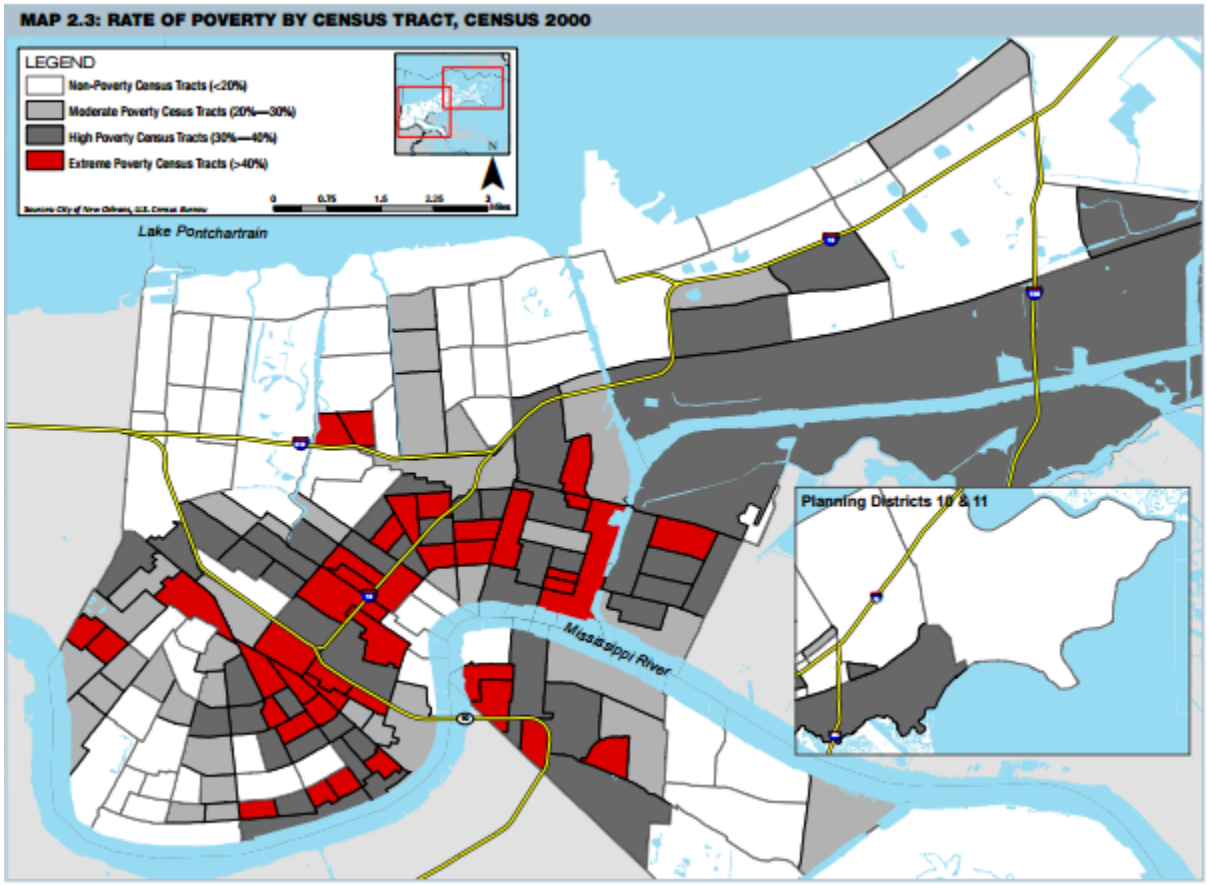
[42] U.S. Census Bureau. *ACS Poverty Status in the Past 12 Months by Age (White Alone). Universe: White alone population for whom poverty status is determined: 2010-2015 American Community Survey 5-Year Estimates.* Retrieved August 26, 2016http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_B17020A&prodType=table

[43] American Community Survey, Selected Economic Characteristics. 2010-2014 American Community Survey 5-Year Estimates. Retrieved on August 26, 2016 from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_DP03&prodType=table

[44] American Community Survey, Poverty Status in the Past 12 Months of Families: 2008-2012 American Community Survey 5-Year Estimates. Retrieved on August 30, 2016 from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_12_5YR_S1702&prodType=table

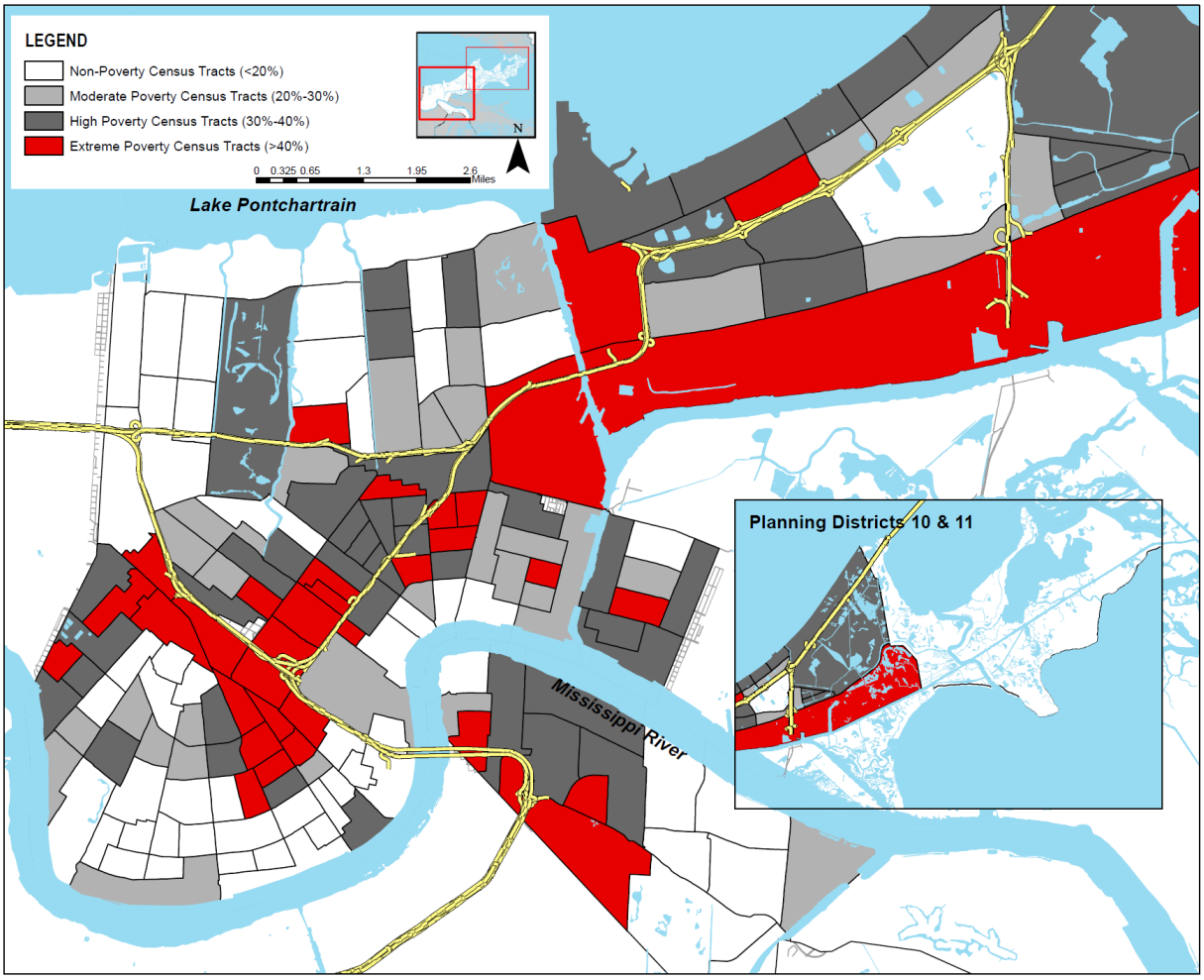
[45] American Community Survey, Poverty Status in the Past 12 Months of Families: 2010-2014 American Community Survey 5-Year Estimates. Retrieved on August 30, 2016 from
American Community Survey, Poverty Status in the Past 12 Months of Families: 2008-2012 American Community Survey 5-Year Estimates. Retrieved on August 30, 2016 from

ATTACHMENT A



ATTACHMENT A

MAP 2.3.1: RATE OF POVERTY BY CENSUS TRACT, 2010



Since Hurricane Katrina, there have been many changes in the composition of the impoverished population. Though the percentage of New Orleanians living in poverty who were under 18 years old had dropped from 38 percent in 2005 to 31.8 percent in 2007, in 2015 that percentage had increased to 41.5 percent. Additionally, while the percentage of families in poverty that have children under 18 dropped from 32.8 percent in 2005 to 24.2 percent in 2007, that number has begun to rise. As of 2015, it is at 34.7 percent. The percentage of families in poverty that have very young children (defined as under the age of 5) had also declined from 29.5 percent in 2005 down to 13.4 percent in 2007. This is also on the rise, and as of 2015 has reached 29.8 percent. The city has also witnessed a return to poverty rates among its senior population similar to those seen in 2005. The elderly—defined as those over the age of 65—represent 16.8 percent of individuals in poverty, up from 11.4 percent in 2007.[46]

In light of these changes in the profile of the impoverished population from 2005 to 2007, there has been an increase in the percentage of adult individuals in the city's impoverished population. In 2007, unrelated individuals over 15 years of age accounted for 30 percent of the impoverished population, up

[46] U.S. Census Bureau. *ACS Selected Economic Characteristics: 2010-2014 American Community Survey 5-Year Estimates.* Retrieved August 25, 2016 from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_DP03&prodType=table

from 25 percent in 2005. The trend continued to increase, and in 2015, this category accounts for 33.2 percent.[47] Anecdotal evidence suggests this increase is in part attributable to the arrival of migrant workers who came to New Orleans in search of rebuilding and construction work. The fact that many of these migrant workers may be undocumented residents implies that the number of poor adults may be even higher. Whether from the region or some other part of the world, this population has become increasingly visible to the population at large in the increasing homeless population.

According to UNITY of New Orleans, a social service provider for the homeless, the homeless population in March of 2008 was estimated to be 12,000, or almost 1 in every 25 residents of the city. According to a UNITY of Greater New Orleans, a social service provider for the homeless, report released in 2015, New Orleans' per capita rate of homelessness is out of proportion with that of other comparably sized cities. The report takes into account both Orleans and Jefferson Parishes and finds that the rate of homeless is down 13 percent since 2014 with 1,703 literally homeless people (down from almost 12,000 in 2007) and 423 chronically homeless people on any given night.[48]~~In 2007, 31.8 percent of New Orleanians living in poverty were under 18 years old, down from 38 percent in 2005.32 The percentage of families in poverty that have children under 18 has also dropped from 32.8 percent in 2005 to 24.2 percent in 2007. The percentage of families in poverty that have very young children (defined as under the age of 5) has also declined from 29.5 percent in 2005 down to 13.4 percent in 2007.33 The city has also witnessed a significant decline in poverty among its senior population. The elderly—defined as those over the age of 65—represent 11.4 percent of individuals in poverty, down from 16.5 percent in 2005.34~~

~~In light of these changes in the profile of the impoverished population from 2005 to 2007, there has been an increase in the percentage of adult individuals in the city's impoverished population. In 2007, non-related individuals over 15 years of age accounted for 30 percent of the impoverished population, up from 25 percent in 2005.35 Anecdotal evidence suggests this increase is in part attributable to the arrival of migrant workers who came to New Orleans in search of rebuilding and construction work. The fact that many of these migrant workers may be undocumented residents implies that the number of poor adults may be even higher. Whether from the region or some other part of the world, this population has become increasingly visible to the population at large in the increasing homeless population. According to UNITY of New Orleans, a social service provider for the homeless, the homeless population in March of 2008 was estimated to be 12,000, or almost 1 in every 25 residents of the city.36~~

EDUCATIONAL ATTAINMENT

New Orleans' educational profile shows high numbers at both ends of the scale. Nearly 35 percent of adults over 25 have a college degree, but over 15 percent do not have a high school diploma. While the percentage of New Orleanians without a high school degree or diploma exceeds the national average of 13.6 percent, the number of New Orleanians with college degrees from four year institutions (34.4 percent) also exceeds the national average (29.3 percent).[49]

TABLE 2.4: NEW ORLEANS AND U.S. EDUCATIONAL ATTAINMENT–2015~~07~~

	NEW ORLEANS	U.S.
HIGH SCHOOL DIPLOMA	8~~24~~.8%	8~~56~~.3
4-YEAR COLLEGE DEGREE	~~29~~34.4%	~~17~~29.3

[47] *Ibid*

[48] *Unity of Greater New Orleans. A Home for Every New Orleanian: A Report on Progress Toward Ending Homelessness Since Hurricane Katrina.* August 2015. Retrieved August 25, 2016 from http://unitygno.org/wp-content/uploads/2015/08/A-Home-for-Every-New-Orleanian.pdf

[49] *American Community Survey.* Retrieved August 25, 2016 from

The bifurcated educational profile of the city also holds true in comparison with the metropolitan area as a whole. In 2012, the most recent data available, a higher percentage of New Orleans residents were college graduates than metropolitan area residents (33 percent in New Orleans compared to 26.5 percent in the metro area). While in the past, a higher percentage of New Orleans residents lacked a high school diploma in comparison to metro area residents overall, that gap is closing and is now barely distinguishable (15.3 percent in New Orleans compared to 15.2 percent in the metro area have a high school diploma or degree).[50] In 2005, before Hurricane Katrina, the city was estimated to have a much higher percentage of residents without a high school diploma: 28 percent. This increase in the percentage of New Orleanians with a high school diploma or degree may be partially correlated with the in-migration of a more educated and older demographic in the years immediately following Hurricane Katrina.~~Nearly 30 percent of adults over 25 have a college degree, but nearly 20 percent do not have a high school diploma. While the percentage of New Orleanians without a high school diploma (19 percent) exceeds the national average (15.5 percent), the number of New Orleanians with college degrees from four year institutions (29 percent) also exceeds the national average (17.4 percent).37~~

~~The bifurcated educational profile of the city also holds true in comparison with the metropolitan area as a whole. A higher percentage of New Orleans residents are college graduates than metropolitan area residents (25.6 percent in the metro area), and a higher percentage of New Orleans residents lack a high school diploma in comparison to metro area residents overall (17.6 percent in the metro area). In 2005, before Hurricane Katrina, the city was estimated to have a greater percentage of residents without a high school diploma: 28 percent.38~~

B. LAND USE

A land use profile of a particular city, county, or parish outlines the geographical location of various categories of land uses. Typical land use categories include residential, commercial, agricultural, and industrial. A land use profile may also delineate areas of high or low concentration, such as high-, medium- and low-density residential areas, mixed use areas, and so on.

Land use is distinct from zoning in that a land use category is a broad characteristic, whereas zoning regulates more specific characteristics of place. Whereas land use specifies general categories of uses, zoning regulates the specific character of each type of land use, including the basic physical characteristics of buildings (e.g., height, setback, and sometimes shape or form), and often more specific physical characteristics, such as design features, landscape elements, signage characteristics, stormwater elements, and so on. Zoning may also specify some operational functions such as parking requirements, hours of operation, and specific types of uses (e.g. ~~,~~a particular location within a commercial land use category could be zoned to allow restaurants but not bars).

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http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_S1501&prodType=table

[50] *American Community Survey.* Retrieved August 25, 2016 from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_12_5YR_S1501&prodType=table

While the general distribution of land uses has not changed significantly since Hurricane Katrina, the severe flooding associated with the storm has resulted in the vacancy or abandonment of many properties that were previously actively used for residential, commercial, or industrial purposes before Hurricane Katrina.

HISTORICAL DEVELOPMENT PATTERNS IN NEW ORLEANS

The corporate boundaries of the City of New Orleans have been static since the nineteenth century, but the urban footprint of the city has expanded significantly over the past 100 years. Before the beginning of the 20th century, the urbanized area of the city was confined to the natural high ground close to the

Mississippi River and along a series of natural ridges, such as Esplanade Ridge. With the utilization of the screw pump in 1913 and the beginnings of a levee system, land development spread into lower lying areas that had historically been swamp land. The urbanized area of the city grew more than 40 square miles or almost 100 percent between 1913 and 2000.[51]

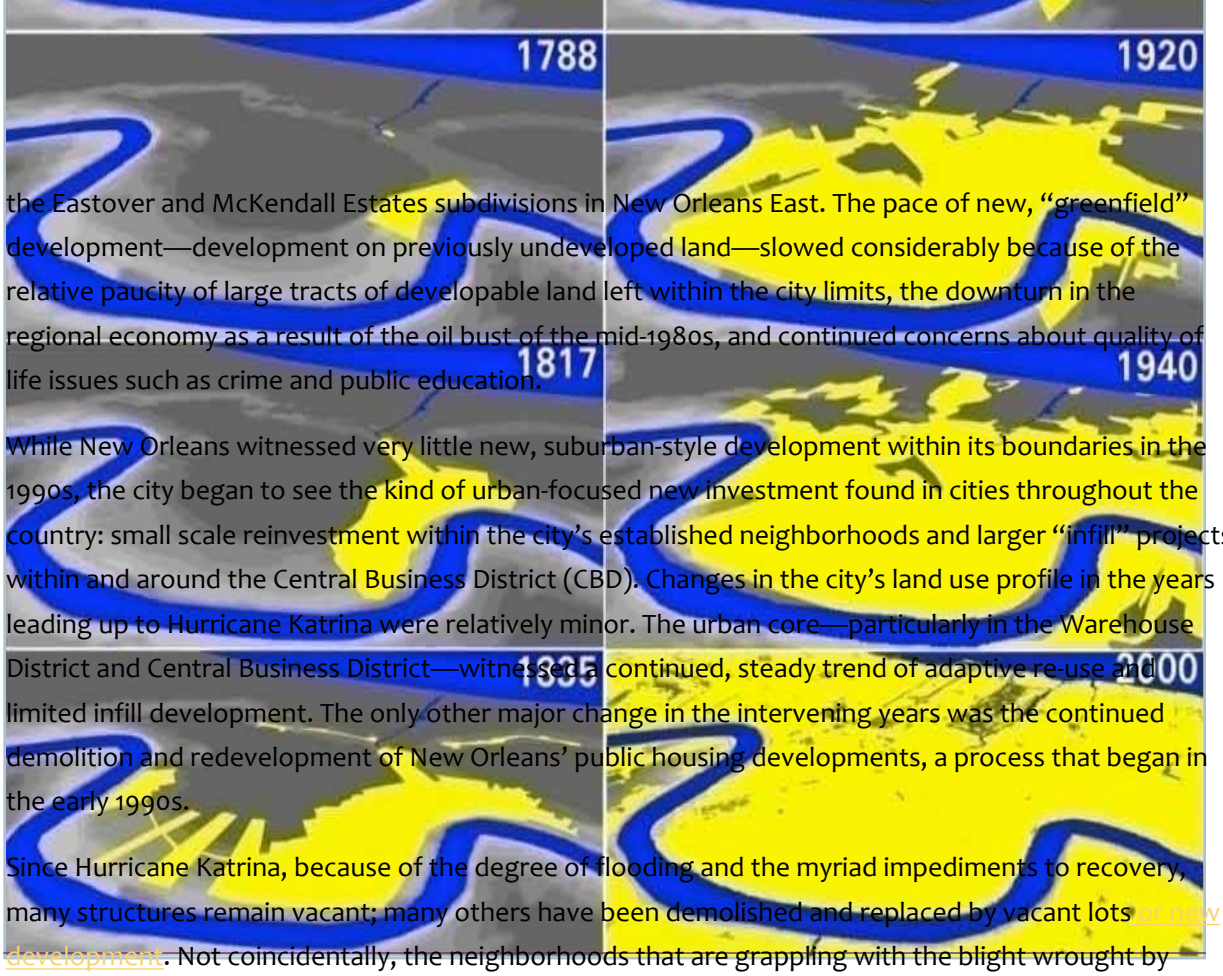
Rapid expansion into wetland areas was underway in New Orleans well before the 1940s. Pre-war neighborhoods such as Broadmoor and Mid-City were made possible by the draining of low lying areas. The pattern of developing previously undevelopable wetlands continued unabated for several decades after World War II, as neighborhoods like Gentilly and Lakeview supplied homes to baby boomer families.

Unlike many older, established cities with fixed boundaries, New Orleans had ample new land for post-war development. In fact, the large amount of previously undevelopable land permitted suburban expansion well beyond the immediate post-war period. New Orleans East and much of the west bank Algiers area were developed in the 1960s, 1970s, and even well into the 1980s. From 1939 to 1990, the city's urbanized footprint grew from approximately 42 square miles to approximately 71.25 square miles, a 70 percent increase.[52]~~40~~ As a result, New Orleans has numerous neighborhoods whose density, architectural profile, and overall aesthetic would not be out of place in many suburban locations. At the same time that newer neighborhoods were gaining wealth, population, and new investment, many of the city's older neighborhoods were experiencing disinvestment. The new, "suburb within a city" phenomenon that New Orleans experienced helped to stave off the kind of especially severe erosion of its population and economic base that plagued other cities during the same period.

The geographical extent of urbanized land in New Orleans has been relatively constant since the mid-1980s, with notable exceptions such as the English Turn subdivision in the Lower Coast of Algiers and

[51] Spatial Analysis and Urbanized Area Map Series by Richard Campanella, Professor at Tulane and member of the Tulane/Xavier Center for Bioenvironmental Research. The work also appears in his book *Geographies of New Orleans*

[52] Spatial Analysis and Urbanized Area Map Series by Richard Campanella, Professor at Tulane and member of the Tulane/Xavier Center for Bioenvironmental Research. The work also appears in his book *Geographies of New Orleans*



the Eastover and McKendall Estates subdivisions in New Orleans East. The pace of new, "greenfield" development—development on previously undeveloped land—slowed considerably because of the relative paucity of large tracts of developable land left within the city limits, the downturn in the regional economy as a result of the oil bust of the mid-1980s, and continued concerns about quality of life issues such as crime and public education.

While New Orleans witnessed very little new, suburban-style development within its boundaries in the 1990s, the city began to see the kind of urban-focused new investment found in cities throughout the country: small scale reinvestment within the city's established neighborhoods and larger "infill" projects within and around the Central Business District (CBD). Changes in the city's land use profile in the years leading up to Hurricane Katrina were relatively minor. The urban core—particularly in the Warehouse District and Central Business District—witnessed a continued, steady trend of adaptive re-use and limited infill development. The only other major change in the intervening years was the continued demolition and redevelopment of New Orleans' public housing developments, a process that began in the early 1990s.

Since Hurricane Katrina, because of the degree of flooding and the myriad impediments to recovery, many structures remain vacant; many others have been demolished and replaced by vacant lots for new development. Not coincidentally, the neighborhoods that are grappling with the blight wrought by Hurricane Katrina are for the most part those whose development was made possible by the wetland drainage and the levee protection system. When the levees and floodwalls failed in August 2005, these lower lying areas bore the brunt of the flooding. Within these severely impacted neighborhoods, therefore, the major change in their land use profile has been the exponential increase in the amount of vacant and underutilized property.

Yellow indicates general extent of urbanized area, according to historical maps from selected years. interpretation and graphic by R. Campanella.

RESIDENTIAL USES

RESIDENTIAL USES AND CHARACTER

Residential uses account for approximately 25 percent of the total land area of the city.[53] Of 215,091 housing units counted in the 2000 Census, 57 percent were single family homes, 23 percent were in two to four unit structures, and 29 percent were in structures of five units or more.[54]~~42~~ Of 191,310 housing units estimated in 2015, 57 percent were single- family homes, 22 percent were in two to four unit structures, and 19 percent were in structures of five units or more.[55] Both the vintage and the typology of the city's housing stock are extremely diverse, largely as a result of the fact that New Orleans witnessed a steady pace of development from the 18th century through the 1980s. Thirty percent of housing units were built before 1940, but fully 40 percent of the residential units were built after 1960.[56]~~43~~ Approximately 30 percent of housing units were built before 1940, 22 percent were built between 1940 to 1959, 26 percent were built between 1960 and 1979, 12 percent were built between 1980 and 1999, and roughly 10 percent of the housing stock has been built since 2000.

The residential character of neighborhoods built before 1940 is distinct from the post-World War II suburban-style development. The predominant residential character of the city's pre-World War II historic neighborhoods is a mixture of low-rise single family, two family, and small multifamily (generally no more

[53] New Orleans City Planning Commission.
[54] U.S. Census Bureau
[55] "U.S. Census Bureau. Units in Structure: Housing Units 2010-2014 ACS 5-Year Estimates . Retrieved August 24. 2016, from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_B25024&prodType=table"
[56] U.S. Census Bureau

than 5 unit) structures. In contrast, the single family house, often (but not always) a one-story slab-on-grade home, predominates in post-war neighborhoods such as Lakeview, Gentilly, New Orleans East, and much of Algiers. In the city's postwar neighborhoods, there is little of the intermediate density, interspersing of residential types, and residential uses on upper floors with commercial use on the ground floor, found in the historic core. Instead, residential density in Algiers, New Orleans East, and, to a lesser extent, Gentilly, tends to be either single-family detached or large-scale multifamily development. In the neighborhoods where they are found, these two building types also are usually physically separated, whether by fencing, a major roadway, or some other impediment such as a drainage canal.

RESIDENTIAL DEVELOPMENT 1990-2005

In 2004, the last full year before the Hurricane, the City issued permits for the construction of 887 new residential units. This total was somewhat higher than what the city had witnessed in the preceding 10 years when New Orleans averaged 598 permitted new units annually.[44][57] New building activity in New Orleans was substantially below the level of construction seen in booming urban residential markets such as Miami, Atlanta, and Seattle, though it was somewhat stronger than the totals seen in slower growth cities. Table 3.6 provides building permit totals over several years for New Orleans and other cities that, like New Orleans, have fixed boundaries and a limited amount of developable land.

During this period, a few new greenfield subdivisions (subdivisions on previously undeveloped or agricultural land) were built at the city's urban edge, such as English Turn in Algiers and the newer phases of the Eastover development in New Orleans East. There was also the steady march of small scale home renovations and infill construction in many of New Orleans' historic neighborhoods, such as Old Algiers and the Irish Channel. Finally, there was also an increasing number of new infill and adaptive re-use projects at a larger, multiunit scale, particularly in the Warehouse District neighborhood.

The single biggest change in residential land use that New Orleans witnessed prior to Hurricane Katrina was the redevelopment of its major public housing complexes. As of 1997, before large scale, coordinated demolition and redevelopment had begun, the Housing Authority of New Orleans (HANO) managed a total of 12,935 public housing units, approximately 6 percent of the city's total housing stock. From the standpoint of total units and residents, HANO was the 10th largest urban public housing authority in the country, despite the fact that New Orleans was only the 31st largest city in the country.[58] Following the precedent set by other public housing agencies around the country, HANO's goal was to create less dense developments that provided housing options at a range of income levels. In the two to three years before Hurricane Katrina, this process had started in earnest at the sites of the former St. Thomas and Desire

[57] U.S. Census Bureau, Censtats database

[58] U.S. Department of Housing and Urban Development (HUD) "1997 Picture of Subsidized Households" www.huduser.org. Population and housing unit data from U.S. Census Bureau, 2000 Census.

housing developments. Redevelopment plans had also been announced for the Fischer and Guste developments.

~~TABLE 2.5: PERMITS GRANTED FOR NEW RESIDENTIAL UNITS IN SELECT FIXED BOUNDARY CITIES~~

	CLEVELAND	PITTSBURGH	MINNEAPOLIS	ST. LOUIS	CINCINNATI	ATLANTA	NEW ORLEAN
1996	493	166	127	395	370	3,216	991
1997	393	290	525	227	144	1,704	395
1998	406	245	357	162	219	2,272	335
1999	451	367	1,141	487	212	3,888	1,151
2000	373	249	347	397	336	5,819	679
2001	389	151	745	178	336	6,794	627
2002	439	641	1,889	291	758	6,649	616
2003	450	209	1,235	1,215	641	6,893	917
2004	457	146	1,700	455	276	9,726	887
2005	443	65	1,506	865	616	7,974	617
2006	347	129	1,757	446	892	10,779	823
2007	248	117	944	517	458	9,297	3,246
TOTAL RESIDENTIAL UNITS PERMITTED 1996-2007	4,889	2,775	12,273	5,635	5,258	75,011	11,284
AVERAGE ANNUAL RESIDENTIAL UNITS	407	231	1,022	469	438	6,250	940

SOURCE: "US CENSUS BUREAU CENSTATS DATABASE

TABLE 2.5: PERMITS GRANTED FOR NEW RESIDENTIAL UNITS IN SELECT FIXED BOUNDARY CITIES[59]

-	CLEVELAND	PITTSBURGH	MINNEAPOLIS	ST. LOUIS	CINCINNATI	ATLANTA	NEW ORLEANS
1996	493	166	127	395	370	3,216	991
1997	393	290	525	227	144	1,704	395
1998	406	245	357	162	219	2,272	335
1999	451	367	1,141	487	212	3,888	1,151
2000	373	249	347	397	336	5,819	679
2001	389	151	745	178	336	6,794	627
2002	439	641	1,889	291	758	6,649	616
2003	450	209	1,235	1,215	641	6,893	917
2004	457	146	1,700	455	276	9,726	887
2005	443	65	1,506	865	616	7,974	617
2006	347	129	1,757	446	892	10,779	823

[59] U.S. Census Bureau. Building Permit Estimates - U.S., State, and Metropolitan Areas. Retrieved August 24, 2016 from http://censtats.census.gov/bldg/bldgprmt.shtml

2007	248	117	944	517	458	9,297	3,246
2008	158	185	362	379	123	2,370	2,574
2009	123	118	398	254	45	919	1,561
2010	127	147	878	259	181	279	1,080
2011	129	284	616	218	254	737	1,094
2012	177	137	3,303	605	450	2,123	966
2013	226	100	3,322	240	164	5,543	895
2014	124	338	1,959	758	601	4,505	1026
2015	172	1,270	1,489	548	216	6,697	496
TOTAL RESIDENTIAL UNITS PERMITTED 1996-2015	**6,125**	**5,354**	**24,600**	**8,896**	**7,292**	**98,184**	**20,976**
AVERAGE ANNUAL RESIDENTIAL UNITS	**306**	**268**	**1,230**	**445**	**365**	**4,909**	**1,049**

THE IMPACT OF HURRICANE KATRINA ON RESIDENTIAL LAND USE

The biggest change in the residential landscape since Hurricane Katrina centers on the number of residential units and neighborhoods that were severely flooded. In general, the older neighborhoods on higher ground fared best while the newer, 20th century (and post-War in particular) areas suffered the worst effects. In those neighborhoods that were minimally impacted, the residential land use pattern remains virtually unchanged from its pre-Hurricane Katrina condition (some have a slightly higher number of households as of 2009 than they did before the storm). Conversely, neighborhoods that were severely flooded still bear the scars of that flooding ~~four~~ ten over a decade ~~years~~ later. Many previously occupied structures either lie vacant or have been demolished. ~~The effective residential density of these areas is therefore lower than it was in July of 2005.~~More than half of neighborhoods have recovered over 90 percent of the population they had before the levees failed.[60] Only four neighborhoods have less than half the population they had prior to Katrina; the Lower Ninth Ward, one of the City's most damaged neighborhoods; and three neighborhoods which include three public housing sites that have been demolished to make way for new mixed–income housing.[61]

~~The percentage increase of households in severely flooded neighborhoods has paralleled population growth since Hurricane Katrina. Rebuilding activity is still underway and at a scale and density that is similar to what was in place before the storm. Many flood damaged units have been gutted and renovated, and newly built~~

[60] The Data Center (2016, August 15). *Neighborhood Recovery Rates: Growth continues through 2016 in New Orleans neighborhoods.* Retrieved August 19, 2016 from http://www.datacenterresearch.org/reports_analysis/neighborhood-recovery-rates-growth-continues-through-2016-in-new-orleans-neighborhoods/

[61] Ibid.

~~units—while sometimes more elevated than pre-existing residential units—are typically of the same building type (e.g., single family detached).~~

~~The only way in which~~ New Orleans has seen the introduction of new densities and building types since Hurricane Katrina ~~is~~ in the form of new infill development on formerly commercial parcels. New, higher density infill projects have been announced and are underway not only in areas that were experiencing this kind of development before the storm (the CBD and Warehouse District for example) but also on underutilized commercial parcels at the edge of lower density neighborhoods. The Tulane Avenue corridor in Mid-City in particular has seen a flurry of multifamily development. A number of multifamily infill projects have also been announced in formerly commercial areas of the Bywater neighborhood. Virtually none of these infill projects is on land that was previously lower density residential in use. In contrast, several institutional, industrial, or former commercial structures have been converted to multi-family dwellings that are located in areas that were traditionally lower density.

COMMERCIAL USES

RETAIL

Since before Hurricane Katrina, the key issue with respect to retail land use in New Orleans has not been the location or amount of land designated for retail use, but whether active retail uses occupy the land. While approximately 4 percent of the city's land area was in commercial use prior to Hurricane Katrina,[62] a number of vacant or partially vacant malls, strip shopping centers, and neighborhood-oriented commercial corridors were included in that tally. ~~Since Hurricane Katrina, the acreage in active retail use is even lower.~~ Since the 1980s, retailers and developers chose to develop or relocate to suburban locations, such as neighboring Jefferson Parish. Hurricane Katrina followed by a national recession created unfavorable retail conditions in the City. ~~As of~~ In late 2009, the city ~~is~~ was home to ~~only four movie screens,~~ a single department store and ~~a single department store, and~~ only about half of the grocery stores that it had before Hurricane Katrina. By 2014 the number of grocery stores had increased to about 68 percent while the number of department stores remained stable.[63][64] New Orleans also lacked~~s~~ the variety of major clothing, electronics, appliance, sporting goods, toy, and book stores that ~~can~~ could be found in suburban parishes. In fall 2007, suburban Jefferson Parish had an estimated 10.5 million square feet of retail space for its 446,686 residents, while New Orleans had only 2.0 million square feet of retail—a quarter of the per capita retail space of Jefferson.[65] ~~This~~ The lack of retail uses ~~presents~~ was not only an inconvenience to

[62] City Planning Commission.
[63] U.S. Census Bureau. Geography Area Series: County Business Patterns, 2014 Business Patterns. Retrieved August 30, 2016 from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=BP_2014_00A1&prodType=table
[64] Inventory conducted by GCR & Associates
[65] "2008 Metropolitan New Orleans Real Estate Market Analysis" published by the UNO Institute for Economic Development & Real Estate Research. Figures are estimated for Fall 2007. Jefferson population estimate from ESRI.

residents but a loss of potential tax revenue for the City as residents frequently traveled outside of Orleans parish to shop.

Reflecting the diversity of its neighborhoods, retail land use in New Orleans has traditionally taken a variety of forms, ranging from small-scale, neighborhood oriented commercial uses to newer big box development. Since the sudden decline of the region's oil and gas sector in the late 1980s, New Orleans hasd experienced a considerable overall loss of retail activity, especially national chain retail. As with residential land use patterns, the impact of Hurricane Katrina upon the retail landscape has been mixed, reflecting both pre-existing conditions and the extent of flooding.

New Orleans is competing with surrounding suburban parishes ~~in terms of~~ for retail establishments that can realistically serve its population. In 2011, Mayor Mitch Landrieu and local business and civic leaders created the New Orleans Business Alliance ~~was created~~ as a public-private partnership model with the City of New Orleans and charged it with bringing new retail investment to the City. Since 2010, over 122 million square feet of retail space has been created in New Orleans, and as a result an additional $65 million in retail sales tax collections has been generated.[66] Between 2011 and 2016, there has been an additional 39 percent increase in retail sales and an additional $65 million in retail sales tax collections supporting city services. In 2015, ~~was a year of growth with~~ over thirty new retailers either opened or announced they would be opening in New Orleans, including Michael's, PetSmart, and TJ Maxx, and retail sales tax collections ~~at over~~ exceeded $205 million—more than any year in recent history.[67]

~~In 2011, the New Orleans Business Alliance was created and charged with bringing new retail investment to the City. Since 2010, 121 million square feet of retail space has been created in New Orleans, and as a result an additional $65 million in retail sales tax collections has been generated.[68]~~

~~Reflecting the diversity of its neighborhoods, retail land use in New Orleans has traditionally taken a variety of forms, ranging from small-scale, neighborhood oriented commercial uses to newer big box development. Since the sudden decline of the region's oil and gas sector in the late 1980s, New Orleans has experienced a considerable overall loss of retail activity, especially national chain retail.~~

- Canal Street: Still viable in the mid-1980s with five major department stores (locally owned), specialty retail and national chains~~,~~. ~~m~~Many~~ost~~ mid-priced and high-end retail has been replaced by tourist-oriented and value (low-priced) retail. The Shops at Canal Place, at the foot of Canal Street, boasts luxury retail stores such as Saks Fifth Avenue, Armani Exchange, and Brooks Brothers. As of early 2016, the

[66] New Orleans Business Alliance. 2015 Annual Report. http://issuu.com/markwag123/docs/nolaba-reportlayout-7-19-digital-fi/13?e=3311656/37317719
[67] New Orleans Business Alliance. Retrieved August 30, 2016 from http://www.nolaba.org/wp-content/uploads/2016/02/2016InvestorPackage.pdf
~~[68] New Orleans Business Alliance. 2015 Annual Report. http://issuu.com/markwag123/docs/nolaba-reportlayout-7-19-digital-fi/13?e=3311656/37317719~~

260,000 square foot site had a 96 percent occupancy rate and had just been purchased by a New York real estate investor.[69]

- Shopping Malls: New Orleans Centre, near the Superdome; Lake Forest Plaza in New Orleans East; Uptown Square near Audubon Park—all had high vacancy rates before Hurricane Katrina in 2005. Malls doing well were Canal Place, Riverwalk Mall (tourist-oriented) and neighborhood strip malls in the lake neighborhoods, Gentilly, and Uptown. Retail in New Orleans East and Algiers was viable with notable losses of supermarkets, electronics, and furniture stores. The Riverwalk Mall underwent an $82 million renovation and opened in 2014 as The Outlet Collection at Riverwalk with stores such as Gap Factory Store, Fossil, and Coach Outlet. During the renovation, the mall was expanded to 250,000 square feet and in its first year exceeded $100 million in sales.[70] Mid-City Market, developed along North Carrollton with over 100,000 square feet of commercial space, houses Winn-Dixie as an anchor business, as well as Office Depot, Jefferson Feed Pet & Garden Center, among other retailers, restaurants, and Ochsner Health Center. Lake Forest Plaza may soon have a new developer.

- "Big box" stores: Before Hurricane Katrina, "big box" stores included three Walm-Marts—in New Orleans East along I-10, in a supercenter that was built as part of the redevelopment of the former St. Thomas public housing development, and in a supercenter built on a greenfield site along Behrman Highway in Algiers. There was also a Lowe's in Gentilly and, in New Orleans East, a Sam's, Home Depot, Sears, and Campo stores. As of 2016, a fourth Walmart hads opened in New Orleans East. Multiple home improvement stores, such as Lowe's and Home Depot are in existence. Major big box store Costco opened on South Carrollton Avenue in 2013.

- Neighborhood and boutique retail: Historic districts with mixed-use streets, such as Magazine Street, and Oak Street, withhave small scale, neighborhood-oriented and boutique retail, service and entertainment businesses, continue to be vibrant.

- Grocery stores: Grocery stores have opened disproportionately across the city with a heavy concentration on the Uptown side of the French Quarter. Although in 2008, New Orleans East only had a single grocery store, several more—including a Winn-Dixie—have opened in the area. Walmart also fills this need for residents in the East and has increased sales tax revenue for the area by 30 percent. The Mid-City area has experienced an increase in the number of grocery stores, including Rouses, Winn-Dixie, and Whole Foods. The Upper Ninth Ward remains fairly isolated from full-service grocery stores. A few miles away in the Seventh Ward, Circle Food Store reopened in early 2014, providing the community with much needed

[69] Greg LaRose, NOLA.com. "The Shops at Canal Place sells to New York investor." Retrieved August 30, 2016 from http://www.nola.com/business/index.ssf/2016/02/the_shops_at_canal_place_sells.html

[70] Katherine Sayre, NOLA.com. "A year after Riverwalk's rebirth: Is Outlet Collection a success? Q&A with general manager." Retrieved August 30, 2016 from http://www.nola.com/business/index.ssf/2015/05/was_the_riverwalks_first_year.html

access to fresh foods. The Central Business District gained a Rouses in late 2011, providing a needed to service to not only downtown workers but also to residents and future residents.

~~THE IMPACT OF HURRICANE KATRINA ON RETAIL LAND USES~~

~~As with residential land use patterns, the impact of Hurricane Katrina upon the retail landscape has been mixed, reflecting both pre-existing conditions and the extent of flooding. The Magazine Street corridor continues to be vibrant. Two of the three Wal-Mart superstores (in the Lower Garden District and Algiers) have reopened. Canal Place shopping mall enjoys high occupancy rates. Stores in the French Quarter are doing reasonably well. At the same time, New Orleans has seen a major loss of neighborhood-serving retail in areas particularly affected by the storm, especially in the Gentilly and New Orleans East areas. The problem is especially acute in New Orleans East where a single grocery store serves an estimated population (as of July 2008) of over 58,000 residents within a roughly 3-mile radius.49While neighborhood serving retail is particularly scarce in New Orleans East, the loss of full service grocery stores since the storm has affected many more neighborhoods. A number of heavily flooded and even non-flooded neighborhoods, such as the Upper 9th Ward, Central City, and Bywater, remain isolated from full service groceries. A number of major retail proposals have been announced since Hurricane Katrina including a mixed-use "Renaissance Town Center" at the former Lake Forest Plaza in New Orleans East, with a Lowe's center the only completed element so far. Proposals for Mid-City and Carrollton have been encountered neighborhood concerns and a difficult economic climate.~~

OFFICE USES

Because office uses in New Orleans have continued to cluster in the downtown area, which experienced little flooding, the recovery of office space has been rapid, aiding the economic recovery of the city. The best inventory of local office space comes from the UNO Real Estate Market Data Center, which estimates that the city in 2008 had 7.8 million square feet of Class A office space or 90.2 percent of its pre-Hurricane Katrina total.[71] This compares very favorably with downtown's pre-Hurricane Katrina (2005) occupancy rate of 85.9 percent.[72] The volume of relatively affordable Class A office space in downtown New Orleans, much of it built during the 1970s and 1980s, is a principal reason why the CBD remains an attractive place for companies to locate.

~~Two major structures, the Dominion Tower at 1450 Poydras (adjacent to the Superdome) and 225 Baronne Street remain closed as a result of storm damage. Dominion Tower, owned by the owner of the New Orleans Saints, will be rented by the State for use as office space, according to an August, 2009 arrangement to keep the Saints team in Louisiana. 225 Barrone Street may be converted into residential apartments. In addition, Chevron Corporation relocated its regional headquarters to a suburban office park~~

[71] 2008 Metropolitan New Orleans Real Estate Market Analysis" published by the UNO Institute for Economic Development & Real Estate Research. Figures are estimated for Fall 2007.
[72] 2008 Metropolitan New Orleans Real Estate Market Analysis" published by the UNO Institute for Economic Development & Real Estate Research. Figures are estimated for Fall 2007.

~~location in St. Tammany Parish leaving their recently vacated, 378,895 square foot office building downtown without a successor tenant.~~

No real estate project announced since Hurricane Katrina has included a major office component in spite of consistently high occupancy rates in existing office space. Meanwhile, much of the older Class B and C office space in downtown New Orleans has been adapted to non-office uses over the past fifteen years. Many of these buildings have been converted into hotels, and some have been converted to multifamily residential uses. Both before and since Hurricane Katrina, few major nodes of office activity in the city exist outside of the CBD:

- The Canal Street corridor from Claiborne Avenue to City Park Avenue has traditionally been home to a mixture of older (1950s and 1960s) mid-rise office buildings as well as low rise residential buildings that have been converted to office use. Despite moderate to substantial flooding along the corridor and a number of vacancies, many of these office spaces have been reoccupied.

- The UNO Research and Technology Park, adjacent to the UNO campus, is home to approximately ~~68~~00,000 square feet of Class A offices that house a combination of government, university, and private employers with a UNO relationship.[73] While occupancy was temporarily disrupted after Hurricane Katrina, as of late 2009 the office park was in full use. In 2015, Whitney Bank signed a 10-year lease agreement for use of a 104,000-square foot space within the Park.

- The General de Gaulle corridor in Algiers includes a number of office buildings in office park settings. One of these office parks, Westpark, was occupied prior to Hurricane Gustav in September of 2008 but sustained wind damage as a result of Gustav. In 2015, Hertz Investment Group sold the building to local owners who are leasing the property to businesses; in the long term, however, they are considering converting it into condominiums. ~~and has not yet been restored.~~ Another office park at General de Gaulle and West Bend Parkway contains offices that have recovered as well as two entire buildings that have not been reoccupied since Hurricane Katrina.

- In New Orleans East, some of the limited amount of office space that existed before Hurricane Katrina has been reoccupied. New Orleans East's ~~pre-Hurricane Katrina~~ office inventory include~~sd~~ the Executive Plaza building at 10001 Lake Forest Boulevard ~~and the Deer Park Business Park, also on Lake Forest Boulevard~~. ~~The former building~~Executive Plaza was closed following Hurricane Katrina, but is back in operation, though with several suites available for lease. ~~remains closed while Deer Park is partially occupied.~~

- Throughout the remainder of the city, office uses generally take the form of low rise, small scale structures. The recovery of these buildings generally parallels the recovery status of the neighborhoods in

[73] Correspondence with Norma Grace, Vice-Chancellor of Technology and Economic Development, University of New Orleans

which they are located. A recent trend in co-working spaces has expanded across the city from the Central Business District, to Central City, to Broadmoor, to the Bywater. Numerous other offices are embedded in neighborhoods around the city as well.

A final noteworthy development in the local office market is the loss of medical offices since Hurricane Katrina. The post-storm status of private medical office buildings generally tracks the recovery status of adjacent anchor medical facilities. A limited number of private medical offices have reopened in the medical office building at 5640 Read Boulevard adjacent to the shuttered Methodist Hospital in New Orleans East, but the majority of medical office space in the vicinity of Methodist remains closed. Virtually all of the private medical offices within and adjacent to the shuttered Lindy Boggs Hospital in Mid-City and the Lakeland Medical Pavilion in New Orleans East also remain closed. One medical facility that did suffer severe flooding but has been restored is the Ochsner Baptist Hospital (formerly Tenet) in the ~~Broadmoor~~ Freret neighborhood. As core hospital facilities and functions are slowly being brought back on line, private medical offices within and around the Ochsner complex have been restored. Ochsner has expanded its facilities to include health centers within the Mid-City Market development on North. Carrollton Avenue and in Algiers. Other medical offices have been developed, particularly in the form of neighborhood-based clinics totaling over 60, 42 of which are federally-qualified.

MIXED USE DEVELOPMENT

The term “mixed use” is used to describe structures that contain more than one land use type (sometimes called “vertical” mixed use) and districts where a variety of land uses coexist side by side (“horizontal” mixed use). The 1999 Land Use map did not show a category for mixed-use areas, but field observation indicates that much of the land located in the pre-1940 city that is classified as “commercial” is in fact mixed use, with ground floor retail, office, or entertainment uses and upper floor residential use. The Magazine Street corridor, the French Quarter, Faubourg Marigny, Bywater, Old Algiers, and other historic neighborhoods are notable for the combination of residential and commercial uses within many of their historic buildings. Because mixed use areas are primarily located within older neighborhoods on higher ground, the mixed use inventory in the city was not substantially affected by Hurricane Katrina’s floodwaters.

Many recent residential infill projects in New Orleans (mostly located in the Warehouse District), have included a ground floor commercial component. The new South Market District within Downtown New Orleans is a recent example of a mixed-use development. A five-block area bounded by Loyola Avenue, Lafayette Street, Baronne Street, and Julia Street, the South Market District is home to three residential (one condo and two apartment) buildings with commercial space as well as another building with various retailers, including its anchor Arhaus furniture and CVS, and a parking garage. However, residential and daytime populations remain too limited to support robust retail or service uses. In addition, many ground

floors are devoted to parking instead of commercial uses because of the perceived demand for on-site parking, and the infeasibility of building underground parking in New Orleans.

INDUSTRIAL USES

Despite its history as a major urban center during the era of urban manufacturing, New Orleans never had the large industrial footprint of other established American cities. Approximately 8 percent of the city's land area was active or vacant industrial land use category.[74] In the years and even decades before Hurricane Katrina, there was very little growth in industrial uses within the city.

The major nodes for industrial land use are in a select few locations:

- The Earhart Boulevard corridor is currently home to a number of small manufacturers and warehouses, such as Universal Furniture and Comeaux Furniture~~, as well as the headquarters and printing press of the New Orleans Times Picayune newspaper~~. The Earhart corridor has seen the ~~-~~closure of a number of key industrial facilities including the relocation of the regional Coca-Cola bottling plant to Jefferson Parish in 1996, ~~and~~ the closure of the Blue Plate Mayonnaise factory shortly thereafter, and the relocation of The *Times-Picayune* printing services from Howard Avenue to Mobile, Alabama in 2016.

- The Tchoupitoulas Street corridor still includes some storage and ancillary industrial functions, though most of this land area is devoted to the Port of New Orleans. There are few, if any, "value added" industrial uses adjacent to the Port, such as manufacturing facilities or major distribution centers. ~~Much~~ A 47-acre portion of vacant property along the river, between the Pontchartrain Expressway and the Market Street power plan may soon be redeveloped by the Convention Center and partners, not only providing greater access to the riverfront but also further expanding the city's ability to compete for conventions. ~~,of the underutilized Port property along the River between Jackson Avenue and the Industrial Canal is slated to be transformed into a network of riverfront parks, as outlined in the 2005 Riverfront plan and the 2007 "Reinventing the Crescent" plan.~~ Riverfront redevelopment ~~of the riverfront~~ plans stem from Riverfront Vision 2005, ~~written put out~~ by the City Planning Commission. There is also a growing trend ~~in of~~ breweries opening along the corridor such as NOLA Brewing and Urban South Brewery.

- The Industrial Canal, separating the historic core of the city from New Orleans East and the Lower 9th Ward, has been a traditional locus for maritime-oriented industrial activity. The ~~planned~~ ~~-~~closure of the Mississippi River Gulf Outlet (MRGO), the longstanding bottleneck at the narrow lock connecting the Canal to the River, and significant damage to port facilities as a result of Hurricane Katrina have clouded the future of the Industrial Canal corridor. Despite damage from Hurricane

Katrina and the aforementioned concerns, a number of industrial activities continue to operate along ~~-~~the Canal, including Trinity Yachts, the Bunny Bread bakery, a major UPS distribution facility, and the Luzianne coffee and tea plant.

[74] New Orleans City Planning Commission.

- The New Orleans Regional Business Park (NORBP), located between Chef Menteur Highway and the Intracoastal Waterway in New Orleans East, is home to two of the region's largest industrial facilities: NASA's Michoud assembly plant and the Folgers Coffee Roasting plant. Both facilities, which together employ an estimated 4,400 people,[75] escaped relatively unscathed from Hurricane Katrina. The two facilities are also two of the only major tenants within the approximately 7,000 acres that are zoned for industrial use within NORBP.[76] ~~NORBP has never fully realized its potential in spite of ample industrial land and convenient access to water, rail, and truck transportation infrastructure.~~Other NORBP tenants include waste management, automotive disposal, shipping, and construction companies. NORBP has never fully realized its potential in spite of ample industrial land and convenient access to water, rail, and truck transportation infrastructure.

- The Press Street corridor, which extends from the riverfront, separating the Marigny and Bywater neighborhoods, north to Almonaster Avenue, is an industrial corridor surrounding freight rail lines. Some historic industrial structures along the southern portion of this corridor (towards the river) have been rehabilitated and converted into non-industrial uses—including arts and educational facilities, residential units, and restaurants— in recent years.

- In addition to these major industrial nodes, a number of other industrial facilities are interspersed throughout non-industrial neighborhoods. ~~Two of the more notable industrial uses are the Brown's Velvet Dairy, which was largely unaffected by Hurricane Katrina, and the Dixie Brewery, which was badly flooded and looted and has been shuttered indefinitely.~~

UNDEVELOPED LAND, RECREATION AREAS AND WETLANDS

Before Hurricane Katrina, approximately 60 percent of the City's land area was in the categories of "Parkland/Recreation/Open Space" and "Non-urban/Wetland/Undeveloped" areas.[77] Much of this land lies in New Orleans East, east of Interstate 510, and in the Lower Coast of Algiers. Approximately 23,000 acres lie within the Bayou Sauvage National Wildlife Refuge, a federal nature preserve that was established in 1990. Between 1999 and 2005, several new residential subdivisions were developed in New Orleans East to the east of Bullard Avenue and south of Lake Forest Boulevard; new automobile dealerships were constructed along the Interstate 10 Service Road immediately to the west of I-510; and the Six Flags amusement park was built just east of I-510. All of these areas flooded during Hurricane Katrina. ~~In August, 2009, plans were announced to redevelop the Six Flags site as a theme park scheduled to open in 2010. Permitting in wetland areas, market demand, and the risk of storm surge flooding (as underscored by Hurricane Katrina) are obstacles to the development of many of these parcels.~~ The Six Flags site is currently

[75] New Orleans Times-Picayune, February 2, 2008; "P&G plans to spin off Folgers coffee; 440 employed in N.O. operation" by Jen DeGregorio & and The Advocate, January 10, 2008; "Jones to run Michoud facility" by Joe Gyan.
[76] New Orleans Regional Business Park website www.norbp.net.
[77] New Orleans City Planning Commission.

owned by the Industrial Development Board, ~~whose~~ and its fate is currently undecided. The undeveloped land in both Algiers and the Lower Coast of Algiers is somewhat qualitatively different from that in New Orleans East. Nevertheless, much of it is low lying; and according to surge models, much of it would be inundated if a major storm with a more westerly track than Hurricane Katrina's were to strike the city.

Since Hurricane Katrina, new public parks and recreation areas have been developed across the city. Crescent Park, opened in early 2014, is a 1.4 mile long, 20 acre linear park along the riverfront running from Elysian Fields to Mazant Street in the Marigny and Bywater neighborhoods. It is developed with biking and jogging paths, a dog run, seating areas, picnic tables, and gardens. The walking paths within the gardens are made with permeable asphalt which discourages stormwater run-off. The Park's development also included the adaptive reuse of two wharves. Crescent Park provides views of the Mississippi River and Downtown New Orleans and hosts events such as arts markets, exercise classes, and 4th of July fireworks viewing.

The Lafitte Greenway, which opened in November 2015, is a 2.6 mile pedestrian and bicycle urban trail running from Tremé to Mid-City. The former transportation corridor (initially a canal and later a railroad) has been newly redeveloped with landscaping, bioswales and other stormwater retention features, LED lighting, curb extensions, and high visibility crosswalks. The Lafitte Greenway also has ADA-compliant ramps at sidewalk corner curbs. In addition, the Greenway offers public programming including exercise classes, walking and biking tours, and Greenway cleanups.

INSTITUTIONAL, PUBLIC, AND SEMI-PUBLIC USES

An estimated 3 percent of the city's physical area is classified as "Institutional, Public and Semi-Public" use.[78] This classification consists of a wide variety of uses including public and private schools, municipal facilities such as court buildings and administrative complexes, hospitals, military installations, cemeteries, religious facilities, and colleges and universities.

There was very little change in the quality and quantity of land in this category between the most recent analysis of land use conducted by the CPC in 1999 and the immediate, pre-storm period in the summer –of 2005. Immediately before Hurricane Katrina the federal Defense Base Closure and Realignment Commission (BRAC) announced that the two major military facilities in New Orleans—the Naval Support Activity (NSA) base in Bywater and the Naval Support Activity base in Algiers—would be decommissioned. As a result of an ambitious, forward thinking plan and aggressive advocacy, BRAC subsequently modified their position and endorsed the concept of a consolidated "Federal City" at the NSA Algiers site. BRAC maintained their position that the Bywater NSA facility should be closed but supported the idea that numerous military and affiliated civilian activities could be combined at the present NSA site between General Meyer Avenue and the Mississippi River on the West Bank. When Federal City is completed, it will be home to thousands of military and non-military jobs and substantial supporting retail and residential development. While portions

[78] New Orleans City Planning Commission.

of the site will be accessible only with security clearance, much of the site as envisioned will interface with the surrounding residential neighborhoods.

The Justice Facilities Master Plan proposed redevelopment of the Criminal Justice complex located at Tulane Avenue and Broad Street into a campus divided into three zones: Police, Courts and Sheriff. The plan includes 12 prison facilities and several administrative buildings, and recommends use of existing facilities as well as new facilities to consolidate compatible uses. Funding for many of these projects is still unsure. A proposal for a new judicial center which would consolidate criminal, civil and municipal courts on a site adjacent to the existing district court building at Tulane and Broad has encountered resistance by the legal community and other downtown interests, who favor keeping all court activities downtown. A new law enforcement center, which will also house the city's fire department and emergency preparedness agency, is planned to replace the New Orleans Police Department headquarters.

A new Orleans Parish Prison jail facility opened in 2015. The jail, with 1,438 beds, cost $145 million to complete and also includes a courtroom and private meeting rooms.

The New Orleans Juvenile Justice Center, opened in May 2016, brings New Orleans' juvenile services under one roof. The 59,000 square foot facility houses the New Orleans Youth Study Center, the detention center for males and females under the age of 18, and also houses the Orleans Parish Juvenile Court, a New Orleans Police Department juvenile reception center, and other related services. The Center is located in the St. Bernard neighborhood near City Park. The $47 million facility was funded using FEMA recovery dollars, insurance, City bonds and Law Enforcement District bonds.

The only other major announcement prior to Hurricane Katrina relative to institutional land use was Tulane University's plan to develop a satellite campus at the site of the former Uptown Square Mall. While the initial proposal was met with substantial community opposition, a compromise site plan was eventually developed and subsequently approved. However, that proposal has been put on hold indefinitely since Hurricane Katrina.

A number of other major changes to the city's inventory of institutional land have occurred since the storm. The School Facilities Master Plan has identified school board property for adaptive reuse or decommissioning. The original plan, from 2008, eliminated about 40 school campuses, or one-third of pre-storm schools. It has not been revised since a 2011 amendments process. Meanwhile, the demand for new schools has grown, particularly as charter agencies buy and express interest in buying decommissioned school buildings. The School Facilities Master Plan is primarily a recovery document; thus, a longer-term plan is needed.

The University Medical Center opened in August 2015, replacing Charity Hospital—one of the oldest continuously operating public hospitals in the world, which never reopened post-Katrina. The UMC, along

with the Southeast Louisiana Veterans Health Care System (VA Hospital), ~~w~~ereas a contentious ~~topic~~s among community members as the state-of-the-art facilities are built on the footprint of the Lower Mid-City neighborhood that was expropriated, partially relocated, and razed in the years following Hurricane Katrina. The 2.3 million square foot University Medical Center, built at a cost of $1.1 billion, is spread across 34 acres bounded by Canal Street, South Galvez Street, Tulane Avenue, and South Claiborne Avenue. The neighboring VA Hospital is located on 30 acres bounded by Canal Street, S. Rocheblave Street, S. Galvez Street, and Tulane Avenue. The VA plans to open in phases, beginning in December ~~the first of which opened in November~~ 2016. Meanwhile, Charity Hospital remains shuttered as the state seeks proposals for its eventual adaptive reuse.

The New Orleans East Hospital replaces Methodist Hospital, which was devastated in the aftermath of Hurricane Katrina. The new hospital, opened in July 2014, serves patients from New Orleans East, the Lower Ninth Ward, and St. Bernard Parish. The facility cost $130 million to build and has 80 beds—significantly smaller than the 306 bed pre-Katrina hospital which served an area population of 200,000. The hospital plans to expand, as needed.

The Lindy Boggs Medical Center remains shuttered and in the midst of a lawsuit after plans to redevelop it as a cardiovascular center affiliated with the University Medical Center fell through. ~~Five major hospital facilities remain closed:~~

- ~~Medical Center of Louisiana New Orleans (MCLNO or "Charity Hospital")~~
- ~~Veterans Administration (VA) Hospital~~
- ~~Lindy Boggs Medical Center~~
- ~~The two campuses of Methodist Hospital in New Orleans East~~

~~As this Master Plan is being completed, the mayor has raised the issue of the need to renovate the current City Hall or find a replacement facility. Whether City Hall is ultimately renovated or moved, planning for an updated City Hall will offer New Orleans the opportunity to create a new civic center, and make an important contribution to downtown's vitality.~~

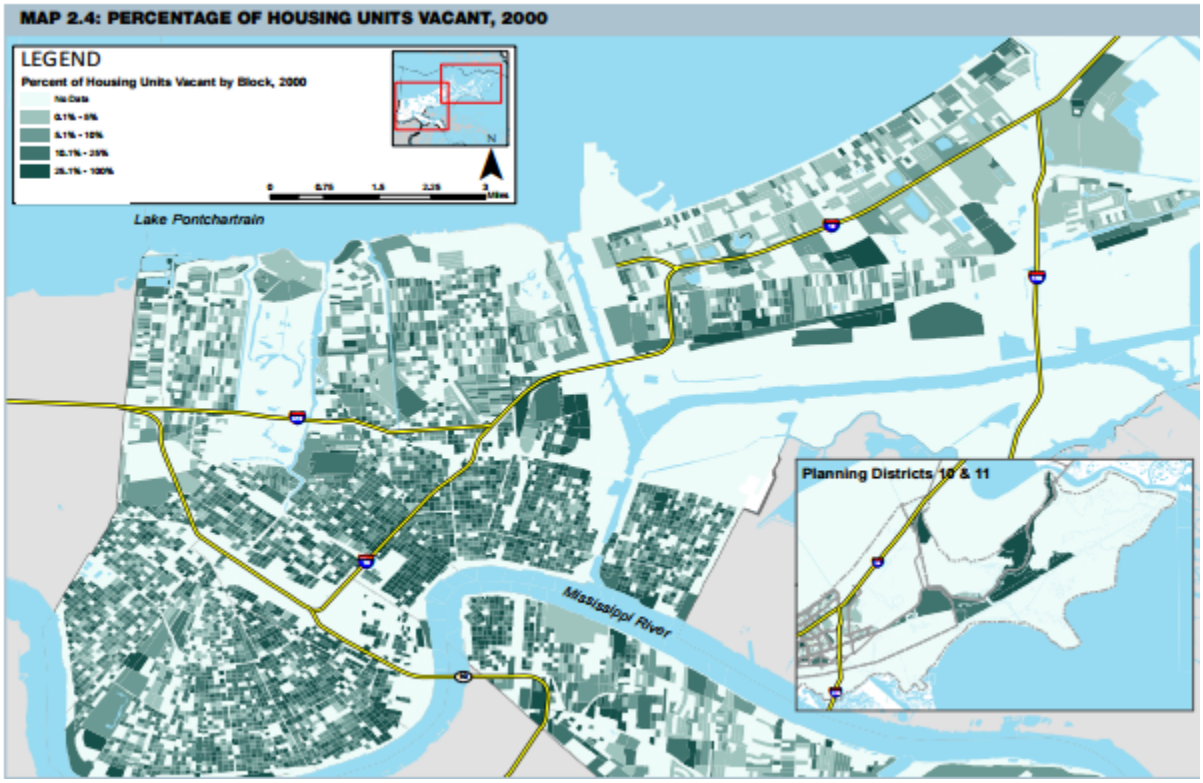
VACANT LAND: CHALLENGES AND OPPORTUNITIES

Since Hurricane Katrina, there has been no comprehensive field survey of vacant lots and unoccupied structures in the city. An analysis of HUD-aggregated USPS data conducted by the Greater New Orleans Community Data Center, now the Data Center, in 20~~09~~12 estimated that the city had approximately ~~59,000~~35,700 vacant residential addresses on vacant or blighted lots, compared to 59,000 in 2009.[79] ~~.~~ 2014

[79] Allison Plyer and Elaine Ortiz, Greater New Orleans Community Data Center. *Benchmarks for Blight: How much blight does New Orleans Have?* August 21, 2012. Retrieved August 26, 2016 from

ACS data indicates an increase in vacant housing (40,901), 21.4 percent of total housing (191,310).[80] Before Hurricane Katrina, New Orleans already had a substantial number of blighted properties. According to the 2000 Census, 26,000 (12.6 percent) of the city's housing units were vacant, including vacation rentals, units for sale or rent, and other non-blighted –units. Nationwide, the housing vacancy rate was only 11.6 percent while the vacancy rate for the metro area as a whole stood at 9.1 percent. Map 2.4 illustrates the concentration of residential vacancy by Census- block- in 2000.

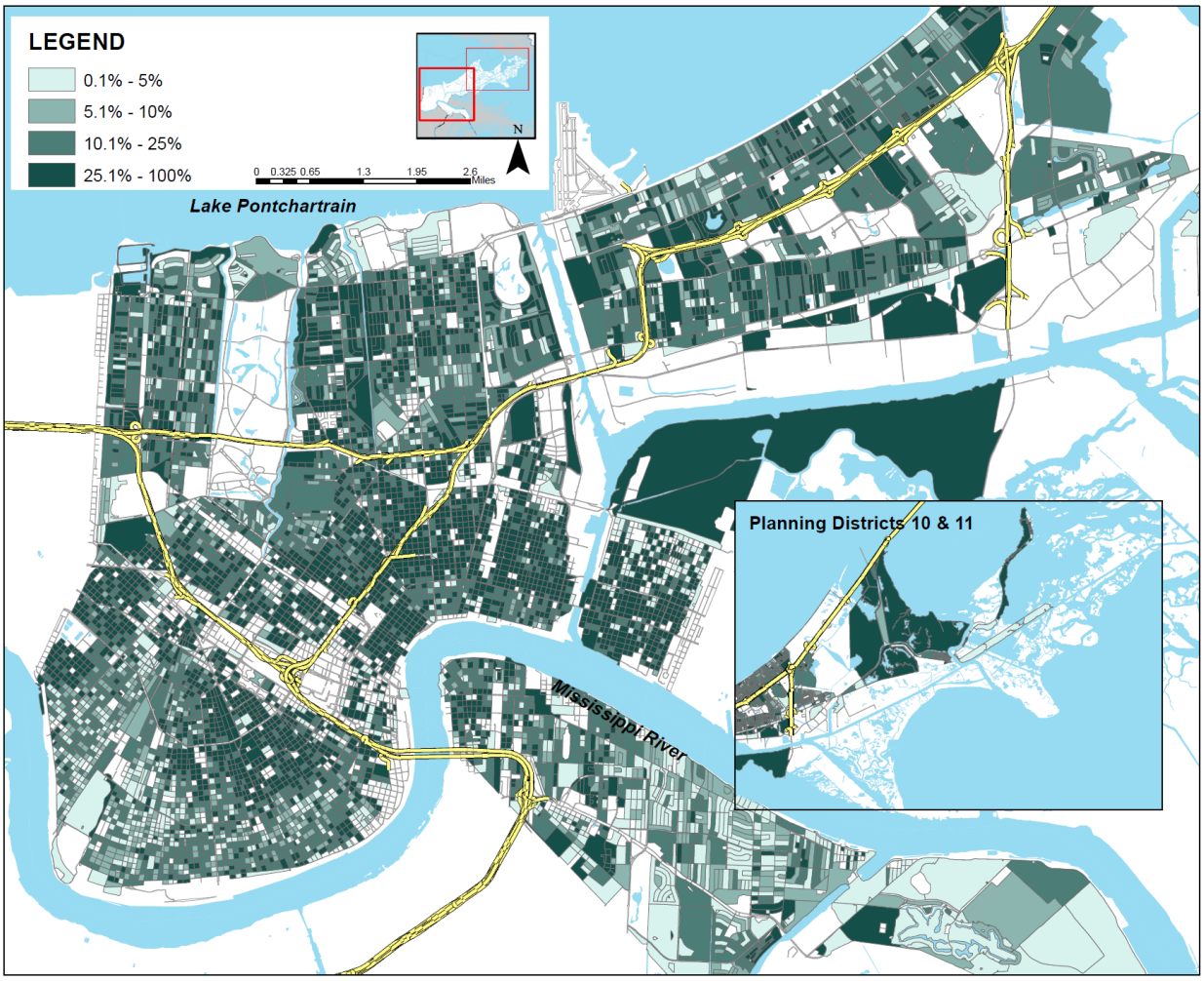
Another way of looking at the current inventory of vacant and blighted property is to examine the location of unoccupied parcels through an even sharper lens. By comparing those utility accounts that were active in July of 2005 with currently active utility accounts, one can isolate the addresses and parcels that are currently unoccupied. (See Map 2.5.) The volume and the dispersed geographical location of these vacant properties present a number of pressing land use challenges.



https://gnocdc.s3.amazonaws.com/reports/GNOCDC_BenchmarksForBlight_March2012.pdf

[80] ACS. Retrieved September 1, 2016 from http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_B25002&prodType=table

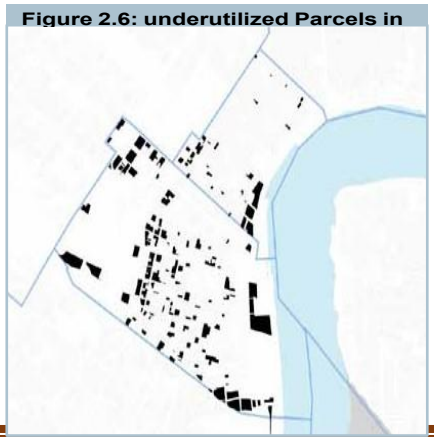
MAP 2.5: PERCENTAGE OF HOUSING UNITS VACANT, 2010



DEVELOPMENT PATTERNS AND DENSITY

Reflecting its diversity of neighborhoods and more than 200-year-old building stock, residential densities across New Orleans vary substantially. The highest density neighborhoods—the Seventh Ward and Central City for example—have gross densities 20 to 23 dwelling units per acre. Meanwhile, the lowest density neighborhoods, such as the fishing camps in Venetian Isles and the more rural, exurban residences in English Turn, have gross

Figure 2.6: underutilized Parcels in



of

densities of less than 1.15 units per acre.[81] As mentioned previously, there have been very few developments at New Orleans' fringe in recent years. Much of the discussion about density in New Orleans therefore revolves around two topics. The first concerns returning the city's most heavily damaged neighborhoods to their pre-Hurricane Katrina density and overall level of activity. The second conversation—which has been less prominent—is about the city's potential to accommodate significantly greater densities within its urban core. Aerial photographs or a simple walk around the city's core neighborhoods, such as the CBD, Warehouse District, and (to a lesser extent) the French Quarter, reveal that there is ample land that is underutilized and available for redevelopment. Surface parking lots, empty lots, abandoned gas stations, and vacant historic buildings all provide substantial opportunities for redevelopment. Figure 3.10 illustrates the location and area of unbuilt parcels in the core of the city. This inventory understates the total land vacant or underutilized structures that could be adaptively reused.

If the vacant parcels identified in Figure 2.6 were all developed at a typical Warehouse District density of 38.71 units per acre, the French Quarter, CBD, and Warehouse District could accommodate another 3,859 dwelling units.[82] At the average household size in District 1 of 1.52 persons per household,[83] these units could accommodate an additional 5,866 residents. This capacity analysis is fundamentally conservative as well. The potential capacity for additional units could even be higher than this for two reasons: the aforementioned opportunities for the adaptive re-use of vacant structures (this analysis only examined vacant lots) and the fact that densities substantially greater than 39 units per acre would be appropriate and could easily be accommodated along major streets in this area such as Poydras Street and Loyola Avenue.

DEVELOPMENT AND REDEVELOPMENT PROPOSALS

Spurred by financial incentives such as expanded federal New Markets Tax Credits and Historic Rehabilitation Tax Credits, numerous infill projects have been announced by developers ~~since Hurricane Katrina~~.[84] Between 2010 and 2014, over 200 development projects, both public and private, have been completed or are underway and total $7.04 billion in investment. As of January 2015, 3,571 residential units were in development within Planning District 1A alone (the area that comprises the Warehouse District and CBD), with 2,000 additional ones planned. ~~Within Planning District One alone (the area that comprises the Warehouse District, CBD, and French Quarter), new projects announced since Hurricane Katrina could result in the construction of over 5,000 residential units.~~ If current population per household figures within the planning district are held constant, as many as 7,600 new residents could call Planning District One home,

[81] Calculation completed by GCR & Associates based on acreage and data from 2000 Census.
[82] The density calculations cited were performed by GCR & Associates, using the density of The Cotton Mill apartment and condo building at 920 Poeyfarre St as an example of the predominant Warehouse District typology. The building, which fully occupies its footprint of 7.415 acres, con- tains 287 units in its five floors.
[83] U.S. Census Bureau and geospatial analysis conducted by GCR & Associates
[84] Expanded federal tax credits were approved as part of the federal GOZONE legislation following Hurricane Katrina.

which would more than double the area's population as of the 2000 Census.[85] While the vast majority of the proposed mixed use and residential projects are in the downtown area, a considerable number are interspersed throughout the city. Excluding downtown and excluding the redevelopment of public housing, over 11,000 proposed new units totaling as many as 27,000 residents[86] may be built within the city's neighborhoods.

~~However, even in ordinary market conditions, many real estate development projects that are announced never even get to the ground breaking stage. In New Orleans, the number of new residential units that have been completed or are under construction is dwarfed by the number of announced units for which construction has not yet begun.64 Concerns about local market demand, the post-Hurricane Katrina costs of insurance and construction, and the turmoil in the national credit markets have clouded the future of some of these proposed projects. Nevertheless, the potential capacity for new development is substantial; and if the local and national conditions for real estate development stabilize, New Orleans could witness a substantial increase in density and overall activity in its urban core.~~The New Orleans Ernest N. Morial Convention Center is seeking to create a 47-acre mixed-use development on vacant land upriver from the Convention Center from the Pontchartrain Expressway to the Market Street power plant. The development plan could spend up to $175 million on infrastructure and improvements along Convention Center Boulevard in order to attract a wealth of private investment, including a new hotel, condos, apartments, retail and entertainment space, and restaurants. In 2015, an economic development district for the area, called the New Orleans Exhibition Hall Authority Economic Growth and Development District, was created at the state level—and plans for it to have taxing authority are a possibility. Additional visions for the proposed redevelopment include reducing the street from four to lanes, creating a linear park, and installing a people mover, all in time for the city's Tricentennial in 2018.

C. THE FUTURE POPULATION OF NEW ORLEANS

Demographers emphasize that population "projections" are not "predictions." Even under the most routine of conditions, the reliability of projections more than ten years in the future declines with each succeeding year. Typically, population projections are made based on judgments about the likelihood of existing trends continuing. Population change is made up of net natural increase (births minus deaths) and net migration (inmigration minus outmigration), both of which can take unpredictable turns—especially migration. Population projections for New Orleans are thus exceptionally problematic in the aftermath of Hurricane Katrina.

The most important demographic numbers for cities is the number of households, not the number of people as a whole. Everyone in New Orleans seems to know that the city's population was 627,000 in 1960,

[85] Analysis completed by GCR & Associates, based on inventory of residential development projects and 2000 Census data.

[86] This calculation assumes 2.48 residents per household, the resident per household figure for Orleans Parish from the 2000 Census. The gross unit count is also from GCR's inventory of residential development projects.

declining significantly since, especially in the 1980s. As noted earlier, urban population decline is a phenomenon common to all American cities in the second half of the twentieth century, but because the average number of people in a household has been on the decline—for example many more people live alone—it is the number of households that is the key figure for urban development. This means that, even if New Orleans' population in the next 20 years remains below historic highs, the number of households may grow significantly, filling both existing and new housing units.

Since After Hurricane Katrina, the population of New Orleans whas been in a state of constant flux, with substantial changes seen on a month-to-month basis. However, repopulation has outstripped the pessimistic estimates of the early months after the storm and the city continues to gain new residents: through the first eight months of 2008, the city gained an average of approximately 2,450 new residents per month, based on utility account activity. As of 2015, New Orleans' population had reached an estimate of 389,617, or 86% of the pre-Katrina population.[87] The city is continuing to experience continued population growth; as of 2016, 20 neighborhoods across the city now have more "active" addresses than prior to the flooding that followed Hurricane Katrina. Additionally, over half of New Orleans neighborhoods (40 out of 72) have recovered more than 90 percent of their pre-Katrina populations. The majority of this growth is located in neighborhoods along the Mississippi River and on the west bank. According to U.S. Census estimates, the New Orleans population grew by 13 percent between 2010 and 2015. The Central Business District in particular has seen an increase of 1,818 residences since 2010.[88] that the city is experiencing is occurring primarily in the areas that have had the most room to grow, namely the most heavily flooded areas.

In addition to Hurricane Katrina-related issues, the future trajectory of the city in terms of improving quality of life and economic performance will affect future population figures. The city has many of the ingredients that make cities successful in retaining and attracting residents, but it also has weaknesses that need attention. If the city can overcome these weaknesses, growth will accelerate as its success becomes well-known.

TABLE 2.6

POPULATION PROJECTION SCENARIOS, 2009-2030

	2009	2015	2030
LOW	332,502	361,846	364,818
MODERATE	335,607	399,764	409,296

[87] The Data Center. "Total population by parish etrieved September 2, 2016 from http://www.datacent rish/

[88] Allison Plyer, The Data Center. *Neighborhoo 6 in New Orleans neighborhoods.* August 15, 2016. Retrieved on https://s3.amazonaws.com/gnocdc/reports/TheDataCenter_NeighborhoodRecovery2016.pdf

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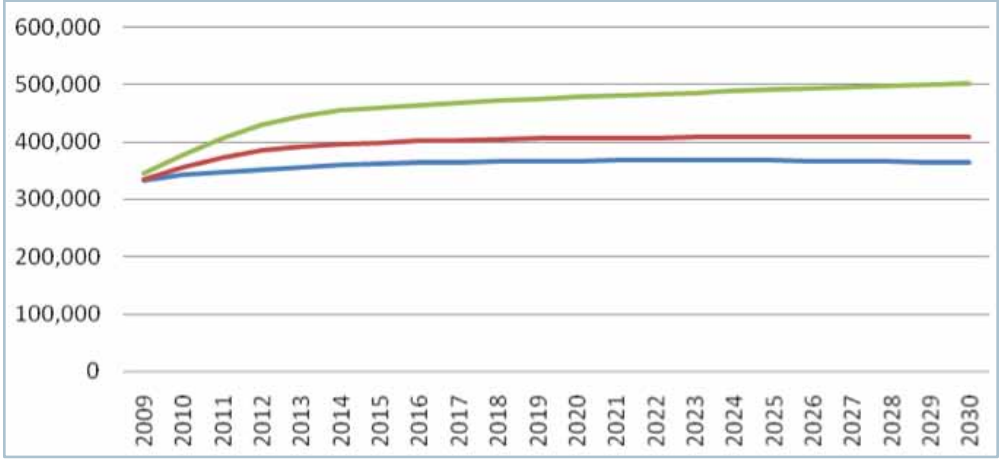
HIGH	345,629	461,233	502,651

The three population and household scenarios shown here should be understood in the context of New Orleans exceedingly dynamic situation. They were prepared using the following assumptions:

SOURCE: GCR

FIGURE 2.5: CITY OF NEW ORLEANS POPULATION SCENARIOS 2009–2030



SOURCE: GCR

LOW SCENARIO MODERATE SCENARIO HIGH SCENARIO

- In the post-Hurricane Katrina situation, the historical trend data (base population, natural increase and net migration) typically used to prepare projections are not valid. Post-Hurricane Katrina evidence indicates somewhat different age composition, racial composition, socioeconomic makeup, and migration than pre-Hurricane Katrina. Traditional methods of measuring internal migration—IRS and Medicare data—have proven inaccurate. This is why the Census Bureau accepted the City's challenge to the 2007 census estimates of population and why the state estimates prepared before the Census Bureau's decision are not accurate.
- The Census Bureau accepts analysis of housing units as an alternative methodology for estimating population. There is trend line data 2006–2007 for assuming the number of housing units that will be brought on line through small scale renovations, and reasonable estimates for the number of units in the pipeline from other sources.
- The projections are based on housing production with assumptions for rate of production of new units (based on financing, economic conditions), absorption rates (based on economic conditions/demand), and household size (based on local and national trends in changes in household size).
- **Base population growth.** Small-scale recovery and investment continues at a slower rate of return. The three scenarios (high, low, moderate) differ based on the rate of deceleration.

- **NORA properties.** NORA's stockpile of properties consists of blighted, adjudicated, and Louisiana Land Trust (*i.e.,* Road Home) properties, some of which will be rehabilitated and redeveloped. A discount factor was applied for the Lot Next Door program (which will not produce any housing units) and assumptions about capacity and overall market demand were factored into an estimated rate of production.
- **Small rental program.** The small rental program has about 4,500 eligible property owners enrolled in New Orleans, totaling about 7,000 units. The LRA is overhauling the program to make it more usable by small landlords. Assumptions about how many people would ultimately qualify rates of production, and rates of absorption are applied to each of the three scenarios.
- **Orleans Parish Prison.** The jail is expected to grow by 1,000 net new beds. The three scenarios make assumptions as to when those beds will be brought on-line.
- **HANO housing developments.** Each of the three scenarios assume that all planned units will be built eventually, but they make different assumptions about the rate at which they will be completed.
- **Low Income Housing Tax Credit Units.** There are thousands of tax credit units that are nominally in the pipeline as a result of the GOZONE legislation. Cost of construction, insurance and market uncertainty affect financing and the current credit crisis adds to normal uncertainly. The three scenarios make assumptions about how many of these units will actually come on-line based on their current status (financing closed, financing still uncertain, under construction, *etc.*) and the rate at which the units will be produced.
- **Market rate infill development.** The three scenarios make assumptions about what percentage will actually be built and how quickly they will be occupied. Many of these projects are subsidized through New Markets Tax Credits, GO Zone bonds, historic rehab credits, but financing may be problematic in the short term.
- **Project based section 8 units.** Once again, different assumptions for different scenarios, relative to rate of recovery/production of damaged units.
- **Household size.** The high scenario assumes no further change in household size. The low and moderate scenario, however, assume a continuation of decreasing household size based on varying rates of decline. The low scenario assumes the steepest decline in average household size. For new infill construction, a much smaller household size was assumed, in line with Warehouse District households, compared to the citywide average. Thus, all categories were not treated equally when population was ascribed to different kinds of housing units.

In summary, population and land use trends suggest that ~~although New Orleans continues to be challenged by blight and vacancy (which was a significant problem in many neighborhoods even before Hurricane Katrina),~~ population recovery since Hurricane Katrina has exceeded initial expectations and is likely to continue at a moderate pace. ~~Moreover, t~~The trend toward smaller households means that the population is

likely to consume more housing units per total population than in the city's past, expediting the recovery of New Orleans' diverse range of neighborhoods as well as the construction of new housing units and inhabitation of the downtown neighborhoods. Meanwhile, underutilized and underdeveloped commercial and industrial land continues to presents significant opportunity for new infill development, including commercial and office uses, institutions, new housing types, and parks and open space.

ATTACHMENT A

Text Amendments to: Chapter 3

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.

Volume 3

chapter 3

THE CONTEXT: PREVIOUS PLANNING AND THE CHARTER AMENDMENT

This 2009–2030 New Orleans Plan for the 21st Century builds on a strong foundation of previous planning and a new commitment to strong linkage between planning and land use decision making. City Planning Commission initiatives in the 1990s, the pre-Hurricane Katrina years, and the neighborhood-based recovery plans created after Hurricane Katrina inform this long-term plan. Moreover, the City entered a new era in November 2008 when voters approved an amendment to the City Charter that strengthened the relationship between the city's master plan, the comprehensive zoning ordinance and the city's capital improvement plan, and mandated creation of a system for neighborhood participation in land use and development decision-making—popularly described as giving planning "the force of law."

A Planning Districts

For planning purposes, the City began using a map in 1970 designating the boundaries and names of 73 neighborhoods. When creating the 1999 Land Use Plan, the CPC decided to group those 73 neighborhoods into 13 planning districts, using census tract or census block group boundaries for statistical purposes. In the post-Hurricane Katrina era, the planning districts continue to be useful, while the neighborhood identity designations, though still found in many publications, are often contested by residents. This

MAP 3.1: PLANNING DISTRICTS

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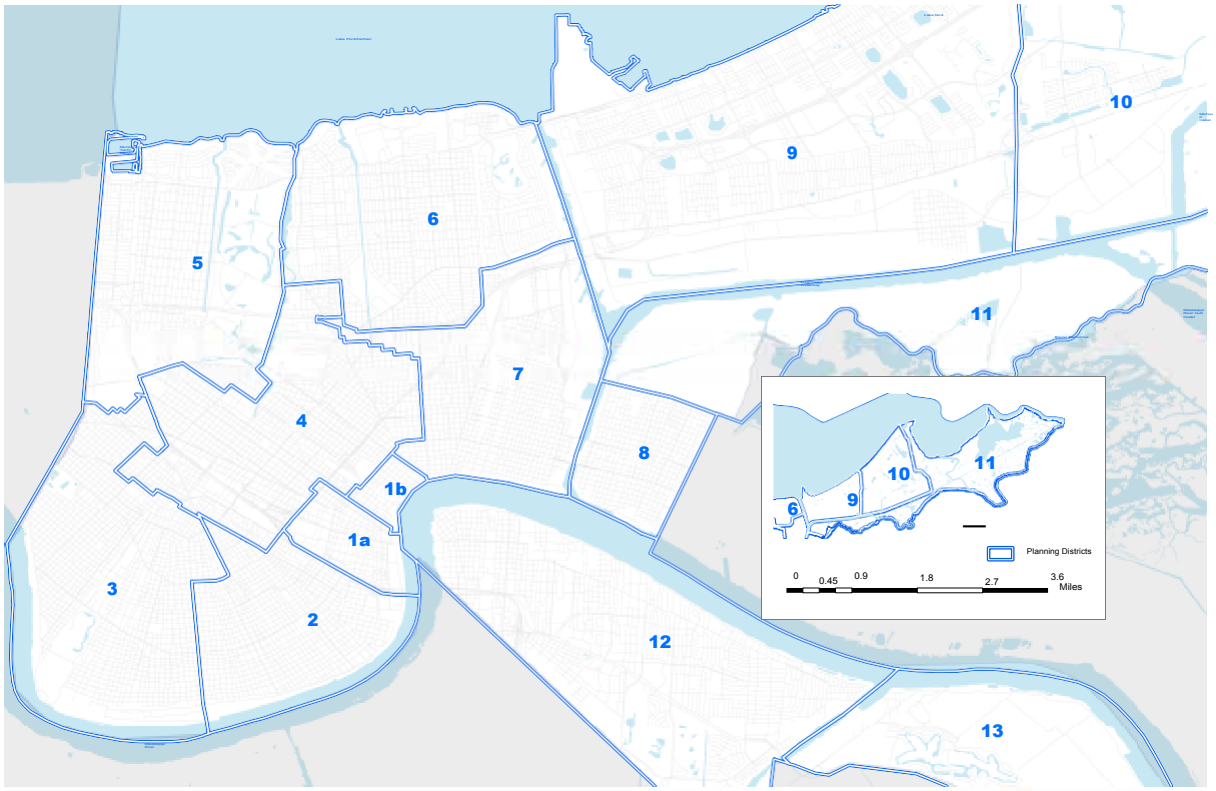


master plan uses the 13 planning districts as delineated by the CPC. When neighborhoods are under discussion, the plan will indicate whether the CPC neighborhood boundaries are being used or some other method of neighborhood identification.

TABLE 3.1: LAND AREA OF PLANNING DISTRICTS

PLANNING DISTRICT	LAND AREA (ACRES)	% OF CITY LAND AREA
1	927	0.8
2	2,841	2.4
3	4,800	4.1
4	4,432	3.8
5	4,763	4.1
6	5,071	4.4
7	3,708	3.2
8	1,437	1.2
9	12,772	11
10	23,025	19.8
11	41,577	35.8
12	6,362	5.5
13	4,461	3.8

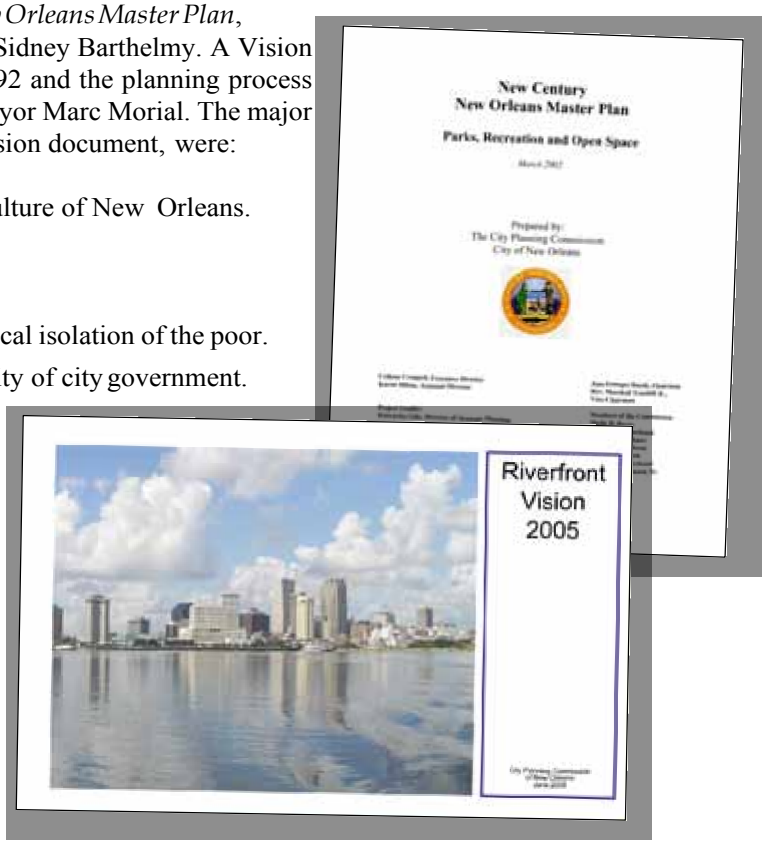
B Recent Planning Initiatives

The pre-Hurricane Katrina master plan and area plans, and post-Hurricane Katrina recovery plans are described briefly below, along with an analysis of issues that attracted consensus. **All of the plans described below were reviewed as part of the planning process for this master plan.** This master plan also takes into account functional master plans prepared to guide specific boards and departments, such as the sewer and water master plan, district and corridor plans like the Lafitte Corridor Plan, and various neighborhood plans.

1. New Century New Orleans Plan and 2002 CZO Project

The most recent master planning effort in New Orleans before this master plan was the *New Century New Orleans Master Plan*, which was started in 1990 under Mayor Sidney Barthelmy. A Vision document for that plan was issued in 1992 and the planning process was re-energized again in 1997 under Mayor Marc Morial. The major themes of the plan, as described in the vision document, were:

- Protect the unique environment and culture of New Orleans.
- Revitalize neighborhoods.
- Restore the economy of the city.
- Reduce the economic, social and physical isolation of the poor.
- Improve the performance and credibility of city government.
- Build a stronger commitment to long term planning in New Orleans, and to the effective functioning of the City Planning Commission.
- Build partnerships to solve problems.
- Empower citizens to participate in the planning and government of New Orleans.



Between 1992 and 2005, the CPC approved seven out of a projected 14 elements of the plan, each one in the form of a stand-alone document of several hundred pages that included general policy statements and a list of project recommendations for each planning district. All of these documents have been consulted during the preparation of this master plan. The approved elements were:

- Land Use (1999)
- Parks and Recreation (2002)
- Arts & Culture (2002)
- Tourism (2002)
- Historic Preservation (2002)
- Economic Development (2002)
- Transportation (2004)

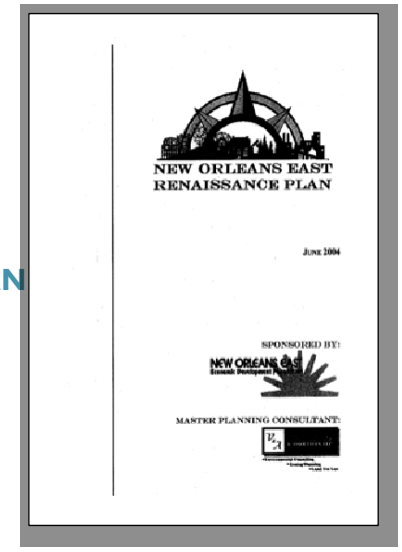
Projected plan elements that had not been completed by the time of Hurricane Katrina were Community Facilities and Infrastructure; Critical and Natural Hazards; Environmental Quality; Energy; Housing; Human Services; and Citizen Participation.

In the 2000s, the CPC also commissioned a new Comprehensive Zoning Ordinance (CZO). Although there were a number of public meetings on the proposed ordinance and many residents participated, the business and development community did not participate to the same degree and later voiced opposition to it. The Planning Commission and Mayor shelved the draft in 2002 due to community opposition and perceived conflicts between it and the then—current Master Plan.

In returning to the master plan project in 2007, the CPC determined that a master plan created through a protracted, multi-year process was not in the best interests of the Commission or the city, particularly in the post-Hurricane Katrina environment of continuing recovery and the long time elapsed since the completion of some of the elements of the *New Century New Orleans Plan*. The Commission therefore resolved to commission this new master plan along with a new CZO.

2. Pre-Hurricane Katrina Renaissance Plans

In 1994, the City Planning Commission adopted the Local Renaissance District Administration Policy. Under the policy, CPC staff would work with neighborhood residents to create a Strategic Neighborhood Renaissance Plan. The Plan would be submitted to the CPC and the City Council for adoption and ultimately, for creation of a "Local Renaissance District." The Lower Garden District and New Orleans East completed Renaissance Plans before Hurricane Katrina.



A. LOWER GARDEN DISTRICT RENAISSANCE PLAN

Adopted in 1997, the Lower Garden District Strategic Renaissance Plan was prepared just before the redevelopment of the St. Thomas public housing project began. With a mixture of residential, commercial, light industrial, and tourism land uses, the Lower Garden district, with fewer than 8,000 residents, had seen a decline in population and neighborhood-serving businesses in the postwar period. The Renaissance Plan focused on zoning, transportation and capital improvements.

B. NEW ORLEANS EAST RENAISSANCE PLAN

The New Orleans East community, sponsored by the New Orleans East Economic Development Foundation, created the New Orleans East Renaissance Plan, which was adopted in 2004. The area, home to some 90,000 people, had been experiencing commercial disinvestment since the mid-1980s, as well as an influx of poor-quality and poorly-managed multifamily development. The Renaissance Plan served as the foundation for New Orleans East recovery plans post Hurricane Katrina, and for the planning for that area that is included in this plan.

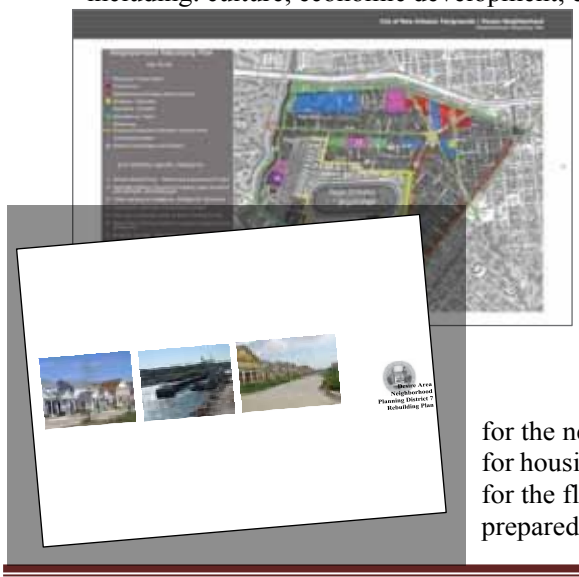
3. Post-Hurricane Katrina Recovery Plans

There were three rounds of multi-neighborhood planning in the aftermath of Hurricane Katrina. The City charter specifically provides that the City Planning Commission is to prepare post-disaster recovery plans, but the CPC's staff was severely cut after of the storm, leaving it without the resources to carry out or oversee the recovery planning process.

A. BRING NEW ORLEANS BACK COMMISSION AND URBAN LAND INSTITUTE

In September 2005—one month after Hurricane Katrina—Mayor Nagin appointed the Bring New Orleans Back (BNOB) Commission to prepare a recovery plan by the end of 2005. As part of the planning process, the Urban Land Institute (ULI) was invited to send in a team of experts for a one-week evaluation. The ULI team projected slower rebuilding in the most devastated neighborhoods, and proposed a phased restoration of infrastructure and city services given undetermined city resources and the extent of the flooding damage. The BNOB committee further recommended pausing the issuing of permits while FEMA analyzed new flood stage data, and creating new green spaces for increased water storage in the most heavily flooded areas. Some residents feared that these recommendations signaled that residents would be prevented from returning to their homes and rebuilding in some of the hardest-hit areas. This perception led to vocal public opposition to the recovery plan proposals, particularly in harder-hit neighborhoods.

In January, 2006, the BNOB Commission submitted to the mayor a final Action Plan accompanied by separate topical plans written by committees of local and national experts in the various topical areas, including: culture; economic development; education; government effectiveness; health and social services; infrastructure; and land use. The Mayor's office then issued a final summary plan that proposed a neighborhood planning process to be funded by $7.5M in FEMA funds. By statute, however, FEMA was not allowed to fund local planning, and the BNOB process came to an end. However, the BNOB committee reports continue to provide a basis for citywide planning for their respective topical areas.



B. THE NEIGHBORHOOD REBUILDING PLAN ("LAMBERT PLAN")

The City Council in late 2005 decided to fund its own plan for the neighborhoods that experienced flooding. An existing contract for housing services was extended, with a $2.97M budget to create plans for the flooded neighborhoods. Forty-nine neighborhood plans were prepared between March and September 2006, and focused on lists

of desired neighborhood projects. This plan was not submitted to the

CPC for adoption or approval and did not meet the requirements for recovery funding established by the Louisiana Recovery Authority, a state agency set up to receive and disburse federal recovery funds. However, in a number of neighborhoods that participated in this process, these neighborhood plans are still viewed as representative of community consensus and serve as the basis for any subsequent planning.

c. UNIFIED NEW ORLEANS PLAN (UNOP)

The Mayor requested that foundations provide the $7.5M that FEMA was not able to provide for neighborhood level plans. The Rockefeller Foundation, the Greater New Orleans Foundation, and the Bush-Clinton Hurricane Katrina Fund provided the planning funds, and America Speaks provided an additional $3M to design and conduct three citywide community meetings.

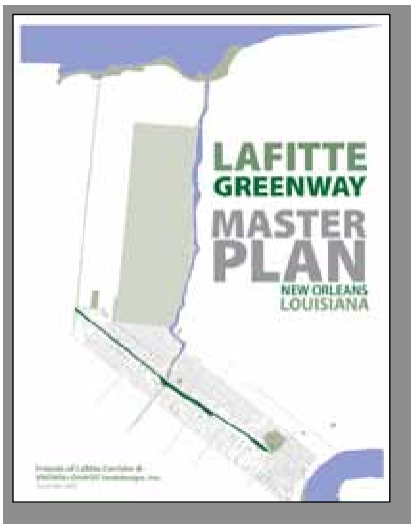
UNOP included the following:

- Recovery plans for each planning district including a post-disaster assessment; recovery scenario preferences; and a list of recovery projects.
- A citywide plan that identified $14B in priority recovery projects not already covered by other funding sources over the next 10 years.

The UNOP recovery citywide plan was submitted to the CPC for review in January 2007 and underwent several months of comment. In May 2007, the UNOP citywide plan was approved by vote of the CPC, and the individual District Plans were officially "accepted." ("Acceptance"generally does not require an official vote by the CPC, but indicates the commission's willingness to use the plans as a reference for future planning purposes.) Approval of the citywide UNOP plan made New Orleans eligible for recovery funding because it met LRA planning requirements.

4. Independent District and Neighborhood Plans

In addition to the official recovery plans, individual neighborhoods and groups sought out universities, foundations, and other sources of assistance to help them prepare neighborhood plans, most of which also focused on rebuilding and recovery. The initial impetus came immediately after the BNOB/ULI proposal was rejected by the Mayor, who said that the viability of neighborhoods would be proven by the return of the citizens themselves to their neighborhoods. Neighborhood plans created outside the official process were also reviewed for this 2009–2030 Master Plan, including:

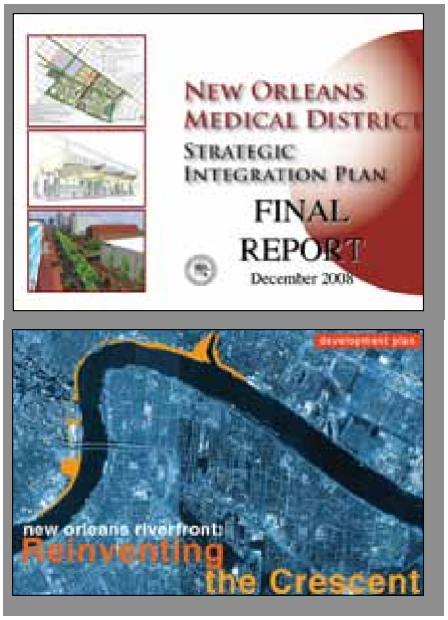


- Algiers Riverview Plan
- Broadmoor Plan
- Carrollton Renaissance Plan (in development 2008–2009)
- Central Business District Zoning Plan
- Central City Neighborhood Plan (in development 2008–2009)
- Lafayette Square Conservancy Master Plan
- Lafitte Greenway Plan
- Lower Ninth Ward (ACORN) Plan
- Mid-City Plan
- Tunisberg Plan
- West End Redevelopment Land Use and Site Plan Analysis (May 2006)—New Orleans Regional Planning Commission

5. District, sector, and Agency plans

Recently prepared district, sector and agency plans have also been consulted for this master plan including:

- Reinventing the Crescent (New Orleans Building Commission)
- Library Master Plan
- School Facilities Master Plan
- Sewerage and Water Board Plans
- Medical District Strategic Integration Plan (New Orleans Regional Planning Commission)
- 2005 New Orleans Bike Plan (New Orleans Regional Planning Commission)
- Gaining Momentum: New Orleans 2010 Campaign for Active Transportation (New Orleans Regional Planning Commission)
- Metropolitan Planning Organization transportation plans (New Orleans Regional Planning Commission)
- Army Corps of Engineers plans
- Orleans Parish Coastal Management Plan (1985)
- Riverfront Vision (2005)
- Hazard Mitigation Plan (2005)



Some of these plans are more technical in nature and tended to have limited public participation in their development.

6. Other Planning Initiatives and Documents

The preparation of this master plan also included consultation of a number of documents with planning content and direction, such as: the Capital Improvement Plan; annual budget plans; plans from agencies such as the New Orleans Redevelopment Authority and the Office of Recovery Development and Administration; state coastal improvement plan; and many other documents. The GreenNOLA plan, a plan for citywide sustainability, was adopted by the City Council in 2008 and was also heavily consulted during the preparation of this master plan.

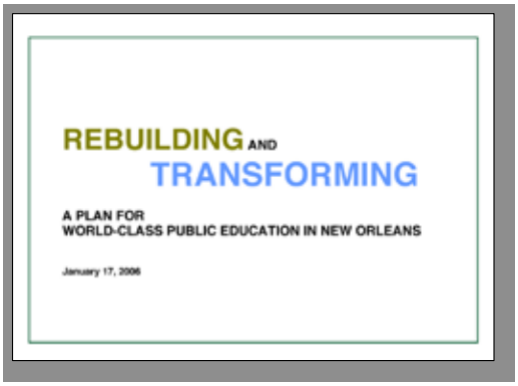
C Themes From Previous Plans

1. New Century New Orleans

The New Century New Orleans plans shed light on the fact that many of the most important issues facing New Orleans after Hurricane Katrina were in fact pressing issues well before then. For instance, as early as the mid-1990s, these plans raised the issues of preserving neighborhood character and preventing vacancy and blight, which were becoming problems in several areas of the city. Improving the quality of life in neighborhoods was also of primary concern, including expanding and improving parks and open space, increasing the availability of neighborhood-serving retail and amenities, and increasing the mixed-use and walkable character of neighborhoods throughout the city. Expanding affordable housing opportunities and historic preservation initiatives were also recognized as important priorities, the latter threatened by rising vacancy rates.

Protection of the coastal environment of New Orleans and the Gulf Coast was also recognized as an important priority in these plans. Recognition of the need to improve environmental quality within the city was also evident, particularly the need to mitigate the negative effects of commercial and industrial land uses in neighborhoods and residential areas and the need to remediate brownfields and contaminated sites.

2. Bring new Orleans Back (BnOB)



With respect to neighborhoods and quality of life, the BNOB plan stressed the importance of addressing vacancy and blight, ensuring affordable housing, improving access to health care, preserving historic and cultural assets, creating jobs and expanding economic opportunity, expanding public transportation, and improving public safety and safety from flooding and hurricanes. With respect to community facilities and services, the plan stressed the importance of providing high-quality schools, improving commercial centers and corridors, and improving access to recreational facilities and open space. The plan's land use priorities included increased density in key locations, mitigation of hazardous land uses, retention of industrial land in key locations, and protecting open and natural space, including coastal wetlands.

3. Neighborhood Rebuilding Plans

Overwhelmingly, the Neighborhood Rebuilding Plans placed the preservation of existing neighborhood character at the top of their list of priorities. Most neighborhoods expressed the need to preserve their physical character during rebuilding, including addressing vacancy and blight and preserving historic buildings and the overall historic fabric. Many neighborhoods also expressed their desire to preserve their social and cultural character, including rehabilitation of social and cultural facilities and ensuring the availability of a broad diversity of housing choices. Other important priorities for many neighborhoods included ensuring public safety and resistance to flooding, developing local leadership and ensuring public participation in future development decisions, improving and expanding parks and open space, and enhancing neighborhood-serving retail and amenities.

4. Unified New Orleans Plan (UNOP)

The UNOP plans expressed some priorities nearly unanimously as being of primary importance. These included improving flood resistance and safety from future hurricanes, addressing vacancy and blight, improving public safety, and repairing basic infrastructure such as streets, sidewalks and utilities. Also of primary importance in nearly all UNOP plans was the development of local leadership and the need to ensure resident participation in future development and other decision-making processes. Other priorities expressed in the majority of the UNOP plans included improving and expanding parks and open space, expanding affordable housing opportunities (particularly for seniors), rehabilitating social and cultural centers, improving access to health care, ensuring high-quality construction that fits in with existing neighborhood character, and historic preservation.

ANALYSIS OF PREVIOUS PLANS

what we did

MOST IMPORTANT ISSUES

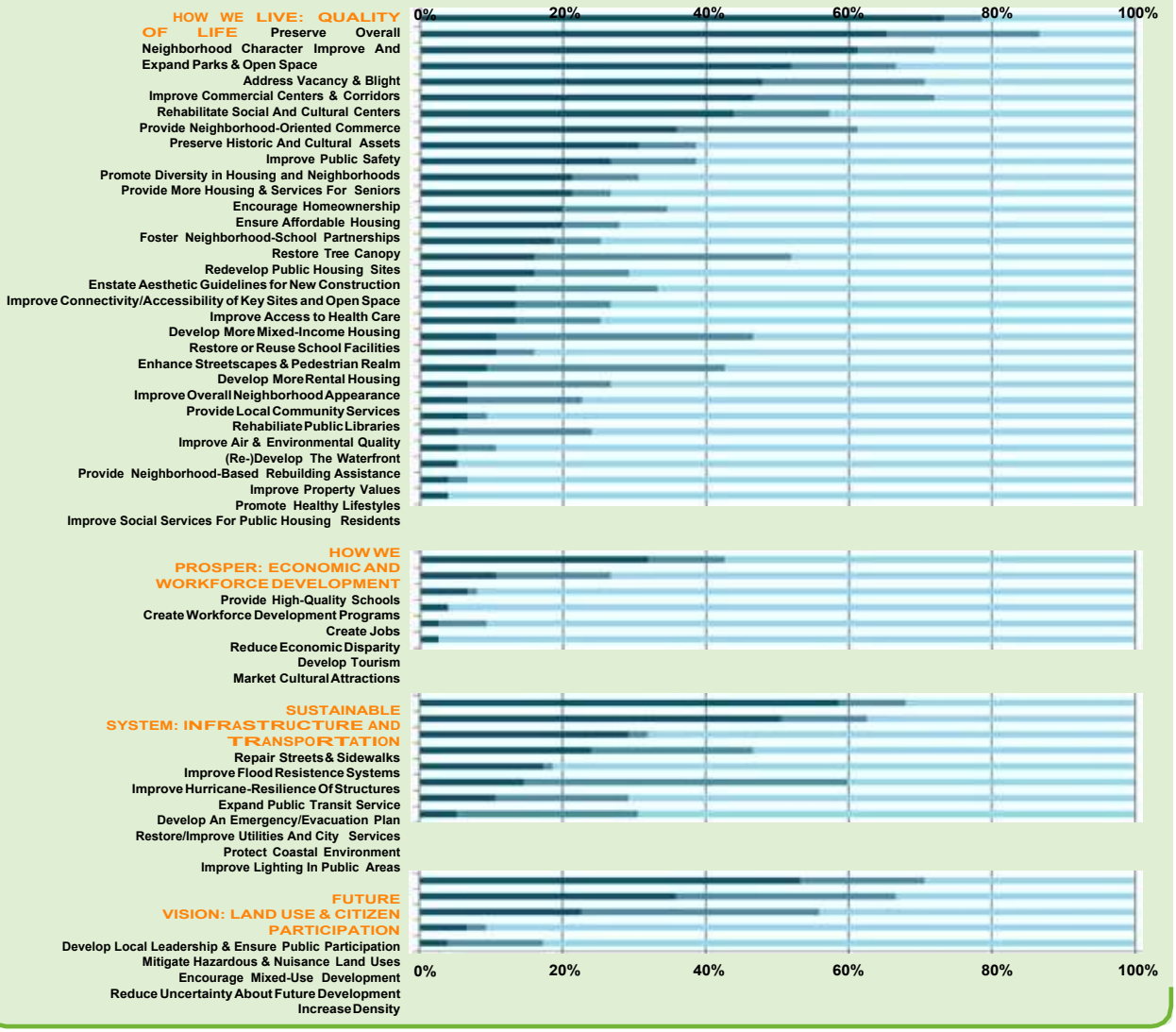
We examined all previous city-wide plans for New Orleans since 1992 and noted all issues and concerns they mentioned. Below are the 50 topics that were mentioned most frequently across all these plans as being extremely important or critical concerns. Plans reviewed

- **new century new Orleans plan** (1997–2005)—Pre-Hurricane Katrina Citywide Plan
- **Bring new Orleans Back plan** (2005–2006)—Citywide Recovery Plan
- **neighborhood rebuilding plans** (2006)—Individual recovery plans for each of the 49 neighborhoods that sustained flooding due to Hurricane Katrina
- **Unified new Orleans plan** (2006)—District level and Citywide Recovery Plans

what we learned

MOST IMPORTANT CONCERNS RAISED

In all written components of the plans, these are the topics that were mentioned most frequently as being extremely important or critical.



ATTACHMENT A

D ~~Recovery Implementation~~ Plans Adopted After 2010

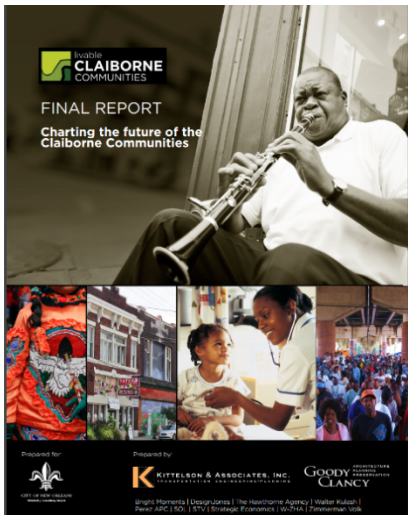
Since the Plan for the 21st Century's adoption and subsequent amendment in 2010, a number of plans have been adopted which direct specific actions around increasing the city's resilience, improve the resident's access to the housing market, and various other topics. The following section will highlight a few of these plans and provide a brief glimpse of their content.

Greater New Orleans Urban Water Plan

In 2010, the State of Louisiana's Office of Community Development-Disaster Recovery Unit funded Greater New Orleans, Inc. to develop a comprehensive, integrated and sustainable water management strategy for the east banks of Orleans and Jefferson Parishes and St. Bernard Parish using federal Community Development Block Grant – Disaster Recovery funds from the Department of Housing and Urban Development. The study was developed over the course of two years by Waggonner & Ball Architects and a team of local and international, including Dutch, water management experts. The outcome is the Greater New Orleans Urban Water Plan, a vision for long-term urban water management in the 21st century, and effectively the first regional urban water plan of its kind in the United States. The Urban Water Plan provides a roadmap for improving management of flood and subsidence threats, while creating economic value and enhancing quality of life. This plan works with Louisiana's 2012 Coastal Master Plan and the region's levee system in creating multiple lines of defense.

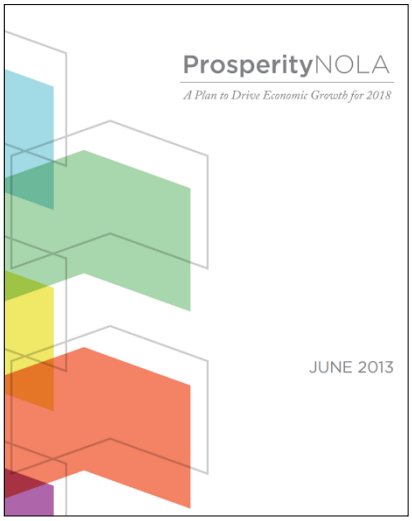
Livable Claiborne Communities

The Livable Claiborne Communities (LCC) study focused on the 3.9-mile-long corridor spanning nine neighborhoods along Claiborne Avenue. The Claiborne Corridor is of citywide and regional importance. The study focuses on community revitalization and economic development through equity, choice and sustainability for residents of the neighborhoods along Claiborne Avenue. It examined the land use and transportation potential and their contributions to economic prosperity within the study area as well as the corridor's role as a regional connector.



ProsperityNOLA

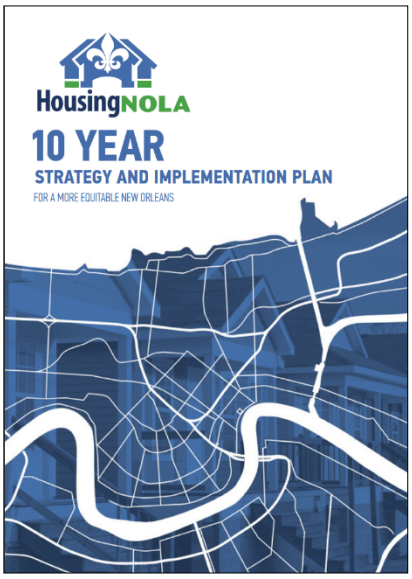
ProsperityNOLA is a five-year plan for economic development for the City of New Orleans. The goals of the plan include creating an innovative and sustainable business climate, designing a roadmap to optimize job growth and investment, build on the city's strengths to attract, retain, and grow business, focusing on industry clusters based on competitive position and market trajectory, addressing cross-cutting issues that impact the competitiveness of all clusters, and identifying high impact action items implementable by the city, state, and business community to propel economic growth.



HousingNOLA

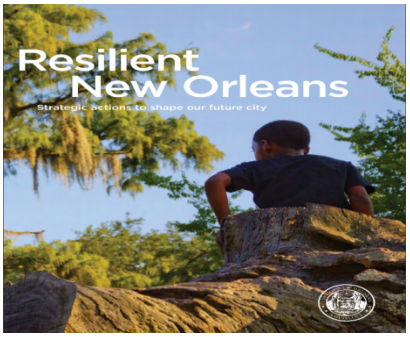
In 2014, the Foundation for Louisiana's TOGETHER Initiative convened a group of residents and non-profits to develop strategies for improving housing policies and increasing equity in New Orleans. What emerged from the TOGETHER Initiative was a desire to build upon community engagement efforts since 2005, moving beyond recovery and looking to the future of housing and neighborhoods in New Orleans. HousingNOLA grew out of these discussions.

HousingNOLA is a process and a plan for New Orleans to achieve affordability in housing at all levels. The HousingNOLA initiative, led by the Greater New Orleans Housing Alliance, will continue to engage residents and key stakeholder groups in a community-led process over the next 10 years. HousingNOLA's first product is this report, intended as a guide for nonprofit, government, and the private sector to create equitable and affordable homes for all New Orleanians.



Resilient New Orleans

Resilient New Orleans builds upon the existing visions and plans developed over the previous decade. Guided by The Rockefeller Foundation, Resilient New Orleans combines local expertise with global best practices to confront the city's most urgent threats and seek ways to redress the



city's legacy of inequity and risk. Resilient New Orleans proposes old yet pragmatic action to adapt the city to the changing natural environment, invest in equity, create flexible and reliable systems, and prepare for future shock.

~~As this plan is being written, implementation of the city's recovery plans is the responsibility of the Office of Recovery Development and Administration (ORDA), the New Orleans Redevelopment Authority, and specific city departments. ORDA will cease to exist in fall 2009 and its responsibilities will be taken over by a Community Development Agency and a separate Project Delivery Unit to manage recovery projects. According to the 2009 ORDA budget message, the agency's mission was to "retool government procedures for recovery; secure funds; and develop programs and projects for implementation." A number of city departments were organized under the umbrella of ORDA in three categories:~~

- ~~PPP (Public-Private Partnership for economic development) – Economic development initiatives, incentives and programs; arts and entertainment; environmental affairs~~
- ~~Development Services – City Planning Commission; Safety and Permits; Code Enforcement; Environmental Health; Workforce Development (Job 1); historic district regulatory commissions; redevelopment corporations for specific areas; supplier diversity; public investment~~
- ~~Neighborhood Stabilization – Affordable Housing; Neighborhood Services and Facilities; Environmental Compliance; Planning and Resource Development~~

~~In addition, there are offices of strategic planning, housing policy, and federal-state reimbursement.~~

~~Organizing for repair and rehabilitation of critical infrastructure and public safety buildings was the initial emphasis of ORDA's work, so that all neighborhoods would have basic services. The city then put into place a recovery strategy to focus on 17 Target Areas based on the following criteria:~~

- ~~High potential to attract investment~~
- ~~High visibility~~
- ~~Strong demonstration of cluster model~~
- ~~Sufficient land and other assets~~
- ~~Adequate resources to catalyze development, such as schools or libraries~~
- ~~Consistent with development approach in planning documents~~
- ~~Leverages other city development opportunities~~

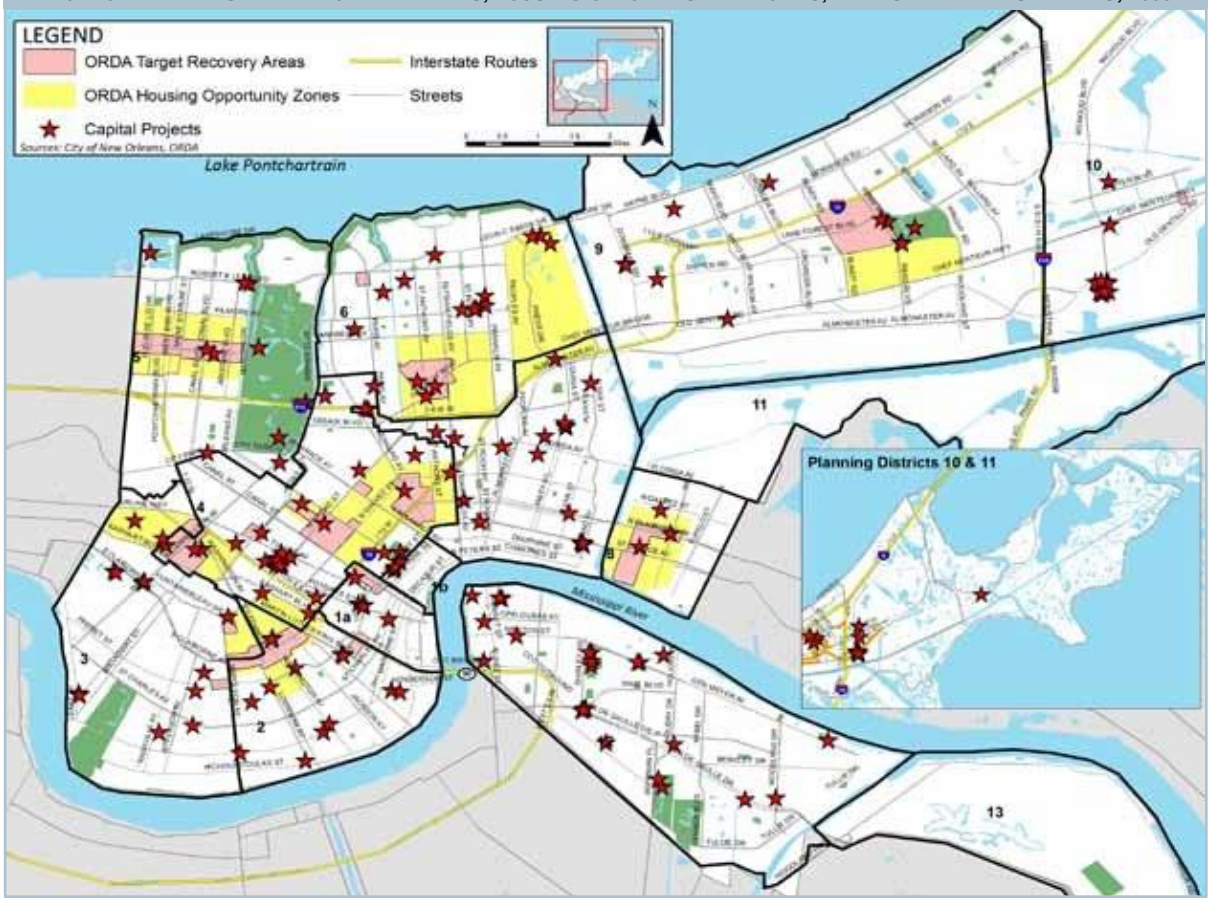
~~The purpose of the 17 Target Areas was to identify focal points for the investment of recovery dollars. Planning experience in recent decades has demonstrated the value of concentrating resources to revitalize a target area and then expand from that area of improvement. This strategy has also been much more successful in attracting private investment than spreading funds thinly across a broader area. The targeted approach produces visible change which then attracts further investment. In addition, ten Housing Opportunity Zones, mostly located near Target Areas, were designated as areas for homeownership programs.~~

~~ORDA focused in four program areas:~~

- ~~Medical facilities and economic development~~
- ~~Housing and neighborhood renewal~~
- ~~Code enforcement and blight reduction~~
- ~~Enhanced public assets and infrastructure~~

~~ORDA planned and facilitated recovery projects, designed programs, and administered programs. Design and construction of capital projects is performed by the Department of Capital Projects Administration~~

MAP 3.2: ORDA TARGET RECOVERY AREAS, HOUSING OPPORTUNITY ZONES, AND PUBLIC INVESTMENTS, 2009



SOURCE: CITY OF NEW ORLEANS, ORDA 2009

with consultant assistance. Most of the funding for ORDA and capital improvement activities came from federal sources. The 2009 capital budget of $181.5M was over half composed of federal disaster Community Development Block Grant (D-CDBG) funds and FEMA Public Assistance funds (for restoration of publicly-owned facilities). By 2009, ORDA had allocated most of the total $411 million in D-CDBG funds to agencies and recovery projects.

E The 2008 Planning Charter Amendment —Recovery Implementation

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Voters approved a City Charter amendment in November 2008 that specifies the type of city master plan that the City Planning Commission must create, the plan's legal relationship to the zoning ordinance and to the city's capital improvement plan, and creation of a neighborhood participation system for land use decision making.

The sections of the charter that were modified, and the new content is as follows:

SECTION 5-402. FUNCTIONS

The City Planning Commission must prepare, adopt, amend, and recommend to the Council a twenty year Master Plan for the physical development of the City. The Master Plan at a minimum must include:

- A statement of development goals, objectives, and policies for the physical growth and development of the City
- Maps and a text setting forth principles, standards, and proposals
- Six interrelated elements providing overall guidance for city policy and priorities:
  - > Vision, Goals, and Policy
  - > Land Use, including issues and policies and a Future Land Use Map with allowable uses and densities
  - > Transportation
  - > Housing
  - > Community Facilities and Infrastructure
  - > Historic Preservation

The City Planning Commission will prepare and recommend to the Council plats, the Official Map, and the zoning ordinance that are consistent with the Master Plan.

- The zoning ordinance will have as one of its purposes the implementation of the Master Plan.
- The zoning ordinance and map may be amended by the City Council as long as amendments are consistent with the Master Plan.
- The text, diagrams and maps in the Land Use Element of the Master Plan that address the location and extent of future land uses, and the zoning ordinance that implements those provisions, may also address urban form and design. They may differentiate neighborhoods, districts, and corridors, provide for a mixture of land uses and building types within each, and provide specific measures for regulating relationships between buildings, and between buildings and outdoor public areas, including streets, sidewalks, and other right of ways.

The City Planning Commission will prepare the capital improvement plan and assist the Chief Administrative Officer in the preparation of the annual capital budget. The capital improvement plan and the capital budget shall be consistent with the Master Plan.

SECTION 5-404. MASTER PLAN

Public participation in preparation of the Master Plan will include at a minimum:

- One public meeting for each planning district or other designated neighborhood planning unit.
- One public hearing to solicit the opinions of citizens from throughout the community.
- Affirmative steps to involve neighborhoods in master planning activities and comply with the requirements of any neighborhood participation program that the City, pursuant to Section 5-411, shall adopt by ordinance.
- Each public hearing or meeting shall be duly advertised in a newspaper of general circulation at least fifteen (15) but not more than (45) forty-five days in advance.

Adoption of the plan:

- The Commission adopts the plan by resolution.
- After adoption, the Commission sends the plan to the City Council for adoption by ordinance.
- Within 90 days, the Council must adopt, reject or propose modification in the plan.
- If the plan is rejected or modifications proposed, the plan is referred back to the Commission for a public hearing and comment.
- Within 60 days, the Commission must provide a recommendation to the Council on the rejection or modification.
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Legal effects of the Master Plan:

- New and significantly altered public projects and public utilities must conform to the adopted Master Plan.
- The Land Use Element must include a table specifying the relationship between the land use designation on the Future Land Use Map and zoning classifications.
- The Zoning Ordinance will also include this table and will be amended or updated to accommodate amendments or revisions to the zoning ordinance or the Land Use element of the Master Plan.
- All land development regulations and amendments and all land use actions must be consistent with the goals, policies, and strategies of the Land Use Element of the Master Plan. Land use actions include zoning; subdivision plans; site plans; planned unit developments or similar site specific plans; conditional uses; variances; or local government capital improvements, land or facility acquisition, including transportation facilities.

Land use action consistency with the Master Plan means:

- The land use action furthers or does not interfere with goals, policies, and guidelines in the Land Use Element of the Master Plan.
- The land use action is compatible with proposed future land uses, densities and intensities designated in the Land Use Element.

Mandatory review of the Master Plan by the Commission:

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Adoption by the City Council:

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Resources for master planning:

- The City shall make adequate appropriations to the Commission to implement the mandate to prepare and adopt the Master Plan; update the Master Plan; and for activities designed to ensure consistency between the plan and zoning, land use actions, and capital plans and budgets.

SECTION 5-405. PLANNED STREET LINES AND THE OFFICIAL MAP.

- Adoption and amendment of plats and the Official Map must be consistent with the Master Plan.

SECTION 5-406. ZONING ORDINANCE.

- ~~All zoning ordinances and amendments must be consistent with the Master Plan.~~
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~~section 5-409. Orientation and continuous education training for planning commission and Board of Zoning Adjustments members.~~

- ~~Six hours of training on duties and responsibilities for Commission and Board members within one year of taking office.~~
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~~section 5-411. neighborhood participation~~

- ~~Establishment of a system for organized and effective neighborhood participation in land use decisions and other issues that affect quality of life.~~
- ~~Timely notification to a neighborhood of any proposed Land Use Action affecting the neighborhood.~~
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- Timely notification to a neighborhood of any proposed Land Use Action affecting the neighborhood.
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- Meaningful neighborhood participation in the formulation of the Master Plan or Master Plan amendment.

~~The City of New Orleans and Orleans Parish were consolidated under the 1954 home rule charter. In addition to city responsibilities, government also has the responsibilities and constraints of parish government: the costs of the state criminal justice system and inability to pass ad valorem taxes[1] without being subject to a homestead exemption that is controlled by the state. In addition, there are a number of public agencies independent or semi-independent of city government that have been established by state legislation.[2] Among the most important are:~~

- ~~Sewerage and Water Board – state created, independent of city government, but with members appointed by the Mayor and the Mayor serving as Board president. The Sewerage and Water Board raises its own funds through rates and bonds. The City Council does not approve the Board's budget but it does approve rate increases. It is responsible for drinking water, waste water, and drainage.~~
- ~~Board of Liquidation – State created, independent of city government, issues bonds and manages the general obligation debt~~
- ~~Aviation Board – independent but with a budget approved by the City Council~~
- ~~New Orleans Redevelopment Authority~~
- ~~School Districts~~
- ~~Orleans Parish Board of Assessors~~
- ~~Orleans Parish Levee Board~~
- ~~City Park~~
- ~~Audubon Commission~~
- ~~Orleans Criminal Justice District (Sheriff's Office)~~
- ~~Orleans Parish Civil Sheriff~~

~~There are seven "unattached boards and commissions" within city government:~~

- ~~New Orleans Public Library~~
- ~~Historic District and Landmarks Commission~~
- ~~Vieux Carré Commission~~
- ~~Alcoholic Beverage Control Board~~
- ~~City Planning Commission~~
- ~~Mosquito Control Board~~
- ~~New Orleans Museum of Art~~

[1] "Ad valorem" taxes are based on a percentage of value.

[2] The former Inspector-General stated that his office had identified 142 city agencies and nonprofits, many of which are likely empty shells.

Ten enterprise funds are part of city government with budgets approved by the City Council, but raise their funds from property or operations:

- New Orleans Aviation Board
- Delgado-Albania Plantation Commission
- French Market Corporation
- Upper Pontalba Restoration Corporation
- Municipal Yacht Harbor Corporation
- Orleans Parish Communication District
- New Orleans Building Corporation
- Rivergate Development Corporation
- Canal Street Development Corporation
- Piazza d'Italia Corporation

In addition to city and parish agencies, there are a number of special taxing districts in New Orleans, as well as neighborhood security and improvement districts that collect a fee for each improved lot in the district. The neighborhood security districts began to appear in the late 1990s and the years before Hurricane Katrina, and they have proliferated since the storm. Each one has required special state legislation.

Special taxing districts (ad valorem assessments):

- Algiers Development District
- Downtown Development District
- Garden District Security District (a neighborhood security district with an ad valorem assessment)
- New Orleans Business and Industrial District (industrial park in New Orleans East)

Neighborhood security and improvement districts (fee assessments):

- Audubon Area Security District
- Huntington Park Improvement District
- Hurstville District
- Kenilworth/District
- Kingswood District
- Lake Bullard Improvement District

- ~~Lake Carmel Improvement District~~
- ~~Lake Forest Estates District~~
- ~~Lake Oaks Improvement District~~
- ~~Lakeshore Crime Prevention District~~
- ~~Lake Terrace Crime Prevention District~~
- ~~Lakeview Crime Prevention District~~
- ~~Lakewood Crime Prevention District~~
- ~~Lakewood East Security and Neighborhood Improvement District~~
- ~~Maple Area Residential Security Tax District~~
- ~~McKendall Estates Improvement District~~
- ~~Mid-City Security District~~
- ~~Oak Island Neighborhood Improvement District~~
- ~~Spring Lake Improvement District~~
- ~~Tamaron Subdivision Improvement District~~
- ~~Twinbrook Security District~~
- ~~Upper Audubon Security District~~
- ~~Upper Hurstville Security District~~

~~The security and improvement districts indicate neighborhoods' lack of confidence in local government to protect them or provide improvements. However, those neighborhoods that cannot afford to tax themselves for extra security and amenities may feel that they have a lesser quality of life. Understandable as the desire for these districts may be among those who can afford them, the increasing numbers of such districts may exacerbate divisions within the city.~~

~~Fragmentation of local government~~

~~The fragmentation of New Orleans' municipal government is very noticeable. The proliferation of quasi-governmental authorities and special districts of various types drains power and accountability from elected and appointed officials in city government – and new organizations of this type seem to be proposed regularly, from the Southeast Regional Airport Authority, a proposed Park and Recreation Commission as a special state district, to the economic development public-private partnership. Authorities and special districts are typically created in order to achieve some special purposes and are given powers that regular government agencies do not have. The primary argument for these entities is that to achieve the public purpose, it is necessary to have more flexibility to operate like a business. This means that they also avoid some of the requirements to share information with the public and be accountable to them. Most are governed by appointed or ex officio board members.~~

~~According to the Mayor's office, there are 142 boards and commissions with 900 members in New Orleans. Although this might imply a highly participatory governmental structure, citizen reports and advocacy for more communication and transparency imply that these many boards and commissions do not function to enhance a sense of participation.~~

~~Some of the many special districts and authorities in New Orleans, existing and proposed, are undoubtedly good vehicles to accomplish their purposes. However, critics of these kinds of entities see them as weakening government's ability to perform its duties and making it difficult to ascertain responsibility for protecting the public interest. In New Orleans, the large number of these entities also contributes to a lack of cross-agency information sharing to solve problems that lie within the~~

~~jurisdiction of multiple agencies; exacerbates an already problematic and weak governmental culture around citizen participation and information; may result in unnecessary additional expenditure of funds for redundant administrative functions; and contributes to public cynicism about government and political divisiveness. One of the threads found throughout this plan is the need for both the perception and the reality of more communication and information-sharing with citizens and more accountability for government performance. Fragmentation of government does not promote those goals. Local government in New Orleans needs to be stronger, rather than weaker, in order to achieve the goals of this plan.~~

Local Government

The City of New Orleans and Orleans Parish were consolidated under the 1954 home rule charter. In addition to city responsibilities, government also has the responsibilities and constraints of parish government: the costs of the state criminal justice system and inability to pass ad valorem taxes[1] without being subject to a homestead exemption that is controlled by the state. In addition, there are a number of public agencies independent or semi-independent of city government that have been established by state legislation.[2] Among the most important are:

- **Sewerage and Water Board—state created, independent of city government, but with members appointed by the Mayor and the Mayor serving as Board president. The Sewerage and Water Board raises its own funds through rates and bonds. The City Council does not approve the Board's budget but it does approve rate increases. It is responsible for drinking water, waste water, and drainage.**
- **Board of Liquidation—State created, independent of city government, issues bonds and manages the general obligation debt**
- **Aviation Board—independent but with a budget approved by the City Council**
- **New Orleans Redevelopment Authority**
- **School Districts**
- **Orleans Parish Board of Assessors**
- **Orleans Parish Levee Board**
- **City Park**
- **Audubon Commission**
- **Orleans Criminal Justice District (Sheriff's Office)**
- **Orleans Parish Civil Sheriff**

There are seven "unattached boards and commissions" within city government:

1 **"Ad valorem" taxes are based on a percentage of value.**

2 **The former Inspector-General stated that his office had identified 142 city agencies and nonprofits, many of which are likely empty shells.**

- **New Orleans Public Library**
- **Historic District and Landmarks Commission**
- **Vieux Carré Commission**
- **Alcoholic Beverage Control Board**
- **City Planning Commission**
- **Mosquito, Termite, and Rodent Control Board**
- **New Orleans Museum of Art**

Ten enterprise funds are part of city government with budgets approved by the City Council, but raise their funds from property or operations:

- **New Orleans Aviation Board**
- **Delgado-Albania Plantation Commission**
- **French Market Corporation**
- **Upper Pontalba Restoration Corporation**
- **Municipal Yacht Harbor Corporation**
- **Orleans Parish Communication District**
- **New Orleans Building Corporation**
- **Rivergate Development Corporation**
- **Canal Street Development Corporation**
- **Piazza d'Italia Corporation**

In addition to city and parish agencies, there are a number of special taxing districts in New Orleans, as well as neighborhood security and improvement districts that collect a fee for each improved lot in the district. The neighborhood security districts began to appear in the late 1990s and the years before Hurricane Katrina, and they have proliferated since the storm. Each one has required special state legislation.

Special taxing districts (ad valorem assessments):

- **Algiers Development District**
- **Downtown Development District**
- **Garden District Security District (a neighborhood security district with an ad valorem assessment)**
- **New Orleans Business and Industrial District (industrial park in New Orleans East)**

Neighborhood security and improvement districts (fee assessments):

- **Audubon Area Security District**
- **Garden District Security District**
- **Gentilly Terrace and Gardens Improvement District**
- **Huntington Park Improvement District**
- **Hurstville Security and Neighborhood Improvement District**
- **Kenilworth Subdivision Improvement District**
- **Kingswood Subdivision Improvement District**
- **Lake Barrington Subdivision Improvement District**

- **Lake Bullard Improvement District**
- **Lake Carmel Subdivision Improvement District**
- **Lake Forest Estates District**
- **Lake Oaks Improvement District**
- **Lakeshore Crime Prevention District**
- **Lake Terrace Crime Prevention District**
- **Lakeview Crime Prevention District**
- **Lake Vista Crime Prevention District**
- **Lake Willow Subdivision Improvement District**
- **Lakewood Crime Prevention and Improvement District**
- **Lakewood East Security and Neighborhood Improvement District**
- **McKendall Estates Improvement District**
- **Mid-City Security District**
- **Milneburg Neighborhood and Improvement District**
- **North Kenilworth Improvement and Security District**
- **Pressburg east Neighborhood Improvement and Security District**
- **Oak Island Neighborhood Improvement District**
- **Seabrook Neighborhood Improvement and Security District**
- **Spring Lake Improvement District**
- **Tamaron Subdivision Improvement District**
- **Touro-Bouligny Security District**
- **Twinbrook Security District**
- **Upper Audubon Security District**
- **Upper Hurstville Security District**

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as the desire for these districts may be among those who can afford them, the increasing numbers of such districts may exacerbate divisions within the city.

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Authorities and special districts are typically created in order to achieve some special purposes and are given powers that regular government agencies do not have. The primary argument for these entities is that to achieve the public purpose, it is necessary to have more flexibility to operate like a business. This means that they also avoid some of the requirements to share information with the public and be accountable to them. Most are governed by appointed or ex officio board members.

According to the Mayor's office, there are over 100 boards and commissions in New Orleans.

Although this might imply a highly participatory governmental structure, citizen reports and advocacy for more communication and transparency imply that these many boards and commissions do not function to enhance a sense of participation.

Some of the many special districts and authorities in New Orleans, existing and proposed, are undoubtedly good vehicles to accomplish their purposes. However, critics of these kinds of entities see them as weakening government's ability to perform its duties and making it difficult to ascertain responsibility for protecting the public interest. In New Orleans, the large number of these entities also contributes to a lack of cross-agency information sharing to solve problems that lie within the jurisdiction of multiple agencies; exacerbates an already problematic and weak governmental culture around citizen participation and information; may result in unnecessary additional expenditure of funds for redundant administrative functions; and contributes to public cynicism about government and political divisiveness. One of the threads found throughout this plan is the need for both the perception and the reality of more communication and information-sharing with citizens and more accountability for government performance. Fragmentation of government does not promote those goals. Local government in New Orleans needs to be stronger, rather than weaker, in order to achieve the goals.

Text Amendments to: Chapter 4

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.

Volume 3

Chapter 4

THE COMMUNITY SPEAKS AND SHAPES THE PLAN

Successful city master plans are rooted in an understanding of the values, aspirations, and concerns of the communities whose future they are intended to guide. The City of New Orleans Master Plan benefitted from a conscious commitment to extensive public outreach and engagement. With an unusually short timeframe in which to produce the draft Master Plan and Zoning Ordinance, the planning process was intense and captured some of the momentum and frustration of the upsurge in community planning activism that followed Hurricane Katrina. In November, the success of a ballot initiative to amend the city charter and give the master plan and zoning ordinance formal legal standing prompted unusually high turnout at the previously scheduled round of public meetings.

The public process included a formal structure of committees whose members were appointed by the City Planning Commission, and then opened to volunteers, and informal opportunities for public engagement that included interviews and small focus groups, meetings with communities of interest (business, environment, historic preservation, Latino and Vietnamese organizations are examples), and guided tours of neighborhoods by members of the consulting team.

A Committee Structure

Community Advisory Group (CAG): The City Planning Commission invited a group representative of New Orleans' diversity to serve as a sounding board during the planning and zoning process. The CAG met about every 4–6 weeks from September, 2008 through May, 2009. Due to public interest, the CAG was later structured as an open group and occasionally joined by other community members as well. Following an established practice in master planning, the City Planning Commission also appointed knowledgeable professionals to two technical committees to advise the consulting team:

- **Planning Technical Advisory Committee (PTAC):** This group included the City Planning Commission's long-range planning committee (the Planning and Special Projects Committee) and other invited citizens, and met periodically with the consulting team throughout the Master Plan process.

- **Zoning Technical Advisory Committee (ZTAC):** Similarly recruited from the City Planning Commission's zoning subcommittee (the Zoning and Land Use Committee) and other invited citizens, the ZTAC advised the Master Plan consulting team throughout the Master Plan process.

Working Groups: The City Planning Commission invited groups of knowledgeable people from the public,

private and non-profit sectors, including neighborhood representatives, to work with the consultant team on specific master plan and zoning topics. A working group was created to advise each section of the plan:

- ***How We Live:*** Neighborhoods, housing, historic preservation, green space, and human services
- ***How We Prosper:*** Economic development, jobs and workforce development
- ***Sustainable Systems:*** Transportation, infrastructure, environmental quality and sustainability
- ***From Plan to Action:*** Future land use, stewardship and citizen participation

B Public Outreach

Website. The Master Plan and Comprehensive Zoning Ordinance website—www.nolamasterplan.org—was used to make announcements about upcoming public events around the plan (visitors to the site have the opportunity to sign up for email updates and meeting reminders) as well as to share the results of meetings with the public. Summaries of all public meetings were posted, including presentation materials and synopses of public input. General plan information and background and reference materials such as maps and "Fact Sheets" were also available online. The website featured a series of questions inviting public response on many aspects of the plan. The results of public input via the

website are summarized below.

Comments from the website

Public comments received on the website have mirrored community concerns expressed in previous plans. The majority of comments received on the website have centered on preserving neighborhood character, including: preventing or mitigating unwanted land uses, preserving the historic character of neighborhoods and the historic assets throughout the city, preventing demolition of historic buildings and increasing the capacity of code enforcement mechanisms, and improving the overall appearance and condition of neighborhoods (*i.e.*, infrastructure repairs and streetscaping improvements).

Increasing opportunities for mixed-use development and higher densities where appropriate were issues that were also brought up a number of times. A large number of comments also centered on improving parks and recreational opportunities for all residents.

Transportation themes in online discussion posts centered on improving conditions for bike and

pedestrian transportation, building new transportation infrastructure such as light rail and increasing bus service throughout the city.

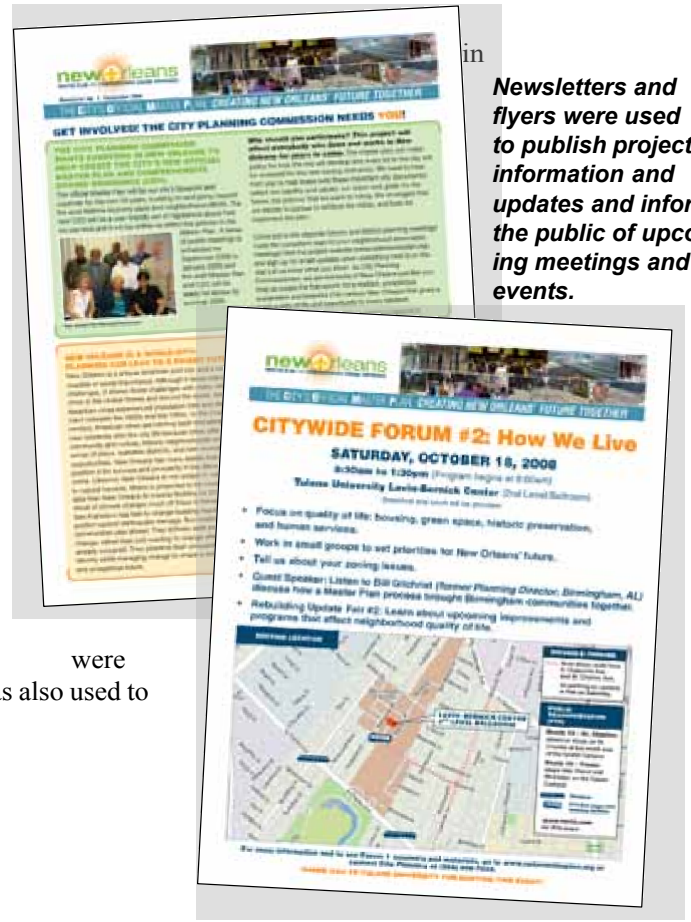
Access to information on planning and public decision-making processes was also stressed. Providing continued opportunities for meaningful public participation was mentioned a number of times.

Press releases and press contacts. At key moments in the progression of the planning process, press and media were notified of developments in the Master Plan. Local news media highlighted several Planning events and issues in print and online publications.

Newsletters. Newsletters were used to publish project information and updates. They were handed out at public meetings and distributed throughout the city in public places and popular commercial locations (*e.g.*, places of worship, drugstores, barber shops, *etc.*).

Event flyers. Each public meeting for the Master Plan was promoted by a flyer that was distributed at public places and key locations throughout the city.

TV and radio. Throughout the planning process members of the planning team were interviewed on television and radio. Radio was also used to promote participation in the public meetings.



Newsletters and flyers were used to publish project information and updates and inform the public of upcoming meetings and events.

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Interviews and focus groups. Dozens of interviews—one-on-one and in small groups—were performed by members of the planning team to gain understanding into current conditions and initiatives in all areas of the plan. Interview and focus group participants ranged from professionals and experts in various fields to grassroots organizers and advocacy group leaders.

Citywide forums. A series of four day-long citywide forums was held on Saturdays in the fall of 2008 to introduce the planning process to residents and to receive input into critical matters. The forums were held at a publicly-accessible location, each time in a different area of the city. Each had a theme and focused on a particular aspect of the plan (they are described in more detail below).

- ***Forum 1:*** "Creating a Vision for New Orleans' Future Together," was held on Saturday, September 27, 2008 at Xavier University. It introduced the purpose and scope of the Master Planning process to the residents of New Orleans. Participants offered input on the most important overarching priorities for the plan to address.
- ***Forum 2:*** "How We Live," was held on Saturday, October 18, 2008, at Tulane University. The focus was issues surrounding quality of life: housing, green space, historic preservation, and human services.
- ***Forum 3:*** "Sustainable Systems," was held on Saturday, November 8, 2008 at St. Maria Goretti Church in New Orleans East. The focus was on flood protection, environmental quality, transportation, infrastructure, and community facilities.
- ***Forum 4:*** "How We Prosper," was held on Saturday, December 13, 2008 at Behrman Gym in Algiers, and focused on economic development, small business development, jobs and workforce development.
- ***Forum 5:*** "From Plan to Action" was held on Saturday, September 19, 2009 at Dryades YMCA in Central City to present the draft plan to the community, answer questions, receive input on the draft, and prepare community members for participation in the adoption process of the plan in the coming months.

Full summaries of all previous citywide forums, including a summary of community input, were available to the public on the project website (www.nolamasterplan.org).

District meetings. Two rounds of public meetings for the Master Plan were held in each planning district (in each round Districts 12 and 13 were combined into a single meeting and Districts 9, 10, and 11 were combined into a single meeting). Each planning district meeting presented key components of the plan and sought input from residents of that district on issues pertaining to their area of the city as well as issues pertaining to the city as a whole.

The first round of Planning District meetings took place November 10–13, 2008. These meetings presented residents with an overview of the plan and sought their input on what the plan's top priorities should be.

The second round of Planning District meetings took place April 15–22, 2009. These meetings presented residents with an overview of the first draft of the plan (available on the project website in March,

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Residents gave detailed feedback on draft versions of the Future Land Use Map to ensure that it reflected their neighborhood and future development vision.

Full summaries of all District meetings held to date, including a summary of community input, were available to the public at www.nolamasterplan.org.

C Public Review of the Master Plan

On March 20, 2009, the First Working Draft Master Plan was made public on the project website (www.nolamasterplan.org). Copies were also placed in libraries and other public locations. Copies of an expanded lay-friendly newsletter with highlights of the Draft Master Plan were distributed widely. The Draft received prominent media coverage and spurred a wave of enhanced public interest and communication via the project website, including requests for additional community meetings with various interest groups to promote understanding of the draft plan and provide opportunities for feedback on the draft. The consulting team implemented an expansive outreach effort in advance of the April round of District Meetings to review the Draft Plan. On March 21, 2009, leaders from neighborhood organizations and community groups attended an orientation to the Draft Master Plan, and were asked to discuss it with their members and constituents and to help encourage their participation in the forthcoming District Meetings. Civic leaders in various sectors were also given briefings on the Draft Plan throughout the city.

On September 15, 2009, in advance of the fifth citywide forum, a second draft of the plan was also made available for public review, again with significant outreach efforts to make the community aware of the draft and assist community members in

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This project is funded through the Louisiana Recovery Authority by federal funds (D-CDBG).

hood, advisory and interest groups

Elements of the Master Plan			
PLAN SECTIONS Each chapter will include goals and policies, community issues, current conditions, strategies to achieve the goals, implementation plan	COMMUNITY INPUT	WORKING GROUPS	COMMUNITY ADVISORY GROUP
A PLAN FOR 21ST CENTURY NEW ORLEANS Population and Land Use Trends Community Participation Vision and Principles	Citywide Forum 1: Sept. 27, 2008 Previous Plans Citywide Forums Planning District Meetings Interviews and focus groups Recovery Plans and Neighborhood Plans Meetings with neighborhood and citywide organizations	Goals, Policies and Strategies Discussion Review of Draft Plan elements	
HOW WE LIVE Housing and Neighborhoods Historic Preservation Parks, Open Space, and Recreation Human Services	Citywide Forum 2: "How We Live": Oct. 18, 2008 Planning District Meetings Interviews and focus groups Recovery Plans and Neighborhood Plans Meetings with neighborhood and citywide organizations	How We Live Working Group Goals, Policies and Strategies Discussion Review of Draft Plan elements	Community Advisory Group Policy Discussion and Review of Draft Plan
HOW WE PROSPER Economic Development: Business, jobs, and workforce development	Citywide Forum 4: "How We Prosper": Dec. 13, 2008 Planning District Meetings Interviews and focus groups Recovery Plans and Neighborhood Plans Meetings with neighborhood and citywide organizations	How We Prosper Working Group Goals, Policies and Strategies Discussion Review of Draft Plan elements	
SUSTAINABLE SYSTEMS Community Facilities and Services Transportation Infrastructure Environmental Quality and Hazard Mitigation	Citywide Forum 3: "Sustainable Systems": Nov. 8, 2008 Planning District Meetings Interviews and focus groups Recovery Plans and Neighborhood Plans Meetings with neighborhood and citywide organizations	Sustainable Systems Working Group Goals, Policies and Strategies Discussion Review of Draft Plan elements	
FROM PLAN TO ACTION Future Land Use Plan Stewardship and Citizen Participation Program Implementation Systems	Citizen Participation Summit Neighborhood group and stakeholder meetings Planning District Meetings Interviews and focus groups Recovery Plans and Neighborhood Plans Meetings with neighborhood and citywide organizations	Future Vision Working Group Goals, Policies and Strategies Discussion Review of Draft Plan elements	
INFORMS			
COMPREHENSIVE ZONING ORDINANCE	All Citywide Forums Neighborhood Meetings Planning District Meetings Interviews and focus groups Recovery Plans and Neighborhood Plans	Zoning Working Group	Community Advisory Group: Review zoning concepts.

Four citywide forums and twenty district meetings were held throughout the city to gather public input at critical stages of the planning process. The planning team also met with hundreds of neighbor-

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COMMON THEMES FROM CITYWIDE FORUMS AND PLANNING DISTRICT MEETINGS
How we Live
Improve public safety and prevent crime. > Crime affects the viability of all other redevelopment efforts. > Criminal justice system needs to be improved. > Provide better alternatives for at-risk youth.
Preserve neighborhood character. > Control the quality of new development to fit with existing character. > Preserve the diversity of neighborhoods: physical/aesthetic as well as sociocultural.
Encourage a more holistic concept of historic preservation. > Historic preservation should be people- and culture-centered/ Don't "museum-ify" the city. > Preservation should benefit residents, not just tourists. > Preserve cultural heritage and the arts. > Historic character includes mixed-use, walkable neighborhoods, corner stores, and public transit.
HOW WE PROSPER
Expand and improve workforce development programs for all residents. > Tourism industry is seen as important but not offering enough opportunities for advancement.
Provide neighborhood-oriented commerce > Supermarkets are especially lacking in many parts of the city. > Corner stores are beloved in many neighborhoods, but also seen as problematic…
SUSTAINABLE SYSTEMS
Safety from hurricanes/flooding should be an overarching priority.
Expand public transit.
Expand opportunities for bike and pedestrian transportation.
FROM PLAN TO ACTION
Ensure meaningful opportunities for public participation in development processes and city budgeting.
Improve the transparency and accountability of public officials and public processes.

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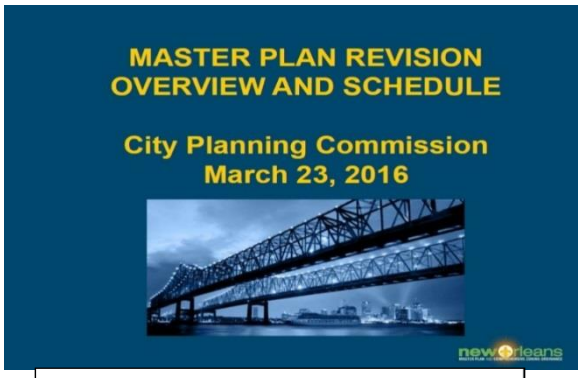
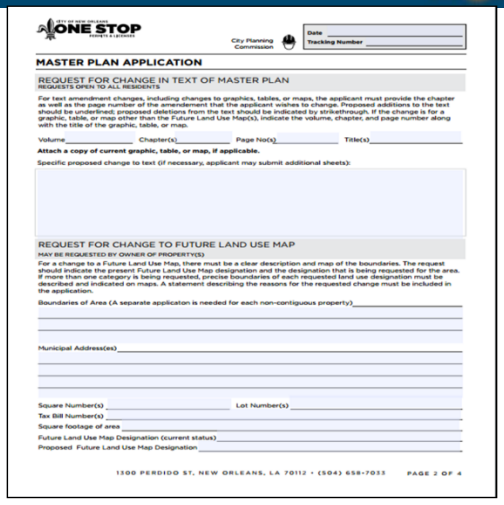
D Master Plan Amendment Process

The Home Rule Charter, Section 5-404, requires a review of the Master plan "at least once every five years, but not more than once per calendar year, and at any time in response to a disaster or other declared emergency, the Commission shall review the Master Plan and shall determine, after one or more public hearings whether the plan requires amendment or comprehensive revision. If amendment or comprehensive revision is required, the Commission shall prepare and recommend amendments or comprehensive revisions and readopt the plan."

2011-2012 Amendment Process. The Master Plan was last amended in 2011-2012, a process that began in the summer of 2011 when the City Planning Commission opened a City Charter mandated Master Plan amendment application period. No application fees were charged for this first year of amendments. During this period, nineteen (19) applications to amend the text of the Master Plan were submitted and fifty-seven (57) applications to amend the Future Land Use Map (FLUM) of the Master Plan were submitted. Additionally, the City Planning Commission proposed over six-hundred (600) amendments that included technical corrections and FLUM amendments. Throughout that process, the City Planning Commission held ten (10) planning district meetings and two (2) public hearings. Following an eighteen month process, the City Planning Commission recommended approval and the City Council adopted many of these revisions in December 2012.

2016-2017 Amendment Process. On October 27, 2015, the City Planning Commission voted again to open the Master Plan for amendments. There were a number of considerations that went into the decision to begin this amendment process. Though the Master Plan is a plan designed to take New Orleans through the year 2030, it is heavily focused on recovery from the devastating effects of Hurricane Katrina and the subsequent failures of the levee systems. While disaster recovery was the immediate priority, the need to plan for the city's long-term future is also necessary. The City has worked with numerous partners to generate several initiatives recommending how New Orleans should adapt to a changing natural environment, create flexible and reliable systems, invest in economic development, and prepare the city for future disasters. Additionally, the Master Plan is the City's planning framework for the "core systems that shape New Orleans 'physical, social, environments, and economic future." A number of plans have been developed with analysis and recommendations that should also be considered for incorporation into the Master Plan.




ONE STOP
City Planning Commission
Date
Tracking Number
MASTER PLAN APPLICATION
REQUEST FOR CHANGE IN TEXT OF MASTER PLAN
REQUESTS OPEN TO ALL RESIDENTS
For text amendment changes, including changes to graphics, tables, or maps, the applicant must provide the chapter as well as the page number of the amendement that the applicant wishes to change. Proposed additions to the text should be underlined; proposed deletions from the text should be indicated by strikethrough. If the change is for a graphic, table, or map other than the Future Land Use Map(s), indicate the volume, chapter, and page number along with the title of the graphic, table, or map.
Volume_____ Chapter(s)_____ Page No(s)_____ Title(s)_____
Attach a copy of current graphic, table, or map, if applicable.
Specific proposed change to text (if necessary, applicant may submit additional sheets):
REQUEST FOR CHANGE TO FUTURE LAND USE MAP
MAY BE REQUESTED BY OWNER OF PROPERTY(S)
For a change to a Future Land Use Map, there must be a clear description and map of the boundaries. The request should indicate the present Future Land Use Map designation and the designation that is being requested for the area. If more than one category is being requested, precise boundaries of each requested land use designation must be described and indicated on maps. A statement describing the reasons for the requested change must be included in the application.
Boundaries of Area (A separate applicaton is needed for each non-contiguous property)_____
Municipal Address(es)_____
Square Number(s) _____ Lot Number(s) _____
Tax Bill Number(s) _____
Square footage of area _____
Future Land Use Map Designation (current status)_____
Proposed Future Land Use Map Designation _____
1300 PERDIDO ST, NEW ORLEANS, LA 70112 • (504) 658-7033 PAGE 2 OF 4

Public Outreach. In order to notify as wide an audience as possible, the City Planning Commission used various methods of reaching the public. In addition to announcing

the opening of the process at the October 27, 2015, City Planning Commission public hearing, City Planning staff presented the details of the process at the May 2, 2016, City Council meeting, at the beginning of the open application period. On Saturday February 20, 2016, City Planning Commission staff presented the details of the amendment process at the Office of Neighborhood Engagement's meeting of Neighborhood Leaders to groups in every City Council District. The City Planning staff then continued its outreach between February 2016 and August 2016 with meetings to dozens of stakeholders including City departments and agencies, business associations, neighborhood leaders, and nonprofit organizations. The City Planning staff generally accepted all invitations to present on the Master Plan Amendment process, and distributed materials including the Master Plan Amendment application, and described the process and what the CPC expected from Master Plan Amendment submittals.

Website. City Planning Staff also created a page on its website to host materials related to the Master Plan Amendment process. This webpage contains a description of the amendment process as it is prescribed in the City Charter, the Master Plan Amendment application, Schedule of Events, and a list of important websites and resources. Also hosted on this webpage were all of the completed applications as they were submitted. Posting the submissions allowed the public an opportunity to preview the amendments that would be considered during the process prior to the Planning District meetings scheduled during October 2016..

ATTACHMENT A

Text Amendments to: Chapter 5

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
NEIGHBORHOODS			
1	***Enhance character and livability for all neighborhoods, with investments to improve quality of life***	1.A. Tailor policies and programs to maintain and enhance the physical, economic, social and cultural character and diversity of existing residential neighborhoods.	5.16
		1.B. Establish systems to conduct code enforcement activities while providing low-income residents with resources that assist them to comply. ~~enforce quality of life regulators and eliminate nuisance businesses.~~	5.19
		1.C. Develop a protocol for dealing with businesses that are incompatible with residences and with "nuisance businesses" while appropriately protecting due process.	5.19
		1.D. ~~Fund and staff~~ **Create** a system for proactive planning on the neighborhood and district level.	5.20
		1.E. Engage neighborhood residents, businesses, and other stakeholders in proactive planning connected to the citywide Master Plan and citywide policies.	5.21
2	~~***Redevelopment of blighted and vacant properties in all neighborhoods, focusing strategies to meet the respective needs of stable, recovering, and revitalization neighborhoods.***~~ ***Focus investment strategies to meet neighborhood needs and promote equity and access to opportunity.***	**2.A**. ~~Accelerate redevelopment of blighted and vacant sites through a comprehensive blight elimination program under unified management.~~ **In neighborhoods and areas with limited market activity, focus on catalytic investments and community-based programs that benefit existing residents and increase access to opportunity.**	
		2.B. In neighborhoods and areas with increasing market activity, prevent displacement of existing residents by providing home rehabilitation resources, and creating new affordable homeownership and rental housing units.	

		2.C. In neighborhoods and areas with high levels of market activity and high home prices, preserve and expand affordable housing opportunities using all available tools.	
3	***Access to retail and services for all neighborhoods***	3.A. Revitalize existing neighborhood commercial districts and create new, walkable mixed-use districts **along transit corridors and on** underutilized commercial or industrial land.	5.30
		3.B. ~~Launch a supermarket/grocery store recruitment program~~ **Continue to promote food access and health care access in all neighborhoods that lack these necessary services.**	5.34
		3.C. Include neighborhood commercial development in activities of the proposed economic development public-private partnership (PPP).	5.35

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GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
HOUSING			
4	***Reinvented housing policies to support quality neighborhoods, ~~and~~ meet the diverse housing needs of all households, and support a range of rental and homeownership options for residents of all income levels***	4.A. ~~Create a New Orleans Housing Working Group to guide and coordinate City housing strategy.~~ Development Work Group	5.35
		4.B. Preserve existing supply and expand the total supply of affordable rental and homeownership opportunities throughout New Orleans. ~~Provide resources to restore housing in all affected neighborhoods, with appropriate flood protection measures.~~	
		4.C. Aggressively implement and enhance existing funded housing programs.	5.39
		4.D. Maintain and expand market-rate housing choices and housing supply.	5.41
		4.E. ~~Evaluate the full toolbox of housing production strategies as conditions warrant and as appropriate to particular neighborhoods.~~ Prevent future displacement through development activities and continued study and policy review.	
		4.F. Enforce and promote fair housing policies throughout New Orleans.	
		4.G. Encourage sustainable design and infrastructure for all New Orleanians.	
		4.H. Increase accessibility for all, including residents with special needs.	
5	***High capacity public sector and neighborhood-based groups, such as neighborhood***	5.A. Provide professional development opportunities for city housing staff and for members of the Housing Working Group.	5.43

	development corporations, to provide housing responsive to the changing housing needs of current and future residents.	5.B. ~~Foster~~ Work with non-profit affordable housing advocates such as, HousingNOLA to continue to foster and tap into a network of strong neighborhood- based neighborhood development corporations through capacity building efforts.	5.43

new orleans
MASTER PLAN AND COMPREHENSIVE ZONING ORDINANCE

fact sheet

HOUSING

Pre-Hurricane Katrina Housing Facts (Census 2000)

- 215,091 housing units of which 188,251 were occupied
  - > 57% single family
  - > 23.2% of units in 2–4-family buildings
  - > 9.8% of units in buildings with 5–19 units
  - > 9.6% of units in buildings with 20 or more units
- 60% of housing units were built before 1960
- 46.5% of occupied units were owner-occupied
- 53.5% of occupied units were renter-occupied
- 32% of occupied rental units were low-cost, unsubsidized, market rentals
- Approximately 11% of total rental units were federally subsidized or in public housing (11,000 units)
- Approximately 9% of total rental units were rented with Section 8 vouchers (9,000)

Post-Hurricane Katrina Housing Facts

Homeowner

- 61% of owner-occupied homes suffered major or severe damage from Katrina.
- 80% of homeowners with damaged homes received insufficient funds to cover rebuilding costs.
- Home values have increased while median household incomes adjusted for inflation have remained flat. In 2000, the majority of homes were valued below $80,000. In 2006, the majority of homes were valued over $100,000.

Rental

- 51% of renter-occupied housing suffered major or severe damage from Katrina.
- 80% of subsidized affordable housing suffered major or severe damage from Katrina.
- 40% increase in rents, and 26% increase in wages, 2005–2008.

Increase in costs

- Construction of a 1,300-square-foot energy-efficient house cost more than $200,000 in 2009.
- Homeowner's insurance costs up 300%.

WHAT DOES IT MEAN?

Pre-Katrina:

- New Orleans' 46% owner-occupancy rate was comparable to other cities in 2000:
  - > Atlanta – 40%
  - > Boston – 32%
  - > Dallas – 43%
  - > Houston – 45%
  - > San Francisco – 35%
- Most rental housing was in buildings containing 1-4 units.
- Many of the large-scale subsidized housing projects were poorly designed and managed, with a negative impact on surrounding neighborhoods.

Post-Katrina:

- Housing costs have increased and housing has become expensive for the some 49,000 households estimated to have incomes below 80% of the median income.
- Lack of sufficient funds for rebuilding has slowed recovery by many homeowners and the majority of small landlords.
- The 2008–2009 credit crisis may slow or eliminate financing for multifamily developments.

Sources: Brookings Institution/Greater New Orleans Community Data Center; Policy Link; US Census; New Orleans Redevelopment Authority

FINDINGS FROM 2009

- New Orleanians identify strongly with their neighborhoods and want to retain the city's unique qualities.
- Neighborhood conditions in 2009 vary considerably depending on the previous circumstances and degree of flood damage.
- New Orleans has many small commercial areas, but there is a lack of neighborhood-serving retail and services in many parts of the city.
- Blight is a critical problem, both in pre-storm disinvested neighborhoods and in neighborhoods still in recovery from the storm.
- Most of the city's housing stock is in one- to four-unit structures owned by families and individuals.
- The majority of funding made available for residential recovery has been targeted to individual homeowners or to large-scale, subsidized multi-family rental properties.
- Housing sale and rental prices increased substantially in the three years after the storm but prices moderated in 2009. Some costs, such as construction and insurance, remained significantly higher than before the storm.
- The number of non-subsidized and subsidized affordable housing units declined substantially after the storm, but some 8,000 federally-subsidized units are projected to open by 2012.
- Homelessness remains a serious problem.
- Neighborhood and housing development, blight removal, and housing programs are spread among numerous city agencies and authorities and are not effectively coordinated within New Orleans or in relation to state or federal agencies.
- Detailed data is not available on all segments of the housing market, including housing need, housing cost burden, affordability of non-subsidized units, and similar issues, but is being developed as of 2009.

CHALLENGES FROM 2009

- Creating an integrated housing policy that invests resources to enhance neighborhoods and to meet the diverse housing needs of all New Orleans households.
- Tailoring neighborhood planning and housing policies and resources to address a wide variety of neighborhood conditions.
- Developing, funding, staffing and implementing a comprehensive approach to blight eradication.
- Improving programs and technical assistance to assist owners in restoring housing, including small rental properties with 1–4 units.

FINDINGS IN 2016

- **Between 2000 and 2015, New Orleans experienced substantial shifts in population, households, income, and housing. Among the significant changes are:**
- **The population decreased by 28%, and households decreased by 21%, with the average size of households dropping slightly by 6% from 2.48 people per household in 2000 to 2.33 in 2013.**
- **The African American population has declined 34% (112,315 African American residents) since 2000. In 2013, 60% of the city's population was African American, down from 67% in 2000.**
- **There was a significant decrease in the percentage of the under-18 population, while the portion of the population between 19 and 34 years old rose. As a result, the proportion of single households or households made up of unrelated people rose by 2%, the number of people living alone has increased by 6%, and the number of non-family households has increased by 7%.**
- **The city's poverty rate remains incredibly high at 28% compared to 15% nationally, an overall increase of 2% since 2000.**
- **Median household income remains unchanged since 2000, at approximately $37,000 when adjusted for inflation.**
- **The proportion of high-income households increased dramatically, while the proportion of very-low income households rose slightly.**
- **Educational attainment increased, with a particularly sharp drop in the percentage of individuals who did not complete high school.**
- **Housing costs rose dramatically for both renters and homeowners. Home values have increased by 54%, and rents have increased 50%.**
- **Homeownership rates remained unchanged, decreasing from 46% to 45%, still well below the national average of over 60%.**
- **The figures below, selected from the vast amount of data gathered for HousingNOLA's Preliminary Report, provide a snapshot of the current state of housing in New Orleans. They illustrate the changing demographics that contribute to high housing demand, the challenges to affordability, and the lack of equity in housing for different populations.**
- **There is a demand for approximately 33,600 units (new construction and rehab) over the next 10 years in New Orleans.**
- **If homeownership and rental levels remain constant over the next 10 years, there will be an even split between new homeownership units (16,921) and rental units (16,672) needed.**
- **Highest homeowner/buyer demand will be families earning between $29,717 and $44,575 and more than $44,575 for 2 bedroom and 3 bedroom units.**
- **Highest renter demand will be families earning less than $11,143 and more than $37,146, for 1 bedroom and 2 bedroom units.**
- **"Fair market rent" in New Orleans for a 1 bedroom apartment is $767 monthly, or $9,204 yearly.**
- **Median income in New Orleans is $37,146; median rent is $765; average home value is $183,700.**
- **African American households disproportionately pay more of their income towards housing costs.**
- **More than 70% of all households pay one-third or more of their income towards housing costs.**
- **Between 2005 and 2015, the number of Housing Choice Vouchers given out by HANO has more than doubled.**

CHALLENGES IN 2016

- **Focusing on housing affordability with strategies for areas with lower market activity, increasing market activity, and high values with strong market activity.**
- **Preserving existing supply and expanding the total supply of affordable rental and homeownership opportunities throughout New Orleans.**
- **Preventing displacement of long-time residents due to rising housing costs.**
- **Enforcing and promoting fair housing policies throughout New Orleans.**
- **Encouraging sustainable design and infrastructure for all New Orleanians.**
- **Increasing accessibility for all, including residents with special needs.**

Acronyms

To aid in reading this section, below is a list of acronyms used within the text:

AMI	Area Median Income	**HDLC**	Historic District Landmarks Commission
CAO	Chief Administrative Officer	**HOME**	Home Investment Partnership Program (federal)
CDBG	Neighborhood Development Block Grant (federal)	**HRCN**	Housing Resource Center Network
CIP	Capital Improvement Program	**HUD**	U.S. Department of Housing and Urban Development
CLT	Neighborhood land trust	**LHFA**	Louisiana Housing Finance Agency
CPC	City Planning Commission	**NCDAC**	Neighborhood Conservation District **Advisory Committee** ~~Commission~~
CZO	Comprehensive Zoning Ordinance	**NOLABA**	**New Orleans Business Alliance**
D-CDBG	Disaster Neighborhood Development Block Grant (federal)	**NORA**	New Orleans Redevelopment Authority
DPW	Department of Public Works	**OFICD**	Office of Facilities, Infrastructure, and Community Development
EAH	Employer-Assisted Housing	**RFP**	Request for proposal
FEMA	Federal Emergency Management Agency	**UNOP**	Unified New Orleans Plan
GIS	Geographic information system	**OCD**	**Office of Community Development**
GOZone	Gulf Opportunity Zone		

A Introduction

New Orleans is famously a city of neighborhoods—crucibles of culture and cuisine, and networks of family roots. A vibrant network of grass roots activists emerged to rebuild the city in the aftermath of Hurricane Katrina. Neighborhood protection, enhancement and revitalization are the cornerstone of New Orleanians' vision for the city's future. Investment in a high quality of life for all neighborhoods is also an economic development strategy, creating the foundation of inviting, safe, diverse and enjoyable places to live that will help retain and attract businesses and the labor force they need.

Strategies for neighborhood livability must be comprehensive and integrated, taking into account neighborhoods' differing needs:

- Stable neighborhoods that need vigilance to maintain that stability
- Recovering neighborhoods that were doing well before the storm but are still working toward recovery
- Revitalization neighborhoods that faced challenges before the storm and, in some cases, also experienced storm-related damage.

Master Plan strategies to accelerate recovery and provide a foundation for continued enhancement of livability into the future focus on four key issues:

A comprehensive approach to eliminating blight. New Orleans had over 20,000 blighted properties before Hurricane Katrina, with another 30,000–40,000 vacant or blighted properties added since the storm. ~~This is a complex challenge of widespread patchwork blight combined with disinvestment that predates Hurricane Katrina. Because the scale of the problem is so great, the city needs a multifaceted but highly coordinated approach that combines traditional tools with innovative solutions.~~ **The City has made tremendous progress in reducing blight, when the number of blighted units was reduced by over 15,000 from 2010 to 2015. Nonetheless, this complex challenge of widespread patchwork blight combined with disinvestment that predates Hurricane Katrina still remains. The city needs to continue with its multifaceted and coordinated approach that combines traditional tools with innovative solutions.**

- **Reinvention of the city's approach to housing.** The city needs a housing policy focused on building neighborhood and neighborhoods rather than projects or developments—whether for market-rate or below market rate housing. This will require a thorough understanding of the new dynamics of all segments of the New Orleans housing market since the storm; an inclusive approach to setting policy that reaches out to neighborhoods and housing professionals; a planning context that sets the physical framework for housing activities; and capacity building for both the public sector and neighborhood-based groups such as neighborhood development corporations. Housing policy should be multi-faceted taking into account the needs of residents who have returned since Hurricane Katrina, welcome and facilitate the return of former residents who wish to come back to the city, and welcome newcomers to New Orleans.
- **Enhancing neighborhood commercial districts and residents' access to retail and services.** Strategic location of civic uses to anchor local commercial areas, recruitment of supermarkets to better serve residents, provision for neighborhood corner stores where they are desired by residents, support for small business and merchants, and public investments that promote walkability can enhance neighborhood commercial areas.
- **Neighborhood-level plans and audits tailored to specific areas.** ~~A system of district planners~~ **Neighborhood planning efforts** will work with residents, businesses and other stakeholders to create plans, coordinate implementation, and organize neighborhood process around development proposals.

B Recommendations

A recommendations **Summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **Getting Started**. The **Narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions discussion to inform

understanding of the goals, policies, strategies and actions are included in Volume 3, Chapter 5.

Summary

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE:
1. Enhanced character and livability for neighborhoods, with investments to improve quality of life	**1.A.** Tailor policies and programs to maintain and enhance the physical, economic, social and cultural character and diversity of existing residential neighborhoods.	1. Use zoning to guide the scale and character of new in fill to fit in with the character of established residential areas, **while accommodating an array of single- and multifamily housing options to meet the strong need for more housing units in New Orleans.**	CPC; City Council	First five years	Staff time	5.16
		2. Use zoning to ensure appropriate transitions between established residential areas and redevelopment of underutilized sites.	CPC; City Council	complete	CZO	5.17
		3. Use zoning to ensure that appropriate infill sites of over 10,000sf and publicly-owned properties can be redeveloped with dense development that remains sensitive to the needs of surrounding neighborhoods. Large infill developments should also have inclusionary housing requirements for affordability if found feasible. ~~Create design guidelines to assist existing and new property owners in improving, expanding or constructing new development.~~	CPC; City Council	First five years	HousingNOLA 10-Year Strategy and Implementation Plan	

		4 ~~3~~. **Create design guidelines to assist existing and new property owners in improving, expanding or constructing new development.**	CPC through area plans; CPC and City Council through zoning	complete	CZO	5.17
1. Enhanced character and livability for neighborhoods , with investments to improve quality of life	**1.A.** Tailor policies and programs to maintain and enhance the physi- cal, economic social and cultural character and diversity of existing resi- dential neighborhoods.	5. ~~4. Explore adoption~~ **Continue to develop and refine** incentive zoning to provide neighborhood benefits from large developments.	CPC	First five years	**Staff time** ~~CZO rewrite project~~	5.17
		6. Adopt mandatory inclusionary zoning as appropriate and feasible to housing and neighborhood needs.	**CPC; City Council; Non-profit affordable housing advocates such as, HousingNOLA and GNOHA, OCD**	**First five years**	**HousingNOLA 10-Year Strategy and Implementation Plan Housing for a Resilient New Orleans**	
		7. ~~5.~~ Continue to upgrade streets- scapes of major streets	DPW	First five years	Bond funding; CDBG; federal transportation funds	5.18
		8. ~~6.~~ Create a program to notify property owners about their side- walk maintenance responsibilities and offer a betterment program to promote sidewalk repair and maintenance in neighborhoods.	DPW	First five years	Staff time; fines	5.18
		~~7. Create sidewalk maintenance notification, enforcement and betterment programs.~~	~~DPW; possible small consultant~~	~~First five years~~	~~Staff time; general fund; CDBG~~	~~5.18~~
		9. ~~8.~~ Continue to support and pro- mote a diversity of public social and cultural events throughout the city.	Mayor's Office, **Arts Council New Orleans**	First five years	Staff time- various departments; neighborhood groups; non-profits	5.18
		10. ~~9.~~ Promote neighborhood associations and neighborhood activities to encourage neighbor- hood identity.	Mayor's Office: City Council; CPC	First five years	Staff time	5.19
		11. Work with the Arts Council to enhance and expand the Percent for Art Program; adopt and promote policies and guidelines for a Percent for Art program for private developers	**Arts Council New Orleans; City Planning; City Council; Mayor's Office**	**First five years**	**Staff time; grant funding**	**5.19**

	1.B. Establish systems to **conduct code enforcement activities while providing low-income residents with resources that assist them to comply**. Enforce quality of life regulations and eliminate nuisance businesses.	1. Create a **warning and** ticketing system with fines for quality of life offenses.	Mayor's Office; City Council; Po- lice Department	First five years	Staff time; fines	5.19
		2. Create a rental registry that includes an established inspection regime and fine system for rental properties that are not up to code. Include mechanisms to help enable small and lower-income landlords to	**Mayor's Office; City Council; Code Enforcement; financial partners for loan provision and loan-loss reserve**	**First five years**	**Staff time - various departments; fines; loan-loss reserve resources**	
		3. Prioritize and promote home repair for low-income and senior homeowners to help residents who do not have the means to repair their properties avoid displacement due to poor conditions or code	**Office of Community Development; Mayor's Office; City Council**	**First five years**	**Staff time- Office of Community Development; home repair partner organizations and CDCs**	
	1. C. Develop a protocol for dealing with businesses that are incompatible with residences while appropriately protecting due process.	1. Convene meetings between business owners and neighbor-hood residents to seek resolution of issues.	~~CPC (District Planners)~~ **Neighbor-hood Engageme nt**	First five years	Staff time	5.19
		2. Ensure industrial and commercial performance standards (limits on noise, dust, vibration and other impacts) in the zoning code and city codes **that are culturally and neighborhood appropriate.**	CPC**, City Council**	~~First five years,~~ Ongoi ng	Staff time	5.19

1. Enhanced character and livability for neighborhoods, with investments to improve quality of life		~~3. Change the code to tie alcoholic beverage outlet licenses to both location and operator / owner to require new approval at a transfer of operation or ownership.~~	~~CPC; City Council~~	~~First five years~~	~~Staff time~~	~~5.20~~
		3. Disseminate information to neighborhood associations and business owners about potential legal approaches **and inform all parties on what is currently allowed under the law.**	CPC	First five years	Staff time	5.19
	1.D. Fund and staff a system for proactive planning on the neighborhood and district level.	1. Enhance the Comprehensive Planning Division with an Area Planning Program ~~with district planners~~.	CPC	First five years	General fund; CDBG planning funds~~;~~ ~~developer fees~~	5.20
	1.E. Engage neighborhood residents, businesses and other stakeholders in proactive planning connected to the citywide Master Plan and citywide policies.	1. Create Area Plans for planning districts and neighborhoods.	CPC; neighborhood associations; ~~District Councils (when formed)~~	First five years	CPC funded plans— general fund, CDBG, state and federal grants. Other funding for associations, *etc.*— Foundations,	5.21
		2. Engage neighborhood groups and students to perform "Neighborhood Audits" of the public realm to aid in targeting resources for public improvements.	CPC (set framework, some coordination); neighborhood alliances and other non-profits; neighborhood groups;	Ongoing	Volunteers; limited funding needed from donations, foundations	5.23

		3. Provide a structured Neighborhood Participation Program.	CPC; City Council (ordinance)	Partially complete/First five years	Staff time. See Volume 2, Chapter 15 for details	5.23
		4. Hold public hearings, when needed, in the evening to enhance the opportunity for public participation.	CPC	First five years/ ongoing	Staff and commissioner time	5.24

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GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE
2. Focus investment strategies to meet neighborhood needs and promote equity and access to opportunity. ~~Redevelopment of blighted and vacant properties in all neighborhoods, focusing strategies to meet the respective needs of stable neighborhoods, recovering neighborhoods, and revitalization neighborhoods.~~	**2.A. In neighborhoods and areas with limited market activity, focus on catalytic investments and community-based programs that benefit existing residents and increase access to opportunity.** ~~Accelerate redevelopment of blighted and vacant sites through a comprehensive blight elimination program under unified management.~~	**1. Provide and expand home repair programs for low-income and senior homeowners and persons with special needs..** ~~1. Coordinate and organize the blight eradication programs and activities of the several agencies involved in the Mayor's office — with a specific person reporting directly to the Mayor focused on this goal.~~	**Office of Community Development** ~~Mayor's office~~	First five years	**Neighborhood Housing Improvement Fund; federal dollars**; staff time~~;~~ ~~general fund~~	~~5.24 - 5.25~~
		2. Explore increased investment in energy efficiency and weatherization for homeowners and Housing Choice Voucher tenants to reduce energy bills and increase sustainability.	**Office of Community Development; HANO; Louisiana Housing Corporation; HousngNOLA; GNOHA**		**LIHEAP funds; Housing Choice Voucher Utility Allowances**	
		~~2. Improve code enforcement~~	~~Safety & Permits~~	~~First five years~~	~~Staff time; enforce-~~	~~5.25~~
		3. Coordinate efforts of public agencies providing resources for housing development.	OCD, NORA, HANO, FANO	First five years	State and federal funding including; explore limited-period millage or bond for enforcement, land bank and redevelopment programs	5.25

		4. Continue to encourage and fund alternative land use programs to enable neighbors and community organizations to reuse vacant land for food access, stormwater management, economic development, and other community-beneficial purposes.	**New Orleans Redevelopment Authority; City of New Orleans**	**First five years**	**Publicly-owned and publicly-controlled properties**	
		5. ~~4.~~ Create a comprehensive city property information database that includes information on blighted and vacant properties as well as other data.	Information Technology to expand on NORA project to be available to all relevant departments	~~First five years~~ **Complete: LAMA Server deployed across City government and NORA**	D-CDBG; expand with grant or general fund; CDBG or general fund to sustain	5.26
		6. ~~5.~~ Establish annual inspections for rental properties and for houses at time of sale. **Develop a rental registry to ensure that occupied rental properties are up to code.**	City Council ordinance; Safety and Permits; Code Enforcement;	First five years	Fees to be paid by landlords and sellers	5.26
		7. ~~6.~~ Establish a registry of properties vacant for six months or more, **and work with community groups to track property conditions.** .	City Council (ordinance); Safety and Permits	First five years	General fund; fines for non-registration, community grounds assistance	5.26
		~~7.~~**8.** Expedite procedures for site control of blighted and vacant properties, including the code enforcement lien foreclosure process.	Mayor's Office; legislative delegation	First five years	Staff time	~~5.26~~

2. Redevelopment of blighted and vacant properties in all neighborhoods, focusing strategies to meet the respective needs of stable neighborhoods, recovering neighborhoods, and revitalization neighborhoods.	**~~2.A.~~** ~~Accelerate redevelopment of blighted and vacant sites through a comprehensive blight elimination program under unified management.~~ **2.A. In neighborhoods and areas with limited market activity, focus on catalytic investments and community-based programs that benefit existing residents and increase access to opportunity.**	~~8.~~ **9.** Pursue land assembly to create larger, contiguous parcels ~~for neighborhood amenities or efficient development, and~~ to facilitate targeted block-by block redevelopment **of housing and/or neighborhood amenities.**	Mayor's Office; City Council, NORA	First five years	General fund (foregone income for limited period)	5.26
2. Redevelopment of blighted and vacant properties in all neighborhoods, focusing strategies to meet the respective needs of stable neighborhoods, recovering neighborhoods, and revitalization neighborhoods.	**~~2.A.~~** ~~Accelerate redevelopment of blighted and vacant sites through a comprehensive blight elimination program under unified management.~~ **2.A. In neighborhoods and areas with limited market activity, focus on catalytic investments and community-based programs that benefit existing residents and increase access to opportunity.**	**10. Focus on catalytic investments in recreation, transit, quality jobs, and safety to improve residents' quality of life and ensure access to opportunity.**	**Mayor's Office, NORD, NORTA, NOLABA, GNO Inc.**	**First ten years**	**Federal funds, general fund, NOLABA funds**	
		11. ~~9.~~ Provide incentives, such as a limited-period tax abatement, to owners to assemble (including scattered site assembly) and redevelop sites ~~in recovery and revitalization areas with reasonably strong markets~~	City Attorney's Office; NORA	First five years	Staff time; D-CDBG; other federal funding	5.27
		~~10. Explore land readjustment as a land assembly and redevelopment option.~~	~~City Attorney's Office; NORA~~	~~First five years~~	~~Staff time; D-CDBG; other federal funding~~	~~5.27~~

		12. Continue the Lot Next Door Program, including credits for fencing or landscaping adjacent properties. Check with NORA on this	NORA	First five years	Staff time; D-CDBG; other federal funding	5.27
		13. **Explore options pursuant to existing authorities under state law to identify and designate disinvested areas as tax increment financing districts for the purpose of directing long-term locally derived funding to support affordable housing investments, infrastructure upgrades, blight reduction efforts, and other public sector investments and initiatives.** ~~Explore the pros and cons of property tax initiatives or vacant property purchases to promote redevelopment of vacant properties.~~	Mayor's Office; City Attorney; Finance Department; City Council. Possible consultant contract	First five years	Staff time; general fund	5.28

		14. Explore the establishment of a low interest revolving loan fund for the acquisition and rehabilitation of blighted properties by city residents for use as a primary residence. Include a reasonable grace period so that these residents are not required to repay the loan before occupying the property. Partner with local banks to design the program and set eligibility standards.	**OCD, local banks**	**First five years**		

	2.B. In neighborhoods and areas with increasing market activity, prevent displacement of existing residents while continuing to invest in improvements.	**1.** ~~11.~~ Work with neighborhood groups, non-profits, ~~and~~ faith-based organizations, **and affordable housing developers** to ~~establish Neighborhood Land Trusts to act as land banks and potential~~ create new opportunities for affordable ownership **and rental housing.** ~~developers.~~	CPC; OCD, HANO, FANO, NORA; **neighborhood and nonprofit ~~affordable~~ housing groups such as HousingNOLA; GNOHA, affordable housing developers**	First five years	Staf time; D-CDBG; foundation funding; **federal funds; Neighborhood Housing Improvement Fund**	5.27
		2. Create and expand home repair grant and loan programs targeted to help low-income and senior homeowners renovate their properties.	**Office of Community Development, Mayor's Office, City Council, non-profit affordable housing advocates such as, HousingNOLA and GNOHA**	**First five years**	Staff time, foundation funding, Federal funds, NHIF funds	
		3. Increase opportunities for small-to-medium-scale multifamily development that fits into neighborhood fabric to increase housing supply.	**CPC; City Council**	**First five years**	Staff time	

		4. ~~14.~~ Require property liability and flood insurance for all owners.	City Council (ordinance); Safety and Permits (enforcemen	First five years	Staff time	5.28
		5. ~~15~~ Place redevelopment covenants, design and performance standards, and any special use or other appropriate restrictions on properties sold at ~~tax sales~~ **auction** by NORA or other government entities for redevelopment. **Include consideration of housing affordability impacts when disposing of any publicly owned or publicly controlled property.**	~~CPC;~~ NORA; City Attorney's office	First five years	Staff time	5.28
		6. ~~16.~~ Clarify through public process the criteria for historic property rehabilitation or demolition	HDLC; NCDAC	First five years	Staff time	5.29
		7. ~~17~~. Use neighborhood audits (see above) to prioritize problem properties for code enforcement or demolition.	CPC (coordina-tion) ; neighbor-hood groups; appropriate city agencies	First five years	Staff time; neighborhood volunteers	5.30
	2.C. In neighborhoods and areas with high levels of market activity and high home prices, preserve and expand affordable housing opportunities using all available tools.					
		1. Utilize inclusionary zoning, as well as covenants or restrictions on publicly-owned and adjudicated properties, to facilitate the production of affordable housing in these high-opportunity areas.	**CPC Office of Community Development, City Council, Mayors Office, non-profit housing advocates, such as HousingNOLA, Housing Working Group**	**First five years**	**Staff time, Housing Working Group assistance**	

		2. Increase opportunities for large-scale multi-family development in areas adjacent to transit and commercial corridors and on 1-to-5 acre parcels of vacant land.	**CPC, City Council, OCD, Housing NOLA, Housing Working Group**	**First five years**	**Staff time**	
	2.D Encourage innovative, experimental and low-cost uses of vacant properties to enhance the likelihood that a vacant space will eventually find a permanent use.	**1. Create a strategy for implementing temporary use projects initiated by active citizens, citizen-groups, and non-profit partners.**	**Mayor's Office, City Planning, NORA**	**First five years**	**Staff time**	
		2. Work with relevant agencies, including NORA, to clear regulatory hurdles and create guidelines for implementing temporary interventions and projects throughout the city.	**Mayor's Office, City Planning, NORA**	**First five years**	**Staff time**	

ATTACHMENT A

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE:
3. Access to retail and services from all neighborhoods	**3.A.** Revitalize existing neighborhood commercial districts and create new compact, mixed-use neighborhood centers on under utilized commercial and industrial land.	1. Fast-track the creation of a one-stop shop and comprehensive resource guide to opening and operating a small business in New Orleans.	Economic Development Public-Private Partnership (PPP)	First five years	NOLABA operational funds	5.30-5.32
		2. ~~Facilitate "Rapid Reconnaissance Plans" for neighborhood commercial districts~~ **Include commercial districts in neighborhood and area plans** to identify and prioritize immediate needs.	CPC (template and coordination); business and neighborhood volunteers	First five years	CPC staff time; volunteers	5.32
		3. Locate civic uses within or adjacent to neighborhood commercial districts to serve as anchors when feasible.	CAO and CPC through Capital Improvement Program (CIP) process)	First five years	CAO, CPC, with other departments; variable funding depending on project	5.32
		4. ~~Focus~~ **Incentivize** cultural uses, events and development opportunities to strengthen neighborhood commercial districts, where feasible~~.~~, **while also supporting and encouraging long standing cultural uses and activities throughout all neighborhood districts, both commercial and residential.**	CPC ~~and Neighborhood Development~~, **Neighbor-hood Engage-ment Office, Office of Cultural Economy, cultural organiza-tions**	~~First five years~~ **Ongoing**	Staff time	5.33

		5. Promote the development of business or merchants' associations to serve as the voice of business owners in specific commercial districts.	Main Streets' Program; Cultural Products District programs; Neighborhood Engagement	First five years	Staff time; volunteers	5.33
		6. Create opportunities for context-sensitive commercial reuse of underutilized commercial buildings.	CPC/Council—appropriate zoning; CPC—Area Plans ; incentives such as TIF program	First five years	Staff time; TIF	5.33

3. Access to retail and services from all neighborhoods	**3.A.** Revitalize existing neighborhood commercial districts and create new compact, mixed-use neighborhood centers **along transit corridors and** on underutilized commercial and industrial land.	**7. Explore options to create walkable, mixed-use environments with appropriately-scaled multi-family housing options in high-frequency housing options with bus and streetcar services.**	**CPC, City Council, Housing Working Group; non-profit affordable housing advocates such as, HousingNOLA; GNOHA assistance**	**First five years**	**Staff time**	
		8. Explore increasing options for density and intensity of residential and mixed-use development within targeted areas that lie within a 30-minute transit-walk commute from major job centers, and integrating this strategy with inclusionary zoning to promote affordability in these transit-accessible areas.	**CPC, City Council, non-profit housing advocates, such as HousingNOLA and GNOHA**	**First five years**	**Staff time**	
		9. ~~7.~~ Continue façade improvement matching grant program or for neighborhood areas.	NORA; NOLABA; Main Streets programs	First five years	D-CDBG; Main Street commercial	5.34
		10. ~~8.~~ Develop design principles and standards for all districts that permit a mix of land uses and neighborhood commercial districts.	CPC	First five years	CDBG; Main Street commercial partners	5.34

	3.B. <u>Continue to promote food access and health care access in all neighborhoods that lack these necessary services.</u> ~~Launch a supermarket/grocery store recruitment program.~~	1. Commission a market analysis for supermarkets stores with a plan illustrating the feasibility of potential sites.	Economic Development, NOLABA	First five years	$35-40,000; General Fund; CDBG; Economic Development Administration or similar grant.	5.34
		2. Identify incentives to supermarkets **<u>and health clinics</u>** to underserved areas of the city.	Economic Development, NOLABA, Health Dept	First five years		5.34
		3. Continue the Fresh Food Retail Incentives Program	NOLABA, Economic Development	First five years	D-CDBG	5.35
	3.C. Include neighborhood commercial development in activities of the proposed economic development public-private partnership (PPP).	1. Focus on marketing, programming and other approaches to revitalization of neighborhood commercial districts.	NOLABA, Economic Development	First five years	NOLABA	5.35

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE:
4. Reinvent housing policies to support quality neighborhoods and meet the diverse housing needs of all households.	**4.A.** Create a New Orleans Housing Working Group to guide and coordinate City housing strategy.	1. Coordinate housing development efforts with other place based and neighborhood development efforts through the Housing Working Group	Housing Working Group	First five years	Staff time	5.35 - 5.36
		2. Collect and analyze housing data to monitor the market and housing needs. **<u>Include information from the City's Consolidated Plan, the HousingNOLA 10-Year Strategy and Implementation Plan, and the Market Value Analysis, Housing for a Resilient New Orleans</u>**	**<u>Office of Community Development; non-profit housing advocates, such as HousingNOLA; The Data Center; Housing Working Group</u>** ~~Housing Policy office; Greater NO Neighborhood Data Center~~	First five years	Staff time; foundation funding in first five years; eventual partial funding by the city from CDBG	5.36
		3. Develop performance measures to monitor housing needs and the extent to which needs are being met for reporting in a monthly cross-agency meeting and annual public reporting.	**<u>Office of Community Development</u>** ~~Housing Policy Office~~	First five years	Staff time	5.36

		4. Create housing policies that build neighborhoods, meet housing needs for all New Orleanians, and attract private investment.	Housing Working Group	First five years	Staff time	5.36
		5. Establish an annual public meeting on housing policy and priorities.	Housing Working Group	First five years	Staff times	5.37
		6. Communicate local housing needs and priorities to state and federal housing agencies, as well as national non-profits, and work with ~~LHFA~~ **LHC** to develop selection criteria for tax credit projects.	Mayor's Office; Housing Policy Office; **Housing Working Group**	First five years	Staff time	5.37
		7. Prioritize repair, restoration and reuse of existing residential historic properties as a major part of the City's housing initiatives, reflecting the values of safe and stable historic neighborhoods.	**OCD, Housing Working Group**	**First five years**	**Staff time**	

4. Reinvent housing policies to support quality neighborhoods and meet the diverse housing needs of all households, **and support a range of rental and homeownership options for residents of all income levels**.	**4.B. Preserve existing supply and expand the total supply of affordable rental and homeownership opportunities throughout New Orleans.** ~~Provide resources to restore housing in all affected neighborhoods, with appropriate flood protection measures.~~	1. Seek additional federal funding to close gaps between Road Home funding plus insurance and recovery needs for homeowners.	Mayor's Office; OCD, Housing Working Group, GNOHA	First five years	HUD and Local funds	5.37
		2. Support restoration **and development of a diverse array of homeownership and rental housing typologies for residents of all income levels, based on an annual housing market analysis to assist in setting priorities.** ~~of single-family housing and return to commerce of rental housing in 1 to 4 unit buildings, with appropriate flood protection measures.~~	~~Neighborhood Development~~ OCD; nonprofit housing organizations	First five years	CDBG; **NHIF**; additional federal funds;	5.38
		3. ~~Monitor the progress of the Small Property Owners Road Home and facilitate technical assistance to property owners.~~	~~Neighborhood Development; nonprofit housing organizations through Housing Resource Center Network~~	~~First five years~~	~~Staff time; CDBG~~	~~5.38~~
		3. ~~4.~~ Identify key indicators of **housing affordability needs and** neighborhood revitalization, monitor the indicators and hold quarterly cross-agency Neighborhood Coordination Meetings.	OCD (conveners); CPC, NORA, FANO , HANO, , enforcement agencies, *etc.*	First five years	Staff Time	5.38

		~~5. Continue to target strategic housing and neighborhood investments of public funds to the 17 Target Areas and 9 Housing Opportunity Zones identified by ORIFCD during recovery process.~~	~~OFICD; NORA; CPC~~	~~Ongoing~~	~~CDBG; D-CDBG; other federal funds; local bonds; other sources~~	~~5.38~~
		4. Explore processes to direct publicly owned and adjudicated property toward affordable and mixed-income housing development in high-value, high-opportunity neighborhoods and in areas near high-frequency transit corridors.	**Office of Community Development; City of New Orleans; Housing Working Group**	**Ongoing**	**Publicly-owned and publicly-controlled property resources; staff time**	
		5. Work with public agency partners that own property to develop a process to reserve land for affordable housing on properties eligible for disposition.	**Office of Community Development; Housing Working Group; HANO; OPSB; other public agencies that dispose of property**	**First five years**	**Staff time; publicly owned and adjudicated properties**	
		6. Encourage infill development of affordable housing within high-opportunity neighborhoods	**CPC, City Council**	**First five years**	**Staff time**	
		7. Enable new large multi-family developments of 75 units or more to be built in high-opportunity neighborhoods and in areas that have access to jobs, neighborhood services, and high-frequency transit lines	**CPC, City Council, OCD**	**First five years**	**Staff time**	
		8. Implement a mandatory inclusionary zoning ordinance based on the findings of a study completed by national experts.	**City Council; CPC; Office of Community Development**	**First five years**	**Staff time; outside consultant assistance; non-profit affordable housing advocates such as, HousingNOLA; GNOHA assistance, external funding**	
		9. Develop and implement policies based on the findings of a workforce housing strategy that includes details on workforce housing incentives, business community engagement, and Employer Assisted Housing best practices.	**City of New Orleans; City Council; Office of Community Development**	**First five years**	**Staff time; GNO Inc. assistance; NOLA Business Alliance assistance; non-profit housing advocates, such as HousingNOLA; GNOHA assistance**	

		10. Study all zoning barriers to the production of affordable housing and implement policies to remove these barriers.	**CPC; City of New Orleans; City Council; Housing Working Group**	**First five years**	**Staff time, GNO Inc., Housing NOLA**	
		11.Work with the Orleans Parish Assessor or Housing Working Group to implement best practices for predictable and reasonable tax valuation for affordable housing multi-family properties.	**Orleans Parish Assessor**	**First five years**	**Staff time; non-profit affordable housing advocates, such as HousingNOLA and GNOHA assistance; Louisiana Housing Alliance assistance**	
		12. Revise public development incentive programs (PILOT, RTA, TIF, etc.) to include goals for affordable housing development	**City Council, OCD, Housing Working Group**	**First five years**	**Existing and potential economic development programs**	
		13. Dedicate a fixed percentage of general revenue derived from developer and permitting fees, code enforcement proceeds, and other local revenue streams to affordable housing initiatives in furtherance of the *Housing for a Resilient New Orleans* and *HousingNOLA 10-Year Strategy and Implementation* plans.	**City of New Orleans**	**First ten years**	**Developer and permitting revenue; code enforcement revenue; other local revenue streams**	
	4.C. Aggressively implement and enhance existing funded housing programs.	1. Expend housing funding already allocated to the city as expeditiously as possible, using the advice of the Housing Working Group ~~when it begins working.~~	**Office of Community** ~~Neighborhood~~ Development; NORA; **Housing Working Group**	First five years	Staff time; CDBG; **HOME funds; HOPWA funds; ESG funds; NHIF funds**	5.39
		2. Implement a system of performance standards and strict monitoring for developers, contractors and others who receive housing and neighbor-hood development funds	OCD	First five years	Staff time	5.39
		3. Strengthen the City's home repair program through technical assistance to property owners, staff training, program marketing, and contractor certification.	Neighborhood Development; Housing Resource Center Network	First five years	Staff time; CDBG; federal HOME funds;	5.39

		4. **Work with non-profit affordable housing advocates, such as GNOHA, HousingNOLA, and Own the Crescent to promote homeownership access for low-to-moderate income residents**. ~~Establish a One-Stop Homeownership Center~~.	**Office of Community Development** OCD, non-profit affordable housing advocates, such as GNOHA, HousingNOLA	First five years	Staff time; CDBG; general fund	5.39
		5. Monitor the status of affordable homeownership programs to appropriately target funds.	OCD; Housing Working Group	First five years	Staff time; federal HOME funds	5.40
		6. Support housing for homeless or at-risk households.	OCD; UNITY of New Orleans and member non- profits; NORA, HANO, FANO	First five years	Federal McKinney grants for permanent supportive housing for homeless persons; federal project-based vouchers for	5.40
		7. Pursue additional housing funds if needs continue after expenditure of current funding.	OCD; NORA	First five years	Potential sources: additional tax credits and mortgage revenue bonds; five-year increase in HOME and CDBG funds; project based	5.40
		~~8. Monitor the performance of the Housing Resource Center Network (HRCN) after it is in operation.~~	~~OCD; NORA~~			~~5.40~~
	4.D. Maintain and expand market-rate housing choices **and housing supply.**.	1. Provide zoning for a wide range of market rate housing choices.	CPC; City Council	Continuous	Staff time	5.41
		2. Preserve the diversity of housing types within New Orleans Neighborhoods (singles, doubles, multi-family, etc.)	CPC; City Council	Continuous	Staff time	5.41
		3. Ensure that neighborhood infill is encouraged and includes opportunities for small multi-family developments of 3-10 units to promote an array of housing choices.	**CPC; City Council**	**First five years**	**Staff time**	

		4. Study historic densities in New Orleans neighborhoods to ensure that zoning does not prohibit densities that match neighborhood historic fabric. Focus particularly on ensuring availability of small multi-family rental and ownership options.	**CPC; City Council**	**First five years**	**Staff time**	
		5. Create opportunities for mixed-use and multi-family development along commercial corridors and high-frequency transit corridors, and consider intensification of existing mixed-use and multi-family districts, with particular focus on areas with strong access to jobs and opportunity.	**CPC; City Council**	**First five years**	**Staff time**	
		6. Work with the Housing Working Group and The Data Center to monitor housing supply and demand and develop strategies to ensure that constrained supply does not overly impact affordability and increase cost burdens.	**CPC; City Council; Housing Working Group; The Data Center**	**First five years**	**Staff time**	
		7. Explore zoning options for second main use dwelling units (or mother-in-law suites) to increase density with market rate housing units in appropriate neighborhoods.	**CPC, City Council**	**First five years**	**Staff time**	
	4.E. Prevent displacement through development activities, continued study, and policy review. ~~Evaluate the full toolbox of housing production strategies as conditions warrant and as appropriate~~	~~1. Assess the value of management bonds to ensure appropriate management of multi-family developments~~.	CPC and City Council (zoning); Housing Working Group;	First five years	Current CZO project; staff time	5.41
		~~3.~~ **1. Utilize the existing Neighborhood Housing Trust Fund for homeowner and renter rehabilitation to create neighborhood stability across the City, and**				5.42

		explore opportunities for expanding and renewing this important millage. ~~Develop local affordable housing trust fund.~~	CPC and City Council (zoning); Housing Working Group; ~~Housing Policy Office~~ **Office of Community Development**	First five years	~~Current CZO project;~~ Staff time	5.42
		~~4. Develop employer-assisted housing programs.~~	~~CPC and City Council (zoning); Housing Working Group; Housing Policy Office~~	~~First five years~~	~~Current CZO project; staff time~~	~~5.42~~
		2. Study and create a loan fund/ loan loss reserve program to assist homeowners with property rehabilitation and encourage reuse of vacant lots by current residents and pre-storm residents.	**Office of Community Development ; Housing Working Group**	**First five years**	**Philanthropic funding and resources; credit union assistance; Housing Working Group assistance; staff time**	
		3. Conduct targeted outreach to Senior, Disabled, and Veteran homeowners who qualify for Special Assessment Levels / Freezes in all neighborhoods.	**City of New Orleans, Orleans Parish Assessor**	**First five years**	**Staff time; Assessor staff time; external volunteer time**	
		4. Provide an analysis of public funding and policy through the use of an Affordable Housing Impact Statement.	**City Council**	**Ongoing**	**Staff time**	
		5. Explore additional property tax relief for low-income homeowners facing increases in property assessments, based on how long they have lived in their home and their income.	**City of New Orleans; NORA**	**First five years**	**Staff time; potential tax relief costs**	
		6. Investigate tax relief measures for investors who agree to preserve and create affordable rental units.	**OCD, City Council, CPC**	**First five years**	**Staff time; potential tax relief costs**	

	4.F Enforce and promote fair housing policies throughout New Orleans.	1. Use the City's Affirmatively Furthering Fair Housing process to standardize strategies to address barriers to fair housing in the City's Consolidated Plan, Annual Action Plan, and the Housing Authority of New Orleans (HANO)'s Housing Plans and Capital Fund Plan.	Office of Community Development; HANO; fair housing organizations	First five years	Staff time	
		2. The New Orleans City Council should draft and pass an ordinance that requires transparency and accuracy in background checks used to secure public and private rental housing.	City Council	First five years	Staff time	
	4.G. Encourage sustainable design and infrastructure for all New Orleanians.	1. Develop a strategy and identify funding sources to create an affordable abatement program to address home health issues including mold and lead-based paint.	Office of Community Development	First five years	Staff time; City and external funding sources	
		2. Create a centralized information hub to coordinate energy efficiency programs from utility companies, the City, and the State of Louisiana.	Office of Community Development		Staff time, database / Web development resources	
		3. Support GNO, Inc. the Coalition for Sustainable Flood Insurance, and other groups in their advocacy efforts to provide more affordable flood insurance rates through the 2017 reauthorization of the National Flood Insurance Program (NFIP).	City of New Orleans	First five years	Staff time	
		4. Continue to develop and advocate for strategies to address high homeowner and flood insurance costs for low-income families in New Orleans.	City of New Orleans; Housing Working Group	First five years	Staff time	

		5. Support the implementation of the *Resilient New Orleans* plan by furthering the following strategies: investing in household financial stability; building social cohesion; reducing property owners'. risk by investing in water management strategies; and improving the redundancy of energy infrastructure.	City of New Orleans; NORA	First five years	NDRC funds; assistance from non-profit affordable housing advocates such as, HousingNOLA; additional federal funds	
		6. Take proactive measures to improve the New Orleans Community Rating System in order to lower insurance costs.	City of New Orleans	First Five Years	Staff time. NDRC.	
	4.H. Increase accessibility for all walks of life, including special needs residents.	1. Work with the Advocacy Center to pursue additional funds to pay for home modifications to increase accessibility for homeowners and renters with special needs.	City of New Orleans; Advocacy Center	First five years	Staff time; external funding resources	
		2. Enforce the existing requirement that all public agencies providing housing programs or services should produce materials in Spanish and Vietnamese and have a language access plan in place.	City of New Orleans; HANO; NORA	First five years	Staff time; translation resources	
		3. Explore additional services aimed at those with mental illness or drug addiction.	City of New Orleans, service providers, supportive housing partners	First five years	Staff time; external funding resources	
		4. Draft and pass an ordinance removing questions about prior criminal convictions ("banning the box") on applications to live in publicly funded housing developments and units operated by private landlords, or at minimum only allow consideration of criminal convictions (not arrests).	City Council	First five years	Staff time	

		5. Prioritize and target limited funding for high-risk special needs populations to produce 1,500 housing opportunities for these populations.	**OCD, Advocacy Center**	**First five years**	**Staff time; Federal funds, other external funding resources**	

ATTACHMENT A

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE:
5.Work with HousingNOLA to continue to tap into a network of high capacity public sector and neighborhood-based groups, such as ~~Neighborhood~~ **community** development corporations, to provide housing responsive to the changing housing needs of current and future residents	**5.A.** Provide professional development opportunities for city housing staff and for members of the Housing Working Group.	1. Send staff to national housing conferences; organize staff participation in webinars and similar activities; provide informational materials and training for the Working Group.	~~Neighborhood Development; Housing Policy Office~~ **Office of Community Development**	First five years	Seek foundation funding in the first five years; budget (CDBG) for training in the medium to long term	5.43
	5.B. Foster a network of strong **public sector partners and** ~~neighborhood-based neighborhood~~ **community** development corporations through capacity building efforts.	1 **Support non-profit affordable housing advocates, such as HousingNOLA, HUD, and Enterprise Community Partners to create a robust capacity building training program that is outcomes-based and includes a support system for CDCs, a certification for CDCs, and a systems analysis to identify gaps and redundancies in the nonprofit sector.** ~~Facilitate training for non- profits who already produce or could have the capacity to produce housing.~~	OCD **Office of Community Development**	First five years	CDBG; foundations; **Enterprise; HUD; non-profit affordable housing advocates, such as HousingNOLA** ~~national neighbor- hood development programs, such as Local Initiatives Support Corp.~~	5.43
		2. Increase production efficiency and organizational capacity among government partners (Finance Authority of New Orleans, HANO, NORA, City of New Orleans, Louisiana Housing Corporation), non-profits (housing counseling agencies and advocates), and developers to promote affordable unit production.	**FANO, HANO, NORA, City of New Orleans, LHC, non-profits, developers**	**First five years**	**Housing Working Group, non-profit affordable housing advocates, such as HousingNOLA, One Table, staff time**	

ATTACHMENT A

Narrative

Below is a more detailed narrative of the various goals, strategies and actions highlighted in the "Summary" chart.

1. NEIGHBORHOODS

GOAL **1**

Enhanced character and livability for neighborhoods, with investments to improve quality of life

1.A Tailor policies and programs to maintain and enhance the physical, economic, social and cultural character and diversity of existing residential neighborhoods.

The diversity of New Orleans neighborhoods must be respected when new development is proposed for infill, for underutilized sites on the edges of neighborhoods, or for public facilities and investments. This means that new development and redevelopment should be designed and tailored to the physical environment, preserving the general scale and character of existing residential areas. This does not mean that infill development must copy older architectural styles but that it must fit into the existing neighborhood and the way it addresses the street and its neighbors.

Neighborhood character is not simply a function of the privately-owned buildings and lots along streets. The "public realm"—sidewalks, streets, and public spaces—contribute to the function, safety, and attractiveness of neighborhoods. While many New Orleans neighborhoods are outfitted with sidewalks, pedestrian-scale lighting and street trees, others have no sidewalks and no trees. Property owners are technically responsible for sidewalk installation and upkeep, which can account for the variable conditions to be found across the city. In practice, the City's streetscape projects on major streets, some of which are underway as this plan is being written, include sidewalks, trees, and pedestrian amenities paid for through funds available to the Department of Public Works or other entities such as the Downtown Development District. Another variable on residential streets is the drainage system. Many residential streets have curbs and hard drainage infrastructure, while others have drainage swales or small ditches. As discussed in later chapters, natural drainage can be beneficial—but it also can be made attractive as well as functional. The public realm also includes publicly-owned parking areas, plazas and parks. The design and maintenance of these areas is crucial to an attractive public realm. Design principles for neighborhood commercial areas can be found later in this chapter.

RECOMMENDED ACTIONS

1. *Use the zoning ordinance to guide the scale and character of new infill development to fit in with the character of established residential areas ~~and to ensure appropriate transitions from those areas to redevelopment of underutilized sites on neighborhood edges~~**, while accommodating an array of single and multi-family housing options to meet the strong need for more housing units in New Orleans**.*

   Who: *CPC, City Council*
   When: *First five years*
   Resources: *staff time*

Zoning should set parameters on infill development so that desired neighborhood character— whether existing or identified in a neighborhood-based plan—remains consistent with neighborhood expectations. Where a variety of scales, building types, and housing unit types may coexist within a few blocks or even on the same block, base zoning that recognizes this heterogeneity will make it easier for property owners to improve and, within limits, expand their property as a matter of right. However, the diversity of housing types in older neighborhoods means that it is unlikely that all non-conformities can be eliminated, because that would require such a permissive zoning district that the majority of property owners would be unlikely to accept it. **Given current issues with constrained housing supply pushing up prices in many neighborhoods and a particularly constrained rental market, the CZO should accommodate small multi-family development in older neighborhoods and infill areas within limits. Base zoning categories should not be so restrictive as to prohibit common small multi-family types such as the 4-unit shotgun development.**

2. *Use the zoning to ensure appropriate transitions between established residential areas and redevelopment of underutilized sites.*
   Who: *CPC; City Council*
   When: *complete*
   Resources: *CZO rewrite*

~~Also, the zoning ordinance under preparation in association with this Master Plan will include development standards to guide development.~~ Additional design principles and guidelines can be developed through specific area or neighborhood plans and as part of site master plan design guidelines for redevelopment of larger sites. Non-conformity based on use can be regulated by requiring new permission for the non-conforming use when there is a change of tenant or owner.

3. ***Use zoning to ensure that appropriate infill sites of over 10,000 square feet and publicly-owned properties can be redeveloped with dense development that remains sensitive to the needs of surrounding neighborhoods. Large infill development should also have inclusionary zoning requirements for affordability if found feasible.***
   Who: CPC and City Council
   When: First five years
   Resources: HousingNOLA 10 Year Strategy and Implementation Plan

The zoning ordinance should ensure that redevelopment of large underutilized sites is feasible by creating opportunities for adaptive reuse of existing structures, and multi-family and mixed-use development of appropriate scales on large vacant parcels. Transitions should include landscape requirements and stormwater management requirements to ensure that larger developments do not create adverse visual or flooding impacts on existing neighborhoods. Planned-unit development options of different minimum areas should be considered for sites over one acre in size.

~~3.~~ **4.** *Create design guidelines to assist existing and new property owners in improving or expanding buildings, or in constructing infill development.*
   Who: *CPC through area plans; CPC and City Council through zoning*
   When: *complete*
   Resources: *CZO rewrite project; area plans*

Design guidelines for neighborhoods or for particular neighborhood character types can promote compatible design. Although this is a particularly important issue for neighborhoods in historic districts and is discussed in Chapter 6 – Historic Preservation,

it is also worthwhile for other neighborhoods. The need for design guidance in building elevated structures is especially important to creating attractive neighborhoods as property owners rebuild. Experience in other communities has shown that even voluntary guidelines, when well- presented and communicated to property owners, architects, and developers, can result in more compatible design. These guidelines should not prescribe architectural styles but rather focus on compatibility in terms of bulk, height, orientation on the lot and similar issues.

The Planning Commission could provide seed funding through a competitive grant process and a framework for neighborhood associations and similar groups to work on guidelines of this type, assisted by universities and professional organizations. This could be part of an area plan, or a stand-alone project, in which case the Commission could establish procedures for incorporating the design guidelines into regulations, if desired. A number of cities set aside some CDBG funds or grant funds every year for small grants to neighborhood groups for planning or localized projects.

~~4.~~ **5.** ~~*Explore adoption of*~~ ***Continue to develop and refine*** *an incentive zoning program to encourage provision of neighborhood benefits from large developments.*

Who: *CPC*
When: *First five years*
Resources: *staff time*

Incentive zoning is a method for communities to leverage private investment for neighborhood benefits. It allows a developer to build a somewhat larger, higher-density project than would be permitted under existing zoning. This encourages compact development as part of an overall smart growth strategy. In exchange, the developer provides something that is in the neighborhood's interest that would not otherwise be required (*e.g.*, open space, streetscape improvements, special building features, like public plazas, public art, affordable housing, *etc.*). Incentive zoning is typically associated with more urban corridors, transit access areas, and development nodes and is most successful in areas with strong markets. One of the first incentive zoning programs was established in New York City to gain public plazas and other public spaces in large development projects. Chicago's list of public benefits linked to additional floor area includes parks and public plazas, wide sidewalks, arcades, water features, green roofs, off-site contributions to open space, streetscape, transit station improvements, concealed parking—among others. In downtown Minneapolis, the amenity list also includes benefits such as public art, energy efficiency, through-block connections, and street-level retail. The City Planning Commission's zoning subcommittee should evaluate the potential for implementing incentive zoning in the stronger market areas of the city to attract benefits valuable to New Orleans. **The highest priority in establishing incentive zoning should be to specifically study its potential to facilitate affordability through an inclusionary housing strategy.**

6. Adopt mandatory inclusionary zoning if found to be feasible by a study conducted by national experts.

Who: *CPC, City Council, non-profict affordable housing advocates, such as HousingNOLA, GNOHA, OCD*
When: *First five years*
Resources: *HousingNOLA 10 Year Strategy and Implementation Plan for a Resilient New Orleans*

Mandatory inclusionary zoning is a national best practice in housing affordability strategies. Like incentive zoning, inclusionary zoning policies can offer a range of benefits to developers, such as added density, reduced parking requirements, expedited permitting, and other incentives, in return for including a percentage of affordability-restricted housing units in their development projects. Currently, HousingNOLA, the City Planning Commission, the Office of Community Development, local housing experts, and local developers are participating in a study to examine the housing market and submarkets in New Orleans to understand which types of developments and which areas can best accommodate mandatory inclusionary zoning. The results of this study will lead to a set of recommendations to be adopted through a CZO revision.

~~6.~~ **7.** *Continue to upgrade the streetscape of major streets with public funding and in coordination with commercial corridor revitalization plans and Main Street programs.*

Who: *DPW with planning review from CPC*
When: *First five years*
Resources: *Bond funding; CDBG; federal transportation funds*

The $13 M Canal Street streetscape project completed since Hurricane Katrina will soon be joined by an Oak Street streetscape project and, in 2010, commencement on 22 streetscape projects with $20 M in CDBG funds in Gentilly, New Orleans East, the Lower 9th, Uptown, and Lakeview. Streetscape improvements and maintenance should be a continuing program.

~~7.~~ **8.** *Create a program to notify property owners about their sidewalk maintenance responsibilities and offer a betterment program to promote sidewalk repair and maintenance in neighborhoods.*

Who: *DPW*
When: *First five years*
Resources: *Staff time; fines*

Public funding for neighborhood streets is currently focused on urgently-needed roadway rebuilding and repair. Many property owners do not know that they are responsible for the sidewalks in front of their property. Annual notification in the property tax bill or other City communication should also include information on required standards for sidewalks that contractors must meet if property owners wish to contract for repairs. Liens or payments on the property tax bill could be used as enforcement mechanism. **To help incentivize compliance, the City could work with the Arts Council New Orleans to generate a list of local artists who can work with property owners to create original artworks that also satisfy sidewalk maintenance requirements.**

~~4. *Create sidewalk notification, enforcement and betterment programs. Another approach is to offer a betterment program.*~~

~~***Who:*** *DPW; possible small consultant contract*~~
~~***When:*** *First five years*~~
~~***Resources:*** *Staff time; general fund; CDBG*~~

~~In a betterment program, property owners are assessed all or partial costs for the installation of new sidewalks or repair of existing sidewalks. The work is done by the City and the betterment fee is typically calculated using a formula that takes into account the length of frontage and the size of the lot, and assessed through the property tax bill. The~~

~~program could be voluntary – in which case a majority of property owners along a street would agree to pay the fee and petition the City to get on the list. The program could also be initiated by the City when sidewalk installation or upgrades are needed to meet code requirements or as part of a broader project. The fees to be paid could vary according to whether the project was resident-initiated (in which case the residents could be asked to pay the entire cost) or city-initiated (in which case the costs could be shared). The legislation creating the City's security and neighborhood improvement districts could also be amended to allow temporary increases in the fees charged to each property owner in order to pay for sidewalks.~~

~~8.~~ **9.** *Continue to support and promote a diversity of public social and cultural events throughout the city.*
Who: *Mayor's office, Arts Council New Orleans*
When: *First five years*
Resources: *Staff time - various departments; neighborhood groups; non-profits*

Neighborhood character is cultural as well as physical. Many cultural activities are rooted in specific neighborhoods and support for activities and events can strengthen neighborhood identity, enhancing safety and neighborhood cohesion.

~~9.~~ *10. Promote neighborhood associations and neighborhood activities to encourage neighborhood identity, sense of ownership, and advocacy.*
Who: *Mayor's Office; City Council; CPC*
When: *First five years*
Resources: *Staff time*

The Neighborhood Participation Program described in Volume 2, Chapter 15 will give neighborhood groups an incentive to organize and be involved.

11. Work with the Arts Council to enhance and expand the Percent for Art Program; adopt and promote policies and guidelines for a Percent for Art program for private developers.

Who: Arts Council New Orleans, City Planning, City Council, Mayor's Office
When: First five years
Resources: Staff time, grant funding

Public Art and civic design help improve the character and quality of the built environment and are critical elements in maintaining and promoting sense of place and civic pride in residents. A robust public art and civic design program attracts visitors and will make New Orleans internationally recognized as a city that values public art. Working closely with the Arts Council New Orleans, the City can expand the existing Percent for Art Program to include private development, creating a trust for public art and civic design that can be used towards strategic investments in art and design improvements that are aesthetically excellent and functional.

1.B Establish systems to enforce quality of life regulations and eliminate nuisance businesses.

RECOMMENDED ACTION

1. *Create a ~~warning and~~ ticketing system with fines for quality of life offenses such as littering and illegal dumping, junk cars, lack of mowing, noise, and so on.*
Who: *Mayor's Office; City Council; Police Department*
When: *First five years*

Resources: *Staff time; fines*

Many communities have developed ticketing systems with fines for quality of life offenses.[1] Not only do these programs improve neighborhood conditions, there is considerable evidence that they also help cut crime. Using a ticketing system, but also offering businesses an opportunity to come into compliance, can improve neighborhood conditions while also supporting small, neighborhood businesses. The funds from the fines can help pay for increased police time. In the long term, after recovery, New Orleans may want to consider the model from Charleston, SC, which has established a "Livability Court" to handle quality of life offenses, so they do not get delayed in the general court system with other offenses.[2]

2. ***Create a rental registry that includes an established inspection regime and fine system for rental properties that are not up to code. Include mechanisms to help enable small and lower-income landlords to comply.***
   Who: Mayor's Office; City Council; Code Enforcement; financial partners
   When: First five years
   Resources: Staff time; fines; loan-loss reserve or loan program

The creation of a rental registry for occupied rental property inspections is a necessary step given that many New Orleanians currently are living in substandard housing conditions. Currently, the rental registry process is under study with housing advocates and landlords to determine how a system can be created that is not overly financially burdensome, yet enables inspectors to check on whether buildings are up to code to ensure that residents are not living in conditions that are dangerous to their safety or health. In addition, a loan-loss reserve and loan program are being established to assist lower-income and smaller landlords comply with the need to bring their buildings up to code. Once this process is complete, the City Council will adopt the results of the rental registry group findings.

3. ***Prioritize and promote home repair for low-income and senior homeowners to help residents who do not have the means to repair their properties avoid displacement due to poor conditions or code enforcement fines.***
   Who: Office of Community Development; Office; City Council
   When: First five years
   Resources: Staff time; federal funds; partner CDCs

Code enforcement is a vital tool, but increasing property taxes, homeowners' insurance, and flood insurance costs have stretched many residents' means and left them without the ability to make necessary repairs to their homes. To avoid penalizing low-income and elderly residents excessively with code enforcement fines that they do not have the means to pay, home repair programs for these residents must be prioritized and expanded.

1.C Develop a protocol for dealing with businesses that are incompatible with residential uses and neighborhood complaints about "nuisance businesses" while appropriately protecting due process.

RECOMMENDED ACTIONS

1. *Convene meetings between business owners and neighborhood residents to seek resolution of issues.*
   Who: ~~*CPC (District Planners*~~*,*
   Neighborhood Engagement

When: *First five years*
Resources: *Staff time*

Residents and the business owners can be brought together to see if better ways to manage business activities can mitigate or eliminate adverse impacts on residents. Examples would be changes to truck routes or parking and prohibition of truck idling, landscape or other buffers, installation of cut-off lighting that illuminates only business areas, and so on. Neighborhood Engagement staff could help with these meetings.

2. ~~*Enhance*~~ ***Ensure*** *industrial and commercial performance standards (limits on noise, dust, vibration and other impacts) in the zoning code.* ***and city codes are culturally and neighborhood appropriate.***

Who: ~~*PPP*~~ *CPC, City Council*
When: *ongoing*
Resources: *staff time*

Performance standards (limits on impacts such as noise, dust, vibration, and so on) can be ~~enhanced within~~ **changed in the zoning code. or other city ordinances. A culturally appropriate sound ordinance will allow for cultural traditions to continue while still providing protection for neighbors.** The city can help find an appropriate site within the city limits and assist in business relocation. State and federal regulators can be brought in to deal with pollution and similar issues under their jurisdiction. The master plan land use map and the associated zoning code can make the use nonconforming so that the use cannot continue after the current enterprise leaves. Occupancy permits and business licenses could be subject to sanctions in the case of proven criminal activity.

~~*3. Change the code to tie alcoholic beverage outlet licenses to both location and operator/owner to require new approval at a transfer of operation or ownership.*~~

~~***Who:*** *Mayor's office*~~
~~***When:*** *First five years*~~
~~***Resources:*** *Staff time - various departments; neighborhood groups; non-profits*~~

~~Neighborhood residents sometimes find that businesses located in residential areas cause problems by attracting or facilitating crime or by other adverse impacts on neighborhood life. A particular focus of concern has been businesses that sell alcohol and permit criminal activity to occur. A change in the code to tie licenses for alcoholic beverage outlets to the location and the owner or operator would make it possible to require new approval of alcoholic beverage licenses when there are new operators or owner.~~

3. ~~4.~~ *Disseminate information to neighborhood associations* ***and business owners*** *about* ~~*on*~~ *potential legal approaches* ***and inform all parties on what is currently allowed under the law.***

Who: *CPC*
When: *First five years*
Resources: *Staff time*

It is also the case that neighborhood residents can disagree on what constitutes a "nuisance" and on expectations for activities in areas where businesses are located in close proximity to residences. This is particularly the case in disputes revolving around noise and activities related to music clubs, restaurants, and similar businesses. The rights of business owners also need to be respected in these disputes. **and both neighbors and the businesses should be given information detailing what is legally allowed.**

~~When the CPC is able to assign planners to each Planning District, that planner can serve as the point person for these complaints. The planner should become familiar with the law regarding public nuisances of various types and the steps that neighborhood residents may take if they wish to pursue action against a business they regard as a nuisance.~~ **Proper City officials, either from the appropriate City Council District, the Neighborhood Engagement Office, or the Office of Cultural Economy** ~~The District Planner~~ may first attempt to bring the business owner together with residents and/or the police department to see if a mutually acceptable solution can be reached. New actions are possible under the Louisiana Public Nuisance Law, the New Orleans Noise Control Program and Littering Ordinance, and the Louisiana Alcoholic Beverage Control Law. The burden of proof lies with those who wish legal action to be taken against a business. The Tulane Public Law Center has created a step by step guide to the requirements and actions under the four laws named above.[3]

1.D ~~Fund and staff~~ Create a system for proactive planning on the neighborhood and district level.

RECOMMENDED ACTIONS

1. *Enhance the Comprehensive Planning Division of the CPC with an Area Planning Program, ~~hire district planners~~,*
   Who: *CPC*
   When: *First five years*
   Resources: *General fund; CDBG planning funds*

The city should provide dedicated staff planners for the creation of area plans who could bring other specialized skills, such as urban design or transportation planning. ~~As of 2009, planner positions have been funded for a limited time. Permanent funding will be needed in the future.~~

The comprehensive planners would be responsible for coordinating city activities across departments in each neighborhood and for being the liaison between the city and the neighborhood. They would work with residents, neighborhood associations, business and commercial property- owners, institutions, and other stakeholders in each district. Their responsibilities would include:

> Liaise with neighborhood groups involved in the proposed Neighborhood Participation Program on district-wide planning issues.

> Keeping district stakeholders informed about private and public developments, physical improvements, regulatory changes and similar activities that affect the district.

> Keeping the Planning Commission and other city departments informed about issues and concerns in the district.

> Coordinating activities of separate city departments in the district.

> Working with stakeholders on creating Area Plans, either directly or by overseeing and participating in planning processes led by entities other than the Planning Commission.

> Convening meetings for developers or other project proponents to meet with neighborhood stakeholders.

> Providing staff analysis and opinions to the Planning Commission on an area's issues.

[3] http://www.law.tulane.edu/assets/0/260/262/8171BA98-8CBE-4BDF-B788-1BFB69A87ACB.pdf

1.E Engage neighborhood residents, businesses and other stakeholders in proactive planning connected to the citywide plan and citywide policies.

As part of the recovery process, neighborhood and district recovery plans were created under the auspices of the Neighborhood Rebuilding (Lambert) planning process and the Unified New Orleans Plan process. These plans were focused on recovery and rebuilding, particularly in order to secure funding, and, as noted in the Volume 3 context discussions, were consulted at the beginning of this planning process as a foundation for this plan. However, the planning horizon of the Master Plan is twenty years. Although many recovery projects are still in process and the city faces challenges, many observers have noted that New Orleans' recovery in terms of re-population and investment has exceeded expectations. The recommendations below provide mechanisms for integrating existing or future neighborhood plans that meet Master Plan criteria into the Master Plan itself through the annual amendment process, and guidelines for creating a range of potential area plans for Planning Districts, neighborhoods, and smaller areas, such as neighborhood commercial areas. These recommendations provide planning options with differing levels of support and funding from CPC staff, as well as differing levels of detail appropriate to a variety of planning needs—a planning toolbox available to the CPC and to neighborhood stakeholders over the long term. Not all would be suitable for adoption into the city's official master plan.

RECOMMENDED ACTIONS

1. *Create Area Plans for planning districts and neighborhoods.*
   Who: *CPC; neighborhood associations*
   When: *First five years*
   Resources: *CPC funded plans - general fund; CDBG; state and federal grants. Other funding for associations etc. foundations, donations, university studios (in-kind), volunteers.*

In many cities, individual plans are prepared for planning districts or neighborhoods according to a framework developed by the city's planning department and then they are adopted by the planning commission and the City Council as official parts of the city's master plan. With the present document, New Orleans will have a Master Plan that covers the entire city and provides policy direction for revitalization, preservation, development and growth.

The Planning Commission can adopt criteria and procedures for submission and approval of area plans as part of the Master Plan. The UNOP district plans and existing or in-process neighborhood plans would be suitable for this process.

The City Planning Commission's Administrative Rules, Policies and Procedures contain a section on "Local Renaissance District Policy" that sets forth procedures and criteria for creation and adoption of a Renaissance District Plan. (Before Hurricane Katrina, two such plans were completed, one for the Lower Garden District and one for New Orleans East.) These procedures are similar to the framework recommended below for Area Plans that could be suitable for adoption as part of the Master Plan. Amendment of this policy to conform to the framework suggested below would provide the CPC with sufficient oversight of these plans, while allowing for flexibility in funding and execution of the plans.

The City Planning Commission recognizes a need for increased neighborhood and civic engagement. There are multiple tools that can be deployed to help facilitate civic engagement. First, the district planners as outlined in this chapter and the chapter on the Neighborhood Participation Program would work with

neighborhoods and business interests in the various districts, helping them to look forward, define goals of the neighborhood and create area plans. Area plans further refine the objectives and recommended actions for a particular neighborhood or district. Finally, the Neighborhood Participation Program as passed by the 2008 Charter Amendment would provide a structure method for local interests to be informed about proposed projects. Volume 2, Chapter 15 explains the basic guidelines of a Neighborhood Participation Program in more detail.

The framework for creating and adopting Area Plans can be based on the steps below.

> **Initiation of the area plan.** A neighborhood association or other organized group of residents and stakeholders can request that Commission staff prepare a plan, provide funding to hire an outside consultant to prepare the plan, hire their own consultant (or seek assistance from universities or similar sources), or even organize themselves to prepare
the plan themselves. The CPC can prioritize which areas are most in need of new plans or which existing plans are most suitable for adoption as part of the Master Plan. The Planning Commission, the City Council or the Mayor can also request that a plan be prepared. In order for a plan to be adopted, the Planning Commission staff will need to approve the boundaries of the planning area, and the basic structure of the plan.

> **Public participation.** The planning process will need to be overseen by a stakeholder committee representing all affected interests and include at least three public workshops or meetings. The first public meeting must be towards the beginning of the planning process, to elicit ideas for the future of the neighborhood or district. The second public meeting must present interim ideas for the plan for feedback. The third public meeting must occur when a full draft of the plan is available, so that the public can review it and provide comments.

> **Elements of the plan.** The area plan must conform to the goals and policies of the City's adopted Master Plan. At a minimum, the area plan conditions, including zoning and other regulations; overall goals; housing; public realm (parks and public spaces, including sidewalks); mixed-use or nonresidential areas, including market support; urban design; circulation, parking and transportation. Other relevant sections can be added at the discretion of the planning group. An implementation plan must be required that identifies actions, responsible parties, proposed time line and potential funding sources.

> **Adoption.** In order for the plan to be adopted as part of the City's Master Plan, the plan must be reviewed by Commission staff (if they did not prepare it directly) for conformity with area plan guidelines and for conformity with the overall goals and policies of the citywide Master Plan. If Commission staff did not prepare the plan, they might ask for changes to make the area plan consistent with the City's Master Plan and capital plan. Then the area plan will be submitted to the City Planning Commission for a public hearing and adoption. After adoption by the Planning Commission, a similar submission with a public hearing should be made to the City Council for adoption as an official part of the Master Plan, during the annual master plan amendment process.

2. *Engage neighborhood groups and students to perform "Neighborhood Audits" of the public realm to aid in targeting resources for public improvements.*

Who: *CPC (set framework, some coordination); neighborhood alliances and other non-profits; neighborhood groups; ~~District Council when formed~~*
When: *First five years*
Resources: *Volunteers; limited funding needed from donations, foundations*

Neighborhood Audits provide information and promote priority-setting about how to target resources for public improvements. The Planning Commission can work with ~~CityWorks,~~ Neighborhoods Partnership Network, UNO students, neighborhood associations or other groups to develop a consistent format for neighborhood based inventories of the condition of sidewalks, streets, lighting, street trees, drains, blighted properties, and so on. Regularly scheduled annual Neighborhood Audit Walks, in which neighbors walk a particular route and note issues of concern, would be a way to make this a consistent process. With today's handheld computers, it can also be easy to enter information into a spreadsheet, obviating the need to enter data later. Neighbors could then prioritize the issues that need attention. Although some of this is going on in an informal way throughout the city, there is no formal mechanism to provide this information to the city and to integrate it into the planning process for public improvements. The City must also be willing to respond to neighborhood groups about progress being made on neighborhood priorities, including explanations of any barriers to implementation.

3. *Provide a structured Neighborhood Participation Program.*
Who: *CPC, City Council (ordinance)*
When: *onging*
Resources: *Staff time(See Volume 2, Chapter 15 for details)*

The 2008 master plan charter amendment mandates a neighborhood public participation process related to land use and development decisions. Volume 2, Chapter 15 of this plan discusses this requirement and guidelines for a Neighborhood Participation Program structure in more detail.

***Note: The NPP has been implemented and may be further refined.**

4. *Hold public hearings on development projects and planning issues in the evening, when needed, to enhance the opportunity for public participation.*
Who: *CPC*
When: *First five years*
Resources: *Staff and Commissioner time*

Many citizens cannot attend public hearings held during the working day because they cannot leave their jobs during that time. It is common practice in larger cities to schedule public hearings when there is strong public interest in projects.

Focus investment strategies to meet neighborhood needs and promote equity and access to opportunity

~~Redevelopment of blighted and vacant properties in all neighborhoods, including accelerated redevelopment of flooded neighborhoods~~

As New Orleans moves from a city in active recovery from Hurricane Katrina to a city working toward equity and resilience for all of its residents, a new focus on strategic investment has emerged that takes into account neighborhoods' individual needs and focuses on using data, community engagement, and neighborhood typologies to recommend customized interventions for each area. The *Resilient New Orleans* plan; the *HousingNOLA 10-Year Strategy and Implementation Plan;* and the *Housing for a Resilient New Orleans* strategy all call for utilizing tools like the *Market Value Analysis* and the *HousingNOLA* neighborhood typology to understand what policies and investments will best benefit neighborhoods and create a stronger outcome for the city as a whole. .

~~As described in Volume 3, Chapter 5, in 2008 the City began refocusing and reorganizing housing code enforcement and other blight eradication strategies and allocated significant D-CDBG funds to eliminating blight. While the City is beginning to take steps to enhance success in attacking blight and increasing redevelopment, the multiple agencies, programs, and approaches to blight eradication and redevelopment remain inadequately funded and coordinated. The scale and critical role of blight eradication and redevelopment in the future success of New Orleans require an integrated approach and more staff and funding~~.

2.A **In neighborhoods and areas with limited market activity and more vacant property, focus on catalytic investments and community-based programs that benefit existing residents and increase access to opportunity.** ~~**Accelerate redevelopment of blighted and vacant sites through a comprehensive blight elimination program under unified management that coordinates the efforts of city agencies.**~~

Some areas continue to face challenges of limited housing market activity and large numbers of vacant properties. In these areas, strategies should include improving conditions of homes through homeowner rehabilitation funds and implementing basic health and safety standards for rental properties. With limited market interest, and high levels of vacant lots, exploring alternative land uses as well as low-cost methods of transferring vacant lots to neighborhood residents can generate stability and a sense of ownership and possibility. Many of these neighborhoods are isolated and have limited access to amenities. Neighborhood revitalization efforts should focus on catalytic investments that increase access to quality jobs, recreation, transit, and increased safety.

~~While New Orleans' blight challenge is unique in scale because of the damage from flooding, many cities have been facing the problem of vacancy and blight. Successful best practices identified by the National Vacant Properties Campaign combine comprehensive code enforcement tools and strategies with neighborhood rebuilding through rehabilitation and redevelopment.[4] These practices include:~~

- ~~Access to a sufficient variety of strategies and regulatory, civil and criminal tools to promote and enforce compliance.~~
- ~~Identification of the right remedy for the circumstances of each property and each neighborhood. A one-size-fits-all approach will not be successful.~~
- ~~Unified or closely coordinated management of code enforcement activities.~~

~~The emphasis during the next decade (2010–2020) should be to remove blight and~~

~~stabilize neighborhoods, which will serve as the foundation for yet more future growth and development in the second decade (2021–2030). All efforts and resources should be carefully coordinated to enhance current code enforcement, blight removal, and redevelopment efforts.~~

~~The simplest way to remove blight is for government to purchase properties, wipe out any liens, and then sell or donate the properties for redevelopment by new owners. The scale of the problem in New Orleans makes that a prohibitively expensive solution. A combination of strategies, with~~

~~a strong emphasis on code enforcement, must be pursued. In New Or lean's special conditions, promoting voluntary compliance by homeowners with few resources also needs attention.~~

RECOMMENDED ACTIONS

1. ***Provide and expand home repair programs for low-income and senior homeowners and persons with special needs.*** ~~*Coordinate and organize the blight eradication and redevelopment programs and activities of the several agencies involved in the Mayor's office to give this initiative the highest priority.*~~

   Who: ***Office of Community Development*** ~~*Mayor's Office*~~
   When: *First five years*
   Resources: *Staff time;* ***Neighborhood Housing Improvement Fund;*** *general fund*

Resource low-income and senior homeowners through a home repair program to ensure that residents are able to maintain their current assets; focus these repair programs particularly in areas that currently have little market activity but are adjacent to neighborhoods that currently have increasing values and rising amounts of new development. These programs will help prevent "displacement by neglect" and ensure that homeowners are able to realize value from their assets while enjoying a better quality of life.

2. ***Explore increased investment in energy efficiency and weatherization for homeowners and Housing Choice Voucher tenants to reduce energy bills and increase sustainability.*** ~~*Coordinate and organize the blight eradication and redevelopment programs and activities of the several agencies involved in the Mayor's office to give this initiative the highest priority.*~~

   Who: ***Office of Community Development; HANO; LHC; non-profit affordable housing advocates such as, HousingNOLA/GNOHA*** ~~*Mayor's Office*~~
   When: ***First five years***
   Resources: ***LIHEAP; Housing Choice Voucher utility allowances***

Work with HANO, LHC, non-profit affordable housing advocates such as, HousingNOLA and GNOHA to explore opportunities for low-income homeowners and renters to enjoy the benefits of energy-efficient properties and lower utility costs as a strategy to increase affordability. Giving landlords of Housing Choice Voucher properties the option to increase their take-home rent and decrease their utility allowance based on proven weatherization measures that lower utility bills is a win-win; it increases New Orleans' sustainability, avoids contributing to climate change, and increases the resilience of our housing stock and our voucher holders.

~~2. *Improve code enforcement activities.*~~

~~***Who:*** *Safety and Permits*~~
~~***When:*** *First five years*~~
~~***Resources:*** *Staff time; general fund*~~

- ~~Use an open and public process to establish clear criteria for targeting blight removal and code enforcement activities.~~

~~> Establish performance standards to monitor progress at the city and neighborhood levels.~~

~~> Create an ordinance requiring that properties that have been vacant for six months or more register with the city or face a fine.~~

~~> Establish annual inspections for rental properties and for houses at time of sale, to be funded by landlords and sellers through fees.~~

~~> Review how the existing code enforcement fine schedule performs to determine if higher fines are merited for failure to comply with code standards, including building codes.~~

3. *Coordinate efforts of public agencies providing resources for housing development.*
   Who: *OCD, NORA, HANO, FANO*
   When: *First five years*
   Resources: *State and federal funding; explore limited-period millage or bond for enforcement, land bank and redevelopment programs*

   Substantially increase staff and funding for NORA and other relevant agencies. Although additional, non-recurring funding has been allocated to the enforcement agencies and NORA, resources for blight remediation remain very constrained given the extent of the challenge. Even with streamlined processes, gaining title to blighted property can be extremely time consuming. Allocate additional funding for expansion of code enforcement sweeps, for occupied as well as vacant buildings. Fines and other revenues received as the result of code enforcement activities should be used to fund code enforcement. Similarly, NORA and other agencies should receive program revenues to support their activities. Although bond issues for operational expenses are not allowed, it may be possible to structure a bond to provide additional funding for a specified period to support more staff and funds for accelerated code enforcement, blight removal and redevelopment.

4. ***Continue to encourage and fund alternative land use programs to enable neighbors and community organizations to reuse vacant land for food access, stormwater management, economic development, and other community-beneficial purposes.***
   Who: *NORA; City of New Orleans*
   When: *First five years*
   Resources: *Local, state and federal funding;* ***publicly-owned and publicly controlled properties***

   Substantially increase staff and funding for NORA and other relevant agencies. Although additional, non-recurring funding has been allocated to the enforcement agencies and NORA, resources for blight remediation remain very constrained given the extent of the challenge. Even with streamlined processes, gaining title to blighted property can be extremely time consuming. Allocate additional funding for expansion of code enforcement sweeps, for occupied as well as vacant buildings. Fines and other revenues received as the result of code enforcement activities should be used to fund code enforcement. Similarly, NORA and other agencies should receive program revenues to support their activities. Although bond issues for operational expenses are not allowed, it may be possible to structure a bond to provide additional funding for a specified period to support more staff and funds for accelerated code enforcement, blight removal and redevelopment.

~~4.~~ **5.** *Create a comprehensive city property information database that includes information on blighted and vacant properties as well as other data.*
   Who: *Information Technology to expand on NORA project to be available to all relevant departments*
   When: *Complete*

Resources: *D-CDBG; expand with grant or general fund; CDBG or general fund to sustain*

NORA has funding to create a property database for its work. However, city agencies in general lack a comprehensive property database linked to GIS, which is a basic planning and neighborhood development tool. Information is currently available only on the basis of individual parcels, so staff cannot analyze overall patterns of land use, value, and so on. Comprehensive, GIS-based property information systems should be made available not only for properties of interest to NORA, but for all properties and for all city agencies. Much of this information should eventually be made available to the public in a data warehouse on the City's web site.

~~5.~~ **6.** *Establish annual inspections for rental properties and for houses at time of sale.* ***Develop a rental registry to ensure that occupied rental properties are up to code.***

Who: *City Council (ordinance); Safety and Permits; Code Enforcement*
When: *First five years*
Resources: *Fees to be paid by landlords and sellers*

New Orleans is a majority-renter city; as of 2015, 55% of households in New Orleans rent their homes. Providing safe, quality, affordable rental housing is thus a critical priority for New Orleans residents. In many communities, rental registries are used to monitor the physical condition of rental units. Such programs ensure rental units meet minimum health and safety standards by requiring landlords to register their properties, and allow them to be periodically inspected for compliance with applicable codes. The registries and associated inspections provide a proactive method for addressing deteriorating housing conditions. This preventative approach is in direct contrast with more typical code enforcement practices, in which code violations are only identified during construction projects or following a complaint. Currently, housing advocates are working with local rental property owners to devise a system that will be sustainable and self-funding.

~~6.~~ **7.** *Establish a registry of properties vacant for six months or more****, and work with community groups to track property conditions****.*

Who: *City Council (ordinance); Safety and Permits*
When: *First five years*
Resources: *General fund; fines for non-registration;* ***community group assistance***

~~7.~~ **8.** *Expedite procedures for site control of blighted and vacant properties.*

Who: *Mayor's Office; legislative delegation*
When: *First five years*
Resources: *Staff time*

Streamline the code enforcement lien foreclosure process, waving liens and/or establishing low reserve prices, for code enforcement auctions in order to expedite passage of properties in violation with clear title to new owners.

> Use by NORA of the streamlined quiet title procedure for tax adjudicated properties.
> Amendment of Louisiana law to allow immediate foreclosure on liens after the City records them; to make tax sale and adjudication a judicial process; to allow the City to place redevelopment covenants on properties sold at tax sales.[5]

~~8.~~ **9.** *Pursue land assembly to create larger, contiguous parcels ~~for neighborhood amenities or efficient redevelopment, and~~ to facilitate targeted, block-by-block redevelopment* ***of housing or neighborhood amenities****.*

Who: *Mayor's Office; City Council;* ***NORA***
When: *First five years*
Resources: *General fund; (foregone income for limited period)*

Land assembly to create larger developable parcels and clusters of individual scattered lots creates the opportunity for economies of scale in redevelopment and where appropriate, land suitable for parks or other neighborhood amenities, multifamily

housing, and commercial uses.

[5] Bureau of Governmental Research, *Mending the Urban Fabric – Blight in New Orleans, Part II: Procedures for Successful Redevelopment* (April 2008).

10. Focus on catalytic investments in recreation, transit, quality jobs, and safety to improve residents' quality of life and ensure access to opportunity.

Who: *Mayor's Office, NOLABA, GNO Inc..*
When: *First ten years*
Resources: *Federal funds, general funds, NOLABA funds*

Catalytic investments in transit, access to healthy food and healthcare, quality schools, parks and recreation, and job-generating economic development projects can help shift the market dynamic in areas with lower market activity and provide a focus for future development opportunities. Ensuring that all residents have access to opportunity, with quality jobs, schools, and public transportation within reach, is a critical component of citywide equity and resilience strategies.

~~9.~~ ***11.*** *Provide incentives, such as a limited-period tax abatement, to owners to assemble and redevelop sites.* ~~*in recovery and revitalization areas with reasonably strong markets.*~~

Who: *City Attorney's Office; NORA*
When: *First five years*
Resources: *Staff time; D-CDBG; other federal funding*

In areas with limited market activity, a limited-period tax abatement can act as an incentive for investors to assemble and redevelop sites. These tax abatements should be separate and distinct from tax abatements offered to promote affordable rental development, or to prevent homeowner displacement, which are both more important in strong-market areas with rapidly increasing property values. ~~Small incentives in reasonably strong markets can attract private investment. Incentives could include a tax abatement for a defined period. Major public investments can then be focused in the more difficult and weaker market areas.~~

~~8. *Explore land readjustment as a land assembly and redevelopment option.*~~

~~***Who:*** *City Attorney's Office; NORA*~~
~~***When:*** *First five years*~~
~~***Resources:*** *Staff time; D-CDBG; other federal funding*~~

~~The pattern of vacancy and blight in some areas of the city inhibits recovery and revitalization. ***(See Volume 3, Chapter 5 for more information on current blight and vacancy conditions.)*** Land readjustment is a strategy in which landowners pool their land and temporarily give control to a government agency, developer, or trust. That entity then takes steps to make redevelopment easier and more efficient, such as redividing the land. Then the land is reassembled and the original property owners get it back in proportion to their original property interests. This land assembly tool can accelerate redevelopment of significantly blighted areas. It is likely to be easiest in commercial areas, but should be explored for residential areas as well. Legislative changes may be needed to make this strategy viable.~~

12. Coordinate a variety of strategies and tools to accelerate land disposition and redevelopment. Continue the Lot Next Door program, including credits for fencing or landscaping adjacent vacant properties.
Who: *NORA*
When: *First five years*
Resources: *Staff time; D-CDBG; other federal funding*

ATTACHMENT A

The Lot Next Door program, a program administered by NORA which offers vacant properties to abutting property owners at a low price, has attracted some interest, but some abutters are reluctant to pay the price. As an alternative, abutters who fence, landscape and maintain adjacent properties for a period of years could be given credits to eventually gain title to the land.

13. ***Explore options pursuant to existing authorities under state law to identify and designate disinvested areas as tax increment financing districts for the purpose of directing long-term locally derived funding to support affordable housing investments, infrastructure upgrades, blight reduction efforts, and other public sector investments and initiatives.*** ~~*Explore the pros and cons of property tax initiatives or vacant property surcharges to promote redevelopment of vacant properties.*~~

Who: *Mayor's Office; City Attorney; Finance Department; City Council; Possible consultant contract*
When: *First five years*
Resources: *Staff time; general fund*

In order to move long-vacant and blighted properties into the market, New Orleans should explore the potential of using the property tax system as a way to incentivize development. Studies that examine and model the likely effects of these concepts within the New Orleans context should be undertaken. **One option is to designate disinvested areas as tax-increment financing (TIF) districts that reinvest tax revenues from local development into affordable housing, infrastructure improvements, and blight reduction efforts that facilitate additional investment. A study should be conducted to determine what areas would be eligible for TIF creation, what level of revenue TIFs would generate for local opportunities, and how TIF creation would affect the City's general fund, including expenses foregone due to substitute outlays from TIF funds in public sector investments.**

~~> A split-rate (two-rate) property tax structure in revenue neutral, but taxes land at a higher rate than the improvements to land and could motivate owners of vacant properties~~

~~to make improvements or sell to a private or public entity for redevelopment. It is structured to function as an incentive for infill development and to build and maintain improvements. A number of Pennsylvania jurisdictions have two-rate site value tax systems and Pittsburgh's revitalization since 1980 has been partially attributed to its two- rate system. The benefits of a split-rate system (also called a land valuation tax) also include capture of the value that public investments in infrastructure and facilities bring to nearby land. [Footnote with reference: For more information on land valuation tax systems see Jeffrey P. Cohen and Cletus C. Coughlin, "An Introduction to Two-Rate Taxation of Land and Buildings," Federal Reserve Bank of St. Louis Review, 87(3), May/June 2005, pp. 359- 74 at www.research.stlouisfed.org/publications/review/05/05/CohenCoughlin.pdf, www. urbantools.org and www.lincolninst.edu.~~

~~> Surcharges on vacant or blighted property may promote sales or development. Washington, D.C., doubled the tax rate on unoccupied residential buildings and vacant lots in March 2009, and then replaced this initiative in September 2009 with a more targeted higher tax rate to apply only to blighted properties. There was some evidence that the tax rate had incentivized redevelopment of buildings that~~

~~had been vacant for many years.~~

~~However, whether this could be successful under New Orleans conditions would need to be investigated.~~

~~> Limited-period property tax abatements (for five years, for example) could be combined with surcharges or offered independently in designated areas to incentivize redevelopment of blighted properties.~~

14. Explore the establishment of a low interest revolving loan fund for the acquisition and rehabilitation of blighted properties by city residents for use as a primary residence. Include a reasonable grace period so that these residents are not required to repay the loan before occupying the property. Partner with local banks to design the program and set eligibility standards.

Who: OCD, local banks
When: First five years

2.B In neighborhoods and areas with increasing market activity, prevent displacement of existing residents while continuing to invest in improvements.

Neighborhoods that are experiencing increasing market activity and rising housing prices demand a different targeted investment strategy than neighborhoods with little market activity. In order to continue increasing residents' quality of life while simultaneously promoting mixed-income, diverse neighborhoods that have room for residents of all income levels, strategies in these neighborhoods should focus on preventing displacement of existing residents while continuing to invest in public improvements.

RECOMMENDED ACTIONS

~~9.~~ ***1.*** ~~*Use neighborhood-based organizations, including*~~ ***Work with neighborhood groups, non-profits,*** *faith-based organizations,* ***and affordable housing developers to create new opportunities for affordable ownership and rental housing.*** ~~*establish neighborhood land trusts as vehicles for land banking and interim uses while appropriate redevelopment options are identified, and for preserving housing affordability.*~~

Who: *CPC; NORA: neighborhood and nonprofit groups; non-profit affordable housing advocates such as,* ***GNOHA and HousingNOLA, affordable housing developers***
When: *First five years*
Resources: *Staff time; D-CDBG; foundation funding;* ***federal funds; NHIF funds***

New opportunities for affordable homeownership and affordable rental housing are critical to include in neighborhoods that are experiencing increases in value and housing prices. Integrating affordability-restricted development into neighborhoods where, on average, income levels are high or rising has proven to be an effective way to ensure generational benefits for residents. In a city that depends on culture bearers, tourism and hospitality workers, and musicians to create and maintain its nationally-recognized cultural economy and prominence, providing affordable living in areas of high opportunity is imperative. Both homeownership and rental units are needed; placing long-term or permanent affordability restrictions through unit preservation strategies and community land trusts is one way to make sure that units in these high-opportunity neighborhoods do not "age out" of the system and become market-rate. ~~Neighborhood land trusts are well known as a strategy for creating affordable housing and ensuring its continued affordability, where the land remains the property of the trust which leases it to the purchaser of the house on the land. Neighborhood-based land trusts could also serve an important role in maintaining vacant land that is not quickly~~

~~redeveloped; establishing interim or permanent neighborhood uses for the land, such as neighborhood orchards and~~

~~s; and working with the planning department, nonprofit organizations and others to develop plans that meet neighborhood needs for the vacant land. The Ford Foundation is working with the City as of mid-2009 to develop support for a neighborhood land trust initiative to create affordable homeownership.~~

2. Create and expand tax abatement and home repair grant and loan programs targeted to help low-income and senior homeowners.

***Who:** Office of Community Development; Mayor's Office; City Council; non-profit affordable housing advocates such as, HousingNOLA and GNOHA*
***When:** First five years*
***Resources:** Staff time; foundation funding; federal funds; NHIF funds*

Programs that enable low-income and senior homeowners to remain in neighborhoods with rising value are essential to the creation of a more equitable city. Tax abatements can prevent residents with lower income levels and seniors on fixed incomes from being displaced by increasing property tax burdens that occur as properties in their neighborhoods increase in value. The increased burden of flood and homeowner insurance costs since Hurricane Katrina makes property tax increases even more difficult to accommodate for low-income and senior residents. In addition, home repair grant and loan programs can help seniors and lower-income residents maintain their properties so that these residents are less likely to sell their properties when offers begin to come in. Both of these strategies can help maintain neighborhood diversity and enable wealth creation for low-income and senior residents.

3. Increase opportunities for small-to-medium-scale multifamily development that fits into neighborhood fabric to increase housing supply.

***Who:** CPC; City Council*
***When:** First five years*
***Resources:** Staff time*

New Orleans' historic core, historic urban, and smaller-scale post-war residential neighborhoods tend to be some of the highest-opportunity and highest-value neighborhoods, as shown in the *HousingNOLA 10-Year Strategy and Implementation Plan* and the *Market Value Analysis* conducted for the City by The Reinvestment Fund (TRF). Allowing more small-to-medium scale multifamily development in these areas is critical to ensure that more residents can benefit from access to jobs, schools, and services that already exist in these growing neighborhoods. Small-scale multifamily that should be allowed as-of-right as neighborhood infill may include such historically-consistent typologies as a 3-to-4 unit complex on a typical single residential lot; medium-scale multifamily should be allowed as an 8-to-10 unit complex on the equivalent of two typical single residential lots in these older neighborhoods. Zoning regulations and design guidelines should be developed to ensure that these smaller-scale multifamily properties are consistent with neighborhood character, bulk, and setbacks, but should not be specifically designed to exclude these historic typologies that are critical to continuing to expand housing supply. Zoning categories that allow only one-to-two-family development should be deeply re-examined and potentially replaced with new guidelines that allow multi-family development based on sensible bulk and yard regulations.

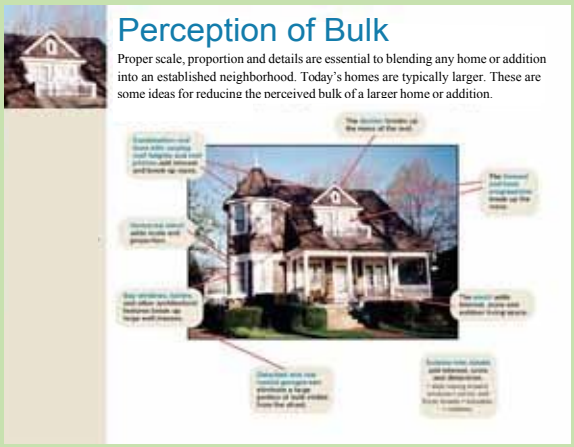
~~*14.*~~ ***4.*** *Require property liability insurance for all owners.*

***Who:** City Council (ordinance); Safety and Permits (enforcement)*
***When:** First five years*
***Resources:** Staff time*

Requiring property liability insurance also encourages owners to make decisions about their property, rather than leaving it vacant for an extended period.

VOLUNTARY DESIGN GUIDELINES: NEIGHBORHOOD FIRST

An example of effective voluntary efforts is the workbook created by Neighborhood First, a citizens' group in the Chicago suburb of Naperville. The group was founded as an educational nonprofit by builders, architects and citizens and is supported by both the City of Naperville and the local chamber of commerce. The group prepared an award-winning booklet with simple illustrations that takes builders, property owners, designers and citizens through the process of understanding the character of a particular neighborhood and street, with special attention to what constitutes more harmonious and less harmonious relationships among houses, relationships to the street, and so on. The workbook also provides advice on ways to design additions and renovations to provide the desired space without impinging on the character of the street and neighborhood.



Despite the fact that compliance is entirely voluntary, the booklet has had a significant impact. The City hands out the workbook at all pre-demolition meetings with builders and owners. The group influenced over 250 projects in four years and presents workshops for builders and City staff. The City also collaborates with City staff on an annual design award, with city residents voting on the finalists. More information is available at ***www.neighborhoodfirstinc.org***.

~~15.~~ **5.** *Place redevelopment covenants, design and performance standards, and any special use or other appropriate restrictions on vacant or blighted properties sold at tax sales, by NORA or other entities for redevelopment.* ***Include consideration of housing affordability impacts when disposing of any publicly-owned or publicly-controlled property.***

Who: *NORA; City Attorney's Office*
When: *First five years*
Resources: *Staff time*

Government's purpose in selling adjudicated properties back to the private sector to see those properties redeveloped to make positive contributions to neighborhoods or commercial areas. It is therefore important that buyers of these properties be required to show progress towards redevelopment within a certain period, such as two years, and that good design standards be part of the sales agreement. NORA requires demonstration of financial capacity, includes reversion clauses in its sales agreements, and is beginning to attach design guidelines to the RFPs that it is issuing, initially working with neighborhood groups. Ideally, the development of these design guidelines should be led by planning commission staff in collaboration with neighborhoods. The City and NORA should also require bidders to demonstrate good stewardship of their currently owned properties, **and should conduct a pre-disposition analysis of potential impacts on housing affordability when disposing of publicly-owned or publicly-controlled (e.g. adjudicated) property.**

~~16.~~ **6.** ~~*Establish and maintain clear and transparent criteria for identifying vacant or blighted properties with historic or neighborhood fabric value for rehabilitation rather than demolition, as well as criteria for demolition. (or*~~ *Clarify through public process the criteria for historic property rehabilitation or demolition.*

Who: *HDLC; NCDAC*
When: *First five years*
Resources: *Staff time*

The passage in 2008 of Chapter 28 of the city code clarified the criteria for health

and safety takings. Similarly, demolition criteria should be established that include assessing the rehabilitation potential of demolition candidates for historic value as a structure or as a contribution to neighborhood fabric and the ensemble of buildings on a block. The list of demolition candidates are now listed on the city web site for review. To encourage the retention of as much of New Orleans' architectural heritage as feasible, the City should identify those properties with special historic character that should be renovated rather than demolished. The Neighborhood Character Studies prepared for the Master Pan can inform this process. Also, the HDLC has FEMA data that can help in making those determinations, and the preservation neighborhood and neighborhood associations should also be included in the development of criteria. Salvage and deconstruction opportunities should be identified for those properties that will be demolished. Once the criteria are agreed upon, there should be fewer disputes about demolition decisions. A separate program should be developed to fund restoration efforts on buildings deemed suitable for rehabilitation and, where appropriate, to relocate historic structures to selected areas to recreate the pattern of housing development in the neighborhoods. Funds have been allocated to NORA for historic building rehabilitation. ***(See Volume 2, Chapter 6 – Historic Preservation for more information).***

~~17.~~ **7.** *Use neighborhood audits (see above) to prioritize problem properties for code enforcement or demolition.*

Who: *CPC (coordination); neighborhood groups; appropriate city agencies*
When: *First five years*
Resources: *Staff time; neighborhood volunteers*

Partner and collaborate with other groups to accelerate blight eradication and redevelopment. Establish a formal process for neighborhood associations to prioritize code enforcement and/or demolition and submit them to the city and to perform neighborhood audits of needed public improvements and problem properties. Blighted properties and conditions have the most impact on neighbors and neighborhoods, who know first-hand if criminal activity or inappropriate behavior is occurring in or around derelict properties. There should be an easy and transparent formal process for neighborhoods to prioritize what blighted properties should be targeted for code enforcement and/or demolition. Some neighborhood groups already do this but a standardized process is process for submitting priorities and receiving information on where the neighborhood list stands in terms of citywide priorities.

The Neighborhood Audit recommendation in the Neighborhoods section of this chapter ***(see Strategy 1.D, above)*** would be an appropriate vehicle for this task. The CPC district planner could work with a representative of the code enforcement department to create a form that includes check off criteria, a photograph, and any other information that the City needs in order to assign enforcement priority. After neighborhoods submit their lists, there should be a meeting with the CPC district planner and a representative of code enforcement to discuss the likely schedule for action.

2.C In neighborhoods and areas with high levels of market activity and high home prices, preserve and expand affordable housing opportunities using all available tools.

A study by Harvard professors Raj Chetty and Nathaniel Hendren in 2015 showed

that a child's ZIP code when growing up reliably predicts their future earning levels; children who grew up in lower-income ZIP codes earned less as adults than children who were able to move from a lower-income to a higher-income ZIP code. Creating mixed-income neighborhoods with multiple types of living opportunities, and bringing affordability-restricted units into higher-income neighborhoods, is thus extraordinarily important to achieving long-term equity outcomes. Finding ways to integrate affordability-restricted units and multiple types of housing options into strong-market areas of the city will create long-term equity and resilience outcomes.

RECOMMENDED ACTIONS

1. Utilize inclusionary zoning, as well as covenants or restrictions on publicly-owned and adjudicated properties, to facilitate the production of affordable housing in these high-opportunity areas.

Who: CPC; City Council; Office of Community Development; Mayor's Office; non-profit affordable housing advocates such as, HousingNOLA; Housing Working Group
When: First five years
Resources: Staff time, possible outside consultant, Housing Working Group assistance

Inclusionary zoning and inclusionary housing policies should be adopted based on the results of a feasibility study conducted by national experts – see more information about this recommendation in this volume, Section 4. Inclusionary zoning as well as affordability covenants or restrictions on publicly-owned and adjudicated properties in high-opportunity areas can combine to produce substantial new affordability-restricted housing supply, and remove the need for affordable housing developers to compete with market-rate developers for scarce vacant properties in these strong-market neighborhoods.

2. Increase opportunities for large-scale multi-family development in areas adjacent to transit and commercial corridors and on 1-to-5-acre parcels of vacant land.

Who: CPC; City Council; Office of Community Development; Mayor's Office; non-profit affordable housing advocates such as, HousingNOLA; Housing Working Group
When: First five years
Resources: Staff time, possible outside consultant, Housing Working Group assistance

The *HousingNOLA 10-Year Strategy and Implementation Plan* calls for prioritizing large-scale (75+ unit) multi-family affordable developments within high-opportunity neighborhoods, rather than following the existing trend of placing these developments at the fringes of the city, far from jobs and services. Properties that can accommodate these types of developments in high-opportunity areas include areas along transit corridors and commercial corridors, and larger parcels of vacant property that are often between 1 and 5 acres. Current Planned-Unit Development and adaptive reuse regulations make redevelopment of 1-to-5 acre vacant land parcels more difficult, while zoning regulations are often too restrictive to allow larger developments even on high-frequency transit corridors that front major streets. Opportunities for these types of large-scale multi-family development in the city's core areas, within a 30-minute transit-walk commute of major job centers, should be increased.

2.D Encourage innovative, experimental and low-cost uses of vacant properties to enhance the likelihood that a vacant space will eventually find a permanent use.

1. ***Create a strategy for implementing temporary use projects initiated by active citizens, citizen groups, and non-profit partners.***
   Who: Mayor's Office, CPC, NORA
   When: First five years
   Resources: Staff time

2. ***Work with relevant agencies, including NORA, to clear regulatory hurdles and create guidelines for implementing temporary interventions and projects.***
   Who: Mayor's Office, NORA
   When: First five years
   Resources: Staff time

Temporary approaches help mobilize limited resources to bring vacant land back to productive use by allowing for low-cost pilot testing of larger initiatives. Temporary

interventions can drive innovation, working as catalysts in demonstrating opportunities for citizens and other non-municipal actors to get involved. Since they are short-term and reversible it can have major impacts on citizen agency and neighborhood improvement in the short and long term.

GOAL **3**

Access to retail and services from all neighborhoods

3.A Revitalize existing neighborhood commercial districts and create new compact, mixed-use neighborhood centers along transit corridors and on underutilized commercial and industrial land.

RECOMMENDED ACTIONS

1. *Fast-track the creation of a one-stop shop and comprehensive resource guide to opening and operating a business in New Orleans.*
   Who: *OCD Department; Economic Development; NOLABA*
   When: *First five years*
   Resources: *D-CDBG funds; PPP operational funds*

While work is reportedly proceeding on this process, it should be fast-tracked and put into operation as soon as possible.

***Note: The One Stop Shop has been implemented.**

2. ~~*Facilitate Rapid Reconnaissance Plans to be implemented by volunteers*~~ ***Create a template for surveys of commercial corridors*** *in the short term for neighborhood commercial districts that have received special designations and more developed Area Plans in the medium term.*
   Who: *CPC (templet and coordination); business and neighborhood volunteers*
   When: *First five years*
   Resources: *CPC staff time; volunteers*

Simple Rapid Reconnaissance Plans should be undertaken for neighborhood commercial districts that have received special designations, such as Cultural Products Districts. ***(See Volume 3, Chapter 5 for more information on Cultural Products Districts.)*** With Planning Commission staff oversight, these Reconnaissance Plans should be based on a common, simple template that can be used by business and neighborhood volunteers and organizations (or students or others from whom they can obtain free or low-cost assistance) to identify strengths, weaknesses, opportunities and threats ("SWOT" process) and prioritize the needs in their districts. The Planning Commission should then coordinate dissemination of the results of these Reconnaissance Plans to city departments (for use in developing work plans), economic development entities, cultural entities, and other groups to help attract attention to the opportunities in these districts.

More sophisticated Area Plans, either stand alone or within larger neighborhood or district plans, can also be prepared for commercial districts. Central to these plans should be a market analysis that includes an evaluation of how the district fits into the broader network of commercial districts within the city. The plans should include robust neighborhood participation events and coordination with Main Street programs—which provide resources for the comprehensive redevelopment of historic, neighborhood-scale commercial areas—neighborhood associations, Stay Local (a New Orleans-based organization that promotes locally-

owned businesses) and other appropriate groups. The plans should include analysis of markets; transportation, circulation and parking; urban design; development opportunities; management issues; and impacts on and transitions to adjacent residential areas.

3. *Locate civic uses within or adjacent to neighborhood commercial districts to serve as anchors.*
   Who: *CAO and CPC through Capital Improvement Program (CIP process)*
   When: *First five years*
   Resources: *CAO, CPC, with other departs; variable funding depending on project*

   The City can help bring customers to commercial districts by locating civic uses such as libraries, police and fire stations, schools, clinics, and similar facilities in commercial districts. This strategy is already underway in the City's 17 Recovery Target Areas. ***(See Volume 3, Chapter 5 for more information and a map of the 17 Target Areas.)*** The Mid-City library, opened after Hurricane Katrina in previously used commercial space in a retail-office facility on Carrollton Avenue, is well situated along a major street car line and within a neighborhood commercial district. The Norman Mayer library will be rebuilt near the new neighborhood center proposed at Gentilly and Elysian Fields. Other efforts underway include renovation of the Sanchez Center in conjunction with a new neighborhood center in the Lower Ninth Ward, the Keller Neighborhood Center at Magnolia and Felicity located near the Oretha Castle Haley recovery zone, and NORA's future office building on O.C. Haley Blvd. New or renovated public facilities should be pedestrian-friendly and compatible with surrounding development, for example, locating parking to the side or rear of the building and providing windows and articulation on the street façade.

   The disposition of publicly-owned properties, including schools, that are located in or near commercial districts, should be preceded by an evaluation of potential uses and urban design strategies that can contribute to strengthening the commercial district. The school district should work with the CPC and the neighborhood to plan for preferred outcomes. If disposition and private-sector development of the property is desired, the school district should prepare an RFP that provides criteria for the desired range of uses and the urban design strategy preferred. Transfer to other public entities should also require a commitment to suitable urban design strategies.

4. ~~*Focus*~~ ***Incentivize*** *cultural uses, events, and development opportunities to strengthen neighborhood commercial districts, where feasible*~~.~~, ***while also supporting and encouraging long standing cultural uses and activities throughout all neighborhood districts, both commercial and residential.***
   Who: *CPC,* ~~*and Neighborhood Development,*~~ ***Neighborhood Engagement Office, Office of Cultural Economy, cultural organizations***
   When: ~~*First five years*~~ ***Ongoing***
   Resources: *Staff time*

   ~~Artists are known for their propensity to create neighborhood clusters of activity.~~ In New Orleans, **music, art, and traditional/indigenous cultural activity are firmly** ~~many traditional arts and cultural expressions historically~~ rooted in neighborhoods. **To allow for these cultural traditions and expressions to survive and grow, cultural spaces and businesses must be preserved in both commercial and residential areas. In addition, ~~C~~cultural**

businesses and events bring vitality to neighborhood commercial areas and can effectively anchor these districts. Galleries, music venues, artists' studios and workshops, and similar businesses can help attract customers from beyond the immediate neighborhood, helping to support other small businesses, as do events such as monthly gallery walks, festivals, and so on. Promotion of New Orleans' nineteen Cultural Products Districts can stimulate development of cultural businesses and activities in neighborhood commercial corridors. ***(See Volume 3, Chapter 5 for more information on Cultural Products Districts.)*** Local governments who designate the Cultural Products Districts are required to report on the impact to their neighborhood annually.

5. *Promote the development of business or merchants' associations to serve as the voice of business owners in specific commercial districts.*
   Who: *Main Streets' Program; Cultural Products District programs; Neighborhood Engagement;*
   When: *First five years*
   Resources: *Staff time; volunteers*

   A business or merchants' association organizes business owners to identify and prioritize the issues of most concern to them and serves as the voice and advocate for business interests in a neighborhood district. The existence of such organizations is also beneficial both for the city and neighborhood residents during neighborhood and commercial district planning processes.

6. *Create additional opportunities for context-sensitive commercial development in buildings historically used for commercial purposes.*
   Who: *CPC, City Council (appropriate zoning); CPC - Area Plans; incentives such as TIF program*
   When: *First five years*
   Resources: *Staff time, TIF*

   Develop and implement an incentive program to rehabilitate or replace existing commercial buildings provided that they contribute to the architectural character of the neighborhood. Work with the neighborhood to identify restrictions and incentives to promote specific compatible commercial activity.

7. Explore the creation of walkable, mixed-use environments with appropriately-scaled multi-family housing options along "high-frequency" transit corridors with bus and streetcar services.
Who: CPC; City Council; Housing Working Group; assistance from non-profit affordable housing advocates such as, HousingNOLA/GNOHA
When: First five years
Resources: Staff time, possible outside consultant, Housing Working Group assistance

Promoting dense development near high-frequency transit corridors provides multiple benefits: first, it increases housing choices with access to multiple transportation options, and second, it promotes the sustainability of public transit by adding new potential ridership. The strategy should decrease minimum lot areas and decrease parking minimum standards within 500 feet of major transit corridors to allow denser, walkable development in residential areas and higher-intensity mixed-use development along corridors. "High-frequency" transit corridors include bus and streetcar services and should be defined as transit service with headways of 20 minutes or less, including areas where two lines combine to provide 20-minute-or-less headways.

8. Explore increasing options for density and intensity of residential and mixed-use development within targeted areas that lie within a 30-minute transit-walk commute from major job centers, and integrating this strategy with inclusionary zoning to promote affordability in these transit-accessible areas.

Who: ***CPC; City Council; non-profit affordable housing advocates such as, HousingNOLA/GNOHA***
When: ***First five years***
Resources: ***Staff time***

Targeted areas within a 30-minute transit-walk commute of major job centers should be identified for increased density and intensity of development to allow significant large multi-family development of affordable and mixed-income units. These areas should be located in high-opportunity neighborhoods as defined in the *HousingNOLA* typology and should be in areas that have underutilized property (particularly underutilized industrial and vacant property) outside of established smaller-scale neighborhoods. These areas should be integrated with inclusionary zoning, if found feasible, to promote development of affordable units within these transit-accessible areas.

~~7.~~ ***9.*** *Develop a façade improvement program for neighborhood commercial areas.*
Who: *NORA; NOLABA; Main Streets programs*
When: *First five years*
Resources: *CDBG; Main Street commercial partners*

Funds were allocated in the 2009 OFICD budget for façade improvement programs. Successful models for this kind of program typically involve provision of free design assistance and matching funds for construction of the improvement, or a very low or no interest revolving loan fund. The City can contract with architects or with design schools to provide a pool of designers to be assigned to façade projects, or alternatively, from which the property owner can choose.

~~8.~~ ***10.*** *Develop design principles and standards for all districts that permit a mix of uses and neighborhood commercial districts to be included in the zoning ordinance for public and private development, and more detailed guidelines for the public realm (streets, streetscape, public spaces, etc.) through area plans.*
Who: *CPC*
When: *First five years*
Resources: *CDBG; Main Street commercial partners*

Design principles for neighborhood commercial districts are based on the human-scaled, fine- grained physical environment found in successful traditional commercial districts in New Orleans. These principles have also proven to be successful around the country in redevelopment of suburban-style commercial strips and shopping centers, where people are looking for pedestrian-friendly environments in their shopping experience, even if they initially arrive by car.

3.B Continue to promote food access and health care access in all neighborhoods that lack these necessary services.

~~**Launch a supermarket/grocery store recruitment program.**~~

Several New Orleans neighborhoods are under served by fresh food outlets, grocery stores, ~~and~~ supermarkets, and health care providers. ***(See Volume 3, Chapter 5 for more information.)*** A program to recruit supermarkets in key locations will have the added benefit of attracting other neighborhood-serving retail and services. NORA's commercial revitalization program would be an excellent vehicle for this program.

The Institute for a Competitive Inner City, led by Michael Porter of Harvard Business School, has found in several studies that lower-income neighborhoods are very under served by all kinds of retail. Households of modest means have significant purchasing power in the aggregate. Cities like Columbus (OH), San Diego, Denver, and Oakland have increased grocery and other retail offerings in urban neighborhoods by active recruitment.[6]

[6] James Miara, "Retail in Inner Cities," Urban Land (January 2007), pp.98–105; see also www.icic.org.

RECOMMENDED ACTIONS

1. *Commission a market analysis for supermarkets with a plan that illustrates the feasibility of potential sites.*
   Who: *Economic Development; NOLABA*
   When: *First five years*
   Resources: *$35 - 40,000; General Fund; CDBG; Economic Development Administration or similar grant*

   A market analysis should be prepared for use in soliciting development of grocery stores.

2. *Identify incentives to attract supermarkets* ***and health care clinics or providers*** *to underserved areas of the city.*
   Who: *Health Department, Economic Development; NOLABA*
   When: *First five years*
   Resources: *General fund: CDBG; Economic Development Administration or similar grant*

   Incentives could include fast-track approvals, fee waivers, grants and loans, land assembly and land discount, site preparation assistance, and operational incentives through programs such as the Enterprise Zone program.

3. *Continue the Fresh Food Retail Incentives rogram.*
   Who: *Economic Development;*
   When: *First five years*
   Resources: *General fund: CDBG; Economic Development Administration or similar grant*

3.C Include neighborhood commercial development in the activities of the New Orleans Business Alliance (NOLABA).

RECOMMENDED ACTION

1. *Establish a section that would work to organize neighborhood commercial district businesses and implement a variety of approaches, programming, and marketing designed to revitalize the neighborhood commercial districts.*
   Who: *NOLABA, Economic Development*
   When: *First five years*
   Resources: *NOLABA funding*

This initiative could include:

> Helping to organize merchants' or business associations
> Re-establishing the City role in the New Orleans Main Street Program, and strengthening the program. ***(see Volume 3, Chapter 5 for more information on New Orleans Main Street program.)***
> Supporting the development of arts and cultural programs, exhibits, and farmers' markets in neighborhood commercial districts.
> Providing limited public funding to support initiatives to encourage residents to shop at locally owned stores.
> Support the development and capacity of farmers markets to increase access to fresh, local foods; to build neighborhood; and to support local agriculture and economic development.

2. HOUSING

GOAL **4**

Reinvented housing policies to support quality neighborhoods and meet the diverse housing needs of all households

New Orleans needs a multi-faceted approach to restoring existing housing and developing new housing that meets the needs of a diverse population. **Currently, the New Orleans housing market is increasingly unable to provide a sufficient supply of quality, affordable units. With home prices and rents going up and wages stagnant, cities have several potential policy choices: they can increase income, increase housing supply, or increase subsidies for housing. The City of New Orleans has already made efforts to increase wages where possible; now, housing supply, housing subsidy, and other policies that can increase affordability are paramount.**

Lack of affordable, quality housing means that, as of 2015, over 70% of all New Orleans pay more than one-third of their income in housing costs – an incredible number of our city's residents pay more than the U.S. Department of Housing and Urban Development recommends. The city is evenly divided between homeowners (47%) and renters (53%), but renters disproportionately pay more of their income towards housing costs. In 2013, 58% of (46,433) households spent more than one-third of their income towards housing costs, and 37% (29,271) paid more than half of their income towards housing costs. New Orleans ranks second in the nation for the percentage of renters paying more than half of their income on housing.. While population growth, economic development, and housing are inextricably linked and market conditions are dynamic**, and close monitoring of the housing sector will continue to be required, affordability is clearly a predominant challenge to address through increased housing supply and more tools that create affordability-restricted units for low-to-moderate income residents** . ~~Close monitoring of how the housing sector is recovering will be required, and housing priorities and policies will need to quickly adapt to these changing conditions.~~

4.A Guide and coordinate City housing strategy through a Housing Working Group that includes the City Planning Commission, the Office of Community Development, the New Orleans Redevelopment Authority, the Housing Authority of New Orleans, the Finance Authority of New Orleans, *non-profit affordable housing advocates such as,* **HousingNOLA, the Greater New Orleans Foundation, Foundation for Louisiana, a representative of OneTable, and two other rotating members selected by the permanent Working Group members for two-year terms.**
~~**Create a New orleans Housing Working Group to guide and coordinate City housing strategy**~~

RECOMMENDED ACTIONS

1. ~~*Bring together people knowledgeable about housing*~~ ***Coordinate with key housing stakeholders as described in 4.A.*** *as a working group charged with advising on housing policy for the city.*
   Who: *OCD Housing Working Group*
   When: *First five years*
   Resources: *Staff time*

   The Housing Working Group shall include the City Planning Commission, the Office of Community Development, the New Orleans Redevelopment Authority,

the Housing Authority of New Orleans, the Finance Authority of New Orleans, *non-profit affordable housing advocates such as*, HousingNOLA, the Greater New Orleans Foundation, Foundation for Louisiana, a representative of OneTable, and two other rotating members selected by the permanent Working Group members for two-year terms. Meetings of the Housing Working Group shall take place on a quarterly basis or more frequently, and shall be convened by the Office of Community Development with assistance from *non-profit affordable housing advocates such as*, HousingNOLA. Selection of rotating Housing Working Group members will be based on a transparent application process that includes an evaluation rubric that demonstrates experience with housing policy and/or development. Rotating Housing Working Group members may not serve more than two consecutive two-year terms. Non-consecutive terms are allowed. ~~The working group should~~ **Rotating members shall** include housing providers (for profit and nonprofit); bankers; realtors; local housing economy researchers; tenant and homeowner beneficiaries of housing programs; housing advocates; neighborhood associations ~~(through the District Council system proposed for formal citizen participation)~~. ~~The City's housing policy staff should coordinate the working group.~~ It should meet quarterly to receive a report on the local housing market and housing needs, housing production, and the progress of publicly-funded programs and to discuss and recommend housing policy for the City. The Housing Working Group would be advisory only, with final decision-making power resting with the City.

2. *Collect and analyze housing data to monitor the market and housing needs.* ***Include information from the City's Consolidated Plan, the HousingNOLA 10-Year Strategy and Implementation Plan and the Market Value Analysis***

Who: ***Office of Community Development; non-profit affordable housing advocates such as, HousingNOLA; The Data Center; Housing Working Group*** ~~*Housing Policy Office; Greater NO Neighborhood Data Center*~~

When: *First five years*

Resources: *Staff time; foundation funding in first five years; eventual partial funding by the city from CDBG*

Monitor all segments of New Orleans' housing market quarterly, including market-rate rental and for-sale units, subsidized units, vouchers, waiting lists, and identification of strong and weak sub markets. Make this information publicly available. ~~As a beginning, the Greater New Orleans Neighborhood Data Center has a grant to provide housing data and analysis starting in late 2009, but t~~ The City should have ongoing regular access to good housing, employment and income data in order to understand affordability needs, **including data made available through the annual HousingNOLA report card process**. Although the city itself may not be collecting and creating the data sets itself, it should contribute to the funding, in order to be able to influence the kind of data and analysis produced.

3. *Develop performance measures to monitor housing needs (housing for elderly, disabled, low- and moderate-income workforce, homeless persons, and so on) and the extent to which those needs are met (overall housing costs as percent of income for rental, for-sale, repair and rehabilitation, etc.)*

Who: *OCD*

When: *First five years*

Resources: *Staff time*

The City should identify and annually update the need for affordable rental and for-sale housing and progress being made towards meeting these needs. This information should include units produced by program, units in process, funds expended, and a schedule for future production. This standardized set of measures should be reported

monthly in a cross-department housing meeting to coordinate activities and identify challenges to timely implementation.

4. *Create housing policies that build neighborhood**s**, meet housing needs for all New Orleanians, and attract private investment.*
   ***Who:** Housing Working Group*
   ***When:** First five years*
   ***Resources:** Staff time*

   Based on the housing market and income data and the analysis of housing needs in the City, as well as the resources available and potentially available, create priorities for investment as market conditions change and as appropriate to specific neighborhoods that work together to benefit residents across income and age groups, serve the city's workforce, and support the local economy.

5. *Establish an annual public meeting on housing policy, priorities, and regular communication with neighborhood, business and other groups.*
   ***Who:** Housing Working Group*
   ***When:** First five years*
   ***Resources:** Staff time*

   On an annual basis, the City and the Housing Working Group should facilitate a public meeting to review progress made (per the performance measures) and next year priorities. The City should establish a process, working with the working group, for shifting financial resources, if needed, to address the gaps in meeting the housing needs of certain households. The City should also develop a detailed information dissemination and feedback program on housing and neighborhood development issues. ~~The District Council structure for citizen participation discussed in ***Volume 2, Chapter 15*** would be an appropriate vehicle for bringing these issues to~~ **The Neighborhood Engagement Office can assist with bringing these issues to** neighborhood-based groups, but business, institutions, non-profits and other groups should also be part of a communications plan because of the importance of housing for the workforce and strengthen communication between city departments, neighborhood organizations, and residents.

6. *Communicate local housing needs and priorities to state and federal housing agencies, as well as national non-profits, and work with ~~LHFA~~ **LHC** to develop selection criteria for tax credit projects.*
   Who:** Mayor's Office; **Office of Community Development; Housing Working Group
   ***When:** First five years*
   ***Resources:** Staff time*

   With better information and clear policies in place, the City will be able to advocate effectively to state and federal housing agencies, national non-profits and others to target resources to the type and amount of housing and housing programs needed, the locations where needed, and with the design standards and management appropriate for New Orleans neighborhoods.

7. ***Prioritize repair, restoration and reuse of existing residential historic properties as a major part of the City's housing initiatives, reflecting the values of safe and stable historic neighborhoods.***
   Who: Office of Community Development; Housing Working Group
   When: First five years
   Resources: Staff time

4.B Preserve existing supply and expand the total supply of affordable rental and

homeownership opportunities throughout New Orleans.

~~**Provide resources to restore housing in all affected neighborhoods, with appropriate flood protection measures.**~~

RECOMMENDED ACTIONS

1. *Seek additional federal funding to close gaps between Road Home funding and recovery needs for homeowners.*

   Who: *Mayor's Office; OCD; Non-profit affordable housing advocates such as, HousingNOLA/GNOHA*
   When: *First five years*
   Resources: *D-CDBG; additional federal funds*

Homeowners whose insurance and Road Home proceeds were insufficient to rebuild their homes after Hurricane Katrina had to find other resources as best they could to fill this gap, do partial work only, or wait as they pursue more resources. Many homeowners faced additional challenges such as contractor fraud, a high-cost environment, inability to access additional credit or insurance, and title problems that delay or deny funding. Elevation of homes can be particularly costly in relation to the funds available. Some D-CDBG money has been allocated to assist property owners whose insurance and Road Home proceeds and borrowing capacity has not made it possible for them to rebuild. Soft-second loans and the "Welcome Back Home Fund" administered by the New Orleans Finance Authority are expected to be available starting in 2009. Additional funding for rebuilding would benefit the city as a whole by accelerating rehabilitation of damaged properties. FEMA hazard mitigation programs can be a source of funding for some costs, such as elevation of houses. **GNOHA Road Home Liasion case management services are working to close Road Home gaps.**

(See Volume 2, Chapter 12–Adapt to Thrive.)

2. *Support restoration* ***and development of a diverse array of homeownership and rental housing typologies for residents of all income levels, based on an annual housing market analysis to assist in setting priorities.*** ~~*of single-family housing and return to commerce of rental housing in 1- to 4-unit buildings, with appropriate flood protection measures.*~~

   Who: *OCD; nonprofit housing organizations*
   When: *First five years*
   Resources: *D-CDBG;* ***NHIF;*** *additional federal funds*

The housing market analysis mentioned in Section 4.A should be used to adjust zoning regulations, subsidy priorities through the City's Consolidated Plan and Annual Action Plan, and other regulations to support development of a diverse array of housing types for both homeownership and rental. The *HousingNOLA* annual report card information and the Office of Community Development's analysis should be used to determine how subsidy can be best targeted to address outstanding needs, and what zoning regulations need to be altered to support affordability. ~~Gap funding mentioned above for homeowners will help restore single family housing in areas like New Orleans East, Gentilly and Lakeview that were particularly hard hit by flooding. The City should also monitor the progress of the revised Small Property Owners Road Home program by reviewing on a quarterly basis the status of the applications, loans, and expenditure of funds. The City should work closely with the new~~

~~administrator of this program to identify ways that the City can assist in accelerating the restoration of as many of these units as possible, for example by providing technical assistance to property owners to expedite the financing and rehabilitation of small rental properties.~~

~~3. *Monitor the progress of the Small Property Owners Road Home Program and facilitate technical assistance to property owners.*~~

~~***Who:** Neighborhood Development; nonprofit housing organizations through Housing Resource Center Network~~
~~***When:** First five years~~
~~***Resources:** Staff time; CDBG~~

~~Continue to target strategic housing and neighborhood investments of public funds to the 17 Target Areas and 9 Housing Opportunity Zones identified by OFICD during the recovery process. Many of the target areas will require continued and substantial public investment to stabilize the area and to serve as a catalyst for private investment. The City should identify key indicators of stabilization and monitor each target area for these indicators. Examples of key indicators include: home mortgage approval rates, value of home mortgages, number of building permits, number of businesses, reported crime rates, and so on.[7] As these target areas improve, the next set of investments should be focused on the neighborhoods immediately surrounding the target areas to reinforce and bolster previous private investments, eventually expanding further over time.~~

~~4.~~ **3.** *Identify key indicators of* ***housing affordability needs and*** *neighborhood revitalization, monitor the indicators and hold quarterly cross- agency Neighborhood Coordination Meetings.*

Who:** Housing Policy Office (conveners); CPC; NORA; FANO; OCD; enforcement agencies,* ***Housing Working Group; non-profit affordable housing advocates such as, HousingNOLA
***When:** First five years*
***Resources:** staff time*

~~These neighborhood~~ Investments **and policies related to affordable housing investment and neighborhood revitalization** should be coordinated across all agencies and departments through regularized 'Neighborhood Coordinating Meetings' that include the CPC, NORA, FANO, OFICD (or a successor OCD department), the Housing Policy Director, and other departments that target resources to neighborhood recovery efforts. **These meetings could be coordinated or included within meetings of the Housing Working Group.** ~~To the extent possible, new infill housing should be encouraged near existing homes and residential properties and not in isolated locations on vacant blocks.~~

~~5. *Continue to target strategic housing and neighborhood investments of public funds to the 17 Target Areas and 9 Housing Opportunity Zones Identified by OFICD during the recovery process.*~~

~~***Who:** Housing Policy Office (conveners); CPC; NORA; FANO; Neighborhood Development; enforcement agencies, etc.~~
~~***When:** First five years~~
~~***Resources:** staff time~~

4. ***Explore processes to direct publicly-owned and adjudicated property toward affordable and mixed-income housing development in high-value, high-opportunity neighborhoods and in areas near high-frequency transit corridors.***

Who: Office of Community Development; Mayor's Office; Housing Working Group
When: First five years
Resources: staff time

High-opportunity neighborhoods can be defined using information from the HousingNOLA 10-Year Strategy and Implementation Plan, the City's AFFH process, and the Market Value Analysis. Directing publicly-owned property toward production of affordable and mixed-income housing in these areas will help ensure that residents of affordable housing have access to good jobs, recreational assets, services, schools, and businesses, and ensure that housing segregation is not furthered through the location of affordable developments.

5. ***Work with public agency partners that own property to develop a process to reserve land for affordable housing on properties eligible for disposition.***

Who: Office of Community Development; Mayor's Office; Housing Working Group; Orleans Parish School Board; Housing Authority of New Orleans
When: First five years
Resources: staff time; publicly-owned and adjudicated properties

Large sites owned by the Orleans Parish School Board, the Housing Authority of New Orleans; and the City of New Orleans, if no longer needed for their public purposes and eligible for disposition, are prime opportunities for the development of affordable and mixed-income housing. The City should work with *non-profit affordable housing advocates such as*, HousingNOLA and public agency partners to establish a process for prioritizing affordable housing development as a preferred use when disposing of public property and determine how properties can be legally reserved for developers who plan to accomplish this important public purpose.

6. ***Encourage infill development of affordable housing within high-opportunity neighborhoods.***

Who: CPC, City Council
When: First five years
Resources: Staff time

Infill development of affordable housing is important to ensure that affordable housing residents have access to neighborhood amenities and are able to benefit from the dense, walkable fabric of many of our historic and postwar neighborhoods. Regulations that inhibit infill development of affordable housing should be studied and changes, and public land and certain subsidy funds should be leveraged to promote infill development.

7. ***Enable new large multi-family developments of 75 units or more to be built in high-opportunity neighborhoods and in all areas that have access to jobs, neighborhood services, and high-frequency transit lines.***

Who: CPC, City Council, OCD
When: First five years
Resources: staff time

Large multi-family development should be permitted along major transit lines with high frequencies (20 minute headways or less, including combined headways of two or more lines on the same route). While not all sites are suitable for large multi-family or mixed-use development, bulk, yard, and minimum lot size regulations should be designed to allow these developments to occur in areas with strong access to jobs and amenities. Upzoning and allowing increased intensity in Master Plan categories to allow larger-scale development along transit corridors and on 1-to-5 acre vacant sites should be considered.

8. ***Implement a mandatory inclusionary zoning ordinance based on the findings of a study completed by national experts.***

Who: *CPC; City Council; OCD*
When: First five years
Resources: Staff time, non-profit affordable housing advocates such as, HousingNOLA and GNOHA, external funding

Mandatory inclusionary zoning is a national best practice in housing affordability strategies. Like incentive zoning, inclusionary zoning policies can offer a range of benefits to developers, such as added density, reduced parking requirements, fee waivers, and other incentives, in return for including a percentage of affordability-restricted housing units in their development projects. Currently, HousingNOLA, the City Planning Commission, the Office of Community Development, local housing experts, and local developers are participating in a study to examine the housing market and submarkets in New Orleans to understand which types of developments and which areas can best accommodate mandatory inclusionary zoning. The results of this study will lead to a set of recommendations to be adopted through a CZO amendment and other measures.

9. ***Develop and implement policies based on the findings of a workforce housing strategy that includes details on workforce housing incentives, business community engagement, and Employer Assisted Housing best practices..***

Who: *City of New Orleans; City Council; Office of Community Development*
When: First five years
Resources: Staff time; GNO Inc. assistance; NOLA Business Alliance assistance; non-profit affordable housing advocates such as, HousingNOLA/GNOHA assistance

Employers are an important constituency in housing discussions, particularly around affordability, because their workforces often need an array of housing options available at various income levels. Tourism and hospitality employers, hospitals and health care employers, and other sectors all employ workers who may be priced out of the local housing market if current trends continue. HousingNOLA and GNO Inc. are working together to develop a workforce housing strategy that includes an examination of nationwide best practices, including incentives, business engagement, and Employer Assisted Housing. The City and the Office of Community Development should examine these workforce housing recommendations when available and participate in policies and programs designed to further the availability of workforce housing.

10. ***Study all zoning barriers to the production of affordable housing and implement policies to remove these barriers.***

Who: *City of New Orleans; City Council; Office of Community Development; Housing Working Group*
When: First five years
Resources: Staff time; GNO Inc. assistance; non-profit affordable housing advocates such as, HousingNOLA assistance

The CPC should work with the Housing Working Group and *non-profit affordable housing advocates such as,* **HousingNOLA to study potential zoning barriers to affordable housing development and implement policies to remove these barriers.**

11. ***Work with the Orleans Parish Assessor's Office to explore and implement best practices for predictable and reasonable tax valuation for affordable housing multi-family properties.***

Who: ***Orleans Parish Assessor's Office; City of New Orleans***
When: First five years***Resources:*** ***Staff time; non-profit affordable housing advocates such as, HousingNOLA/GNOHA assistance; Louisiana Housing Alliance assistance***

The City and the Orleans Parish Assessor's Office should work with *non-profit affordable housing advocates such as,* HousingNOLA/GNOHA and LHA to develop a reasonable formula for tax valuation of affordable housing multi-family properties, including adjustments based on the percentage of affordability and the resulting anticipated cash flow-based valuation of the project.

12. ***Include provisions within existing or planned private sector development support programs (PILOTs, bond support, HUD grant loans, other economic development incentive programs) that incentivize developer applicants to make affordable housing investments..***

Who: ***City Council; Office of Community Development; Housing Working Group***
When: Begin studying now; implement in next 5-10 years
Resources: ***Existing and potential economic development programs***

Existing and potential economic development incentive programs should include some additional incentives that can create additional affordable housing investment within programs that receive City funds, tax abatements, low-interest loans, or other investments. All City incentives should be studied and coordinated to see which can be altered to help meet the need for affordable housing options.

13. ***Dedicate a fixed percentage of general revenue derived from developer and permitting fees, code enforcement proceeds, and other local revenue streams to affordable housing initiatives in furtherance of the Housing for a Resilient New Orleans and HousingNOLA 10-Year Strategy and Implementation plans.***

Who: ***City of New Orleans***
When: Begin studying now; implement in next 5-10 years
Resources: ***Developer and permitting revenue; code enforcement revenue; other local revenue streams***

A percentage of revenue streams related to the development and building process (permitting and developer fees, code enforcement revenue, other revenue streams) should be dedicated to affordable housing initiatives in order to provide additional local funds to meet the need for affordability.

4.C Aggressively implement and enhance existing funded housing programs.

RECOMMENDED ACTIONS

1. *Expend housing funding that has already been allocated to the City as expeditiously as possible.*

Who: *NORA;* ~~*Neighborhood Development*~~*;* ***Office of Community Development; Housing Working Group***
When: *First five years*
Resources: *Staff time; D-CDBG;* ***HOME funds; ESG funds; HOPWA funds; NHIF funds***

~~Special allocations of disaster-related funds exceed the City's annual entitlement funding for HOME and CDBG by a multiple of at least four times. These funds should be expended as quickly as possible to get the money into neighborhoods to restore and improve housing, to leverage additional funds in related construction activities and bank loans—and to provide jobs.~~ The City should provide adequate staffing to

oversee program implementation, monitor the effectiveness of these programs, and identify remaining program and funding needs in advance of the expenditure of current funding. Programs include **homeownership development, rental development,** owner occupied and rental property repair funds for elderly and disabled persons, and home buyer assistance, including closing financing gaps due to insufficient Road Home and insurance proceeds.

2. *Implement a system of performance standards and strict monitoring for developers, contractors and others who receive housing and neighborhood development funds from the City.*
   Who: *OCD*
   When: *First five years*
   Resources: *Staff time*

   Performance standards, regular progress reports before payment, and site visits to projects should be established and city staff assigned to monitor progress. Reports on performance and progress should be made at the monthly cross-agency meetings above.

[7] See George Galster, Chris Hayes and Jennifer Johnson, "Identifying Robust, Parsimonious Neighborhood Indicators", Journal of Planning Education and Research, 24:265-280 (2005).

3. *Strengthen the City's home repair program.*
   Who: *OCD; Housing Resource Center Network*
   When: *First five years*
   Resources: *Staff time; CDBG; federal HOME funds*

   Individual homeowners and small property owners often have no experience with rehab or contractors. The City should enhance its existing programs to provide direct technical assistance to property owners. Additional funding, training of staff, marketing of the program, and certification of licensed contractors are also recommended. A HUD consultant is currently working with the City to develop an internet application process and selection criteria that focuses on the city's identified target areas. This will help expedite the application and review processes.

4. ***Work with non-profit affordable housing advocates such as, HousingNOLA, GNOHA and Own the Crescent to promote homeownership access for low-to-moderate income residents.*** ~~*Establish a One Stop Homeownership Center.*~~
   Who: ~~*Neighborhood*~~ ***Office of Community Development; non-profit affordable housing advocates such as, HousingNOLA/GNOHA and Own the Crescent***
   When: *First five years*
   Resources: *Staff time;* ~~*CDBG; general fund;*~~ ***federal funds; non-profit developers; housing counselors; philanthropic funds and down payment assistance programs***

   Promoting homeownership for low-to-moderate income residents and first-time homebuyers helps stabilize neighborhoods and encourage wealth creation. The Office of Community Development should continue working with non-profits and housing counseling agencies to fund, promote, and develop new affordable homeownership opportunities. ~~Many cities have established one-stop centers for all programs available to homeowners and home buyers to serve as a clearinghouse for all homeownership issues. The numerous homeownership programs funded by the City and the State and administered by different agencies create a confusing array of bureaucratic programs to navigate for owners and potential owners. A One-Stop Homeownership Center can expedite access to these programs, accelerating resettlement. Staff can identify the program most appropriate to the owner or home~~

~~buyer, and refer them to the appropriate representative. This center should also include referrals to programs related to homeownership readiness (such as credit counseling), financial literacy, Individual Development Accounts (IDAs), foreclosure prevention, contractor assistance, *etc.* As of mid-2009, the Greater New Orleans Foundation and the City are discussing funding of such one-stop center.~~

5. *Monitor the status of affordable homeownership programs to appropriately target funds.*
   Who: *OCD; Housing Working Group*
   When: *First five years*
   Resources: *Staff time; federal HOME funds*

   Continue to increase affordable homeownership opportunities for all households below 120 percent of AMI. ~~The City currently has over $100,000,000 in state and local funding for homeownership programs targeted at a variety of households including families with incomes below 80 percent AMI, households with incomes at 80–120 percent of AMI, first time home buyers, and the elderly/disabled. The City should monitor the status of each of these programs to ensure funding is targeted to households with the greatest need. If the grant/loan per homeowner averages $40,000, approximately 2,500 homeowners can be served with existing funding.~~ The data and market analysis to be performed for the Housing Working Group will provide information on the segments of the population that can support homeownership on current income but need down payment or closing costs assistance. First-time home buyer training and programs for moderate-income households should be expanded in order to help more households in the city's workforce become homeowners. ~~According to city staff, residents with incomes at 80–120 percent of AMI have the most difficulty finding homes within their price range.~~

6. *Support the development of supportive and transitional housing for residents who are at risk of homelessness and/or are living in substandard housing.*
   Who: *OCD; UNITY of New Orleans and member non-profits; NORA*
   When: *First five years*
   Resources: *Staff time; Federal funds*

   UNITY of Greater New Orleans is coordinating the development of housing opportunities for the most vulnerable populations. Vouchers are a primary source of housing for this population. UNITY has an initiative to develop about 500 units of supportive housing in mixed- income developments. The City should actively encourage and support the delivery of these units where possible.

7. *Pursue additional state and federal supplemental funding to address any identified housing needs in New Orleans after current funding is expended.*
   Who: *OCD; NORA*
   When: *First five years*
   Resources: *Potential sources: additional GO Zone tax credits and mortgage revenue bonds; five-year increase in HOME and CDBG funds; project based vouchers for supportive housing*

   Should the data and affordability analysis to be provided to the Housing Working Group indicate further need for affordable housing funding, the City should seek additional funding beyond annual entitlement funding. Possible supplementary monetary incentives include additional GO Zone tax credits for a period of five years; an allocation of GO Zone Mortgage Revenue Bonds to promote homeownership and rental housing in the GO Zone; an increase in HOME and CDBG funds for a five year period; project-based Permanent Supportive Housing vouchers for households in need of supportive housing.

~~8. *Monitor the performance of the Housing Resource Center Network (HRCN) after it is in operation.*~~
~~***Who:** OCD; NORA*~~
~~***When:** First five years*~~
~~***Resources:** Staff time*~~

~~The Housing Working Group should receive information on the performance of the HRCN and make recommendations for any needed improvements. Clients of the HRCN should be asked to complete evaluation forms about their experience in the center~~.

4.D Maintain and expand market rate housing choices <u>and housing supply</u>.

RECOMMENDED ACTIONS

1. *Provide <u>**zoning for**</u> a wide range of market-rate housing choices, with amenities, that reflects the increased diversity of ages, household types and backgrounds in the city, while maintaining the land use guidelines in the Master Plan.*
   ***Who:** CPC; City Council*
   ***When:** Continuous*
   ***Resources:** Staff time*

   <u>New Orleans is one of the fastest-growing cities in America. Evidence shows the growing population is not just the result of returning residents after Hurricane Katrina, but also an influx of new residents, many of whom have higher income levels and can support higher housing costs than long-time New Orleans residents. Creating a diversity of market-rate housing choices and expanding housing supply will ensure that neighborhoods are able to welcome new residents without pricing out residents who have been in New Orleans for decades, or for their entire lives. The *HousingNOLA 10-Year Strategy and Implementation Plan* estimates that 33,600 new housing units in total (including affordable and market-rate units) will be needed over the next 10 years, or approximately 3,360 units per year. However, in the year between June 2015 and May 2016, the city added only 2,229 housing units. Increasing opportunities for building smaller-scale dense infill in neighborhoods and larger-scale multi-family in targeted areas will help meet demand</u>.

   A housing market study prepared for this plan indicates that a large proportion of moves within and to New Orleans within the next decade will be made by people with smaller households that want an urban, multifamily living experience. They seek walkable neighborhoods with amenities nearby and will not be looking for detached single family homes. Identification of mixed-use areas allowing higher-density housing through the land use plan and zoning will make it possible to diversify the city's housing stock. Some mixed-income housing of this type is beginning to enter the market on Tulane Avenue and other developments are in the planning stages.

2. *Preserve the diversity of housing types within New Orleans neighborhoods (singles, doubles, multi-family, etc.).*
   ***Who:** CPC; City Council*
   ***When:** Continuous*
   ***Resources:** Staff time*

   Maintaining a diversity of housing types throughout the City is a top priority for New Orleanians. In addition to providing resources for rehabilitation and repair, and zoning standards that allow infill development to reflect this diversity, the City should study the possibility of adopting design standards **<u>that encourage</u>**

neighborhood compatibility while still allowing for diverse types of neighborhood infill that match neighborhoods' historic fabric, including small multi-family development. ~~for rehabilitated or new housing that receives public dollars~~. For example, design standards that might apply to multifamily developments **could** ~~would~~ focus on quality design, neighborhood compatibility **based on the building envelope (bulk and height) rather than onerous minimum lot area and unit per acre regulations,** and enhanced security.

3. ***Ensure that neighborhood infill is encouraged and includes opportunities for small multi-family developments of 3-10 units to promote an array of housing choices***.

   Who: ***CPC; City Council***
   When: ***First five years***
   Resources: ***CZO; Staff time***

   Small multi-family development is an integral part of many of New Orleans' historic neighborhoods. While two-family shotguns are an extremely common typology, 3-unit, 4-unit, and even 10-unit structures are not uncommon to see sprinkled throughout neighborhoods' historic fabric. These typologies are less common, but still extant, in parts of post-war suburban-style neighborhoods. Many of these small multi-family structures, while not out of scale or character for their neighborhoods, offer a high number of units per acre and can be an important source of quality rental housing. Regulations that rely more on building envelope and form (bulk and height), and less on minimum lot area and units-per-acre regulation, can promote additional neighborhood infill options. The CPC should study ways to alter the CZO to encourage these multi-family opportunities in ways that are consistent with the character of neighborhoods, with the goal of increasing market-rate housing supply.

4. ***Study historic densities in New Orleans neighborhoods to ensure that zoning does not prohibit densities that match neighborhood historic fabric. Focus particularly on ensuring availability of small multi-family rental and ownership options***.

   Who: ***CPC; City Council***
   When: ***First five years***
   Resources: ***Staff time***

   "Neighborhood character" is a malleable concept and can sometimes be used as a way to reject denser development options that may still be consistent with neighborhoods' historic housing stock and population size. The CPC should study the diverse housing options available in neighborhoods and ensure that the CZO does not unduly prohibit housing types that are common in the historic stock, particularly small multi-family typologies.

5. ***Create opportunities for mixed-use and multi-family development along commercial corridors and high-frequency transit corridors, and consider intensification of existing mixed-use and multi-family districts, with particular focus on areas with strong access to jobs and opportunity.***

   Who: ***CPC; City Council***
   When: ***First five years***
   Resources: ***Staff time***

   Commercial corridors and transit corridors are ideal places to allow multi-family development in order to provide residents with access to multiple transportation modes and walkable urban environments. The CPC should ensure that the CZO allows for multi-family development adjacent to these

assets, and existing mixed-use and multi-family districts should potentially be intensified in areas that have strong access to jobs and opportunity, in order to promote increased housing supply in areas outside of the small-scale neighborhood fabric of our historic and suburban neighborhoods.

6. ***Create opportunities for mixed-use and multi-family development along all commercial corridors and high-frequency transit corridors, and consider intensification of existing mixed-use and multi-family districts, with particular focus on areas with strong access to jobs and opportunity.***
   Who: *CPC; City Council*
   When: *First five years*
   Resources: *Staff time*

   Commercial corridors and transit corridors are ideal places to allow multi-family development in order to provide residents with access to multiple transportation modes and walkable urban environments. The CPC should ensure that the CZO allows for multi-family development adjacent to these assets, and existing mixed-use and multi-family districts should potentially be intensified in areas that have strong access to jobs and opportunity, in order to promote increased housing supply in areas outside of the small-scale neighborhood fabric of our historic and suburban neighborhoods.

7. ***Explore zoning options for a second main dwelling unit (mother-in-law suite) to increase density with market rate housing units in appropriate neighborhoods.***
   Who: *CPC; City Council*
   When: *First five years*
   Resources: *Staff time*

4.E Prevent displacement through development activities and continued study and policy review.

~~**Evaluate the full toolbox of housing production strategies for deployment as conditions warrant and as appropriate to particular neighborhoods.**~~

Due to rising rents, home prices and insurance costs, along with a changing demographic make-up, New Orleans' population is shifting. As a result of Hurricane Katrina and the federal levee failure, many people remain displaced. The city's African American population has declined more than 100,000 since 2005, and African American neighborhoods have been the slowest to return. The disaster-related displacement has further exacerbated tensions between residents who were able to return and higher-income newcomers. Rents and home prices are escalating in neighborhoods across the city, but especially in historic neighborhoods that are close to job centers and have historically housed New Orleans' working class. ~~As the Housing Working Group ***(see Strategy 4.A, above)*** has access to detailed housing marketand housing needs data and develops priorities to meet city housing needs, and as neighborhood resettlement and revitalization proceeds, the working group should begin evaluating which housing tools should be used in New Orleans, including:~~

RECOMMENDED ACTIONS

1. ~~*Management bonds to ensure appropriate management of multifamily developments.*~~
   ~~***Who:*** *CPC; City Council (zoning); Housing Working Group; Housing Policy Office*~~
   ~~***When:*** *First five years*~~
   ~~***Resources:*** *Current CZO Project; staff time*~~

   ~~The City could establish a requirement for management bonds for owners of multifamily developments, so that there would be resources to correct problems in case of failures to maintain the property well, to take reasonable measures to ensure security and deter crime, and so on.~~

1. ***Utilize the existing Neighborhood Housing Trust Fund for homeowner and renter rehabilitation to create neighborhood stability across the city, and explore opportunities for expanding and renewing this important millage.*** ~~*Develop local affordable housing trust funds.*~~
   Who: ~~*CPC;*~~ *City Council (zoning); Housing Working Group;* ~~*Housing Policy Office*~~***Office of Community Development***
   When: *First five years*
   Resources: ~~*Current CZO Project;*~~ *staff time*

   The City of New Orleans' Neighborhood Housing Improvement Fund (NHIF) historically collected a .91 mill tax. The city projects that $2.5 million will be available in 2016. **NHIF funds can fill a gap generated by decreased federal funding to support** ~~for~~ homeowner and renter rehabilitation in order to create neighborhood stability across the city. **The Office of Community Development and the City of New Orleans should work with the Housing Working Group to determine how the NHIF can be expanded with new sources of funding and have its millage renewed upon expiration.** ~~A local Affordable Housing Trust Fund can receive on-going revenues from dedicated sources of funds such as real estate recording fees, state or federal government funds, and private and non-profit contributions through grants. The Housing Trust would be governed by an appointed board representative of city agencies, service providers, housing advocates, private industry, neighborhoods and others. It would be appropriate to include members of the Housing Working Group on this board to ensure a linkage between the policy directions established by the Working Group and the priorities for expenditure of funds recommended~~

2. ***Study and create a loan fund / loan loss reserve program to assist homeowners and small landlords with property rehabilitation and encourage reuse of vacant lots by current residents and pre-storm residents.***
   Who: *Office of Community Development; City of New Orleans; Housing Working Group*
   When: *First five years*
   Resources: *Philanthropic funding and resources; credit union assistance, staff time*

   Assisting homeowners and small landlords with property rehabilitation loans can help keep existing residents in their homes and allow them to benefit from neighborhood improvements and increased amenities being created, rather than being bought out for relatively low prices because they cannot afford to upkeep their properties due to increased other costs (e.g. property taxes and insurance).

3. ***Conduct targeted outreach to senior, disabled, and veteran homeowners who qualify for Special Assessment Levels / Freezes in all neighborhoods.***
   Who: *City of New Orleans, Orleans Parish Assessor*
   When: *First five years*
   Resources: *Staff time; Assessor staff time, external volunteer time*

   According to the Orleans Parish Assessor's Office, homeowners who are 65 years of age or older, have a permanent disability, or are the documented surviving spouse of a member of the armed forces or Louisiana National Guard killed in action, missing in action, or a prisoner of war may qualify for a Special Assessment Level (SAL) if they meet certain conditions. The Special Assessment Level places a "freeze" on the property's assessed value, even though the appraised value may continue to fluctuate with the market. As of 2015, approximately 18,360 homeowners

are eligible to participate in the Senior Tax Abatement program offered by the Orleans Parish Assessor. Outreach should be conducted by the City, the Assessor, and external volunteers to ensure that senior and disabled homeowners are aware of and able to apply for these assessed value freezes.

4. ***Provide an analysis of public funding and policy through the use of Affordable Housing Impact Statements.***
   Who: *City of New Orleans; City Council; CPC*
   When: *First five years*
   Resources: *Staff time*

The CPC and New Orleans City Council have completed an Affordable Housing Impact Statement (AHIS) Study to examine how an AHIS can be used in New Orleans to evaluate the impacts that government processes and actions have on the supply and affordability of housing in New Orleans. The City Council should implement an AHIS process in accordance with the results of the CPC's study.

5. ***Explore additional property tax relief for low-income homeowners facing increases in property assessments, based on how long they have lived in their home and their income.***
   Who: *City of New Orleans; City Council; CPC*
   When: *First five years*
   Resources: *Staff time; forgone tax dollars*

While tax abatements for seniors and the disabled currently exist, New Orleans should also explore property tax relief for low-income homeowners who fit neither of these categories but have their tenure threatened by increases in property tax assessments. An example program can be found in the City of Philadelphia, which offers discounts on real estate taxes to homeowners whose property assessments more than tripled in value from 2013 to 2014. The program, called the "Longtime Owner Occupants Program" (LOOP), was created in 2013 following a citywide reassessment of property values, which led to increases in many long-time homeowners taxes. To be eligible: The owner must have lived in the property as a primary residence for over 10 years; The home must be either single family or a multifamily property with no more than three units; The property cannot already receive a separate tax abatement, with some exceptions; The real estate taxes must be paid in full; and the homeowner's household income must be below 150% of Area Median Income, based on household size. New Orleans should look at instituting a similar program to enable low-income homeowners to continue to afford their monthly housing costs and reduce instances of displacement.

6. ***Investigate tax relief measures for investors who agree to preserve and create affordable rental units.***
   Who: *OCD; City Council; CPC*
   When: *First five years*
   Resources: *Staff time; potential tax relief costs*

Affordable rental units are some of the most-needed housing resources in New Orleans today; according to the *HousingNOLA 10-Year Strategy and Implementation Plan*, 58% of New Orleans renters spend more than one-third of their income on housing costs, and 37% pay more than half of their income towards housing costs. This means that more than half of New Orleans renters are paying too much for housing. Providing tax abatements to investors who agree to preserve and create

affordable rental housing may be a less expensive way of directing local resources toward the construction and rehabilitation of affordable rental units.

4.F Enforce and promote fair housing policies throughout New Orleans.

The Fair Housing Act of 1968 prohibits racial discrimination in housing and provides protections for people seeking to rent or buy a home, secure a mortgage, or purchase homeowners insurance. The Fair Housing Act prohibits discrimination on the basis of race, color, religion, sex, disability, family status and national origin. Orleans Parish provides additional protections against discrimination for additional groups based on sexual orientation, gender identification, marital status, age and creed. Fair Housing is guided by laws such as the Fair Housing Act, but as with all laws, the enforcement and spirit of the law goes beyond the law.

RECOMMENDED ACTIONS

1. ***Use the City's Affirmatively Furthering Fair Housing process to standardize strategies to address barriers to fair housing in the City's Consolidated Plan, Annual Action Plan, and the Housing Authority of New Orleans (HANO)'s Housing Plans and Capital Fund Plan.***
   ***Who:** OCD; City Council; CPC, HANO, fair housing organizations*
   ***When:** First five years*
   ***Resources:** Staff time*

The AFFH rule provides additional requirements for Federal grantees to further the purposes of the Fair Housing Act. Any entity that administers HUD funding is required to complete an Assessment of Fair Housing in order to access federal funds, and if an entity does not comply with the requirement they risk having their federal funds withheld. In 2016, New Orleans became one of the first cities in the country to complete its AFFH Plan. This process will allow the City to examine patterns of integration and segregation; identify racially and ethnically concentrated areas of poverty and disparities in access to opportunity; and assess disproportionate housing needs. The AFFH process follows a four-step process: 1. Data and AFFH Assessment Tool – HUD provides data and an assessment tool to understand fair housing issues in New Orleans; 2. Analysis – City of New Orleans completes and submits an AFFH Plan to HUD. 3. Review and Response - HUD reviews each AFFH Plan within 60 days, and either approves or denies the AFFH Plan. 4. Incorporation - Goals identified in the AFFH Plan must be incorporated into strategies and actions of the Consolidated Plan, Annual Action Plan, Public Housing Plan and Capital Fund Plan. The new process will create an opportunity for further collaboration between the City of New Orleans, HANO, and housing stakeholders in New Orleans. The AFFH rule is an opportunity for proactively assessing and implementing programs that promote integration, while also detailing real barriers within New Orleans that are discriminatory or violating the Fair Housing Act.

2. ***The New Orleans City Council should draft and pass an ordinance that requires transparency and accuracy in background checks used to secure public and private rental housing.***
   ***Who:** City Council*
   ***When:** First five years*
   ***Resources:** Staff time*

Background checks run by landlords often cause denial of housing due to an arrest record without any convictions, which may violate fair housing law. Requiring

transparency in background checks so that landlords must provide applicants with a copy of their background check if it is used to justify denying housing will assist in ensuring that discriminatory behavior cannot pass unchecked.

4.G Encourage sustainable design and infrastructure for all New Orleanians.

Climate change increases the frequency and intensity of storm events, and the increasing rate of coastal land loss in Louisiana poses significant danger to the New Orleans region. In order to create a more resilient New Orleans, sustainable infrastructure and design principles will continue to play a role in mitigating risk, decreasing environmental impact and reducing energy costs for New Orleans residents. In the housing arena, sustainable design principles should ensure that all residents have access to a healthy living environment that efficiently uses resources over time and reduces the potential for flood damage from rainfall events.

RECOMMENDED ACTIONS

1. *Develop a strategy and identify funding sources to create an affordable abatement program to address home health issues including mold and lead-based paint.*
   Who: *Office of Community Development*
   When: *First five years*
   Resources: *Staff time; City and external funding sources*

Data indicates that there are far too many toxic living spaces in New Orleans. Estimates from the last American Housing Survey in 2011 showed that more than 2,000 rental units in New Orleans had mold infestations. Mold infestation can lead to and exacerbate asthma, which is the third leading cause of hospitalization for children in the state of Louisiana. It can also suppress the immune system and cause other serious health conditions. Lead-based paint poses another serious health risk in the city. A 2013 study by Tulane University found that nearly two-thirds of New Orleans homes and yards have dangerous levels of lead according to federal standards. Since the biggest indicator of high lead content is the age of a home, New Orleans residents are disproportionately at risk due to the city's large amount of older housing stock. Finding funds to remediate these conditions and alleviate their potential health impacts will enable New Orleans residents to live healthier, safer lives.

2. *Create a centralized information hub to coordinate energy efficiency programs from utility companies, the City, and the State of Louisiana.*
   Who: *Office of Community Development*
   When: *First five years*
   Resources: *Staff time; database/Web development resources*

In 2014, 74% of Entergy customers reported having difficulty paying their energy bill. While New Orleans energy rates are comparatively low to the rest of the country, bills are the highest in the nation as a result of high consumption. Heating, Ventilating, and Air Conditioning (HVAC) make up half the energy bills in New Orleans, with historic structures more likely to lose energy. Nearly 40% of our housing stock was built before 1950. Energy efficiency and weatherization programs can help retrofit older homes and address these issues; given that programs are offered by the City of New Orleans, the State of Louisiana, and utility companies, homeowners can be unaware of what benefits are offered through each program and

how the programs relate. A centralized hub of information would help ensure that the programs can benefit those who need them most.

3. ***Support GNO, Inc. the Coalition for Sustainable Flood Insurance, and other groups in their advocacy efforts to provide more affordable flood insurance rates through the 2017 reauthorization of the National Flood Insurance Program (NFIP).***
   Who: *City of New Orleans*
   When: *First five years*
   Resources: *Staff time*

The Coalition for Sustainable Flood Insurance (CSFI) will lead the national effort to reauthorize the National Flood Insurance Program for a full five-year reauthorization through 2022. CSFI will focus on reforms to rate structures, reforms to the mapping process, and administrative reforms. CSFI will also seek to preserve several key provisions in the Homeowner Flood Insurance Affordability Act, including the preservation of grandfathering, ensuring the sales trigger is not put into law, and the continued allowance for the reimbursement of policy holders and communities for successful FEMA map challenges. The City of New Orleans should support efforts to ensure that flood insurance remains affordable for local property owners.

4. ***Continue to develop and advocate for strategies to address high homeowner and flood insurance costs for low-income families in New Orleans.***
   Who: *City of New Orleans; City Council; Housing Working Group*
   When: *First five years*
   Resources: *Staff time*

Flood insurance is a significant cost for many households and is likely to grow in the future. New Orleans can help advocate for and implement efforts such as the Community Rating System, a voluntary incentive program for communities that "recognizes and encourages community floodplain management activities that exceed minimum NFIP requirements." New Orleans is a CRS community currently at Class 8, entitling NFIP policyholders to a 10% premium discount. Other neighboring communities have made stronger efforts to increase their class rating. Terrebonne Parish and Jefferson Parish hold Class 6 ratings (20% discount), and St. Tammany Parish holds a Class 7 rating (15% discount). New Orleans, as a national leader in water management, could conceivably improve its class by tailoring its resilience activities to earn CRS points. Improving to a Class 6 community like Jefferson Parish could save NFIP policyholders hundreds of dollars each year. Additional strategies for reducing flood insurance costs for residents should also be researched and pursued.

5. ***Support the implementation of the Resilient New Orleans plan by furthering the following strategies: investing in household financial stability; building social cohesion; reducing property owners' risk by investing in water management strategies; and improving the redundancy of energy infrastructure.***
   Who: *City of New Orleans; NORA, Housing Working Group*
   When: *First five years*
   Resources: *NDRC funds; non-profit affordable housing advocates such as, HousingNOLA assistance; additional federal funds*

The *Resilient New Orleans* plan includes elements of sustainable infrastructure planning that will benefit homeowners and renters in New Orleans, including

building financial stability, reducing flood risk, and creating new energy systems that are less likely to fail in disaster events. Housing strategies should support and integrate with these elements of the *Resilient New Orleans* plan as necessary.

~~6.~~ ***6. Take proactive measures to improve the New Orleans Community Rating System in order to lower insurance costs.***

~~7.~~ ***Who: City of New Orleans***

~~8.~~ ***When: First five years***

~~9.~~ ***Resources: Staff time, NDRC***

4.H Increase accessibility for all walks of life, including special needs residents.

New Orleans has long struggled to provide services to its most vulnerable residents. Across the board, people with special needs who fit into multiple categories of special needs populations, or those who do not have organizations specifically working with them, experience immense difficulty finding adequate services. Our special needs services system, like most other systems, has silos that need to be further broken down to address the needs of all of New Orleans most vulnerable citizens. Individuals with special needs face many of the same housing issues as low-income New Orleanians: paying too much in rent or on a mortgage and living in neighborhoods with limited access to services. However, individuals with special needs also face additional barriers and require additional supportive services in order to thrive. Further, these populations are more at risk of not having safe and affordable housing options. Special needs populations that require special attention in housing policy and program efforts include: the homeless population; veterans; minority populations with language barriers; persons living with HIV/AIDS; the lesbian, gay, bisexual and transgender (LGBT) population; formerly incarcerated residents; persons with disabilities (mental and physical); the elderly; at-risk youth (ages 16-24); and domestic violence victims.

RECOMMENDED ACTIONS

1. ***Work with the Advocacy Center to pursue additional funds to pay for home modifications to increase accessibility for homeowners and renters with special needs.***
   Who: *City of New Orleans; Advocacy Center*
   When: *First five years*
   Resources: *Staff time; external funding resources*

Homeowners and renters with special needs often lack resources for home modification to accommodate disabilities. Funding new programs to assist these homeowners and renters to modify their homes will help improve residents' quality of life and housing accessibility. There is no complete count of Americans with Disability Act (ADA) accessible rental properties, so it is difficult to understand the full supply within the city. However, in the wake of Hurricane Katrina's flooding, many owners faced requirements to elevate their units. Many did not also ensure that the newly elevated units were also handicap accessible. Since there is limited information on available units, those that are known tend to have higher rents, due to the demand. In addition, the City of New Orleans provides NHIF funds for home modifications for homeowners in partnership with the Advocacy Center, but there are no funds available for rental modifications.

2. ***Enforce the existing requirement that all public agencies providing housing programs or***

services should produce materials in Spanish and Vietnamese and have a language access plan in place.

Who: *City of New Orleans; HANO; NORA*
When: *First five years*
Resources: *Staff time; translation resources*

New Orleans is home to robust Asian and Hispanic communities that continue to face challenges in accessing services and participating in government programs due to language barriers. New Orleans' Hispanic population is 5% of the total population (18,984 people), while New Orleans Asian American community is 3% of the total population (10,822 people). According to the 2013 American Community Survey, 54% of Vietnamese and 44% of Hispanic households are estimated to speak English "less than well." Overall, there is a lack of information posted in languages other than English and a limited availability of translation services in New Orleans. Entities that offer these resources need additional support for advertising their available services within the city.

3. *Explore additional services aimed at those with mental illness or drug addiction.*

Who: *City of New Orleans; service providers; supportive housing providers*
When: *First five years*
Resources: *Staff time; external funding sources*

Examine additional supportive services and gaps in the provision of services to residents with mental illness and drug addiction, including availability of supportive housing and provision of health services near supportive housing locations.

4. *Draft and pass an ordinance removing questions about prior criminal convictions ("banning the box") on applications to live in publicly funded housing developments and units operated by private landlords, or at minimum only allow consideration of criminal convictions (not arrests).*

Who: *City Council*
When: *First five years*
Resources: *Staff time*

The formerly incarcerated face challenges with securing housing from both private landlords and subsidized housing. Private landlords in New Orleans commonly do background checks, which limits New Orleanians with criminal records in finding a place to live. Formerly incarcerated individuals are not a protected class under the Fair Housing Act, which leaves them vulnerable to discrimination. Ex-offenders are forced to either lie on applications, live with family members or live on the street. In addition, many private landlords run background checks that look at arrest records, not just convictions. Arrest records provide no indication that a person was guilty of any crime and should not be considered as a factor in applications for rental housing.

5. *Prioritize and target limited funding for high-risk special needs populations to produce 1,500 housing opportunities for these populations.*

Who: *City of New Orleans; Advocacy Center*
When: *First five years*
Resources: *Staff time; federal funds; external funding resources*

There are robust non-profit supportive services for people with disabilities in New Orleans, but securing permanent supportive housing remains a challenge. Housing

Choice Vouchers were secured after 2005 for residents with disabilities, but all have been utilized. The Permanent Supportive Housing (PSH) vouchers have been successful in securing housing, but there are too few vouchers to meet the demand, leaving people with disabilities stuck on waiting lists and in nursing homes rather than living independently. On-site supportive service providers who work hand-in-hand with property managers are vastly superior to any kind of off-site counselors or case managers in terms of their ability to keep people housed, paying their rent, and healthy.

GOAL **5**

Work with Non-Profit Affordable Housing Advocates such as, HousingNOLA to continue to tap into a network of high capacity public sector and neighborhood-based groups, such as ~~neighborhood~~ community development corporations, to provide housing responsive to the changing housing needs of current and future residents

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5.A Provide training for city housing staff and for Housing Working Group members.

RECOMMENDED ACTION

1. *Send staff to national housing conferences; organize staff participation in webinars and similar activities; provide informational materials and training for the Working Group.*
   Who: *~~Neighborhood Development; Housing Policy Office~~* ***Office of Community Development***
   When: *First five years*
   Resources: *Seek foundation funding in the first five years; budget (CDBG) for training in the medium to long term*

   Staff training should include collaboration with the CPC for better understanding of neighborhood planning objectives, as well as focus on performance standards and monitoring. Housing Working Group members will need training to understand complex affordable housing funding sources and options. **(See Strategy 4.A above for more information on forming a housing working group.)**

5.B Foster a network of strong ~~neighborhood-based groups, such as neighborhood~~ public sector partners and community development corporations~~,~~ to provide housing responsive to the changing housing needs of current and future residents.

RECOMMENDED ACTIONS

1. ***Support non-profit affordable housing advocates such as, HousingNOLA, HUD, and Enterprise's efforts to create a robust capacity building training program that is outcomes-based and includes a support system for CDCs, a certification for CDCs, and a systems analysis to identify gaps and redundancies in the nonprofit sector.***
   ~~Facilitate training for non-profits who already produce or could have the capacity to produce housing~~.
   Who: ***Office of Community Development*** *~~Neighborhood Development~~*
   When: *First five years*
   Resources: *CDBG; foundations;* ***Enterprise; HUD; non-profit affordable housing advocates such as, HousingNOLA*** *~~national neighborhood development programs, such as Local Initiatives Support Corp~~.*

   The City's Office of Community Development should collaborate with *non-profit affordable housing advocates such as*, HousingNOLA, HUD, and Enterprise to help build a capacity building training program to support local CDCs, including a certification for CDCs and an identification of gaps and redundancies in the community development sector. While CDCs have been a critical part of New Orleans' recovery and providing affordable, quality housing in many

neighborhoods, the recovery funding stream has been almost entirely expended, leading some CDCs to close down or merge with other organizations due to lack of funds. Remaining CDCs must work to become competitive on a statewide and national basis for scarce funding sources, necessitating a training program for working with complicated, layered funding structures and creating organizational sustainability. ~~The task of rebuilding New Orleans' neighborhoods is monumental and will require the coordinated efforts of the public, private and non-profit sectors. The non-profit sector (*e.g.*, neighborhood-based organizations and neighborhood development corporations) currently lacks the capacity to expeditiously develop housing and other neighborhood amenities. The City should target a portion of its annual entitlement funds for capacity building activities and approach foundations and neighborhood development intermediaries (*e.g.*, Local Initiatives Support Corporation [LISC], Enterprise, NeighborWorks, *etc.*) for additional assistance, including training for neighborhood-based organizations. The goals of this training include: creating neighborhood-level capacity to identify, prioritize, and assist with implementation activities with most impact in that neighborhood, for example, developing neighborhood associations where they do not exist; and (2) building the capacity of local nonprofits to increase their housing production efforts. Alternatively, the City could provide funding through an RFP process to non-profits and ask them to seek foundation funding as a match for public funds for capacity training. The Housing Resource Center Network under development as this plan is completed may fulfill the goal of training existing non-profit technical assistance providers, but this would be only one aspect of the program recommended here, which is more focused on strengthening organizations that actually provide housing units.~~

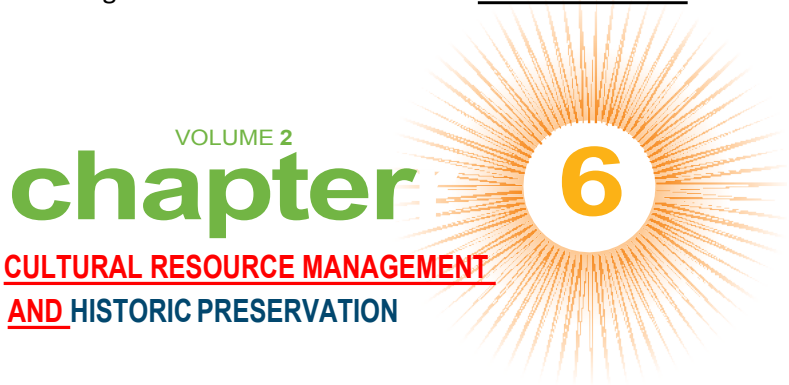
2. ***Increase production efficiency and organizational capacity among government partners (Finance Authority of New Orleans, HANO, NORA, City of New Orleans, Louisiana Housing Corporation), non-profits (housing counseling agencies and advocates), and developers to promote affordable unit production.***

   Who: Office of Community Development, FANO, HANO, NORA, LHC, non-profits
   When: First five years
   Resources: Housing Working Group, OneTable, non-profit affordable housing advocates such as, HousingNOLA, staff time

   Strong organizational capacity and partnerships oriented toward increased affordable unit production will be very important in order to maximize the number of affordable housing opportunities created for low-to-moderate-income New Orleans residents. The OneTable system of coordinated development funders is one step toward creating this cohesive, unified system, but more recommendations should be developed around how New Orleans' housing providers, funders, and public sector partners can efficiently come together to rehabilitate and construct units at a rapid pace.

Text Amendments to: Chapter 6

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.



GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
1	***Historic preservation initiatives are supported by a broad range of constituents who share a common vision.***	1.A. Create a community-based, comprehensive citywide preservation plan informed by a broad range of constituencies and interests.	6.8 - 6.9
		1.B. Ensure that historic preservation values and interests are coordinated with economic development groups, **affordable housing developers and advocates** and ethnic and cultural groups.	6.10
		1.C. Enhance the Guidelines for New Construction to emphasize the role contemporary design can play in Historic Districts.	6.11
		1.D. Protect important cultural sites, activities, and traditions.	
2	***Historic preservation initiatives support and invigorate neighborhood revitalization.***	2.A. Support and develop cultural heritage destinations in less-traveled areas of the city.	6.11 -6.12
		2.B. Support and promote preservation-based economic development in historic areas.	6.13
		2.C. Foster partnerships among historic preservation advocates and community organizations, small business groups, and other revitalization groups.	6.14
3	***New Orleans is a model of "green," sustainable and resilient historic preservation.***	3.A. Develop a "Sustainable Preservation" plan and pilot project **to minimize perceived conflicts between stormwater management/flood mitigation and historic preservation**.	6.16
		3.B Develop a "Resilience Strategies for Historic Commercial Corridors" pattern book.	

4	***Acquiring and renovating an historic structure is feasible and affordable for a broad range of property owners and investors.***	4.A. Provide accessible, user-friendly information and resources on preservation of historic structures.	6.17
		4.B. Provide rehabilitation assistance for low-income owners of historic properties.	6.18
		4.C. Support workforce development initiatives in traditional crafts that support preservation such as traditional construction and artisan trades.	6.18
5	***Historic preservation information and administration is enhanced.***	5.A. Expand communications and information sharing with agencies and the public.	6.18

ATTACHMENT A

new orleans
MASTER PLAN AND COMPREHENSIVE ZONING ORDINANCE

fact sheet
HISTORIC PRESERVATION

Historic Districts

- An historic district is a defined, geographical area designated for its cultural, social, economic, political and/or architectural significance.

- In New Orleans there are 26 historic districts and over 140 sites on the National Register, and 14 that are locally-designated). Their boundaries often overlap. The Vieux Carré has been designated as a National Historic Landmark. In addition, several especially noteworthy buildings within the District have been individually designated as National Historic Landmarks. The 1921 Louisiana Constitution was amended in 1936 (Article XIV, Section 22A)to specifically address the preserv

- The 1921 Louisiana Constitution was amended (Article XIV, Section 22A) authorizing what was then known as the Commission Council of the City of New Orleans to create the Vieux Carré Commission. This commission was charged with preserving buildings within the Vieux Carré deemed to have architectural and historical value "for the benefit of the people of the City of New Orleans and the State of Louisiana". The amendment declared that this preservation was a "public purpose" so that the "quaint and distinctive character of the Vieux Carré…may not be injuriously affected, and in order that the value to the community of those buildings…may not be impaired, and in order that a reasonable degree of control may be exercised over the architecture of private and semi-public buildings erected on or abutting the public streets of said Vieux Carré section…" The amendment went on to require that plans for new buildings and "alterations or additions to any existing building, any portion of which is to front on any public street in the Vieux Carré" be reviewed and approved by this commission.

- National Register districts are designated by the National Register of Historic Places. In Louisiana this program is administered by the Office of Cultural Development, Department of Culture, Recreation and Tourism Division of Historic Preservation.
  - National Register Districts: Esplanade Ridge, New Marigny, Parkview, Mid-City, Bywater, Faubourg Marigny, Vieux Carré, Holy Cross, Carrollton, Upper CBD, Algiers Point, Uptown, Lower CBD, Central City, Lower Garden District, Garden District, Irish Channel, Gentilly Terrace, Broadmoor, South Lakeview

- Locally-designated districts are designated by the New Orleans City Council and administered by two local historic district commissions: The New Orleans Historic District Landmarks Commission (NO HDLC) and the Central Business District Historic District Landmarks Commission (CBD HDLC); the French Quarter was designated by the state and is administered by the Vieux Carré Commission
  - Local Historic Districts include Algiers Point, Bywater, Canal Street, Esplanade Ridge, Faubourg Marigny, Lafayette Square, Lower Garden District, Picayune Place, St, Charles Avenue, Tremé, Vieux Carré (state-designated historic district), and the Warehouse District.

- There are over 400 designated or nominated local landmarks.

Historic Sites

- An historic site is a building, structure, site, or object that is recognized for its cultural, social, economic, political, archaeological, and/or architectural significance. Generally they are at least 50 years old. Districts can be historic sites as well.

- There are approximately 37,000 contributing buildings within New Orleans' National Register Districts.

- The National Register of Historic Places currently lists 143 historic sites in Orleans Parish, including houses, neighborhoods, churches, cemeteries, public plazas, statues, monuments, the campuses of Xavier, Tulane, and Dillard University, the St. Charles streetcar line, and one steamboat.

ATTACHMENT A

new orleans
MASTER PLAN AND COMPREHENSIVE ZONING ORDINANCE

fact sheet

Tout Ensemble

- The Code of the City of New Orleans, Section 166-151 defines the concept as follows:

  Tout ensemble means the historic character and ambience, characterized by quaint, historic or distinctive architectural styles; landscaped patios, courtyards, public alleys and squares; interesting and diverse retail shopping stores and shops; pleasing and proportionally scaled streetscapes; buildings attractive to and compatible with pedestrian activity; use and presence of indigenous building materials and flora; and diverse peoples, cultural attractions and facilities.

- According to the Design Guidelines for the Vieux Carré Historic District, "In its regulation of the Vieux Carré, the VCC's jurisdiction is limited to proposed exterior changes to a property including the rooftop, interior of a courtyard, alleyway and/or carriageway. However, to preserve the tout ensemble, the Commission has the responsibility to comment on, or raise concerns regarding, any issue not specifically under its regulatory authority that has the potential to jeopardize the built environment. Examples include comment on sidewalk materials, cellular telephone tower placement or the potential effects of vibrations of tour buses or trucks."

Cultural Resources

Cultural Resources are defined as the physical things and places such as historic archaeological, architectural, and historical interests as well as historic musical and artistic traditions and other social institutions and community cultural amenities.

These traditions and amenities include musical traditions, street performers, craft-makers, traditional culture bearers, 2nd-line vendors, Mardi Gras Indians, and the venues and small-business owners that support them.

WHAT DOES IT MEAN TO BE ON THE NATIONAL REGISTER?

- Federal projects must mitigate impacts on National Register properties.
- It is an honor.
- Eligibility for federal tax credits for a portion of qualifying renovations for all uses except private residences.
- There is no impact on property rights. Owners may alter or even demolish the property when private dollars are being used, subject to municipal laws and regulations.
- Owners must agree to nomination for National Register status.
- Eligibility for state tax credits for a portion of qualifying renovations for income-producing properties and for owner-occupied properties.

WHAT DOES IT MEAN TO BE IN A LOCAL HISTORIC DISTRICT?

- Local historic district designation does not affect the usage or zoning of any property.
- Work to the exterior visible from the public way is regulated for properties in local districts. All exterior work to local landmarks is regulated.
- Owners must file a request for permission to perform new construction, routine maintenance work, or demolition that affects the exterior of the property.
- Owners within an Historic District can be cited for "demolition by neglect" if a property owner fails to maintain a building and allows deterioration to occur. This may result in legal action and/or a fine if the owner fails to correct the violation.
- The Commissions do not have the authority to force a property owner to restore or renovate his property.
- There are no tax benefits of local district designation, but historic districts have been proven to have a positive and stabilizing effect on property values.
- The HDLC and VCC offer technical assistance and advice to property owners on making changes to their property. HDLC and VCC also provide free reference materials on the HDLC and VCC rules and regulations and guidelines for new construction.

FINDINGS

- New Orleans' rich heritage is well known throughout the nation and the world and is a tremendous asset in the city's global economic competitiveness.
- New Orleans' physical historic fabric encompasses a wide variety of structures and landmarks, including housing, commercial buildings, industrial buildings, cemeteries, cultural landmarks, steamships and streetcars.
- New Orleans' cultural heritage, in addition to the built environment includes unique varieties of music, cuisine, festivals, and visual and performing arts.
- Historic New Orleans neighborhoods are characterized by mixed-use, pedestrian-friendly environments that continue to appeal to residents of all walks of life and enhance the city's livability and global attractiveness as a place to live.

CHALLENGES

- Linking preservation of historic buildings and neighborhoods to cultural preservation in order to broaden the constituency for historic preservation.
- Raising awareness about the role historic preservation plays in the global identity and economic competitiveness of New Orleans.
- Making historic preservation and conservation more affordable for all residents.
- Enhancing partnerships to coordinate preservation with neighborhood revitalization, economic development, and sustainability.
- Addressing the vacancy and blight that threaten much of New Orleans' historic architecture.
- Overcoming the perception that preservation is overly restrictive, impractical, bureaucratic.
- Increasing the capacity of local preservation agencies and groups.
- Ensuring the availability of skilled artisans and contractors, and appropriate building materials necessary to achieve high-quality rehabilitation of historic structures.
- Ensuring that all property owners in historic districts understand the benefits and obligations of being located within an historic district.
- **Recognizing that a balance must be struck between the needs of the residents of historic districts with those of a thriving tourist industry without damaging the delicate historic infrastructure.**

Acronyms

To aid in reading this section, below is a list of acronyms used within the text:

AIA	American Institute of Architects
CAO	Chief Administrative Officer
CBD	Central business district
CPC	City Planning Commission
CZO	Comprehensive Zoning Ordinance
FEMA	Federal Emergency Management Agency
HDLC	Historic District Landmarks Commission
NCDAC	Neighborhood Conservation District ~~Commission~~ **Advisory Committee**
NORA	New Orleans Redevelopment Authority
OFICD	Office of Facilities, Infrastructure, and Community Development
PRC	Preservation Resource Center United States Green
USGBC	Building Council
VCC	Vieux Carré Commmission

EQUITY

New Orleans is one of America's first multi-cultural cities, richly influenced from the presence of native and global traditions and peoples. As New Orleans passes its 300 year milestone, the principle of Equity lives through the inclusive recognition of these contributions to our lives and the opportunity to identify and elevate the history of our citizens who made this city the amazing place that the world flocks to see. Our approaches to preservation, conservation and restoration must incorporate the buildings, art, music, dance, and oral traditions that reflect all of our citizens' contributions.

RESILIENCE

New Orleans enjoys an unusual condition where it is emblematic of a rich architectural history as well as a geographic location that has historically subjected it to the shocks and impacts that confirm the community's devotion to this place. There are many lessons in resilience to be learned from the buildings that have survived the tests of historic storms and floods, including the means and methods of construction and the wise placement of many of our oldest structures along the city's natural levee at the Mississippi River. In addition to learning resilience from New Orleans's history, part of resiliency's mission in this place will be to "prepare our past for its future."

New Orleans' resilience strategy should include the retrofitting, restoration, and protection of historic sites and districts in recognition of their importance as economic drivers behind the tourism economy and as cultural touchstones that enhance social resilience.

A Introduction

In 2018, New Orleans will celebrate 300 years as a unique and vibrant urban place. Few American cities match New Orleans' extensive and living historic character. As of July 2016, New Orleans had over 140 landmarks and 26 districts listed on the National Register of Historic Places. Recognition by the US Department of the Interior for listing on the National Register is an honor, but it does not have any effect on a property owner's right to modify or even demolish a listed property. There are approximately 37,000 buildings in the National Register Districts. The French Quarter is a National Historic Landmark as well as a state-designated historic district under the jurisdiction of the Vieux Carré Commission, while the Historic District Landmarks Commission has jurisdiction over 14 locally-designated historic districts . As of 2016, there are 288 designated or nominated local historic landmarks. Buildings in the Vieux Carré and local historic districts, as well as local historic landmarks, are subject to design review
of proposals for exterior alterations. A larger area, comprising land south of I-610 on the East Bank, the historic districts on the West Bank, and all present and future National Register historic districts, has been designated as the Neighborhood Conservation District. Proposals to demolish buildings in the Conservation District must be reviewed

for historic significance and other characteristics.

The Master Plan focuses on expanding the meaning, constituency, and overall benefit of historic preservation:

- Embrace preservation of cultural heritage within the mission of historic preservation.
- Provide opportunities to make preservation affordable to property owners in all neighborhoods with buildings of historic or "conserving" value.
- Strengthen partnerships to coordinate historic preservation initiatives with neighborhood revitalization, economic development, and sustainability.

B Recommendations

A recommendations **Summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **Getting Started**. The **Narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions discussion to inform understanding of the goals, policies, strategies and actions are included in Volume III, Chapter 6.

Summary

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE
1. Historic preservation initiatives are supported by a broad range of constituents who share a common vision.	1.A. Create a community-based, comprehensive citywide preservation plan informed by a broad range of constituencies and interests.	1. Convene a Preservation Plan Committee.	HDLC, VCC	First five years	Staff time	6.8–6.9
		2. Consultant assistance and committee of stakeholders including non-preservation groups from traditional neighborhoods.	HDLC, VCC, Committee and partners	First five years	Grants	6.10
		3. Provide recognition and means of protection for all publicly owned or utility owned historic properties, sites and structures.that contribute to the tout-ensemble of the City though are not under city jurisdiction.	HDLC, VCC			
		4. Historic properties and assets that are publicly owned shall be properly maintained so as to ensure protection of the historic resources	Property Management	Ongoing		

		5. Ensure proper preservation, maintenance, management and operation of New Orleans public cemeteries.	Preperty Management	Ongoing		
		6. Give operational priorty by all City agencies to protect and preserve historic architecturally significant properties, to minimize or eliminate adverse impacts and embrace and inculcate such protection as an important and indispensable part of all agency operations.	City departments	Ongoing	Staff time	
		7. . Explore options to prevent or delay demolition to ensure the viability of proposed development plans.	Preservation Plan Committee	First five years		
	1.B. Ensure that historic preservation values and interests are coordinated with economic development groups, affordable housing developers, and ethnic and cultural groups.	1. Ensure cross-representation of interests in initiatives, redevelopment efforts, in advisory committees and planning events.	HDLC;VCC; HANO; Housing NOLA; public-private economic development partnership; others	First five years	Staff time	6.10
	1.C. Enhance Guidelines for New Construction so that they emphasize the role contemporary design can play in historic districts.	1. Work with the local American Institute of Architects chapter to convene a committee of architects and preservationists to enhance the guidelines for contemporary design in historic areas.	HDLC;VCC; AIA-New Orleans; PRC; National Trust	Medium term	Staff time; volunteers	6.11
		2. Educate New Orleanians about the nature of Architecture as a continuum	HDLC; VCC; AIA-New Orleans; PRC; National Trust	Medium term	Staff time; volunteers	6.11

	1.D. Protect important cultural sites, activities, and traditions.	1. A comprehensive survey of existing musically, historically, and spiritually important cultural sites should be completed, and site should become eligible for protection.	Cultural community; Universities; CPC	First five years	Staff time; volunteer; grants; non-profits	
		2. Allow historic music venues to be reestablished at sites where such former use is identified	CPC	First five years	Staff time	
		3. A grant program for sound proofing businesses, similar to a façade grant program, should be developed and implemented, with an emphasis on music venues and barrooms.	Office of Cultural Economy:, NOLA Business Alliance;	First five years	Staff time; grants	
		4. Encourage businesses and facilities that promote New Orleans culture through music, entertainment, dance, art, oral traditions.	Office of Cultural Economy; NOLA Business Alliance; CPC	First five years	Staff time	
2 Historic preservation initiatives support and invigorate neighborhood revitalization.	2.A. Support and develop cultural heritage destinations in less-traveled areas and expand visitor access.	1. Convene a Heritage Tourism Task Force, potentially as part of the economic development PPP's group on tourism.	Tourism organizations; HDLC	First five years	Staff time	6.11 - 6.12
		2. Develop resource materials on heritage tourism for visitors.	Tourism organizations	First five years	Tourism marketing funds; grants	6.13
		3. Capitalize on the Tricentennial to market heritage tourism.	Tourism organizations	Short Term	Tourism marketing funds	6.13
	2.B Support and promote preservation-based economic development in historic areas.	1. Facilitate city or corporate support for Main Streets and Cultural Districts.	OFICD, VCC	Medium term	Housing Office Funds; foundations	6.13

FIRST FIVE YEARS: 2010–2014 MEDIUM TERM: 2015–2019 LONG TERM: 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:

2 Historic preservation initiatives support and invigorate neighborhood revitalization.	**2.B** Support and promote preservation-based economic development in historic areas.	2. Offer incentives for projects that also support locally-based economic development.	HDLC,VCC, Economic Development	Medium term	Staff time	6.14
	2.C. Foster relationships with neighborhood-based housing and community development initiatives to stimulate preservation as part of overall neighborhood revitalization.	1. Empower neighborhoods to identify and prioritize code enforcement activities.	Code Enforcement, IT	First five years	Staff times; volunteers	6.14
		2. Provide funds from federal programs to rehab historic homes.	OFICD	First five years	Housing Office Funds; HOME	6.15
		3. Consider design guidelines for areas not regulated by the HDLC.	CPC; HDLC	First five years	Staff time	6.15
		4. Encourage adaptive reuse of existing historic structures through zoning, and city choices.	CPC; HDLC; CAO; Mayor and Council	Medium term	CZO rewrite; staff time	6.15
		5. Conduct cost-benefit analysis of adaptive reuse alternatives to new construction when siting city-owned facilities	Capital Projects	Medium term	Staff time; volunteers;	6.15
		6. Consider impacts of historic preservation guidelines and requirements on developers' and public agencies' ability to provide income restricted affordable housing opportunities, and provide opportunities for waivers if it is determined that preservation requirements prohibit income-restricted affordable development.	**Housing Organizations; HDLC**	**First five years**	**Staff time:**	
3. New Orleans is a model of "green", sustainable **and resilient** historic preservation	3.A Develop a "Resilient Renovation" pilot project **to minimize perceived conflicts between stormwater management/flood mitigation and historic preservation.**.	1.Form a committee to create a framework for a sustainable preservation program and funding request **and to advise as to appropriate use of green infrastructure for flood mitigation in historic area.** .	HDLC, VCC; USGBC; AIA; **SHPO; NCPTT; FEMA; NPS; non-profits;** other appropriate groups	First five years	Staff time; volunteer; grants	

		2. Support and promote deconstruction as an alternative to demolition.	~~NCDC;~~ NCDAC; HDLC	First five years	Staff time	6.17
		3. Encourage the preservation, re-installation and reuse of historic building materials on public property such as granite curbs and ballast brick streets, and develop rules for protection of same by public entities and private contractors.	Capital Projects, DPW	First five years	Staff time	
	3.B. Develop a "Resilience Strategies for Historic Commercial Corridors" pattern book.	**1.Form a committee to develop appropriate solutions, research solutions used in other cities, and publish an illustrated pattern book.**	**HDLC; VCC; AIA; other appropriate groups**	**First five years**	**Staff time; volunteers ; grants**	**6.16**
4. Acquiring and renovating an historic structure is feasible and affordable.	**4.A.** Provide accessible, user-friendly information and resources.	1. Create a one stop shop for historic rehab resources.	PRC	Medium term	Grants	6.17
		2. Ensure that building materials are accessible and affordable.	PRC; building materials retailers	Medium term	Staff time	6.17
	4.B. Support workforce development initiatives in traditional crafts.	1. Work with Delgado Community College and other providers.	HDLC, VCC	Medium term	Staff time; volunteers	6.18
	4.C. Provide rehabilitation assistance for low-income owners of historic proper- ties	1. Provide rehabilitation assistance for low-income owners in historic districts.	PRC; Non Profits	Ongoing	Grants, fund raising; volunteers	6.18

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
5. Historic preser-vation information and administration is enhanced.	**5.A.** Expand communications and information sharing with agencies and the public	1. Develop new and more visible public notice methods to increase awareness of permitting requirements in historic districts.	HDLC	First five years	Staff time	6.18
		2. Provide as much infor-mation as possible on the HDLC and VCC web	HDLC, VCC	First five years	Staff time	6.18

		3. Place improved and expanded interpretive signage at landmarks, historic structures, monuments, parks, and other historic points of interest.	HDLC; VCC; Non-Profits	First five years	Staff time, donations	

Getting Started

These items are short-term actions that can be undertaken with relatively little expenditure and will help lay the groundwork for the longer-term actions that follow.

- Create a Sustainable Preservation Committee with national and local preservation and sustainable building partners to create the framework for grant applications for a sustainable preservation plan and pilot project.
- Create the Preservation Plan Committee to create the framework for grant applications for the community- based preservation plan.
- Identify a vehicle for regular communication with property owners in local historic districts.
- Create a 2018 Tricentennial Committee to begin planning for the Tricentennial year.

Narrative

Below is a more detailed narrative of the various goals, strategies and actions highlighted in the "Summary" chart.

GOAL **1**

Historic preservation initiatives are supported by a broad range of constituents who share a common vision.

STRATEGIES

1.A Create a community-based, comprehensive citywide preservation plan informed by a broad range of constituencies and interests.

Many U.S. cities with extensive historic resources like Los Angeles, Chicago and Philadelphia have recognized the need for a new approach to historic preservation for the 21st century. They have created community-based historic preservation plans to guide policies and practices, and to foster partnerships with housing and neighborhood revitalization organizations that can help to achieve preservation goals in the course of their work.

A community-based, 21st century preservation plan for New Orleans should involve not only historic preservation professionals and advocates, but also housing, small business, and neighborhood revitalization interests; developers and community development corporations; lending institutions; and the city agencies whose actions involve historic buildings. It should be guided by a broadly diverse Advisory Committee that includes civic, business, and government leaders from all over the city.~~, including preservation skepties as well as enthusiasts~~. The plan should focus on how preservation of the city's historic fabric can contribute to the goals that preservation interests share with advocates of economic development, neighborhood revitalization, affordable housing, and sustainability.

The preservation plan should include a vision, goals, strategies and an action and funding agenda for:

- Broadening audiences and support through enhanced interpretation of the links between people and the history of buildings, not just architectural styles.

- Enabling wider participation by persons of limited means and income.
- Achieving more effective incentives to encourage private investment in historic buildings, including property tax relief, granting bonuses to developers of historic commercial buildings in the CBD, and including financial vehicles for closing the gap between the cost of substantial renovation verses market values.
- Developing new appealing heritage tourism experiences that pull visitors into historic areas of the city beyond the French Quarter.
- Expanding job opportunities in the building crafts related to historic preservation.
- Incorporating preservation into neighborhood and commercial corridor revitalization.
- Adapting cost-conscious rehabilitation materials and practices for application in historic districts.
- Continue to engage the African American and Vietnamese communities in dialogue about historic sites and areas, that are linked to their history.

Expanding the FEMA survey to all historic neighborhoods with a complete and thorough parcel-by-parcel survey of New Orleans' historic buildings is a worthy goal over the long term. This plan should take a strategic

PRESERVATION AND REVITALIZATION IN BALTIMORE, MD

Baltimore's innovations in historic preservation go back to the 1970s with its "dollar houses." As part of a larger neighborhood revitalization strategy, in target neighborhoods dilapidated vernacular row houses were acquired by the city for failure to pay taxes, and sold to new owners for $1 if they rehabbed and occupied them within three years. Hundreds did. Today, the federal funding sources that helped such programs do not exist, but Baltimore's commitment to preservation and neighborhood revitalization continues. Recently, the city enacted a Historic Restoration and Rehabilitation Tax Credit for all qualifying property in designated historic districts. With more than 30 locally designated historic districts, and scores of historic neighborhoods, approximately 54,000 structures qualify for the city's tax credit program. The credit is granted on the increased assessment directly resulting from the qualifying improvements. The city calculates that it is worth an average of $40,000 on commercial properties, $11,000 on owner-occupied houses, and $28,000 on residential investment properties. Such innovations go a long way in making the rehabilitation of historic buildings an attractive option, particularly if they are marketed and promoted actively as Baltimore is doing.

Baltimore's clear and easy to follow procedures and design guidelines, coupled with a streamlined design review process have been important factors in expanding public and neighborhood support for historic preservation. How well is it working? As part of a conscious strategy for neighborhood reinvestment, Baltimore's bargain-priced historic housing stock is now being marketing successfully to potential homebuyers who work in high-priced Washington DC, 45 minutes away.

www.livebaltimore.com

planning approach in light of pressing needs aimed at stemming the loss of historic fabric through disinvestment—tackling the issue in a wholesale manner rather than exclusively building by building.[1]

The plan should develop preservation tools for areas not regulated by the HDLC. The plan should identify periods of significance for more recent areas and establish a timeline for their evaluation as possible HDLC districts. A more strategic approach to design review may be more appropriate in Holy Cross and areas with similar economic and market profiles. Similarly, a more flexible approach to preservation standards might be appropriate in areas of with historic buildings where there has been significant loss of integrity or character either through abandonment or demolition ..

A preservation plan will take 9–12 months and require assistance from consultants with expertise in

historic preservation, planning and urban design, skilled at facilitating cross-disciplinary dialogue and collaboration, and mindful of neighborhood and commercial area revitalization strategies.

RECOMMENDED ACTIONS

1. *Convene a Preservation Plan Committee comprised of leaders from preservation, development, business, housing, **neighborhood associations,** historic districts and city planning and reflecting racial diversity.*
   ***Who:** HDLC, VCC*
   ***When:** First five years*
   ***Resources:** Staff time*

   Working with the HDLC and VCC, the initial function of this committee would be to identify the goals of the plan, a statement of purpose, a framework for development and a time line, in order to apply for grant funding for the plan.

2. *Develop the plan with the advice of the committee and a public participation process.*
   ***Who:** HDLC; VCC; Committee and partners*
   ***When:** First five years*
   ***Resources:** Grants*

3. Provide recognition and means of protection for all publicly owned or utility owned historic properties, sites and structures that contribute to the tout-ensemble of the City though are not under city jurisdiction.

Who: HDLC; VCC
When:
Resources:

Said properties or structures to include but not limited to historic buildings, bridges, cemeteries, memorials, locks and pumping stations; inventory all such properties and structures, and identify National Register eligible properties or structures.

4. Historic properties and assets that are publicly owned shall be properly maintained so as to ensure protection of the historic resources.

Who: Property Management
When: Ongoing
Resources: General Fund

Historic properties and assets that are publicly owned shall be properly maintained so as to ensure protection of the historic resources, including retention of historic fabric and design, and shall be managed so as to enhance public access to and appreciation of these assets. The city shall protect historic resources and identify adaptive uses and potential funding sources for restoration, use protective techniques and preservation best practices and seek compliance by all public agencies with proper and compatible design and renovation guidelines.

5. Ensure proper preservation, maintenance, management and operation of New Orleans public cemeteries.

Who: Property Management
When: Ongoing
Resources: General Fund

6. **Give operational priorty by all City agencies to protect and preserve historic architecturally significant properties, to minimize or eliminate adverse impacts and embrace and inculcate such protection as an important and indispensable part of all agency operations.**

Who: City departments

When: Ongoing

7. Explore options to prevent or delay demolition to ensure the viability of proposed development plans.
Who: Preservation Plan Committee
When: First five years

1.B Ensure that historic preservation values and interests are coordinated with economic development groups, affordable housing developers and advocates, and ethnic and cultural groups.

Some economic development interests view historic preservation efforts as overly restrictive, bureaucratic obstacles that contribute to economic stagnation.

However, the sections of this plan that discuss economic development ***(see Volume 2, chapter 9 and Volume 3, chapter 9)*** emphasizes the importance of quality of life and unique character to New Orleans' economic success in the 21st century. Young workers and knowledge workers tend to prefer living and working in authentic, culturally vibrant, and walkable environments such as New Orleans' historic neighborhoods. Protecting and restoring the character-giving elements of New Orleans' historic assets will be critical in giving the city a global competitive economic edge. To this end, fostering partnerships between economic development and historic preservation initiatives will be an important step in ensuring the city's future success.

Citywide preservation initiatives have succeeded in restoring, one building at a time, irreplaceable historic structures such as this one. The historic character of New Orleans' neighborhoods, however, comes from more than just individual buildings. The* tout ensemble *of overall setting gives each neighborhood its distinct flavor and this intangible quality will require a comprehensive, strategic approach to preservation planning to assure its survival for future generations of New Orleanians.

(See page 6.7 re: tout ensemble)

RECOMMENDED ACTIONS

1. *Ensure cross-representation of historic preservation, cultural development and economic development interests in initiatives that promote either of these interests to leverage historic assets as part of the city's competitiveness as a place to live, visit, invest, and do business.*
   Who: *HDLC; VCC; HANO; Housing NOLA; public-private economic development partnership; others*

When: *First five years*
Resources: *Staff time*

The proposed economic development public-private initiative ***(see Volume 2, Chapter 9 and Volume 3, Chapter 9)*** should continue to work with historic preservation interests in developing
tourism, business attraction, workforce attraction, downtown development, and other economic development initiatives. Similarly, redevelopment efforts led housing agencies should coordinate with the HDLC and other preservation interests. Historic preservation advocates can be commissioned to develop marketing materials to "sell" the city as a place to live and work. In addition, New Orleans' historic elements should continue to be marketed to the film and media industries.
Images of New Orleans in media such as TV and film will in turn serve to further advertise the city's unique historic character. New Orleans' ethnic and cultural heritage is as much a part of its uniqueness and identity today as its physical and architectural heritage. Both physical and cultural preservation initiatives can support and bolster one another. In addition, neighborhood-based arts and entertainment venues provide opportunities for creating heritage tourism destinations, generating jobs and enhancing quality of life. The 19 Cultural Districts—areas established by the State which provide tax credits for economic development in historic cultural areas ***(See Volume 3, Chapter 5)*** in New Orleans have established this link. ***See below for further discussion of heritage tourism development, and Volume 2, Chapter 9 and Volume 3, Chapter 9 for additional discussion of cultural economies.***

These new, energy- efficient homes represent the latest technologies and strategies for resilient and energy-efficient building while reflect- ing their historic contexts in character and scale

IMAGE: GREEN COAST ENTERPRISES

IMAGE: TULANE SCHOOL OF ARCHITECTURE GREENBUILD PROGRAM.

1.C Enhance the Guidelines for New Construction so that they emphasize the role contemporary design can play in historic districts. .

RECOMMENDED ACTIONS

1. *Work with the local American Institute of Architects chapter to convene a committee of architects and preservationists to enhance the guidelines for contemporary design in historic areas.*
   Who: *HDLC; VCC; AIA-New Orleans; PRC; National Trust*
   When: *Medium term*
   Resources: *Staff time; volunteers*

2. *Educate new Orleanians about the nature of architecture as a continuum.*
   Who: *HDLC; AIA-New Orleans; PRC; National Trust*
   When: *Medium term*
   Resources: *Staff time; volunteers*

1.D Protect important cultural sites, activities, and traditions.

Many of New Orleans most important cultural sites still extant are in danger of being lost. These may take the form of crumbling buildings, such as the Karanofsky Tailor shop, the loss of neighborhood music venues, or the displacement of musicians and culture bearers themselves. If New Orleans does not take action quickly, much of this damage and loss may become irreversible.

Because of the prominent role culture plays in the identity of the City and its citizens, New Orleans has a unique opportunity to create a groundbreaking cultural preservation program, focused on not only protecting historic sites, but also providing space for living culture to grow and develop. The following initiatives will begin this process.

RECOMMENDED ACTIONS

1. *A comprehensive survey of existing musically, historically, and spiritually important cultural sites should be completed, and site should become eligible for protection.*
   Who: *Cultural community; universities; CPC*
   When: *First five years*
   Resources: *Staff time; volunteers; grants, non-profits*

Protection of existing cultural sites has been haphazard at best, and many continue to be lost, most recently Club Desire in the Upper 9th Ward. A community led survey must be undertaken to examine which sites remain, as well as their current status and threat level. Once sites are identified, the appropriate steps for preservation can be undertaken.

2. *Allow historic music venues to be reestablished at sites where such former use is identified.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

The vast majority of New Orleans' neighborhood music venues and performance spaces are non-conforming uses and in constant danger of permanently losing their ability to have live entertainment. If one of these bars or venues was to close for more than 6 months, they would no longer be able to host live music, no matter how long they had done so previously. In order to preserve the location as an important cultural space, venues and barrooms that can prove a history of hosting live entertainment should be able to be reestablished as music venues.

3. *A grant program for sound proofing businesses, similar to a façade grant program, should be developed and implemented, with an emphasis on music venues and barrooms.*

***Who:** Office of Cultural Economy, NOLA Business Alliance, HDLC*
***When:** First five years*
***Resources:** Staff time*

The most common complaint/point of opposition to live music venues is potential or actual excessive sound. This problem is especially acute in neighborhoods where the buildings are old and in close proximity. To mitigate this, the City should develop a grant program that would allow small, locally owned cultural businesses access to sound proofing. This could be carried out in a process similar to façade improvement grants, and within a few years, because of the finite number of cultural business, virtually all located in historic neighborhoods could be soundproofed.

4. *The permitting process and fee structure for cultural businesses should be streamlined, and a user friendly guide to the process created.*
   ***Who:** Office of Cultural Economy, NOLA Business Alliance, Safety and Permits*
   ***When:** First five years*
   ***Resources:** Staff time*

Explore the fee structure for live entertainment venues, and create a user friendly guide. In addition, live entertainment venues that charge a cover should not have to pay a higher fee than those that offer 'free' entertainment, as that creates a disincentive to pay performers a fair wage, and devalues their work and product.

GOAL **2**

Historic preservation initiatives support and invigorate neighborhood

CAPITALIZING ON NEIGHBORHOOD HERITAGE IN WASHINGTON, DC

In Washington DC, more than 10 million people visit the National Mall and its museums each year. Until Cultural Tourism DC—"a non-profit coalition linking you to Washington's heritage and arts"—began, that was about the extent of the city that tourists typically experienced. How to draw some of them to linger longer, to venture beyond and discover the real city beyond the Federal core? Over the last decade, by working together as Cultural Tourism DC, some 120+ historical and cultural organizations large and small (from the National Symphony to the Frederick Douglass home in Anacostia) have created a common web calendar of tours, events, and attractive programs for visitors and residents alike. A major project is a series of well-marked heritage trails on topics of wide appeal. The first was "Civil War to Civil Rights," whose route is peppered with handsome poster-sized markers. For this trail and eight others, visitors can download the map, a companion guide, and a MP3 narrated audio commentary – all for free. Cultural Tourism DC strengthens the image and economy of Washington, DC neighborhood by neighborhood, by linking more than 200 DC cultural and neighborhood organizations with partners in tourism, hospitality, government, and business.

regeneration.

STRATEGIES

2.A Support and expand cultural heritage destinations in less-traveled areas of the city and expand visitor access to these sites.

Growing New Orleans' heritage tourism sector represents an opportunity for the city to capitalize on its wealth of historic and cultural assets to expand the city's tourism economy and spread its benefits to a broader cross-section of New Orleans. Heritage tourists seek authentic experiences "off the beaten path," typically staying longer and spending more money than other visitor market segments (an average of $623 a day verses $430 in 2003). New Orleans contains a wealth of potential heritage tourism sites beyond current popular tourism destinations.

ARCHITECTURE TOURS IN CHICAGO

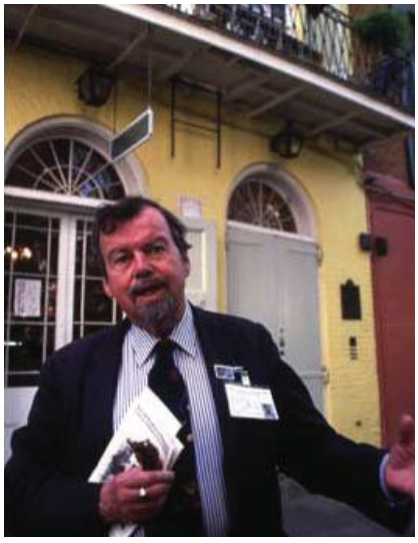
Chicago's wealth of historical architecture nearly equals that of New Orleans. Like New Orleans, architecture is spread throughout neighborhoods north, south and west of the Loop, neighborhoods that are in varying states of revitalization and public safety. How is a visitor to know where to go? Thanks to the non-profit Chicago Architecture Foundation (CAF), which operates the ArchiCenter near Loop hotels, a visitor can sign up for one or more of scores of guided tours – walking, bus, boat or bike – offered by CAF, whose well-trained volunteer tour guides number in the hundreds. Weekend festivals and specialized tours celebrate Frank Lloyd Wright, Louis Sullivan and other native architects and attract thousands. Before CAF developed the tours, trained the guides, and organized the visitor experience, Chicago's wealth of architecturally interesting historic neighborhoods saw few visitors. Today, the restaurants, galleries and shops of its Main Street corridors benefit from the added business of tourists.

The national Main Streets program established by the National Trust for Historic Preservation provides support for the revitalization of historic, neighborhood-scale commercial areas. The city has six designated Main Streets which, along with the 19 Cultural Districts, promote preservation and provide marketing and small business development assistance. These districts should be seen as potential heritage tourism destinations. ***(See Volume 3, Chapter 5 for maps and other information on the city's Main Streets and Cultural Districts.)***

In other U.S. cities with successful heritage tourism initiatives, non-profi t organizations—with funding support from the city, Convention and Visitors Bureau, foundations, and business—have taken the lead in organizing and creating visitor "products" from the raw materials of historic character, history, arts and cultural expressions. These appealing products can then be promoted. Chicago[2] and Philadelphia[3] offer excellent heritage tourism products, beginning with their robust web sites, and offer outstanding visitor experiences. In both Chicago and Washington, D.C., local governments invest financially in supporting this work, benefiting from heightened economic activity and local pride as residents show off their neighborhoods.

RECOMMENDED ACTIONS

1. *Convene a Heritage Tourism TaskForce.*
   Who: *Tourism organizations; HDLC; VCC*
   When: *First five years*
   Resources: *Staff time*



New Orleans holds tremendous opportunity for cultural and heritage tourism development, which could create a lucrative new niche for the tourism industry while extending its economic benefits more broadly throughout the city.

3 www.gophila.org

The city's tourism marketing organizations or the proposed economic development public-private partnerships should convene a task force on heritage tourism to de fi ne and create new heritage tourism experiences such as guided tours, events and trails. The task force should also include Main Streets and Cultural District program managers, historic preservation leaders, historians, interpreters, guides, storytellers, and representatives of the tourism industry. Initially, the task force should focus on promoting and developing existing cultural tourism attractions and sites. In the long run, the Task Force should also work in partnership with Cultural Arts organizations to develop new cultural tourism attractions and sites.

Develop a quality approach to cultural tourism. According to the National Trust for Historic Preservation there are five principles for successful and sustainable heritage tourism:

- **Collaborate:**
  - **"Successful cultural heritage tourism programs bring together partners who may not have worked together in the past… Its success depends on the active participation of political leaders, operators of tourist sites, artists and craftspeople, hotel/motel operators and many other people and groups…Regional partnerships are also useful to cultural heritage tourism efforts. Cooperating in a regional arrangement lets you develop regional themes, pool resources, save money and expand your marketing potential."**
- **Find the Fit:**
  - **"Balancing the needs of residents and visitors is important to ensure that cultural heritage tourism benefits everyone. It is important to understand the kind and amount of tourism that your community can handle. Programs that succeed have widespread local acceptance and meet recognized local needs…Base your cultural heritage tourism program on what is appropriate and sustainable for your area:**
    - **How will tourism revenues improve life in your area and affect services such as fire and police protection?**
    - **What is the maximum number of cars or buses your area can handle? On roads? Parking lots?**
    - **Can you accommodate group tours?**
    - **Can you accommodate visitors with disabilities or special needs?"**
- **Make Sites and Programs Come Alive:**
  - **"The human drama of history is what visitors want to discover…Interpreting sites is important, and so is making the message creative and exciting."**
- **Focus on Quality and Authenticity:**
  - **"Quality is an essential ingredient for all cultural heritage tourism, and authenticity is critical whenever heritage or history is involved…The true story is the one worth telling. The story of the authentic contributions previous generations have made to the history and culture of where you live is the one that will interest visitors, because that is what distinguishes your area from every other place on earth. It's authenticity that adds real value and appeal."**
- **Preserve and Protect:**
  - **"A community's cultural, historic and natural resources are valuable and often irreplaceable…(W)hen your historic and cultural assets are at the**

heart of your plans to develop tourism, it's essential to protect them for the long term…The preservation and perpetuation of traditions is important to telling the story of the people who settled the land. By protecting the buildings, landscape or special places and qualities that attract visitors, you safeguard the future."

2. *Develop resource materials on heritage tourism.*
   Who: *Tourism organizations; VCC*
   When: *First five years*
   Resources: *Tourism marketing funds; grants*

   Early action items for the Heritage Tourism Task Force include developing tour guide materials to existing heritage tourism sites. Materials could include Web pages, itineraries, maps, audio tours, and training resources for guides. The Task Force should initially aim to create three to five heritage tourism experiences (tours, events, trails, *etc.*) that will encourage visitors to explore historic areas of the city and can be implemented during the next 24—36 months. Successful heritage tourism initiatives in Philadelphia (www.gophila.com) and Chicago (www.architecture.org) provide good examples of user-friendly resource and planning materials that the task force should emulate.

3. *Capitalize on the city's Tricentennial in 2018 to promote heritage tourism.*
   Who: *Tourism organizations*
   When: *Long term*
   Resources: *Tourism marketing funds*

   To celebrate the city's Tricentennial, the Convention Bureau and Visitor's Bureau, the Heritage Tourism Task Force, and a broad spectrum of representatives of the Cultural Arts should plan and market special events and exhibitions throughout the city as part of an extended Tricentennial celebration.

2.B Support and promote preservation-based economic development in historic areas. As mentioned earlier, the city's six Main Streets programs and 19 Cultural Districts are initiatives that currently promote the dual causes of historic preservation and economic development at the neighborhood scale. The districts targeted by these programs enhance economic opportunities and quality of life for residents, and also provide the basis for expanding heritage tourism as described above. As state-designated programs, Main Streets and the Cultural Districts do not receive direct support from the City. A possible approach to enhance funding for these programs is to follow the example of the Boston Main Streets Program. In addition to CDBG funds from the city, each Main Street program in Boston has a "corporate buddy" that provides some funding and other assistance to the program. Corporations recognize that strong neighborhood commercial districts can benefit them.

Adopting a holistic approach to historic preservation means looking not just at historic structures in isolation, but also preserving the cultural traditions, community and social structures, and socioeconomic diversity that characterize beloved New Orleans neighborhoods.

REVIVING HISTORIC RETAIL DISTRICTS THROUGH BOSTON MAIN STREETS

A very relevant example is Boston Main Streets (http://www.cityofboston.gov/mainstreets/), which has achieved documented success in a preservation-based approach to stabilization and rebirth of some twenty neighborhoods over the last two decades.

Created by the National Trust to "stimulate economic development within the context of historic preservation," the Main Street approach involves an integrated, comprehensive framework of actions and investments by the city, community organizations, property owners and residents towards achieving a community-based strategy. It stimulates significant involvement of community volunteers in an innovative public – private initiative, generally orchestrated by a full-time Main Street manager. Boston was the first to apply the National Main Street Center's integrated preservation-based approach to a major city. Others – Chicago, Washington DC, among them – have followed with equal success. Boston's mayor and council are strong supporters of this nationally-recognized innovative partnership approach. Boston devotes a significant portion of its CDBG funds to supporting staffed Main Street programs in twenty historic neighborhoods, and coordinating technical assistance, training, and support from the city's Office of Business Development.

RECOMMENDED ACTIONS

1. *Facilitate city and/or corporate support for New Orleans Main Streets and Cultural Districts programs, including financial support for coordination, program management, façade loans and grants, technical assistance and marketing.*
   Who: *OFICD*
   When: *Medium term*
   Resources: *Housing Office Funds; foundations*

2. *Offer incentives for preservation projects that also support locally-based economic development.*
   Who: *HDLC, VCC, Economic Development*
   When: *Medium term*
   Resources: *Staff time*

2.C Foster relationships with neighborhood-based housing and community development initiatives to stimulate preservation as part of overall neighborhood revitalization.

Partnerships between historic preservation and neighborhood revitalization initiatives will support a more holistic approach to preservation that emphasizes all aspects of neighborhood character—not just individual buildings—and strengthen the viability of New Orleans' beloved neighborhoods for both current and future residents. The PRC's work in rehabilitating and reselling historic houses is an example of neighborhood-based preservation. HDLC can assist in furthering neighborhood revitalization through historic preservation by providing information and guidance on cost-effective restoration of historic properties. The city's housing agencies can make federal funds for rehabilitation available to historic projects.

RECOMMENDED ACTIONS

1. *Empower neighborhoods to identify and prioritize code enforcement activities.*
   Who: *Code Enforcement, IT*
   When: *First five years*
   Resources: *Staff time; volunteers*

   IT would develop a web based mapping portal to assist neighborhoods with this work.

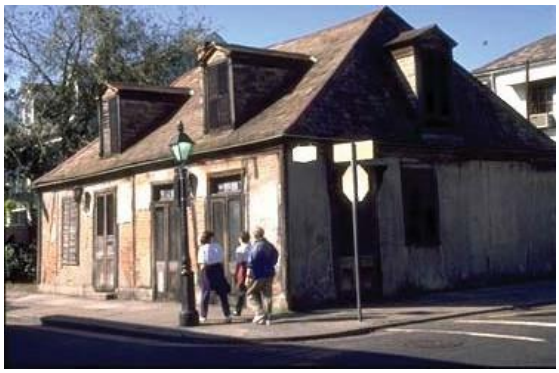
2. *Provide funds from federal programs to rehabilitate historic homes.*
   Who: *Office of Facilities, Infrastructure, and Community Development*
   When: *First five years*
   Resources: *Housing Office Funds; HOME*

   A portion of HOME funds for rehabilitation of housing for low- and moderate-income renters and homeowners could be earmarked for historic properties.

3. *Consider neighborhood-based design guidelines for areas not regulated by the HDLC.*
   Who: *CPC; HDLC*
   When: *First five years*
   Resources: *Staff time*

   Design guidelines, created with neighborhood volunteers, would provide limited regulation and provide guidance to the NCDC in its deliberations.

4. *Encourage adaptive reuse of existing historic structures that contribute to overall neighborhood character and quality of life.*
   Who: *CPC; HDLC; VCC; CAO; Mayor and City Council*
   When: *Medium term*
   Resources: *CZO rewrite; Staff time*



   Many historic structures are threatened because their original purpose has become outmoded or has outgrown its original home. Schools, churches, corner stores, theaters, warehouses, factories, and other historic structures are threatened by blight and disrepair because they no longer serve their original intended use. However, numerous examples of adaptive reuse preserve these buildings' architectural contribution to the fabric, scale and character of their surroundings while reinvigorating them with new life. Zoning should facilitate adaptive reuse.

5. *Conduct cost-benefit analysis of adaptive reuse alternatives to new construction when siting city-owned facilities.*
   Who: *HDLC; VCC; Capital Projects*
   When: *Medium term*
   Resources: *Staff time; volunteers; additional permanent staff*

   When evaluating space for new city facilities or services, reuse of historic structures should be investigated to determine financial feasibility. Studies have shown that in many cases, reuse costs about the same or less than new construction. Cost-benefi t analysis should give consideration to the benefits (not always monetary) of maintaining the historic fabric of the city. Adaptive reuse also showcases the city's commitment to environmental sustainability ***(See also Volume 2, Chapter 12)***.

6. ***Consider impacts of historic preservation guidelines and requirements on developers' and public agencies' ability to provide income restricted affordable housing opportunities, and provide opportunities for waivers if it is determined that preservation requirements prohibit income-restricted affordable development.***
   Who: *Housing Organizations; HDLC*
   When: *First five years*

Resources: *Staff time*

GOAL **3**

New Orleans is a model of "green", sustainable and resilient historic preservation.

STRATEGIES

3.A Develop a "Sustainable Preservation" plan and pilot project to minimize perceived conflicts between stormwater management/flood mitigation and historic preservation.

New Orleans' resilience strategy should include the retrofitting, restoration, and protection of historic sites and districts. According to the U.S. Environmental Protection Agency, the construction industry produced 6 percent of total U.S. industrial greenhouse gas emissions in 2002 (the most recent year of analysis).[4] Historic preservation is therefore an important component of carbon emissions reduction in the United States. Additionally, historic structures in New Orleans tend to be well-adapted to New Orleans' ecology, making them inherently energy-efficient: Many are raised above the floodplain, and vernacular architectural features like the shotgun floor plan and elongated windows that characterize many historic New Orleans homes facilitate cross-breezes that decrease reliance on air conditioning. **Even so, historic structures and neighborhoods may be vulnerable to the more intense storms and higher average temperatures associated with climate change, necessitating appropriate retrofits.** The Preservation Resource Center has exemplified the potential "win-win" of working within the intersection between historic preservation and environmental sustainability in its "green" renovations of many historic homes.[5]

Because of New Orleans' national visibility as a treasure house of historic architecture and as an environmentally vulnerable location, the city could become a national model for sustainable preservation. **In New Orleans, sustainable preservation should encompass on-site water management and green infrastructure because energy savings result from decreased reliance on pumped drainage and improved water management may protect historic fabric from excess moisture and related damage. To avoid perceived incompatibility between preservation standards and the city's resilience goals, t**~~T~~he city's historic preservation agencies and non-profits could join with the U.S. Green Building Council (USGBC), which has a New Orleans affiliate, the American Institute of Architects, Make It Right, Global Green, **Greater New Orleans Water Collaborative, the State Historic Preservation Office, National Trust for Historic Preservation, FEMA and the National Center for Preservation Training and Technology to establish guidelines for appropriate resilience retrofits in historic settings. These guidelines should address energy efficiency, on-site water management, elevation and related issues.** and other groups to seek funding for a signature initiative joining historic preservation and sustainable building.

RECOMMENDED ACTIONS:

1. *Form a committee to create a framework for a sustainable preservation program and funding request, **and to advise as to appropriate use of green infrastructure for flood mitigation in historic areas**.*

   ***Who:** HDLC, VCC; USGBC; AIA; **SHPO; NCPTT; FEMA; NPS; non-profits;** other appropriate groups*
   ***When:** First five years*
   ***Resources:** Staff time; volunteers; grants*

   The program should include a plan to develop integration of green features **and resilience measures** into historic district regulations and funding for a pilot project to implement the plan. The committee should include members of both the historic preservation and green building communities **familiar with best practices and incentive programs**, and should make recommendations within 12 months of forming. **The program should minimize perceived conflicts between stormwater management/flood mitigation and historic preservation by identifying best practices that protect historic resources from flooding while applying the standards of the Louisiana State Historic Preservation Office for eligibility for tax and other incentives. An advisory committee comprised of representatives of preservation nonprofits, the State Historic Preservation Office, FEMA and the National Park Service's National Center for Preservation Training and Technology and identified local government entities shall be formed to advise as to appropriate use of green infrastructure for flood mitigation in historic settings and to provide guidance and disseminate information as to the appropriate elevation of historic structures and design considerations for such elevation, as well as available alternatives to elevation.**

2. *Support and promote deconstruction as an alternative to demolition.*

   ***Who:** HDLC; NCDAC*
   ***When:** First five years*
   ***Resources:** Staff time*

   Retain and repurpose historic fabric such as lumber, millwork, granite, etc., which materials should be part of the city's comprehensive preservation plan. Deconstruction saves between 45 and 70 percent of the materials in a building for reuse as components of other structures.[6] NCDAC decisions allowing demolition of historic structures should include a requirement that property owners partner with The Green Project or other deconstruction organizations and with volunteer-based organizations to identify and save salvageable elements.

For more information on pairing resource conservation and historic preservation, ***see Volume 2, Chapter 12 ~~13~~ – ~~Environmental Quality~~ Adapt to Thrive***

3. Encourage the preservation, re-installation and re-use of historic building materials on public property, such as granite curbs and ballast brick streets, and develop rules for protection of same by public entities and private contractors.

   Who: *Capital Projects, DPW*
   When: *First five years*
   Resources: *Staff time*

3.B Develop a "Resilience Strategies for Historic Commercial Corridors" pattern book. The majority of the City's commercial buildings have floor levels below the recently adopted Base Flood Elevation. These buildings with their direct access to the street define the character of the City's commercial corridors. New buildings as well as those undergoing substantial improvement will need to meet these new requirements. As solutions that maintain the historic

character of our commercial corridors while meeting the requirements of Americans with Disabilities Act as well as the elevated Base Flood Elevation are often not obvious; a pattern book that illustrates successful solutions to this now universal problem will ensure that the pedestrian friendly character of our commercial districts is maintained.

RECOMMENDED ACTIONS:

1. ***Form a committee to develop appropriate solutions, research solutions used in other cities, and publish an illustrated pattern book.***
   Who: *HDLC; AIA; other appropriate groups*
   When: *First five years*
   Resources: *Staff time; volunteers; grants*

4 U.S. Environmental Protection Agency (U.S.EPA). Quantifying Greenhouse Gas Emissions in Key Industrial Sectors. Sector Strategies Division, May 2008.

5 www.prcno.org

GOAL **4**

Acquiring and renovating an historic structure is feasible and affordable for a broad range of property owners and investors.

STRATEGIES

4.A Provide accessible, user-friendly information and resources on preserving of historic structures.
The new illustrated design guidelines for historic preservation will be a significant help to property owners. ***(See Volume 3, Chapter 6 for more information.)*** In addition, historic renovation often requires specialized components or materials that, even when newly constructed, maintain the architectural *integrity or style of an historic structure.*

RECOMMENDED ACTIONS

1. *Create a "one-stop shop" for historic rehabilitation resources.*
   Who: *HDLC; PRC*
   When: *Medium term*
   Resources: *Grants; staff time*

   Property owners and others interested in preservation should have all preservation-related resources available in one location (ideally both a brick-and-mortar location as well as on the Web).

2. *Ensure that building materials and components are appropriate for historic renovation are accessible and affordable. Survey and codify elements of our historic architecture to be used in conjunction with Design Guidelines currently available. This should include recommended proportions and details of buildings and building elements.*
   Who: *HDLC; VCC; PRC; building materials retailers*
   When: *Medium term*

Resources: *Staff time*

In addition to salvaged original materials, new materials and supplies that support historic renovation may not be readily available.

6 The Green Project: http://www.thegreenproject.org/what_we_do.php

4.B Support workforce development initiatives in traditional crafts that support preservation such as traditional construction and artisan trades.

The craftsmanship that created New Orleans' historic architecture is an art that needs to be consciously preserved. Through its education and workforce development initiatives and in partnership with local educational institutions, the city can promote crafts such as traditional construction techniques, iron and wood working, glass arts, and others that contribute to the historic fabric and character of the city. ***See Volume 2, Chapter 9 – Sustaining and Expanding New Orleans' Economic Base*** for further discussion of workforce development initiatives in the traditional arts.

RECOMMENDED ACTIONS

1. Work with Delgado Community College and other providers.
   Who: *HDLC; PRC, AIA, Homebuilders Association*
   When: *Medium term*
   Resources: *Staff time; volunteers*

4.C Support workforce development initiatives in traditional crafts that support preservation such as traditional construction and artisan trades.

RECOMMENDED ACTIONS

1. Provide rehabilitation assistance for low-income owners of historic properties.
   Who: *PRC; Non Profits*
   When: *Ongoing*
   Resources: *Grants; fund raising; volunteers*

GOAL **5**

Historic preservation information and administration is enhanced.

5.A Expand communications and information sharing with agencies and the public

The wealth of historic resources in New Orleans, both in the highly regulated local historic districts and outside them, is a significant responsibility as well as a tremendous asset. A variety of activities can help the HDLC and other preservation agencies be more effective.

RECOMMENDED ACTIONS

1. *Develop new and more visible public notice methods to increase awareness of permitting requirements within districts.*
   Who: *HDLC*
   When: *First five years*
   Resources: *Staff time*

   A simple notice in a water bill or tax bill can direct property owners to the HDLC web site for more information.

2. *Continue to provide as much information as possible on the HDLC and VCC web site.*
   Who: *HDLC; VCC*
   When: *First five years*
   Resources: *Staff time*

3. ***Place improved and expanded interpretive signage at landmarks, historic structures, monuments, parks, and other historic points of interest.***
   Who: HDLC, VCC, Non-Profits
   When: First five years
   Resources: Staff time, donations

   Use the occasion of the tri-centennial celebration to place improved and expanded interpretive signage at landmarks, historic structures, monuments, parks, and other historic points of interest with the goal of fostering appreciation for the city's historic and cultural heritage. A commission, including representatives of academic institutions, preservationists, museums, the tourism industry and neighborhood associations, shall be formed for this purpose and charged with curating a series of historical markers and related materials, including websites, apps and brochures, seeking to broaden the narrative history of New Orleans in a factual, comprehensive and inclusive manner.

Volume 3

chapter 6

Historic Preservation

A Context

In 2018, New Orleans will celebrate 300 years as a unique and vibrant urban place with an extensive and living historic character rivaled by few American cities. New Orleans' appealing historic character is not confined to the French Quarter, Garden District and St. Charles Avenue—the areas that tourists most commonly visit. For residents of the city's many walkable neighborhoods of shotguns, cottages and bungalows on both banks of the river, the city's history is part of everyday life. More than house forms and architectural details, much of the appeal of these neighborhoods comes from their settings—buildings rhythmically sited on streets lined with canopies of river oaks, parks and neutral grounds. Together, they make up the historic character of the city in which residents live their lives.

Residents of New Orleans are fiercely attached to the historic character of their neighborhoods. The need to preserve that character was a top priority at many Master Plan meetings. The city's physical connection to its historic roots is part of the identity of New Orleanians. Perhaps because it is so ubiquitous, the city's architectural character is not generally recognized as potentially one of its strongest economic assets for growing a robust 21st century economy. Among the city's business, economic development and political leadership, historic preservation is sometimes viewed as an obstacle to progress and a barrier to the city's growth, rather than an economic asset.

For New Orleans to achieve the vision of 2030, its image will be critical in competing globally for talent, business and private investment. Today and for the next decade or more, the convergence of market forces and demographics is putting cities that have historic neighborhoods and "main streets" of local shops and amenities in the forefront of exciting places to live and do business. Historic preservation is at the root of retaining this character and has been the foundation of neighborhood revival in cities all over the country. Viewing historic preservation as a key component in a comprehensive, integrated approach to neighborhood revitalization, rather than as an isolated function, will enable the city's historic character—so beloved by residents—to be harnessed more consciously towards a future where innovation and preservation are linked.

1. Designated Historic Assets

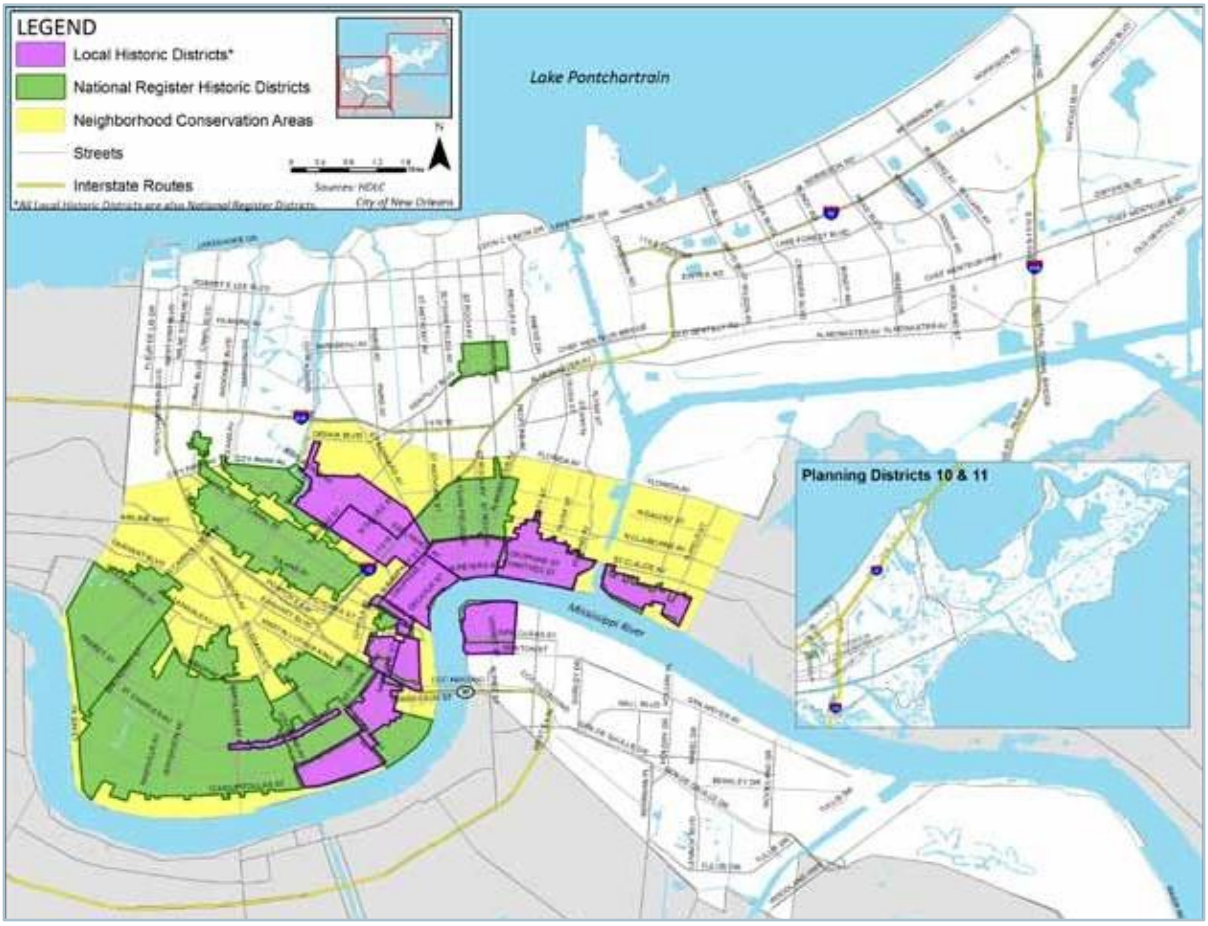
New Orleans' historic resources include federally-designated districts and landmarks on the National Register of Historic Places, locally-designated historic landmarks and local historic districts, and neighborhoods outside historic districts that contain a wide variety of buildings dating from more than 50 years ago that are protected from demolition without a historic review because they lie within a Neighborhood Conservation District.

National Register Landmarks and Districts

As of June, 2009, New Orleans had over 140 landmarks and 19 districts listed on the National Register of Historic Places. The entire Vieux Carré (French Quarter) has been designated a National Historic Landmark. National Register districts and landmarks are designated by the US Department of the Interior and are administered by the State Historic Preservation Office in Baton Rouge. National Register

designation is an honor—designation as a national landmark is the highest historic honor—but does not have any effect on a property owner's right to modify or even demolish his or her property. There are approximately 37,000 buildings in the National Register Districts in New Orleans. After Hurricane

mAp 6.1: New ORLeANs HistORic DistRicts AND NeighbORHOOD cONseRvAtiON AReAs, 2009



Katrina, FEMA funded a very detailed historic survey with extensive photos of a number of New Orleans neighborhoods: Carrollton, Central City, Lower Garden District, Marigny, Parkview, Mid City, Tremé, and Esplanade Ridge. Expansion of this survey would provide New Orleans with an unparalleled resource.

Local Historic Landmarks and Districts

City-designated historic resources are administered by the Vieux Carré Commission (VCC)—which has jurisdiction over the French Quarter—and the Historic District Landmarks Commission, which has a 11-member commission focused on four downtown historic districts (CBD HDLC), and a 15-member commission with jurisdiction of all the other locally-designated historic districts (HDLC). These commissions also have jurisdiction over locally-designated landmarks. The Commissions review proposals in local historic districts that seek to change any part of the exterior of a building that is visible from a public way for historic appropriateness. They have a similar but more extensive regulatory power over landmark buildings, where any exterior surface—not just those visible from the public way—is subject to review. The Commissions also offer technical assistance to property owners and may issue citations for demolition by neglect (failure to maintain a building to such a degree that it is in danger of becoming uninhabitable). The historic fabric that comprises its historic districts has been professionally ranked according to significance. HDLC's Buildings Rating Guide has six categories. The preservation plan for the Vieux Carré uses these same categories.

Locally-designated historic landmarks are typically located outside of local historic districts, except in the case where landmarks were designated before a local historic district was created. They include houses, neighborhoods, churches, cemeteries, public plazas, statues,

monuments, college and university campuses, the St. Charles streetcar line, and two steamboats.[1] A number of local landmarks are also national landmarks. There are 406 properties that are designated or nominated local historic landmarks as of mid-2009. Once a building is nominated, exterior changes are subject to review by the HDLC. The HDLC must prepare a study on the nominated buildings before they are formally designated.

HDLC'S BUILDING RATINGS GUIDE

BUILDINGS OF NATIONAL IMPORTANCE
These nationally important buildings include important works by architects having a national reputation, buildings or groups of buildings designated as National Historic Landmarks by the National Park Service, or unique examples illustrating American architectural development.

BUILDINGS OF MAJOR ARCHITECTURAL IMPORTANCE
Buildings in this classification include outstanding examples of works by notable architects or builders; unique or exceptionally fine examples of a particular style or period when original details remain; buildings which make up an important, intact grouping or row; and noteworthy examples of construction

BUILDINGS OF ARCHITECTURAL OR HISTORICAL IMPORTANCE This category includes buildings that are typical examples of architectural styles or types found in building retains its original architectural details and makes a notable contribution to the over-all character of a particular area of the City.

IMPORTANT BUILDINGS THAT HAVE BEEN ALTERED
This category includes important buildings that have had much of their exterior architectural details removed or covered, but still

BUILDINGS THAT CONTRIBUTE TO THE SCENE
These buildings generally date from the late nineteenth century or twentieth century and are typical examples of an architectural period or style.

UNRATED BUILDINGS
Buildings that have not been given a specific architectural rating are generally twentieth century structures that have no real architectural value.

In addition to the French Quarter, there are 14 local historic districts. Most local historic districts are also within National Register Districts, though there are a few cases where the borders of the local districts do not coincide with National Register Districts and include additional buildings.

Neighborhood conservation District

The Neighborhood Conservation District (NCD) encompasses an area generally south of I-610 on the East Bank, the historic districts on the West Bank, and all present and future National Register historic districts. The purposes of the NCD are: 1) to attempt to preserve buildings of historic or architectural value as defined by the HDLC or that contribute to overall neighborhood character; 2) to preserve and stabilize neighborhoods; 3) to promote redevelopment that contributes to historic character; 4) to discourage underutilization of property; 5) to advise the City Council as needed on issues related to the conservation of neighborhoods within the NCD. The NCD Committee (NCDC) is located within the Department of Safety and Permits and is made up of five community representatives from each City Council district and one representative each from the Office of Code Enforcement, the HDLC, the CPC and the Department of Health.

The primary role of the NCDC is to review demolition applications for properties within the NCD using as criteria: current condition; architectural significance; historic significance; urban design significance; neighborhood context; overall effect on the block face; proposed length of time a vacant site would remain undeveloped if demolition were granted; proposed plan for redevelopment; and public comment from neighbors, neighborhood associations or interested organizations. If a demolition permit is denied, the property owner cannot apply for another on the same building for a year, but can appeal to the City Council. Exemptions from review include: single story accessory structures not visible from the public way; demolition of less than 50 percent of the floor area and not including the front façade; structures within the jurisdiction of the HDLC or otherwise subject of demolition review; structures deemed to be in

1 For a complete list of designated and nominated landmarks, visit http://cityofno.com/pg-99-28-landmarks.aspx.

imminent danger of collapse. The Neighborhood Character Area Study prepared for this plan can be used to inform demolition decisions by the NCDC ***(see Appendix).***

In other cities, Neighborhood Conservation Districts (NCDs) often include design guidelines based on an evaluation of neighborhood characteristics, so that additions, renovations and new development isreviewed for compatibility with existing neighborhood character. Design guidelines in NCDs are more lenient than in local historic districts and in many cases are developed with neighborhood participation, so that the level of regulation and type of regulation is acceptable to local property owners.

Illustrated Design Guidelines

The HDLC received a federal Preserve America grant (to be matched with CDBG funds) in summer 2009 to develop new historic preservation design guidelines with illustrations. This publication will bring New Orleans up to date with comparable cities in providing guidance to owners of historic properties.

2. STAKEHOLDERS AND RESOURCES

In addition to the HDLC and VCC, there are several preservation organizations active in New Orleans.

Preservation Resource Center (RRC). The Preservation Resource Center is a non-profit founded in 1974 as an advocacy organization which has expanded into programs to rehabilitate historic houses. Its 45 staff members provide technical assistance, rebuilding assistance, advocacy on larger citywide preservation issues, and some financial assistance to community-based restoration efforts to encourage renovation of historic houses in New Orleans. PRC programs include:[2]

Image: Preservation resource center. www.Prcno.org

- *Operation Comeback:* Purchase, renovation, and resale of vacant historic properties since 1987, with heightened focus since Hurricane Katrina. A revolving fund provides continued resources for new projects, and the Adopt a House program seeks donations to support more housing rehabilitation. The program works with the City's first time homeowner programs to provide affordable housing in rehabilitated historic properties.
- *Rebuilding Together:* An affiliate of a national organization, Rebuilding Together brings volunteers to New Orleans to assist in repair and renovation of homes for low- and moderate-income homeowners who are elderly, disabled, or first responders. From 2006 to mid-2009, 219 housing units have been repaired in New Orleans, with 38 in progress, using the labor of over 11,000 volunteers. The program works with neighborhood associations to identify eligible homeowners.
- *Prince of Wales Building Crafts Apprentices program:* Through the PRC, applicants who meet certain criteria (such as enrollment in Delgado Community College-Louisiana Technical College, or active membership in certain unions, or permanent residency in the Lower 9th Ward) can apply to receive stipends allowing them to attend the Prince of Wales program in England.
- *Ethnic Heritage Preservation Program:* The PRC developed this program with the African American Heritage Preservation Council through a partnership with Dillard University. A database of jazz-related sites is being developed and two plaques have been installed on buildings associated with jazz artists.
- *Preservation Easement Program:* Owners of historic properties can donate an easement on the property's façade to the PRC in return for a tax donation. The easement gives the PRC the authority to approve or disapprove changes to the façade.

2 For more information, visit www.prcno.org.

Louisiana Landmarks Society

Established in 1950, the Louisiana Landmarks Society is the state's oldest non-profit preservation organization, whose mission is to promote historic preservation through education, advocacy and operation of the Pitot House.

Landmarks rapidly defined preservation advocacy in New Orleans by leading the charge to preserve Gallier Hall in 1950 and defeat the proposed Riverfront Expressway a decade later. Landmarks' most visible manifestation of its preservation principles is the historic c. 1799 Pitot House. Landmarks removed the Pitot House from the threat of demolition in 1964 when it acquired and relocated the structure 200 feet away. Landmarks' preservation activities restored the c. 1799 Pitot House to its Creole West Indies colonial charm. Today, the Pitot House functions as Landmarks headquarters, as a venue for a variety of programs and events, and as a historic house museum open to the public.

Each year, Landmarks continues promoting historic preservation with the following events and activities:

- ***The New Orleans 9 Most Endangered List:*** **Modeled on the National Trust for Historic Preservation's Most Endangered program, Louisiana Landmarks implemented its own list of the most endangered historic resources in New Orleans, beginning with the first list right before Hurricane Katrina struck in 2005. The goals for the program include: saving historic places, publicity for historic sites, advocacy for historic preservation, preservation education, and supporting proactive preservation efforts. A list of endangered places is an excellent tool for drawing attention to historic sites that may be threatened by demolition, neglect or bureaucracy.**

- ***Lecture Series:*** **Each year Louisiana Landmarks Society hosts a series of lectures on topics related to the preservation, culture, history and built environment of New Orleans, including the Martha Robinson lecture in May. Recent presentations include Roberta Brandes Gratz: We're Still Here, Ya Bastards: How the People of New Orleans Rebuilt their City; the documentary film MisLEAD: America's Secret Epidemic, presented by Dr. Howard Mielke, Ph.D., Department of Pharmacology, Tulane University School of Medicine; and, The Realities of Short-term rentals, with guest speaker Jay Brinkmann; and, The 50th Anniversary of the National HistoricPreservation Act and Transportation Act and the Second Battle of New Orleans, with guest speaker William E. Borah; and, The People and Places of the New Orleans Civil Rights Movement, presented by Dr. Raphael Cassimere, Jr., University of New Orleans Professor Emeritus of American Constitutional History and African American History.**

- ***The Annual Louisiana Landmarks Society's Awards for Excellence in Historic Preservation*****: honors architecture and construction projects completed in Orleans Parish (outside of the French Quarter) within a one year time span that represent outstanding examples of restoration or rehabilitation. Projects represent everything from modest shotguns and Creole cottages, to revived neighborhood theatres and markets, and a variety of public and private buildings. Projects honored meet criteria such as demonstrating that historic preservation could be a tool to revitalize older neighborhoods; show that historic preservation is "green" and sustainable; support the cultural and ethnic diversity of the preservation movement; are creative examples of saving a historic building; and, involve properties that utilized various federal or state tax incentive programs.**

- ***Education programs:*** **Each year, the Pitot House welcomes students from schools throughout the Greater New Orleans area. Field trips to historic houses help students appreciate Louisiana's interesting history. Filled with beauty and mystery, historic buildings offer valuable insight and a connection with those who have contributed to the beautiful fabric of New Orleans.**

- ***The Harnett T. Kane Award:*** **Established by Harnett Kane (1910 – 1994), Louisiana Landmarks Society's founding member and President, this prestigious award salutes those who have demonstrated lifetime contributions to preservation. An impressive list of preservation luminaries**

have been honored, with the first award given in 1968.

TABLE 6.1: LOUISIANA TAX INCENTIVES PROGRAM QUICK REFERENCE GUIDE			
	FEDERAL HISTORIC REHABILITATION TAX CREDIT	LOUISIANA STATE HISTORIC PRESERVATION TAX CREDIT	LOUISIANA STATE RESIDENTIAL REHABILITATION TAX CREDIT
Purpose	Encourage the preservation of historic buildings through incentives to support the rehabilitation of historic and other older buildings	Encourages the preservation of historic buildings through incentives to support the rehabilitation of historic and older buildings	Encourage taxpayers to preserve and improve their homes by offering a tax credit on rehabilitation costs
Eligibility	Income producing property individually listed on the National Register (NR) or a contributing element within a National Register Historic District	Income producing property that is a contributing element within a Downtown Development District or Cultural District of Historic Preservation	An owner occupied building that is a contributing element to a NR District, a locally designated historic district, a Main Street District, a Cultural District, or a DDD; a residential structure that is listed or is eligible for listing on the NR; or a vacant and blighted building at least 50 years old
% of Credit	20% of construction costs and fees GO Zone–26% for costs incurred from August 28, 2005 through December 31, 2009 credit	25%	25% credit = AGI less than or equal to $50,000. 20% credit = AGI $50,001—$75,000. 15% credit = AGI $75,001—$100,000. 10% credit = AGI $100,001 plus. (Available only for vacant and blighted residential buildings at least 50 years-old.)
Minimum Expenditure	The rehabilitation must exceed the adjusted basis of the building. If adjusted basis is less than $5,000, the rehabilitation cost must be at least $5,000.	$10,000	$20,000
Credit Cap	None	$5 million per taxpayer within a particular DDD	$25,000 per structure
Application	Submitted to DHP and forwarded to NPS with recommendation. Part 1 certifies the building as historic. Part 2 describes the proposed rehabilitation. Part 3 is final certification of completed work.	Submitted to DHP. Part 1 certifies the building as historic. Part 2 describes the proposed rehabilitation. Part 3 is final certification of completed work.	Preliminary Application—A establish initial eligibility. Proposed Rehabilitation Application—B determines if the proposed rehabilitation is consistent with the Standards. Certificate of Completion—C is the final certification.
Fees	Initial fee requested by NPS of $250 with Part 2; final fee is scaled to the size of the rehabilitation	$250 with Part 2	$250 with Proposed Rehabilitation Application—B
Program Standards	Secretary of the Interior's Standards for Rehabilitation	Secretary of the Interior's Standards for Rehabilitation	Secretary of the Interior's Standards for Rehabilitation
Taking the Credit	Credit is claimed for the year the project is completed and has received an approved Part 3. Unused Credit can be carried back one year and forward for 20 years.	Credit is claimed for the year the project is completed and has received an approved Part 3. Any unused credit may be carried forward for up to 5 years. This credit may be sold to a third party.	The tax credit is divided into 5 equal portions, with the first portion being used in the taxable year of the completion date, and the remaining portions used once a year for the next four years. If the full credit for one year cannot be taken, the owner will receive that amount as a refund.
Recapture	If the owner sells the building within 5 years of the rehabilitation, he loses 20% of the earned credit for each year short of the full 5 years.	If the owner sells the building within 5 years of the rehabilitation, he loses 20% of the earned credit for each year short of the full 5 years.	If the building is sold during the five-year credit period, all unused credit will immediately become void.

Phone: (225) 342-8160 Website: www.louisianahp.org

SOURCE: LOUISIANA DEPARTMENT OF CULTURE, RECREATION AND TOURISM. HTTP://WWW.CRT.STATE.LA.US/HP/TAXCREDIT09P.ASPX. RETRIEVED AUGUST 2009.

Main Streets. Main Street programs, mentioned earlier in Chapter 5—Neighborhoods and Housing, were first developed to revitalize historic commercial districts and their program structure continues to serve as a strong foundation for preservation of historic commercial areas.

The Green Project. The Green Project is a nonprofit organization that operates a warehouse store which resells high-quality salvaged building material, much of which comes from historic structures that have been deconstructed rather than demolished.[3]

Tourism. While some of the city's tourism promotion efforts capitalize on the city's historic character and image, and there are a few tours of historic sites and districts offered by guide services, many New Orleanians see historic preservation as focused on the more traditional tourist areas of the city, particularly the French Quarter and the Garden District. However, there is significant potential for expanding tourism activity into some of the other historic areas of the city, which could lengthen the visitors' stay, and would benefit residents and neighborhood-serving restaurants and businesses as well as visitors.

Cultural preservation linked to historic preservation. The African American community tends to be less active in preservation organizations and initiatives, though many of New Orleans' historic buildings were constructed and inhabited by the city's African American working class. Moreover, these historic neighborhoods are the birthplaces of jazz (Tremé and others) and cultural traditions that are integral to New Orleans identity.

The national main Streets program provides resources to assist communities in revitalizing historic commercial districts.

There is significant potential for expanding heritage tourism activity into historic areas of the city that currently do not benefit from the tourist trade.

3. Historic Buildings

The ambiance created by the ensemble of historic buildings in neighborhoods—rather than monumental public buildings—is what attracts many people to New Orleans. Much of this vernacular historic housing in New Orleans was built for working people and for residents of modest means. Building rehabilitation practices mandated by historic district regulations are perceived as expensive and a barrier to historic renovation by low and moderate income owners. For developers and landlords, the gap between renovation costs and market sales or rental rates can be a deterrent, adding to the potential for continued disinvestment in some neighborhoods with historic building stock or, alternatively, rehabilitated buildings become unaffordable to the workforce for whom they were originally intended. Over time, the socioeconomic diversity of entire neighborhoods—and integral part of the "historic character" that so many New Orleanians seek to preserve—is eroded.

In 2008, Louisiana Act 431 created the *Magnolia Street Residential Neighborhood Enhancement Program*, within the Department of Culture, Recreation, and Tourism. The Magnolia Street program, which is modeled after a successful program in Pennsylvania, is similar to the Louisiana Main

3 www.thegreenproject.org.

Street Program. Magnolia Street helps residential districts near a Main Street district implement a revitalization strategy. The program will provide residential reinvestment grants for infrastructure and structural improvements, such as streets, street lights, trees, exteriors of buildings, and sidewalks. The program will also provide an assessment of educational and recreational opportunities and facilities within an area, as well as provide grants to market and promote urban residential living and promoting home ownership within the residential areas. The program is being stewarded by the state Department of Culture, Recreation, and Tourism and is still in the process of getting started.[4]

Like many other older cities, New Orleans has a number of historic institutional buildings that will need to find new uses, many in the middle of residential neighborhoods. These buildings contribute to the historic character of their surroundings. The recent School Facilities Master Plan notes that: "some older school buildings will no longer be practical for use as educational facilities," and recommends that they be "evaluated for their historic qualities and preserved and/or adaptively reused for housing, offices, or other community uses." Schools, churches, convents, and similar historic assets have found new life around the country (and in New Orleans) as housing, arts centers, business incubators and other modern uses.

The maritime industrial heritage of New Orleans is reflected in many historic structures on the riverfront and in its numerous historic warehouse and factory buildings. However, many are currently outmoded for modern industrial purposes and vacant or underutilized. The Warehouse District, where many historic warehouse buildings have been converted to artist studios, galleries, offices, restaurants, and housing, provides one precedent for adaptive reuse of industrial structures.

4. TWENTIETH CENTURY ARCHITECTURE

New Orleanians' sense of historic identity is linked to the remaining 18th and 19th-century buildings in so many neighborhoods. However, buildings over 50 years old are generally considered candidates for historic preservation status. In addition to buildings from the first half of the twentieth century, such as the Art Deco Charity Hospital building, New Orleans also has examples of Modernist and Mid-Century architecture and neighborhood design, whose preservation value should be evaluated, including City Hall, several mid-century schools, office buildings and single-family homes. The architectural community has tended to be the strongest advocate for preserving mid-century buildings.

4 http://senate.legis.louisiana.gov/Gray/Topics/2008/julynewsletter.pdf

5. INTEGRATING CONTEMPORARY WITH TRADITIONAL ARCHITECTURE

Like many American cities with important historic building stock and a strong preservationist community, New Orleans has yet to develop the easy integration of contemporary and historic architecture that is more often found in Europe. Development of a set of guidelines for compatible contemporary design is needed to assist property owners and developers. Guidelines and criteria for evaluation would encourage more developers to use architects rather than engineers to design new buildings within historic contexts.

B What The Public Said

Previous plans for New Orleans—particularly the Unified New Orleans (UNOP) and Neighborhood Rebuilding Plans (Lambert) plans—placed top priority on preserving the overall character of neighborhoods and eliminating blight. Many individual plans expressed residents' desire to ensure renovation of historic structures wherever possible (though demolition for reasons of health and public safety was also a high priority). Preserving New Orleans' arts and cultural heritage and the socio-cultural diversity neighborhoods were frequently mentioned in these plans.

During the Master Plan process, public attention focused particularly on the following historic preservation concerns:

- Adopt a more holistic view of preservation as not just the renovation of physical structures but also the restoration of social and cultural heritage.
- Move away from a "museum-ification" and the "curatorial" approach to preservation and towards a more useful, functional, "living, breathing" form of preservation.
- Expand preservation initiatives to include social and cultural heritage.

- Preserve the overall historic character of neighborhoods, including their mix of uses, walkability, density, scale, architectural styles, and diversity of housing types.
- Preserve the character of streets and public spaces, including tree canopies, benches, landscaping, and both formal and informal gathering places.
- Encourage historic preservation throughout the city, not only in tourist-oriented areas
- Encourage the preservation of artisan skills and trades.

Text Amendments to: Chapter 7

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.

VOLUME 2

Chapter 7

~~GREEN INFRASTRUCTURE:~~ PARKS, OPEN/GREEN SPACES AND RECREATION

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
~~GREEN INFRASTRUCTURE P~~RESERVATION/RETENTION ~~NETWORK~~			
1	***Protection of remaining wetland areas inside and outside the levee system***	1.A. **Review and revise as needed regulations,** ~~Ensure that l~~and use and zoning categories for wetlands and coastal areas **to** promote wetland preservation.	~~7.13 - 7.14~~
		1.B. Seek conservation solutions for wetlands through permanent protection or acquisition by conservation organizations.	~~7.14~~ 7.13
2	***Restoration and expansion of New Orleans' urban forest to reach 50 percent tree canopy by 2030***	2.A. Promote tree planting on ~~both~~ public ~~and private~~ property.	~~7.14~~
		~~2.B. Restore and plant new trees in parks and neutral grounds.~~	~~7.16~~
		2.~~C~~**B**. **Promote tree preservation and planting on private property**.	~~7.17~~
		~~2.C. Promote tree preservation on private property.~~	~~7.17~~
		2.~~C~~B. **Restore and plant new trees in parks, open/green spaces and neutral grounds**.	~~7.17~~
		2.D. **Develop and e~~E~~**stablish storm water management ~~planting~~ practices in public **parks, open/**green spaces **and neutral grounds**.	~~7.17~~
PARK SYSTEM			
3	***A commitment to no ~~net~~ loss of public parkland***	3.A. Establish systems **and funding** to ensure that the city does not lose acreage dedicated to parks.	~~7.17 - 7.18~~
4	***A park within walking distance—approximately 1/3 mile—of every New Orleans resident***	4.A. Balance passive and active uses of parks and public spaces **while keeping them accessible to all residents**.	~~7.20~~

		4.B.~~3~~. Prioritize creation of new parks or playgrounds where there is no park within walking distance and provide access to resources of citywide importance, such as the waterfront.	
5	***More public access to waterfronts***	5.A. Create parks and public spaces along the Mississippi River~~, and~~ Lake Pontchartrain **and other waterways and wetlands and ensure access is kept open to general public and not dominated by specialized use facilities, particularly those which could be placed in other areas**.	~~7.21~~
6	***More green ~~connections~~ connectors throughout city***	6.A. Create linear parks and green ways for multi-use pathways using the city's neutral grounds and other linear connections, such as levees, canal edges and ~~former~~ rail lines.	~~7.22~~
7	***Maintenance of existing parks~~, and~~ open/green spaces, and recreation sites to a high level through restoration, redesign and reconstruction***	7.A. Establish expanded maintenance criteria for parks ~~and~~ open/**green** spaces **and recreation sites** in partnership with citizen parks groups.	~~7.23~~
		7.B. Establish clear and permanent policies and procedures for accepting, placing and maintaining public art in parks, green spaces and recreation sites.	~~7.24~~
		7.C. Establish and maintain stormwater infrastructure in public spaces.	~~7.24~~
		7.D. Research the history and design of parks, and open/green spaces and develop plans to restore, redesign, reconstruct, and maintain these areas.	
RECREATION			
8	***Multi-use indoor/ outdoor recreation centers within 5 miles of every resident***	8.A. Create ~~10~~ **6** indoor pools at existing centers.	~~7.24~~
		8.B. Coordinate recreation resources with schools and other community and human services.	~~7.24~~
9	***Year-round recreation opportunities for children, seniors, and adults***	9.A. Provide recreational opportunities appropriate to the demographics of the surrounding neighborhood.	~~7.25~~
10	***Recreation offerings that meet changing citizen needs***	10.A. Regularly monitor the recreation needs of all segments of the population.	~~7.26~~

FINANCING AND MANAGEMENT			
11	***More effective coordination and cost-effective management of parks, open/green spaces, and recreation resources and programs, and the public art in those spaces***	11.A. Coordinate parks, open/green spaces and recreation resources and activities throughout the city.	~~7.26~~
12	***Neighborhood participation in decision making about parks and recreation***	12.A. Survey both park and recreation **resources** users on a regular basis.	~~7.27~~
		12.B. **Continue to use** ~~Establish a system for~~ **to incorporate** community input in **all** parks, **open/green spaces** and recreation design, **maintenance** and improvements.	~~7.27~~
		12.C. Prepare and update a ~~full~~ city wide parks, green/open space and recreation master plan and regional park master plans regularly.	~~7.28~~
13	***~~A~~ Cc~~o~~nsistent and adequate level of maintenance, operations and programming on per capita basis***	13.A. Provide a consistent and adequate per capita operating budget and work towards establishing a dedicated funding source for municipal park and recreation resources and programs.	~~7.28~~
14	***Expanded partnerships to support parks open/green spaces and recreation resources and programs***	14.A. Continue to support and ~~work~~ **expand partnerships** with ~~Parkway Partners and support expansion of~~private partners; **non-profit partners**, park, **open/green space** , and neutral ground Friends groups, as well as existing ~~NORD~~ **NORDC Booster and Friends groups** ~~and hire a volunteer coordinator to develop and manage a network of "Friends" groups~~ **for parks, open/green spaces and recreation resource program**.	~~7.29~~
15	***Effective marketing of the municipal park and recreation systems to citizens and visitors***	15.A. Utilize the arts when ~~P~~providing user-friendly communications, including an interactive web site, annual reports, consistent signage, and similar efforts.	~~7.29~~

new orleans
MASTER PLAN AND COMPREHENSIVE ZONING ORDINANCE

fact sheet

PARKS, OPEN SPACE, AND RECREATION

Park and Recreation Resources ~~(as of 2009)~~

- New Orleans has ~~26,164~~ **27,110** acres of park land, or ~~22.5~~ **23.3%** of the city's land area
  - 22,770 of those acres are in Bayou Sauvage National Wildlife Refuge
  - The total does not include neutral grounds, school and institutional green space, levees, or urban wilds
  - In ~~2000~~ **2010**, not counting the wildlife refuge, there were about ~~14~~ **13** acres of park land per 1,000 persons
- Almost half the city's park was acquired by donation or other non-purchase method
- Major parks include:
  - City Park: 1213 acres
  - Audubon Park 400 acres
  - Lakeshore Park: 400 acres
  - Pontchartrain Park: 198 acres
  - Joe Brown Park and Louisiana Nature Center: 193 acres
  - Brechtel Park: ~~112~~ **220** acres
  - Behrman Park: 60 acres
  - Lafitte Greenway: 26 acres
  - Lincoln Beach: 24 acres (closed before Katrina)
  - West End Park: 23 acres
  - **Crescent Park: 20 acres**
  - Woldenberg Riverfront Park: 16 acres
- 14 multi-purpose neighborhood parks including 9 stadiums pre-Katrina
  - 5 stadiums currently restored
- 83 neighborhood parks and playgrounds pre-Katrina
  - 60+ playgrounds currently restored
- 64 pocket parks
- 19 public swimming pools pre-Katrina
  - 7 currently restored
- 10 recreation centers pre-Katrina
  - 5 currently restored
- ~~7~~ **4** public and 4 private golf courses
- 7 historic urban squares
- ~~43 park and recreation recovery projects are currently underway by ORDA~~
- ~~A new downtown riverfront park is being designed~~

Park and Recreation Management

- Divided among four entities with different funding sources:
  - New Orleans Department of Parks and Parkways
  - New Orleans Recreation ~~Department~~ **Development Commission** (NORDC)
  - City Park Improvement Association
  - Audubon Commission
  - French Market Corporation
- Maintenance and funding are persistent issues for city-funded parks and recreation
- Pre-Katrina per-capita funding was better than many southern cities and slightly above the national average, but New Orleans had greater needs as a denser city with more income diversity

WHAT DOES IT MEAN?

- New Orleans has an enviable network and inventory of park land for an urban center.
- Not counting Bayou Sauvage, in 2010 the city had about 13 acres of park land per 1,000 persons, comparing favorably with many US cities.
- In most neighborhoods, most residents have a park within walking distance.
- Neighborhood park deficits are found especially in some older neighborhoods and parts of New Orleans East.
- Effective maintenance of parks was a challenge pre-Katrina as well as since Katrina.
- Many parks and recreation facilities, and the city's urban forest, were significantly damaged by Katrina and are still in the process of restoration.
- City Park had a master plan completed before the storm that has served as a foundation for post-storm restoration.
- The city's neutral grounds are an exceptional resource.
- The city does not take sufficient advantage of its water resources as an amenity or for recreation.

Additional Green Resources:

- 125 acres in two 19th century forts in state parks: Fort Pike and Fort McComb
- Jean LaFitte National Historic Park
- 22 miles of Mississippi River waterfront
- 16.5 miles of lakefront with four major boat harbors
- More than 250 miles of neutral grounds ranging from 2 feet to 350 feet wide
- 54 active community gardens pre-Katrina
  - 25+ currently re-established
- Recreation programs focus on youth; some adult and senior fitness programs
- Non-profit partners ~~including Parkway Partners~~ and ~~Friends of NORD~~ community based organizations
  - ~~Parkway partners ReLeaf Program has facilitated planting of over 3,000 trees~~
- Bike and pedestrian paths on levee sections **on the river and lakefront, along Bayou St. John, and in several neutral grounds throughout the city, including: West End/Pontchartrain Boulevards, Galvez Street, Napoleon Avenue, Jefferson Davis Parkway, Lake Forest Drive, and St. Anthony Street.**
- ~~Plans for Lafitte Greenway and proposal for Woodlands Trail in Lower coast Algiers~~

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FINDINGS

- Parks and open space within the boundaries of New Orleans include extensive wetland natural areas as well as passive and active parks.
- New Orleans has an extensive urban park system with ~~an~~**a** large inventory of park lands that are generally well-distributed throughout the city. Excluding Bayou Sauvage National Wildlife Refuge, New Orleans had approximately **~~30004~~ 340** acres of park land in ~~2009~~**2015**, giving it more than many southern cities.
- New Orleans lost approximately 100,000 trees as a result of Hurricane Katrina. **About 50,000 new trees have been planted as of 2016.**
- Management of the city's park and recreation system is **~~fragmented~~divided** among several city departments, parish and state agencies, and tax-supported nonprofit organizations.
- Most New Orleans residents are now within one-third mile walking distance of some kind of park.
- The city before Hurricane Katrina had an extensive recreation infrastructure, but many facilities were extremely outdated and in disrepair. Moreover, salaries for **parks and** recreation department employees are very low, making it difficult to build a more professionalized staff.
- Funding for municipal park and recreation agencies has historically fluctuated considerably from year to year.
- ~~The City does not have a unified park and recreation department, as is common in most cities.~~
- New Orleans ~~currently~~ has ~~few~~**expanded** designated walking ~~or~~**and** biking trails **using the Greenway, enhanced neutral grounds, and adding over 150 miles of bike lanes on road repair projects**.
- Recreation facilities are focused on children and youth, team athletics, and—to a lesser extent—senior citizen activities.

CHALLENGES

- Ensuring effective coordination among the various entities and agencies that manage park land and provide recreation facilities in New Orleans.
- Restoring and enhancing the tree canopy and plantings damaged by Hurricane Katrina.
- Offering more recreation and fitness activities for adults of all ages while continuing to focus on recreation for children and youth, particularly those from low-income households.
- Providing a consistent funding mechanism.
- Providing consistent, high quality maintenance.
- Incorporating maintenance planning in capital improvement programs.
- Effectively serving a very diverse population.

Acronyms

To aid in reading this section, below is a list of acronyms used within the text:

CAO	Chief Administrative Officer	**GIS**	Geographic Information Systems
CDBG	Community Development Block Grant	**LUFC**	Louisiana Urban Forestry Council
CPC	City Planning Commission	**NORA**	New Orleans Redevelopment Authority
CPIA	City Park Improvement Association	**~~NORD~~**	~~New Orleans Recreation Department~~
NPP	Neighborhood Participation Program	**NORDC**	**New Orleans Recreation Development Commission**
CZO	Comprehensive Zoning Ordinance	**OFICD**	Office of Facilities, Infrastructure and Community Development
D-CDBG	Disaster Community Development Block Grant	**RPC**	Regional Planning Commission
DPW	Department of Public Works	**RTA**	Regional Transit Authority
EPA	Environmental Protection Agency	**NOBA**	**New Orleans Building Corporation**
FEMA	Federal emergency Management Administration	**NEO**	**Neighborhood Engagement Office**

A Introduction

Excellent parks, recreational resources for adults as well as children and youth, and access to water and nature are key ingredients of the quality of life city dwellers desire in the 21st century. New Orleans' system of parks, open spaces, and recreation resources is one of its most important assets. Excluding the 22,000 acres of Bayou Sauvage National Wildlife Refuge, the city had approximately ~~3,000~~ **4,340** acres of park land in ~~2009~~**2015**, more than many southern cities, with parks generally well-distributed throughout the city. **This chapter includes** ~~Today,~~ the traditional elements of park and recreation planning ~~are situated within the broader concept of "green infrastructure.". This~~ includ**ing**~~es~~ the **connector** network of parks, tree-lined streets, bike trails and **lanes,** pedestrian paths, river and stream corridors, waterfronts, and urban wilds of the city. Responsibility for New Orleans' ~~green infrastructure system~~ **parks, open/green spaces and recreation resources are** ~~is~~ divided among a number of public and nonprofit entities, making coordination a challenge.

The Master Plan focuses on maintaining and enhancing the city's **parks, open/green spaces and recreation resources** ~~green infrastructure~~ through:

- Protecting resources
- Expanding access to parks, recreation and to waterfronts
- Creating open space connections through green ways and blue ways throughout the city
- Ensuring that recreation meets the changing needs of youth and adults
- Strengthening financial and operational support to ensure high levels of maintenance and programming
- Expanding partnerships

EQUITY

Access to beautiful parks and open space for all constituents is a hallmark of a city's commitment to Equity. We shall continue to leverage resources for the development of parks and recreation space to communities of highest need, enlisting a range of public and institutional partners, such as schools to make open spaces that they control can be made available for community use. Public transportation must also increase access to parks and open space by offering multiple modes of transit, such as buses and bicycles. Our parks must also accommodate a wide variety of activities by providing multi-use recreation spaces.

B Recommendations

A recommendations **Summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **Getting Started**. The **Narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions to inform understanding of the goals, policies, strategies and actions are included in Volume 3, Chapter 7.

Summary

FIRST FIVE YEARS: ~~2010–2014~~2016-2020 **MEDIUM TERM:** ~~2015–2019~~2020-2025 **LONG TERM:** ~~2020–~~2025-2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
1. Protection of remaining wetland areas inside and outside the levee system	**1.A.** **Review and revise as needed** ~~Ensure~~ **regulations** ~~that~~ land use and zoning categories for wetlands and coastal areas **to** promote wetland preservation.	1. Prohibit further drainage of wetlands for development both inside and outside the levees.	CPC	First five years	CZO **amendment** ~~rewrite contract~~	~~7.13 – 7.14~~
		2. **Maintain** ~~Establish~~ regulations and enforcement systems to protect wetlands, such as a city wetlands protection ordinance.	Coastal and Environmental Affairs; City Attorney; City Council	First five years	Staff time	~~7.14~~
	1.B. Seek conservation solutions for wetlands **through permanent protection or acquisition by conservation organizations**.	1. Discuss options with Bayou Sauvage and environmental organizations.	Coastal and Environmental Affairs; Trust for Public Land; US Department of the Interior	Medium term	Staff time; federal or nonprofit funding	~~7.14~~
2. Restoration and expansion of the New Orleans's urban forest to reach 50 percent tree canopy by 2030	**2.A.** Promote tree planting on ~~both~~ **public** ~~and private~~ property.	**1. Inventory and** ~~P~~prepare a **city-wide** tree-canopy **and vegetation (including public right-of-way and neutral ground areas)** GIS layer**s, documenting value attributes etc., in a digital format to allow GIS** ~~and analyze it~~ **analysis** ~~with appropriate tree cover~~ **using** software **that** ~~to~~ track**s vegetative** values **changes over time.**	Parks ~~and~~& Parkways; City GIS ~~unit~~ **Department, DPW**; ~~, Louisiana Urban Forestry Council (LUFC);~~ **consultant**	**First five years** ~~Medium term~~	Louisiana ~~Depart~~**Dept**. of Agriculture and Forestry; **U.S Department of Agriculture, Forest Service**, ~~Urban and Community Grants, Alliance for Community Trees Grants, Chevron Grants;~~ **grants; general fund; Staff time**	~~7.14 – 7.15~~

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
		2. Prepare a ~~street~~tree **and vegetation** master plan to ~~plant street trees~~ **address public lands** throughout the city.	Parks ~~and~~& Parkways; City GIS ~~unit~~ **Department; CPC; ;~~, Louisi- ana Urban Forestry Council (LUFC);~~ consultant**	~~**Medium termFirs**~~ **t five years**	Louisiana Dept. of Agriculture and Forestry; **U.S Department of Agriculture, Forest Service ~~Urban and Community Grants; Alliance for Community Trees Grants; Chevron Grants;~~ grants; general fund**	~~7.15~~
		~~3. Promote tree preservation on private property.~~	~~Parks and Parkways City GIS unit, Louisiana Urban Forestry Council (LUFC)~~	~~Medium Term~~	~~Louisiana Dept. of Agriculture and Forestry, Urban and Community Grants, Alliance for Community Trees Grants, Chevron Grants;~~	~~7.15~~
		~~3.9~~ **Identifying priority areas for planting, species selection palettes**, ~~best practices~~ BMPs, etc.	**Parks & Parkways; NORDC; DPW; SWBNO**	**Medium term**	**Staff time**; ~~possible consultant (approx. $200K, depending on scope)~~	~~7.16~~
		~~4. Improve the city's tree and vegetation protection ordinance (Chapter 106, Article IV).~~	~~Parks and Parkways; City Attorney; City Council~~	~~Medium Term~~	~~Staff Time~~	~~7.15~~
		~~4.~~**8. Work with utility companies to develop & refine a protocol for conflicts and to develop a public information document.**	**Parks & Parkways; ~~LUFC~~ SWBNO; DPW; Utility Companies; Communications**	**First five years ~~Medium term~~**	**Staff time**	~~7.16~~
		~~5. Require tree planting as part of commercial or mixed-use development, where appropriate.~~	~~CPC~~	~~First five years~~	~~**CZO rewrite**~~	~~7.16~~
		5. Create a no net loss of tree canopy strategy for public and private property	Parks & Parkways; NORDC; CBDG	First five years	Staff time; non-profit organizations	

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
		~~6. Inventory the city's public trees and overall tree canopy.~~	~~Parks & Parkways.~~	~~Medium term~~	~~Louisiana Department of Agriculture and Forestry Urban and Community Grants Alliance for Community Tree Grants, Chevron Grants~~	~~7.16~~
		6. Establish criteria for "Heritage Trees" to inform future development; Identify as "heritage trees" as those trees of native species, significant size (e.g. top 20% by caliper), located along public corridors. Use additional criteria as appropriate. Consider additional protections for qualifying trees and appropriate incentives for their retention.	Parks & Parkways; NORDC; CBDG	First five years	Staff time; non-profit organizations	
		~~7. Prepare a GIS layer with street trees and Neutral ground vegetation~~	~~Parks and Parkways, City GIS unit, Louisiana Urban Forestry Council (LUFC)~~	~~Medium term~~	~~(See below)~~	~~7.16~~
		7. Improve the City's tree and vegetative ordinance to require retention, replacement and enhancement of the landscaping and live oak canopies characteristic of New Orleans, providing for complete protection of trees and landscaping during private and public construction, and power line maintenance and construction work by public utilities.	City Council, Parks & Parkways, DPW	First five years	Staff time	
		~~8. Work with Utility companies to develop a protocol for conflicts and to develop a public information document.~~	~~Parks & parkways; LUFC~~	~~Medium term~~	~~Staff time~~	~~7.16~~

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
		~~9. Identify priority areas for planting species best practices, etc.~~	~~Parks & Parkways~~	~~Medium term~~	~~Staff time; possible consultant (approx. $200K, depending on scope)~~	~~7.16~~
	~~2.B. Restore and plant new trees in parks and neutral grounds.~~	~~1. Continue to work with non-profits who donate trees to the city and develop a program with attractive markers to indicate the donations.~~	~~Parks & Parkways~~	~~First five years~~	~~Donations~~	~~7.16~~
	2.~~C~~B Promote tree preservation and planting on private property.	**1. Work with non-profits and neighborhood organizations to encourage homeowners and other private property owners to preserve and plant trees on private property.**	**Parks & Parkways; DPW; SWBNO; NORA; Communications; Non-profit partners**	**ongoing**	**Staff time; non-profit partners; volunteers; grants; donations**	
		~~2. Create tree nurseries on city-owned vacant land for public plantings and, if feasible, for donation to property pwners.~~	~~Parks & Parkways; parkway Partners; NORA~~	~~**First five years**~~	~~Staff time; nonprofit partners~~	~~7.16~~
		2.4 Improve the city's tree and vegetation protection ordinance (Chapter 106, Article IV).	**Parks & Parkways; CPC; City Attorney; City Council**	**First five years ~~Medium term~~**	**Staff time**	~~7.15~~
		3.. Maintain ~~Require~~ tree planting in the public right of way as part of ~~commercial or mix~~ any new development, where appropriate.	**CPC, Parks and Parkways**	**ongoing ~~First five years~~**	**CZO ~~rewrite~~**	~~7.16~~
	~~2.C Promote tree preservation and planting on private property.~~	~~1. Include trees in landscape standards in the new CZO.~~	~~CPC~~	~~First five years~~	~~CZO rewrite~~	~~7.17~~
	2.~~B~~C. Restore and plant new trees in parks, green spaces, and neutral grounds.	**1. Continue to work with non-profits who donate trees to the city. ~~and develop a program with attractive markers to indicate the donations.~~**	**Parks & Parkways; DPW; SWBNO; NORA;**	**ongoing ~~First five years~~**	**Donations**	~~7.16~~
		~~2. Work with non-profits and neighborhood organizations to encourage private tree planting on vacant properties.~~	~~Parks & Parkways; Parkway Partners~~	~~First five years~~	~~Staff time; nonprofit partners; volunteers~~	~~7.17~~
		2. ~~Create~~ Assist with the creation of tree nurseries on city-	Parks & Parkways; ~~Parkway Partners~~; NORA**; Non-**	First five years	Staff time; nonprofit partners	~~7.16~~

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
		owned vacant and private land for public plantings and, if feasible, for donation to property owners.	profit Partners			
		~~3. Encourage homeowners and other property owners to plant trees on their property.~~	~~Parks & Parkways; Parkway Partners~~	~~First five years~~	~~Staff time; nonprofit partners; volunteers~~	~~7.17~~
	2.D. Develop and ~~e~~Establish storm water management ~~planting~~ practices in public parks, open/green spaces, and neutral grounds.	~~1. Replace most lawn areas in neutral grounds and street swales with shrubs and ground cover.~~	~~Parks & Parkways; public education through Levee Board, Parkway Partners~~	~~Medium term~~	~~Staff education and training; grants for public awareness; grow plants in nursery~~	~~7.17~~
		1. Prepare a comprehensive manual to include BMPs for use by city departments and the public to meet the city's storm water management and Resilience goals.	City Council, CAO's Office; CPC; Parks & Parkways; DPW; ; NORA; SWBNO; Office of Sustainability	First five years	Staff time; general fund	
		~~2.1~~ **Replace most lawn areas in neutral grounds and street** ~~swales with shrubs and ground cover~~ **sides with bioswales, plantings and appropriate green infrastructure, when necessary amending the soil to accommodate increased rainwater detention.**	**Parks & Parkways**~~; public education through Levee Board, Parkway Partners~~	**Medium term**	**Staff education and training; grants** ~~for public awareness;~~ **grow plants in nursery**	~~7.17~~
3. A commitment to no ~~net~~ loss of parkland	**3.A.** Establish systems and funding to ensure that the city does not lose acreage dedicated to parks.	1. Require enhanced public review of disposition of public parkland and apply any funds from sales of parkland to acquisition of new parkland.	Parks & Parkways; CPC; City Council; Real Estate & Records; NORDC	ongoing ~~First five years~~	Staff time	~~7.18~~
		2. Create a Parks ~~and recreation~~ Trust Fund or similar accounts within the Capital Projects Fund to receive funds for acquisition, and improvement ~~and~~ maintenance of parkland.	Parks & Parkways; CAO's Office; CPC; City Council; Real Estate & Records	First five years	Staff time	~~7.19~~
		3. Evaluate any public property identified for sale for suitability as a park ~~or~~ recreation site, or stormwater management.	CPC; NORDC; Parks & Parkways; City Attorney; City Council; SWBNO; DPW; NORA	~~Medium term~~ ongoing	Staff time	~~7.19~~

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
4. A park within walking distance approximately ~~one-third~~ **1/3** mile of every New Orleans resident	**4.A.** Balance pas-passive and active uses of parks and public spaces while keeping them accessible to all residents.	1. Provide open fields, tree-shaded areas, ~~walking~~ paths for walking, running, biking, and/or similar uses, seating, water fountains and similar low impact amenities, and programming (activities such as concerts, festivals, etc.) ~~In~~in parks, open/green spaces and neutral grounds ~~that are not managed by NORD~~ in ~~order~~ to ensure ~~that~~ residential use.~~s can and will use them.~~	Parks & Parkways; ~~Dept of Public~~ **~~Works~~NORDC; DPW; Capital Projects Administration; non-profit partners;** Regional Park Administrators	**ongoing** ~~First five years~~	Variable, according to project, activity or event	~~7.20~~
		2. Provide ~~Make improvements in~~ safe walking routes to parks utilizing artistic intervention.	~~NORD or successor~~NORDC; ~~organization~~; Parks & Parkways; DPW; Arts Council of New Orleans, other sanctioned government organizations	Medium term	~~Seek grants from~~ **Public health grants, Safe Routes to Schools funding program, grants (Federal, state, and private)** ~~public health funders, such as Robert Wood Johnson Foundation~~	~~7.20~~
		~~3. Prioritize creation of new parks or playgrounds for underserved areas where there is no park within walking distance and for access to resources of citywide importance, such as the waterfront.~~	~~CPC;NORD or successor organization; Parks & Parkways~~	~~Medium Term~~	~~CDBG; general fund~~	~~7.20~~
		3. Establish systems to use vacant public lots and other public properties, such as schools, as full time or part time neighborhood parks.	NORDC, Parks and Parkways	First five years	Staff time	
	4B~~3~~. **Prioritize creation of new parks or playgrounds where there is no park within walking distance and provide access to resources of citywide importance, such as the waterfront.**	1. Build new parks for underserved areas by using vacant, publicly-owned parcels – especially parcels which were intended though never developed, for parks and/or community facilities.	**CPC**; ~~NORD or suc-cessor organization;~~**NORDC; Capital Projects Administration; Parks & Parkways; DPW**; Real Estate and Records	~~Medium-term~~ First five years	**CDBG; general fund**; Staff time	~~7.20~~

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
		2. Restore vacant or closed neighborhood parks in underserved with programming to meet the needs of eh residents.	Parks & Parkways; NORDC;	First five years	Staff; non-profit organizations; CBDG	
5. More public access to waterfronts	5.A. Create parks and public spaces along the Mississippi River, ~~and~~ Lake Pontchartrain and other water ways and wetlands and ensure access is kept open to general public and not dominated by specialized use facilities, particularly those which could be placed in other areas.	1. Enhance parks and public access along the Mississippi River allowing open/green space to dominate.	New Orleans Building Corp.; Port of New Orleans; USACE; French Market Corp.	First five years	D-CDBG; Staff time	~~7.21~~
		2. Enhance park land along Lake Pontchartrain, including Lincoln Beach.	Levee Board; OFICD; Municipal Yacht Harbor	Medium term	D-CDBG;Staff time	~~7.21~~
		3. Enhance the amenity value of canals and drainage facilities when possible.	Levee Board; OFICD; SWBNO; DPW;Parks & Parkways	First five years	Levee resources	~~7.21~~
		4. Enhance the existing public edge along the Mississippi River	NOBC, CPC, NORDC, Parks & Parkways	Next Five Years		
		5. Link existing water assets	CPC; SWBNO; DPW; Office of Coastal and Environmental Affairs; NORA; Levee Board etc.	Medium term	General funds, private foundations, federal grands	
6. More green connectors throughout the city	6.A. Create linear parks and green ways for multi-use pathways using the city's neutral grounds and other linear connections, such as levees, canal edges and rail lines.	1. Connect people to parks and neighborhood destinations by tree-lined ~~"Green~~ implementing the City's "Complete Streets" and coordinate the network with transit stops and bike boulevards. (See Chapter 13)	CPC;~~planning with~~ Parks & Parkways; DPW; RTA	Medium term	Variable, according to project	~~7.22~~
		2. Work with the Regional Planning Commission and other groups to connect with regional pathways such as the multi-state Mississippi Trail.	DPW; RPC; Capital Projects Administration	Medium term	Staff time	~~7.22~~
		3. Explore creation of "blueways" as designated water recreation routes and other boating opportunities. Inventory opportunities and work with local boating groups.	Levee Board; ~~Sewerage & Water Board~~ SWBNO; private groups	Long term	Variable	~~7.22~~
		4. Explore the feasibility of daylighting canals that have been covered over and creating additional canals for water storage and amenity	See Volume 2, Chapter 12 and Volume 3, Chapter 12 for more detailed discussion.	Long term	Variable	~~7.23~~

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
		5. Use neutral grounds, levees, canal edges and rail lines as potential greenway connectors	Parks & Parkways; Levee Board; DPW; NORA; SWBNO	Medium term	Variable according to project	~~7.23~~
		6 Encourage private owners to develop short to medium term public creative common space throughout neighborhoods supporting the creative use of lots that are underutilized	CPC; CAO; NORA; Arts Council of New Orleans; Parks & Parkways	Medium term	Staff time	
7. Maintenance of existing parks, open/ green spaces, and recreational sites to a high level through restoration, redesign, and reconstruction	**7.A.** Establish expanded maintenance criteria for parks, open/green spaces and recreation sites in partnerships with citizen groups..	1. Create a committee with staff and citizens to develop goals and criteria ~~and a photo system as in San Francisco~~.	Parks & Parkways; ~~NORD or successor~~ NORDC; SWBNO; Levee Board; DPW; NORA	First five years	Staff time	~~7.23~~
		2. Work with partnership groups to enhance and assist with maintenance	Parks & Parkways; ~~NORD or successor~~ NORDC; SWBNO; Levee Board; DPW; NORA	Medium term	Staff time	~~7.24~~
		3. Encourage partnership groups to assist with maintenance ~~and criteria and a photo system as in San Francisco~~.	Parks & Parkways; NORDC ~~or successor~~	~~Medium term~~ ongoing	Staff time	~~7.24~~
		4. Develop partnerships to support the funding of a maintenance endowment for the City's parks, open/green spaces, and recreation sites based upon a City-approved 20-year maintenance plan	Parks and Parkways; NORDC; Mayor's Office, City's Law Department	First five years	Staff time	
	7.B. Establish clear and permanent policies and procedures for accepting, placing and maintaining public art in parks, green spaces and recreation sites.	1. Adopt ~~an~~ a Public Artwork ~~Donation~~ Policy that sets specific policies and ~~pro-cedures~~procedures for all aspects of accepting, installing and maintaining public art.	~~City Planning;~~CPC; Arts Council; Parks ~~and~~& Parkways; Property Management; Capital Projects, ~~Historic Districts & Landmarks Com- mission~~ HDLC; DPW	Ongoing	Staff time	~~7.24~~
	7.C. Establish and maintain storm water infrastructure in public spaces.	1. Fund and staff storm water infrastructure and maintenance team(s) with specialized training to manage and develop storm water infrastructure on public lands.	Parks & Parkways; DPW; NORA; SWBNO; Office of Sustainability	Ongoing	General fund; grants; Staff time	

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
	7.D. Research the history and design of parks, open/green spaces, and recreation -tosites to develop, restore, redesign, reconstruct, and maintain the areas.	1. Inventory and analyze any existing original landscape designs and any recently implemented or proposed restorations of neighborhood parks, open/green spaces and recreation sites.	Parks & Parkways; NORDC	First five years	Staff; non-profit organizations; CBDG	
		2. Gather research of each individual park, open/green space, and recreation site including history, architectural and horticultural styles, and include the social, economic and environmental development role of each.	Parks & Parkways; NORDC	First five years	Staff; non-profit organizations; CBDG	
		3. Hold workshops on park, open/green space, and recreation site usage, restoration, redesign, reconstruction, and maintenance with nearby residents and property owners	Parks & Parkways; NORDC	First five years	Staff; non-profit organizations; CBDG	
		4. Prepare a preliminary design that takes into account Smart Growth principles and sustainability issues, and includes a discussion of storm water management priorities	Parks & Parkways; NORDC	First five years	Staff; non-profit organizations; CBDG	
		5. Implement plans to restore, redesign, and reconstruct parks, open/green spaces and recreation sites using an annual 'phased' approach, taking into consideration: a. Extant plant materials, their preservation and nurturance; b. The addition of lower maintenance plant materials; c. Recreational and open space use priorities (i.e., passive and active recreational uses); d. Landuse changes impacting the nature of	Parks & Parkways; NORDC	First five years	Staff; non-profit organizations; CBDG	

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
		each adjacent neighborhood; e. The traditional character and history of each site				
8. Multi-use indoor/outdoor recreation centers within 5 miles of every resident	**8.A.** Create ~~10~~ 6 indoor pools at existing centers.	1. Identify sites and invest in pools.	~~NORD or successor~~NORDC	First five years	D-CDBG; FEMA; millage for operating costs	~~7.24~~
	8.B. Coordinate recreation resources with schools and other community and human services.	1. Meet regularly with non-~~NORD~~ NORDC providers to streamline services.	Parks & Parkways;~~NORD or successor~~ NORDC; School Districts; human services providers	Medium term	Staff time	~~7.24~~
		2. Explore collaborations with school districts and other organizations to establish joint use of facilities agreements.	School Districts, NORDC	First five years	Staff time, Cooperative agreements	~~7.25~~
9. Year-round recreation opportunities for children, seniors, and adults	**9.A.** Provide recreational opportunities appropriate to the demographics of the surrounding neighborhoods.	1. Focus child and youth-oriented activities in neighborhoods with higher numbers of family households.	~~NORD or successor~~ NORDC	First five years	Staff time	~~7.25~~
		2. Continue to focus on 40 supervised play-grounds to be sports program hubs.	~~NORD or successor~~ NORDC	First five years	D-CDBG	~~7.25~~
		3. Work with private programs and the Council on Aging to develop more senior programs.	~~NORD or successor~~ NORDC ; Council on Aging	First five years	Fees, where appropriate	~~7.25~~
		4. Promote youth and adult fitness through facilities and programs.	~~NORD or successor~~ NORDC	First five years	Fees, where appropriate	~~7.25~~
		5. Provide dog parks through a community process where there is high demand.	~~Parks & Parkways~~ NORDC; Capital Projects Administration	First five years	In existing public or park land	~~7.25~~
		6. Provide recreational facilities/attractions such as fountains/spray parks and play equipment as amenities for children and teens.	NORDC; Capital Project Administration	First five years	Staff time; Existing/new park land; fees, where appropriate	
		7. Promote and provide a space for community-led cultural programming in all city-run recreation and community centers	NORDC; cultural organizations	First five years	Staff time; Existing/new NORDC facilities; fees, where appropriate	

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
10. Recreation offerings that meet changing citizen needs	**10.A.** Regularly monitor the recreation needs of all segments of the population.	1. Survey residents through the internet and more rigorous methods on a regular basis to keep up with changing recreation needs and desires.	~~NORD,~~ Parks & Parkways; **NORDC**	Every 5 years	Survey—approx. $30,000	~~7.26~~
		2. Provide for individual activities as well as team sports and classes.	~~NORD~~ **NORDC**	Medium term	Fees, where appropriate	~~7.26~~
11. More effective coordination and cost-effective management of parks, open/green spaces and recreation resources and programs, and the Public Art in those spaces	**11.A.** Coordinate parks, open/green spaces and recreation resources and activities throughout the city.	1. Establish an interagency parks and recreation coordinating group for all relevant city, nonprofit, private, and parish agencies.	Convened by CPC; all park management groups; private recreation providers	First five years	Staff time	~~7.26~~
12. Neighborhood participation in decision-making about parks and recreation	**12.A.** Survey both park and recreation resource users on a regular basis.	1. Require instructors to use evaluation forms in classes.	~~NORD~~**NORDC**	First five years	Staff time	~~7.27~~
		2. Use the web page for surveys; free web-based survey utilities are available.	~~NORD~~**NORDC**; City IT	First five years	Staff time	~~7.27~~
		3. Conduct a scientific survey every 10 years.	~~NORD~~**NORDC**	Long term	$30,000	~~7.27~~
		4. Creatively survey users of parks and recreation through creative place-making practices, on a regular basis	Arts Council of New Orleans; other similar organizations; Parks & Parkways; NORDC	First five years	Staff time	
	12.B. ~~Establish~~ Continue to use a system ~~for~~ to incorporate community input in all parks open/green spaces and recreation design, maintenance and improvements.	1. Integrate ~~a~~ systems with the Neighborhood Participation Plan ~~PP district council system to be developed~~.	NORDC; Parks & Parkways with neighborhood/community participation; NEO~~CPC working through NPP organization to be developed~~	First five years	Staff time	~~7.27~~
	12.C. Prepare and update a ~~full~~ city wide parks, green/open space and recreation master plan and regional park master plans regularly.	1. Update the plan every 10 years, conduct an amendment process every five years which includes ~~including~~ a full public participation element.	~~CPC, working with~~ NORD~~C; and~~ Parks & Parkways; Regional Parks Administration, Neighborhood/community input; Mayors Office of Innovation	Ongoing ~~Long term~~	Staff time; General Fund; grants; approx. $500-600,000	~~7.28~~
		2. Integrate community and	Arts Council of New Orleans	Medium term	Staff time	

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
		cultural assets in public spaces through public art and design intervention while including public/community input.	Parks & Parkways; DPW;			
		3. Amend the CZO to incorporate Master Plan regulations for regional parks similar to the existing Institutional Master Plan regulations in the CZO.	CPC; City Council	First five years	Staff time	
13. Consistent and adequate level of maintenance, operations and programming on a per capita basis.	**13.A.** Provide a consistent and adequate per capita operating budget and work towards establishing a dedicated funding source for municipal park and recreation resources and programs.	1. Provide a consistent and adequate per capita operating budget.	Voters	First five years	Millage vote	~~7.28~~
		2. Continue to work with partnership groups and grant makers to supplement funding.	~~NORD~~ **NORDC**; Parks & ~~Park-ways~~**Parkways**; non-profits; **CAO ; City Council**	First five years	Grants; volunteer activities	~~7.28~~
		3. Pursue joint use agreements with public and private entities who own land that could add to park and recreation opportunities.	~~NORD~~ **Parks & Parkways; NORDC;** private groups	Medium term	Variable	~~7.29~~
		4. Establish fees appropriate to the program and level of community or individual benefit and reserve fees for park and ~~rec~~**recreation** uses.	~~NORD~~ **Parks & Parkways; NORDC**	Medium term	Variable according to activity	~~7.29~~
14. Expanded partnerships to support parks, open/green spaces and recreation resources and programs	**14.A.** Continue to support and ~~work~~**expand partnerships** with ~~Parkway Partners and support expansion of~~ private partners; **non-profit partners**, park, **open/green space** and neutral ground Friends groups, as well as existing ~~NORD~~ **NORDC** Booster and Friends groups. ~~and hire a volunteer coordinator to develop and manage a network of "Friends" groups~~ for parks, open/green spaces, and recreation resources and programs.	1. Expand park and neutral ground ~~Friends'~~, **f**~~f~~**Friends** groups; **and** Booster groups; **open/green space friends groups** ~~; and hire a volunteer coordinator~~ **and .non-profit partnerships**	Parks & Parkways; ~~NORD or successor~~**NORDC**	Medium term	~~Staff position~~ **Staff time; non-profit organizations and community groups**	~~7.29~~
		2. Establish a not-for-profit org. , operating under an authorizing MOU with the City of New Orleans, to develop a series of partnerships among City, Parish, State, Federal, Private Foundation, Corporate Foundation and Corporate Resources to restore, redesign, reconstruct and maintain parks,	Parks and Parkways; NORDC; Mayor's Office, City's Law Department	First five years	Staff time	

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
		open/green spaces and recreation resources and programs				
15. Effective marketing of the municipal park and recreation system to citizens and visitors	**15.A.** Utilize the arts when Pprovideing user- friendly communications, including an interactive web site, ~~an~~ annual reports, consistent signage and similar efforts.	1. Improve the web pages, provide an annual report, and consistent signage.	Park & Parkways; ~~NORD~~ NORDC; City ITI Department; consultants	Medium term	Staff time; consultants; general fund	~~7.29~~
		2. Utilize the creative assets of the city to provide art and design that enhances public spaces. Work with the city's designated arts organizations to develop creative way-finding and signage initiatives throughout the city.	Arts Council of New Orleans; CPC; DPW; New Orleans Downtown Development District	Medium term	Staff time	

Getting Started

These items are short-term actions that can be undertaken with relatively little expenditure, and will help lay the groundwork for the longer- term actions that follow.

- ~~Use the Lafitte Greenway, now under design, as a model for future greenway projects.~~
- Prepare a tree & vegetation master plan with GIS based tree inventory.
- Convene an inter-agency parks and recreations coordinating group including all city, nonprofit, private, and parish agencies.
- Develop a local wetlands protection ordinance.

Narrative

Below is a more detailed narrative of the various goals, strategies and actions highlighted in the "Summary" chart.

1. ~~GREEN INFRASTRUCTURE AND~~ PARKS, NATURAL OPEN/GREEN SPACES AND RECREATION

GOAL 1

Protection of remaining wetland areas inside and outside the levee system

~~The state of Louisiana does not define wetlands for regulatory purposes, but does define a coastal zone in which jurisdiction is based on elevation and hydrologic characteristics. The state's Coastal Wetlands Conservation Plan, adopted in 1997, has what is effectively a no net loss policy for wetlands (replacement required for wetlands loss). Although the entire City of New Orleans is part of the regulated coastal zone, all of the city within the levees is designated as "fastland" for which there is no regulation relating to wetlands. Activities that affect wetlands outside the levees are regulated by the city's Coastal Management Program, which is required to be compatible with the state's program.~~ **Under the authority of the Louisiana State and Local Coastal Resources Management Act of 1978, as amended (Act 361, La. R.S. 49:214.21 et seq), the State of Louisiana defines wetlands. Furthermore, the state defines a coastal zone in which jurisdiction is based on elevation and hydrologic characteristics.**

For the purposes of this chapter, and following the Clean Water Act, wetlands will be defined as those areas that are saturated by water (surface water or groundwater) sufficiently to support vegetation that is adapted to living in saturated soils. (EPA Regulations 40 CFR 230.3(t). This **is not referring to** ~~is not the same thing as~~ areas that may be subject to periodic flooding from storms.

1.A **Review and revise as needed ~~Ensure~~ regulations, land use and zoning categories for wetlands and coastal areas to promote wetland preservation.**

~~Continue to enforce Establishment of a~~ l**L**and-use ~~category~~ and zoning categories for **conservation of** natural areas ~~will~~ enhance existing programs aimed at wetland preservation. Any isolated wetlands within the city should be protected for their value for water storage and pollution control.

RECOMMENDED ACTIONS

1. Prohibit further drainage of wetlands for development both inside and outside the levees.
Who: *CPC*
When: *First five years*
Resources: *CZO* ***amendment*** ~~*rewrite*~~

Remaining wetland areas should be reserved for stormwater storage and protected from further development.

2. Maintain ~~*Establish*~~ *regulations and enforcement systems to protect wetlands, such as a city wetlands protection ordinance.*
Who: *Office of Coastal and Environmental Affairs; City Attorney; City Council*
When: *First five years*
Resources: *Staff time*

A city wetlands protection ordinance ***in alignment with its stormwater management program should*** ~~would~~ allow the City to define wetland areas for protection and regulation and create a system whereby development activity within a specified distance of wetland areas (such as 25 feet) must meet certain requirements. Lafourche Parish has a section in its zoning code (Chapter 19.H) that requires a "Letter of No Objection" for construction of pipelines and canals that could serve as a partial model. Where there is existing development in close proximity to wetlands or coastal areas, a regulatory system should be established to review petitions for alteration of the wetlands with mitigation requirements should the alteration be allowed.

1.B Seek conservation solutions for wetlands through permanent protection or acquisition by conservation organizations.

Natural areas in private hands can be protected through voluntary conservation servitudes (easements). The property owner agrees to permanently give up the development rights on the land, often in return for a payment through a government program, or simply to benefit from a reduction in taxes on the land, and retains title to the property. Conservation servitudes are part of the Louisiana Coastal Wetland Reserve Program, which works with farmers to restore lands to wetlands, making a payment for the agricultural development rights in return for establishment of a conservation servitude on the land. Although wetland property owners in New Orleans are not farmers, this program could provide a precedent.

RECOMMENDED ACTIONS

1. Discuss options with Bayou Sauvage and environmental organizations.
Who: *Office of Coastal and Environmental Affairs; Trust for Public Land; U.S. Department of Interior*
When: *Medium term*
Resources: *Staff time; federal or non-profit funding*

A future opportunity may lie in climate change policy because of wetland's exceptional role as "carbon sinks." With the establishment of a cap and trade system of carbon credits, New Orleans wetlands will become valuable as sources of carbon credits because they are excellent vehicles for carbon sequestration.

GOAL 2

Restoration and expansion of New Orleans' urban forest to reach 50 percent tree canopy by 2030

Tree planting is one of the easiest ways to enhance quality of life. Flooding and winds from Hurricane Katrina devastated New Orleans' urban forest, but even before Hurricane Katrina, some neighborhoods had fewer trees, for example, Tremé, the French Quarter, Marigny, Bywater, Central City, Algiers Riverside and some parts of the 9th Ward. Although American Forests suggests a 40 percent goal for tree canopy, its 2002 report did

not include Bayou Sauvage. With the wildlife refuge included, a 50 percent canopy goal for the city is reasonable. Within different parts of the city, different goals should be set, for example: 15 percent for the CBD; 25 percent for higher density areas; 50 percent for lower-density areas.

2.A Promote tree planting on ~~both~~ public ~~and private~~ property.

RECOMMENDED ACTIONS

1 **Inventory** and ~~P~~prepare a **city-wide** tree-canopy **and vegetation (including public right-of-way and neutral ground areas)** GIS layer**s, documenting value attributes etc., in a digital format to allow GIS** ~~and analyze it~~ **analysis** ~~with appropriate tree cover to include~~ **using** software **that** ~~to~~ track**s vegetative** value~~s~~ **changes over time.**

Who: Parks ~~and~~ **&**Parkways; City GIS ~~unit~~ **Department**, **DPW**;~~, Louisi- ana Urban Forestry Council (LUFC);~~ **consultant**

When: **First five years** ~~Medium term~~

Resources: ~~La~~**Louisiana** ~~Depart~~~~ment~~ **Dept**. of Agriculture and Forestry; **U.S Department of Agriculture, Forest Service**~~, Urban and Community Grants, Alliance for Community Trees Grants, Chevron Grants~~; **grants; general fund; Staff time**

2. Prepare a ~~street~~ tree **and vegetation** master plan to ~~plant street trees~~**address public lands** throughout the city.

Who: Parks ~~and~~**&** Parkways; City GIS ~~unit~~ **Department**; **CPC**;~~Louisiana Urban Forestry Council (LUFC);~~ **consultant**

When: ~~Medium term~~**First five years**

Resources: ~~La.~~ **Louisiana** Department of Agriculture and Forestry; **U.S Department of Agriculture**, **Forest Service** ~~Urban and Community Grants; Alliance for Community Trees Grants; Chevron Grants;~~ **grants; general fund**

Public streetscape projects ~~and,~~ commercial or mixed-use development ~~or~~ **, multi-family and** redevelopment projects should be required to provide street trees, where feasible. Street tree criteria should be updated for different kinds of streets. ~~appropriate species, planting and maintenance, and so on.~~ The city ~~should also~~ **needs to** have an updated and complete inventory of all street trees in GIS, which will help in maintenance and replacement of trees.

The location of tree wells and landscape species, design documents for these projects should demonstrate adequate root growth area and rainwater supply available for each tree. When appropriate, technologies such as tree cells and pervious paving systems should be used to create conditions in which street trees thrive.

~~*3. Promote tree preservation and planting on private property.*~~

~~***Who:*** *Parks and Parkways; City GIS unit; Louisiana Urban Forestry Council (LUFC)*~~

~~***When:*** *Medium term*~~

~~***Resources:*** *La. Department of Agriculture and Forestry; Urban and Community Grants; Alliance for Community Trees Grant; Chevron Grants*~~

~~Standards for new development should include requirements for planting trees, shrubs and ground cover, where appropriate. Large trees should be preferably preserved, but if they must be removed, several new trees should be planted to replace them. Methods to help provide and promote tree preservation and~~

~~planting can include continuing the ReLeaf program already operated by Parkway Partners and creation of community based or city led tree nurseries in vacant lots, with seedlings distributed in neighborhoods. A small tree nursery was established in City Park after Hurricane Katrina with assistance from the Louisiana Urban Forestry Council and Chevron.~~

3. ~~9.~~ **Identifying priority areas for planting, species *selection palettes*,** ~~best practices~~ BMPs, etc.

Who: Parks & Parkways; NORDC; DPW; SWBNO
When: **Medium term**
Resources: **Staff time** ~~possible consultant (approx. $200K, depending on scope)~~

~~*4. Improve the city's tree and vegetation protection ordinance.*~~
~~***Who:*** *Parks and Parkways; City Attorney; City Council*~~
~~***When:*** *Medium term*~~
~~***Resources:*** *Staff time*~~

4. ~~8~~ **Work with utility companies to develop & refine protocol for conflicts and to develop a public information document.**

Who: **Parks & Parkways;** ~~LUFC~~**SWBNO; DPW; Utility Companies; Communications**
When: **First five years** ~~Medium term~~
Resources: **Staff time**

~~The city has an ordinance for "Protection of vegetation" (Chapter 106, Article IV). This ordinance regulates activities that can affect city-owned trees, particularly street trees. Many communities also have ordinances that protect trees of special significance because of their species, size or historic character, in both private and public property. These ordinances typically require an administrative review or a public hearing before trees of special significance can be removed.~~

~~*5. Require tree planting as part of commercial or mixed-use development where appropriate.*~~
~~***Who:*** *CPC*~~
~~***When:*** *First five years*~~
~~***Resources:*** *CZO rewrite*~~

5. Create a no net loss of tree canopy strategy for public and private property
Who: ***Parks & Parkways; NORDC; CBDG***
When: ***First five years***
Resources: ***Staff time; non-profit organizations***

~~6. Inventory the city's public trees and overall tree canopy.~~
~~**WHO:** Parks and Parkways~~
~~**WHEN:** Medium term~~
~~**Resources:** La. Department of Agriculture and Forestry Urban and Community Grants. Alliance for Community Tree Grants, Chevron Grants~~

6. Establish criteria for "Heritage Trees" to inform future development. **Identify as "heritage trees" (as) those trees of native species, significant size (e.g. top 20% by caliper), located along public corridors. Use additional criteria as appropriate. Consider additional protections for qualifying trees and appropriate incentives for their retention.**
Who: ***Parks & Parkways; NORDC; CBDG***
When: ***First five years***
Resources: ***Staff time; non-profit organizations***

Trees play a vital role in parks and green spaces. Public parks and green spaces, open spaces and other landscape features retain and infiltrate stormwater, mitigate flood risk, slow/halt

subsidence, and save energy, amongst many other benefits. The protection of valuable trees and creating funding mechanisms to plant new trees are important. It is also important to protect and encourage "heritage trees". Heritage trees indicate valuable (usually native water loving trees) trees with a caliper of 24" or more.

~~7. Prepare a GIS layer with street trees and neutral grounds vegetation.~~
~~**WHO:** Parks and Parkways, City GIS unit, Louisiana Urban Forestry Council (LUFC)~~
~~**WHEN:** Medium term~~
~~**RESOURCES:** (See above)~~

7. Improve the City's tree and vegetative ordinance to require retention, preplacement and enhancement of the landscaping and live oak canopies characteristic of New Orleans, providing for complete protection of trees and landscaping during private and public construction activities, especially including street and sidewalk construction, and power line maintenance and construction work by public utilities.
Who: City Council; Parks & Parkways; DPW
When: First five years
Resources: Staff time

~~*8. Work with utility companies to develop a protocol for conflicts and to develop a public information document.*~~
~~***Who:** Parks and Parkways; LUFC*~~
~~***When:** Medium term*~~
~~***Resources:** Staff time*~~

~~*9. Identify priority areas for planting, species, best practices, etc.*~~
~~***Who:** Parks and Parkways*~~
~~***When:** Medium term*~~
~~***Resources:** Staff time; possible consultant (approx. $200 K, depending on scope)*~~

~~**2.B Restore and plant new trees in parks and neutral grounds.**~~

2.~~C~~B. Promote tree preservation and planting on private property.

~~Many neutral grounds and parks have very little tree cover. A tree plan should be developed to guide replanting in terms of species and location. Once in place, the tree plan can be used to attract private funding by individuals and others who want to plant trees in memory of family members or for other reasons.~~

~~Standards for new development should include requirements for planting trees, shrubs and groundcover, where appropriate.~~ **Large trees should be preferably preserved, but if they must be removed,** ~~several~~ **new trees** equal in total caliper to the tree removed **should be planted to replace them.** **A compensatory mitigation program should be established to guarantee replanting of tree caliper equal or greater to that lost. This model could fund offsite plantings when appropriate. It could also be adapted to encompass heritage trees on properties not slated for development.** **Methods to help provide and promote tree preservation and planting** ~~can include continuing the ReLeaf program already operated by Parkway Partners and creation of community based or city led tree nurseries in vacant lots, with seedlings distributed in neighborhoods. A small tree nursery was established in City Park after Hurricane Katrina with assistance from the Louisiana Urban Forestry Council and Chevron~~ **should be promoted through partnerships with local non-profit, community and volunteer organizations.**

RECOMMENDED ACTIONS

~~*1. Continue to work with non-profits who donate trees to the city and develop a program with attractive markers to indicate the donations.*~~

~~***Who:*** *Parks and Parkways*~~
~~***When:*** *First five years*~~
~~***Resources:*** *Donations*~~

1. Work with non-profits and neighborhood organizations to encourage homeowners and other private property owners to preserve and plant trees on private property.

Who: Parks & Parkways; DPW; SWBNO; NORA; Communications; Non-profit partners
When: ongoing
Resources: Staff time; non-profit partners; volunteers; grants; donations

~~*2. Create tree nurseries on city-owned vacant land for public plantings and if feasible, for donation to property owners.*~~

~~***Who:*** *Parks and Parkways; Parkway Partners; NORA*~~
~~***When:*** *First five years*~~
~~***Resources:*** *Staff time; non-profit partners*~~

2.~~4.~~ Improve the city's tree and vegetation protection ordinance (Chapter 106, Article IV)

Who: Parks & Parkways; CPC; City Attorney; City Council
When: First five years ~~Medium term~~
Resourses: Staff time

The city has an ordinance for "Protection of vegetation" (Chapter 106, Article IV). This ordinance regulates activities that can affect city-owned trees, particularly street trees. Many communities also have ordinances that protect trees on private and public property that are of special significance because of their species, size or historic character~~, in both private and public property~~. These ordinances typically require an administrative review or a public hearing before trees of special significance can be removed.

3 ~~5~~. Maintain ~~Require~~ tree planting in the public right-of-way as part of ~~commercial or mixed~~ any new development, where appropriate.

Who: CPC, Parks and Parkways
When: ongoing ~~First five years~~
Resources: CZO ~~rewrite~~

~~**2.C Promote tree preservation and planting on private property.**~~
2.C ~~B.~~ Restore and plant new trees in green spaces, parks and neutral grounds.

Many neutral grounds and parks have very little tree cover. A tree plan should be developed to guide replanting in terms of species and location. Once in place, the tree plan can be used to attract private funding by individuals and others who want to plant trees in memory of family members or for other reasons.

RECOMMENDED ACTIONS

~~*1. Include trees in landscape standards in the new CZO.*~~

~~***Who:*** *CPC*~~
~~***When:*** *First five years*~~
~~***Resources:*** *CZO rewrite*~~

1. Continue to work with non-profits who donate trees to the city ~~*and develop a program with attractive markers to indicate the donations.*~~

Who: Parks ~~*and*~~***&*** ***Parkways; DPW; SWBNO; NORA***
When: **Ongoing** ~~*First five years*~~
Resources: Donations

~~*2. Work with non-profits and neighborhood organizations to encourage private tree planting on vacant*~~

~~*properties.*~~

~~***Who:** Parks and Parkways; Parkway Partners*~~
~~***When:** First five years*~~
~~***Resources:** Staff time; non-profit partners; volunteers*~~

2. ~~Create~~ ***Assist with the creation of tree nurseries on city-owned vacant land and private land for public plantings and if feasible, for donation to property owners.***

Who: Parks and Parkways; ~~*Parkway Partners*~~***; NORA; non-profit partners***
When: First five years
Resources: Staff time; non-profit partners

~~*3. Encourage homeowners and other property owners to plant trees on their property.*~~

~~***Who:** Parks and Parkways; Parkway Partners*~~
~~***When:** First five years*~~
~~***Resources:** Staff time; non-profit partners; volunteers*~~

2.D. Develop and e~~E~~stablish storm water management ~~planting~~ practices in public parks, open/green spaces, and neutral grounds.

RECOMMENDED ACTIONS

~~1.~~ ~~*Replace most lawn areas in neutral grounds and street swales with shrubs and ground cover.*~~

~~***Who:** Parks and Parkways; public education through Levee Board; Parkway Partners*~~
~~***When:** Medium term*~~
~~***Resources:** Staff education and training; grants for public awareness; grow plants in nursery*~~

1. **Prepare a comprehensive manual to include BMPs for use by city departments and the public to meet the city's stormwater management and resilience goals**

Who: City Council; CAO's Office; CPC; Parks & Parkways; NORA; SWBNO; Office of Sustainability
When: First five years
Resources: Staff time; general fund

2. ~~1~~ ***Replace most lawn areas in neutral grounds and street*** ~~*swales with shrubs and ground cover*~~ **sides with bioswales, plantings and appropriate storm water elements, when necessary amending the soil to accommodate increased rainwater detention.**.

Who: Parks and Parkways; ~~*public education through Levee Board; Parkway Partners*~~ ***S&WB; DPW; nonprofit partners***
When: Medium term
Resources: Staff education and training; ~~*grants for public awareness;*~~ ***grow plants in nursery***

2. PARK SYSTEM

GOAL **3**

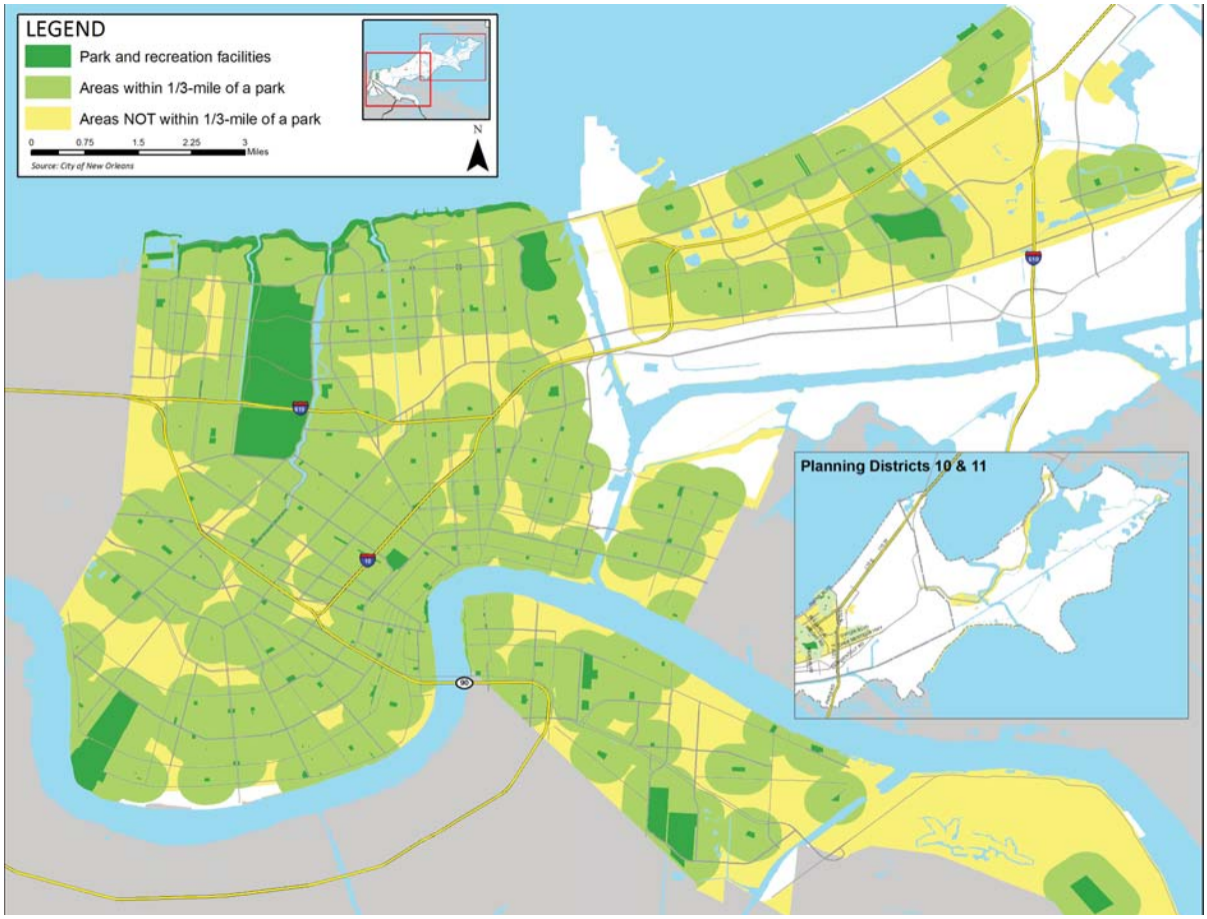
A commitment to no ~~net~~ loss of public parkland

Cities that give up park land end up regretting it. A robust network of green space and parks is a critical asset for quality of life and urban success. It helps retain existing residents and attracts new ones. When cities looking for "free land" establish other public facilities on park land, they are chipping away at the community's overall inventory of park land. Often, it is more costly or otherwise more difficult to acquire new park land. For this reason, it is important to make sure that, at a minimum, the city maintain a commitment to keeping the same overall amount of park land that it has at present. In addition, as needed, additional park resources (whether directly owned by the city or by others) should be made available in areas of the city that are currently under served.

In post-Hurricane Katrina New Orleans, some people have argued that the City cannot support many parks

or that it is finding it difficult to maintain the large number of parks, especially smaller parks. There are subdivisions where designated park land was never developed into usable parks, either because the land was unsuitable or better-located spaces are nearby. As long as there is an overall commitment to keeping the overall park acreage and to criteria for the location of parks to serve neighborhoods and the city as a whole, adjustments can be made. A no net loss policy must be the foundation to restore, rebuild, enhance and expand the park system for the whole city.

MAP 7.1: 2009 ACCESS TO PARKS AND RECREATIONAL FACILITIES



Access to excellent parks, recreational facilities, and natural areas are key ingredients of quality of life. Like the "gray infrastructure" of roads and water lines, these areas is ~~"green infrastructure"~~ requires a planned, created, maintained and restored coordinated system.

3.A. Establish systems and funding to ensure that the city does not lose acreage dedicated to parks.

RECOMMENDED ACTIONS

1. Require enhanced public review of disposition of public parkland; apply any funds from sales of parkland towards acquisition of new parkland.

Who: *Parks and Parkways; CPC; City Council;* **Real Estate & Records; NORDC**
When: ***ongoing~~First five years~~***
Resources: *Staff time*

Because it is often difficult to acquire land to create new parks, the overall amount of city land devoted to parks should, at a minimum, remain the same. That means that no park land should be transferred to

another use or sold without provision for the same amount or more land being designated as new park land. **Adapting park land for improved stormwater management through landscape design is not to be considered a new use, as this is an historic function of open space in the city.** State Act 378 provides that designated park land (what constitutes "designation" is not described) cannot be taken out of park uses without the written approval of 70 percent of the property owners within a radius of 300 feet of the park.

The City Planning Commission, as required by the City Charter Sections 6-302 and 6-306, has establish rules and procedures ~~The CPC's existing role is~~ **used** to decide whether any public land or building **should** ~~is to~~ be sold or acquired. ~~To enhance this process, the~~ **The City** Planning Commission **must** work~~ing~~ with **NORDC and Parks & Parkways** ~~the park and recreation departments, should establish~~ **when utilizing** ~~a set of~~ **the** criteria **found in its Administrative Rules, Policies, & Procedures (3. Policy for City Purchase of Land and for Disposition of City Immovable Public Property) along with** ~~and~~ a deliberative process before any public park land is designated to be taken out of park and recreation use. ~~This process should be included or referenced in the zoning code.~~ The process should include ~~elements such as~~:

> *A requirement for a public hearing.* The City Planning Commission should hold a public hearing on the proposed sale or conversion of park land, at a time and place convenient for public comment. Each agency should make a written recommendation to the Mayor and the City Council.

> *A requirement for replacement.* Any park land sold or taken for other uses, including other municipal uses, must be replaced by land with similar park, recreation or conservation value in terms of usefulness and location. If the land is not available, funds must be deposited in a Parks and Recreation Trust Fund or similar dedicated account (described below) that would be sufficient to buy replacement land at fair market value. The land taken for other uses must be rezoned and taken out of the Parks category.[1]

It is equally important to note that when open space is developed for a beneficial or recreational use (e.g. park office, rec center, etc.), its conservation value may be lost or degraded. In some cases, the city should seek to replace the acreage in order to retain a net balance of public open/green space.

2. *Create a Parks* ~~*and Recreation*~~ *Trust Fund or similar account* ***s*** *within the Capital Project Fund to receive funds for acquisition,* ~~*and*~~ *improvement* **and maintenance** *of parkland.*
   Who: *Parks and Parkways; CAO's Office; CPC;* ***City Council; Real Estate & Records;***
   When: *First five years*
   Resources: *Staff time*

The City should create a Parks ~~and Recreation~~ Trust Fund within the Capital Projects Fund to receive ~~funds from~~ **a percentage of funds set-aside from major park construction projects for maintenance,** sale of any decommissioned parks, developer funds resulting from Community Benefits Agreements, or other donations for the park ~~and recreation~~ system. **The percentage set-aside should be similar to the One Percent for Art program, where a set percentage of any new major park construction project would be retained for the expanded maintenance demand the new park creates within the park system.** Creation of such a trust fund, restricting the use of funds to park ~~and recreation~~ purposes, would provide a **stabilized,** long term and focused repository for funds dedicated to **the development, enhancement, and maintenance of** parks ~~and recreation~~.

3. *Evaluate any public property identified for sale to identify suitability as a park,* ~~*or*~~ *recreation site,* ***or***

[1] Recommended procedures based on the discussion by Robert H. Levin, "When Forever Proves Fleeting: The Condemnation and Conversion of Conservation Land," *NYU Environmental Law Journal*, 9 (2001), 592-637.

stormwater management.

Who: *CPC; NORDC; Parks ~~and~~& Parkways; City Attorney; City Council; SWBNO; DPW; NORA; Neighborhood/Community Participation*
When: ~~*Medium term*~~ ***ongoing***
Resources: *Staff time*

Before public land is put up for sale, it should be reviewed by the CPC, ~~NORD~~**NORDC**, and Parks ~~and~~**&** Parkways to see if it is suitable for an identified park or recreation need in that location **or for stormwater retention to benefit neighborhood drainage or flood-risk reduction**.

GOAL **4**

A park within walking distance—approximately 1/3 mile—of every New Orleans resident

In urban situations, park acreage is less important than park access. Research has repeatedly shown that the most important variable in how much and how often people use a green space is distance—especially walking time—from home.[2] They will travel from time to time to use large, unique open spaces of regional importance, but for everyday use, parks need to be close by. From the point of view of the park user, it does not matter who manages public open space, as long as it is accessible. In New Orleans, that means that a resident could be within walking distance of a park managed by Parks ~~and~~**&** Parkways or ~~NORD~~**NORDC**, by the Levee Board, by the CPIA, by the Audubon Commission**, by the French Market Corporation**, by the School District or by others. The important thing is to have a public green space within walking distance.

4.A. Balance passive and active uses of parks and public spaces while keeping them accessible to all residents.

RECOMMENDED ACTIONS

1. Provide open field, tree-shaded areas, ~~walking~~ paths for walking, running, biking, and/or similar uses, ***seating,*** *water fountains and similar low impact amenities, and programming (activities such as concerts, festivals, etc.) in parks, open/green spaces and neutral grounds ~~that are not managed by NORDC in order~~ to ensure ~~that~~ residential ~~s can and will~~ use ~~them.~~*

Who: *Parks ~~and~~& Parkways; ~~Department of Public Works~~ NORDC;* **DPW; Capital Projects Administration; non-profit partners; Regional Park Administrators**
When: ~~*First five years*~~ ***ongoing***
Resources: *Variable, according to project, activity or event*

All park systems need to provide a balance of

[2] Ann Forsyth, "People and Urban Green Areas: Perception and Use," University of Minnesota *Design Center for American Urban Landscape De- sign Brief*, 4 (June 2003) pp. 2, 5.

passive and active green spaces. Finding the proper balance can be difficult as multiple user groups vie for the same spaces. Organized sports leagues and similar groups tend to be more effective in expressing their park and recreation needs on a regular basis than people who are looking for a passive park experience or members of the general public overall. For that reason, it is always important to make room for passive park experiences in park designs. Careful design of parks coupled with efforts to share playing fields and other resources for active sports and new technologies, such as artificial turf that allows for more intensive use of sports fields, can help balance demands for active and passive activity areas. Even small parks can be designed to include quiet, landscaped sections, as well as areas for children's play equipment or a half-basketball court.

2. ***Provide*** ~~*Make improvements for*~~ *safe walking routes to parks* ***utilizing artistic intervention****.*
   Who: ~~*NORD or successor organization*~~***NORDC****; Parks* ~~*and*~~***&*** *Parkways; DPW;* ***Arts Council of New Orleans; other sanctioned government organizations***
   When: *Medium term*
   Resources: ~~*Seek grant from public health*~~ ~~*funders, such as Robert Wood Johnson Foundation,*~~ ***Safe Routes to Schools funding program; Public Health grants (Federal, state, and private)***

Safe and comfortable walking routes to parks are needed to make "walk-to" parks successful. Planning and creating a set of neighborhood routes to parks, as part of a combined public health and street improvement initiative can focus resources to enhance residents' access to parks. Neighborhood residents and park user groups can identify appropriate routes to be upgraded with` trees, sidewalks, lighting, and intersection safety and beautification improvements at pedestrian crossings. Good lighting that enhances safety while remaining appropriate to a neighborhood context is essential. This program could be coupled with the development of neighborhood walking clubs. Framed as a public health program, the park routes initiative and neighborhood walking clubs could attract funding for community process, design, improvements, maps and signage. This is what happened in a low-income neighborhood of Providence, RI, where a nonprofit alliance received foundation funding to develop signed pedestrian routes, maps, and walking clubs to encourage walking for health.[3] There are now eight "Path to Health" walkable corridors in Rhode Island.

~~*3. Prioritize creation of new parks or playgrounds for under served areas where there is no park within walking distance and for access to resources of citywide importance, such as the waterfront.*~~
~~***Who:*** *CPC; NORD or successor organization; Park and Parkways*~~
~~***When:*** *Medium term*~~
~~***Resources:*** *CDBG; general fund*~~

~~Under served areas exist in many areas, including parts of Planning Districts 3, 4, 7,8, and New Orleans East and Algiers—residential areas that are not within walking distance of a park or where barriers (such as highways) preclude easy access. The existence of so many vacant lots during the recovery period is an opportunity to identify and preserve future neighborhood parks. Non-profit organizations and neighborhood groups could be invited to seek grant funding for play equipment and landscaping and to assist in upkeep until the city allocates regular funding. The future parks could also be offered as community gardens or community orchards, with an annual process to register for plots and with notice that the area might be transformed into a public park in the future.~~

3. Establish systems to use vacant public lots and other public properties, such as schools, as full time or part time neighborhood parks.
Who: NORDC, Parks and Parkways
When; First five years
Resources: Staff time

[3] See www.spnm.org/about/services/healthpromotion.shtml

4.B.~~3~~ Prioritize creation of new parks or playgrounds where there is no park within walking distance and provide access to resources of citywide importance, such as the waterfront.

RECOMMENDED ACTIONS

1. **Build new parks for underserved areas by using vacant, publicly-owned parcels of citywide importance, such as the waterfront.od parks.a nonprofit parks and/or community facilities.**

Who: CPC; NORDC ~~*or successor organization;*~~ ***Parks*** ~~*and*~~***&Parkways;*** ~~*DPW;*~~ ***Real Estate and Records; Capital Projects Administration***
When: **First five years** ~~*Medium term*~~
Resources: CDBG; general fund; Staff time

Underserved areas exist in many areas, including parts of Planning Districts 3, 4, 7,8, and New Orleans East and Algiers—residential areas that are not within walking distance of a park or where barriers (such as highways) preclude easy access. ~~**The existence of so many vacant lots during the recovery period is**~~**Vacant lots are an opportunity to identify and preserve future neighborhood parks. Non-profit organizations and neighborhood groups could be invited ~~–~~to seek grant funding for play equipment and landscaping and to assist in upkeep until the city allocates regular funding. The future parks could also be offered as community gardens or community orchards, with an annual process to register for plots and with notice that the area might be transformed into a public park in the future.**

2. Restore vacant or closed neighborhood parks in underserved areas with programming to meet the community's current needs.
Who: Parks & Parkways; NORDC
When: First five years
Resources: Staff; non-profit organizations; CBDG

GOAL **5**

More public access to waterfronts

For a city surrounded by water, New Orleans has a limited amount of public open space at its waterfronts **for general enjoyment by the population**. More access to the waterfront has been a goal for almost 20 years.

5.A Create parks and public spaces along the Mississippi River ~~and~~ Lake Pontchartrain, and other waterways and wetlands and ensure access is kept open to general public and not dominated by specialized use facilities, particularly those which could be placed in other areas.

RECOMMENDED ACTIONS

1. *Enhance parks and public access along the Mississippi River **allowing open/green space to dominate**.*
Who: *New Orleans Building Corp.;* ***Port of New Orleans; USACE; French Market Corp***
When: *First five years*
Resources: *D-CDBG;* ***Staff time***

The City's Riverfront Vision 2005 Plan called for more parks and public spaces along the Mississippi River: a park in Lower Garden District and one in Bywater/Marigny; a promenade from Jackson Avenue to the Industrial Canal to be matched by a similar linear park along the West Bank; and open space improvements near the levee at Algiers Point. The Reinventing the Crescent Plan developed some of these ideas in more detail and **the** ~~a~~ new ~~"Downriver Park"~~ **downriver "Crescent Park"** is ~~currently~~ open ~~under design~~.

2. *Enhance park land along Lake Pontchartrain, including Lincoln Beach.*
Who: *Levee Board; OFICD;* ***Municipal Yacht Harbor***
When: *Medium term*
Resources: *D-CDBG;* ***Staff time***

~~Renovation~~**Lincoln Beach was once a recreational beach front; renovation** and reopening of Lincoln Beach has long been a city objective. The 2009 budget ~~allocates~~**allocated** $1M in disaster CDBG funds for this project~~. West of the Industrial Canal, the park along the lake,~~**, but the project has not yet been initiated**. Lakeshore/Lakefront Park, **along Lake Pontchartrain west of the Industrial Canal**, is owned and managed by the Orleans Levee Board. ~~Live Lincoln Beach, this area was once a recreational beach front. To reach its potential as a citywide amenity,~~ Lakeshore Park ~~needs to be~~**has been recently** redesigned to provide more space between the lake and the roadway, as well as pathways and active and passive recreational areas across the road.

3. *Enhance the amenity value of canals and drainage facilities when possible.*
   Who: *Levee Board; OFICD;* ***SWNO****; DPW; Parks & Parkways*
   When: *First five years*
   Resources: *Levee resources*

Today, most of the canals and drainage facilities in New Orleans are unattractive, if they are visible at all, and residents experience water more as a threat than as an amenity. As noted earlier, the Levee Board is preparing a study on day lighting (opening underground or covered canals to the surface) and adding to the number of canals. In addition to making sure that any canals function correctly for water management, it is important that they be designed as an attractive addition to the city's open space. **In addition to making sure that any canals function correctly for water management, it is important that they be designed as an attractive addition to the city's open space. Likewise, a new generation of drainage assets should contribute to urban design goals.** The Sewerage and Water Board must also be involved in any analysis of this potential as the canals can be dangerous places when the pumps are turned on. ***(See Volumes 2 and 3, Chapter 14.)***

While some progress has been made, great potential remains. In addition to the Mississippi River and Lake Pontchartrain, New Orleans' bayous, canals and wetlands represent important water assets. Landscape features for water management, such as along Lafitte Greenway and in NORA Stormwater Lots, are similarly valuable. Linking people to these water assets with trails, pocket parks, overlooks, etc. and linking these assets together with greenways, bike lanes, pedestrian bridges, etc. enhances quality of life. In many cases, such linkages can be paired with parks, open/green spaces and recreation areas to recharge groundwater and improve water quality.

4. **Enhance the existing public edge along the Mississippi River.**
Who: NORDC; CPC
When: Next five years
Resources: Staff time

Given the investment from the Moon Walk to the Spanish Plaza, the city has a great opportunity to improve the connection of the amenities to each other and to the city neighborhoods and districts on the landside of the levee walls.

5 Link existing water assets.
Who: CPC; DPW SWBNO, Office of Coastal and Environmental Affairs, NORA; DPW; Levee boards etc.
When: Medium term
Resources: General fund, private foundations, federal grants

Connecting water assets to open space and each other through trails, bike lanes, pedestrian bridges, etc. not only improves accessibility but also fosters stewardship and creates new opportunities for economic investment in adjacent parcels. Furthermore these linkages can provide valuable forums for interpretive signage and educational events that enhance citizens understanding of water systems and their own role in water management. Crescent Park, Lafitte Greenway and Lakeshore Drive provide useful models that should be adapted to suit the water assets in East New Orleans and Algiers. Interconnectivity among these waterside corridors should be a long-range goal.

GOAL **6**

More green ~~connections~~ connectors throughout the city

New Orleans has made considerable progress in the last five years building the ~~Without~~ connections, **that allow our** parks and open spaces **to** ~~do not really~~ function as a **holistic** system. The connective tissue of a park system is made up of the streets, paths, trails and waterways that let people reach their parks and other open spaces. People need comfortable connections, protected from traffic, with safe intersection crossings, shady during the heat of the day, and well-lit in the evening and at night. New Orleans~~'~~ **has restored and renovated many of its streets, paths, trails, waterways and** neutral grounds **as the** ~~are the original~~ connecting tissue **for its** ~~of the~~ green infrastructure system ~~but more linkages can be created~~. **While the city has made considerable progress in this regard, there are still opportunities to enhance its connective network by extending it to parks that remain disconnected.**

6.A Create linear parks and green ways for multi-use pathways using the city's neutral grounds and other linear connections, such as levees, canal edges and rail lines.

Several ~~multiuse~~ **multi-use** pathways **and linear parks** have already been created**, including** the ~~St. Anthony Avenue and Wisner Boulevard paths—~~**Lakefront Park along Lake Pontchartrain as well as Woldenberg Park, the Moon Walk, Crescent Park,** and the ~~Lafitte Greenway will be the first of a network of green ways in~~ **Holy Cross levee path along** the ~~city. Several multiuse~~ **Mississippi River. The network of greenways with multi-use paths needs better connections between existing** pathways ~~have already been created—the~~**– Lafitte Greenway, Wisner Boulevard along Bayou St. John,** St. Anthony Avenue ~~and Wisner~~**, West End/Pontchartrain** Boulevard ~~paths,~~**, Galvez Street, Napoleon Avenue, Lake Forest Drive, and Jefferson Davis Parkway – as well as new linear parks** and ~~the planned Lafitte Greenway will~~ **pathways to** form ~~part of a~~ **and expand the** network of greenways and neutral grounds ~~that will connect~~ **connecting** green spaces throughout the city.

RECOMMENDED ACTIONS

1. Connect people to parks and neighborhood destinations by ***"~~Green~~implementing the City's "Complete Streets" policy*** *and coordinate the network with transit stops and bike boulevards* ***(see Chapter 13)*****.**

Who: *CPC ~~planning with~~ ; Parks ~~and~~**&** Parkways; DPW; RTA*
When: *Medium term*
Resources: *Variable, according to project*

Tree-lined, "~~Green~~**Complete** Streets" should be prioritized for pedestrian and bicycle routes. In addition to the streets already graced by neutral grounds, other important corridors can be designated for redesign as green boulevards, for example, **Tulane Avenue and** the Earhart **Boulevard** corridor.

*2. Work with the ~~regional~~**Regional** Planning Commission and other groups to connect with regional pathways such as the multi-state Mississippi Trail.*

Who: *DPW; RPC**; Capital Projects Administration***
When: *Medium term*
Resources: *Staff time*

Support extension of city green ways and trails to connect with regional pathways, such as the multi-state Mississippi Trail. As green ways and trails are designed and constructed, connections with regional greenway projects should be supported.

3. Explore the creation of "blueways," designated water routes, to provide water-based recreation connected to parks, open spaces and recreation areas.

Who: *Levee Board; ~~Sewerage and Water Board~~ **SWBNO**; private groups*
When: *Long term*
Resources: *Variable*

There are two marinas on Lake Pontchartrain, the South Shore Harbor Marina and Orleans Marina, both owned by the Orleans Levee District. Tulane University operates a rowing program in the Orleans Canal in City Park. Canoes and kayaks can be seen on Bayou St. John but bridges might have to be raised to make the entire bayou navigable. Expansion of water- based recreation can occur through more recreational boating programs in canals; more boat launches on Lake Pontchartrain; enhanced marketing of boating excursions in Bayou Sauvage and elsewhere; and support for the boating community and excursion industry to map blueway routes. Because Lake Pontchartrain is at a higher elevation than Bayou St. John and interior canals, and pumping systems affect the waterways, a blueways program needs a feasibility study.

4. *Explore the feasibility of "daylighting" canals that have been covered over and creating additional canals.*
   Who: *S&WB; Corps; Levee District; RPC*
   When: *Long term*
   Resources: *Variable*

"Daylighting" of below-ground urban streams and canals means removing the cover materials and restoring the water to the surface. Seoul, Korea, Seattle (WA) and Yonkers (NY) are among the communities that have daylighting projects of different types. In New Orleans, canals can serve as neighborhood amenities as well as water management elements. If properly designed, and where groundwater levels are not a problem, more canals can provide additional water storage area during storm events as well as attractive neighborhood amenities with linear parks on each side. The Orleans Levee Board expects to ~~have a~~ complete~~d~~ a study of the options ~~by 2011~~. ***(See Chapter 12 - Resilience for more discussion of canals and water storage strategies.)***

5. *Use neutral grounds, levees, canal edges and rail lines as potential greenway connectors.*
   Who: *Parks ~~and~~ **&** Parkways; **SWBNO;**; Levee Board; DPW; **NORA***
   When: *Medium term*
   Resources: *Variable according to project*

Explore the possibility of using sufficiently wide neutral grounds as greenways. These could connect to linear, neighborhood, and regional parks to enhance the connection of green spaces throughout the city and facilitate access via walking and cycling. The use of the Basin Street neutral ground to connect the Lafitte Greenway to Canal Street and Duncan Plaza could serve as an ideal project for future study, in addition to other appropriate neutral grounds across the city.

6. Encourage private owners to develop short to medium term public creative common space throughout neighborhoods supporting creative uses of lots that are underutilized.
Who: CPC; CAO, NORA; Arts Council of New Orleans; Parks & Parkways
When: Medium term
Resources: Staff time

GOAL **7**

Maintenance of existing parks, ~~and~~ open/green spaces and recreational sites to a high level through restoration redesign and reconstruction

7.A Establish expanded maintenance criteria for parks and open/green spaces and recreation sites in partnerships with citizen groups.

RECOMMENDED ACTIONS

1. *Create a committee with staff and citizens to develop goals and criteria ~~and a photo system as in San Francisco~~.*
   Who: *Parks ~~and~~ **&** Parkways; ~~NORD; or successor~~ **NORDC; SWBNO; Levee Board; DPW; NORA***
   When: *First five years*
   Resources: *Staff time*

Maintenance of a complex system of parks and open spaces has been difficult in the years of reduced funding since Hurricane Katrina and many residents think that green spaces do not receive sufficient maintenance. At present, the ~~Department of Parks and Parkways has~~ **departments providing maintenance have** some basic maintenance criteria. A number of cities have developed more detailed criteria in collaboration with citizen representatives, so that there is greater understanding of expectations and standards by the public, by management and by staff. ~~San Francisco worked with a citizen committee to produce a manual with photographs showing acceptable and unacceptable situations for each criterion.~~ Shared creation of criteria and understanding of costs helps build the constituency for adequate funding.

2. *Work with partnership groups to enhance **and assist with** maintenance.*
   Who:** Parks ~~and~~**&** Parkways; ~~NORD; or successor~~ **NORDC; SWBNO; Levee Board; DPW; NORA
   ***When:** Medium term*
   ***Resources:** Staff time*

The large parks in New Orleans have "Friends" groups—membership organizations that raise money and otherwise help City Park, Brechtel Park, and Audubon Park. Many cities have Friends groups for neighborhood parks. Just as recreation programs at specific parks have Booster Clubs, Friends groups drawn from the surrounding neighborhoods could assist the city in taking care of smaller parks **and green spaces**.

3. *Encourage partnership groups to assist ~~in~~ **with** maintenance.*
   ***Who:** Parks and Parkways; NORDC; ~~or successor~~*
   When:** ~~Medium term,~~ **ongoing
   ***Resources:** Staff time*

4. Develop partnerships to support the funding of a maintenance endowment for the City's parks, open/green spaces, and recreation sites based upon a City-approved 20-year maintenance plan
   Who: Parks & Parkways; NORDC; Mayor's Office; Law Department
   When: First five years
   Resources: Staff time

7.B Establish clear and permanent policies and procedures for accepting, placing and maintaining public art in parks, green spaces and recreation sites.

RECOMMENDED ACTIONS

1. *Adopt ~~an~~ **a Public** Artwork ~~Donation~~ Policy that sets specific policies and procedures for all aspects of accepting, installing and maintaining public art.*
   Who:** ~~City Planning~~ **CPC**, Arts Council, Parks ~~and~~**&** Parkways, Property Management, Capital Projects, **HDLC** ~~Historic Districts & Landmarks Commission~~**; DPW
   ***When:** Ongoing*
   ***Resources:** Staff time*

7.C Establish and maintain storm water infrastructure in public spaces.

RECOMMENDED ACTIONS

1. Fund and staff storm water infrastructure maintenance team(s) with specialized training to manage and develop storm water infrastructure elements on public lands.
   Who: Parks & Parkways; DPW; NORA; SWBNO; Office of Resilience and Sustainability
   When: Ongoing
   Resources: General fund, grants, Staff time

7.D. *Research the history and design of parks, open/green spaces, and recreation sites to develop, restore, redesign, reconstruct, and maintain the areas.*

RECOMMENDED ACTION

1. Inventory and analyze any existing original landscape designs and any recently implemented or proposed restorations of neighborhood parks, open/green spaces and recreation sites.

Who: Parks & Parkways; NORDC
When: First five years
Resources: Staff; non-profit organizations; CBDG

2. Gather research of each individual park, open/green space, and recreation site including history, architectural and horticultural styles, and include the social, economic and environmental development role of each.

Who: Parks & Parkways; NORDC
When: First five years
Resources: Staff; non-profit organizations; CBDG

3. Hold workshops on park, open/green space, and recreation site usage, restoration, redesign, reconstruction, and maintenance with nearby residents and property owners

Who: Parks & Parkways; NORDC
When: First five years
Resources: Staff; non-profit organizations; CBDG

4. Prepare a preliminary design that takes into account Smart Growth principles and sustainability issues, and includes a discussion of storm water management priorities

Who: Parks & Parkways; NORDC
When: First five years
Resources: Staff; non-profit organizations; CBDG

5. Implement plans to restore, redesign, and reconstruct parks, open/green spaces and recreation sites using an annual 'phased' approach, taking into consideration: a. Extant plant materials, their preservation and nurturance;
b. The addition of lower maintenance plant materials;
c. Recreational and open space use priorities (i.e., passive and active recreational uses);
d. Landuse changes impacting the nature of each adjacent neighborhood;
e. The traditional character and history of each site

Who:Parks & Parkways; NORDC
When: First five years
Resources: Staff; non-profit organizations; CBDG

3. RECREATION

GOAL 8

Multi-use indoor/outdoor recreation centers within 5 miles of every resident

8.A Create ~~10~~ 6 indoor pools at existing centers.

Many of New Orleans' pre-Hurricane Katrina public swimming pools were extremely antiquated. Creation of a smaller number of state of the art year-round swimming pools can begin to build aquatics programs for children and adults.

RECOMMENDED ACTION

1. *Identify sites and invest in pools.*
   Who: ~~*NORD; or successor*~~***NORDC;***
   When: *First five years*
   Resources: *D-CDBG; FEMA; millage for operating costs*

8.B Coordinate recreation resources with schools and other community and human services.
Recreation centers should be part of neighborhood hubs that offer a variety of fitness, education and human services to neighborhood residents, as discussed in other chapters of this Master Plan.

RECOMMENDED ACTION

1. *Meet regularly with non-~~NORD~~**NORDC** providers to streamline services.*
   Who:** Parks and Parkways; ~~NORD; or successor~~**NORDC; School Districts; human services providers
   ***When:** **Medium term**~~First five years~~*
   ***Resources:** Staff time*

2. *Explore collaborations with school districts and other organizations to establish joint use of facilities agreements.*

a***Allow**~~ing~~ ~~plaking~~**playing** fields, playgrounds and recreation centers **to be** used by community residents when schools are closed; if necessary, adopt regulatory and legislative policies to address liability issues that might block implementation.*
***Who:** School Districts, NORDC*
***When:** First five years*
***Resources:** Staff time, cooperative agreements*

GOAL **9**

Year-round recreation opportunities for children, seniors and adults

9.A Provide recreational opportunities appropriate to the demographics of the surrounding neighborhoods.

RECOMMENDED ACTIONS

1. *Focus child and youth-oriented activities in neighborhoods with higher numbers of family households.*
   Who:** ~~NORD; or successor~~ **NORDC;
   ***When:** Medium term*
   ***Resources:** Staff time*

New Orleans neighborhoods vary significantly in terms of the percentage of family households. While youth-oriented services should be available to some degree in all neighborhoods, they should be focused where the clientele lives, while more adult-oriented recreation programs should be focused in neighborhoods with fewer children.

2. *Continue to focus on 40 supervised playgrounds to be sports program hubs.*
   Who:** ~~NORD or successor~~ **NORDC
   ***When:** First five years*
   ***Resources:** D-CDBG*

Rather than spread resources thinly throughout a very large number of playgrounds, ~~NORD~~**NORDC** is focusing on 40 well-distributed playgrounds to be the hubs of athletic activities.

3. *Work with private programs and the Council on Aging.*
   ***Who:** ~~NORD or successor~~**NORDC**; Council on Aging*
   ***When:** First five years*
   ***Resources:** Fees, where appropriate*

Aging baby boomers are likely to increase demand for senior recreation. Coordination with existing programs and the Council on Aging can help to fill that need in a cost-effective way.

4. *Promote fitness through facilities and programs.*

Who: ~~*NORD; or successor*~~***NORDC;***
When: *First five years*
Resources: *Fees, where appropriate*

Well-run fitness facilities and classes for adults can be a source of fees that enhance departmental revenues while at the same time meeting the needs of a part of the population that today does not participate widely in ~~NORD~~**NORDC** programs.

5. *Provide dog parks where there is high demand.*
Who: ~~*Parks and Parkways;*~~***NORDC; Capital Projects Administration***
When: *First five years*
Resources: *In existing* ***public and/or*** *park land*

Neighborhoods with a high percentage of adults and one-and two-person households typically have demand for dog parks. Currently, the city's only **2** dog park**s are** ~~is~~ located in City Park**and Crescent Park.**

6. Provide recreational facilities/attractions such as fountains/spray parks and play equipment for children and teens.
Who: ;NORDC; Capital Projects Administration
When: First five years
Resources: Staff time; existing/new park land; fees where appropriate

7. Promote and provide a space for community-led cultural programming in all city-run recreation and community centers.
Who: NORDC; cultural organizations
When: First five years
Resources: Staff time; existing/new NORDC facilities; fees where appropriate

Neighborhood based cultural traditions are an integral part of the City's identity and a driving factor in youth development. Community led cultural programming held by either cultural organizations or respected culture bearers will be given a space in all city run recreation and community centers, with priority given to organizations and individuals from the area where the center is located.

GOAL **10**

Recreation offerings that meet changing citizen needs

10.A Regularly monitor the recreation needs of all segments of the population.

RECOMMENDED ACTIONS

1. *Survey residents through the internet and more rigorous methods in order to keep up with changing recreation needs.*
Who: ~~*NORD;*~~ *Parks & Parkways* ***NORDC***
When: *First five years*
Resources: *Survey-approximately $30 K*

Recreation needs are not static. For example, surveys show that throughout the country there has been a tremendous increase in the desire for walking paths as compared with previous decades. As populations change, their ~~park and~~ recreation needs and desires change, so it is important to survey them regularly. In addition to surveying people who are already users of ~~park and~~ recreation resources, it is also important to reach those who do not go to ~~the parks~~ or participate in recreation programs and find out what keeps them away or what they would like to do. That is why a scientific survey designed to reach all areas of the city is important at least once every ten years.

2. *Provide for individual activities as well as team sports and classes.*
Who: ~~*NORD or successor*~~***NORDC***

When: *Medium term*
Resources: *Fees, where appropriate*

Team athletics are important and very organized, and classes can be very popular. However, many people are looking for ~~unscheduled, individual~~*individualized* activities, such as arts and crafts, as well as solo physical activity in passive park areas.

4. FINANCING AND MANAGEMENT

GOAL **11**

More effective coordination and cost-effective management of parks, open/green spaces, and recreation resources and programs and the Public Art in those spaces.

11.A Coordinate parks, open/green spaces and recreation resources and activities throughout the city.

RECOMMENDED ACTION

1. *Establish an inter-agency parks and recreation coordinating group including all relevant city, nonprofit, private, and parish agencies.*
   Who: *Convened by CPC; all park management groups; private recreation providers*
   When: *First five years*
   Resources: *Staff time*

Because the New Orleans park, open space and recreation system is managed by multiple entities, it is essential that a coordinating group be established to share information and plans to serve the city's residents and visitors. No matter how conscious the different agencies may be of their independent existence and varying funding levels, from the point of view of a person who wants to take advantage of the outdoors, play sports, or enjoy the lakefront or riverfront, it is all part of the public realm and **open/**green ~~infrastructure~~ **spaces** of the **eCity**. Efforts to coordinate programming and activities will stretch the funding for park and recreation programs across the board, providing cost-effective services and resources to the community. As a group, the agencies can also work on building a common constituency for parks and recreation and raising public awareness about their importance for quality of life and economic prosperity. At a minimum the coordinating group should include ~~NORD and~~ Parks ~~and~~**&** Parkways ~~(or any successor organization),~~ **, NORDC,** City Park Improvement Association, Audubon Institute, the Orleans Levee Board, and the School District~~, but~~**; ideally,** private recreation providers should ~~ideally~~ also participate. The City Planning Commission could convene the group two to four times a year to exchange information. One of those times should be when departments are preparing their capital budget requests~~. This~~**, at which this** meeting ~~should~~**could** also function as an annual public meeting to review progress and hear from the public on park and recreation issues.

GOAL **12**

Neighborhood ~~Community~~ participation in decision making about parks and recreation

12.A Survey park and recreation resource users on a regular basis.

Information should be collected regularly on park and recreation program users, their current level of satisfaction, and needs for new park **recreation** resources or programs. Surveys at the end of recreation programs; focus groups; and informal, web-based surveys can provide direction in between more scientific surveys every ten years.

RECOMMENDED ACTIONS

1. *Require instructors to use evaluation forms in classes.*

Who: ~~*NORD or successor*~~ ***NORDC***
When: *First five years*
Resources: *Staff time*

2. *Use the web page for surveys; free web-based survey utilities are available.*
Who: ~~*NORD*~~ ***NORDC****; City IT****I***
When: *First five years*
Resources: *Staff time*

3. *Conduct a scientific survey every 10 years.*
Who: ~~*NORD or successor*~~ ***NORDC***
When: *Long term*
Resources: *$30 K*

4. ***Creatively survey users of parks and recreation through creative place-making practices, on a regular basis.***
Who: Arts Council of New Orleans; other similar organizations; Parks & Parkways; NORDC
When: Five years.
Resources: Staff time

12.B **Continue** ~~**Establish**~~ **to use a system** ~~**for**~~ **to incorporate community input** ~~**systems**~~ **in all parks, open/green spaces and recreation design, maintenance and** ~~**convene public meetings to provide input on major**~~ **improvements.** ~~**new park designs, and/or new recreation facilities and programs.**~~

Whenever design starts on improvements to parks, neutral grounds, or new parks, park users and community members should be invited to a series of meetings: the first to gather information on issues and concerns; the second to present a conceptual design for discussion; and the third to present the detailed design for discussion.

RECOMMENDED ACTION

1. *Integrate* ~~*a system*~~***s*** *with the Neighborhood Participation Plan system* ~~*to be developed*~~*.*
Who: ***NORDC; Parks & Parkways working with neighborhood/community participation; NEO****CPC,* ~~*working through NPP organization to be developed*~~
When: ~~*First five years*~~ ***Ongoing***
Resources: *Staff time*

12.C **Prepare and update a city-wide** ~~**full**~~ **parks, green/open space and recreation master plan and regional park master plans regularly.**

City-wide ~~A full~~ parks green/open space and recreation **and regional parks** **M**~~**m**~~**aster** **P**~~**p**~~lan**s** ~~separate from the city master plan~~ should be created and updated every 10 years. ~~Since the last one was completed in 2002, the next one should be readied in 2012.~~ **The plan should include overall priorities for the parks and recreation system and should provide a detailed, facilities-based assessment and plan for achieving the individual goals and objectives described in this Master Plan document. It should include a full assessment of parks and recreation facilities available, and provide priorities and locations where additional facilities are needed to provide equitable access to park facilities across the City of New Orleans.**

The appropriate managing entity should conduct a systematic assessment of park users before each full Parks and Recreation Master Plan update and each amendment process, in order to inform the update and amendment processes. This assessment should incorporate on-site observation of park and

recreation spaces at multiple times of the week and multiple times of day.

In addition, a full assessment should be conducted by the managing entity of park facilities as part of each Parks and Recreation Master Plan update and recommend needed facility changes for each park location.

The **various** master plans should be sponsored jointly by **NORDC Parks and Parkways or the appropriate Regional Administrator with neighborhood/community input (NPP) or a similar system dictated by administrator's guiding appropriate regulations. Also a comprehensive design and investment plan (should be developed for) the Departments of Public Works and Parks & Parkways. This plan should detail stormwater best management practices for neutral grounds, intersections, rights of way, etc. as well as long-term maintenance protocols for the prescribed green infrastructure installations. The plan should include specific project commitments and establish new default designs for road or utility projects that disrupt neutral grounds.**

In order to account for changes of a Master Plan it is important the regional Master Plans establish a process similar to the existing Institutional Master Plan requirement in the Comprehensive Ordinance.

As the City**/Regional Administrators** meet~~s~~ some of its goals and as conditions change, the**ir** plan**s** will need to be modified to continue to guide decision making about the park and recreation **system** **neighborhood community input should be part of their updating or amending process**. ~~The master plan should be sponsored jointly by the Parks and Recreation agency or agencies and by~~**~~NORDC~~; ~~Parks and Parkways~~** ~~and the City Planning Commission.~~

RECOMMENDED ACTION

1. *Update the plan every 10 years, **conduct an amendment process every five years which includes** ~~including~~ a full public participation element.*
   Who:** ~~CPC, working with~~ NORD**C**; ~~and~~ Parks **&** ~~and~~ Parkways; **Regional Park Administrators; Neighborhood/community input; Mayors Office of Innovation
   ***When:** **O**ngoing ~~Long term~~*
   ***Resources:** **Staff time;** General Fund; grants; approx. $500 - 600 K*

2. ***Intergrade community and cultural assets into public spaces through public art and design intervention with public/community input.***
   Who: Arts Council of New Orleans; Parks & Parkways; DPW
   When: Medium term
   Resources: Staff time

3. ***Amend the CZO to incorporate Master Plan regulations for regional parks similar to the existing Institutional Master Plan regulations in the CZO.***
   Who: CPC; City Council
   When: First five years
   Resources: Staff time

GOAL **13**

Consistent and adequate level of maintenance, operations and programming on a per capita basis

13.A Provide a consistent and adequate per capita operating budget and work towards establishing a dedicated funding source for municipal park and recreation resources and programs.

The best-funded parks and recreation departments have dedicated funding sources, generally a portion of

property taxes or sales taxes. In Minneapolis, $1.20 per $1,000 of tax revenue in 2005 went to the Minneapolis Park and Recreation Board, a semi-autonomous, elected board created in 1883 to maintain and develop the city's extensive park system. In 2005, the Park Board received 9 percent of tax revenue. In Seattle, a 2000 parks levy was approved at $0.35 per $1,000 additional property tax to be used mainly for acquisition and development of 18 new neighborhood parks in ~~under served~~**underserved** neighborhoods. The Chicago Parks District receives dedicated property tax funds, which account for over 50 percent of the government revenues that go to its parks. In Florida, Pinellas County uses a portion of its sales tax to fund parks and estimates that 40 percent of sales taxes are paid by seasonal residents and tourists. Boulder, Colorado, has both a sales tax- supported Open Space Fund and a property tax-supported Parks and Recreation Fund.

The proposal for a new Playgrounds and Recreation Commission calls for a dedicated 7.5 millage by 2020, creating a budget of $20 million annually, almost five times ~~NORD's~~**NORDC's** 2009 budget. The Department of Parks ~~and~~**&** Parkways ~~also~~ requires ~~more~~ **consistent and increased** funding, so it can provide enhanced **maintenance**, landscape design**,** and planting services to improve the City's green spaces.

RECOMMENDED ACTIONS

1. *Provide a consistent and adequate per capita operating budget.*
   Who: *Voters*
   When: *First five years*
   Resources: *Millage vote*

2. *Continue to work with partnership groups and grant makers to supplement funding.*
   Who: *~~NORD~~**NORDC**; Parks ~~and~~**&** Parkways; non-profits **City Council; CAO***
   When: *First five years*
   Resources: *Grants; volunteer activities; **sStaff time***

~~The creation of neighborhood activity hubs were schools, clinics, libraries and other facilities to serve surrounding residents is a centerpiece of this Master Plan. Joint use agreements help codify expectations and criterion for use maintenance contributions and other services.~~
In addition to continue working partnerships with non-profit organization, expand staffing to include a professional grant writer to greatly enhance departmental abilities to pursue multiple grant opportunities.

3. *Pursue joint use agreements with public and private entities who own land that could add to park and recreation opportunities.*
   Who: *~~NORD~~ **NORDC; Parks & Parkways**; private groups*
   When: *Medium term*
   Resources: *Variable*

Booster Friends groups and private companies already support some activities, especially youth sports programs. More partner groups should be sought for green~~s~~ space projects and passive parks. **Joint use agreements help codify expectations and criterion for use maintenance contributions and other services.**

4. *Establish fees appropriate to the program and level of community or individual benefit and reserve fees for park and recreation~~al~~ uses.*
   Who: *~~NORD~~ **NORDC; Parks & Parkways***
   When: *Medium term*
   Resources: *Variable according to activity*

Programs with overwhelming social benefit such as youth programs, should remain free or at very low cost. However, by developing fee-based programs for adults, or specialty programs, the city can gain new revenues to support the community-wide programs.

GOAL **14**

Expanded partnerships to support park**s** **open/green spaces** and recreation resources and programs

14.A. **Continue to support and ~~work~~expand partnerships with private partners, ~~Parkway Partners and support expansion of~~non-profit partners, park, open/green space and neutral ground Friends groups, as well as existing ~~NORD~~ NORDC Booster and Friends groups. ~~and hire a volunteer coordinator to develop and manage a network of "Friends" groups~~ for ~~individual~~ parks open/green spaces, and recreation and programs.**

~~The cost of a coordinator will be repaid by activities and funding benefitting the parks~~.

RECOMMENDED ACTION

1. *Expand park and neutral ground ~~Friends'~~ friends and Booster groups, open/green space friends groups and ~~and hire a volunteer coordinator~~ non-profit partnerships.*

   Who: *Parks ~~and~~& Parkways; ~~NORD~~NORDC*
   When: *Medium term*
   Resources: *Staff ~~position~~ time; non-profit organizations; community groups*

2. Establish a not-for-profit org., operating under an authorizing MOU with the City of New Orleans, to develop a series of partnerships among City, Parish, State, Federal, Private Foundation, Corporate Foundation and Corporate Resources to restore, redesign, reconstruct and maintain parks, open/green spaces and recreation resources and programs

Who: Parks and Parkways; NORDC; Mayor's Office, City's Law Department
When: First five years
Resources: Staff time

GOAL **15**

Effective marketing of the municipal park and recreation system to citizens and visitors

15.A. **Utilize the arts when Pprovidinge user-friendly communications, including an interactive web site, an annual report, consistent signage, and similar efforts.**

Audubon Institute and increasingly, City Park, do a good job of marketing themselves to park users. ~~NORD~~NORDC and Parks ~~and~~& Parkways, with much more constrained funding, have not. However, investment in marketing to the public is a way to increase the constituency for parks and for recreation programs. ~~Start up~~Startup funding for a public communication program could be sought from corporate partners or foundations.

RECOMMENDED ACTION

1. *Improve the web pages, provide an annual report, and consistent signage.*

   Who: *Parks ~~and~~& Parkways; ~~NORD~~NORDC; City ITI Department; consultants*
   When: *Medium term*
   Resources: *Staff time; consultants; general fund*

New Orleans is an organically creative place that uses public space in a variety of ways to enhance the living conditions of its residents. The city should commit to actively include artists and designers in the more formal process of participation and public space development.

2. Utilize the creative assets of the city to provide art and design that enhances public spaces. Work with the city's designated arts organizations to develop the creative way-finding and signage initiatives throughout the city.

Who: Arts Council of New Orleans; CPC; DPW; New Orleans Downtown Development District
When: Medium Term
Resources: Staff time

Text Amendments to: Chapter 8

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.

VOLUME 2

chapter 8

HEALTH AND HUMAN SERVICES

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
1	***Neighborhood-based centers that coordinate and deliver a broad range of health and human services tailored to the populations they serve and are accessible to all residents***	1.A. Coordinate partnerships between health and human service providers and owners/tenants of publicly-accessible facilities to provide for the location of multiple health and human service providers in shared locations.	8.15
		1.B. Provide for the location of Multi-service Centers and other needed health and human service facilities, including supportive housing, in zoning and other land use regulations.	8.18
		1.C. Involve neighborhood and community groups and other stakeholders in decisions about the location and development of Multi-service Centers.	8.18
		1.D. Provide transportation linkages to Multi-service Centers to ensure accessibility of services	
2	***Coordination of health and human service delivery across the continuum of care***	2.A. Support and promote ongoing initiatives to convene a Citywide Human Services Consortium.	8.19
		2.B. Streamline City-administrated grant funding processes for health and human services.	8.20
		2.C. Support the development of a coordinated system of record keeping, intakes and referrals throughout all levels of health care service provision.	8.21

		2.D. Prioritize funding for health and human service initiatives that provide comprehensive case management and/or coordinated care across several disciplines and over time.	8.21

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
3	***A robust continuum of health care and human services, including preventative care, that is accessible to all residents***	3.A. Ensure the continued success and expansion of community-based health clinics according to national best practices.	8.22
		3.B. Support and enhance efforts to increase health insurance coverage for all residents.	8.23
		3.C. Prioritize funding and support for programs that increase the health and developmental outcomes of children.	8.23
		3.D. Expand mental health and addiction care services and facilities to meet current and projected needs.	8.24
		3.E. Support and enhance preventative and public health education and programs.	8.25
		3.F. ~~Develop additional hospital facilities and~~ Review need for and effective use of emergency health care services and infrastructure according to data on projected population and need.	8.25
		3.G. Support and enhance programs and partnerships that promote sexual and reproductive health and teen pregnancy prevention	
		3.H. Provide for emergency planning to ensure continuity of operations and services	
4	***Access to fresh, healthy food choices for all residents***	4.A. Establish and promote fresh-produce retail outlets within walking distance of all residents.	8.25
		4.B. Support access to healthy nutrition opportunities at government-run or supported facilities, including (but not limited to) healthy foods and beverages, availability of breastfeeding spaces, and availability of fresh water.	8.27
		4.C. Explore avenues to address unhealthy food choices.	8.27
		4.D. Promote business development for farmers and processors of locally grown fresh food	

5	***High quality child care and learning opportunities beyond basic education that are accessible to all children***	5.A. Expand after school and youth programs to serve all New Orleans children.	8.27
6	***High quality supportive services for the elderly that are accessible to all elderly residents***	6.A. Expand elder care facilities and services in areas of greatest need.	8.29
		6.B. Provide affordable paratransit service for seniors.	8.29
		6.C Create an Age Friendly New Orleans Working Group to guide an age friendly strategy for the city to better support its seniors and allow for aging in place.	8.29

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
7	***A robust continuum of care for homeless individuals and families*** ~~***, centered on permanent supportive housing***~~	A. Provide additional funding and support for outreach and safety net services for homeless persons.	8.30
		B. Provide for the location of permanent supportive housing, emergency shelters and daytime service centers for the homeless in land use and zoning.	8.30
		C. Support programs and services that prevent homelessness through financial counseling and emergency assistance to at-risk households.	8.30
8	***A criminal justice system that is effective, efficient, and just*** ***, and that emphasizes prevention and rehabilitation***	8.A. ~~Support and expand community-based crime prevention programs that target high-risk populations.~~	8.31
		8.B. Expand evidence-based alternative sentencing, diversion, and community corrections programs for nonviolent offenders that emphasize comprehensive rehabilitation.	8.32
		8.C. ~~Support and expand Community Policing and neighborhood involvement in crime prevention.~~	8.33
		8.D. Provide support for re-entry in accordance with best practices	
		8.E. Ensure other appropriate approaches to preventing and responding to violence	

new orleans
MASTER PLAN AND COMPREHENSIVE ZONING ORDINANCE

fact sheet

HEALTH AND HUMAN

Health

- Louisiana ranked 50th in the nation in overall health in 20151508
- Infant mortality rate in Louisiana in 20151508: 8.410.3 deaths per 1,000 live births (3rd highest in the nation).
- Cancer death rate in Louisiana in 20151508: 217.923.8 deaths per 100,000 people (4th second highest in the nation).
- Leading cause of death in Louisiana in 20151507: Cardiovascular disease
- Rate of binge drinking in Louisiana in 20151508: 163.3 percent (13th25th highestlowest in the nation)
- Prevalence of obesity in Louisiana in 20141408: 340.97 percent (3rd4th highest in the nation)
- Percentage of pregnant women in Louisiana who received adequate prenatal care in 20111108: 77.181.7.
- Average number of sick days per month Louisiana in 20111108: 4.23.6 (730th in the nation).
- Percentage of New Orleans adults without health insurance in 20111108: 198 (down from 26 percent in 2006).
- Percentage of New Orleans residents reporting some type of chronic health condition or physical disability in 20111108: 5661.
- Percentage of New Orleans residents reporting trouble accessing health care in 2008: 68.
- Percentage decreaseincrease in access to primary care for Louisiana residents from 20087 to 20131308: 1.35 (frommm 113.5 to 119.4 to 117.9 primary care physicians per 100,000 residents).
- Increase in public health funding per resident in Louisiana from 20087 to 20131308: $9659 to $995.
- Number of hospitals open in New Orleans as of January 20092016: 143 (as compared to 23 before Hurricane Katrina).
- African Americans in New Orleans were significantly more likely than whites to experience physical health challengeshave fair or poor general health (2872 percent compared with 1960 percent) and report having no personal doctordifficulty accessing health care (3165 percent compared with 2245 percent) in 20141408.
- African American residents of Louisiana had a significantly higher cardiovascular death
- Uninsured New Orleans residents in 2008 were 1.5 times more likely to report their health status as "fair" or "poor".
- Before Hurricane Katrina, over two-thirds of healthcare for the uninsured in New Orleans was provided by the Medical Center of Louisiana at New Orleans (MCLNO/Charity Hospital).
- Patients at MCLNO/Charity before Katrina were about 75 percent African-American and about 85 percent very low-income

WHAT DOES IT MEAN?

New Orleans and Louisiana residents have very low overall health as compared to the rest of the country. They suffer from high rates of obesity, heart disease, cancer deaths, and chronic health problems. Residents who are African American, economically disadvantaged, and/or uninsured are more likely to have significant health issues.

More than half of New Orleans residents report difficulty accessing care. However, the majority of pregnant women in Louisiana receive adequate prenatal care, and Louisiana residents report roughly as many sick days as the national average. Statewide, per capital funding for public health and per capita access to primary care both increased from 2007 to 2008.

Mental Health

- As of January, 2008, the rate of mental illness-like depressive disorders and Post Traumatic Stress Disorder in New Orleans was several times the national average.
- Percentage of New Orleans adults who ranked their mental health as "fair" or "poor" in 20111008: 1420 (downup from 210 percent in 20086).
- Percentage of New Orleans adults in 20111008 who reported having been diagnosed with a serious mental illness: 165 (up from 155 percent in 20086)

WHAT DOES IT MEAN?

New Orleans residents already have a higherhigh rates of mental illnesses like depression and Post Traumatic Stress Disorder (PTSD) than the national average, and the number of reported significant increases in mental health issues and diagnoses continues to climb each year. es from 2006 to 2008. However, Louisiana residents overall report relatively few poor mental health days as compared with the nation.

new orleans
MASTER PLAN AND COMPREHENSIVE ZONING ORDINANCE

fact sheet

• HEALTH AND HUMAN SERVICES

Children and Seniors

- In 201509, Louisiana ranked 489th in the nation for child well-being based on ten indicators.
- Percentage of children in New Orleans living in poverty in 201407: 43 percent36.
- Percentage of pre-Katrina childcare centers open in New Orleans in January, 201609: 5546 (15025 out of 273).
- Median annual cost for one infant in a Class A child care center in New Orleans in 201407: $5,975500 (12.84.7 percent of median household income).
- Percentage of qualified New Orleans families receiving child care assistance vouches in 2008: 38.
- Percentage of LouisianaNew Orleans children served by afterschool programs in 2016: 1507: less than 25.
- Percentage of New Orleans senior citizens in need of health and supportive care: 16
- The percentage of New Orleans citizens over 65 was 11.5% in 2014 and is projected to increase by

WHAT DOES IT MEAN?

Children in New Orleans have very poor overall health and wellness as compared to children in the rest of the nation. Over a third of New Orleans children live in poverty. While the average cost of child care is unaffordable for the average household, just over one-third of qualified households received childcare vouchers. Less than a quarter of children are served by afterschool programs.

While 16 percent of seniors are in need of health and supportive care, several area programs provide daytime programs and services for senior residents.

There is a need to plan for the inclusion of citizens over 65 years of age, an age group which is projected to dramatically increase by 5% by the year 2030.

Homelessness

- As of JanuaryFebruary, 201508, there were an estimated 1,7002,000 homeless individuals in the City of New Orleans—less than half of aabout 4 percent of the city's total population.
- Number of emergency shelter beds in New Orleans as of March, 201509: 472514.
- Percentage of homeless residents in 201208 who had some form of disability: 7980.
- Percentage of homeless residents in 2008 who had more than one form of disability: 31.

WHAT DOES IT MEAN?

An estimated 0.434 percent of the total population of city was homeless as of JanuaryFebruary, 201508, the majority of whom had some form of disability. There are far fewer available emergency shelter beds than there are homeless residents.

Public Safety and Criminal Justice

- In 201309, Louisiana had the highest incarceration rate in the nation. (1,420 per 100,000 adults)
- In 201308, Louisiana had a higher rate of detained and committed youth as compared to the national average (180149 per 100,000 youth, compared with 17325 nationally).
- In 201308, the cost of detaining a juvenile offender in Louisiana was more than $141115,000 annually—more than three times the cost in some other states.
- In 2006, the rate of detained and committed Louisiana youth in custody was 149 per 100,000 youth ages 10-15, in comparison to the national rate of 125.

WHAT DOES IT MEAN?

New Orleans has a higher rate of detained and committed youth and a higher overall crime rate than the national average.

Sources: United Health Foundation, 2000159; Louisiana Public Health Institute, 200159; Kaiser Family Foundation, 201508; Brookings Institute/Greater New Orleans Community Data Center, 2000159; Bring New Orleans Back Health and Human Services Commission, 201506; Kessler et all, 2008; Agenda for Children, 2008. Afterschool Alliance, 2016. New Orleans Community Health Improvement Report, 2013. The Sentencing Project 2016. Louisiana Housing Corporation, 2016.

FINDINGS

- Louisiana ranks among the worst states in the nation for several metrics of overall health, including chronic conditions such as obesity and heart disease.
- Socioeconomic disparities in health outcomes continue to persist for New Orleans and Louisiana residents.
- Access to health care among New Orleans residents has increased since Hurricane Katrina due to the proliferation of community-based clinics. However, a lack of specialty and mental health care persists.
- The overall health and wellness of children in Louisiana is poor compared with national averages.
- A relatively high percentage of children in New Orleans live in poverty, but the vast majority of them have health insurance.
- The majority of New Orleans children are not served by out-of-school-hours programs.
- The average cost of child care for one child in New Orleans is prohibitively expensive for the average New Orleans household.
- Homeless rates in New Orleans continue to surpass most other U.S. cities. Supportive housing and increased services such case management, outreach, emergency shelters, and daytime centers are needed for homeless individuals.
- New Orleans senior citizens' highest-priority needs include low-cost medication assistance, transportation assistance, and daytime programming and care.
- New Orleans continues to rank very high in the nation in overall crime, but plans to transform the city's criminal justice system are being implemented by a coalition of criminal justice leaders.

CHALLENGES

- Sustaining and growing the network of neighborhood-based community health centers.
- Coordinating health care and human services in order to reduce redundancy, increase efficiency in service provision, and close service gaps.
- Providing adequate mental health and addiction treatment services, including transitional outpatient care.

a note on education

A note on education: This chapter includes discussion of lifelong educational opportunities outside of regular school hours, including early childhood and day care for youth, afterschool opportunities for all school-age children, and day care and services for seniors. Workforce development for adults is discussed in **Chapter 9—Economic Development.** A comprehensive plan for New Orleans public school facilities—the School Facilities Master Plan for Orleans Parish* - was adopted by the school districts in 2008. The implications of this plan for the physical development of the city are discussed in **Chapter 14—Land Use Plan**.

* See: www.sfmpop.org.

- Providing adequate basic assistance services to underserved residents, including the estimated 21 percent of New Orleans residents living below the federal poverty line (2007).
- Continuing to implement reforms to the criminal justice system to improve its effectiveness and cost-efficiency.

Environmental quality and environmental determinants of health are discussed in Chapter 13—Environmental Quality.

Acronyms

To aid in reading this section, below is a list of acronyms used within the text:

ACT	Assertive Community Treatment
BHAN	Behavioral Health Action Network (a program of the Louisiana Public Health Institute)
CAO	Chief Administrative Officer
CDBG	Community Development Block Grant
CHIP	Children's Health Insurance Program
CJLA	Criminal Justice Leadership Alliance
CPC	City Planning Commission
D-CDBG	Disaster Community Development Block Grant
DHH LDH DSS	Louisiana Department of Health ~~and Hospitals~~ Department of Social Services
LaCHIP	Louisiana Children's Health Insurance Program
LPHI	Louisiana Public Health Institute
MHSD	Metropolitan Human Services District (a division of the Department of Health and Hospitals)
MSC	Multi-service center
NOAH	New Orleans Adolescent Hospital
NOPD	New Orleans Police Department
NOPJF	New Orleans Police and Justice Foundation
NORA	New Orleans Redevelopment Authority
NORD	New Orleans Recreational Department
OPISIS	Orleans Parish Information Sharing and Integrated System (a program of the New Orleans Police and Justice Foundation)
OFICD	Office of Facilities, Infrastructure, and Community Development
PATH	Partnerships for Access to Health Care (a program of the Louisiana Public Health Institute)
UNOP	Unified New Orleans Plan

A Introduction

A robust and integrated system of health care and human services contributes to quality of life by promoting competitiveness, productivity and livability. While ~~Louisiana performs poorly on many measures of overall health, and socioeconomic disparities in health outcomes persist in New Orleans,~~ access to health care among New Orleans residents has increased since Hurricane Katrina with the proliferation of community-based clinics, new hospitals, and the expansion of Medicaid in Louisiana, and most New Orleans children have health insurance. Louisiana performs poorly on many measures of overall health, and socioeconomic disparities in health outcomes persist in New Orleans. The city suffers from inequitable health outcomes for a range of measures including infant mortality and chronic disease rates, which must be addressed through more equitable social, economic, and environmental conditions in addition to improved access to health care. Lack of affordable day care and insufficient after school programs affect children and youth, while at the other end of the age continuum the priority needs for senior citizens are affordable medications, transportation assistance

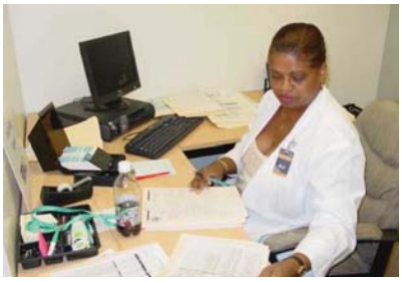
IMAGE: GNO UNITED WAY

Dozens of nonprofit organizations—many founded since Hurricane Katrina—offer a broad array of services.

and daytime programming and care. The city has higher rates of homeless persons than most other U.S. cities. Criminal justice reform initiatives and police efforts are directed at the city's high crime rate.

The Master Plan focuses on organizing the physical and spatial aspects of providing health care and human services to New Orleans residents, as well as coordinating programs and initiatives. Non-governmental agencies provide most of these services, but city government can shape and assist the provision of services by designating and promoting locations for facilities, as well as by convening agencies working toward similar outcomes and leveraging funding to promote program coordination, ~~and~~ efficiency, and quality. Because of the influence of social, economic and environmental factors on health, City government can also promote "health in all policies;" namely, the consideration of how policies and decisions made across sectors can affect health equity.

The Medical Center of Louisiana at New Orleans (MCLNO/Charity Hospital) was the region's primary safety-net provider of care for residents without insurance before Hurricane Katrina.



IMAGES: ST. THOMAS COMMUNITY HEALTH CENTER. WWW.STTHOMASCHC.ORG.

St. Thomas Community Health Center in the St. Thomas/Lower Garden District area of New Orleans is among the largest and most comprehensive primary care facilities serving both insured and uninsured patients in the New Orleans area.

B Recommendations

A recommendations **Summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **Getting Started**. The **Narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions to inform understanding of the goals, policies, strategies and actions are included in Volume 3, Chapter 8.

Summary

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCE	FOR MORE INFORMATION, SEE PAGE:
1. Neighborhood-based centers that coordinate	**1.A.** Coordinate partnerships between health and	1. Create and maintain a database of publicly-accessible	Health Department,	First five	ORDA/OFIC 2009 budget	8.15 - 8.17

and deliver a broad range of health and human services tailored to the populations they serve and are accessible to all residents	human service providers and owners/tenants of publicly-accessible facilities to provide for the location of multiple health and human service providers in shared locations.	facilities that could house health and human service providers. (Could be part of a larger Asset Management System—see Chapter 16)	CAO, Property Management	years	provides $25 million for institutions hospitals.	
		2. Use current data on population and service needs to identify under served areas and locate new multi-service centers (MSCs) and other health and human service providers in areas of greatest need.	~~CPC~~, Health Department, DHH, Capital Projects	First five years	LPHI, the Greater New Orleans Community Center, DHH, college and versity institutes, others	8.17
		3. Offer incentives to property owners and tenants of potential shared use facilities to accommodate health and human service providers.	Health Department; Community Development	Medium term	ORDA/OFIC 2009 budget provides $25 million for institutions hospitals.	8.18
	1.B. Provide for the location of MSCs and other needed health and human service facilities—including supportive housing—in zoning and other land use regulations.	1. Consult with homeless housing providers (UNITY and other advocacy groups) and other service delivery agencies in creating new regulations.	CPC	First five years	UNITY of New Orleans provide tion on conducive to portive developme	8.18
	1.C. Involve neighborhood and community groups and other stakeholders in decisions about the location and development of MSCs, and the type of services that should be provided.	1. Use Neighborhood Participation Program to ensure meaningful community input.	CPC	First five years	Neighborho Participatio ~~Program Plan~~ Chapter 15.)	8.18
	1.D. Provide transportation linkages to Multi-service centers to ensure accessibility of services	1. Coordinate or develop transportation services to/from non-emergency appointments for all Medicaid recipients	RTA, LDH, local rideshare companies	Next five years	Medicaid expansion	
2. Coordination of health and human service delivery across the continuum of care	**2.A.** Support and promote ongoing initiatives to convene a citywide health care consortium and a citywide human services consortium.	1. Ensure full participation of all relevant public agencies in consortia meetings and initiatives.	Health Department, MHSD, ~~DHH~~, LDH, DSS, private and nonprofit providers	First five years	~~PATH, BHAN grams of have already convened along these Build on these.~~ Existing coalitions include Fit NOLA and the Behavioral Health Council	8.19

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
2. Coordination of health and human service delivery across the continuum of care	**2.A.** Support and promote ongoing initiatives to convene a citywide health care consortium and a citywide human services consortium.	2. Coordinate partnership with the City Health Department and ~~the New Orleans Place Matters Working Group~~Fit NOLA partners to develop and implement full range of strategies focused on reducing obesity among New Orleanians.	Health Department, non-profit organizations	First five years	Grants, philanthropic resources	8.20
	2.B. Streamline City-administered grant funding processes for health and human services.	1. Convene all grant administering offices to establish a more efficient application and granting process.	All city agencies that administer grants to health, human service, and related local agencies	First five years	Consult with grant recipients to better understand their needs and realities.	8.20
	2.C. Support the development of a coordinated system of record-keeping, intakes and referrals throughout all levels of heath care service provision.	1. Convene a task force to streamline citywide service referral and directory services.	CAO (3-1-1), United Way (2-1-1)	First five years	Health care and human services consortia (see above) should be consulted to ensure that the system meets needs of all types of providers.	8.21
	2.D. Prioritize support and funding for health and human services that provide comprehensive case management and/or coordinated care across disciplines and over time.	1. Advocate for the completion of the Neighborhood Place at Mahalia Jackson School.	Health Department, Mayor's Office, School Board	First five years	Advocate at state level for implementation of planned Neighborhood Place	8.21
		2. Implement ACT teams and support other resources that increase the availability of comprehensive case management.	DHH, DSS, MHSD	First five years	CDBG, philanthropic funding	8.22
3. A robust continuum of health care and human services, including preventative care, that is accessible to all residents	**3.A.** Ensure continued funding and support for community-based health clinics, including their certification as Patient-Centered Medical Homes.	1. Advocate for increased federal, state and private funding.	Public-private partnerships founded through health care consortium (see above)	First five years	Medicaid; Federally Qualified Health Centers; philanthropic funding	8.22
		2. Advocate for increased funding for Federally Qualified Health Centers	Mayor's Office; Health Department	First five years	Federal funding (Health Care Financing Administration)	8.22
		3. Seek Private philanthropic funding.	Mayor's Office; Health Department	First five years	Federal funding (Health Care Financing Administration)	8.23
		4. Promote utilization of coverage by insured individuals for primary care and prevention	Health Department, LDH, 504HealthNet, local FQHCs	Next five years	Grants	

	3.B. Support and enhance efforts to increase health insurance coverage for all residents.	1. Advocate for increased funding and expanded eligibility for public insurance programs.	(See above)	First five years	(See above)	8.23

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION
3. A robust continuum of health care and human services, including preventative care, that is accessible to all residents	**3.B.** Support and enhance efforts to increase health insurance coverage for all residents.	2. Provide support and funding for local outreach programs to identify and enroll eligible residents in available insurance programs.	Health Department / City Budget	First five years	Kingsley House's Health Care for All program	8.23
		3. Increase access to information about what Medicaid expansion means for local residents	Health Department, LDH, 504HealthNet, local FQHCs	Next five years	Grants	
	3.C. Prioritize funding and support for programs that increase the health and developmental outcomes of children.	1. Direct public funding to expand programs such as the Nurse Family Partnership, Head Start, Healthy Start, and other programs that increase the health of children.	Health Department / City Budget	Medium term	Philanthropic, CDBG	8.23
	3.D. Expand mental health and addiction-care services and facilities to meet current and projected need.	1. Advocate for increased state funding for DHH and MHSD for mental health services, including expanded ACT teams and permanent supportive housing.	DHH, MHSD	First five years	CDBG	8.24
		2. Coordinate with the ~~Behavioral Health Action Network~~ Behavioral Health Council to identify and target areas of need in mental and behavioral health and addiction treatment.	DHH, MHSD, Health Department	First five years	~~BHAN~~ Baptist Community Ministries, City general funds	8.24
		3. Work with ~~BHAN~~ Behavioral Health Council and other initiatives to facilitate partnerships between service providers to offer mental health services through existing community clinics and other health care facilities.	Community clinics, ~~BHAN~~Behavioral Health Council, mental health service providers	First five years	MHSD, ~~DHH~~LDH, DSS	8.24
	3.E. Support and enhance preventive and public health education and programs.	1. ~~Form a public health education and outreach committee as part of the citywide health care consortium.~~ Identify priority strategies and resources to address health education and outreach needs through a Community Health Assessment and Community Health Improvement Plan process	~~Public health education and outreach committee~~New Orleans Community Health Improvement Steering Committee, Health Department	First five years	~~Citywide health care consortium (see above)~~City general funds, grants	8.25

	3.F. ~~Develop additional~~ Review need for and effective use of hospital facilities and emergency health care services and infrastructure according to data on projected population and need.	1. Convene a hospital and emergency care advisory group to facilitate the aggregation and use of data in hospital and emergency health care planning.	~~DHH~~LDH; hospital and emergency care advisory group. Health Department, health care systems	~~First five years~~ Next five years	~~2009 OFICD/ORD budget includes $75 million for the Biomedical District and an additional $25 million for Health institutes and hospitals. In addition the City will use over $13 million in UDAG funds for the VA Hospital Project. The city has designated $25 million for acquisition of the closed hospital in New Orleans East with the objective of restoring a hospital to this part of the city.~~ New Orleans East Hospital and University Medical Center are fully operational. VA Hospital Project in Biomedical District under construction.	8.25
	3.G. Support and enhance programs and partnerships that promote sexual and reproductive health and teen pregnancy prevention	1. Increase general awareness of services that provide screening, testing, and prevention for all ages especially school-aged students	LDH, Health Department, Schools, LPHI	Next five years	LDH, LPHI, Grants	
	3.H. Provide for emergency planning to ensure continuity of operations and services	1. Identify and address gaps in continuity of operations plans for all health and human service providers	Health and human service providers, Health Department, LDH	Next five years	LDH, Grants	

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE
4. Access to fresh, healthy food choices for all residents.	**4.A.** Establish and promote fresh produce retail outlets within walking distance of all residents.	1. Identify areas that are underserved by fresh food access.	CPC, Health Department	First five years	Tulane Prevention Research Center	8.25 - 8.26
		2. Remove zoning and regulatory barriers to farmers' markets and other temporary/ mobile fresh food vending.	CPC	First five years	Comprehensive Zoning Ordinance under development	8.26
		3. Explore incentives and provide technical assistance and training for small neighborhood food stores to stock fresh and local produce in under served areas.	Community Development, Health Department	First five years	City can offer expediting permitting as an incentive. Grants.	8.26
		4. Encourage and assist farmers' markets to accept food stamps and Seniors/WIC Farmers' Markets Nutrition Program coupons.	Health Department, local WIC administrators	First five years	Several area farmers' markets already accept WIC and other food assistance coupons.	8.26
		5. Support urban agriculture and community gardens.	OFICD; CPC	First five years	Federal funding; bonds; philanthropic resources	8.26
		6. Explore and implement ~~tax~~ incentives to encourage sale of fresh and local food.	City's Economic Development team, Health Department	First five years	Grants	8.26
		7. Incentivize new and existing fresh and local produce retail outlets to provide consumer education and programming around healthy eating	City's Economic Development Team, Health Department	Next five years	Fresh Food Retailer Initiative; add programming plans and capacity as criteria in future loan or grant opportunities for retail outlets	
	4.B Support access to healthy nutrition opportunities at government-run or supported facilities including (but are not limited to) healthy foods and beverages, availability of breastfeeding spaces, and availability of fresh water.	1. Amenities to be included (but are not limited to) healthy foods and beverages, availability of breastfeeding spaces, and availability of fresh water.	City, State, non-profit organizations	First five years	Federal, State and City funds / grants	8.27
	4.C Explore avenues to address unhealthy food choices	1. Explore land use and zoning policies that restrict fast food establishments near school grounds and public playgrounds	City Planning Commission, City Council	First five years	Staff time	8.27

		2. Explore local ordinances to restrict mobile vending of calorie-dense, nutrient-poor foods near school grounds and public playgrounds	City Council	First five years	Staff time	8.27
		~~3. Explore zoning designed to limit the density of fast food establishments in residential communities.~~	~~City Planning Commission, City Council~~	~~First five years~~	~~Staff time~~	~~8.27~~
		4. Promote consumer education and programming to facilitate healthy eating habits and support demand for fresh and local produce	Health Department, Fit NOLA Partners, Food Policy Advisory Council	First five years	Grants	
		5. Educate residents about and promote advocacy to limit proliferation of fast food and drive thru establishments	Health Department, Fit NOLA Partners, Food Policy Advisory Council	First five years	Grants	
	4. D. Promote business development for farmers and processors of locally grown food	1. Reduce zoning and regulatory barriers to processing and distribution of "value added" local food products	City Planning Commission, City Council	First five years	Staff time	
		2. Promote training and instruction in food and plant production and processing	Local universities, other institutions	Next five years	Grants	
		3. Encourage and support urban agriculture and community gardens through linkages with land use, water management, and economic opportunity plans	CPC, NORA, SWB, Network for Economic Opportunity, Health Department	Next five years	Staff time, grants	

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
5. High-quality child care and learning opportunities beyond basic education that are accessible to all children	**5.A.** Expand afterschool and youth programs to serve all New Orleans children.	1. Pursue increased funding from state and federal sources for after school and youth programs.	City, with local private and nonprofit providers and advocates	First five years	21st Century Community Learning Center Program; No Child Left Behind; Child Care Development Fund; Community Development Block Grants; Temporary Assistance to Needy Families; Section 8(g) Grant Program	8.27
		2. Increase outreach to provide Child Care Development Fund vouchers to all who are eligible.	DSS, CDBG, philanthropic funds	First five years	Provide information through health clinics, Nurse Family Partnership and similar programs for expectant families, and MSC	8.28
		3. Provide for the location of needed child care and after school facilities in zoning and other land use regulations.	CPC	First five years	CZO under development	8.28
		4. Provide support and incentives to child care service providers to become accredited through both national and state accreditation programs.	Nonprofit organizations	First five years	Agenda for Children offers training and technical assistance to child care providers.	8.28
		5. Prioritize new program development in areas of greatest need.	Public and private schools; nonprofits	First five years	Agenda for Children, After school Partnership, and others can provide data on service needs.	8.29
		6. Support workforce development programs that train professional childcare workers.	New Orleans Economic Development Council	Medium term	Local colleges and universities	8.29
6. High quality supportive services for the elderly that are accessible to all elderly residents	**6.A.** Expand elder care facilities and services in areas of greatest need.	1. Identify and expand elder care facilities and services in areas of greatest need.	DHH, MHSC	First five years	Council on Aging can provide data on service needs.	8.29
	6.B. Provide affordable paratransit service for seniors.	1. Advocate for increased funding for paratransit.	RTA: Council on Aging	First five years	Council on Aging had a paratransit program in the past; requires additional funding to restart it.	8.29
		2. Provide funding for taxi vouchers for low-income seniors.	Community Development Council on Aging	Medium term	Staff time; federal grants	8.30

ATTACHMENT A

RECOMMENDED STRATEGY	HOW	WHO	WHEN	RESOURCES
6.C Create an Age Friendly New Orleans Working Group to guide an age friendly strategy for the city to better support its seniors and allow for aging in place.	1. Bring together people knowledgeable about senior needs as a working group charged with advising on Age Friendly policies for the city.	AARP Louisiana, New Orleans Council on Aging, with a diverse stakeholder group	First Five Years	Staff Time of participating organizations and volunteers
	2. Research gaps and problem areas in services to the elderly.	Age Friendly Working Group	First Five years	Staff Time, AARP LA can provide data
	3. Develop an action plan to meet the needs of residents of all ages.	Age Friendly Working Group	First Five years	Staff Time
	4. Communicate strategies and progress to government agencies and the public.	Age Friendly Working Group	First Five years	Staff Time

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
7. A robust continuum of care for homeless individuals and families, ~~centered on permanent supportive housing~~	**7.A.** Provide additional funding and support for outreach and safety net services for homeless persons.	1. Advocate for increased funding at state and federal levels.	DHH	First five years	Federal and State Emergency Shelter Grant Programs; CDBG	8.30
	7.B. Provide for the location of permanent supportive housing, emergency shelters, low-barrier shelters and daytime service centers for the homeless in land use	1. Incorporate in CZO.	CPC	First five years	CZO under development	8.30
		2. Explore opportunities to use existing vacant buildings to house homeless individuals and provide wraparound services	Community Development, Health Department	Next five years	City and State resources	
	7.C. Support programs and services that prevent homelessness through financial counseling and emergency assistance to at risk households.	1. City convening diverse working group to develop strategic plan to end homelessness	City Administration, City Council, business community, faith-based community, Continuum of Care (Unity), HUD, DHH, DOJ, USICH	First five years	Federal and State Emergency Shelter Grant Programs; CDBG	8.30

		2. Provide financial support to homeless-serving agencies so they can offer financial management and job sustainability classes to homeless individuals	Community Development	First five years	City, State, Federal, philanthropic resources	
8. A criminal justice system that is effective, efficient, and just, and that emphasizes prevention and rehabilitation	**8.A.** Support and expand community-based crime prevention programs that target high-risk and vulnerable populations.	1. ~~Convene a focus group within the citywide human services consortium to develop programs and policies around community-based crime prevention.~~ Implement and support evidence-based strategies and programs including CeaseFire New Orleans and Group Violence Reduction Strategy	~~New Orleans Criminal Justice Leadership Alliance~~ Mayor's office, NOLA FOR LIFE	First five years	Advocate for increased public funding and apply for private funds. ~~New Orleans Criminal Justice Leadership Alliance~~	8.31
		2. Address conflicts and trauma among youth through promotion of positive behavioral interventions and supports and trauma-informed approaches in schools	Schools, Health Department, Center for Restorative Approaches, Behavioral Health Council	First five years	City, State, Federal philanthropic resources	
	8.B. Expand alternative sentencing, diversion, and community corrections programs for nonviolent offenders that emphasize comprehensive rehabilitation.	1. Redirect criminal justice funding to support community corrections as opposed to incarceration.	Parish Criminal Sheriff	First five years	Juvenile Detention Alternatives Initiative program of the Annie E. Casey Foundation	8.32
		2. Expand workforce readiness opportunities for people with criminal records.	~~Economic Development Council~~ Network for Economic Opportunity; private service providers	Medium term	CDBG; private funding	8.32
		3. Investigate a state Community Corrections Act or similar legislation to provide funding for community corrections programs.	State legisla- tors	Medium term	36 other states have similar legislation that can be used as precedent.	8.32
		4 Fund mental health and substance abuse diversion programs at courts	Behavioral Health Council, Health Department, City Council	First five years	Grants, General Funds, CDBG	
	8.C. Support and expand Community Policing and neighborhood involvement in crime prevention.	1. Work with neighborhoods to identify crime-related blight and call in enforcement.	NOPD, OFICD (Code Enforcement)	First five years	Neighborhood Participation Program (see Chapter 15) can be used to organize system	8.33

		2. Prioritize funding for Community Policing and new satellite police stations.	NOPD	Me-dium term	General funds	8.33
	8.D. Provide support for re-entry in accordance with best practices	1. Provide discharge planning and case management to link formerly incarcerated individuals with health and human service providers and ensure quality of care	OPSO; Volunteers of America	First five years	Referrals and communication with service providers	
		2. Reduce barriers to opportunity for formerly incarcerated individuals such as for housing and jobs	OPSO; Volunteers of America; HANO	First five years	Legislative advocacy	
	8.E. Ensure other appropriate approaches to preventing and responding to violence	1 Promote a coordinated, victim-centered approach to respond to domestic violence and sexual assault	Health Department, NOPD, New Orleans Family Justice Center	First five years	Grant funding	
		2 Promote prevention and education regarding the physical and sexual abuse of children	Health Department, Children's Advocacy Center, Children's Bureau	First five years	Grant funding	
		3 Coordinate to prevent human trafficking, including labor and sex trafficking	Covenant House, Human Trafficking Task Force of GNO, NOPD	First five years	Share resource manual, referral system	

Getting Started

These items are short-term actions that can be undertaken with relatively little expenditure and will help lay the groundwork for the longer-term actions that follow.

- Create and maintain a database of publicly-accessible facilities that could house health and human service providers.
- Facilitate partnerships to provide for the location of health and human service providers in existing community centers and other publicly-accessible facilities.
- Convene citywide consortia on health care and human services that meet regularly and include stakeholders from public, private and nonprofit sectors.
- Direct public health funding to expand outreach to and enrollment of eligible residents in low-cost or free insurance programs.
- Advocate for the Neighborhood Place at the Mahalia Jackson School to be fully implemented.
- Ensure that all available funds for child care are drawn down from state and federal sources.
- Expand outreach to all eligible families to receive Child Care Development Vouchers.

Narrative

Below is a more detailed narrative of the various goals, strategies and actions highlighted in the "Summary" chart.

GOAL **1**

Neighborhood-based centers that coordinate and deliver a broad range of health and human services tailored to the populations they serve and are accessible to all residents

IMAGE: B/H/.M/W ARCHITECTS

Multi-purpose community centers such as this Central City YMCA provide recreational, educational, and wellness programs for residents of all ages and serve as anchors of neighborhood revitalization.

The term "multi-service center" (MSC) is used here to describe neighborhood-based service centers that provide a range of coordinated health and human services across the continuum of care. This nomenclature is intended to reflect the broadest range of possibilities for collaboration across all health and human service sectors, and encompasses the multitude of forms that those collaborations may take as the concept of the MSC is implemented throughout New Orleans to reflect and meet the specific needs of individual communities. Although they do not go by this same term, there are several service providers in New Orleans that already successfully embody this model by providing a range of multiple, coordinated services, including health care, case management, behavioral health, and programming for children and youth

Services offered in any one location should be tailored to the specific population served. An MSC is likely to include multiple service providers within a single location, including public, private and nonprofit entities

By supporting and coordinating existing providers and facilitating partnerships and co-location in key locations, the City can ensure that all neighborhoods have access to an MSC that provides the services they desire and need. The range of services that can be provided through MSCs includes:

- A "medical home" for the coordination and delivery of primary health care and other health care services, including primary and preventative care, care for chronic diseases, and outpatient mental and behavioral health. (A "medical home" is not a residence, but rather a central point of coordination of care for all health-related services. See Volume 3, page 8.4–8.5 for more explanation of medical homes.)
- Case management, coordination and delivery of human and social services.
- Daytime programs and services such as day care and after school programs for youth, daytime programs for seniors, and literacy and workforce development programs for adults.
- Access to and information about publicly-sponsored services such as food stamps, unemployment, social security, disability assistance, transportation and day care vouchers, housing assistance, and literacy and workforce development programs.
- Resources, information, public education and outreach on public health and preventative health topics.
- A database of evacuation needs of residents within the service area, including special needs populations, and coordination of services to ensure continuous medical, mental health, and social service care in the event of an evacuation or other emergency.
- Access to centralized, up-to-date information on services and providers citywide to ensure a "no wrong door" approach to care and referrals that provides efficient and coordinated delivery of services across the continuum of care. The "no wrong door" approach ensures that a client requiring services that are not provided in a given location can be easily referred to the appropriate provider with confidence that system-wide coordination will prevent redundancy and expedite the referral and service delivery processes.

1.A Coordinate partnerships between health and human service providers and owners/tenants of publicly-accessible facilities to provide for the location of multiple health and human service providers in shared locations. MSCs should be centrally-located where they are most accessible to the population they serve. The long-term goal is for every resident to have easy access to an MSC. The model of co-location of health and human services with public and centrally-located facilities such as schools, libraries, places of worship, and community and recreational centers is widely regarded as a national best practice, and has been a central tenet of numerous plans since Hurricane Katrina, including the public school facilities master plan and the UNOP and Neighborhood Rebuilding (Lambert) plans. Co-location of multiple services is not only economical, it also encourages a

Fit NOLA

In 2011, following the lead of First Lady Michelle Obama's *Let's Move!* Campaign, Mayor Landrieu challenged New Orleans to unite in an effort to combat the obesity rate of youth within the parish. As a result of the citywide call-to- action, *Fit NOLA* was developed to ensure all New Orleanians have access to community resources that promote nutritional foods and physical activity. The ultimate goal of the initiative is to increase physical activity and healthier eating.

Fit NOLA Projects include the implementation of the Smoke-Free Ordinance, the Fresh Food Retailer Initiative, the Lafitte Greenway, the continued expansion/creation of over 100 miles of bike lanes and the addition of more New Orleans Development Recreation Centers. These and other projects places our city on a path to becoming the future standard

more robust sociocultural infrastructure that promotes greater coordination and community building.

Co-located services should include services that are compatible with one another and the surrounding neighborhood environment, and exclude incompatible services, such as emergency health care facilities within primarily residential areas, that could be disruptive to the surrounding neighborhood.

To create a citywide network of MSCs, NORA, the Department of Property Management, the Office of the CAO, City Planning, and other public agencies should facilitate public-private partnerships and shared-use agreements with existing publicly-accessible facilities to secure shared locations for health and human service providers. The City Planning Commission, through the Neighborhood Participation Program described in ***Chapter 15*** of this plan, should work with neighborhood residents to ensure that MSCs are developed with community input at every stage and result in facilities that are an appropriate "fit" — in both physical and operational character — with the surrounding neighborhood context.

RECOMMENDED ACTIONS

1. *Create and maintain a database of publicly-accessible facilities that could house health and human service providers.*
   Who: *Health Department; CAO; Property Management*
   When: *First five years*
   Resources: *OFICD 2009 budget provides $25 M for health institutions and hospitals*

   Many cities and towns maintain a database of vacant commercial properties for the purpose of attracting businesses to locate there (often maintained by a local economic development agency). City Planning, in coordination with other city agencies (*e.g.*, Health Department, NORA, CAO, and Property Management, as well as the Economic Development Council) and other public and nonprofit health initiatives, could develop and maintain a similar database of potential locations for MSCs and individual health and human service providers. The database should track owner and operator contact information, facility specifications, and cost, and should eventually be geocoded and mapped to include service needs by neighborhood. Maintaining the database would require regular and consistent outreach by City Planning staff to building owners and managers and other city agencies (*e.g.*, schools, libraries, NORD, *etc.*) to keep the database up to date.

   Such a database could be part of a more comprehensive citywide Asset Management Program, as discussed in ***Chapter 16—Structures for Implementation***.

2. *Use current data on population and service needs to identify under served areas and locate new MSCs and other health and human service providers in areas of greatest need.*
   Who: *CPC; Health Department; ~~DHH~~LDH*
   When: *First five years*
   Resources: *LPHI; Greater New Orleans Community Data Center; ~~DHH~~LDH; DSS; college and university research institutes and others*

   Several local and regional entities collect and make available data on health outcomes, population demographics, and other factors that should be used to identify under served and at-risk populations when locating new services and facilities. Relevant data is currently available from LPHI, the Greater New Orleans Community Data Center, DHH, DSS, college and university research institutes, and other sources.

   Developing new MSCs also presents an opportunity to target public investment in ways that

contribute to neighborhood revitalization and quality of life. As such, reuse of existing vacant or under utilized publicly-owned facilities—including community centers and schools (both functioning schools and land banked buildings)—should be given strong consideration as

potential locations for health and human service providers since these facilities are typically centrally-located within neighborhoods. Many also have historic value and could help achieve simultaneous goals of preserving neighborhoods' historic character, as discussed elsewhere in this plan ***(see Chapter 5—Housing and Neighborhoods, and Chapter 6—Historic Preservation).***

3. *Offer incentives to property owners and tenants of potential shared use facilities to accommodate health and human service providers.*
   Who: *Health Department; Community Development*
   When: *Medium term*
   Resources: *OFICD 2009 budget provides $25 M for health institutions and hospitals*

Incentives could include tenant improvements to facilities or contributions toward maintenance costs.

1.B Provide for the location of MSCs and other needed health and human service facilities—including supportive housing—in zoning and other land use regulations.

Land use and zoning should support the development of health and human service facilities, including supportive housing and MSCs, in circumstances of both adaptive reuse of existing structures and new development, and should also ensure that these facilities are pedestrian-and transit-accessible and compatible with the existing physical character of their surroundings. Health and human service facilities and MSCs should be located in or near neighborhood commercial districts wherever feasible.

RECOMMENDED ACTION

1. *Consult with homeless housing providers (UNITY and other advocacy groups) and other service delivery agencies in creating new regulations.*
   Who: *CPC*
   When: *First five years*
   Resources: *UNITY of Greater New Orleans can provide information on zoning conducive to supportive housing development*

1.C Involve neighborhood and community groups and other stakeholders in decisions about the location and development of MSCs, and the type of services that should be provided.

The development of the first Neighborhood Place in Sabine Parish involved successful collaboration among state and local service providers, community members, and other stakeholders. It will be governed by a board of consumers and community members to ensure that it continues to serve the unique needs of that community. In New Orleans, decisions about the location of new MSCs and the types of services they provide should be shaped by similar collaborative processes involving nearby residents, property owners, and others whom the new facility will serve. The Neighborhood Participation Program outlined in ***Chapter 15*** of this plan provides an organized structure for this type of meaningful community input into decisions related to neighborhood development.

RECOMMENDED ACTION

1. *Use the Neighborhood Participation ~~Program~~ Plan to ensure meaningful community input.*
   Who: *~~CPC~~Capital Projects*
   When: *First five years*
   Resources: *Neighborhood Participation ~~Program~~ Plan (See Chapter 15)*

1.D. Ensure transportation linkages to established MSCs to ensure accessibility.
Many individuals who would benefit from a MSC do not have adequate or reliable transportation to get there.

RECOMMENDED ACTION:
1. Coordinate or develop transportation services to/from nonemergency appointments for all Medicaid recipients.
Who: *RTA, LDH, Local rideshare companies*
When*: First five years*
Resources*: Medicaid expansion*

GOAL **2**

Coordination of health and human services delivery across the continuum of care

To fully embody a "no wrong door" approach to providing a comprehensive range of human services, significant coordination across all sectors and service providers is needed.

2.A Support and promote ongoing initiatives to convene a citywide health care consortium and a citywide human services consortium.
Two citywide consortia—one for health care and one for human services—including providers, consumers, and other stakeholders from private, public and nonprofit sectors should convene regularly to ensure efficient and effective health care and human service delivery and increase the capacity of the network of providers throughout the region. These consortia should be based on principles such as:

- Truly shared, collaborative governance composed of stakeholders from various sectors.
- Informed by, built upon or built into existing relevant structures.
  > ~~In the case of health care, the LPHI-led Partnership for Access to Health Care and Behavioral Health Action Network.~~Existing coalitions include Fit NOLA and the Behavioral Health Council, both convened by the City of New Orleans Health Department.
- Embodying a regional, systems approach to health and human service policy.
- Promoting best practices with evidence-basis, based on local and national experience.
- Active engagement of the community.
- A culture of openness, mutual respect and accountability.
- Cross-membership between the two consortia.

Goals and activities of the consortia should include:

- Convening meetings of committed members within which to present their problems and resources to the consortium and community at large.
- Implementing actions to create coordinated systems of care, diminishing duplication and promoting efficient and accessible delivery of services.
- Instilling transparency and accountability into the delivery of effective services.
- Promoting the development and sustainability of service capacity of area providers through

analysis, planning, decision-making and advocacy around changes to policy, programming and resource allocation.

- Developing, partnering in or otherwise advocating for requests for funding.
- Providing technical assistance to committed partners for implementation of initiatives.

Developing and periodically updating shared priorities through application of consensus prioritization principles to most recent, valid and reliable data such as those from current population estimates, vital data, risk and disease data, service utilization data and community assets assessment.

1 City of Somerville: http://www.somervillema.gov/Division.cfm?orgunit=SUS. Retrieved February, 2009.

RECOMMENDED ACTION

1. *Ensure full participation of all relevant public agencies in consortia meetings and initiatives.*
   Who: *Health Department; MHSD; DHH; DSS; private and non-profit providers*
   When: *First five years*
   Resources: ~~*PATH; BHAN (programs of LPHI) have already convened groups along these lines. Build on these*~~*Build on existing coalitions including Fit NOLA and the Behavioral Health Council.*

   City health and human service agencies should be full and active participants in these consortia, and should contribute resources from meeting space to data to funding wherever appropriate to ensure their continued success. A representative from each relevant city and local public agency (*e.g.*, DHH, MHSD, Health Department, DSS, *etc.*) should appoint at least one representative to serve as the liaison to the relevant consortia. Consistent representation will help promote collaborative relationships over time.

2. *Coordinate partnership with the City Health Department and t~~he New Orleans Place Matters Working Group~~Fit NOLA to develop and implement a full range of strategies focused on reducing obesity among New Orleanians. These strategies should support and build upon existing Master Plan Goals, strategies and actions in five key areas:*

   - *Improve access to healthy foods*
   - *Address the surplus of unhealthy foods in our everyday environments*
   - *Raise awareness about the importance of healthy eating to prevent childhood obesity*
   - *Encourage physical activity*
   - *Raise awareness of the importance of physical activity.*

   Who: *Health Department; non-profit organizations*
   When: *First five years*
   Resources: *Grants, philanthropic resources*

2.B Streamline City-administered grant funding processes for health and human services.

Private and nonprofit service providers in New Orleans report that they are often deterred from applying for available city-administered grants because of cumbersome administrative burdens. Having a single source of city-administered funding and a common application process for multiple funding sources would increase the effectiveness of these funds by broadening the applicant pool and making the funds easier to use.

RECOMMENDED ACTION

1. *Convene all grant administering offices to establish a more efficient application and granting process.*
   Who: *All City agencies that administer grants to health, human service and related local agencies*
   When: *First five years*
   Resources: *Consult with grant recipients to better understand their needs and realities*

City offices who administer grant funding should convene and establish within 6 months a strategy for streamlining funding and granting processes. The city's web site should be utilized and application materials made available in downloadable format. A single contact person should be identified and their contact information posted on the web site to field all initial inquiries about applying for city-administered funding. Once a streamlined process is established and implemented, the group of funders should continue to meet at least annually to ensure continued coordination.

2.C Support the development of a coordinated system of record-keeping, intakes and referrals throughout all levels of heath care service provision.

RECOMMENDED ACTIONS

1. *Convene a task force to streamline citywide service referral and directory services.*
   Who: *CAO (3-1-1); United Way (2-1-1)*
   When: *First five years*
   Resources: *Health and Human Services consortia should be consulted to ensure that the system meets needs of all types of providers*

In the spirit of fostering a seamless continuum of care, numerous organizations have developed in-house resource guides to locally-available services, but no two lists are the same, and all require significant effort to compile and keep up-to-date. This is not only time-consuming for providers, but it also puts consumers at risk of "falling through the cracks" because providers are not always aware of other services available or do not have a reliable means of communicating with providers in other service sectors. The health care and human services consortia described above can be utilized to form a single focus groups to investigate ways to streamline and/or consolidate the various service referral and directory resources throughout the city, including VIALINK (2-1-1),[2] 3-1-1,[3] 504HealthNet,[4] and others to avoid duplication of efforts and make the most efficient use of collective resources.

As of 2009, United Way was working on legislation to develop a dedicated federal funding source for the development of 2-1-1 systems nationwide, and estimates that a fully realized 2-1-1 system that meets national standards will cost approximately $1.00–$1.50 per capita. The University of Nebraska's Public Policy Center estimates that a fully realized 2-1-1 system in Nebraska will bring $7.4 million in benefits to the state of Nebraska with a population of 1.7 million.[5] The City should support efforts to bolster the current 2-1-1 system to provide increased coordination among health and human service providers as well increased as consumer information, and consolidate other duplicative services.

2.D Prioritize support and funding for health and human services that provide comprehensive case management and/or coordinated care across disciplines and over time.

RECOMMENDED ACTIONS

1. *Advocate for completion of the Neighborhood Place at Mahalia Jackson School.*
   Who: *Health Department; Mayor's Office; School Board*
   When: *First five years*

2 A toll-free 24-hour call center funded by United Way, VIALINK (2-1-1) provides referral information for both providers and consumers of health care and human services, in addition to crisis counseling.

3 The City of New Orleans offers information and referral services through its 3-1-1 dial-up information line.

4 504HealthNet is a nonprofit organization in New Orleans that provides support for coordination of service delivery among primary care providers.

5 Louisiana Alliance of Information and Referral Systems: http://www.louisiana211.org/benefits.html. February, 2009.

In 2010, the state plans to open a Neighborhood Place at the Mahalia Jackson School. It would serve as a "one-stop shop" of state services—a single location housing representatives from DSS, ~~DHH~~LDH, the Department of Education, the Louisiana Workforce Commission, and the Office of Juvenile Justice. ***(For more information, see Volume 3, p. 8.13.)***

2. *Implement ACT teams and support other resources that increase the availability of comprehensive case management.*
   Who: *~~DHH~~LDH; DSS; MHSD*
   When: *First five years*
   Resources: *CDBG; philanthropic funding*

(For more information on ACT teams, see Volume 3, Chapter 8.)

GOAL **3**

A robust continuum of health care and human services, including preventative care, that is accessible to all residents

3.A Ensure continued funding and support for community-based health clinics, including their certification as Patient-Centered Medical Homes.

Community clinics funded by the LPHI-administered Primary Care Access Stabilization Grant (PCASG) and other community-based clinics throughout New Orleans have not only filled critical gaps in health care provision since Hurricane Katrina, they also embody the Medical Home model of care which has been a central tenet of health care reform initiatives in New Orleans and throughout the state for more than a decade. (For more information on the Medical Home model, see Volume 3, page 8.4–8.5.) Additionally, several have expanded the services they provide to include outpatient behavioral and social services in addition to primary care, and exemplify coordinated, patient-centered service delivery across the continuum of care. These clinics represent an opportunity to reform the city's health care system according to national best practices, and should serve as a foundation for a citywide network of neighborhood-based MSCs.

RECOMMENDED ACTIONS

To ensure the continuation and expansion of community clinics in New Orleans after the 2010 expiration of the PCASG, the City should pursue the following sources of funding:

1. *Advocate for increased funding from Medicaid.*
   Who: *Public-private partnerships founded through health care consortium*
   When: *First five years*
   Resources: *Medicaid; Federally Qualified Health Centers; philanthropic funding*

   City health officials and other city leaders can advocate at the state and federal levels for expansion of Medicaid eligibility requirements to increase the number of people insured. Increased Medicaid coverage will provide more reimbursements to health clinic providers and decrease their reliance on city and private funding. Additionally, greater flexibility in the state's ability to use Medicaid Disproportionate Share dollars for outpatient primary care (currently only available for inpatient hospital care) can provide a stable source of funding for community

health clinics.

Note: Medicaid was expanded in Louisiana as of July 2016.

2. *Advocate for expanded funding for Federally Qualified Health Centers.*
   Who: *Mayor's Office; Health Department*
   When: *First five years*
   Resources: *Federal funding (Health Care Financing Administration)*

   City health officials and other city leaders can advocate for the expansion of the Federally Qualified Health Center (FQHC) program in the New Orleans Region and the state to bring it in line with levels of funding received by states and regions with similar needs. This would allow existing FQHCs to expand their service provision and would also provide resources for new grantees. For more information on FQHCs, see Volume 3, p. 8.3-8.4.

3. *Seek private philanthropic funding.*
   Who: *Mayor's Office; Health Department*
   When: *First five years*
   Resources: *Federal funding (Health Care Financing Administration)*
   Support seeking grant funding for providing care for the uninsured. Public agencies such as the Health Department and local offices of MHSD and DHH should partner with existing networks of providers to secure private funding from foundations and other sources for health care initiatives.

3.B Support and enhance efforts to increase health insurance coverage for all residents.
While there are several exemplary programs that work to increase insurance coverage for New Orleans residents (enumerated in Volume 3, chapter 8), none of them currently serves its target audience completely due to lack of funding or capacity or both. Surveys of uninsured residents indicate that many are low-income (see Volume 3, chapter 8), and are therefore likely to qualify for low-cost or free insurance programs like LaCHIP, Medicaid or Medicare. Expanding outreach programs to identify and enroll qualified residents in insurance programs is an early-action item the city can take that is likely to offer significant return on investment. Increasing insurance coverage is not only likely to improve the health outcomes of enrollees, but will also bring needed funding to providers in the form of reimbursements and reduce indigent residents' dependence on emergency rooms for basic care.

RECOMMENDED ACTIONS

1. *Advocate at the state level for increased funding and expanded eligibility for public insurance programs such as LaCHIP, Medicaid and Medicare.*
   Who: *Mayor's Office; Health Department*
   When: *First five years*
   Resources: *Federal funding (Health Care Financing Administration)*

   (See Strategy 3.A, above.)

2. *Provide support and funding for local outreach programs to identify and enroll eligible residents in available insurance programs.*
   Who: *Health Department; City Budget*
   When: *First five years*
   Resources: *Kingsley House's Health Care for All program*

   Public health funding such as CDBG funds should be directed to organizations that already provide outreach to enroll residents in health insurance programs (such as Kingsley House's Health Care for All program). Prioritizing programs that work to ensure all residents will provide significant return on investment and should be an early-action item.

3 Increase access to information about what Medicaid expansion means for local residents

***Who**: Health Department, LDH, 504HealthNet, local Federally Qualified Health Centers*

***When**: First five years*

***Resources**: Grants*

Navigating the world of health insurance is complicated, and information about insurance plans is not always easily accessible. Efforts should be made to not only inform individuals of their eligibility for insurance programs such as Medicaid, but to help them understand how to use their insurance and what it covers.

3.C Prioritize funding and support for programs that increase the health and developmental outcomes of children.

Investing in the health and development of children—including prenatal care—is has been proven to provide significant return on investment in terms of the health, education, wellness and prosperity of children and their families for the rest of their lives.

RECOMMENDED ACTION

1. *Direct public funding to expand programs such as the Nurse Family Partnership, Head Start, Healthy Start, and other programs that increase the health of children.*
   ***Who:** Health Department; City Budget*
   ***When:** Medium term*
   ***Resources:** philanthropic funding; CDBG*

3.D Expand mental health and addiction treatment services and facilities to meet current and projected need.

Mental health care and addiction treatment stand out as a significant unmet need in New Orleans, and while the rate of mental illness appears to be on the rise, local mental health providers have lost public funding in recent years. (NOAH, the only inpatient mental health facility for the uninsured in the city is scheduled to close in 2010). Advocates for increased mental health care in New Orleans include a range of interest groups, from health, housing and homeless assistance initiatives to public safety and criminal justice advocates to real estate and business interests, who recognize the connection between providing adequate care and nurturing an investment-friendly environment.

RECOMMENDED ACTIONS

1. *Advocate for increased state funding for ~~DHH~~ LDH and MHSD for mental health services, including expanded ACT teams and permanent supportive housing.*
   ***Who:** ~~DHH~~LDH; MHSD*
   ***When:** First five years*
   ***Resources:** CDBG*

2. *Coordinate with the Behavioral Health ~~Action Network~~Council to identify and target areas of need in mental and behavioral health and addiction treatment.*
   ***Who:** ~~DHH~~Health Department, LDH, MHSD*
   ***When:** First five years*
   ***Resources:** ~~BHAN~~Baptist Community*

HARLEM CHILDREN'S ZONE

Called "one of the most ambitious social-service experiments of our time" by *The New York Times* and recognized as a "best practice" nationally, the Harlem Children's Zone (HCZ) project is a unique, holistic approach to ensuring that children stay on track through college and go on to the job market. The HCZ pipeline begins with Baby College, a series of workshops for parents of children ages 0–3, and goes on to include best-practice programs for children of every age through college. The network includes in-school, after- school, social-service, health and community-building programs.

The two fundamental principles of The Zone Project are to help kids as early in their lives as possible and to create a critical mass of adults around them who understand what it takes to help children succeed. All services are provided free of charge. Recent evaluations showed that 100 percent of students in the HCZ pre-Kindergarten program were school-

Ministries, City general funds

The ~~BHAN~~ ~~the Beahvioral Health Council will maintains~~gather data on service coverage and needs in the New Orleans area. Future investments should make use of this data to target investment where it is needed most and where it will offer the highest returns.

3. *Work with ~~BHAN~~ the Behavioral Health Council and other initiatives to facilitate partnerships between service providers to offer mental health services through existing community clinics and other health care facilities.*
   Who: *Community clinics; ~~BHAN~~Behavioral Health Council; mental health service providers*
   When: *First five years*
   Resources: *MHSD; ~~DHH~~LDH; DSS*

Since Hurricane Katrina, several community clinics have branched out to offer mental and behavioral health services through partnerships with other providers. (See Volume 3, pages 8.7–8.8.) The City can encourage other clinics to follow this example by offering incentives and facilitating partnerships and shared-use agreements between primary care clinics and behavioral health care providers.

3.E Support and enhance preventive and public health education and programs. Supporting preventative and public health initiatives is another cost-effective investment the city can make in the health and well-being of its residents. Facilitating partnerships with neighborhood, faith-based, and other community organizations to work with public health initiatives can increase the reach of these programs to serve a broader population.

RECOMMENDED ACTION

1. *~~Form a public health education and outreach committee as part of the citywide health care consortium~~Identify priority strategies and resources to address health education and outreach needs through engaging in community health improvement assessments and planning.*

INTERGENERATIONAL DAYCARE

Combined daycare facilities for young children and seniors that give seniors the option to participate in structured intergenerational activities with children are gaining popularity around the country. Studies have shown that elderly adults who participate in structured activities with children on a regular basis are more focused and in better moods than when children are not involved. Compared to their peers in traditional preschools, children in intergenerational daycare programs are more patient, express more empathy, exhibit more self-control and have better manners.[9]

Who: *~~Public health education and outreach committee~~New Orleans Community Health Improvement Steering Committee, Health Department*
When: *First five years*
Resources: *City ~~wide health care consortium~~general funds, grants*
This group should coordinate and collaborate on efforts to extend public health education and outreach by applying jointly for funding and otherwise collaborating.

3.F ~~Develop additional~~ Review need for and effective use of hospital facilities and emergency health care services and infrastructure according to data on projected population and need.

Hospitals and other emergency health care services and infrastructure (*e.g.*, EMS, fire and police) are critical to ensuring a robust continuum of health care services. The health care industry is also an important component of the future economic prosperity for New Orleans and the region. Development of new hospital and emergency infrastructure should be driven by data on population demographics and areas of need within the health care sector (*e.g.*, types of specialties, *etc.*).

RECOMMENDED ACTION

1. *Convene a hospital and emergency care advisory group within the citywide health care consortium (see above) to facilitate the aggregation and use of data in hospital and emergency health care planning.*

   Who: *~~DHH~~LDH; hospital and emergency care advisory group, Health Department, health care systems*
   When: *First five years*
   Resources: *OFICD Budget; City Budget*

See also: Chapter 10—Community Facilities and Services for a discussion of emergency services and infrastructure.

3.G Support and enhance programs and partnerships that promote sexual and reproductive health and teen pregnancy prevention.

New Orleans experiences high rates of sexually transmitted infections and teen pregnancy. It is important to inform and educate residents on the availability of prevention and testing services and provide them with information on how to make healthy decisions around sexual and reproductive health.

RECOMMENDED ACTION

1. *Increase awareness of services that provide screening, testing, and education for all ages, especially school-aged students*
   Who*: LDH, Health Department, Schools, LPHI*
   When*: First five years*
   Resources*: LDH, LPHI, Grants*

3.H Provide for emergency planning to ensure continuity of operations and services.

In light of New Orleans' vulnerability to emergencies, it is critical for health and human service providers to engage in emergency preparedness planning and maintain continuity of operations plans.

RECOMMENDED ACTION

1. Identify and address gaps in continuity of operations plans for all health and human service providers.
   ***Who**: LDH, Health Department, Schools, LPHI*
   ***When**: First five years*
   ***Resources**: LDH, LPHI, Grants*

GOAL **4**

Access to fresh, healthy food choices for all residents

4.A Establish and promote fresh produce retail outlets within walking distance of all residents.

RECOMMENDED ACTIONS

1. *Identify areas that are under served by fresh food access.*
   Who: *CPC; Community Development*
   When: *First five years*
   Resources: *Tulane Prevention Research Center*

   Work with local partners, including the Tulane Prevention Research Center, to establish a walkability standard for access to fresh produce outlets for all residents (*e.g.*, 80 percent of households within ½ mile of outlets) and identify geographic areas throughout the city that are under served by fresh food outlets according to this standard. An example of this type of study is the New York City Supermarket Need Index6, which determines areas in the city with the largest populations with limited opportunities to purchase fresh food.

2. *Remove zoning and regulatory barriers to farmers' markets and other temporary/mobile fresh food vending.*
   Who: *CPC*
   When: *First five years*
   Resources: *CZO under development*

3. *Explore incentives and provide technical assistance and training for small neighborhood food stores to stock fresh and local produce in under served areas.*
   Who: ~~*Community Development*~~*OCD, Health Department*
   When: *First five years*
   Resources: *City can offer expediting permitting as an incentive; grants.*

   Incentives might include: Financing (grants and loans) for capital improvements and equipment, inventory, and technical assistance; expedited permitting assistance with produce merchandising and promotion. See also: ***Chapter 5—Neighborhoods and Housing*** for strategies for attracting supermarkets and other neighborhood-serving retail.

4. *Encourage and assist farmers' markets to accept food stamps and Seniors/WIC Farmers' Markets Nutrition Program coupons.*
   Who: *Health Department; local WIC administrators*
   When: *First five years*
   Resources: *Several area farmers' markets already accept WIC and other food assistance coupons*

5. *Support urban agriculture and community gardens.* ***See Chapter 13—Environmental Quality.***
   Who: *OFICD; CPC*
   When: *First five years*
   Resources: *Federal funding; bonds; philanthropic resources*

6. *Explore ~~tax~~ and implement incentives to encourage sale of fresh and local food.*
   Who: *City's Economic Development Team*
7. ***When:*** *First Five Years*
   Resources: *Grants*

The 2009 OFICD budget provides $7 million in D-CDBG funds to establish a Fresh Food Retailers Grant/Loan Program, and an additional $2 million to establish a Community Markets Initiative and an Urban Food Gardens initiative. These funds—in addition to private and philanthropic funding—can be used for the above strategic actions. The City should work with stakeholders to assure that there is a business plan for the continuation of these initiatives after disaster fund. The CZO allows agriculture with products destined for commercial sale in most districts.

Initiatives to increase opportunities for participating in urban agriculture are discussed in ***Chapter***

6 For more information, see: http://home.nyc.gov/html/dcp/html/supermarket/index.shtml.

4.B Support access to healthy nutrition opportunities at government-run or supported facilities including (but not limited to healthy foods and beverages, availability of breastfeeding spaces, and availability of fresh water.

1. Amenities to be included (but are not limited to) healthy foods and beverages, availability of breastfeeding spaces, and availability of fresh water.

Who: *City, State, non-profit organizations*
When: *First five years*
Resources: *Federal, State and City funds / grants*

4.C Explore avenues to address unhealthy food choices

RECOMMENDED STRATEGIES:

~~*1. Explore land use and zoning policies that restrict fast food establishments near school grounds and public playgrounds.*~~

~~***Who:*** *City Planning Commission, City Council*~~
~~***When:*** *First five years*~~
~~***Resources:*** *Staff time*~~

~~*2. Explore local ordinances to restrict mobile vending of calorie-dense, nutrient-poor foods near school grounds and public playgrounds.*~~

~~***Who:*** *City Council*~~
~~***When:*** *First five years*~~
~~***Resources:*** *Staff time*~~

~~*3. Explore zoning designed to limit the density of fast food establishments in residential communities.*~~

~~***Who:*** *City Planning Commission, City Council*~~
~~***When:*** *First five years*~~
~~***Resources:*** *Staff time*~~

1. Promote consumer education and programming to facilitate healthy eating habits and support demand for fresh and local produce.

Who: *Health Department, Fit NOLA Partners, Food Policy Advisory Council*
When: *First five years*
Resources: *Grants*

2. Educate residents about and promote advocacy to limit proliferation of fast food and drive thru establishments.

Who: *Health Department, Fit NOLA Partners, Food Policy Advisory Council*
When: *First five years*
Resources: *Grants*

4.D Promote business development for farmers and processors of locally grown food

RECOMMENDED STRATEGIES:

1. Reduce zoning and regulatory barriers to processing and distribution of "value added" local food products.

Who: *City Planning Commission, City Council*
When: *First five years*
Resources: *Staff time*

Many local growers and producers could earn more income by selling value added products beyond raw produce, but face barriers. Reducing such barriers would enhance the local food industry and facilitate business development and improved livelihoods of local growers and producers.

2. *Promote training and instruction in food and plant production and processing.*
   Who: *Local universities*
   When: *First five years*
   Resources: *Grants*

3. *Encourage and support urban agriculture and community gardens through linkages with land use, water management, and economic opportunity plans.*
   Who: *City Planning Commission, NORA, Sewerage and Water Board, Network for Economic Opportunity, Health Department*
   When: *First five years*
   Resources: *Staff time, grants*

GOAL **5**

High-quality child care and learning opportunities beyond basic education that are accessible to all children

5.A Expand after school and youth programs to serve all New Orleans children.

As of 2007, only 25 percent of qualified school-aged children were served by after school programs. For more information, ***see Volume 3, pages 8.16–8.17.***

RECOMMENDED ACTIONS

1. *Pursue increased funding from state and federal sources for after school and youth programs.*
   Who: *City, with local private and non-profit providers and advocates*
   When: *First five years*
   Resources: *Twenty-first Century Learning Center Program; No Child Left Behind; Child Care Development Fund; CDBG; Temporary Assistance to Needy Families; Section 8(g) Grant Program*

Investments in programs for children and youth have been show to provide dramatic returns in terms of both child and family wellness as well as cost savings to the municipalities in which they live. For instance, investments in high-quality pre-school education for low-income students show a $9 return for every $1 investment. Public funding is available for after school programs but has not been fully utilized by the city in recent years. Out of 33 discretionary federal programs identified as potentially funding after school programs, only 9 of them

currently have awardees in New Orleans. The city should partner with child care providers and local advocates (such as the Afterschool Partnership and Agenda for Children) to apply for funds and ensure that all available funding is drawn down and used each year. Sources of available funds include:

- *21st Century Community Learning Center Program (21st CCLC):* Louisiana is eligible to receive over $20 million each year to support afterschool programs; however, since 2004, the state has not drawn down the maximum amount of money dedicated for 21st CCLC programming.
- *No Child Left Behind*
- *Child Care Development Fund (CCDF):* The CCDF is designed to help provide child care to low income parents who work and/or attend school.
- *Community Development Block Grants (CDBG):* Currently, the City of New Orleans allocates $115,617 of the $15.5 million in CDBG funds it receives to youth programs.[7]
- *Temporary Assistance to Needy Families (TANF):* Louisiana dedicates $19–25 million each year in TANF funds to reimburse licensed child care centers.
- *Section 8(g) Grant Program:* Provides approximately $5.1 million in funds each year to exemplary or innovative programs designed to improve student academic achievement or skills.

THE CENTER FOR EMPLOYMENT OPPORTUNITIES (CEO), NEW YORK, NY

Eighty-nine percent of all probation or parole violators are unemployed at the time of violation. CEO is an nonprofit employment agency for people with criminal records in New York City based on the idea that if the employment needs of persons with criminal convictions are addressed at their most vulnerable point—when they are first released from incarceration or soon after conviction—they will be less likely to become reincarcerated and more likely to build a foundation for a stable, productive life. CEO's services include a highly structured program of pre-employment job readiness training, short-term paid transitional employment and full-time job placement and retention services. Findings from an independent evaluation show that program participants are 50 percent less likely to be reincarcerated after joining the program.[13]

2. *Increase outreach to provide Child Care Development Fund vouchers to all who are eligible.*
   Who: *DSS; CDBG; philanthropic funds*
   When: *First five years*
   Resources: *Provide information through health clinics, Nurse Family Partnership and similar programs for expectant families and MSC*

   As of 2008, only 38 percent of qualifying families received the voucher. ***(For more information, see Volume 3, Chapter 8)*** The City can assist in facilitating partnerships with community organizations such as neighborhoods, schools, places of worship, and others to perform outreach to families with children.

3. *Provide for the location of needed child care and afterschool facilities in zoning and other land use regulations.*
   Who: *CPC*
   When: *First five years*
   Resources: *CZO under development*

4. *Provide support and incentives to child care service providers to become accredited through both national and state accreditation programs.*
   Who: *Non-profit organizations*
   When: *First five years*
   Resources: *Agenda for Children offers training and technical assistance to child care providers*

7 Afterschool Partnership for Greater New Orleans. "Policy Brief: Funding Map for New Orleans' Afterschool Programs." Fall, 2008. http://www.

gnoafterschool.org/library/. Retrieved February, 2009.

As of 2009, only three child care facilities in New Orleans were nationally accredited. ***For more information, see Volume 3, Chapter 8.***

5. *Prioritize new program development in areas of greatest need.*
   Who: *Prioritize program development in areas of greatest need*
   When: *First five years*
   Resources: *Agenda for Children; Afterschool Partnership and others can provide data on service needs*

The Agenda for Children, the Afterschool Partnership for Greater New Orleans, and other local and national advocacy organizations collect and make available data on service gaps in programs for youth. Partnering with these and other organizations to plan public investments in areas of greatest need will ensure the best return on investment.

6. *Support workforce development programs that train professional childcare workers.*
   Who: *New Orleans Economic Development Council*
   When: *Medium term*
   Resources: *Local colleges and universities*

There is currently a nationwide shortage of well-trained and experienced child care workers. For more information on programs that provide workforce development in child care, see Volume 3, page 8.16. ***See Chapter 9 for further discussion on workforce development programs.***

GOAL **6**

High-quality supportive services for the elderly that are accessible to all elderly residents

6.A Expand elder care facilities and services in areas of greatest need.

To better serve all elderly residents with daytime care and activities, including social and recreational programs as well as health care services, additional facilities as well as expanded services in existing facilities should be developed according to data on service gaps and need. Priority should be given to development of services on or near transit routes and in or near other community and publicly-accessible facilities for maximum accessibility.

RECOMMENDED ACTION

1. *Identify and expand elder care facilities and services in areas of greatest need.*
   Who: *DHH; MHSC*
   When: *First five years*
   Resources: *Council on Aging can provide data on service needs.*

6.B Provide affordable paratransit service for seniors.

In 2008, a survey of New Orleans-area seniors revealed that low-cost transportation assistance was among seniors' most important issues. For more information, see Volume 3, p. 8.17.

RECOMMENDED ACTIONS

1. *Advocate for increased funding for paratransit from RTA.*
   Who: *RTA; Council on Aging*
   When: *First five years*
   Resources: *Council on Aging had a paratransit program in the past; requires additional funding to restart it*

8 Roark, Anne C. "Day Care for All Ages." The New York Times. June 17, 2009.

2. *Provide public funding for taxi vouchers for low-income seniors.*
   Who: *Community Development Council on Aging*
   When: *Medium term*
   Resources: *Staff time; Federal grants*

See also: Chapter 5—Housing and Neighborhoods for a discussion of housing for the elderly.

6.C. Create an Age Friendly New Orleans Working Group to guide an age friendly strategy for the city to better support its seniors and allow for aging in place.

By 2030 the share of residents over the age of 65 is projected to increase by 5%. To prepare for this increase and better serve residents of all ages a plan should be made to make the city more age friendly.

RECOMMENDED ACTIONS

1. Bring together people knowledgeable about senior needs as a working group charged with advising on Age Friendly policies for the city.
   Who: AARP Louisiana, New Orleans Council on Aging, with a diverse stakeholder group.

GOAL **7**

A robust continuum of care for homeless individuals and families~~, centered on permanent supportive housing~~

7.A Provide additional funding and support for outreach and safety net services for homeless persons.

With the extent of blight and vacancy in New Orleans, outreach workers for the homeless are stretched thin. Providing additional funding for outreach to the homeless is the only way to ensure that all homeless individuals have access to the network of services designed to move them into permanent housing and provide supportive services.

RECOMMENDED ACTION

1. *Advocate for increased funding at state and federal levels.*
   Who: ~~*DHH*~~*LDH*
   When: *First five years*
   Resources: *Council on Aging can provide data on service needs.*

7.B Provide for the location of permanent supportive housing, emergency shelters and daytime service centers for the homeless in land use and zoning.

RECOMMENDED ACTION

1. *Incorporate into CZO.*
   Who: *CPC*
   When: *First five years*
   Resources: *CZO under development*

2. *Explore opportunities to use existing vacant buildings to house homeless individuals and provide wraparound services.*
   Who: *Community Development, Health Department*
   When: *First five years*
   Resources: *City and State resources*

7.C Support programs and services that prevent homelessness through financial counseling and emergency assistance to at-risk households.

RECOMMENDED ACTION

1. *City convening diverse working group to develop strategic plan to end homelessness.*
   Who: City Administration, City Council, business community, faith-based community, Continuum of Care (Unity), HUD, DHH, DOJ, USICH
   When: First five years
   Resources: HUD, philanthropic community

2. *Provide financial support to homeless-serving agencies so they can offer financial management and job sustainability classes to homeless individuals*
   Who: Community Development
   When: First five years
   Resources: City, State, Federal, philanthropic resources

See Chapter 5—Housing and Neighborhoods for a discussion of permanent supportive housing.

GOAL **8**

A criminal justice system that is effective, efficient, and just, and that emphasizes prevention and rehabilitation

In spring 2007, at the request of the New Orleans City Council, the Vera Institute of Justice proposed several initiatives to make the city's criminal justice system more fair and effective based on national best practices. These recommendations led to formation of the Criminal Justice Leadership Alliance (CJLA). CJLA, working in partnership with the Vera Institute, has already completed ground-breaking work on this issue, implementation of which began in 2009 and holds great promise for transforming the criminal justice system in New Orleans. (For more information, see Volume 3, pages 8.22–8.23.) In addition, NOPJF's OPISIS information-sharing system promises to increase communication and efficiency within the New Orleans criminal justice system. The City should prioritize the continued implementation of these plans. The recommendations below are intended to emphasize and support these plans.

NOLA FOR LIFE: A Comprehensive Murder Reduction Strategy was developed by the Mayor's Innovation Delivery Team, in collaboration with the Police Department, Health Department, other City departments, as well as agencies and community members across New Orleans. NOLA FOR LIFE has utilized a public health approach to reducing violence since its launch in 2012. While the murder rate remains unacceptable, since the implementation of many initiatives under NOLA FOR LIFE we have seen a reduction in the murder rate, as well as decreased recidivism among NOLA FOR LIFE program participants.[1]

8.A Support and expand community-based crime prevention programs that target high-risk and vulnerable populations.

Stopping the cycle of violence and learned criminal behavior starts with preventing criminal activity before it begins. Studies show that afterschool, youth mentorship, and recreational programs are effective deterrents to criminal activity in young at-risk populations.[9] Nonetheless, criminal justice professionals in New Orleans cite the dearth of youth programs and mental health and addiction treatment services

[1] City of New Orleans, NOLA FOR LIFE 2016 Progress Report. Accessed 7/21/16 from http://www.nola.gov/city/nola-for-life-progress-report-2016-95-pgs-web-vers/

as major impediments to an effective criminal justice system.

RECOMMENDED ACTION

1. ~~*Convene a focus group within the citywide human services consortium to develop programs and polices around community-based crime prevention.*~~*Implement and support evidence-based strategies and programs such as CeaseFire New Orleans and Group Violence Reduction Strategy.*
   Who: ~~*New Orleans Criminal Justice Leadership*~~*Mayor's office, NOLA FOR LIFE*
   When: *First five years*
   Resources: *Advocate for increased public funding and apply for private funds.*
   ~~*New Orleans Criminal Justice Leadership Alliance*~~

   ~~This group~~Contributors to strategy development should include members of the criminal justice system, representatives from youth advocates such as the Afterschool Partnership, NOPD, NORD, MHSD, and other stakeholders.

2. *Address conflicts and trauma among youth through promotion of positive behavioral interventions and supports and trauma-informed approaches in schools.*
   Who: *Schools, Health Department, Center for Restorative Approaches, Behavioral Health Council*
   When: *First five years*
   Resources: *Grants*

8.B Expand evidence-based alternative sentencing, diversion, and community corrections programs for nonviolent offenders that emphasize comprehensive rehabilitation.

Alternative sentencing, also known as community corrections, is a strategy of serving low-level offenders such as first-time, nonviolent, and status offenders a sentence that can be served in a supervised community-based setting as opposed to in confinement. Community corrections have been shown to result in significant public savings. For example, while a day in detention in Cook County (IL) costs about $114, many young people are now supervised in the community by a youth advocate for $17 a day, or report nightly to a community center for intensive supervision and programming at a cost of $35 a day. Community corrections programs have also been shown to significantly reduce recidivism: Over 90 percent of the young people in Cook County's detention alternatives remained arrest-free

9 National Youth Violence Prevention Resource Center: http://www.safeyouth.org/scripts/index.asp

while in the programs.[10] The New Orleans criminal justice system offers some opportunities for community corrections for youth and adults, such as the successful Orleans Parish Drug Court and the District Attorney's Diversion Program. However, criminal justice professionals suggest that these serve only a fraction of those eligible.

RECOMMENDED ACTIONS

1. *Redirect criminal justice funding to support community corrections as opposed to incarceration.*
   Who: *Parish Criminal Sheriff*
   When: *First five years*
   Resources: *Juvenile Detention Alternatives Initiative program of the Annie E. Casey Foundation*

   Louisiana State law explicitly allows the Orleans Parish Criminal Sheriff to establish and operate community rehabilitation centers within Orleans Parish for offenders who have "strong rehabilitation potential."[11] Redirecting funds from incarceration facilities to community programs would increase the capacity of these programs to serve a higher percentage of eligible nonviolent offenders.

2. *Expand workforce readiness opportunities for people with criminal records.*
   Who: *Economic Development Council; private service providers*
   When: *Medium term*
   Resources: *CDBG; private funding*

   Prisoner re-entry programs that focus on employment and life skills have been shown to significantly reduce recidivism (see box above). Expanding such programs is a cost-effective means of reducing recidivism and reducing crime rates that could provide significant return on investment.

3. *Investigate creation of a state Community Corrections Act or similar legislation to provide funding for community corrections programs.*
   Who: *State legislators*
   When: *Medium term*
   Resources: *36 other states have similar legislation that can be used as precedent*

   Thirty-six states have policies known as a Community Corrections Acts that provide funding to municipalities for community corrections programs.[13] For example, California's Probation Subsidy Act, enacted in 1965, provided counties up to $4,000 for each prison-eligible offender who was supervised, sanctioned and serviced in the community. Between 1969 and 1972, the state placed nearly all nonviolent property offenders under local supervision, cut its inmate population by 30 percent, closed eight prison facilities and drove recidivism (within two years of release) down from 40 percent to 25 percent.[14/15] Louisiana currently has no such program, but city officials could collaborate with other municipalities in the state to investigate the potential cost savings and feasibility of implementing similar legislation.

4. *Fund mental health and substance abuse diversion programs at courts.*
   Who: *City Council, Health Department*
   When: *First five years*
   Resources: *City funds, grants*

   The Community Alternatives Program at Municipal Court, run by the Health Department, is a diversion program that diverts defendants with mental illness to treatment in lieu of incarceration. This program fosters collaboration between mental health and criminal justice stakeholders. Since its inception in 2014 through July 2016, the program has served 111 participants.

10 Annie E. Casey Foundation Juvenile Detention Alternatives Initiative. "Detention Reform: A Cost-Saving Approach." www.aecf.org, Retrieved February, 2009.

11 Justia.com/Louisiana RS 15:1131. http://law.justia.com/louisiana/codes/145/78847.html.

12 www.ceoworks.com

13 The Pew Center on the States. Getting in Sync: State-Local Fiscal Partnerships for Public Safety. July, 2008. www.pewcenteronthestates.org. Retrieved June, 2009.

14 Tim Findley, "Story Behind the Decision—Dramatic Prison Reform," San Francisco Chronicle, January 7, 1972, page 1.

15 Marcus Nieto, Community Corrections Punishments: An Alternative to Incarceration for Nonviolent Offenders, California Research Bureau (Sacramento, California: May 1996), www.library.ca.gov/crb/96/08/. Retrieved June, 2009.

8.C Support and expand Community Policing and neighborhood involvement in crime prevention.

RECOMMENDED ACTION

1. *Work with neighborhoods to identify crime-related blight and call in enforcement.*
   Who: *NOPD; OFICD (Code Enforcement)*
   When: *First five years*
   Resources: *Neighborhood Participation Program can be used to organize system*

2. *Prioritize funding for community policing and new satellite police stations.*
   Who: *NOPD*
   When: *Medium term*
   Resources: *General funds*

8.D Provide support for re-entry in accordance with best practices.

RECOMMENDED ACTION

1. *Provide discharge planning and case management to link formerly incarcerated individuals with health and human service providers and ensure quality of care.*
   Who: *OPSO, Volunteers of America*
   When: *First five years*
   Resources: *Referrals and communication with service providers*

2. *Reduce barriers to opportunity for formerly incarcerated individuals, such as for housing and jobs*
   Who: *OPSO, Volunteers of America, HANO*
   When: *First five years*
   Resources: *Legislative advocacy*

8.E Provide for other appropriate approaches to preventing and responding to violence.

RECOMMENDED ACTION

1. *Promote a coordinated, victim-centered approach to respond to domestic violence and sexual assault.*
   Who: *Health Department, NOPD, New Orleans Family Justice Center*
   When: *First five years*
   Resources: *Grant funding*

2. *Promote prevention and education regarding the physical and sexual abuse of children.*
   Who: *Health Department, Children's Advocacy Center, Children's Bureau*
   When: *First five years*
   Resources: *Grant funding*

3. *Coordinate to prevent human trafficking, including labor and sex trafficking.*
   Who: *Covenant House, Human Trafficking Task Force of GNO, NOPD*

When: *First five years*
Resources: *Share resource manual, referral system*.

Volume 3

chapter 8

HEALTH AND HUMAN SERVICES

A Context

1. Health Conditions and Health Care Access

According to the United Health Foundation, Louisiana ranked 50th in the nation in 2008 for overall health, and has been ranked either 49th or 50th since 1990. It ranks in the bottom five states on 10 of 22 measures of overall health, including a high prevalence of obesity, a high percentage of children in poverty, a high rate of uninsured population, a high incidence of infectious disease, a low rate of high school graduation, and a high rate of preventable hospitalization.[1] A poll of New Orleans residents in August, 2009 revealed that only 9 percent of respondents thought that the quality and availability of health care in New Orleans was better than before Hurricane Katrina, while 62 percent thought that it was worse.[2]

Socioeconomic disparities in health outcomes are prevalent in New Orleans and pose an additional challenge.

In spring 2008, uninsured New Orleans residents were statistically more likely to be low-income, in fair or poor health, and/or African American. Nineteen percent of economically disadvantaged adults in New Orleans ranked their health as fair or poor, as compared to 9 percent of those with better economic status. Compared to those with private insurance, New Orleans residents covered by Medicare or Medicaid were more than three times as likely to report their health as fair or poor, and residents who were low-income, African-American, and/or elderly were significantly more likely to have severe and chronic health problems. Former patients of the Medical Center of Louisiana at New Orleans (MCLNO/Charity Hospital), New Orleans' primary safety-net health care provider before Hurricane Katrina, were about 75% African-American and about 85% very low-income.[3]

Hurricane Katrina significantly damaged New Orleans' health care infrastructure, and resulted in a loss of both facilities and of personnel in the health care professions, including thousands of physicians about a third

TABLE 8.1: NUMBER OF PHYSICIANS PER RESIDENT IN THE NEW ORLEANS METROPOLITAN AREA PRE-HURRICANE KATRINA AND C.2008[6]

	NUMBER OF MDS IN THE GREATER NEW ORLEANS METROPOLITAN AREA	RATE PER 100,000 POPULATION
Pre-Hurricane Katrina	2,400	239
c. August, 2008	1,800–2,000	256
National Average	—	237

of whom were primary care providers.[4] In 2008, a majority of New Orleanians surveyed continued to have difficulties accessing health care.[5] However, as of 2008, the number of physicians per population for the New Orleans Metropolitan Area was greater than pre- Hurricane Katrina levels and greater than the national average, though area experts suggest that these numbers conceal a shortage of primary care physicians, psychiatrists, and certain subspecialties.[6] Projected future population growth should also be considered when evaluating per-population healthcare statistics to ensure that this ratio keeps pace with area population growth. ***(See Chapter 2 for a discussion of projected population growth in New Orleans.)***

1 United Health Foundation: http://www.americashealthrankings.org/2008/results.html#Table1. Retrieved February, 2009.

2 Council for a Better Louisiana. "New Orleans Voter Poll on Post-Hurricane Katrina and Public Education Issues." August 27, 2009. Available at: www.cabl.org.

3 Kaiser Family Foundation. "New Orleans Three Years after the Storm: The Second Kaiser Post-Hurricane Katrina Survey, 2008." Appendix: Chart-pack. August, 2008. Available at: www.kff.org.

4 Williamson D. "Study shows Hurricane Katrina affected 20,000 physicians, up to 6,000 may have been displaced." Chapel Hill: University of North Carolina; 2005. In DeSalvo, Karen, et al. "Health Care Infrastructure in Post-Hurricane Katrina New Orleans: A Status Report." *The American Journal of the Medical Sciences*. August, 2008. Volume 336, Number 2.

5 Kaiser Family Foundation. "New Orleans Three Years after the Storm: The Second Kaiser Post-Hurricane Katrina Survey, 2008." Appendix: Chart-pack. August, 2008. Available at: www.kff.org.

HOSPITALS

Before Hurricane Katrina, the New Orleans metropolitan area was served by 78 state-licensed hospitals—including 23 in Orleans Parish—and had more hospital beds per population than the average across the country.[8] Despite widespread hospital closures due to Hurricane Katrina, as of August, 2008, the total number of hospital beds per population in the New Orleans region had again surpassed the national average,[9] and from the first to the third quarters of 2008, average hospital wait times showed a 24 percent decrease.[10] By January 2009, there were 52 hospitals in operation throughout the region, including 13 in Orleans Parish.[11] However, future population growth in the region will likely require additional capacity. One report estimates the projected additional demand in the region to be anywhere between around 760 to 1,400 beds by 2016, depending on a range of factors including health care reform and area population growth.[12]

Ochsner Baptist Medical Center was among the first hospitals to re-open after Hurricane Katrina

TABLE 8.2: NUMBER OF HOSPITAL BEDS PER RESIDENT IN THE NEW ORLEANS METROPOLITAN AREA PRE-HURRICANE KATRINA AND C.2008[12]

	NUMBER OF STAFFED HOSPITAL BEDS IN THE GREATER NEW METROPOLITAN AREA	RATE PER 1,000 POPULATION
Pre-Hurricane Katrina	4,000	4.5
c. August, 2008	2,250	2.9
National Average	—	2.6

As of 2009, the Southeastern Regional Veterans Administration (VA) Hospital and the Louisiana State University Health Sciences Center (LSU) in New Orleans both plan to open

new hospital facilities in the city as part of an enhanced medical district and biosciences corridor. It is expected that the completion of these plans would significantly increase the city's ability to provide more inpatient and chronic care and increased emergency services. The 2009 Office of Recovery and Development Administration (ORDA) budget allocates $75 million for site preparation for the VA Hospital site.[14] ***(See Chapter 9—Sustaining and Expanding New Orleans' Economic Base for further discussion of the Medical District proposals.)***

6 DeSalvo, Karen, et al. "Health Care Infrastructure in Post-Hurricane Katrina New Orleans: A Status Report." *The American Journal of the Medical Sciences*. August, 2008. Volume 336, Number 2.

7 Ibid.

8 Brookings Institution and Greater New Orleans Community Data Center. "The New Orleans Index: Tracking the Recovery of New Orleans and the Metro Area." January, 2009. www.gnocdc.org.

9 DeSalvo, Karen, et al. "Health Care Infrastructure in Post-Hurricane Katrina New Orleans: A Status Report." The American Journal of the Medical Sciences. August, 2008. Volume 336, Number 2.

10 City of New Orleans Budget Report, Third Quarter 2008. Available at: http://www.cityofno.com/pg-45-6.aspx. Retrieved June, 2009.

11 Brookings Institution and Greater New Orleans Community Data Center. "The New Orleans Index: Tracking the Recovery of New Orleans and the Metro Area." Appendix: Data Tables. January, 2009. www.gnocdc.org.

12 Health Planning Source. "Medical Center of Louisiana—New Orleans Business Plan Review." Prepared for the Downtown Development District of New Orleans.

13 DeSalvo, Karen, et al. "Health Care Infrastructure in Post-Hurricane Katrina New Orleans: A Status Report." The American Journal of the Medical Sciences. August, 2008. Volume 336, Number 2.

14 2009 New Orleans Office of Recovery and Development Administration budget.

The Medical Center of Louisiana at New Orleans (MCLNO/Charity Hospital) was the region's primary safety-net provider of care for residents without insurance as well as a major teaching facility before Hurricane Katrina. Through the LSU and Tulane Schools of Medicine, Charity Hospital trained an estimated 70 percent of the physician workforce in Louisiana,[15] and treated over two-thirds of the region's uninsured residents, although the volume of patient visits to Charity had been declining before Hurricane Katrina.[16] As of June, 2009, Charity has not reopened, and LSU plans to eventually adapt its main hospital facility to another use.[17]

The Medical Center of Louisiana at New Orleans (MCLNO/ Charity Hospital) was the region's primary safety-net provider of care for residents without insurance before Hurricane Katrina.

Methodist Hospital in New Orleans East has also not reopened as of 2009. The 2009 ORDA budget provides $30 million for land acquisition and planning for the former Methodist Hospital site.[18]

In the City of New Orleans, geographic areas lacking convenient access to hospitals and emergency care include New Orleans East, Gentilly, parts of the West Bank, and the Ninth Ward.

The city's emergency medical service (EMS) and other emergency response infrastructure are discussed in ***Chapter 10—Community Facilities and Infrastructure.***

COMMUNITY CLINICS

In response to the dearth of major hospitals and other health care infrastructure post-Hurricane Katrina, a substantial network of neighborhood-based primary care clinics developed in New Orleans and continues to expand. Community clinics are operated by a broad array of organizations—including academia, government, faith-based, and Federally Qualified Health Centers (FQHCs)[19]—and offer services to patients with varying abilities to pay, including the indigent and uninsured. As of May, 2009, there were 58 community-based health care centers in the New Orleans metropolitan area, including:

- 35 primary health care clinics (18 in Orleans Parish)
- 15 behavioral health clinics
- 4 dental clinics
- 4 school-based health clinics.[20]

St. Thomas Community Health Center in the St. Thomas/Lower Garden District area of New Orleans is among the largest and most comprehensive primary care facilities serving both insured and uninsured patients in the New Orleans area.

15 DeSalvo, Karen, et al. "Health Care Infrastructure in Post-Hurricane Katrina New Orleans: A Status Report." The American Journal of the Medical Sciences. August, 2008. Volume 336, Number 2.

16 Annual report. 2005 [cited May 15, 200S]. Available at: http://www.lsuhospitals.org/AnnualReportsl2005/2005_AR.pdf. In DeSalvo, Karen, et al. "Health Care Infrastructure in Post-Hurricane Katrina New Orleans: A Status Report." The American Journal of the Medical Sciences. August, 2008. Volume 336, Number 2.

17 Health Planning Source. "Medical Center of Louisiana—New Orleans Business Plan Review." Prepared for the Downtown Development District of New Orelans.

18 2009 New Orleans Office of Recovery and Development Administration budget.

19 Federally Qualified Health Centers (FQHCs) are community-based organizations that provide care to all persons regardless of their ability to pay, and operate under supervision of the US Department of Health and Human Services.

20 Louisiana Public Health Institute, May 2009.

MAP 8.1: NEW ORLEANS PRIMARY CARE FACILITIES, C. SEPTEMBER, 2009

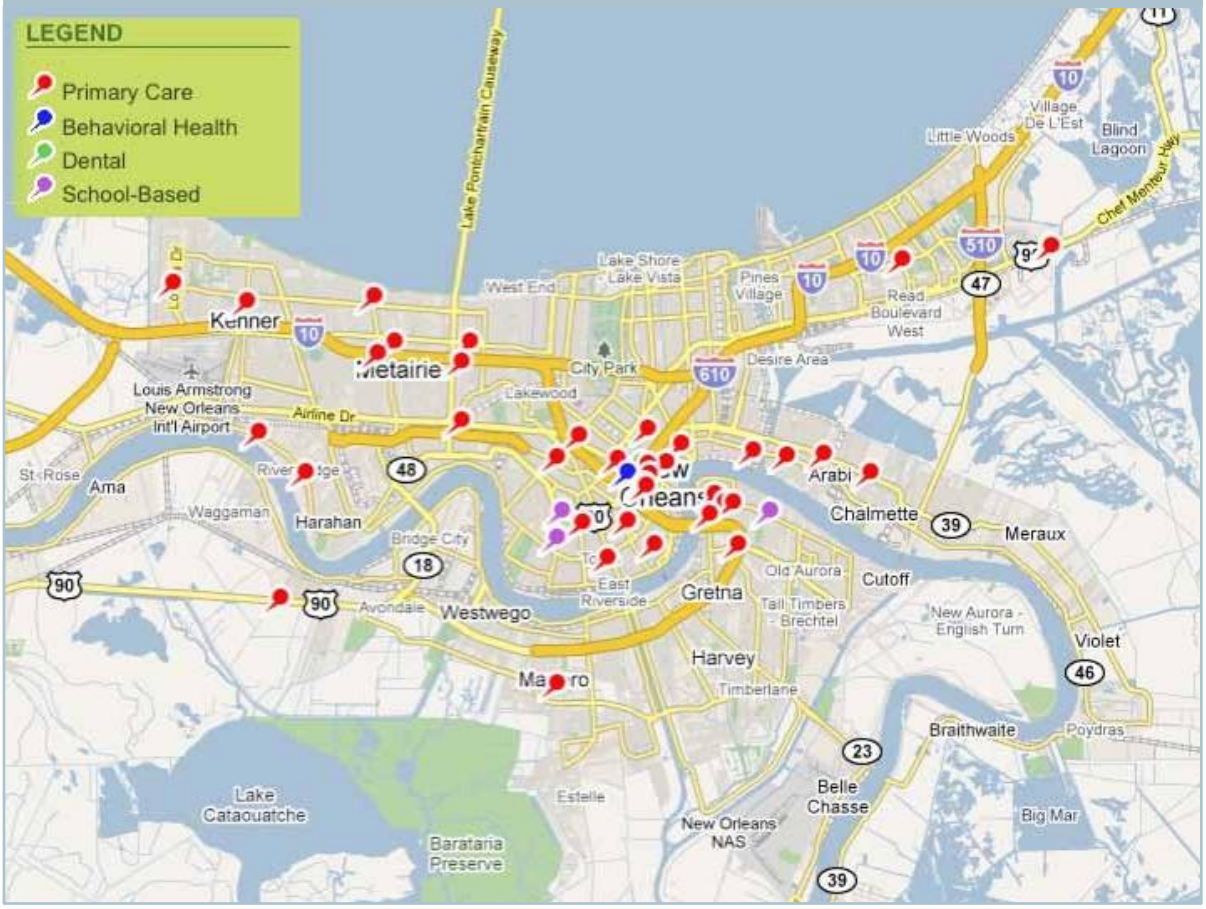


IMAGE: www.GnoCoMMunIty.orG, SEptEMbEr, 2009.

Additionally, the New Orleans Faith Health Alliance and Dillard University were each building a new clinic; both are expected to open in 2010. In March, 2009, the St. Thomas Community Health Center in New Orleans was one of seven community health centers in the state to receive a portion of the $8.6 million in federal stimulus funding for health care in Louisiana to expand the Center and provide services to more patients.[21]

As of March, 2009, 37 community clinics in the New Orleans region had been certified by the National Committee for Quality Assurance (NCQA) as Patient-Centered Medical Homes. A Patient-Centered Medical Home is a health care setting that facilitates partnerships between individual patients, and their personal physicians, and when

appropriate, the patient's family. Care is facilitated by registries, information technology, health information exchange and other means to ensure that patients get the indicated care when and where they need and want it in a culturally and linguistically appropriate manner. (A Patient- Centered Medical Home is not a residence.) NCQA provides certification of Patient-Centered Medical Homes throughout the United States. The Medical Home model of care is a nationally-recognized best practice that ensures coordination of services across the continuum of care, and has been a central tenet
of health care reform initiatives in New Orleans and Louisiana since before Hurricane Katrina. The NCQA certification indicates that a provider meets certain standards of managed care, including demonstrating that patients have an ongoing relationship with a personal physician who is responsible for coordinating all of their health care needs. A grant administered by DHH and the Louisiana Public Health Institute (LPHI) provides funds for additional clinics to become certified by NCQA through 2010.

21 New Orleans City Business. "Louisiana Health Care to Get $8.6 Injection from Stimulus." New Orleans City Business. March 3, 2009. http://www.neworleanscitybusiness.com/uptotheminute.cfm?recid=23401&userID=0&referer=dailyUpdate

CHILDREN'S HEALTH

New Orleans has a high rate of poverty among children and a high rate of infant mortality—a common benchmark for children's overall health. In 2008, 25 percent of families with children surveyed reported their child's mental and emotional health was worse than before Hurricane Katrina, and 16 percent reported their child's physical health was worse.[22]

A study comparing New Orleans children with blood lead before Katrina and ten years after showed a profound improvement. The blood lead reductions are associated with decreases in soil lead in the city. See the section on "Lead Poisoning" in the revised Chapter 12 – "Adapt to Thrive"

Several programs are working to improve the health of children in New Orleans. They include:

- **Nurse Family Partnership:** For over 25 years, the Louisiana Office of Public Health and the Department of Health and Hospitals has run the Nurse Family Partnership, which improves pregnancy and early childhood health outcomes by matching nurses with low-income first-time mothers.[23] The program has been shown to significantly improve pregnancy outcomes, child health and development, and family self-sufficiency, [24] and reaps an estimated $5.70 return on every dollar invested.[25] Due to limited capacity, the program currently serves less than 50 percent of eligible participants.[26]
- **Healthy Start New Orleans** is a federally-funded program that provides prenatal and neonatal care for low-income women and their babies. It will receive $10 million in funding between 2009 and 2014 through the Department of Health and Human Services.
- **Head Start And Early Head Start** are national school readiness programs that provide free education, health, nutrition, and parent involvement services to low-income children from birth through preschool and their families.[27] As of June 1, 2009, there were about 16 licensed child care facilities in New Orleans that offered Head Start programs.[28] Many are operated by the nonprofit Total Community Action.[29]
- **The Women, Infants and Children Food Program (WIC)** provides supplemental food, health care referrals, and nutrition education for low-income expectant mothers and parents of children up to age 5. In 2007, 3,922 women and children in New Orleans benefitted from WIC.
- **The Greater New Orleans School Kids Immunization Program** has been successful in increasing immunization rates of New Orleans school children by offering free immunizations

through schools.

- **School Health Connection** is a regional collaborative administered by LPHI that supports the expansion of school-based health centers in the New Orleans metropolitan area to improve the health of school-age children and their communities.[30]

MENTAL HEALTH

As of January, 2008, the rate of mental health conditions like depressive disorders and post traumatic stress disorder among New Orleans residents was several times the national average.[31] In 2008, 31 percent of New Orleans residents surveyed reported having some mental health challenge, 15 percent reported having been diagnosed with a serious mental illness (three times the rate reported in 2006), and 17 percent reported having taken prescription medication for a mental health issue in the previous 6 months (more than twice the rate reported in 2006).[32] However, the average number of poor mental health days for Louisiana residents was the

22 Kaiser Family Foundation. "New Orleans Three Years after the Storm: The Second Kaiser Post-Hurricane Katrina Survey, 2008." August, 2008.

23 Nurse Family Partnership. Retrieved on November 21, 2008 at http://www.nursefamilypartnership.org/resources/files/PDF/Fact_Sheets/NFP_Nurses&Mothers.pdf.

24 Louisiana Association of Nonprofit Organizations. "Community Solutions 2008-2009." Available at: http://lano.org/AM/Template.cfm?Section=Community_Solutions_Institute. Retrieved July, 2009.

25 Karoly, L; Kilburn, R; & Cannon, J. "Early Childhood Inverventions: Proven Results, Future Promise." Santa Monica: RAND Corporation. 2005.

26 "Health & Independence for All: A Strategic Plan." A Working Draft United Way for the Greater New Orleans Area. December 8, 2008.

27 National Head Start Association: http://www.nhsa.org/about_nhsa. Retrieve June, 2009.

28 Greater New Orleans Community Data Center. www.gnocdc.org. Retrieved June, 2009.

29 www.tca-nola.org.

30 LPHI: http://lphi.org/home2/section/3-30-32-84/about-school-health-connection. Retrieved June, 2009.

31 Kessler RC, Galea S, Jones RT, Parker HA. "Hurricane Katrina Community Advisory Group: Mental illness and suicidality after Hurricane Katrina." Bull World Health Org. 2006;84(12).

Kaiser Family Foundation. "New Orleans Three Years after the Storm: The Second Kaiser Post-Hurricane Katrina Survey, 2008." Appendix: Chart-pack. August, 2008

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Text Amendments to: Chapter 9

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.

NOTE: Due to the number of changes, Chapter 9 is being deleted and replaced in its entirety. The changes basically reflect:

- The Administration's revisions to Chapter 9 to account for the following:
    - The creation of the New Orleans Business Alliance,
    - Include the City's "Equity as a Growth Strategy" to this Chapter,
    - Add strategies related to government service delivery,
    - Reflect the creation of the UMC and VA hospital campuses,
    - Separate the film/video and digital media industries into two different sectors,
    - Add food manufacturing as an emerging industry,
    - Add a number of strategies to the workforce development goal,
    - Modify the downtown goal to reflect new developments,
    - Add a new cultural preservation goal, and
    - Update data/fact sheet and text boxes.
- Incorporate the Arts Council's proposed amendments regarding public art and promoting cultural industries into the new Chapter text.
- Incorporate the Greater New Orleans Water Collaborative' s amendments around supporting the urban water management industry.
- Incorporate proposed amendments to Chapter 14 that are more suitable for Chapter 9.

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VOLUME 2

chapter 9

ENHANCING PROSPERITY AND OPPORTUNITY

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
1	***A strong, effective public-private partnership to maintain, recruit and expand the economic base***	**1.A.** Establish and fund the public-private partnership (NOLABA).	9.15
		1.B. Develop NOLABA staff capacity and organizational framework to support the development of economic base industry.	9.16
		1.C. Establish working groups for each economic base industry.	9.16
		1.D. Develop a business retention and expansion program through NOLABA.	9.18
		1.E. Partner with GNO Inc. on business recruitment activities.	9.18 -9.19
		1.F. Retain and attract educated and skilled workers at all levels by expanding and broadening participation in existing talent retention and attraction efforts.	9.19
		1.G. Engage young people in civic activities and cultivate new leadership.	9.20
2	***Local government that supports high quality of life by delivering cost effective and efficient services to both businesses and residents***	**2.A.** Make New Orleans a safer, more reliable city in which to live, work and play.	9.21
3	***Preservation and expansion of established industries***	**3.A.** Preserve and enhance the tourism industry.	9.22
		3.B. Preserve and expand the arts and culture industries.	9.23

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		3.C. Preserve and expand the port and maritime industries.	9.26
		3.D. Preserve and expand advanced manufacturing.	9.28
		3.E. Preserve, expand and modernize the oil and gas industries.	9.29

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GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
3	***Preservation and expansion of established industries***	**3.F.** Preserve and strengthen higher education as an established employment sector.	9.32
4	***Fostering of emerging industries to expand economic opportunity***	**4.A**. Expand the medical and life sciences industry.	9.32
		4.B. Expand the film, video and digital media industries.	9.33
5	***Nurturing of potential new industries that capitalize on New Orleans' competitive strengths***	**5.A.** Support development of coast protection and restoration industries.	9.34
		5.B. Support development of green energy industries such as river, solar and wind energy.	9.34
		5.C. Support development of a sustainable building design and construction industry.	9.35
		5.D. Encourage significant job creation in sustainable building design and construction through marketing incentives and workforce training opportunities.	9.35
6	***A well-educated and skilled workforce with state-of-the-art workforce development programs that support a growing economy***	**6.A.** Maintain and strengthen the role of higher education as critical employers and contributors to the growing knowledge economy.	9.36
		6.B. Ensure that every student graduates from high school with basic work skills or prepared to advance to post-secondary education.	9.37
		6.C. Expand and improve coordination of the adult workforce development system.	9.38
7	***An Entrepreneurial culture***	**7.A.** Support the development of new entrepreneurial ventures.	9.40
8	***A vibrant local small-business base***	**8.A.** Sustain and grow the city's small- and micro-business base.	9.41
9	***A 24-hour downtown to support its role as an economic driver***	**9.A.** Revitalize downtown New Orleans and Canal Street to transform downtown into a thriving, mixed-use urban center.	9.43
		9.B. Enhance transit, pedestrian and bicycle access to and within downtown.	9.45
		9.C. Make investment to public parks, buildings and other facilities to attractive private investment.	9.46

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Urban economic competitiveness in the 21st century

During much of the period following World War II, jobs—and people—moved out of older cities to newer suburb and regions. Recent demographic and economic shifts, however, have made historic cities like New Orleans more competitive economically. Four trends stand out.

- Singles and households without children increasingly dominate housing markets and have chosen in growing numbers to live in urban neighborhoods. According to urban economist Arthur Nelson, the U.S. already has roughly all the large-lot suburban housing it will need in 2030 but only *half* the closer-in, small-lot and urban housing it will need then.
- CEOs for Cities President Carol Coletta reports that companies increasingly look to where millennials (25- to 34-year-olds) are moving to make investment decisions. These young people increasingly value the ability to live in or near a vibrant walkable downtown.
- Chris Leinberger, a Visiting Fellow at the Brookings Institution who specializes in land use, reports that walkable, mixed-use developments now command a sizable value premium over single-use developments. In addition, urban households with access to public transportation often spend half or less as much of their disposable income on transportation as do "auto-dependent" suburban households.
- Peter Kwass, the Master Plan's economic development consultant, reports that across America jobs have started to follow educated and skilled workers back into cities, where these workers want to live.

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new orleans
MASTER PLAN AND COMPREHENSIVE ZONING ORDINANCE

fact sheet

THE ECONOMY

Economic Structure and Performance

Biggest employers by industry in order,2015

- Health care and social assistance (14.5%)
- Leisure and hospitality (12.8%)
- Educational services (12.1%)
- Retail (9.3%)
- Professional, scientific, and technical services (7.7%)

Unemployment

- 6.8% in June 2016 (U.S. 4.9%)

Competitive strengths as a location for employers, 2015

More than $20 billion is being invested in six target sectors, three foundational and three diversifying:

- Advanced Manufacturing
- Energy
- International Trade
- Digital Media
- BioSciences

WHAT DOES IT MEAN?

- Tourism, trade, and to a lesser extent, oil and gas, remain the mainstays of the city's economy.
- The strength of the knowledge-based industries of education, professional, scientific and technical services provide a foundation on which to create more highly-skilled, high paying jobs.
- The state ranks relatively low in its technology resource base (as measured by R&D expenditures, patents, and venture capital investment).
- The city ranks relatively low in the percentage of residents with high school diplomas, but the city has a relatively large number of college-educated workers.

Entrepreneurship and Innovation

- From 2011-2013, New Orleans' entrepreneurship rate was 64% higher than the national average with 471 startups per 100,000 adults.
- Venture capital funding has doubled in Greater New Orleans from $16 per capita in 2010 to $32 in 2014.
- Louisiana ranks 37th among states in total government, academic, and industry Research and Development (R&D) spending (2005)
- Louisiana ranks 31st among states in high tech employment (2006)
- Almost nine of ten businesses are small businesses (2007)

Workforce

Labor force participation

- About six in ten residents 16 years and over are working or actively looking for work

Occupations

- More than 70% of adult residents work in management, professional, service, sales, and office occupation

Industries

- Industries employing 6 in 10 city residents are leisure and hospitality, education, health care, professional, scientific and technical services, retail, and construction

Entertainment, transportation, finance, and manufacturing, are lesser sources of employment

Income and Poverty

Household Incomes

- Median household income in New Orleans was approximately $36,964 in 2014
- Median household income among whites is more than double that among African-Americans

Poverty rate

- The poverty rate in New Orleans in 2014 was 28% versus 16% nationwide.
- The poverty rate among African-Americans is more than triple that among whites

Education About 8.5 in 10 adult residents (25 years and over) hold a high school; about 38% hold a bachelor's degree

- 17 percent more adult white residents have a high school diploma than African-Americans residents; more than four times as many whites hold a bachelor's degree

Sources:
Brookings Institute; U.S. Census Bureau ACS; U.S. Census Bureau; U.S. Department of Labor, Bureau of Labor Statistics,; Louisiana Workforce Commission, Statistical Atlas, GNO, Inc.

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FINDINGS

- The economic sectors that provide the most jobs are: tourism; education; health care; professional, scientific, and technical services; and public administration.
- Almost nine of ten businesses in New Orleans have fewer than 25 employees.
- Key organizations involved in adult education and workforce development include the Job 1 Career Centers, Delgado Community College/Louisiana Technical College (LTC) and non-profit and community based organizations. Numerous initiatives to provide work experience programs for high school students are in early stages, but are not always well connected to employers.
- A number of organizations have been established to promote talent attraction and retention.
- New organizations are energizing efforts to develop and grow small entrepreneurial companies.
- The city's research institutions have created untapped opportunities for the development of new, high-growth, technology-based companies.
- Downtown New Orleans remains a vital business, civic, cultural, and entertainment district and has the greatest concentration of employment and employers in the New Orleans metropolitan area.
- Downtown has ample opportunities for infill development.

CHALLENGES

- Maintaining economic momentum.
- Keeping the Port of New Orleans competitive with other Gulf Coast ports (*e.g.,* Houston).
- Growing new industries that will take up the slack from the eventual slowdown of recovery-related economic activity.
- Building the research capacity, the university-industry linkages, and the managerial talent to support the development of technology-based industries.
- Retaining the city's indigenous cultural talent in manner where they may equitably enjoy in the city's prosperity.
- Addressing workforce deficits that discourage the development of knowledge-driven industry.
- Capitalizing on economic activities stimulated by recovery activities to build sustainable new industries.
- Increasing employer engagement in work experience programs for youth and adult workforce development.
- Establishing stronger linkages between secondary and post-secondary education.
- Addressing shortages and inaccessibility of adult education locations.
- Connecting all citizens equitably to employment and entrepreneurial opportunities.
- Creating living environments that are attractive to young professionals.
- Establishing a stronger entrepreneurial culture within the city.
- More effectively building and leveraging the research base of the city's research universities to commercialize new technologies locally.
- Leveraging new resources for small business development to develop a more integrated approach to small business assistance.
- Streamlining the business regulation practices.

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- Helping small businesses make more use of available incentives.

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Acronyms

To aid in reading this section, below is a list of acronyms used within the text:

CPC	City Planning Commission	**NORA**	New Orleans Redevelopment Authority
DPW	Department of Public Works	**NOLABA**	Public-private partnership
GNO, Inc.	Greater New Orleans, Inc.	**RPC**	Regional Planning Commission
HDLC	Historic District Landmarks Commission	**RTA**	New Orleans Regional Transportation Authority

A Introduction

New Orleans is a city whose workforce encompasses musicians and artists, hotel workers, oil and gas engineers, professors, port workers—and life science researchers, spaceship builders, and digital media entrepreneurs. The city continues its economic transition, relying on many traditional industries while fostering emerging sectors. The economic development section of the Master Plan identifies and describes New Orleans' important economic base industries—established, emerging, and potential—as well as the building blocks of economic prosperity that create the equitable environment for development of human capital and new enterprises. New Orleans' ability to grow, promote and sustain the processes of innovation, trade, and investment—its capacity to produce—is the key to achieving shared and sustainable economic growth. This capacity to produce is a function of the community's human resources, those resources opportunities to equitably participate, entrepreneurial climate, physical infrastructure, economic institutions, and general quality of life, as well as how they are put to use. These are the building blocks of the economy:

- **Human capital building blocks:** high-quality education and workforce training at all life stages; cultural and recreational amenities; vibrant, safe, convenient, and environmentally sustainable neighborhoods; and partnerships with regional and state economic development entities.
- **Entrepreneurial culture building blocks:** a robust academic research base; aggressive movement of new technology into the marketplace; a risk-oriented investment community; a critical mass of professional services and technical assistance; appropriately designed and priced physical space; ample opportunities for networking and collaboration.
- **Additional economic building blocks:** physical infrastructure to support a variety of industries; efficient and cost-effective local government and regulations. ***(Infrastructure and transportation, including the airport, are discussed in greater detail in Chapters 10 and 11.)***

Economic base industries are the key to wealth creation and economic prosperity. They sell their products and services to business and consumers from elsewhere—regionally, nationally, and internationally—which brings new income that creates jobs and increases business as it circulates within the local economy. Over its next 25 years, the city must continue to support its established industries, while nurturing emerging and new industries where New Orleans has a competitive advantage:

- **Established industries:** tourism, arts and culture, maritime trade, advanced manufacturing, and oil and gas.
- **Emerging industries:** life sciences, environmental and resilient industries, media and film**, and sustainable technologies**.
- **Potential industries:** segments of alternative energy technology, coastal protection and restoration technology, and advanced building technology.

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B Recommendations

A recommendations **Summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **Getting Started**. The **Narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions discussion to inform understanding of the goals, policies, strategies and actions are included in Volume 3, Chapter 9.

Summary

NEXT FIVE YEARS: 2016–2021 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
1. Work with newly established public private partnership the New Orleans Business Alliance to attract, retain, and grow businesses and expand the economic base.	**1.A.** Strengthen NOLABA's business retention and expansion program.	1. Prioritize companies to target for support	NOLABA, volunteers from business organizations, regional and state agencies	Next five years	NOLABA funds, City of New Orleans staff time, regional & state	9.XX
		2. Leverage LED's BERG visitation program to enable economic development partners to obtain information about a company and its future plans, inform the company about available local resources and programs, and identify needs or problems that require action	NOLABA, GNO, Inc., LED	Next five years/ Ongoing	LED funds, regional and state sources	9.XX
	1.B. Partner with GNO Inc. on business recruitment activities.	1. Assist businesses with site selection	NOLABA, GNO, Inc., the City of New Orleans	Next five years/ Ongoing	NOLABA funds	9.XX
	1.C. Retain and attract educated and skilled workers at all levels by expanding and broadening participation in existing talent retention and attraction efforts.	1. Increase and improve engagement from the city's business, academic, civic, and political leadership to build on nonprofit and grassroots organizations' efforts to connect college students to employment opportunities within New Orleans	NOLABA, GNO, Inc., 504ward, the City of New Orleans, Local higher education institutions	Next five years	Business support, nonprofit support	9.XX
		2. Support a national marketing campaign aimed at prospective students or recent graduates, with targeted web and print marketing, showcasing the city's educational, employment, social, cultural, and community service opportunities	NOLABA, GNO, Inc., Tourism agencies	Next five years	Business support, NOTMC	9.XX
		3. Include lifestyle preferences of young professionals in housing, urban design and transportation planning	NOLABA, NORA, CPC	Next five years	Business support, CPC, NORA	9.XX

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	1.D Engage young people in civic activities and cultivate new leadership	1. Actively solicit young professional membership in civic organizations	NOLABA, GNO, Inc., 504ward, non-profit organizations.	Next five years	Staff time sources	9.XX
		2. Carve out responsible roles for young professionals in community projects.	NOLABA, GNO, Inc., 504ward, non-profit organizations.	Next five years	Staff time	9.XX
	1.E. Public Private partnerships acknowledge "Equity as a Growth Strategy"	1. Equity is shall be championed by City leadership, which will be reflected by diverse boards, commissions, and staffs	Mayor's Office, NOLABA, GNO Inc.	Next five years	No additional resources required, equity training	9.XX
		2. Encourage and reward corporate values that prioritize equity and access.	Mayor's Office, NOLABA, and GNO, Inc.	Next five years	General fund, Industrial Development Board, Restoration Tax Abatement, Urban Development Action Grant, Section 108, Economic Development Fund, Neighborhood Housing Improvement Fund	9.XX
	1.F. Encourage balance in economic development through investment in big business, small business and micro-business.	1. Deployment of capital to DBEs through a mobilization fund.	Office of Supplier Diversity	Next five years	General funds, grant funds, loan funds	9.XX
	1.G. Assist developers with site selection to areas properly zoned for such activities	1. Meet with prospective developers prior to site selection to provide zoning and other regulatory information.	NOLABA	Ongoing	NOLABA staff time	9.XX

NEXT FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	**RECOMMENDED STRATEGIES**	**RECOMMENDED ACTIONS: HOW**	**WHO**	**WHEN**	**RESOURCES**	**FOR MORE INFORMATION, SEE PAGE:**
2. Local government that supports high quality of life by delivering cost-effective and efficient services to both businesses and residents	**2.A** Make New Orleans a safer more reliable city in which to live, work and play by ensuring basic service delivery.	1. Provide, maintain, and repair basic infrastructure and transportation systems for a safer, more dependable and efficient city environment.	RTA; DPW; RPC; Capital Budget	Next five years	Local, state and federal funding	9.XX
		2. Reduce the risk to the City from flooding and storm events and increase resiliency.	DPW; S&WB; Corps	Medium term	Federal funding	9.XX
	2.B Government engages as a meaningful partner with businesses and residents, by being responsive and adaptive.	1. Government service leverages technology to improve speed and accuracy of service delivery.	Office of Information Technology & Innovation, Innovation & Delivery Team	Next five years	General funds	9.XX

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	2.C Connect residents to both the civic and individual opportunities offered by large and anchor businesses	1. Connect residents to both the civic and individual opportunities offered by large and anchor businesses.	NOLABA and GNO, Inc.	Next five years	NOLABA funds, GNO, Inc. funds	9.XX
3. Preservation and expansion of established industries	**3.A.** Preserve and expand the tourism industry.	1 Increase funding for tourism marketing efforts and identify new market development and marketing targets **with a tourism management plan.**	Tourism organizations	Next five years	Business funding, city economic development funds	9.XX
		2. Invest in new forms of tourism and attractions that complement current offerings to increase the tourism market.	tourism entities, private business, the Office of Cultural Economy	Medium term	City Staff time, private investments	9.XX
		3. Promote appropriate forms of development to improve the quality of retail, restaurant, and entertainment options along Canal Street.	Canal Street Development Corporation (CSDC); Downtown Development District (DDD)	Next five years	CSDC and DDD	9.XX
		4. Improve connectivity and transit within and between tourist areas and attractions.	RTA; DPW; DDD	Next five years	Federal transportation funds, DDD funds	9.XX
		5. Augment efforts to preserve public safety in tourism districts.	DDD; Police Department	Next five years	DDD	9.XX
		6. Strengthen hospitality and retail workforce development programs within the tourism industry to maintain and improve the quality and consistency of customer service.	Business working with public schools, Job 1, Delgado Community College	Next five years	Local, state, and federal funding	9.XX

NEXT FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
3. Preservation and expansion of established industries	**3.B.** Preserve and expand the arts and culture industries.	1. Market the city as an arts and cultural center to locals, visitors, potential visitors, and arts competitions.	Tourism and arts organizations, Arts Council of New Orleans	Next five years	Business funding, city economic development funds	9.XX
		2. Identify and preserve existing cultural facilities and venues, and work to develop additional spaces.	Office of Cultural Economy, Tourism, and arts organizations, Arts Council of New Orleans	Next five years	Staff time	9.XX
		3. Support more comprehensive and coordinated workforce and cultural entrepreneurship training.	Job 1, Arts Council of New Orleans	Next five years	Staff time	9.XX
		4. Encourage policies to make New Orleans a more appealing and affordable environment for creative professionals.	DDD, Office of Cultural Economy, Office of Community Development, Arts Council of New Orleans	Next five years	Staff time	9.XX

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		5. Support more comprehensive and coordinated cultural marketing approaches including efforts targeted at different industry segments.	Office of Cultural Economy, Arts Council of New Orleans	Next five years	Staff time	9.XX
		6. Market and invest in Arts and state-designated Cultural Product Districts.	Community Development, Arts Council of New Orleans	Next five years	State funds, CDBG, private investment with tax credits	9.XX
		7. Provide support for innovations in the cultural economy that connect indigenous culture producers equitably to opportunities & customers.	Mayor's Office, Office of Cultural Economy, Arts Council of New Orleans	Next five years	General funds, Grant funds	9.XX
	3.C. Preserve and expand the port and maritime industries while ensuring compatibility with adjacent land uses.	1. Further increase coordination among the Port of New Orleans, city agencies, and economic development organizations to best address issues and advocate for funding.	Mayor's office; Port; NOLABA; city agencies	Next five years	Staff time	9.XX
		2. Support investment in capital improvements recommended in the Port's Master Plan to make the Port of New Orleans the leader among Gulf Coast port facilities, while preserving quality of life for New Orleans residents.	Port; city agencies	Next five years	State and federal funds	9.XX
		3. Seek to increase value-added manufacturing and distribution activities on port-owned industrial land.	Port, GNO, Inc., LED, NOLABA	Next five years	Port funds; NOLABA	9.XX
		4. Advocate for a cohesive state ports policy with respect to port investment.	Mayor's office	Next five years	Staff time	9.XX
		5. Secure financing for and construct a new cruise ship facility at Poland Avenue to expand cruise terminal capacity.	Port	Medium term	State and federal funds	9.XX
		6. Utilize the port and port-owned land to support business development	GNO, Inc., LED, Port, City	Next five years	staff time, port funds	9.XX

NEXT FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
3. Preservation and expansion of established industries	**3.D.** Preserve and expand advanced manufacturing. Monitor and advocate for	1. Monitor and advocate for continued NASA commitment at Michoud Assembly Facility.	City, GNO, Inc., LED	Next five years	Staff time	9.XX

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	continued NASA commitment at Michoud Assembly Facility.	2. Recruit NASA tenants through strengthened recruitment efforts and improvements to the New Orleans Regional Business Park.	GNO, Inc., Louisiana Economic Development, Port, CPC	Next five years	Staff time	9.XX
		3. Support STEM education programs that are driven by industry demand.	Mayor's office, City's ITI department, local & state economic development leaders	Next five years	Staff time	9.XX
		4. Continue to increase the number of workers in the skilled trades through training programs.	State and Local 2- and 4-year higher education institutions, Network for Economic Opportunity	Next five years	State, federal and private funding	9.XX
		5. Continue to recruit suppliers to diversify into other advanced manufacturing sectors.	NOLABA; GNO, Inc.; LED	Next five years	Staff time	9.XX
	3.E. Preserve, expand and modernize the oil and gas industries.	1. Support retention and expansion of existing energy services firms and their high-paying jobs by working with them to identify their needs and taking steps to address them.	NOLABA; GNO, Inc.; Oil and Gas	Next five years	Staff time	9.XX
		2. Attract and retain scientific, engineering and technical talent.	NOLABA; GNO, Inc.; Oil and Gas	Next five years	Staff time	9.XX
		3. Strengthen research and commercialization of advanced, environmentally sustainable oil and gas technologies.	Universities; oil and gas industry	Medium term	Grants and private funding	9.XX
	3.F. Preserve and strengthen higher education as an established employment sector.	1. Foster policies and promote funding that support institutions of higher education in the knowledge-based economic growth of the city, in the development of the local workforce, and as significant contributors to the job sector.	Universities; city officials, local economic leaders	Ongoing	State, federal and private funding, local policies	9.XX
	3.G. Preserve and expand skilled building trades.	**1. Establish an educational/training program to teach the building trades, and to revitalize and perpetuate traditional mentoring and apprentice programs for practical and hands-on instruction in these building trades.**	**Universities, community colleges, and vocational schools**	**Next five years**	**State, federal and private funding, local policies**	9.XX

XT FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:

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4. Fostering of emerging industries to expand economic opportunity for New Orleanians	**4.A.** Expand the medical and life sciences industry.	1. Secure ongoing funding for initiatives of University Medical Center and the Louisiana Cancer Research Center	Medical institutions, city leadership, BioDistrict	Next five years/Ongoing	Federal, state and local funding	9.XX
		2. Provide planning leadership for the BioDistrict.	BioDistrict Board, NOLABA	Next five years	Staff time	9.XX
		3. Promote more collaboration among Institutions and leverage research synergies.	City and state leadership, NOBIC, NOLABA, NORIA, medical institutions	Next five years	Staff time	9.XX
		4. Continue to foster an environment that attracts entrepreneurs to New Orleans with the management skills to move promising technologies into the marketplace.	NOLABA, NOBIC, business incubators, universities	Medium term	Staff time; private funding	9.XX
		5. Work to maintain and expand funding for job training, higher education, and research in the life sciences.	Universities, NOBIC, Network for Economic Opportunity, state officials	Medium term	Staff time	9.XX
	4.B. Expand the film and video industry.	1 Retain and attract creative talent to New Orleans through marketing, incentives, workforce development programs and professional contacts.	NOLABA, LED, Office of Cultural Economy	Next five years	Staff time, private funding	9.XX
		2. Develop production and post-production facilities and support services for the film, television and music production industry.	NOLABA Office of Cultural Economy	Next five years	Staff time	9.XX
	4.C. Work to encourage growth in the digital media industry.	1. Retain and attract creative talent to New Orleans through marketing, incentives, workforce development programs and professional contacts.	NOLABA, GNO Inc., LED, City ITI department	Next five years	Staff time, private funding	9.XX
		2. Provide business startup and entrepreneurial customized assistance to digital media companies	NOLABA, GNO Inc., LED	Next five years	Staff time	9.XX
	4.D. Recognize and support food manufacturing as an emerging industry	1. Establish a food hub/aggregator	City, Food industry partners, Propeller	Next five years	Staff Time, private funds, grants	9.XX
		2. Establish a food incubator	City, Food industry partners, Propeller	Next five years	Staff Time, private funds, grants	9.XX
		3. Establish a meat and poultry processing plant	City, Food industry partners, Propeller	Next five years	Staff Time, private funds, grants	9.XX
		4. Convene business, entrepreneur, nonprofit, and community stakeholders in an advisory committee to develop and advance a food industry strategy	Mayor's Office, Economic Development	Next five years	General funds	9.XX

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		5. Establish a procedure that grants vacant land to local small growers for food production	Code Enforcement, NORA, Property Management	Next five years	General funds	9.XX
		6. Establish a food manufacturing district (See Opportunity District: Poydras Row)	Mayor's Office, Economic Development	Next five years	General funds, Grant funds, Loan funds	9.XX
5. Nurturing the development of new industries that capitalize on new market opportunities and New Orleans' competitive strengths	**5.A.** Support development of urban water management, green infrastructure, and coastal protection and restoration industries. Capitalize on New Orleans river delta location to attract firms involved in water management and coastal protection and restoration and to help local firms establish expertise in these fields.	1. Attract firms involved in coastal protection and restoration and urban water management.	NOLABA, GNO Inc., Louisiana Economic Development, The Data Center, Propeller	Next five years	Staff time	9.XX
		2. Prepare higher education and workforce training programs to fill jobs in these industries at all levels.	Colleges and universities, Job 1, S&WB, professional associations, non-profits	Next five years	Federal, state and local funding	9.XX
	5.B. Leverage funding to support the development of the water management industry	1. Fully implement the Greater New Orleans Urban Water Plan as recommended in the Resilient New Orleans strategy	City of New Orleans	First Five Years	Staff Time, NDRC funding, HMGP, etc.	9.XX
		2. Conduct a gap analysis of needs in the construction and maintenance of new infrastructure regimes related to green infrastructure, water management and coastal restoration	City of New Orleans, GNO, Inc.	First Five Years	Private Philanthropy	9.XX
	5.C. Build on the industry cultivation and implementation of plans such as the Greater New Orleans Urban Water Plan and Coastal Master Plan to export specialized water expertise nationally and internationally	1. Create a marketing plan for water industries and specializations in Southeast Louisiana for national/international audiences.	GNO, Inc., NOLA BA	First Five Years	Federal, State, Local and Private Philanthropy	9.XX
		2. Develop a Resiliency Hub for visiting delegations from universities, governments and federal agencies, where a unilateral message of core strengths, best practices, and unique specialties of New Orleans firms and businesses can be promoted.	City of New Orleans, Sewage and Water Board, GNO, Inc. and Tulane University	First Five Years	State, Local, Federal and Private Philanthropy	9.XX
	5.D. Engage two and four years schools in creating the next generation of water workers and innovators, connecting programs to water based projects through demand-driven workforce engagement	1. Link infrastructure programs, such as the Gentilly Resiliency District and new build-out and maintenance needs in green infrastructure to curricula as two and four year schools. Modeling initiatives after the successful Coastal Engineering and Sciences certificate program at UNO	The Greater New Orleans Water Collaborative, Delgado Community College, University of New Orleans, Tulane University, Dillard University, Xavier University, GNO, Inc., Foundation for Louisiana	First Five Years	State, Local, Federal and Private Philanthropy	9.XX

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		2. Explore opportunities for formalizing internship/apprentice programs in new green infrastructure trades in City contracts	Delgado Community College, City of New Orleans	First Five Years	Federal, State and Local Funds	9.XX
	5.G. Further the growth and development of a water-cluster through supporting entrepreneurship and local businesses engaging in the water field	1. Support initiatives of local accelerators and entrepreneurs, such as the Water Challenge, by identifying opportunities in City contracts to test and explore innovative products and materials	Propeller, GNO, Inc., NOLA BA	First Five Years	Staff Time	9.XX
	5.F. Support development of green energy industries, such as river, solar and wind energy.	1. Conduct market and competitive analysis to validate green energy industry development opportunities in New Orleans.	NOLABA, Louisiana Economic Development	Next five years	PPP funds	9.XX
		2. Train workers for green energy industry jobs.	Colleges and universities; Job 1	Next five years	Federal, state and local funding	9.XX
		3. Provide incentives and regulatory conditions for location of research and production in hydrokinetic, solar, and wind energy.	GNO; Louisiana Economic Development	Medium term	State funding	9.XX
	5.G. Support development of a sustainable building design and construction industry. Capitalize on the potential for significant new business development and job creation in the alternative energy, energy and water efficiency, and stormwater management fields.	1. Capitalize on the potential for significant new business development and job creation in the alternative energy field.	NOLABA, GNO, Inc.	Next five years	Staff time	9.XX
		2. Train workers for new green energy jobs.	Workforce Development; Job 1	Next five	Staff time	9.XX
		3. Ensure that any public tax advantage program, such as PILOT or TIF, have preservation and rehabilitation of historic properties as a priority for the city when historic structures are present in the subject area.	**Economic Development**	**Ongoing**	**Staff time**	9.XX

NEXT FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
5. Nurturing the development of new industries that capitalize on new market opportunities and New Orleans' competitive strengths	**5.H.** Encourage significant job creation in sustainable building design and construction through marketing incentives and workforce training opportunities.	1. Develop incentives (e.g., through building regulation) and training for construction companies to adopt advanced Construction methods.	LED	Next five years	Staff time	9.XX
		2. Capitalize on the emerging carbon credit market through energy-efficient construction to generate income for property developers and government.	Green Rebuilding; non profits	Next five years	Staff time	9.XX

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	5.I. Connect residents to both the civic and individual opportunities that capitalize on New Orleans' competitive strengths.	1. Establish a series of Neighborhood Roundtables and community working groups	Office of Neighborhood Engagement, Office of Economic Development	Next five years	General funds	9.XX
6. A well-educated and skilled workforce and state-of-the-art workforce development programs	**6.A.** Maintain and strengthen the role of higher education in economic development.	1. Advocate for sufficient funding for the city's public colleges and universities to support critical academic and research programs and maintain educational quality.	City leadership and state delegation	Next five years	Staff time	9.XX
		2. Enhance communication and cooperation between higher education and key industries.	GNO,Inc.	Next five years	Staff time	9.XX
	6.B. Ensure that every student graduates from high school with basic work skills or is prepared for post-secondary education.	1. Establish a Business-School Partnership for Career Preparation that involves all schools and functions as a single contact point for businesses to work with such programs.	Business Council, Chamber of Commerce, school system, eventual coordination with Southeast Regional Alliance	Next five years	Private funding; school Staff time	9.XX
		2. Establish an early-college education program in high school to promote acquisition of a post-secondary credential, even for students who do not plan on pursuing a four-year college program.	School system; Delgado Community College; business-school partnership, if created	Next five years	State and local school funds	9.XX
	6.C. Expand and improve coordination of the adult workforce development system to more effectively meet the needs of both workers and employers.	1. Expand sites and technical education programs for adult workforce training at Delgado Community College.	Louisiana Technical College; Delgado Community College; Job 1	Next five years	State and federal funds	9.XX
		2. Increase the number of sites for adult education and satellite Job 1 Career Centers.	Delgado Community College with manufactures, Job 1	Next five years	State and private funds	9.XX
		3. Establish workforce Centers of Excellence in key economic base industries.	Delgado Community College with Shipyards; Job 1	Next five years	State and private funds	9.XX
		4. Establish a construction trades pre-apprenticeship program.	Job 1 and other workforce development organizations	Next five years	Federal funds	9.XX
		5. Improve coordination among workforce development service providers and integrate client services.	Job 1 and United Way	Next five years	Staff time	9.XX
		6. Establish a workforce development working group within the NOLABA.	NOLABA	Next five years	Staff time	9.XX
	6.D. Develop a pipeline of high quality candidates to benefit employers.	1. Develop a wide variety of training programs across industries and skill levels	Mayor's Office, Office of Workforce Development	Next five years	General funds, Grant funds	9.XX

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		2. Increase availability of skilled trades and workforce development in more schools, including green color, advanced manufacturing, technology, arts, & culinary fields.	Office of Workforce Development, OPSB, Educate Now!	Next five years	General funds, Grant funds, OPSB funds, Educate Now! funds	9.XX
		3. Residents/community partners well-informed about available workforce and training programs.	Office of Neighborhood Engagement, Office of Workforce Development	Next five years	General funds	9.XX
	6.E. Encourage tourism industry to invest in workforce training and entrepreneurship development programs.	1. Facilitate businesses to partner with education providers to deliver internships/mentorships, career exploration, employee volunteerism, facilities, relationship building, funding for music rooms, computer labs, etc.	NOLABA, NOMTC, NOCVB	Next five years	NOLABA funds, NOMTC funds, industry partner funds	9.XX
	6.F. Provide active enforcement of local hire and living wage policies.	1. Hire staff, purchase software, and other resources to provide ongoing compliance monitoring of HireNOLA and Living Wage policies.	Mayor's Office, Office of Workforce Development	Ongoing	General funds for staff positions (i.e. compliance officers) and online compliance management system	9.XX
	6.G. Encourage and incentivize local contracting.	1. Targeted outreach and inclusion strategies for certified small and disadvantaged businesses	Office of Supplier Diversity	Ongoing	Unified Certification and Opportunity Center (UCOC); DBE Policy and Procedures; Restoration Tax Abatement (RTA) Credits; Industrial Development Board Bonds	9.XX
7. An entrepreneurial culture	**7.A.** Support the development of new entrepreneurial ventures.	1. Support and promote the BioInnovation Center.	BioInnovation Center stakeholders	Next five years	Center funding	9.XX
		2. Ensure the availability of commercial space for startup ventures.	NOLABA; CPC	Next five years	NOLABA funds	9.XX
	7.B. Enhance existing emphasis on entrepreneurship by incorporating the small- and micro-business base.	1. Establish and support a Cultural Innovation District	Mayor's Office	Next five years	General funds, Grant funds, Loan funds	9.XX

XT FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:

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8. A vibrant local small business base	**8.A.** Sustain and grow the city's small- and micro-business base.	1. Improve coordination of small business assistance services.	Office of Economic Development, NOLABA, LSBDC, SBA, Goldman Sach's 10,000 small businesses, business incubators	Next five years	Grant funding	9.XX
		2. Organize and streamline comprehensive business permitting process through the One Stop Shop.	One Stop Shop, Dept. of Safety and Permits, Dept. of Revenue	Next five years/Ongoing	General fund; permit fees	9.XX
		3. Improve access to public contracting opportunities for small and minority-owned businesses.	Office of Supplier Diversity, Procurement	Next five years/Ongoing	Staff time	9.XX
	8.B. Provide a wide variety of business supports across industries and skill levels, including small- and micro-business base.	1. Trainings and programming delivered through City and community programs and Cultural Innovation District.	Mayor's Office, Office of Supplier Diversity	Next five years	General funds, Grant funds	9.XX
	8.C. Encourage the value of supporting local businesses for both residents and businesses.	1. Encourage the proactive procurement of products and services from local businesses	Office of Supplier Diversity	Next five years	General funds	9.XX
		2. Drive local spending to increase tax base through municipal support of a "buy local" marketing campaign	Mayor's Office, Office of Economic Development, NOLABA, GNO, Inc.	Next five years	General fund, Grant funds, NOLABA funds, GNO, Inc. funds	9.XX
	8.D. Encourage balance in economic development through investment in big business, small business, and micro-business.	1. Identify and leverage sources of capital to support business development	Office of Supplier Diversity, NOLABA	Next five years	BuildNOLA Mobilization Fund; Economic Development Fund (EDF); NOLABA Small Business Ecosystem; Local and Community Banks; Community Reinvestment Act (CRA) Credits; New Market Tax Credits; Restoration Tax Abatement (RTA) Credits; Industrial Development Board Bonds; Alliance for Economic Inclusion and FDIC	9.XX
9. A 24-hour downtown to support its role as an economic driver	**9.A.** Revitalize downtown and Canal Street and transform downtown into a thriving, mixed-use urban center.	1. Improve and enhance downtown as a vibrant mix of urban districts for work, entertainment, shopping and living.	DDD, City officials, City ITI Department	Next five years	Staff time	9.XX
		2. Pursue public/private partnerships and land assembly in critical locations to expedite infill redevelopment.	DDD, City officials	Next five years	Staff time, DDD and City resources	9.XX

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		3. Continue to support the renovation of downtown theater venues and the realization of the theater district initiative.	DDD; Canal Street Development Corporation	Next five years	Staff time	9.XX
		4. Improve the retail market along Canal Street to reestablish it as one of the city's primary commercial corridors.	DDD; Canal Street Development Corporation, Code Enforcement, CPC, NOLABA	Next five years	Staff time	9.XX
		5. Continue to market the use of tax credits and other incentives to encourage the rehabilitation of historic structures and new construction.	City Officials, DDD, Canal Street Development Corporation	Next five years	Staff time	9.XX
		6. Continue aggressive code enforcement to ensure code compliance.	HDLC, Code Enforcement	Next five years	Staff time	9.XX
		7. Ensure that new development throughout downtown meets the highest standards for context sensitivity and overall design quality.	CPC	Next five years	Staff time	9.XX
		9. Provide incentives to facilitate safe and enhanced occupancy of upper floors of buildings in the CBD and nearby Vieux Carre, and other historic commercial areas.	Economic Development	Next five years	Staff time	9.XX
	9.B. Enhance transit, pedestrian and bicycle access to and within downtown as part of a larger equitable system of access across the city.	1. Implement policies that encourage efficient management of the curb space in the downtown area and along commercial corridors.	DDD; DPW	Next five years	Staff time;	9.XX
		2. Improve the pedestrian environment throughout downtown.	DDD; DPW	Next five years	Staff time; bonds	9.XX
		3. Enhance bicycle connectivity to downtown through the provision of bike infrastructure.	DDD; DPW; Project Delivery Unit	Next five years	D-CDBG; bonds; Staff time	9.XX
		4. Consider incentivizing the development of downtown parking structures as multi-modal transit hubs that include facilities/amenities to encourage biking and walking.	Arts Council of New Orleans, DDD, CPC	Next five years	Arts Council and DDD funds, Staff time	9.XX

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		5. Ensure that the City's Create an affordable housing policy locates housing in areas adjacent to transit which will provide access to downtown and other job centers.	Office of Community Development, Office of Economic Development, GNOHA	Next one to two years	General funds, Grant funds	9.XX

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
9. A 24-hour downtown to support its role as an economic driver	**9.C.** Make investments to public parks, buildings and other facilities to attract private investment.	1. Continue improvement to public spaces and building such as Armstrong Park and Municipal Auditorium.	Project Delivery Unit	Next five years	Recovery funds; bonds	9.XX
		2. Renovate the central library on Loyola Avenue and transform it into a "signature" public building.	Project Delivery Unit; Orleans Parish Library	Medium term	CDBG; bonds	9.XX
		3. Continue redevelopment of the Iberville Public Housing Development to create a new, mixed income community.	Housing Authority of New Orleans with private developers	Next five years	Federal funding	9.XX
10. Cultural Preservation	**10.A.** Connect businesses to partnerships that advance and strengthen the cultural economy.	1. Creation of a new Cultural Preservation chapter of the Master Plan that focuses on the people and traditions, the way the Historic Preservation chapter focuses on buildings and architecture	Mayor's Office, Office of Cultural Economy, City Planning Commission	Next five years	General funds	9.XX

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Getting Started

These items are short-term actions that can be undertaken with existing funding, or relatively little expenditure, and will help lay the groundwork for the longer-term actions that follow.

- Work with regional and state agencies to further economic development goals.
- Continue to develop more partnerships between business and higher education and workforce training programs, to meet growing demand for jobs at all skill levels.
- Advocate with the state to support local community colleges, universities and colleges as critical to future prosperity.

Narrative

GOAL **1**

Work with newly established public private partnership the New Orleans Business Alliance to attract, retain, and grow businesses and expand the economic base

Developing strategies to grow New Orleans' economic base does not mean starting at square one. There is already a strong foundation of organizational capacity and resources on which to build. What is lacking, however, is communication, coordination, and alignment among industry, government, and the various organizations and institutions that support economic development within the City and throughout the region and State. The immediate challenge for New Orleans is to develop an organizational structure for economic development that brings key stakeholders together and creates a strategic framework for action, and one that can work more effectively with regional and state economic development entities. In an environment of increasingly scarce resources, it is essential to develop consensus around which actions will have the greatest impacts and to align efforts toward successfully implementing those actions. While generating additional resources will be critical, New Orleans will be more successful in doing so if all key economic development stakeholders are engaged, committed, and unified. Creation of an effective public-private economic development partnership is the critical first step in developing this economic-development consensus. The NOLABA will then play the central role in coordinating initiatives undertaken by the full range of city, regional, state and other agencies focused on economic development.

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Historic preservation can further economic development and sustainability

Historic neighborhoods give New Orleans a competitive edge. The majority of New Orleans residents value their city's character and heritage, yet economic development interests often view historic preservation efforts as overly restrictive, bureaucratic obstacles that factor into the city's stagnant economy. Converging market forces and demographics, however, have made cities with historic character—walkable neighborhoods of historic housing peppered with locally owned stores, "main streets," and unique cultural attractions—the most desirable places to live and do business. Since these forces will continue to shape the economic environment until at least 2020, protecting and restoring the character-giving elements of New Orleans' historic neighborhoods will be critical in giving the city a distinct edge in competing globally for talent, business, and investment.

First steps. Partnerships between economic development interests (both public and private) and historic preservation initiatives will help leverage the city's historic assets into a key driver of economic growth. In addition, partnerships between historic preservation and neighborhood revitalization initiatives will support a more holistic approach to preservation that emphasizes all aspects of neighborhood character—not just individual buildings—and strengthen the viability of New Orleans' beloved neighborhoods for both current and future residents.

Heritage Tourism. Growing New Orleans' heritage tourism

Converging market forces and demographics have made cities with historic character—walkable neighborhoods of historic housing peppered with locally owned stores, "main streets," and unique cultural attractions—the most desirable places to live and do business in America.

Heritage tourists seek authentic experiences "off the beaten path" and typically stay longer and spend more money than other visitor-market segments. New Orleans contains a wealth of opportunity for expanding heritage tourism into less-traveled areas of the city.

sector represents an opportunity for the city to capitalize on its wealth of historic and cultural assets to expand the city's tourism economy and spread its benefits to a broader cross-section of New Orleans. Heritage tourists seek authentic experiences "off the beaten path," typically staying longer and spending more money than other visitor market segments. New Orleans contains a wealth of potential heritage beyond current popular tourism destinations. The city's six Main Streets programs, for example, promote historic restoration, marketing and small business development; these districts should be seen as potential heritage tourism destinations.

Cultural Economies. Neighborhood-based arts and entertainment venues provide opportunities for creating heritage tourism destinations, generating jobs, and enhancing quality of life. The 19 Cultural Products Districts established by the state Department of Culture, Recreation and Tourism in 2008 provide state tax credits to support the purchase and restoration of historic structures by artists and others. The heritage tourism task force should work with these districts to promote and develop them as tourist destinations "off the beaten path."

Sustainability. Historic preservation is a key strategy to reduce greenhouse gas emissions because existing buildings embody energy that has already been expended in construction. Because of New Orleans' national visibility as a treasure house of historic architecture in an environmentally vulnerable location, the city could become a national model for sustainable preservation by its 300th anniversary in 2018.

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1.A Strengthen NOLABA's business retention and expansion program.

Business retention and expansion programs generally focus on economic base industries and other large and medium-size businesses that have the flexibility to relocate outside the community. They can be a very cost-effective economic development tool, since it is generally accepted within the economic development field that efforts to help businesses remain in a community are easier and less costly than efforts to attract new ones. Establishing such a program should be one of the NOLABA's initial tasks.

RECOMMENDED ACTIONS

1. *Prioritize companies to target for support.*
   Who: *NOLABA, volunteers from business organizations, regional and state agencies..*
   When: *Next five years*
   Resources: *NOLABA funds, City of New Orleans staff time, regional and state sources*

2. *Leverage LED's BERG (Business Expansion and Retention Group) visitation program to enable economic development partners to obtain information about a company and its future plans, inform the company about available local resources and programs, and identify needs or problems that require action.*
   Who: *NOLABA, GNO, Inc., LED*
   When: *Next five years/Ongoing*
   Resources: *LED funds, regional and state sources*

   > Streamline a response system to help the business address needs or resolve problems in a timely manner.
   > Utilize industry experts to visit key firms in economic base industries.
   >Recruit volunteers from business organizations including the Chamber of Commerce and the Business Council in order to expand the scope of the program beyond what would be possible relying only on professional staff.
   > Engage small businesses through community events and one-on-one meetings to gauge their needs.

I.B Partner with GNO Inc. on business recruitment activities.

GNO Inc. plays the lead role in regional business recruitment in energy, digital media, advanced manufacturing, transportation, trade, and logistics, and sustainable industries and needs partners in its constituent parishes to offer local assistance to best attract new prospects and close deals. NOLABA should assume this role in Orleans Parish.

RECOMMENDED ACTIONS

1. *Assist businesses with site selection.*
   Who: *NOLABA, GNO, Inc., the City of New Orleans*
   When: *Next five years/Ongoing*
   Resources: *NOLABA funds*

   > Provide GNO Inc. with continuously updated location/parcel information for its web-based site selection tool.
   > Prepare marketing materials to highlight parcels that are particularly suited for new development/redevelopment.
   > Prepare a comprehensive inventory of available incentive programs.

> Work with the City Planning Commission to ensure that the comprehensive zoning ordinance provides ample land and appropriate regulatory controls for new commercial development.
> Work with NORA to identify opportunities for land banking and repackaging land for commercial redevelopment.
>Create an inventory of non-industrial sites that are available for development.
> Actively participate in the city's annual capital improvement process to advocate for infrastructure improvements that assist in business growth.
> Actively participate in the Regional Planning Commission's planning and transportation improvement program (TIP) process to ensure that planned transportation investments meet businesses' needs.
> Work in partnership with higher education programs and Job 1 to identify education and workforce development programs that can be used to recruit and train employees.

1.C Retain and attract educated and skilled workers at all levels by expanding and broadening participation in existing talent retention and attraction efforts.

During the past six years, an impressive array of talent retention and attraction initiatives has sprung up among existing nonprofit and new grass roots organizations, with young professionals often in leadership roles.

RECOMMENDED ACTIONS

1. *Increase and improve engagement from the city's business, academic, civic, and political leadership to build on nonprofit and grassroots organizations' efforts to connect college students to employment opportunities within New Orleans.*
   Who: *NOLABA, GNO, Inc., 504ward, the City of New Orleans, Local higher education institutions*
   When: *Next five years*
   Resources: *Business support, nonprofit support*

   Local higher education institutions should work collaboratively with the business community to establish an internship and employment clearinghouse, jointly outreach to the business community to identify and promote internships, list internships and full-time post-graduation positions on a common web site and provide guidance to students seeking internships or full-time jobs. Local business people could also be recruited to provide one-on-one career mentoring and relationship-building opportunities.

2. *Support a national marketing campaign aimed at prospective students or recent graduates, with targeted web and print marketing, showcasing the city's educational, employment, social, cultural, and community service opportunities.*
   Who: *NOLABA, GNO, Inc., Tourism agencies*
   When: *Next five years*
   Resources: *Business support, NOTMC*

   > Work with key employers to provide financial incentives for young professionals such as partial tuition rebates or student loan deferrals for graduating students who commit to stay in New Orleans such as the software engineering program between GE and the University of New Orleans.
   > Support medium-priced housing near downtown core or transportation hubs and smart city features. ~~*(See 9.A. for more details.)*~~

3. *Include lifestyle preferences of young professionals in housing, urban design, and transportation planning.*
   Who: *NOLABA, NORA, CPC*
   When: *Next five years*
   Resources: *Business support, CPC, NORA*

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The lifestyle preferences of young professionals affect their choice of living and working environments. A significant segment of the young adult demographic seeks an urban environment with a vibrant mix of activities, social and business networking opportunities, and attention to health and environmental sustainability. Urban design, housing choices, and transportation options all play a role in their perceptions about a community's appeal. The preferences of this demographic should be taken into account in local planning processes in order to create spaces that appeal to this group. To this end, planning processes in urbanized districts or involving transportation or environmental measures should incorporate targeted outreach to obtain input and participation from this demographic.

1.D Engage young people in civic activities and cultivate new leadership.

Many young professionals in New Orleans have demonstrated a strong commitment to civic and volunteer activities. Business, civic, and political leaders should leverage this commitment by more consciously working with emerging young leaders to build a cadre of civic leadership for the next generation.

RECOMMENDED ACTIONS

1. *Actively solicit young professional membership in civic organizations.*
   Who: *NOLABA, GNO, Inc., 504ward,* ***non-profit organizations***
   When: *Next five years*
   Resources: *Staff time*

2. *Carve out responsible roles for young professionals in community projects.*
   Who: *NOLABA, GNO, Inc., 504ward,* ***non-profit organizations***
   When: *Next five years*
   Resources: *Staff time*

   > Convene a committee of business, civic and government leaders to establish a civic vehicle for public recognition of young leaders' achievements.

A perception that their contributions are valued and opportunities exist for elevation to leadership positions will motivate young people to remain in the city for the long term. The Young Leadership Council (YLC) and Emerging Philanthropists of New Orleans (EPNO) are two organizations that serve this function.

1.E Public Private partnerships acknowledge "Equity as a Growth Strategy."

RECOMMENDED ACTIONS

1. *Equity ~~is~~* ***shall be*** *championed by* ***City*** *leadership,* ***which will be*** *reflected by diverse boards, commissions, and staffs.*
   Who: *Mayor's Office, NOLABA, GNO Inc.*
   When: *Next five years*
   Resources: *No additional resources required, equity training*

2. *Encourage and reward corporate values that prioritize equity and access.*
   Who: *Mayor's Office, NOLABA, and GNO, Inc.*
   When: *Next five years*
   Resources: *General fund, Industrial Development Board, Restoration Tax Abatement, Urban Development Action Grant, Section 108, Economic Development Fund, Neighborhood Housing Improvement Fund*

1.F Encourage balance in economic development through investment in big business, small business and micro-business

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RECOMMENDED ACTIONS

1. *Deployment of capital to DBEs through a mobilization fund*
   Who: *Office of Supplier Diversity*
   When: ~~*Next one to three years*~~ ***Next five years***
   Resources: *General funds, grant funds, loan funds*

1.G Assist developers with site selection to areas properly zoned for such activities.

RECOMMENDED ACTIONS

1. ***Meet with prospective developers prior to site selection to provide zoning and other regulatory information.***
   Who: NOLABA
   When: Ongoing
   Resources: NOLABA staff time

GOAL **2**

Local government that supports high quality of life by delivering cost-effective and efficient services to both businesses and residents

2.A Make New Orleans a safer more reliable city in which to live, work and play by ensuring basic service delivery.

Preserving and enhancing the overall quality of life must be an important focus of economic development. Quality of life is an essential ingredient to both retain existing businesses and residents, and to attract new economic investment and future residents. Cities that provide attractive, amenity-rich neighborhoods and business centers; reliable, well-maintained roadways and transit systems; strong schools; and streets free of crime and litter, are attractive to both residents and the companies they employ.

Many aspects of New Orleans' quality of life—its vibrant culture, rich architectural heritage, and old-world charm—are strong attributes. At the same time, there is a broad recognition that other factors seriously detract from the city's quality of life. In addition to concerns about the city's physical vulnerabilities, these include concerns about the quality of public education, threats to public safety, corruption, poorly maintained infrastructure, threat of flooding, and the effectiveness and efficiency of basic government functions. Without addressing these basic quality- of-life issues, the most effective economic development efforts are likely to fall short of creating a strong, dynamic economy. While significant strides have been made in some of these areas, more progress is needed to turn these factors from a negative into a positive.

RECOMMENDED ACTIONS

1. *Provide, maintain, and repair basic infrastructure and transportation systems for a safer, more dependable and efficient city environment.*
   Who: *RTA, DPW, RPC, Capital Budget*
   When: *Next five years*
   Resources: *Local, state and federal funding*

   (See Chapter 10—Community Facilities, Services and Infrastructure for further discussion on infrastructure issues and strategies; and Chapter 11—Transportation for further discussion of roadway, transit and airport systems.)

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2. *Reduce the risk to the City from flooding and storm events and increase resiliency.* ***(See Chapter 12, Resilience and Chapter 10—Community Facilities, Services and Infrastructure for further discussion on infrastructure issues and strategies.)***

   Who: *DPW, S&WB, Corps*
   When: *Medium term*
   Resources: *Federal funding*

   > Improve enforcement procedures throughout city agencies to provide confidence in the city's capacity.
   > Increase Safety and Permits zoning enforcement inspectors assigned to the zoning administration division to enforce the zoning laws. Inspectors should be partnered with ~~district~~ planners at the City Planning Commission.
   > Ensure strong police, fire and emergency systems are in place for more secure neighborhoods.
   > Ensure that schools are fully funded to provide a well-rounded education, including physical education and arts programs.
   > Implement the City's Resilient NOLA strategy.
   > Complete new terminal at Louis Armstrong New Orleans International Airport and continue to market air travel to increase air traffic and serve as an attractive "front door" to New Orleans. ***(See Chapter 11—Transportation, Goal 5, for further discussion on the airport.)***

2.B Government engages as a meaningful partner with businesses and residents, by being responsive and adaptive.

RECOMMENDED ACTIONS

1. Government service leverages technology to improve speed and accuracy of service delivery.

   Who: *Office of Information Technology & Innovation, Innovation & Delivery Team*
   When: *Next* ***five*** ~~*one to three*~~ *years*
   Resources: *General funds*

~~**2.C Help reduce barriers to success for small businesses and entrepreneurs by increasing access**~~

~~***RECOMMENDED ACTIONS***~~

~~1. Consolidation of City procedures and expediting City processes, principally permitting and payment procedures~~

   ~~***Who:*** *CAO's Office, Civil Service*~~
   ~~***When:*** *Next two to four years*~~
   ~~***Resources:*** *General funds*~~

2.C Connect residents to both the civic and individual opportunities offered by large and anchor businesses.

RECOMMENDED ACTIONS

1. Connect residents to both the civic and individual opportunities offered by large and anchor businesses.

   Who: *NOLABA, GNO, Inc.*
   When: *Next five years*
   Resources: *NOLABA funds, GNO, Inc. funds*

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GOAL **3**

Preservation and expansion of established industries

3.A Preserve and expand the tourism industry.

Tourism marketing in New Orleans pales in comparison to other major tourism destinations. Combined marketing expenditures among the city's three major marketing organizations are approximately $20 million—or about 10 percent of the tourism marketing budget for Las Vegas.

RECOMMENDED ACTIONS

1. *Increase funding for tourism marketing efforts and identify new market development and marketing targets* ***with a tourism management plan****.*
   Who: *Tourism organizations*
   When: *Next five years*
   Resources: *Business funding, city economic development funds*

   > Expand the tourism marketing budget to match comparable destinations.
   > Maximize city tourism marketing efforts through increased coordination between city organizations.
   >Invest in cultural creation and activity to support the main product of the tourism industry, culture.

2. *Invest in new forms of tourism and attractions that complement current offerings to increase the tourism market.*
   Who: *tourism entities, private business, the Office of Cultural Economy*
   When: *Medium term*
   Resources: *city staff time, private investments*

   > Support and fund the development of the theater district.
   > Invest in heritage tourism, such as in the Tremé district as a center of African-American history and cultural tourism, including a museum showcasing the contribution of the African-American community to New Orleans' social and cultural life. ***(See Chapter 6—Historic Preservation)***
   >Expand on the city's numerous festivals and other special events to include more events in the slower tourism months.
   >Support zoning and other policies that support cultural activities throughout the city.

3. *Promote appropriate forms of development to improve the quality of retail, restaurant, and entertainment options along Canal Street.*
   Who: *CSDC, DDD*
   When: *Next five years*
   Resources: *CSDC and DDD funds*

   > Implement the Canal Street Redevelopment Plan, developed by the Downtown Development District (DDD), the Canal Street Development Corporation, and the CPC, including DDD's pilot program to bring vacant upper floors back to commerce and improve the quality of ground floor retail
   > Provide customized assistance, such as site selection, information about relevant incentives, and marketing materials to attract retail, dining and entertainment establishments.

4. *Improve connectivity and transit within and between tourist areas and attractions.*

Who: *RTA, DPW, DDD*
When: *Next five years*
Resources: *Federal transportation funds, DDD funds*

New Orleans' walkability is one of its advantages from a tourism perspective. Yet as the range of tourism venues expand, some areas are not as accessible to tourists as they could be.

> Continue to review and consider opportunities to increase public transportation options to downtown and the French Quarter to better connect important tourist destinations and places of work. Ensure transportation transfers are accessible and safe. ***(See Chapter 11—Transportation).***
> Ensure adequate transit service to and from downtown and the French Quarter and develop strategies to draw visitors out of the French Quarter and CBD and into other neighborhoods.
> Program streetscape and sidewalk improvements throughout downtown for a more appealing, accessible, and safe walking environment.
>Update wayfinding signage for pedestrians and vehicular traffic.

5. *Augment efforts to preserve public safety in tourism districts.*
Who: *DDD, Police Department*
When: *Next five years*
Resources: *DDD*

The physical condition, cleanliness, and security of public spaces can strongly influence visitors' perceptions of the city. The environment in public spaces, particularly as it relates to public safety, is not only real concern, but through national media coverage, can create an indelible image that is harmful not only to tourism but the general business environment.

> Ensure appropriate security and police presence in heavy tourist areas.
> Make significant investments to maintain, improve and secure public spaces in tourism-oriented districts and surrounding areas.
> Consistently enforce code compliance for small and large blighted properties downtown.
> Employ strategies to reduce loitering, vagrancy, and homelessness.

6. *Strengthen hospitality and retail workforce development programs within the tourism industry to maintain and improve the quality and consistency of customer service.*
Who: *Business working with public schools, Job 1, Delgado Community College*
When: *Next five years*
Resources: *Local, state and federal funds*

> Work with the public schools, Job 1, and Delgado Community College to ensure that an adequate workforce training system is in place to provide the qualified workers that the industry needs.
> Create career paths and post-placement training to reduce turnover, increase workforce productivity and enable employers to pay higher wages.

3.B Preserve and expand the arts and culture industries.

RECOMMENDED ACTIONS

1. *Market the city as an arts and cultural center to locals, visitors, potential visitors, and arts competitions.*
Who: *Tourism and arts organizations,* ***Arts Council of New Orleans***
When: *Next five years*
Resources: *Business funding, city economic development funds*

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> Work with established cultural organizations, such as the Arts Council, to promote the development of cultural industries in a strategic and comprehensive way.

> Work with the private and philanthropic sectors to increase funding for nonprofit cultural organizations.

> Create a dedicated staff position to serve as primary liaison between the City and the Arts and Culture community.

> Strengthen the existing relationship with the Arts Council of New Orleans, the City's official arts agency, and the CVB to promote the development of cultural industries in a strategic and comprehensive way. The City should work with the Arts Council of New Orleans to implement initiatives such as: cultural planning, public art and civic design review, cultural equity grants to support citizen creativity, artist professional development, and expanding percent for art and art in public places projects.

> Support the creation of a Master Plan for Public Art and Civic Design to guide strategic investments throughout the city.

2. ~~*Develop additional*~~ ***Identify and preserve existing*** *cultural facilities and venues****, and work to develop additional spaces****.*

   Who: *Office of Cultural Economy, tourism and arts organizations****, Arts Council of New Orleans***
   When: ~~*First*~~ ***Next*** *five years*
   Resources: *Staff time*

New Orleans needs more small-scale performance and exhibition spaces. Neighborhood cultural spaces would provide exposure and income-generating opportunities for local artists, create livelier neighborhood commercial centers, and bring visitors from outside these neighborhoods who would also patronize local shops and restaurants. Proposals have already been aired to incorporate such facilities into libraries and recreation centers.

> Provide funding for an expanded public art program in public buildings, parks, and along public rights of way. Continue to fund the One Percent for Art program. ***Work with the Arts Council to explore increasing the percentage of municipal project budgets dedicated to public art, and consider expanding the ordinance to private developments.***

> Work with public-private partnerships to adaptively reuse surplus public buildings and abandoned buildings as affordable studio, exhibition and performance space.

> Enhance arts and live music programming in Armstrong Park and Congo Square.

> Support the Reinventing the Crescent riverfront plan in creating a live performance amphitheater along the Mississippi River.

> Create new opportunities for context-sensitive neighborhood performance spaces, art galleries and studio spaces to bring in visitors to support local artists and create livelier neighborhood commercial centers.

> Support the development of a micro-grant program to provide seed capital for small arts and performance venues.

3. *Support more comprehensive and coordinated workforce and cultural entrepreneurship training.*

   Who: *Job 1****, Arts Council of New Orleans***
   When*: Next five years*
   Resources: *Staff time*

> Expand business training and marketing assistance for cultural entrepreneurs.

Broad marketing efforts will be more effective if individual cultural organizations, enterprises and independent artists become more market-savvy. Entrepreneurship programs that help

cultural business to develop effective marketing strategies and strengthen other business practices will further enhance marketing efforts. Programs such as the Arts Council's Arts Business Program and the Jazz and Heritage Foundation's marketing assistance fulfills this function to some degree but are limited by funding constraints.

> *Increase funding for arts and music education in New Orleans Public Schools to create a world-class arts education curriculum to develop emerging talent needed to sustain the city's cultural base and provide supplemental employment opportunities for local artists.*

Cultural education efforts aimed at K–12 students are currently small-scale and fragmented. Integrating cultural curricula into all K–12 schools, building on State Act 175, and hiring educators from within the local cultural community to teach these classes would help to develop the emerging talent needed to sustain the city's cultural base in the next generation.

4. *Encourage policies to make New Orleans a more appealing and affordable environment for creative professionals.*

   Who: *DDD, Office of Cultural Economy, Office of Community Development,* ***Arts Council of New Orleans***
   When: *Next five years*
   Resources: *Staff time*

   > Market New Orleans as an affordable, attractive place for artists to live through web sites, publications and educational institutions.
   > Advocate for changes in local and state tax structure to reduce the tax burden on arts-related income and sales. In 2007 the state legislature rejected a proposed income tax credit for artists. Passage of such a measure would enhance after-tax income for artists, making it easier for artists with limited incomes to remain in New Orleans and attracting additional artists to the city.
   > Provide a range of affordable housing options for artists, musicians, and other creative professionals, including using land trusts to ensure continued affordability for communities with large concentrations of creative professionals. Suitable light industrial areas should be zoned to allow live-work studios for artists.
   > Work to preserve tax incentives (such as the Angel Investor Tax Credit)

   Artists who meet income eligibility requirements can take advantage of the city's affordable housing programs. The city can also assist artists in creating limited-equity cooperatives or other housing solutions in decommissioned schools and similar sites. (See Chapter 5 Neighborhoods and Housing for more on housing.)

5. *Support more comprehensive and coordinated cultural marketing approaches including efforts targeted at different industry segments.*

   Who: *Office of Cultural Economy,* ***Arts Council of New Orleans***
   When: *Next five years*
   Resources: *Staff time*

   > Tailor marketing strategies and tools to distinct market segments—city and regional residents, visitors, and purchasers of cultural products for export to non-local markets (e.g., festival buyers, exhibit organizers).
   > Provide public funding to sponsor art, design, and literary competitions to preserve cultural traditions.

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6. *Market and invest in Arts **and state-designated Cultural Product** District**s**.*
   Who:** Community Development**, Arts Council of New Orleans
   ***When:** Next five years*
   ***Resources:** State funds, CDBG, private investment with tax credits.*

   Arts and Culture Overlay districts allow for a variety of cultural uses in targeted neighborhoods around the city. The original ACO districts have developed into tourist and local destinations (Freret & Frenchmen), proving the success of the designation in encouraging cultural development.

   > Market the Arts and Culture Overlay districts as destinations to experience New Orleans culture.
   >Support the development of diverse uses in the districts, including live entertainment venues, live performance venues, art galleries, and restaurants.
   >Help maintain these districts through regular enforcement of district regulations.
   > Support cultural product districts which provide tax incentives for sale of cultural products within its boundaries.

7. *Provide support for innovations in the cultural economy that connect indigenous culture producers equitably to opportunities and customers.*
   Who**: Mayor's Office, Office of Cultural Economy**, Arts Council of New Orleans
   When:** ~~Next one to five years~~ **Next five years
   ***Resources:** General funds, Grant funds*

3.C Preserve and expand the port and maritime industries while ensuring compatibility with adjacent land uses.

The ability to complete key infrastructure improvements will in large part shape the Port's ability to enhance its competitiveness in key maritime markets, most notably in container shipping. Continued recognition of the importance of intergovernmental relationships is essential to the Port's continued success. Moreover, early discussion and community process around potential neighborhood impacts of port improvements can help resolve conflicts and lead to more timely completion.

RECOMMENDED ACTIONS

1. *Further increase coordination among the Port of New Orleans, city agencies, and economic development organizations to best address issues and advocate for funding.*
   ***Who:** Mayor's office, Port, NOLABA, city agencies*
   ***When:** Next five years*
   ***Resources:** Staff time*

   > Complete and implement updated Port of New Orleans Master Plan.

2. *Support investment in capital improvements recommended in the Port's Master Plan to make the Port of New Orleans the leader among Gulf Coast port facilities, while preserving quality of life for New Orleans residents.*
   ***Who:** Port and city agencies*
   ***When:** Next five years*
   ***Resources:** State and federal funds, port funds*

   > Support Port efforts to secure state and federal infrastructure funding.
   > Increase capacity at the Napoleon Avenue Container Terminal to position the port to capture increased container shipping resulting from the Panama Canal expansion.

> Work collaboratively to improve the highway capacity leading to the Port's main ingress/egress at Felicity and Tchoupitoulas, while managing development and competing demands for connecting roadways that are already experience high traffic demand from a variety of commuter, convention and trucking users.

3. *Seek to increase value-added manufacturing and distribution activities on port-owned industrial land.*
   Who: *Port, GNO, Inc., LED, NOLABA*
   When: *Next five years*
   Resources: *Port funds, NOLABA*

Local economic development capacity is needed to further maximize the potential for increased port-related value-added manufacturing and distribution activity resulting from increases in container and break bulk volumes. Properties along the Industrial Canal represent some of the best opportunities for capturing value-added industry within the city. These properties offer deep water access (through the Industrial Lock Canal) and a direct connection to the New Orleans Public Belt Railroad. In coordination with other local and state economic development agencies (Louisiana Economic Development, Greater New Orleans, Inc., and NOLABA), the Port may be able to attract greater commercial interest in job generating capacity. While development costs may be higher in industrially zoned areas of New Orleans, properties within the city offer greater proximity to the port and superior rail and interstate highway infrastructure. Enhanced Port involvement in economic development discussions could also help identify businesses and industries that specifically rely on deepwater access and port activities.

> Conduct a market study to determine nature and extent of demand for manufacturing and distribution sites adjacent to the port.
> Develop a short and long range strategic plan for industrial uses along the Industrial Canal.
> Ensure that adequate infrastructure and zoning regulations are in place to facilitate business expansion.
> Utilize incentives to attract value-added industries.

4. *Advocate for a cohesive state ports policy with respect to port investment.*
   Who: *Mayor's office*
   When: Next five years
   Resources: *Staff time*

The state has five ports between Baton Rouge and the mouth of the Mississippi, each with its own port commission. A more strategic and coordinated approach to port investment specifically for these five ports that makes economic benefits to the state the paramount consideration would provide a more rational and predictable funding environment for all of the state's ports.

>Support increased state funding to better compete with competitive Gulf Coast ports.

5. *Secure financing for and construct a new cruise ship facility at Poland Avenue to expand cruise terminal capacity.*
   Who: *Port*
   When: *Medium term*
   Resources: *State and federal funds*

Cruise ship activity has grown substantially at the Port of New Orleans over the past 15 years bringing additional tourist dollars to the city. Hurricane Katrina caused a temporary decline in passengers and cruise activity, but the industry has shown robust annual growth, and New

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Orleans has resumed its position as a major port of embarkation. Additional terminal capacity is needed, and the Port has identified the Poland Avenue wharf in Bywater as the only Port wharf suitable for expanding cruise capacity.

> Advocate for funding for the Poland Avenue cruise terminal to increase potential total embarkations and tourist expenditures.

6. ~~*Maximize*~~ ***Utilize the*** *port and port-owned land to support business development.*
   Who*: GNO, Inc., LED, Port, City*
   When*: Next five years*
   Resources*: staff time, port funds*

   > Develop a site inventory of port-owned property suitable for manufacturing and distribution.
   > Improve coordination of port marketing among state, regional and local economic development organizations to reduce redundancies and ensure that agencies' marketing efforts to draw value-added industries are complementary.
   >Enhance marketing of and physical improvements to NORBP properties to accommodate companies in need of industrial property with strong rail connections, connections to interstates, and/or deepwater access.
   >Provide business support to value-added start-ups and small businesses in transportation, national/international trade, logistics, and other maritime functions, possibly through the establishment of a business incubator.

Many challenges have impeded economic development and job creation at the New Orleans Regional Business Park. Improvements to flood protection along the Intercoastal Waterway and Industrial Canal will help to protect the security of businesses' investments and should make NORBP properties more marketable.

3.D Preserve and expand advanced manufacturing. Monitor and advocate for continued NASA commitment at Michoud Assembly Facility.

RECOMMENDED ACTIONS

1. *Monitor and advocate for continued NASA commitment at Michoud Assembly Facility.*
   Who: *City, GNO, Inc., LED*
   When: *Next five years*
   Resources: *Staff time*

   > Local, regional and state economic development leaders should jointly monitor developments and advocate for a continued federal commitment to Michoud.
   > Collaborate with Mississippi officials to jointly advocate for Michoud and the nearby Stennis Space Center, which is also involved in the Constellation Program.

2. *Recruit NASA tenants through strengthened recruitment efforts and improvements to the New Orleans Regional Business Park.*
   Who: *GNO, Inc., Louisiana Economic Development, Port, CPC*
   When: *Next five years*
   Resources: *Staff time*

   > Work with NASA, GNO, Inc., NOLABA, and Louisiana Economic Development and target recruitment efforts for tenants of NASA's Michoud Assembly Facility.

> Advocate for infrastructure improvements at New Orleans Regional Business Park (NORPB) to create a more attractive environment through zoning requirements, roadway improvements, landscaping and signage.

3. *Support STEM education programs that are driven by industry demand.*
   Who: *Mayor's office, City's ITI department, local and state economic development leaders*
   When: *Next five years*
   Resources: *Staff time*

   Science and engineering programs play an essential role in producing the workforce to serve the advanced manufacturing industry and generate the research and development activities that attract industry firms.

   > Produce data on jobs and occupations outlook in STEM fields.
   > Develop specific credentialing programs at local higher education institutions.
   > Encourage development of new applied sciences and engineering programs in higher education in emerging areas of specialization and industry development.
   >Expose K-12 students to opportunities in STEM.

4. *Continue to increase the number of workers in the skilled trades through training programs.*
   Who: *State and Local 2- and 4-year higher education institutions, Network for Economic Opportunity*
   When: *Next five years*
   Resources: *State, federal and private funding*

   A recent study conducted for GNO Inc. found that advanced manufacturing employers in the region were experiencing shortages in workers in the skilled trades (*e.g.*, welders, pipe fitters), production (*e.g.*, machine tool operators and fabricators), and technical positions (*e.g.*, engineering technicians, CAD operators).

   > Use employer data to develop training programs based on industry need.

5. *Continue to recruit suppliers to diversify into other advanced manufacturing sectors.*
   Who: *NOLABA; GNO, Inc.; LED*
   When: *Next five years*
   Resources: *Staff time*

   Research already being conducted in New Orleans in areas such as composite materials and advanced welding techniques have applications in other industries including civilian aerospace, wind energy, automotive.

   > Market research capacity to established firms and new entrepreneurs to promote the expansion and diversification of advanced manufacturing in the city.
   >Develop a supplier attraction strategy for existing regional manufacturers.
   >Complete retention visits to existing businesses to determine needs.

3.E Preserve, expand and modernize the oil and gas industries.

Significant growth opportunities exist for energy service firms in the near future as more advanced technologies are needed for increasingly difficult oil and gas extraction. New Orleans offers a competitive location for the management and professional/technical operations of energy service companies. In addition, if the eastern Gulf is opened to oil exploration, New Orleans will be well positioned to service the offshore oil industry's transportation and logistical needs.

RECOMMENDED ACTIONS

ATTACHMENT A

1. *Support retention and expansion of existing energy services firms and their high-paying jobs by working with them to identify their needs and taking steps to address them.*
   Who: *NOLABA, GNO, Inc., oil and g a s*
   When: *Next five years*
   Resources: *Staff time*

   > Assess market potential and develop a strategy to recruit additional firms/facilities for whom New Orleans' proximity to oil and gas production and refining facilities offers a locational advantage.
   > Identify needs for these firms and take the necessary steps to address them to better support retention and encourage expansion.

2. *Attract and retain scientific, engineering and technical talent.*
   Who: *NOLABA, GNO, Inc., oil and g a s*
   When: *Next five years*
   Resources: *Staff time*

   One of the key industry issues identified in a GNO, Inc. study was workforce shortages, particularly geological and petroleum engineers and skilled production workers for refining and petrochemical production.

   > Work with local colleges and universities to explore options for petroleum engineering specializations in their engineering programs and develop internships or other connections with local firms.

3. *Strengthen research and commercialization in advanced, environmental sustainable extraction and production technology.*
   Who: *Universities, oil and gas industry*
   When: *Medium term*
   Resources: *Grants and private funding*

   As environmental concerns increase particularly given New Orleans unique circumstance as a major population center, the industry needs more efficient and environmentally sustainable ways to produce oil and natural gas in increasingly fragile natural environments.

   > Strengthen the research capabilities of local universities to help the industry address these issues.
   > Increase cooperative industry/university research to better retain existing firms and attract new ones to the city and region.

3.F Preserve and strengthen higher education as an established employment sector.

RECOMMENDED ACTIONS

1. *Foster policies and promote funding that support institutions of higher education in the knowledge-based economic growth of the city, in the development of the local workforce, and as significant contributors to the job sector.*
   Who: *Universities, city officials, local economic leaders*
   When: *Ongoing*
   Resources: *State, federal and private funding, local policies*

3.G Preserve and expand skilled building trades.

RECOMMENDED ACTIONS

ATTACHMENT A

1. ***Establish an educational/training program to teach the building trades, and to revitalize and perpetuate traditional mentoring and apprentice programs for practical and hands-on instruction in these building trades.***
   Who: Universities, community colleges, vocational schools
   When: Next five years
   Resources: Federal, State, and private funding, local policies

THE CASE FOR A THRIVING BIOINNOVATION & HEALTH SERVICES INNOVATION CLUSTER:

New Orleans has the pieces in place to be at the forefront of advancing the future of healthcare and research in the United States, including an asset-rich landscape, a growing entrepreneurial ecosystem, a multi-skilled workforce, and a patient population ripe for innovation.

Over the last decade, over $5 billion has been invested into state-of-the art, multi-specialty hospital and alternate care facilities including University Medical Center, VA Hospital, Cobalt Rehabilitation Hospital of New Orleans, Louisiana Cancer Research Center, and the New Orleans BioInnovation Center. New Orleans also boasts academic institutions with subject matter expertise such as Tulane University, LSU, and Xavier. Each of these institutions has diverse and complex clinical research capacity. The investments in healthcare facilities will continue to serve the regional population and attract future patients from New Orleans and beyond.

In 2014 *Forbes* named New Orleans the #1 Brain Magnet in America, and in 2015 *SmartAsset* named New Orleans the best U.S. City for Creatives. Thanks to generous state-wide incentive programs, a native culture welcoming to creatives, and pioneering home-grown entrepreneurs, New Orleans has fostered a thriving entrepreneurial ecosystem and tech-focused environment. Incubators such as Propeller and the New Orleans BioInnovation Center have incubated companies that are merging technology and health to produce better therapies and health outcomes (see inset on next page). As New Orleans' digital media and technology sectors continue to thrive, tremendous potential exists to grow the BioInnovation sector in New Orleans.

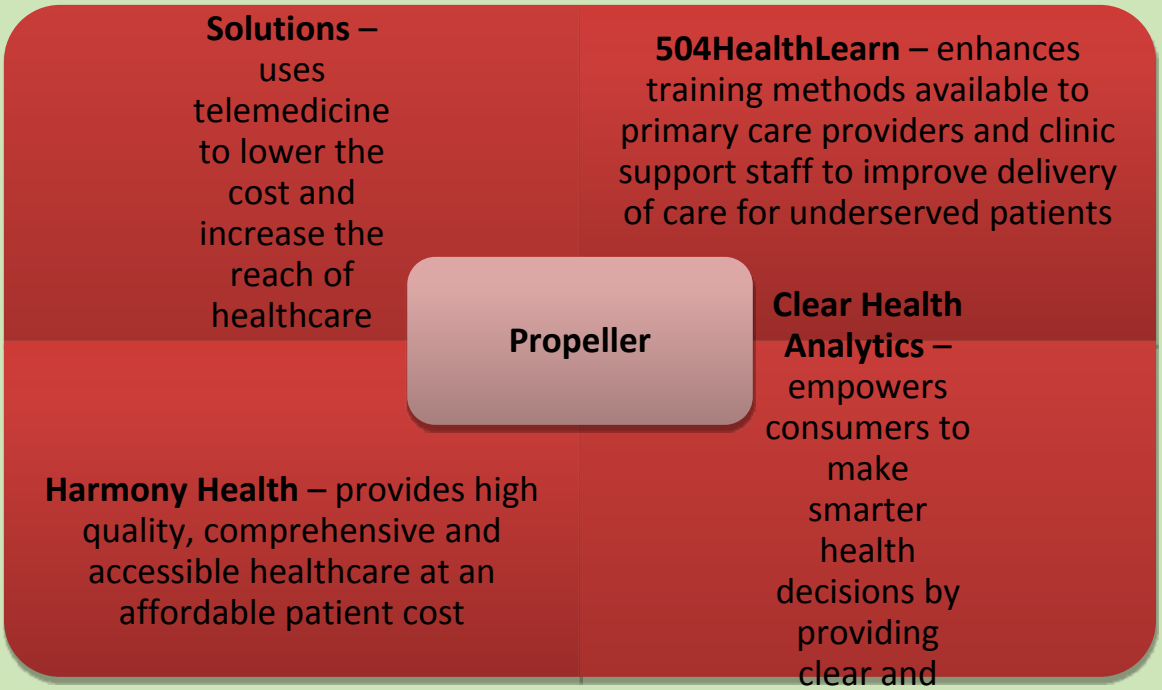
New Orleans' skilled workforce is also an advantage to the health services sector and the emerging bio-tech industry, which offer opportunities to employ workforce at multiple skill levels. Investments in higher education institutions in New Orleans secure a strong talent pool across a range of skill levels. New Orleans has more than 80,000 higher education students annually. Since 2007, New Orleans area schools have produced 11,000 students with science-related higher education degrees, including 6,500 with Master's degrees or higher. In 2016, nearly 11% of all Orleans Parish jobs were in Healthcare and Social Assistance Employment with a total of 23,989, a 9.4% increase from 2014. Average earnings in healthcare are$55,218. The bio-district is expected to create thousands of jobs in the next decade (2016; Source, EMSI).

Finally, the local chronic disease burden affords a patient population that is ripe for innovation. Louisiana ranks 46th in deaths from heart disease and stroke, 45th in percentage of obese adults, 45th in adult diabetes incidence, and 47th in deaths due to cancer. Hospitals, universities, and health innovators have the opportunity to make large scale impacts on population health outcomes and reduce health system costs. Improved health outcomes will dramatically impact economic prosperity as healthier people miss fewer days of work and reduce the public cost burden.

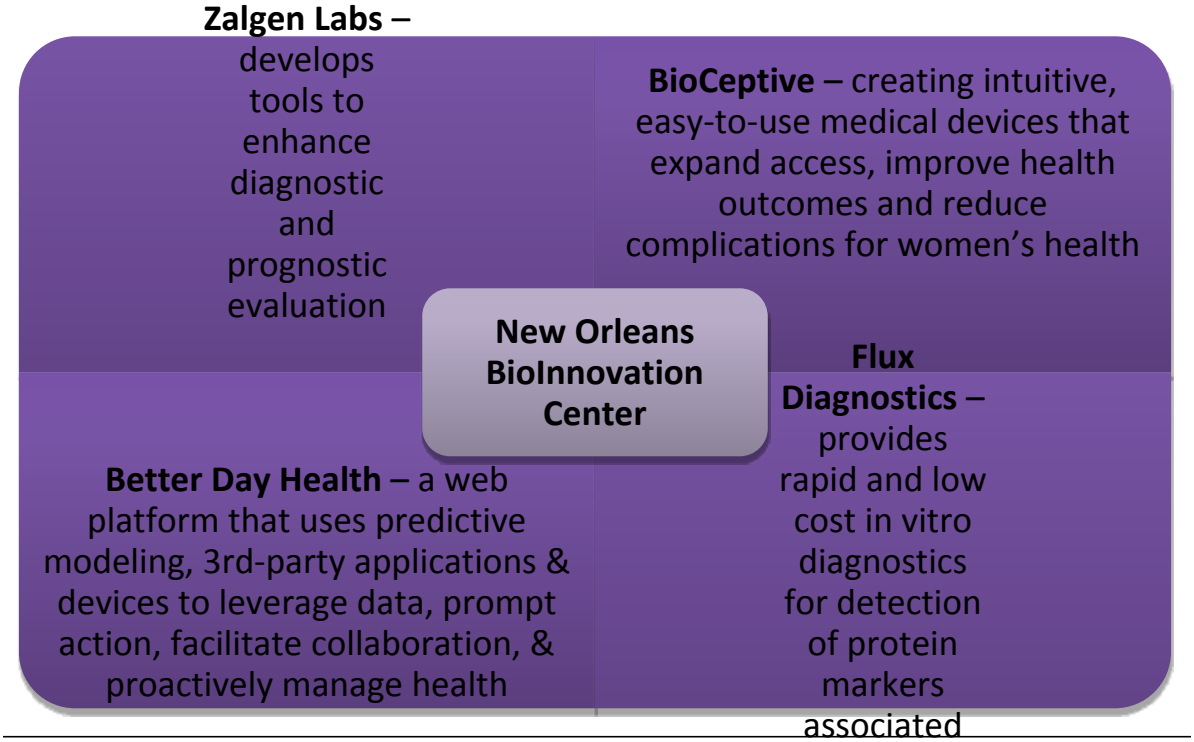
ATTACHMENT A

STARS OF THE LIFE SCIENCES INNOVATION ENTREPRENEURIAL ECOSYSTEM

New Orleans' incubators, the leaders of the entrepreneurial ecosystem, have been critical to turning ideas into scalable and marketable products and treatments. Below are examples of businesses created by two incubators: Propeller and the New Orleans BioInnovation Center.



ATTACHMENT A



GOAL **4**

Fostering of emerging industries to expand economic opportunity for New Orleanians

4.A **Expand the medical life sciences industry.**

The strategic plan developed by the Regional Biosciences Initiative provides a road map for building the life sciences industry in New Orleans. Research institutions, government, economic development organizations, and other stakeholders must continue to work collaboratively to implement the strategy. A number of issues require particular attention in the short-term.

RECOMMENDED ACTION

1. *Secure ongoing funding for initiatives of University Medical Center and the Louisiana Cancer Research Center.*
   Who: *Medical institutions, city leadership, BioDistrict*
   When: *Next five years/Ongoing*
   Resources: *Federal, state and local funding*

   >Advocate for funding from multiple sources for healthcare in New Orleans.

2. *Provide planning leadership for the BioDistrict.*
   Who: *BioDistrict Board, NOLABA*
   When: *Next five years*
   Resources: *Staff time*

   > Identify infrastructure and public realm investments, and identify appropriate uses for Charity Hospital, former VA building, Lindy Boggs, and other underutilized parcels.

>Establish Veterans Administration as a regional referral center for specialized healthcare for veterans.
>Coordinate higher education, research institutions, and hospitals to focus on identified areas of specialization.

3. *Promote more collaboration among Institutions and leverage research synergies.*
   Who: *City and state leadership, NOBIC, NOLABA, NORIA, medical institutions*
   When: *Next five years*
   Resources: *Staff time*

   > Develop a more robust, coordinated effort among life sciences research institutions and entrepreneurship development organizations to help local entrepreneurs commercialize locally-developed life sciences technologies.
   >Support the development of new ventures using licensed university technologies and working collaboratively with university research staff.

4. *Continue to foster an environment that attracts entrepreneurs to New Orleans with the management skills to move promising technologies into the marketplace.*
   Who: *NOLABA, NOBIC, business incubators, universities*
   When: *Medium term*
   Resources: *Staff time, private funding*

   > Increase seed and venture capital investment sources to finance startup and early stage life sciences companies.
   >Leverage the state's digital media incentives to attract healthcare companies operating in digital health, ranging from start-ups to established biomedical companies.

5. *Work to maintain and expand funding for job training, higher education, and research in the life sciences.*
   Who: *Universities, NOBIC, Network for Economic Opportunity, state officials*
   When: *Medium term*
   Resources: *Staff time*

   >Support collaborations among education institutions and training providers to develop demand-driven workforce training and create career pathways.
   >Introduce middle and high school students to life sciences research professions.
   >Increase lab capacity in higher education institutions.

FILM/VIDEO, DIGITAL MEDIA AND OTHER CREATIVE INDUSTRIES

4.B Expand the film and video industry.

RECOMMENDED ACTIONS

1. *Retain and attract creative talent to New Orleans through marketing, incentives, workforce development programs and professional contacts.*
   Who: *NOLABA, LED, Office of Cultural Economy*
   When: *Next five years*
   Resources: *Staff time, private funding*

   > Market New Orleans as a film hub.
   > Increase funding for education and workforce development programs to more fully meet the needs of the film industry.
   >Work to stabilize film tax incentive program to ensure its long-term success and viability.

2. *Develop production and post-production facilities and support services for the film, television and music production industry.*
   Who: *NOLABA Office of Cultural Economy*
   When: *Next five years*
   Resources: *Staff time*

   > Work with the industry to identify criteria for facilities and then identify potential sites.
   > Develop a streamlined permitting process for production facilities.

4.C. Work to encourage growth in the digital media industry

RECOMMENDED ACTIONS

1. *Retain and attract creative talent to New Orleans through marketing, incentives, workforce development programs and professional contacts.*
   Who: *NOLABA, GNO Inc., LED, City ITI department*
   When: *Next five years*
   Resources: *Staff time, private funding*

   > Work with GNO Inc. and NOLABA to market New Orleans to outside digital media companies and to promote home-grown companies.
   >Generate enthusiasm for New Orleans as a digital media hub and foster collaboration among digital media companies and incubators that support digital media companies.
   > Work with K-12 and higher education to create a workforce pipeline aligned to the needs of the digital media industry.
   > Work to improve the internet infrastructure in New Orleans and other smart city features (See 9.A. for more detail.).
   > Encourage real estate growth and development targeted to needs of digital media community of businesses.

2. *Provide business startup and entrepreneurial customized assistance to digital media companies.*
   Who: *NOLABA, GNO Inc., LED*
   When: *Next five years*
   Resources: *Staff time*

   > Increase the supply of seed and venture financing for locally-based startup and early stage digital companies.
   > Support tax incentives that attract and retain digital media companies and jobs.

4.D. Recognize and support food manufacturing as an emerging industry

Create an equitable and sustainable plan for the expansion of the food ecosystem to include local opportunities from growing to manufacturing to distribution.

RECOMMENDED ACTIONS

1. *Establish a food hub/aggregator.*
   Who: *City, Food industry partners, Propeller*
   When: *Next five years*
   Resources: *Staff Time, private funds, grants*

   > Work with a collaborative of local farmers, small businesses, and artisan food manufactures as well as entrepreneurs and economic developers to establish a centralized

food hub to distribute local agriculture and manufactured food to restaurants, grocery stores, and other retailers.

2. *Establish a food incubator.*
   Who: *City, Food industry partners, Propeller*
   When: *Next five years*
   Resources: *Staff Time, private funds, grants*

   > Establish a government-approved commercial kitchen to promote small-batch, local, and artisan food production ventures.
   > Build kitchen spaces and obtain equipment that can be shared, reducing costs and risk for food entrepreneurs.

3. *Establish a meat and poultry processing plant.*
   Who: *City, Food industry partners, Propeller*
   When: *Next five years*
   Resources: *Staff Time, private funds, grants*

   > Establish a government-approved meat and poultry processing plant with modern equipment including packaging and labeling capability for shared use.
   > Provide food safety training and training in creating HACCP (Hazard Analysis Critical Control Point) plans.

4. *Convene business, entrepreneur, nonprofit, and community stakeholders in an advisory committee to develop and advance a food industry strategy.*
   Who: *Mayor's Office, Economic Development*
   When: ~~*Next one to five years*~~ ***Next five years***
   Resources: *General funds*

5. *Establish a procedure that grants vacant land to local small growers for food production.*
   Who: *Code Enforcement,* ***NORA, Property Management***
   When: ~~*Next one to five years*~~ ***Next five years***
   Resources: *General funds*

6. *Establish a food manufacturing district (See Opportunity District: Poydras Row).*
   Who: *Mayor's Office, Economic Development*
   When: *Next five years*
   Resources: *General funds, Grant funds, Loan funds*

GOAL **5**

Nurturing the development of new industries that capitalize on new market opportunities and New Orleans' competitive strengths

5.A Support development of urban water management, green infrastructure, and coastal protection and restoration industries. Capitalize on New Orleans river delta location to attract firms involved in water management and coastal protection and restoration and to help local firms establish expertise in these fields.

RECOMMENDED ACTIONS

ATTACHMENT A

1. *Attract firms involved in coastal protection and restoration* ***and urban water management****.*
   Who: *~~PPP,~~* ***NOLABA,*** *GNO Inc., Louisiana Economic Development,* ***The Data Center, Propeller***
   When: *Next five years*
   Resources: *Staff time*

   > Market New Orleans aggressively to firms involved in coastal protection and restoration and to management and engineering units that are particularly well-suited for city locations.
   > Promote New Orleans as a location for professional and technical workers (e.g., science, engineering, architecture, planning) needed by the industry.
   > Expand the research capacity of local research institutions and promote university/industry partnerships.
   > Support locally-based energy service companies to expand into this market.

2. *Prepare higher education and workforce training programs to fill jobs in these industries at all levels.*
   Who: *Colleges and universities, Job 1,* ***S&WB, professional associations, non-profits***
   When: *Next five years*
   Resources: *Federal, state and local funding*

   > Develop career pathways and assess the market demand for degrees and certificate programs in the field of green infrastructure and coastal restoration to inform course offerings.

5.B Leverage funding to support the development of the water management industry.

Leverage coastal restoration funding, including the RESTORE Act, and funds for urban water projects, including the HUD National Disaster Resilience Competition Grant, to support the development of water management industries. Capitalize on New Orleans urban water challenges within the levee system and external challenges of coastal restoration to attract firms involved in coastal restoration and urban water management.

RECOMMENDED ACTIONS

1. *Fully implement the Greater New Orleans Urban Water Plan as recommended in the Resilient New Orleans strategy.*
   Who: *City of New Orleans*
   When: *First Five Years*
   Resources: *Staff time, NDRC funding, HMGP, etc.*

2. *Conduct a gap analysis of needs in the construction and maintenance of new infrastructure regimes related to green infrastructure, water management and coastal restoration.*
   Who: *City of New Orleans, GNO, Inc.*
   When: *First Five Years*
   Resources: *Private Philanthropy*

5.C Build on the industry cultivation and implementation of plans such as the Greater New Orleans Urban Water Plan and Coastal Master Plan to export specialized water expertise nationally and internationally.

RECOMMENDED ACTIONS

1. *Create a marketing plan for water industries and specializations in Southeast Louisiana for national/international audiences.*

Who: *GNO, Inc., NOLABA*
When: *First Five Years*
Resources: *Federal, State, Local and Private Philanthropy*

2. *Develop a Resiliency Hub for visiting delegations from universities, governments and federal agencies, where a unilateral message of core strengths, best practices, and unique specialties of New Orleans firms and businesses can be promoted.*
   Who: *City of New Orleans, Sewerage and Water Board, GNO, Inc., Tulane University*
   When: *First Five Years*
   Resources: *State, Local, Federal and Private Philanthropy*

5.D Engage two and four years schools in creating the next generation of water workers and innovators, connecting programs to water based projects through demand-driven workforce engagement.

RECOMMENDED ACTIONS

1. *Link infrastructure programs, such as the Gentilly Resiliency District and new build-out and maintenance needs in green infrastructure to curricula as two and four year schools. Modeling initiatives after the successful Coastal Engineering and Sciences certificate program at UNO.*
   Who: *The Greater New Orleans Water Collaborative, Delgado Community College, University of New Orleans, Tulane University, Dillard University, Xavier University, GNO, Inc., Foundation for Louisiana*
   When: *First Five Years*
   Resources: *State, Local, Federal and Private Philanthropy*

2. *Explore opportunities for formalizing internship/apprentice programs in new green infrastructure trades in City contracts.*

   Who: *Delgado Community College, City of New Orleans*
   When: *First Five Years*
   Resources: *Federal, State and Local Funds*

5.E Further the growth and development of a water-cluster through supporting entrepreneurship and local businesses engaging in the water field.

RECOMMENDED ACTIONS

1. *Support initiatives of local accelerators and entrepreneurs, such as the Water Challenge, by identifying opportunities in City contracts to test and explore innovative products and materials.*
   Who: *Propeller, GNO, Inc., NOLABA*
   When: *First Five Years*
   Resources: *Staff Time*

5.F Support development of green energy industries such as river, solar and wind energy.

RECOMMENDED ACTIONS

1. *Conduct market and competitive analysis to validate green energy industry development opportunities in New Orleans.*
   Who: ~~*PPP,*~~ ***NOLABA,*** *Louisiana Economic Development*
   When: *Next five years*
   Resources: *PPP funds*

2. *Train workers for green energy industry jobs.*
   Who: *Colleges and universities, Job 1*
   When: *Next five years*
   Resources: *Federal, state and local funding*

3. *Provide incentives and regulatory conditions for location of research and production in hydrokinetic, solar, and wind energy.*
   Who: *GNO Inc., Louisiana Economic Development*
   When: *Medium term*
   Resources: *State funding*

5.G Support development of a sustainable building design and construction industry. Capitalize on the potential for significant new business development and job creation in the alternative energy, energy and water efficiency, and stormwater management fields.

RECOMMENDED ACTIONS

1. *Capitalize on the potential for significant new business development and job creation in the alternative energy field.*
   Who: *NOLABA,* ***GNO, Inc.***
   When: *Next five years*
   Resources: *Staff time*

   > **Ensure** ~~*Update*~~ *zoning laws to provide for the range of uses and facilities necessary to support these technologies/industries.*
   > Market New Orleans as a laboratory for green energy ***and green infrastructure*** *innovation.*
   > Provide incentives for location of research and production facilities in hydrokinetic, solar and wind energy. Work with Louisiana Economic Development and GNO Inc. to provide location incentives and site location assistance for targeted green industries to locate facilities in New Orleans.
   > Promote the expansion of relevant university research capacity. Support increased funding for local university research and education in green science and technology fields with economic potential for the New Orleans region.
   > Develop sufficient capacity for energy production and the transmission infrastructure to export power outside the region.
   > Promote water reuse and water efficiency as preferred alternatives to groundwater withdrawal by conventional energy facilities.

2. *Train workers for new green energy jobs.*
   Who: *Workforce Development, Job 1*
   When: *Next five years*
   Resources: *Staff time*

   > Develop green industry workforce training programs.

3. *Ensure that any public tax advantage program, such as PILOT or TIF, have preservation and rehabilitation of historic properties as a priority for the city when historic properties are present in the subject area.*
   Who: *Economic Development*
   When: *Ongoing*
   Resources: *Staff time*

5.H Encourage significant job creation in sustainable building design and construction through marketing incentives and workforce training opportunities.

ATTACHMENT A

RECOMMENDED ACTIONS

1. *Develop incentives (e.g., through building regulation) and training for construction companies to adopt advanced construction methods.*
   Who: *LED*
   When: *Next five years*
   Resources: *Staff time*

   > Market New Orleans as a center of advanced building design to attract more companies.
   > Build university research capacity in green/advanced building design.
   > Provide construction workers with relevant skills.
   > Assist design and construction companies to export their expertise to other housing markets.

2. *Capitalize on the emerging carbon credit market through energy-efficient construction to generate income for property developers and government.*
   Who: *Green Rebuilding; non profits*
   When: ~~*First*~~ ***Next*** *five years*
   Resources: *Staff time*

5.I Connect residents to both the civic and individual opportunities that capitalize on New Orleans' competitive strengths

RECOMMENDED ACTIONS

1. *Establish a series of Neighborhood Roundtables and community working groups.*
   Who: *Office of Neighborhood Engagement, Office of Economic Development*
   When: ~~*Next one to five years*~~ ***Next five years***
   Resources: *General funds*

GOAL **6**

A well-educated and skilled workforce and state-of-the-art workforce development programs

6.A Maintain and strengthen the role of higher education in economic development.

RECOMMENDED ACTIONS

1. *Advocate for sufficient funding for the city's public colleges and universities to support critical academic and research programs and maintain educational quality.*
   Who: *City leadership and state delegation*
   When: *Next five years*
   Resources: *Staff time*

As the city's higher education institutions work to restore facilities and programs affected by Hurricane Katrina and as state institutions face the prospect of severe state budget cuts, business, government, and civic leadership should offer all possible support to local colleges and universities in securing needed funding:

> Work with the local state legislative delegation to advocate for a reduction or reversal of proposed cuts in the state's higher education budget.

> Work with the state's congressional delegation to advocate for increased FEMA compensation for damaged facilities.
> Raise local awareness of the role of higher education in the city's economy and generate additional corporate, philanthropic and individual contributions to local institutions.

While institutions will continue to rely primarily on their own fund raising efforts, economic development stakeholders should consult with higher education leaders about what actions can best improve the funding environment for all institutions. The proposed NOLABA could play a convening role in this effort.

2. *Enhance communication and cooperation between higher education and key industries.*
   ***Who:** GNO, Inc.*
   ***When**: Next five years*
   ***Resources:** Staff time*

   > Work with higher education institutions to identify and address the evolving educational and research needs of key economic base industries.

The city's higher education institutions strive to develop education and research programs that are of value to the local community. They could be assisted in this regard by the development of a structure for ongoing communications with local industry about evolving education and research needs. Directors of relevant academic departments or research programs could be invited to sit on working groups or to attend periodic meetings. This would afford them the opportunity to learn more about industry needs and to solicit support from industry for new initiatives. These discussions could also lead to the development of cooperative industry/university programs to strengthen educational or research capacity in particular academic disciplines.

6.B Ensure that every student graduates from high school with basic work skills or is prepared to advance to post-secondary education.

RECOMMENDED ACTIONS

1. *Establish a Business-School Partnership for Career Preparation that involves all schools and functions as a single contact point for businesses to work with such programs.*
   ***Who:** Business Council, Chamber of Commerce, school system, eventual coordination with Southeast Regional Alliance*
   ***When:** Next five years*
   ***Resources:** Private funding, school staff time*

   A partnership that involves all schools and community-based career preparation programs will provide a single contact point for businesses with such programs. Given the fragmented structure of public school administration in New Orleans, businesses risk being faced with multiple requests from a number of different schools. The existence of the partnership will provide the incentive for schools to work collaboratively to coordinate their interactions with the business community.

   This initiative will require the leadership of a local business organization such as the New Orleans Business Council or the New Orleans Chamber of Commerce. The business organization and the schools could share the costs of the personnel required to staff the partnership. This would likely reduce the costs to the schools, which now each have their own staff to conduct business outreach. While the program should start at the local level, it could eventually be coordinated with regional efforts through the Southeast Regional Alliance.

ATTACHMENT A

A number of new initiatives have created momentum toward strengthening career preparation for youth through the schools and community-based organizations. Increased participation by the business community will be essential to maintaining that momentum, including:

> Providing job shadowing, internship and summer job opportunities.
> Providing input on curriculum, and on expectations regarding work skills, competencies and behavior.
> Providing equipment donations, class presentations, and individual mentoring.

2. *Establish an early-college education program in high school to promote acquisition of a postsecondary credential, even for students who do not plan on pursuing a four-year college program.*
   Who: *School system, Delgado Community College, business-school partnership if created*
   When: *Next five years*
   Resources: *State and local school funds*

An increasing number of K–12 schools and community colleges around the nation are developing early college high school programs. This is a priority in the Louisiana Department of Education's high school redesign initiative. These programs encourage high school students, particularly those who do not plan to attend a four-year college, to focus on career development and ease their path toward gaining a post-secondary credential. Business and economic development organizations should strongly encourage the RSD, Orleans Parish School District, and charter high schools to work with Delgado Community College to establish such a program. The proposed business-school partnership for career preparation would provide a useful forum for discussion of this issue.

6.C Expand and improve coordination of the adult workforce development system to more effectively meet the needs of both workers and employers.

RECOMMENDED ACTIONS

1. *Expand sites and technical education programs for adult workforce training at Delgado Community College.*
   Who: *Louisiana Technical College, Delgado Community College, Job 1*
   When: *Next five years*
   Resources: *State and federal funds*

The closure of Louisiana Technical College's Sidney Collier campus has meant that New Orleans students have to travel to the Jefferson, West Jefferson, or Slidell campuses for a number of certificate and diploma-level technical education programs, including skilled trades, automotive, office technology, and lower-level allied health occupations. In March 2009, the Louisiana Community and Technical College System announced a commitment of $11.9 million in bond funding to purchase land for a new New Orleans' campus and to construct new buildings. The project is scheduled to be completed in 2013. Business and economic development organizations should work with Delgado and the city's legislative delegation to ensure that the project proceeds on schedule (if not earlier) and is sufficiently funded to provide state-of-the-art training in critical technical occupations. The business community should also begin discussions with Delgado about programming needs and how it can support program development.

2. *Increase the number of sites for adult education and satellite Job 1 Career Centers.*
   Who: *Delgado Community College with manufactures,* ***Job 1***
   When: *Next five years*
   Resources: *State and private funds*

ATTACHMENT A

Providing additional sites for adult education programs and satellite Job 1 Career Centers would expand access to career development services for adults, particularly those who live in neighborhoods that are distant from existing facilities. One option would be to design new neighborhood libraries to include space for such facilities. This could include classroom space and computer banks. Existing adult education programs and Job 1 would provide staffing, which would require additional funding. Additional costs could be minimized by recruiting volunteers for some functions such as computer literacy training, building on the volunteer ethos that has developed since Hurricane Katrina. Another possibility would be to outfit classrooms with distance learning equipment so that classes could be taught remotely with volunteer tutors on-site.

3. *Establish workforce Centers of Excellence in key economic base industries.*
   Who: *Delgado Community College with Shipyards; Job 1*
   When: *Next five years*
   Resources: *State and private funds*

   Centers for Excellence develop training and certification programs based on competencies defined by various industries. ~~The Advanced Manufacturing Center of Excellence established by Delgado in partnership with Northrop Grumman Ship Systems and other shipbuilding and advanced manufacturing firms at Northrop Grumman's Avondale facility can serve as a model for the development of workforce centers of excellence in other critical industries including health care, life sciences, hospitality, and media~~. Delgado should work with industry working groups established within the various base industry sectors.

4. *Establish a construction trades pre-apprenticeship program.*
   Who: *Job 1 and other workforce development organizations*
   When: *Next five years*
   Resources: *Federal funds*

   Workers who might otherwise enter the construction trades often have skill deficits or other employment barriers that disqualify them. To address this issue, a construction trades pre- employment program should be established. The program would consist of a coordinated system of outreach and recruitment, assessment, case management, pre-employment preparation, job training, placement, and retention services. The program could be led by Job 1 with participation by other workforce development organizations. Additional workforce development funding flowing to workforce investment boards from the federal stimulus package is a potential funding source for such a program.

5. *Improve coordination among workforce development service providers and integrate client services.*
   Who: *Job 1 and United Way*
   When: *Next five years*
   Resources: *Staff time*

   Workers seeking to enter the workforce or transition to new jobs often need a multiplicity of services in order to obtain and maintain employment. The challenge of finding and obtaining the right services can create obstacles to success. At the same time, individual workforce development organizations recognize that their services alone are often not enough to produce the employment outcomes on which they measure their success. Workforce development professionals acknowledge that service delivery is fragmented and that it is difficult even to identify all of the available resources, much less coordinate client services among organizations.

   Workforce development and human services organizations should organize an initiative to address this issue, possibly through the joint leadership of Job 1 and the United Way. A

first step would be to develop a comprehensive inventory of relevant programs and services, develop tools to share this information, and establish a mechanism to keep the information up to date. A second step would be to establish protocols to facilitate referrals and establish a common information base to track client progress. A longer-term step would be to develop a common system of case management that would enable organizations to more effectively coordinate and integrate services tailored to the needs of each client.

In addition to improving services and outcomes for clients, this initiative would also help service providers to better assess gaps in services and work together and with other community stakeholders to address these gaps.

6. *Establish a workforce development working group within the NOLABA.*
   Who: *NOLABA*
   When: *Next five years*
   Resources: *Staff time*

   The ability to address workforce needs is key to the success of business recruitment, retention and expansion efforts. The NOLABA should establish a workforce development working group with Job 1, Delgado, and other workforce development organizations in order to both exchange information about how to better address business workforce development needs and to develop a process to respond effectively to requests by individual businesses for worker recruitment and training services.

6.D ~~Employers benefit from~~ Develop a pipeline of high quality candidates to benefit employers.

RECOMMENDED ACTIONS

1. ***Develop a w****ide variety of training programs across industries and skill levels.*
   Who: *Mayor's Office, Office of Workforce Development*
   When: *Next ~~three~~* ***five*** *years*
   Resources: *General funds, Grant funds*

2. *Increase availability of skilled trades and workforce development in more schools, including green ~~color~~, advanced manufacturing, technology, arts, and culinary fields.*
   Who: *Office of Workforce Development, OPSB, Educate Now!*
   When: *Next five years*
   Resources: *General funds, Grant funds, OPSB funds, Educate Now! funds*

3. *Residents/community partners well-informed about available workforce and training programs.*
   Who: *Office of Neighborhood Engagement, Office of Workforce Development*
   When: *Next ~~one to~~ five years*
   Resources: *General funds*

6.E Encourage tourism industry to invest in workforce training and entrepreneurship development programs.

RECOMMENDED ACTIONS

ATTACHMENT A

1. ***Facilitate*** *businesses* ***to*** *partner with education providers to deliver internships/ mentorships, career exploration, employee volunteerism, facilities, relationship building, funding for music rooms, computer labs, etc.*
   Who: *NOLABA, NOMTC, NOCVB*
   When: *Next ~~two to~~ five years*
   Resources: *NOLABA funds, NOMTC funds, industry partner funds*

6.F Provide active enforcement of local hire and living wage policies.

RECOMMENDED ACTIONS

1. *Hire staff, purchase software, and other resources to provide ongoing compliance monitoring of HireNOLA and Living Wage policies.*
   Who: *Mayor's Office, Office of Workforce Development*
   When: *Ongoing*
   Resources: *General funds for staff positions (i.e. compliance officers) and online compliance management system*

6.G Encourage and incentivize local contracting.

RECOMMENDED ACTIONS

1. *Targeted outreach and inclusion strategies for certified small and disadvantaged businesses.*
   Who: *Office of Supplier Diversity.*
   When: *Ongoing*
   Resources: *Unified Certification and Opportunity Center (UCOC), DBE policy and procedures, Restoration Tax Abatement (RTA) credits, Industrial Development Board bonds*

GOAL **7**

An entrepreneurial culture

7.A Support the development of new entrepreneurial ventures.

New Orleans' higher education institutions develop and license technologies that have the potential to fuel the development of local, high-growth technology-based enterprises, particularly in the life sciences field. They also employ research staff in a range of academic disciplines that can support local enterprises through cooperative industry/university research. However, local research activities have not played a large role in new enterprise development. As noted earlier, the infrastructure for technology-based enterprise development in New Orleans is not fully developed, with gaps in key resources such as seed capital and specialized professional and management support. More aggressively capitalizing on these resources could accelerate the development of the city's technology-based economy.

RECOMMENDED ACTIONS

1. *Support and promote the BioInnovation Center.*
   Who: *BioInnovation Center stakeholders*
   When: *Next five years*
   Resources: *Center funding*

   > Continue to assist in the development of biosciences firms seeking to commercialize technologies developed by local research institutions. In addition to developing wet lab and

other business space in its new incubator, work with partner institutions to identify technologies with commercialization potential, and connect entrepreneurs with researchers, seed capital, and specialized business assistance.
> Monitor progress to assess the model's effectiveness in supporting biosciences startups, determine whether additional resources or capacity are needed to make this experiment a success, and assist the Center to address identified resource and capacity gaps. This role could be played by the NOLABA and the BioDistrict Board.
> Continue to develop a broad strategy to build the local research base across technology specializations and develop the organizational structures and resources to develop a significant cluster of technology-based enterprises.
> Support and advocate for the Angel Investor tax credit.

2. *Ensure the availability of commercial space for startup ventures.*
Who: *NOLABA, CPC*
When: *Next five years*
Resources: *NOLABA funds*

A number of private and non-profit developers are developing space for new business ventures, including business incubators, other facilities with shared space and services designed to reduce business costs, and specialized facilities targeted to firms in certain industries such as biosciences, green industry, and digital media.

The NOLABA should work with developers to identify appropriate buildings and sites, provide information about existing financial incentives, and assist with incentive application processes and local regulatory approvals. As the NOLABA becomes more familiar with the unique needs of these development projects, it can also work with city government to develop more tailored financial incentives, review and, if appropriate, propose revisions to land use regulations and building codes that unnecessarily inhibit development of such projects.

> Through the new zoning ordinance, ensure that there is adequate space for affordable commercial property for start-up companies throughout the city.
> Promote the development of "cool spaces" in lively areas of the city, preferred by young, tech-savvy entrepreneurs.

7.B Enhance existing emphasis on entrepreneurship by incorporating the small- and micro-business base.

RECOMMENDED ACTIONS

1. *Establish and support a Cultural Innovation District.*
Who: *Mayor's Office*
When: *Next ~~one to three~~* ***five*** *years*
Resources: *General funds, Grant funds, Loan funds*

GOAL **8**

A vibrant local small-business base

8.A Sustain and grow the city's small- and micro-business base.

RECOMMENDED ACTIONS

ATTACHMENT A

1. *Improve coordination of small business assistance services.*
   Who: *Office of Economic Development, NOLABA, LSBDC, SBA, Goldman Sach's 10,000 small businesses, business incubators*
   When: *Next five years*
   Resources: *Grant funding*

   As noted earlier, there are a large number of programs in New Orleans providing small business financing and technical assistance. The number of programs grew considerably after Hurricane Katrina as a number of organizations established programs to support business recovery. While this is a positive development, it can complicate the efforts of existing or prospective small business owners to identify and access the assistance that is best tailored to their needs. Improved organizational coordination could yield a number of benefits such as:

   > Share information about the specific services and eligibility criteria of each organization on City website and Guide to doing business in New Orleans.
   > Promote small business participation in business development programs like Goldman Sach's 10,000 small businesses or accelerator programs at business incubators.
   > Host business information sessions that connect business owners and entrepreneurs to business assistance providers.
   > Common assessment and referrals so that whichever organization a business initially approached, a match with the most appropriate provider could be more easily made.
   > Collaboration on staff training and professional development and possibly certification standards to improve staff proficiency.
   > Common outcome metrics to help organizations track the progress of client businesses and assess their performance.
   > Improved coordination to identify gaps in services or financing tools and enable organizations to work collaboratively to address these gaps.
   > Establishment of a pool of shared specialized business consultants.
   > A common business mentoring program with local business organizations.
   > Joint marketing tools, such as a small business assistance web portal.

   Additional staffing will be required to manage these additional responsibilities.

2. *Organize and streamline comprehensive business permitting process through the One Stop Shop.*
   Who: *One Stop Shop, Dept. of Safety and Permits, Dept. of Revenue*
   When: *Next five years/Ongoing*
   Resources: *General Fund, permit fees*

   The city should continue to address bureaucratic hurdles to licensing and the permitting process and a strict implementation timeline.

   > Continue to update and review ways to streamline the permitting process and respond to concerns of business communities and individuals.

3. *Improve access to public contracting opportunities for small and minority-owned businesses.*
   Who: *Office of Supplier Diversity, Procurement*
   When: *Next five years/Ongoing*
   Resources: *Staff time*

   While the city and many of its independent public agencies have established programs to promote contracting to targeted small, minority and disadvantaged business enterprises, these programs have not been used to their fullest extent. Public agencies with special

contracting programs can address these issues by establishing a collaborative small contractor support initiative. Common policies and procedures that would make it easier for targeted small businesses to qualify and compete for designated contracting opportunities include:

> Joint communications tools to advertise all contracting opportunities.
> Establishment of a single qualification process.
> Sufficient staffing to turn around applications in a timely manner.
> Contract structures and bidding processes that facilitate targeted business participation such as:

- *Break larger master contracts into smaller pieces to increase bidding opportunities for smaller contractors.*
- *Structure contracting process to give smaller contractors larger pieces of fewer jobs to lessen their administrative burden.*

Another factor that inhibits small contractor participation in these programs is the inability to obtain surety bonds of sufficient amounts from private financing sources. The Collaborative for Enterprise Development or the new small business partnership now under consideration by the city should explore the establishment of a small contractor bonding program to address this issue.

8.B Provide a wide variety of business supports across industries and skill levels, including small- and micro-business base.

RECOMMENDED ACTIONS

1. *Trainings and programming delivered through City and community programs and Cultural Innovation District.*
   Who: *Mayor's Office, Office of Supplier Diversity*
   When: *Next ~~one to~~ five years*
   Resources: *General funds, Grant funds*

8.C Encourage the value of supporting local businesses for both residents and businesses.

RECOMMENDED ACTIONS

1. *Encourage the proactive procurement of products and services from local businesses.*
   Who: *Office of Supplier Diversity*
   When: *Next ~~one to~~ five years*
   Resources: *General funds*

2. *Drive local spending to increase tax base through municipal support of a "buy local" marketing campaign.*
   Who*: Mayor's Office, Office of Economic Development, NOLABA, GNO, Inc.*
   When: *Next five years*
   Resources: *General fund, Grant funds, NOLABA funds, GNO, Inc. funds*

8.D Encourage balance in economic development through investment in big business, small business, and micro-business.

RECOMMENDED ACTIONS

ATTACHMENT A

1. *Identify and leverage sources of capital to support business development*
   Who: *Office of Supplier Diversity, NOLABA*
   When: *Next ~~three~~* ***five*** *years*
   Resources: *BuildNOLA Mobilization Fund; Economic Development Fund (EDF); NOLABA Small Business Ecosystem; Local and Community Banks; Community Reinvestment Act (CRA) credits; New Market Tax Credits; Restoration Tax Abatement (RTA) credits; Industrial Development Board bonds; Alliance for Economic Inclusion and FDIC.*

ATTACHMENT A

GOAL **9**

A 24-hour downtown to support its role as an economic driver

9.A Revitalize downtown New Orleans and Canal Street and transform downtown into a thriving, mixed use urban center.

RECOMMENDED ACTIONS

1. *Improve and enhance downtown as a vibrant mix of urban districts for work, entertainment, shopping and living.*
   Who: *DDD, City officials, City ITI Department*
   When: *Next five years*
   Resources: *Staff time*

   > A center for business and commerce.
   > A marketplace of mixed-use development with enough residences and businesses to sustain a robust retail market.
   > A great neighborhood to live that is safe and has accessible amenities.
   > The world's meeting place in the convention center.
   > A center of culture and tourism.
   > Support DDD's pilot program to bring unoccupied upper floors back into commerce.
   >Support development of more family-friendly attractions downtown.
   > Encourage smart city infrastructure, including Wi-Fi, internet fiber infrastructure, and other technological innovations that attract millennials and digital media businesses.

2. *Pursue public/private partnerships and land assembly in critical locations to expedite infill redevelopment.*
   Who: *DDD, City officials*
   When: *Next five years*
   Resources: *Staff time, DDD and City resources*

   >Consolidation of key parcels would make them more marketable and would allow for greater flexibility in redevelopment.
   >Foster collaboration among public and private partners to develop key City-owned and blighted parcels such as Piazza D'Italia.

3. *Continue to support the renovation of downtown theater venues and the realization of the theater district initiative.*
   Who: *DDD, Canal Street Development Corporation*
   When: *Next five years*
   Resources: *Staff time*

   The Downtown Development District and the City should continue to pursue the renovation Loew's State Palace Theater, working closely with the owners to identify financing and/or potential investors. The city could also pursue the path that it has taken with the Saenger Theater and take an active ownership role in restoring the State Palace.

4. *Improve the retail market along Canal Street to reestablish it as one of the city's primary commercial corridors.*
   Who: *DDD, Canal Street Development Corporation, Code Enforcement, CPC, NOLABA*
   When: ~~*First*~~ ***Next*** *five years*
   Resources: *Staff time*

ATTACHMENT A

> *Identify priority "keystone" properties and "keystone" retailers to catalyze market momentum and attract further investment.*

Along Canal Street, efforts at redevelopment should be directed especially towards the Riverfront end of Canal. If a continuous swath of quality commercial and mixed use development could be generated in this area, subsequent investment would likely ensue, driving activity further up Canal Street.

> *Provide incentives and gap financing to "signature" local and national retailers to locate along Canal Street.*

In addition to working with property owners to redevelop physical structures along Canal, the City and DDD should also consider the use of direct financial inducements such as HUD Section 108 loans to the "keystone" retailers who would occupy those structures.

> *Clarify and enforce permissible uses of commercial spaces on Canal Street.*

[Recommendations for Neighborhood Commercial Districts can be found in Chapter 5.]

5. *Continue to market the use of tax credits and other incentives to encourage the rehabilitation of historic structures and new construction.*
   Who: *City Officials, DDD, Canal Street Development Corporation*
   When: *Next five years*
   Resources: *Staff time*

   The City and DDD must remain aggressive in reaching out to property owners and developers to ensure that they are aware of GO Zone incentives, legislation such as expanded New Markets Tax Credits, Historic Rehabilitation Tax Credits, and Low Income Housing Tax Credits. The City and DDD should also direct stakeholders to the resources that can help to guide them through the considerable technical, legal, and financial requirements of these programs. The City should also push Congress for a long-term extension of the GO Zone program both to maintain stalled projects' eligibility for the subsidies and to facilitate more of a phased (though still substantial) pace of redevelopment.

   >*Develop a set of predictable, transparent public incentive tools to encourage development at the local level.*
   >*Identify development needs; align public incentives to need; invest in development projects that are aligned to identified needs.*
   >*Market incentives and make efforts to help developers succeed in meeting DBE, Local Hire and other requirements.*

6. *Continue agressive code enforcement to ensure code compliance.*
   Who: *HDLC, Code Enforcement*
   When: *Next five years*
   Resources: *Staff time*

   > *Code enforcement must continue to be a priority to ensure the orderly appearance of downtown and Canal Street and to limit the growth of illegal, nuisance uses.*

7. *~~Through the new zoning ordinance,~~* ***E****nsure that new development throughout downtown meets the highest standards for context sensitivity and overall design quality.*
   Who: *CPC*
   When: *Next five years*
   Resources: *Staff time*

ATTACHMENT A

~~Creating clear, demanding~~ **The** design guidelines in the new zoning ordinance ~~will~~ ensure that new construction actually adds value and character to downtown streets, which will in turn attract additional investment. New zoning and design guidelines ~~should~~ insist on a more attractive treatment of on-site parking, building facades that encourage pedestrian activity and engage the street, and a higher standard for building materials and overall design quality.

While taking into consideration the scale of existing and adjacent neighborhoods, the new zoning regulations ~~should~~ also allow sufficient capacity in height and density to encourage the redevelopment of surface parking lots.

8. ***Provide incentives to facilitate safe and enhanced occupancy of vacant upper floors of buildings in the CBD and nearby Vieux Carré, and other historic commercial areas.***
   Who: Economic Development
   When: Next five years
   Resources: Staff time

9.B Enhance transit, pedestrian and bicycle access to and within downtown as part of a larger equitable system of access across the city.

The transportation element of this Plan (Chapter 13) outlines some of the specific route adjustments, performance improvements, and other changes that the RTA should implement to attract more riders. All of these improvements will greatly improve transit access to downtown and will therefore make downtown a more compelling destination for work, shopping, and entertainment. However, many improvements specifically targeted to downtown would make for a more inviting, accessible, and pedestrian friendly environment.

RECOMMENDED ACTIONS

1. *Implement policies that encourage efficient management of the curb space in the downtown area and along commercial corridors.*
   Who: *DDD, DPW*
   When: *Next five years*
   Resources: *Staff time*

   >Use data to inform planning for pedestrian and vehicular traffic and parking.
   > Update and repair pedestrian and vehicular wayfinding signage. Expand wayfinding from Downtown to city-wide.
   >Support bike- and car-share initiatives.

2. *Improve the pedestrian environment throughout downtown.*
   Who: *DDD, DPW*
   When: *Next five years*
   Resources: *Staff time; bonds*

Streetscape improvements are needed**, similar to the improvements in the Rampart / Loyola corridor,** to set the stage for redevelopment along a number of corridors: ~~the Rampart/Loyola corridor, currently dominated by surface parking lots, and~~ the Tulane Avenue corridor adjacent to the Tulane Medical Center and the shuttered VA and Charity hospitals. In order to create additional access points to the Riverwalk, increase ridership on the Riverfront Streetcar, and enliven the streetscape on Convention Center Boulevard, a number of pedestrian access points should be created. These pedestrian promenades should be clearly demarcated, visible, attractively landscaped, and should incorporate commercial development

to ensure that they remain active and safe. **In order to pilot test potential streetscape improvements, the City and DDD can work the Arts Council of New Orleans to develop a "Pavement to Parks" initiative. The initiative would encourage the development of temporary, low-cost parakettes and plazas throughout these areas.**

>Invest in sidewalk repair and accessibility.
>Create a thoughtful and clearly marked walkable path outside of the French Quarter to bring tourists to other areas of downtown.

3. *Enhance bicycle connectivity to downtown through the provision of bike infrastructure.*
   ***Who:** DDD, DPW; Project Delivery Unit*
   ***When:** Next five years*
   ***Resources:** D-CDBG; bonds; Staff time*

The Transportation element of this Plan (See Chapter 13) outlines a number of specific recommendations for improving the bicycle infrastructure of the entire city.

>Support bike share initiatives.

4. ***Consider incentivizing the development of downtown parking structures as multi-modal transit hubs that include facilities/amenities to encourage biking and walking.***
   Who: Arts Council of New Orleans, DDD, CPC
   When: Next five years
   Resources: Arts Council and DDD funds, Staff time

The City should encourage and incentivize the development and rehabilitation of downtown parking structures that provide amenities to encourage biking and walking (i.e. showers, lockers and locker rooms, bike parking and bike share, green spaces, and public art).

~~9.C Connect jobs, rapid transit, and quality affordable housing for all, to ensure equitable access to downtown~~

5. ***Ensure that the City's*** ~~*Create an*~~ *affordable housing policy* ***locates housing in areas adjacent to transit which will provide access to downtown and other job centers.***
   Who: Office of Community Development, Office of Economic Development, GNOHA
   When: Next one to two years
   Resources: General funds, Grant funds

~~9.D Create safe, viable, creative and engaging public spaces~~

~~RECOMMENDED ACTIONS~~

~~1.~~ ~~*Actively enforce the City's no-smoking policy*~~
   ~~*Who: Health Department, NOPD*~~
   ~~*When: Next one to two years*~~
   ~~*Resources: General funds*~~

~~2.~~ ~~*Build a reliable, safe, and speedy transit system*~~
   ~~*Who: RTA, Regional Planning Commission, LADOTD, DOT*~~
   ~~*When: Next one to twenty years*~~
   ~~*Resources: General funds, Grant funds*~~

ATTACHMENT A

~~3.~~ ~~*Create an affordable housing policy*~~
~~*Who: Office of Community Development, GNOHA, FANO*~~
~~*When: Next one to two years*~~
~~*Resources: General funds, Grant funds*~~

9.C Make investments to public parks, buildings and other facilities to attract private investment.

RECOMMENDED ACTIONS

1. *Continue improvement to public spaces and building such as Armstrong Park and Municipal Auditorium.*
   Who: *Project Delivery Unit*
   When: *Next five years*
   Resources: *Recovery funds, bonds*

   > Build upon recent renovations to Armstrong Park to improve access, visibility, and amenities.

   In preparation for the reopening of the Mahalia Jackson Theater, the city completed incremental renovations to Armstrong Park. Additional improvements should include: improved access and more pedestrian entrances at the perimeter of the park; the installation of recreational facilities behind the Mahalia Jackson Theatre; the completion of the National Park Service's proposed Jazz National Historical Park; and the renovation of the Municipal Auditorium.

2. *Renovate the central library on Loyola Avenue and transform it into a "signature" public building.*
   Who: *Project Delivery Unit; Orleans Parish Library*
   When: *Medium term*
   Resources: *CDBG, bonds*

   In a number of cities across the country such as Seattle and Chicago, the main public library serves as an iconic civic space.

3. *Continue redevelopment of the Iberville Public Housing Development to create a new, mixed income community.*
   Who: *Housing Authority of New Orleans with private developers*
   When: *Next five years*
   Resources: *Federal funding*

   The Iberville Housing development, while long celebrated as the most desirable of New Orleans' public housing complexes, nevertheless **suffered**~~s~~ from violence and the effects of concentrated poverty. It is also seen as a major deterrent to additional investment along Canal Street and the Rampart Avenue corridor. Iberville**'s** should be redevelop~~ed~~**ment** as a mixed income development~~, but~~ **should be guided by** a number of principles ~~must guide its redevelopment~~:

   > units must accommodate a broad range of incomes: from public housing units to market rate units;
   > existing buildings should be largely preserved;
   > community serving commercial development, such as a grocery store, should be incorporated into the redevelopment plans; and
   > extensive social services, such as child care, youth development, and access to job training, should be incorporated into redevelopment plans.

ATTACHMENT A

GOAL **10**

Cultural Preservation

10.A Connect businesses to partnerships that advance and strengthen the cultural economy

RECOMMENDED ACTIONS

1. *Creation of a new Cultural Preservation chapter of the Master Plan that focuses on the people and traditions, the way the Historic Preservation chapter focuses on buildings and architecture.*
   Who: *Mayor's Office, Office of Cultural Economy, City Planning Commission*
   When: *Next ~~one to two~~* ***five*** *years*
   Resources: *General funds*

ATTACHMENT A

Shared destiny involves promoting equity

Equity means fairness, equal opportunity, and treating everyone with respect and dignity. It is a concept of fundamental importance to every New Orleanian regardless of background, economic standing, or other kind of difference.

Louisiana's constitution bans racial bias; the city charter states that New Orleans does not tolerate discrimination. Beyond basic fairness, equity today stands as an essential component of economic development: cities that compete most successfully for jobs and investment make sure that no one is denied basic rights and opportunities because of race, age, gender, religion, sexual orientation, or disability.

While usually conceived of in purely economic terms, achieving equity takes many forms.

Employment: Enhancing Workforce Development
The Master Plan outlines strategies for offering people of every education and skill level more opportunities for lifelong education and career development.

Entrepreneurship: Creating an Environment Friendly to Small Business
Ensuring that economic-development initiatives benefit the full spectrum of the community, including small and minority-owned businesses, will require building the principle of inclusion into all economic development efforts.

Rebuilding: Making Strategic Investments in Neighborhoods According to Condition and Need
Like all American cities, New Orleans must address disparities among neighborhoods by ensuring that each one receives the public investment in facilities and infrastructure it requires in order to thrive. The Master Plan outlines a range of condition-specific strategies for making public policy and investments that take into account differing neighborhood challenges and needs.

Civic: Creating a Business-Friendly Culture Within City Government
A streamlined, business-friendly culture within city government contributes to equity by assuring access to business assistance and services for businesses of any size and instills confidence in both residents and potential investors from outside New Orleans. The Master Plan outlines steps the City can take to build a more transparent, responsive, and fair business climate.

Cultural: Support the Creative Contributions of Every Member of the New Orleans Community
New Orleans music, crafts, arts, and dance programs have disappeared in recent years. Minneapolis/St. Paul and other cities have initiated programs that focus on using the arts to keep at-risk youth in school and move people into creative roles in the workforce. A New Orleans Cultural Commission or Department of Cultural Affairs could help recapture the human potential lost with these programs—while extending the city's rich cultural legacy and strengthening competitiveness for high-value heritage tourism—by collaborating with nonprofits, schools, and other partners on efforts.

Environmental: Promote Environmental Equity
Environmental justice and equity requires that all groups and places should have equal access to environmental goods like clean air and water and that no group or place should bear a disproportionate burden of environmental problems. The Master Plan outlines environmental strategies to benefit all parts of the City.

Cities like Atlanta, Baltimore, and Chicago have learned that when residents don't trust city government to be fair and to serve everybody's needs, residents compete for control of the levers of power rather than joining in community-wide efforts to solve deeply rooted problems. Like all of the Master Plan's core policies, those related to equity should be monitored annually, and these and other cities offer effective models of how that can be done.

VOLUME 2

chapter 9

ENHANCING PROSPERITY AND OPPORTUNITY

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
1	***A strong, effective public-private partnership to maintain, recruit and expand the economic base***	**1.A.** Establish and fund the public-private partnership (PPP).	9.15
		1.B. Develop PPP staff capacity and organizational framework to support the development of economic base industry.	9.16
		1.C. Establish working groups for each economic base industry.	9.16
		1.D. Develop a business retention and expansion program through PPP.	9.18
		1.E. Partner with GNO Inc. on business recruitment activities.	9.18 - 9.19
		1.F. Retain and attract educated and skilled workers at all levels by expanding and broadening participation in existing talent retention and attraction efforts.	9.19
		1.G. Engage young people in civic activities and cultivate new leadership.	9.20
2	***Local government that supports high quality of life by delivering cost effective and efficient services to both businesses and residents***	**2.A.** Make New Orleans a safer, more reliable city in which to live, work and play.	9.21
3	***Preservation and expansion of established industries***	**3.A.** Preserve and enhance the tourism industry.	9.22
		3.B. Preserve and expand the arts and culture industries.	9.23

		3.C. Preserve and expand the port and maritime	9.26
GOAL		**POLICIES FOR DECISION MAKERS**	**FOR MORE INFORMATION, SEE PAGE:**
3	***Preservation and expansion of established industries***	**3.F.** Preserve and strengthen higher education as an established employment sector.	9.32
4	***Fostering of emerging industries to expand economic opportunity***	**4.A.** Expand the medical and life sciences industry.	9.32
		4.B. Expand the film, video and digital media industries.	9.33
5	***Nurturing of potential new industries that capitalize on New Orleans' competitive strengths***	**5.A.** Support development of coast protection and restoration industries.	9.34
		5.B. Support development of green energy industries such as river, solar and wind energy.	9.34
		5.C. Support development of a sustainable building design and construction industry.	9.35
		5.D. Encourage significant job creation in sustainable building design and construction through marketing incentives and workforce training opportunities.	9.35
6	***A well-educated and skilled workforce with state-of-the-art workforce development programs that support a growing economy***	**6.A.** Maintain and strengthen the role of higher education as critical employers and contributors to the growing knowledge economy.	9.36
		6.B. Ensure that every student graduates from high school with basic work skills or prepared to advance to post-secondary education.	9.37
		6.C. Expand and improve coordination of the adult workforce development system.	9.38
7	***An Entrepreneurial culture***	**7.A.** Support the development of new entrepreneurial ventures.	9.40
8	***A vibrant local small-business base***	**8.A.** Sustain and grow the city's small- and micro-business base.	9.41
9	***A 24-hour downtown to support its role as an economic driver***	**9.A.** Revitalize downtown New Orleans and Canal Street to transform downtown into a thriving, mixed-use urban center.	9.43
		9.B. Enhance transit, pedestrian and bicycle access to and within downtown.	9.45
		9.C. Make investment to public parks, buildings and other facilities to attractive private investment.	9.46

Urban economic competitiveness in the 21st century

During much of the period following World War II, jobs—and people—moved out of older cities to newer suburbs and regions. Recent demographic and economic shifts, however, have made historic cities like New Orleans more competitive economically. Four trends stand out.

- Singles and households without children increasingly dominate housing markets and have chosen in growing numbers to live in urban neighborhoods. According to urban economist Arthur Nelson, the U.S. already has roughly all the large-lot suburban housing it will need in 2030 but only *half* the closer-in, small-lot and urban housing it will need then.
- CEOs for Cities President Carol Coletta reports that companies increasingly look to where millennials (25- to 34-year-olds) are moving to make investment decisions. These young people increasingly value the ability to live in or near a vibrant walkable downtown.
- Chris Leinberger, a Visiting Fellow at the Brookings Institution who specializes in land use, reports that walkable, mixed-use developments now command a sizable value premium over single-use developments. In addition, urban households with access to public transportation often spend half or less as much of their disposable income on transportation as do "auto-dependent" suburban households.
- Peter Kwass, the Master Plan's economic development consultant, reports that across America jobs have started to follow educated and skilled workers back into cities, where these workers want to live.

new orleans
MASTER PLAN AND COMPREHENSIVE ZONING ORDINANCE

fact sheet

THE ECONOMY

Economic Structure and Performance

Biggest employers by industry in order, 2007

- Health care and social assistance (17%)
- Leisure and hospitality (13%)
- Educational services (11%)
- Public administration (11%)
- Professional, scientific, and technical services (8%)

Unemployment

- 7.4% in July 2009 (U.S. 9.4%)

Competitive strengths as a location for employers, 2007

High concentrations of employment relative to national averages in the following industries:

- Oil and gas
- Leisure and hospitality
- Professional, scientific, and technical services
- Transportation and warehousing industries
- education

WHAT DOES IT MEAN?

- Tourism, trade, and to a lesser extent, oil and gas, remain the mainstays of the city's economy
- The strength of the knowledge-based industries of education, professional, scientific and technical services provide a foundation on which to create more highly-skilled, high paying jobs.
- The state ranks relatively low in its technology resource base (as measured by R&D expenditures, patents, and venture capital investment).
- The city ranks relatively low in the percentage of residents with high school diplomas, but the city has a relatively large number of college-educated workers.

Entrepreneurship and Innovation

- Louisiana ranks 35th among states in formal venture capital investment, with only 0.04 percent of the national total (2007)
- Louisiana ranks 37th among states in total government, academic, and industry Research and Development (R&D) spending (2005)
- Louisiana ranks 31st among states in high tech employment (2006)
- Almost nine of ten businesses are small businesses (2007)

Workforce (2007)

Labor force participation

- About six in ten residents 16 years and over are working or actively looking for work (91st among the 100 largest U.S. cities)

Occupations

- More than 80% of adult residents work in management, professional, service, sales, and office occupation

Industries

- Industries employing 6 in 10 city residents are leisure and hospitality, education, health care, professional, scientific and technical services, and construction
- Retail, transportation, finance, and manufacturing, are lesser sources of employment
- Almost 20,000 workers are self-employed

Income and Poverty (2007)

Household Incomes

- Median household income is approximately $38,700 (74th among the 100 largest U.S. cities)
- Median household income among whites is more than double that among African-Americans

Poverty rate

- More than one in five residents lives below the poverty level (28th among the 100 largest U.S. cities)
- The poverty rate among African-Americans is more than triple that among whites

Education (2007)

- About eight in 10 adult residents (25 years and over) hold a high school diploma (59th among the 100 largest U.S. cities); about one-third hold a bachelor's degree (45th)
- 25 percent more adult white residents have a high school diploma than African-Americans residents; more than four times as many whites hold a bachelor's degree

Sources:
ERI 2009; Brookings Institute 2009; U.S. Census Bureau ACS; AeA, Cyberstates 2008; National Venture Capital Association; U.S. Census Bureau; National Science Foundation; U.S. Department of Labor, Bureau of Labor Statistics,; Louisiana Workforce Commission,; BizMiner

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FINDINGS

- The economic sectors that provide the most jobs are: tourism; education; health care; professional, scientific, and technical services; and public administration.
- Almost nine of ten businesses in New Orleans have fewer than 25 employees.
- Key organizations involved in adult education and workforce development include the Job 1 Career Centers, Delgado Community College/Louisiana Technical College (LTC) and non-profit and community based organizations. Numerous initiatives to provide work experience programs for high school students are in early stages, but are not always well connected to employers.
- A number of organizations have been established to promote talent attraction and retention.
- New organizations are energizing efforts to develop and grow small entrepreneurial companies.
- The city's research institutions have created untapped opportunities for the development of new, high-growth, technology-based companies.
- Downtown New Orleans remains a vital business, civic, cultural, and entertainment district and has the greatest concentration of employment and employers in the New Orleans metropolitan area.
- Downtown has ample opportunities for infill development.

CHALLENGES

- Maintaining economic momentum.
- Keeping the Port of New Orleans competitive with other Gulf Coast ports (*e.g.,* Houston).
- Growing new industries that will take up the slack from the eventual slowdown of recovery-related economic activity.
- Building the research capacity, the university-industry linkages, and the managerial talent to support the development of technology-based industries.
- Retaining the city's indigenous cultural talent.
- Addressing workforce deficits that discourage the development of knowledge-driven industry.
- Capitalizing on economic activities stimulated by recovery activities to build sustainable new industries.
- Increasing employer engagement in work experience programs for youth and adult workforce development.
- Establishing stronger linkages between secondary and post-secondary education.
- Addressing shortages and inaccessibility of adult education locations.
- Connecting newcomers to employment and entrepreneurial opportunities.
- Creating living environments that are attractive to young professionals.
- Establishing a stronger entrepreneurial culture within the city.
- More effectively building and leveraging the research base of the city's research universities to commercialize new technologies locally.
- Leveraging new resources for small business development to develop a more integrated approach to small business assistance.
- Streamlining the business regulation practices.
- Helping small businesses make more use of available incentives.

Acronyms

To aid in reading this section, below is a list of acronyms used within the text:

CPC	City Planning Commission	**NORA**	New Orleans Redevelopment Authority
DPW	Department of Public Works	**PPP**	Public-private partnership
GNO, Inc.	Greater New Orleans, Inc.	**RPC**	Regional Planning Commission
HDLC	Historic District Landmarks Commission	**RTA**	New Orleans Regional Transportation Authority

A Introduction

New Orleans is a city whose workforce encompasses musicians and artists, hotel workers, oil and gas engineers, professors, port workers — and life science researchers, spaceship builders, and digital media entrepreneurs. The city is in an economic transition, still relying on many of its traditional industries while fostering emerging sectors. The economic development section of the Master Plan identifies and describes New Orleans' important economic base industries — established, emerging, and potential — as well as the building blocks of economic prosperity that create the environment for development of human capital and new enterprises. New Orleans' ability to grow, promote and sustain the processes of innovation, trade, and investment — its capacity to produce — is the key to achieving shared and sustainable economic growth. This capacity to produce is a function of the community's human resources, entrepreneurial climate, physical infrastructure, economic institutions, and general quality of life, as well as how they are put to use. These are the building blocks of the economy:

- **Human capital building blocks:** high-quality education and workforce training at all life stages; cultural and recreational amenities; vibrant, safe, convenient, and environmentally sustainable neighborhoods; and partnerships with regional and state economic development entities.
- **Entrepreneurial culture building blocks:** a robust academic research base; aggressive movement of new technology into the marketplace; a risk-oriented investment community; a critical mass of professional services and technical assistance; appropriately designed and priced physical space; ample opportunities for networking and collaboration.
- **Additional economic building blocks:** physical infrastructure to support a variety of industries; efficient and cost-effective local government and regulations. ***(Infrastructure and transportation, including the airport, are discussed in greater detail in Chapters 10 and 11.)***

Economic base industries are the key to wealth creation and economic prosperity. They sell their products and services to business and consumers from elsewhere — regionally, nationally, and internationally — which brings new income that creates jobs and increases business as it circulates within the local economy. Over the next 20 years, the city must continue to support its established industries, while nurturing emerging and new industries where New Orleans has a competitive advantage:

- **Established industries:** tourism, arts and culture, maritime trade, advanced manufacturing, and oil and gas.
- **Emerging industries:** life sciences, media and film.
- **Potential industries:** segments of alternative energy technology, coastal protection and restoration technology, and advanced building technology.

B Recommendations

A recommendations **Summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **Getting Started**. The **Narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions discussion to inform understanding of the goals, policies, strategies and actions are included in Volume 3, Chapter 9.

Summary

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
1. A strong, effective public-private partnership to retain, maintain, recruit and expand the economic base.	**1.A.** Establish and fund the public-private partnership (PPP).	1. Secure a 3- to 5-year funding commitment by the City and the private sector.	Mayor's office; Business Council	First five years	City Economic Development Fund; private funds	9.15
		2. Ensure a diverse board representative of the community and familiar with different economic sectors.	PPP	First five years	PPP funds	9.16
	1.B. Develop PPP staff capacity and organizational framework to support the development of economic base industries.	1. Identify and hire industry experts.	PPP,	First five years	PPP funds	9.16
	1.C. Establish working groups for each economic base industry.	1. Form working groups with key industries.	PPP	First five years	PPP funds	9.16
	1.D. Develop a business retention and expansion program through PPP.	1. Develop a database of targeted companies	PPP, volunteers from business organizations, regional and state agencies.	First five years	PPP funds, Regional and State sources	9.18
		2. Develop a visitation program.	PPP, volunteers from business organizations, regional and state agencies.	First five years	PPP funds, Regional and State sources	9.18
	1.E. Partner with GNO Inc. on business recruitment activities	1. Commit at least one PPP staff member to work with property owners and commercial real estate agents to identify potential redevelopment sites and collect relevant data.	PPP	First five years	PPP funds	9.18 - 9.19
		2. Provide GNO Inc. with continuously updated location/parcel information for its web/based site selection tool.	PPP, ITI	First five years	PPP funds	9.19
	1.F. Retain and attract educated and skilled workers at all levels by expanding and broadening participation in existing talent retention and attraction efforts.	1. Increase and improve engagement from the city's business, academic, civic and political leadership to build on nonprofit and grass roots organizations efforts to connect college students to employment opportunities within New Orleans.	PPP working with business and city agencies	First five years	PPP funds, business support	9.19
		2. Support a national marketing campaign aimed at prospective students or recent graduates with targeted web and print marketing.	PPP working with business and city agencies	First five years	PPP funds, business support	9.20

		~~3. Include lifestyle preferences of young professionals in housing, urban design and transportation planning.~~	~~PPP working with business and city agencies~~	~~First five years~~	~~PPP funds, business support~~	~~9.20~~

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FIRST FIVE YEARS: 2010-2014 **MEDIUM TERM:** 2015-2019 **LONG TERM:** 2020-2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
1. A strong, effective public-private partnership to retain, maintain, recruit and expand the economic base.	1G. Engage young people in civic activities and cultivate new leadership.	1. Actively solicit young professional membership in civic organizations.	PPP working with CPC and RTA	First five years	Staff time	9.20
		2. Carve out responsible roles for young professionals in community projects.	PPP working with CPC and RTA	First five years	Staff time	9.20
2. Local government that supports high quality of life by delivering cost-effective and efficient services to both businesses and residents	2.A. Make New Orleans a safe, more reliable city in which to live, work and play by ensuring basic service delivery.	1. Provide, maintain, and repair basic infrastructure and transportation systems for a safer, more dependable and efficient city environment.	RTA; DPW; RPC; Capital projects	First five years	Local, state and federal funds	9.21
		2. Ensure the city is protected from flood and storm risks.	DPW; S&WB; Corps	Medium term	Federal funding	9.21
3. Preservation and expansion of established industries	3.A. Preserve and expand the tourism industry.	1. Increase funding for tourism marketing efforts, identify new market development and marketing targets, and increase coordination among city tourism organizations.	Tourism organizations	First five years	Business funding; city economic development funds	9.22
		2. Invest in new tourism and attractions that complement current offerings, such as the theater district and heritage tourism.	PPP working with tourism organizations, private business, city agencies, Saenger Theater Partnership	Medium term	PPP funds; city Staff time; private investment	9.22
		3. Promote appropriate forms of development to improve the quality of retail, restaurant, and entertainment options along Canal Street.	Canal Street Development Corporation (CSDC); Downtown Development District (DDD)	First five years	CSDC and DDD	9.22
		4. Improve connectivity in downtown and among tourist areas with transit and pedestrian improvements.	RTA; DPW; DDD	First five years	Federal transportation funds; DDD funds	9.22
		5. Augment the perception and reality of safety in tourist areas.	DDD; Police Department	First five years	DDD	9.23
		6. Strengthen workforce development programs in hospitality and retail.	Business working with public schools; Job 1; Delgado Community College	First five years	Local, state, and federal funding	9.23

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FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS:				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
3. Preservation and expansion of established industries	**3.B.** Preserve and expand the arts and culture industries.	1. Market the city as an arts and cultural center to locals, visitors, potential visitors, and arts competitions.	Tourism and arts organizations	First five years	Staff time	9.23
		2. Develop additional cultural facilities and venues.	Tourism and arts organizations	First five years	Staff time	9.24
		3. Support more comprehensive and coordinated workforce and cultural entrepreneurship training.	Job 1; PPP	First five years	Staff time	9.24
		4. Encourage policies to make New Orleans a more appealing and affordable environment for creative professionals.	CNO, Inc; PPP	First five years	Staff time	9.25
		5. Support more comprehensive and coordinated cultural marketing approaches including efforts targeted at different industry segments.	PPP	First five years	Staff time	9.25
		6. Market and invest in state-designated Cultural Products Districts.	Community Development	First five years	State funds; CDBG; private investment with tax credits	9.25
	3.C. Preserve and expand the port and maritime industries.	1. Further increase coordination among the Port of New Orleans, city agencies, and economic development organization to best address issues and advocate for funding.	Mayor's office; Port; PPP; city agencies	First five years	Staff time	9.26
		2. Support investments in capital improvements recommended in the Board of Commissioners Port of New Orleans Master Plan to make the Port of New Orleans the leader among Gulf Coast port facilities, while preserving quality of life for New Orleans residents..	Port; city agencies	First five years	State and federal funds	9.26
		3. Seek to increase value-added manufacturing and distribution activities on port-owned industrial land.	Port; NORBP; PPP	First five years	Port funds; PPP	9.26
		4. Advocate for a cohesive state policy on port investments.	Mayor's office	First five years	Staff time	9.27
		5. Secure financing and construct a new cruise ship facility at Poland Avenue.	Port	Medium term	State and federal funds	9.27

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FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
3. Preservation and expansion of established industries	**3.D.** Preserve and expand advanced manufacturing.	1. Monitor and advocate for continued NASA commitment at Michoud Assembly facility.	Local, regional and state economic development leaders	First five years	Staff time	9.28
		2. Recruit NASA subcontractors to the NORBP, including through improvements to the business park.	PPP; GNO, Inc; Louisiana Economic Development; NORBP	First five years	Staff time; NORBP funds	9.28
		3. Continue to rebuild engineering programs in city universities.	Mayor's office; universities	First five years	Staff time	9.28
		4. Continue to increase the number of workers in the skilled trades through training programs.	Delgado Community College with manufacturer	First five years	State, federal and private funding	9.28
		5. Leverage the existing research base to diversity into other advanced manufacturing sectors.	PPP; GNO, Inc.; LED; NORBP	First five years	Staff time	9.29
	3.E. Preserve, expand and modernize the oil and gas industries.	1. Support retention and expansion of existing energy services firms and their high-paying jobs by working with them to identify their needs and taking steps to address them.	PPP; GNO, Inc.; Oil and Gas	First five years	Staff time	9.29
		2. Attract and retain scientific, engineering and technical talent.	PPP; GNO, Inc.; Oil and Gas	First five years	Staff time	9.29
		3. Strengthen research and commercialization of advanced, environmentally sustainable oil and gas technologies.	Universities; oil and gas industry	Medium term	Grants and private funding	9.29
	3.F. Preserve and strengthen higher education as an established employment sector.	1. Foster policies and promote funding that support institutions of higher education in the knowledge-based economic growth of the city, in the development of the local workforce, and as significant contributors to the job sector.	Universities; city officials, local economic leaders	Ongoing	State, federal and private funding, local policies	9.32

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FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
4. Fostering of emerging industries to expand economic opportunity	**4.A.** Expand the medical and life sciences industry.	1. Secure full funding for the LSU Medical Center and the Louisiana Cancer Research Consortium joint research center	Medical institutions; city leadership; CPC; BioDistrict	First five years	Federal, state and local funding	9.32
		2. Provide planning leadership for Medical District.	BioDistrict; CPC	First five years	Staff time	9.32
		3. Promote more collaboration among Institutions and leverage research synergies.	City leadership and state delegation	First five years	Staff time	9.32
		4. Attract entrepreneurs to New Orleans with the management skills to move promising technologies into the marketplace.	PPP; Regional Biosciences Initiative; entrepreneurship development organizations; universities	Medium term	Staff time; private funding	9.33
		5. Work to maintain and expand state funding for higher education and research in the life sciences.	Universities	Medium term	Staff time	9.33
	4.B. Expand the film, video and digital media industries.	1. Retain and attract creative talent through marketing, incentives, workforce development and professional networks.	PPP; GNO, Inc.	First five years	Staff time	9.33
		2. Develop facilities and support services for the film, television and music production industry, including site identification, regulation, and permitting.	PPP; GNO; CPC	First five years	Staff time	9.33
		3. Provide business startup and entrepreneurial assistance services, especially for digital media.	GNO	First five years	Staff time	9.33
5. Nurturing the development of new industries that capitalize on new market opportunities and the city's competitive strengths	**5.A.** Support development of coast protection and restoration industries.	1. Attract firms involved in coastal protection and restoration.	PPP; GNO, Louisiana Economic Development	First five years	Staff time	9.34
		2. Prepare higher education and workforce training programs to fill jobs in these industries at all levels.	Colleges and universities; Job 1	First five years	Federal, state and local funding	9.34
	5.B. Support development of green energy industries, such as river, solar and wind energy.	1. Conduct a market and competitive analysis to validate green energy opportunities.	PPP; Louisiana Economic Development	First five years	PPP funds	9.34
		2. Train workers for green energy industry jobs.	Colleges and universities; Job 1	First five years	Federal, state and local funding	9.34
		3. Provide incentives and regulatory conditions for location of research and production in hydrokinetic, solar, and wind energy.	GNO; Louisiana Economic Development	Medium term	State funding	9.34
	5.C. Support development of a sustainable building design and construction industry.	1. Capitalize on the potential for significant new business development and job creation in the alternative energy field.	CNO Inc.; PPP	First five years	CZO rewrite	9.35

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		2. Train workers for new green energy jobs.	Workforce Development; Job 1	First five years	Staff time	9.35

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
5. Nurturing the development of new industries that capitalize on new market opportunities and the city's competitive strengths	5.D. Encourage significant job creation in sustainable building design and construction through marketing incentives and workforce training opportunities.	1. Develop incentives and training for construction companies to adopt advanced construction methods.	PPP; LED; GNO Inc.	First five years	Staff time	9.35
		2. Capitalize on the emerging carbon credit market through energy-efficient construction to generate income for property developers and government.	PPP; Green Rebuilding; non profits	First five years	Staff time	9.36
6. A well-educated and skilled workforce and state-of-the-art workforce development programs	6.A. Maintain and strengthen the role of higher education in economic development.	1. Advocate for sufficient funding for public colleges and universities.	City leadership and state delegation	First five years	Staff time	9.36
		2. Enhance communication and cooperation between higher education and key industries.	PPP	First five years	Staff time	9.36
	6.B. Ensure that every student graduates from high school with basic work skills or is prepared for post-secondary education.	1. Establish a Business-School Partnership for Career Preparation that involves all schools and community based career preparation programs.	Business Council; Chamber of Commerce; school system; eventual coordination with Southeast Regional Alliance	First five years	Private funding; school Staff time	9.37
		2. Establish an early college program in high school.	School system; Delgado Community College; business-school partnership, if created	First five years	State and local school funds	9.37
	6.C. Expand and improve coordination of the adult workforce development system to more effectively meet the needs of both workers and employers.	1. Expand sites and technical education programs for adult workforce training, career development services.	Louisiana Technical College; Delgado Community College; Job 1	First five years	State and federal funds	9.38
		2. Increase the number of sites for adult education and satellite Job 1 Career Centers.	Delgado Community College with manufacturers	First five years	State and private funds	9.38
		3. Establish workforce Centers of Excellence in key economic base industries.	Delgado Community College with shipyards	First five years	State and private funds	9.38
		4. Establish a construction trades pre-apprenticeship program.	Job 1 and other workforce development organizations	First five years	Federal funds	9.38
		5. Improve coordination among providers and integrate client services.	Job 1 and United Way	First five years	Staff time	9.39
		6. Establish a workforce development working group in the PPP.	PPP	First five years	Staff time	9.39
7. An entrepreneurial culture	7.A. Support the development of new entrepreneurial ventures.	1. Complete the BioInnovation Center as a symbol of entrepreneurial infrastructure.	BioInnovation Center stakeholders	First five years	Center funding	9.40

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		2. Conduct an early stage capital study to identify needs and sources of pre-seed, seed and venture capital financing for the region.	PPP; GNO; Louisiana Technology Council; Biosciences Initiative; Idea Village	First five years	PPP and other organization funding	9.40
		3. Ensure the availability of commercial space for startup ventures.	PPP; CPC	First five years	PPP funds	9.41

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
8. A vibrant local small business base	**8.A.** Sustain and grow the city's small- and micro-business base.	1. Improve coordination of small business assistance services.	Collaborative for Enterprise Development	First five years	Grant funding	9.41
		2. Organize and streamline a comprehensive business permitting process and create a one-stop shop with dedicated staff.	Community Development Department	First five years	General fund; permit fees	9.42
		3. Improve access to public contracting opportunities through developing common policies and procedures, joint communications tools, a single qualification process for targeted programs.	Procurement offices of public agencies	First five years	Staff time	9.42
9. A 24-hour downtown to support its role as an economic driver	**9.A.** Revitalize downtown and Canal Street and transform downtown into a thriving, mixed-use urban center.	1. Improve and enhance downtown as a vibrant mix of urban districts for work, entertainment, shopping and living.	DDD	First five years	Staff time	9.43
		2. Engage NORA to pursue public private partnerships and land assembly in critical locations to expedite infill development.	NORA	First five years	NORA funds	9.43
		3. Adopt a historic rehab code, modeled on New Jersey's, to facilitate the renovation of upper floor space on Canal Street.	Safety and Permits; CPC; City Council	First five years	Staff time	9.43
		4. Expedite the renovation of downtown theater venues and the realization of the theater districts initiative.	DDD; Canal Street Corporation	First five years	Staff time	9.44
		5. Improve the retail market along canal street to reestablish it as one of the city's primary commercial corridors.	DDD; Canal Street Corporation	First five years	Staff time	9.44
		6. Continue to market tax credits and other incentives to property owners.	DDD; Canal Street Development Corporation	First five years	Staff time	9.44
		7. Continue aggressive code enforcement to ensure code compliance.	Safety and Permits; DDD; HDLC	First five years	Staff time	9.44
		8. Through the new zoning Ordinance, ensure that new development throughout downtown meets the highest standards for context sensitivity and overall design quality.	CPC	First five years	Staff time	9.45

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	9.B. Enhance transit, pedestrian and bicycle access to and within downtown.	1. Implement the Downtown Development District Downtown Mobility and Parking Study, including establishment of a coordinated parking program.	DDD; DPW	First five years	Staff time;	9.45
		2. Improve the pedestrian environment throughout downtown.	DDD; DPW	First five years	Staff time	9.45
		3. Enhance bicycle connectivity to downtown through the provision of bike infrastructure including the construction of the Lafitte Greenway.	DDD; DPW; Project Delivery Unit	First five years	Staff time	9.45

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
9. A 24-hour downtown to support its role as an economic driver	**9.C.** Make investments to public parks, buildings and other facilities to attract private investment.	1. Secure funding for the Reinventing the Crescent park on the river.	New Orleans Building Corporation	First five years	Staff time	9.46
		2. Continue improvements to public spaces and buildings such as Armstrong Park and Municipal Auditorium.	Project Delivery Unit	First five years	Recovery funds; bonds	9.46
		3. Renovate the central library on Loyola Avenue and transform it into a signature public building.	Project Delivery Unit; Orleans Parish Library	Medium term	CDBG; bonds	9.46
		4. Redevelop Iberville public housing to create a new, mixed income community.	Housing Authority of New Orleans with private developers	First five years	Federal funding	9.46

Getting Started

These items are short-term actions that can be undertaken with existing funding, or relatively little expenditure, and will help lay the groundwork for the longer-term actions that follow.

- Establish the proposed economic development public-private partnership (PPP) with a diverse and representative board and a set of working groups focused on existing, emerging and potential sectors and on workforce development.
- Work with regional and state agencies to further economic development goals.
- Complete and attract tenants to the BioInnovation incubator to provide a concrete sign of the viability of the New Orleans life sciences sector.
- Create more partnerships between business and higher education and workforce training programs, to meet growing demand for jobs at all skill levels.
- Advocate with the state to support local community colleges, universities and colleges as critical to future prosperity.
- Centralize and streamline assistance to small businesses.

Narrative

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GOAL 1

A strong, effective public-private partnership (PPP) to retain, maintain, recruit and expand the economic base

Developing strategies to grow New Orleans' economic base does not mean starting at square one. There is already a strong foundation of organizational capacity and resources on which to build. What is lacking, however, is communication, coordination, and alignment among industry, government, and the various organizations and institutions that support economic development within the City and throughout the region and State. The immediate challenge for New Orleans is to develop an organizational structure for economic development that brings key stakeholders together and creates a strategic framework for action, and one that can work more effectively with regional and state economic development entities. In an environment of increasingly scarce resources, it is essential to develop consensus around which actions will have the greatest impacts and to align efforts toward successfully implementing those actions. While generating additional resources will be critical, New Orleans will be more successful in doing so if all key economic development stakeholders are engaged, committed, and unified. Creation of an effective public-private economic development partnership is the critical first step in developing this economic-development consensus. The PPP will then play the central role in coordinating initiatives undertaken by the full range of city, regional, state and other agencies focused on economic development.

1.B Establish and fund the public-private partnership (PPP).

Economic development activities in New Orleans are currently fragmented among several public- and private-sector organizations. The PPP's joint public-private governance structure and professional management should engage stakeholders, particularly in the private sector, that have not worked closely with local government on past economic development initiatives.

RECOMMENDED ACTIONS

1. *Secure a 3 to 5 year public funding commitment, subject to the private match, both to establish the independence of the PPP and to ensure stability of funding during its startup and early operations*
   - *Secure funding from the City, and a private sector match.*

   Who: *Secure a 3 to 5 year funding commitment by the City and the private sector.*
   When: *First five years*
   Resources: *City Economic Development Fund; private funds.*

2. *Ensure a diverse board representative of the community and familiar with different economic sectors.*
   Who: *PPP*
   When: *First five years*
   Resources: *PPP Funds*

1.C Develop PPP staff capacity and organizational framework to support the development of economic base industries

The PPP should include industry experts in each of the economic base industries. The industry experts will work with businesses and other relevant actors to develop goals, strategies, and a set of action steps to support industry development, monitor progress toward goals, and adjust strategies as necessary. The industry experts can also play a role in the PPP's general business recruitment, retention and expansion activities.

RECOMMENDED ACTION

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1. *Identify and hire industry experts for each economic base industry.*
   Who: *PPP*
   When: *First five years*
   Resources: *PPP Funds.*

1.D Establish working groups for each economic base industry to be supported by PPP staff.
The agenda for each industry working group should result from a process involving further engagement, issues analysis, dialogue and consensus-building among industry representatives and other key actors.

RECOMMENDED ACTIONS

1. *Form working groups with key industries:*
   Who: *PPP*
   When: *First five years*
   Resources: *PPP funds.*

> ***Port and Maritime Industry Working Group***
Membership: Board of Commissioners Port of New Orleans, GNO Inc., private facility operators, shippers, railroads, existing port-related manufacturing and distribution businesses, industrial real estate developers and brokers

> ***Advanced Manufacturing Working Group***
Membership: NASA Michoud, New Orleans Regional Business Park, shipbuilding and repair firms, UNO and Tulane engineering schools and research centers, Delgado Community College

> ***Energy (Oil and Gas) Working Group***
Membership: oil and gas producers, energy service firms

> ***Tourism Working Group***
Membership: representatives of lodging, restaurant, and entertainment industry; New Orleans Convention and Visitors Bureau; New Orleans Tourism Marketing Corporation; New Orleans Multi-cultural Tourism Network; Canal Street Development Corporation; Downtown Development District; New Orleans Building Corporation; Delgado Community College; representatives from the Cultural Economy and Historic Preservation working groups to address cross-cutting issues/plans.

> ***Cultural/Arts Economy Working Group***
Membership: city-wide and community-based organizations; cultural event sponsors; performing and visual arts institutions; major cultural funders; creative worker professional associations and support organizations; representative from the Tourism and Historic

Historic preservation can further economic development and sustainability

Historic neighborhoods give New Orleans a competitive edge. The majority of New Orleans residents value their city's character and heritage, yet economic development interests often view historic preservation efforts as overly restrictive, bureaucratic obstacles that factor into the city's stagnant economy. Converging market forces and demographics, however, have made cities with historic character—walkable neighborhoods of historic housing peppered with locally owned stores, "main streets," and unique cultural attractions—the most desirable places to live and do business. Since these forces will continue to shape the economic environment until at least 2020, protecting and restoring the character-giving elements of New Orleans' historic neighborhoods will be critical in giving the city a distinct edge in competing globally for talent, business, and investment.

First steps. Partnerships between economic development interests (both public and private) and historic preservation initiatives will help leverage the city's historic assets into a key driver of economic growth. In addition, partnerships between historic preservation and neighborhood revitalization initiatives will support a more holistic approach to preservation that emphasizes all aspects of neighborhood character—not just individual buildings—and strengthen the viability of New Orleans' beloved neighborhoods for both current and future residents.

Heritage Tourism. Growing New Orleans' heritage tourism

Converging market forces and demographics have made cities with historic character—walkable neighborhoods of historic housing peppered with locally owned stores, "main streets," and unique cultural attractions—the most desirable places to live and do business in America.

ATTACHMENT A

Heritage tourists seek authentic experiences "off the beaten path" and typically stay longer and spend more money than other visitor- market segments. New Orleans contains a wealth of opportunity for expanding heritage tourism into less-traveled areas of the city.

sector represents an opportunity for the city to capitalize on its wealth of historic and cultural assets to expand the city's tourism economy and spread its benefits to a broader cross-section of New Orleans. Heritage tourists seek authentic experiences "off the beaten path," typically staying longer and spending more money than other visitor market segments. New Orleans contains a wealth of potential heritage beyond current popular tourism destinations. The city's six Main Streets programs, for example, promote historic restoration, marketing and small business development; these districts should be seen as potential heritage tourism destinations.

Cultural Economies. Neighborhood-based arts and entertainment venues provide opportunities for creating heritage tourism destinations, generating jobs, and enhancing quality of life. The 19 Cultural Products Districts established by the state Department of Culture, Recreation and Tourism in 2008 provide state tax credits to support the purchase and restoration of historic structures by artists and others. The heritage tourism task force should work with these districts to promote and develop them as tourist destinations "off the beaten path."

Sustainability. Historic preservation is a key strategy to reduce greenhouse gas emissions because existing buildings embody energy that has already been expended in construction. Because of New Orleans' national visibility as a treasure house of historic architecture in an environmentally vulnerable location, the city could become a national model for sustainable preservation by its 300th anniversary in 2018.

Preservation working group to address cross-cutting issues.

> ***Historic Preservation Working Group***

Membership: Citywide and community-based preservation organizations, representative from the Cultural/Arts Economy Working Group, representative from the Tourism Working Group (See box, "Historic preservation can further economic development and sustainability," on the next page.)

> ***Life Sciences Working Group***

Membership: life sciences firms, life sciences research centers, university technology transfer officers, Biosciences Economic Development District, BioInnovation Center

> ***Film and Digital Media Working Group***

Membership: film and digital media companies, New Orleans Office of Film and Video, UNO's Department of Film, Theatre and Communication Arts, New Orleans Video Access Center, Net Squared, Idea Village

> ***Green Industries Working Group***

Membership: green entrepreneurs, energy service firms seeking to diversify into green markets, Global Green, Coast Builders Coalition, university research centers, Delgado Community College

1.E Develop a business retention and expansion program through the PPP.

Business retention and expansion programs generally focus on economic base industries and other large and medium-size businesses that have the flexibility to relocate outside the community. They can be a very cost-effective economic development tool, since it is generally accepted within the economic development field that efforts to help businesses remain in a community are easier and less costly than efforts to attract new ones. Establishing such a program should be one of the PPP's initial tasks.

RECOMMENDED ACTIONS

1. *Develop a database of targeted companies.*
   Who: *PPP, volunteers from business organizations, regional and state agencies..*
   When: *First five years*
   Resources: *PPP funds, regional and state sources.*

2. *Develop a visitation program. The visitation program will enable the PPP to obtain information about a company and its future plans, inform it about available local resources and programs, and identify needs or problems that require action.*
   Who: *PPP, volunteers from business organizations, regional and state agencies..*
   When: *First five years*
   Resources: *PPP funds, regional and state sources.*

   > Develop a response system to help the business address needs or resolve problems in a timely manner.

   > Utilize PPP industry experts to visit key firms in economic base industries.

   >Recruit volunteers from business organizations including the Chamber of Commerce and the Business Council in order to expand the scope of the program beyond what would be possible relying only on professional staff.

I.C Partner with GNO Inc. on business recruitment activities.

GNO Inc. plays the lead role in regional business recruitment and needs partners in its constituent

parishes to offer local assistance to best attract new prospects and close deals. The PPP should assume this role in the city.

RECOMMENDED ACTIONS

1. *Commit at least one PPP staff member to work with property owners and commercial real estate agents to identify potential redevelopment sites and collect relevant data.*
   Who: *PPP*
   When: *First five years*
   Resources: *PPP funds*

2. *Provide GNO Inc. with continuously updated location/parcel information for its web-based site selection tool.*
   Who: *PPP; ITI*
   When: *First five years*
   Resources: *PPP funds*

   > Prepare marketing materials to highlight parcels that are particularly suited for new development/redevelopment.

   > Prepare a comprehensive inventory of available incentive programs and develop marketing materials to outline eligibility and potential benefits.

   > Work with the City Planning Commission to ensure that the comprehensive zoning ordinance provides ample land and appropriate regulatory controls for new commercial development.

   > Work with NORA to identify opportunities for land banking and repackaging land for commercial redevelopment.

   > Actively participate in the city's annual capital improvement process to advocate for infrastructure improvements that assist in business growth.

   > Actively participate in the Regional Planning Commission's planning and transportation improvement program (TIP) process to ensure that planned transportation investments meet businesses' needs.

   > Work in partnership with higher education programs and Job 1 to identify education and workforce development programs that can be used to recruit and train employees.

1.H Retain and attract educated and skilled workers at all levels by expanding and broadening participation in existing talent retention and attraction efforts.

During the past few years, an impressive array of talent retention and attraction initiatives have sprung up among existing nonprofit and new grass roots organizations, with young professionals often in leadership roles.

RECOMMENDED ACTIONS

1. *Increase and improve engagement from the city's business, academic, civic, and political leadership to build on nonprofit and grass roots organizations efforts to connect college students to employment opportunities within New Orleans.*
   Who: *PPP, working with business and city agency*
   When: *First five years*
   Resources: *PPP funds, business support*

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Local higher education institutions should work collaboratively with the business community to establish an internship and employment clearinghouse, jointly outreach to the business community to identify and promote internships, list internships and full-time post-graduation positions on a common web site and provide guidance to students seeking internships or full-time jobs. Local business people could also be recruited to provide one-on-one career mentoring and relationship-building opportunities.

2. *Support a national marketing campaign aimed at prospective students or recent graduates, with targeted web and print marketing, showcasing the city's educational, employment, social, cultural, and community service opportunities.*

   Who: *PPP, working with business and city agencies*
   When: *First five years*
   Resources: *PPP funds, business support.*

   > Provide financial incentives for young professionals such as partial tuition rebates or student loan deferrals for graduating students who commit to stay in New Orleans.

   > Consider an urban homesteading program, or a housing purchase program along the lines of Grants for Grads, the existing state programs administered by the Louisiana Housing Finance Agency, but less restrictive in its eligibility criteria (which disqualify all but the most recent college graduates).

3. *Include lifestyle preferences of young professionals in housing, urban design and transportation planning.*

   Who: *PPP, working with business and city agencies.*
   When: *First five years*
   Resources: *PPP funds, business support*

   The lifestyle preferences of young professionals affect their choice of living and working environments. A significant segment of the young adult demographic seeks an urban environment with a vibrant mix of activities, social and business networking opportunities, and attention to health and environmental sustainability. Urban design, housing choices, and transportation options all play a role in their perceptions about a community's appeal. The preferences of this demographic should be taken into account in local planning processes in order to create spaces that appeal to this group. To this end, planning processes in urbanized districts or involving transportation or environmental measures should incorporate targeted outreach to obtain input and participation from this demographic.

1.I Engage young people in civic activities and cultivate new leadership.

Many young professionals in New Orleans have demonstrated a strong commitment to civic and volunteer activities. Business, civic, and political leaders should leverage this commitment by more consciously working with emerging young leaders to build a cadre of civic leadership for the next generation.

RECOMMENDED ACTIONS

1. *Actively solicit young professional membership in civic organizations.*

   Who: *PPP, working with CPC and RTA*
   When: *First five years*
   Resources: *Staff time*

2. *Carve out responsible roles for young professionals in community projects.*

   Who: *PPP, working with CPC and RTA*
   When: *First five years*

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Resources: *Staff time*

> Convene a committee of business, civic and government leaders to establish a civic vehicle for public recognition of young leaders' achievements.
A perception that their contributions are valued and opportunities exist for elevation to leadership positions will motivate young people to remain in the city for the long term. A leading civic organization such as the Horizon Initiative should convene a committee to develop an agenda to address this issue.

GOAL **2**

Local government that supports high quality of life by delivering cost-effective and efficient services to both businesses and residents

2.D Make New Orleans a safer more reliable city in which to live, work and play by ensuring basic service delivery.

Preserving and enhancing the overall quality of life must be an important focus of economic development. Quality of life is an essential ingredient to both retain existing businesses and residents, and to attract new economic investment and future residents. Cities that provide attractive, amenity-rich neighborhoods and business centers; reliable, well-maintained roadways and transit systems; strong schools; and streets free of crime and litter, are attractive to both residents and the companies they employ.

Many aspects of New Orleans' quality of life — its vibrant culture, rich architectural heritage, and old-world charm — are strong attributes. At the same time, there is a broad recognition that other factors seriously detract from the city's quality of life. In addition to concerns about the city's physical vulnerabilities, these include concerns about the quality of public education, threats to public safety, corruption, poorly maintained infrastructure, threat of flooding, and the effectiveness and efficiency of basic government functions. Without addressing these basic quality-of-life issues, the most effective economic development efforts are likely to fall short of creating a strong, dynamic economy. While significant strides have been made in some of these areas, more progress is needed to turn these factors from a negative into a positive.

RECOMMENDED ACTIONS

1. *Provide, maintain, and repair basic infrastructure and transportation systems for a safer, more dependable and efficient city environment.*
   Who: *RTA; DPW; RPC; Capital Budget*
   When: *First five years*
   Resources: *Local, state and federal funding*
   (See Chapter 10—Community Facilities, Services and Infrastructure for further discussion on infrastructure issues and strategies; and Chapter 11—Transportation for further discussion of roadway, transit and airport systems.)

2. *Ensure the city is protected from flood and storm risks.* ***(See Chapter 12, Resilience.)***
   Who: *DPW; S&WB; Corps*
   When: *Medium term*
   Resources: *Federal funding*

   > Improve enforcement procedures throughout city agencies to provide confidence in the city's capacity.

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> Increase Safety and Permits zoning enforcement inspectors assigned to the zoning administration division to enforce the zoning laws. Inspectors should be partnered with district planners at the City Planning Commission.

> Ensure strong police, fire and emergency systems are in place for more secure neighborhoods.

> Ensure that schools are fully funded to provide a well-rounded education, including physical education and arts programs.

> Enhance facilities and marketing at Louis Armstrong New Orleans International Airport to increase air traffic and serve as an attractive "front door" to New Orleans. **(See Chapter 11—Transportation, Goal 5, for further discussion on the airport.)**

GOAL **3**

Preservation and expansion of established industries

3.H Preserve and expand the tourism industry.

Tourism marketing in New Orleans pales in comparison to other major tourism destinations. Combined marketing expenditures among the city's three major marketing organizations are approximately $20 million — or about 10 percent of the tourism marketing budget for Las Vegas.

RECOMMENDED ACTIONS

1. Increase funding for tourism marketing efforts and identify new market development and marketing targets.
   Who: Tourism organizations
   When: First five years
   Resources: Business funding, city economic development funds
   > Expand the tourism marketing budget to match comparable destinations.

   > Maximize city tourism marketing efforts through increased coordination between city organizations.

2. Invest in new forms of tourism and attractions that complement current offerings to increase the tourism market.
   Who: PPP working with tourism org., private business, city agencies, Saenger Theater Partnership
   When: Medium term
   Resources: PPP funds, city Staff time, private investments

   > Support and fund the development of the theater district.

   > Invest in heritage tourism, such as in the Tremé district as a center of African-American history and cultural tourism, including a museum showcasing the contribution of the African-American community to New Orleans' social and cultural life. **(See Chapter 6—Historic Preservation)**

   >Expand on the city's numerous festivals and other special events to include more events in the slower tourism months.

3. Promote appropriate forms of development to improve the quality of retail, restaurant, and entertainment options along Canal Street.
   Who: CSDC, DDD

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When: *First five years*
Resources: *CSDC and DDDs*

> Implement the Canal Street Redevelopment Plan, developed by the Downtown Development District (DDD), the Canal Street Development Corporation, and the CPC.

> Establish a land use framework and provide targeted regulation for the area, including historic rehabilitation code changes based on the New Jersey model. ***(See Volume 3, Chapter 9 for more information about the New Jersey model.)***

> Provide financial incentives to attract retail, dining and entertainment establishments.

4. *Improve connectivity and transit within and between tourist areas and attractions.*
   Who: *RTA, DPW, DDD*
   When: *First five years*
   Resources: *Federal transportation funds, DDD funds*

New Orleans' walkability is one of its advantages from a tourism perspective. Yet as the range of tourism venues expand, some areas are not as accessible to tourists as they could be.

> Create new streetcar connector routes through downtown and the French Quarter to better connect important tourist destinations ***(See Chapter 11—Transportation)***.

> Ensure adequate transit service to and from downtown and the French Quarter and develop strategies to draw visitors out of the French Quarter and CBD and into other neighborhoods.

> Program streetscape improvements for tourist centers for a more appealing and safe walking environment.

5. *Augment efforts to preserve public safety in tourism districts.*
   Who: *DDD, Police Department*
   When: *First five years*
   Resources: *DDD*

The physical condition, cleanliness, and security of public spaces can strongly influence visitors' perceptions of the city. The environment in public spaces, particularly as it relates to public safety, is not only real concern, but through national media coverage, can create an indelible image that is harmful not only to tourism but the general business environment.

> Ensure appropriate security and police presence in heavy tourist areas.

> Make sufficient investments to maintain, improve and secure public spaces in tourism-oriented districts.

6. *Strengthen hospitality and retail workforce development programs within the tourism industry to maintain and improve the quality and consistency of customer service.*
   Who: *Business working with public schools, Job 1, Delgado Community College*
   When: *First five years*
   Resources: *Local, state and federal funds*

> Work with the public schools, Job 1, and Delgado Community College to ensure that an adequate workforce training system is in place to provide the qualified workers that the industry needs.

> Create career paths and post-placement training to reduce turnover, increase workforce productivity and enable employers to pay higher wages.

ATTACHMENT A

3.I Preserve and expand the arts and culture industries.

RECOMMENDED ACTIONS

1. *Market the city as an arts and cultural center to locals, visitors, potential visitors, and arts competitions.*

   Who: *Tourism and arts organizations*
   When: *First five years*
   Resources: *Business funding, city economic development funds*

   > Establish a Cultural Commission or Department of Cultural Affairs to advise the mayor, city council and other agencies on promoting, encouraging and increasing arts and cultural programs, projects and services, particularly in neighborhoods, in New Orleans.

   > Support and fund the creation of a Cultural Commission or Department of Cultural Affairs.

   > Work with established cultural organizations, such as the Arts Council, to promote the development of cultural industries in a strategic and comprehensive way.

   > Work with the private and philanthropic sectors to increase funding for nonprofit cultural organizations.

2. *Develop additional cultural facilities and venues.*
   Who: *Tourism and arts organizations*
   When: *First five years*
   Resources: *Staff time*

   New Orleans needs more small-scale performance and exhibition spaces. Neighborhood cultural spaces would provide exposure and income-generating opportunities for local artists, create livelier neighborhood commercial centers, and bring visitors from outside these neighborhoods who would also patronize local shops and restaurants. Proposals have already been aired to incorporate such facilities into libraries and recreation centers

   > Provide funding for an expanded public art program in public buildings, parks, and along public rights of way. Continue to fund the One Percent for Art program.

   > Expedite the redevelopment of performance venues, including the Saenger, Orpheum, Joy, and State Palace Theaters and the Municipal Auditorium.

   > Pursue public and philanthropic funding to complete the Louisiana ArtWorks facility on Howard Avenue.

   > Work with public-private partnerships to adaptively reuse surplus public buildings and abandoned buildings as affordable studio, exhibition and performance space.

   > Enhance arts and live music programming in Armstrong Park and Congo Square.

   > Work with the National Park Service to expedite the development of the Jazz National Historical Park in Armstrong Park.

   > Support the Reinventing the Crescent riverfront plan in creating a live performance amphitheater along the Mississippi River.

   > Preserve and restore historic, single-screen neighborhood theaters as venues for movies and live performances.

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> *Create new opportunities for context-sensitive neighborhood performance spaces, art galleries and studio spaces to bring in visitors to support local artists and create livelier neighborhood commercial centers.*

3. *Support more comprehensive and coordinated workforce and cultural entrepreneurship training.*
   Who: *Job 1; PPP*
   When: *First five years*
   Resources: *Staff time*

   > *Expand business training and marketing assistance for cultural entrepreneurs.*
   Broad marketing efforts will be more effective if individual cultural organizations, enterprises and independent artists become more market-savvy. Entrepreneurship programs that help cultural business to develop effective marketing strategies and strengthen other business practices will further enhance marketing efforts. Programs such as the Arts Council's Arts Business Program and the Jazz and Heritage Foundation's marketing assistance fulfill this function to some degree but are limited by funding constraints.

   > *Increase funding for arts and music education in New Orleans Public Schools to create a world-class arts education curriculum to develop emerging talent needed to sustain the city's cultural base and provide supplemental employment opportunities for local artists.*
   Cultural education efforts aimed at K–12 students are currently small-scale and fragmented. Integrating cultural curricula into all K–12 schools, building on State Act 175, and hiring educators from within the local cultural community to teach these classes would help to develop the emerging talent needed to sustain the city's cultural base in the next generation.

4. *Encourage policies to make New Orleans a more appealing and affordable environment for creative professionals.*
   Who: *CNO, Inc.; PPP*
   When: *First five years*
   Resources: *Staff time*

   > *Market New Orleans as an affordable, attractive place for artists to live through web sites, publications and educational institutions.*

   > *Advocate for changes in local and state tax structure to reduce the tax burden on arts-related income and sales.*
   In 2007 the state legislature rejected a proposed income tax credit for artists. Passage of such a measure would enhance after-tax income for artists, making it easier for artists with limited incomes to remain in New Orleans and attracting additional artists to the city.

   > *Provide a range of affordable housing options for artists, musicians, and other creative professionals, including using land trusts to ensure continued affordability for communities with large concentrations of creative professionals.*
   Suitable light industrial areas should be zoned to allow live-work studios for artists.

   Artists who meet income eligibility requirements can take advantage of the city's affordable housing programs. The city can also assist artists in creating limited-equity cooperatives or other housing solutions in decommissioned schools and similar sites.

5. *Support more comprehensive and coordinated cultural marketing approaches including efforts targeted*

at different industry segments.

Who: *PPP*
When: *First five years*
Resources: Staff time

> Through city and state agencies and non-profit organizations, aggressively market New Orleans regionally, nationally, and internationally as an arts and cultural hub.

> Tailor marketing strategies and tools to distinct market segments—city and regional residents, visitors, and purchasers of cultural products for export to non-local markets (e.g., festival buyers, exhibit organizers).

> Provide public funding to sponsor art, design, and literary competitions to preserve cultural traditions.

6. *Market and invest in state-designated Cultural Products Districts.*

Who: *Community Development*
When: *First five years*
Resources: *State funds, CDBG, private investment with tax credits.*

The full potential of the Cultural Products Districts will not be realized unless mechanisms are put in place to market the incentives and to collect and report data on cultural sales that must be furnished to the state as a condition for maintaining its tax benefits. There is currently no organization responsible for marketing the districts.

> Designate an organization to market and manage data collection and reporting for the 19 Cultural Products Districts, to help fully realize their potential.

3.J Preserve and expand the port and maritime industries.

The ability to complete key infrastructure improvements will in large part shape the Port's ability to enhance its competitiveness in key maritime markets, most notably in container shipping. Continued recognition of the importance of intergovernmental relationships is essential to the Port's continued success. Moreover, early discussion and community process around potential neighborhood impacts of port improvements can help resolve conflicts and lead to more timely completion.

RECOMMENDED ACTIONS

1. *Further increase coordination among the Port of New Orleans, city agencies, and economic development organizations to best address issues and advocate for funding.*

Who: *Mayor's office, Port, PPP, city agencies*
When: *First five years*
Resources: *Staff time*

> Conduct a market study to determine nature and extent of demand for manufacturing and distribution sites adjacent to the port.

2. *Support investment in capital improvements recommended in the Board of Commissioners Port of New Orleans Master Plan to make the Port of New Orleans the leader among Gulf Coast port facilities, while preserving quality of life for New Orleans residents.*

Who: *Port and city agencies*
When: *First five years*
Resources: *State and federal funds*

> *Support Port efforts to secure state and federal infrastructure funding.*

> *Increase capacity at the Napoleon Avenue Container Terminal to position the port to capture increased container shipping resulting from the Panama Canal expansion.*

> *Expand on-dock and/or near-dock rail transfer service.*

> *In response to the closure of MRGO and the controversial lock expansion project, commission a city study of the lock proposal to develop a strategic land use and redevelopment plan for the Industrial Canal that enhances economic opportunity and protects neighborhood interests.*

3. *Seek to increase value-added manufacturing and distribution activities on port-owned industrial land.*
   Who: *Port, NORBP, and PPP*
   When: *First five years*
   Resources: *Port funds, PPP*

Local economic development capacity is needed to further maximize the potential for increased port-related value-added manufacturing and distribution activity resulting from increases in container and break bulk volumes. Properties along the Industrial Canal represent some of the best opportunities for capturing value-added industry within the city. These properties offer deep water access (through the Industrial Lock Canal) and a direct connection to the New Orleans Public Belt Railroad. In coordination with other local and state economic development agencies (Louisiana Economic Development, Greater New Orleans, Inc, and the PPP), the Port may be able to attract greater commercial interest in job generating capacity. While development costs may be higher in industrially zoned areas of New Orleans, properties within the city offer greater proximity to the port and superior rail and interstate highway infrastructure. Enhanced Port involvement in economic development discussions could also help identify businesses and industries that specifically rely on deepwater access and port activities.

> *Conduct a market study to determine nature and extent of demand for manufacturing and distribution sites adjacent to the port.*

> *Develop a short and long range strategic plan for industrial uses along the Industrial Canal.*

> *Ensure that adequate infrastructure and zoning regulations are in place to facilitate business expansion.*

> *Develop a site inventory of port-owned property suitable for manufacturing and distribution.*

> *Utilize incentives to attract value-added industries.*

> *Improve coordination of port marketing among state, regional and local economic development organizations to reduce redundancies and ensure that agencies' marketing efforts to draw value-added industries are complementary.*

> *Collaborate with the New Orleans Regional Business Park (NORBP) to enhance marketing of and physical improvements to NORBP properties to accommodate companies in need of industrial property with strong rail connections, connections to interstates, and/or deepwater access.*

Many challenges have impeded economic development and job creation at the New Orleans Regional Business Park. The NORBP and the Port should work in closer coordination to identify potential tenants. Improvements to flood protection along the Intercoastal Waterway and Industrial Canal will help to protect the security of

businesses' investments and should make NORBP properties more marketable.

4. *Advocate for a cohesive state ports policy with respect to port investment.*
   Who: *Mayor's office*
   When: *First five years*
   Resources: *Staff time*

   The state has eight ports between Baton Rouge and the mouth of the Mississippi, each with its own port commission. A more strategic and coordinated approach to port investment specifically for these eight ports that makes economic benefits to the state the paramount consideration would provide a more rational and predictable funding environment for all of the state's ports.

   >Support increased state funding to better compete with competitive Gulf Coast ports.

5. *Secure financing for and construct a new cruise ship facility at Poland Avenue to expand cruise terminal capacity.*
   Who: *Port*
   When: *Medium term*
   Resources: *State and federal funds*

   Cruise ship activity has grown substantially at the Port of New Orleans over the past 15 years bringing additional tourist dollars to the city. Hurricane Katrina caused a temporary decline in passengers and cruise activity; but the industry has shown robust annual growth, and New Orleans is expected to resume its position as a major port of embarkation. Additional terminal capacity is needed, and the Port has identified the Poland Avenue wharf in Bywater as the optimal location; however financing has not been secured for the project.

   >Advocate for funding for the Poland Avenue cruise terminal to increase potential total embarkations and tourist expenditures.

3.K Preserve and expand advanced manufacturing. Monitor and advocate for continued NASA commitment at Michoud Assembly Facility.

RECOMMENDED ACTIONS

1. *Monitor and advocate for continued NASA commitment at Michoud Assembly Facility.*
   Who: *Local, regional and state economic development leaders*
   When: *First five years*
   Resources: *Staff time*

   > Local, regional and state economic development leaders should jointly monitor developments and advocate for a continued federal commitment to Michoud.

   > Collaborate with Mississippi officials to jointly advocate for Michoud and the nearby Stennis Space Center, which is also involved in the Constellation Program.

2. *Recruit NASA subcontractors through strengthened recruitment efforts and improvements to the New Orleans Regional Business Park.*
   Who: *PPP, GNO, Inc, Louisiana Economic Development, NORBP*
   When: *First five years*
   Resources: *Staff time, NORBP*

> *Work with NASA, GNO Inc., the PPP and Louisiana Economic Development and target recruitment efforts to subcontractor firms to work on NASA's Constellation Program and other projects.*

> *Invest in infrastructure improvements at New Orleans Regional Business Park to create a more attractive environment through zoning requirements, roadway improvements, landscaping and signage.*

3. *Support science and engineering programs in city universities.*
   Who: *Mayor's office*
   When: *First five years*
   Resources: *Staff time*

Science and engineering programs play an essential role in producing the workforce to serve the advanced manufacturing industry and generate the research and development activities that attract industry firms.

> *Enhance city-university relationship to promote research-based economic development.*

> *Support and strengthen existing engineering programs at local universities and colleges.*

> *Encourage development of new applied sciences and engineering programs in higher education in emerging areas of specialization and industry development.*

4. *Continue to increase the number of workers in the skilled trades through training programs.*
   Who: *Delgado Community College with manufactures*
   When: *First five years*
   Resources: *State, federal and private funding*

A recent study conducted for GNO Inc. found that advanced manufacturing employers in the region were experiencing shortages in workers in the skilled trades (*e.g.,* welders, pipe fitters), production (*e.g.,* machine tool operators and fabricators), and technical positions (*e.g.,* engineering technicians, CAD operators).

> *Expand recent initiatives to increase the supply of workers in the skilled trades.*

5. *Leverage the existing research base to diversity into other advanced manufacturing sectors.*
   Who: *PPP; GNO, Inc.; LED; NORBP*
   When: *First five years*
   Resources: *Staff time*

Research already being conducted in New Orleans in areas such as composite materials and advanced welding techniques have applications in other industries including civilian aerospace, wind energy, automotive.

> *Market research capacity to established firms and new entrepreneurs to promote the expansion and diversification of the advanced manufacturing in the city.*

3.L Preserve, expand and modernize the oil and gas industries.

Significant growth opportunities exist for energy service firms in the near future as more advanced technologies are needed for increasingly difficult oil and gas extraction. New Orleans offers a competitive location for the management and professional/technical operations of energy service companies. In addition, if the eastern Gulf is opened to oil exploration, New Orleans will be well positioned to service the offshore oil industry's transportation and logistical needs.

ATTACHMENT A

RECOMMENDED ACTIONS

1. *Support retention and expansion of existing energy services firms and their high-paying jobs by working with them to identify their needs and taking steps to address them.*
   Who: *PPP; GNO, Inc.; oil and gas*
   When: *First five years*
   Resources: *Staff time*

   > Assess market potential and develop a strategy to recruit additional firms/facilities for whom New Orleans' proximity to oil and gas production and refining facilities offers a locational advantage.

   > Identify needs for these firms and take the necessary steps to address them to better support retention and encourage expansion.

2. *Attract and retain scientific, engineering and technical talent.*
   Who: *PPP; GNO, Inc.; oil and gas*
   When: *First five years*
   Resources: *Staff time*

   One of the key industry issues identified in a GNO, Inc. study was workforce shortages, particularly geological and petroleum engineers and skilled production workers for refining and petrochemical production.

   > Work with local colleges and universities to explore options for petroleum engineering specializations in their engineering programs and develop internships or other connections with local firms.

3. *Strengthen research and commercialization in advanced, environmental sustainable extraction and production technology.*
   Who: *Universities, oil and gas industry*
   When: *Medium term*

A state-of-the-art medical district will require a new level of city-planning leadership

No set of projects holds greater potential to enhance quality of life, economic opportunity, character, and sustainability than the proposed Southeastern Regional Veterans Administration Hospital (VA) and Louisiana State University Health Sciences Center (LSU). The Regional Planning Commission (RPC) stepped forward following Hurricane Katrina and launched planning for a medical district more vital and nationally competitive than before the storm—particularly critical for a city in which one in eight residents held a job related to health care in 2005.

Placing a high priority on securing commitments from the two hospitals to locate in the medical district, the City proposed sites that were subsequently endorsed by LSU and the VA. Building on the RPC's planning, the City envisions a medical district anchored by these hospitals and Tulane Medical School that would attract significant development of research and other health-care-related industries. The BioInnovation Center is an early example of the commitment to take effective steps to ensure spin-off economic-development benefits from health care.

Projects of this scale would generate public debate in any city, and while there is widespread enthusiasm for the hospitals themselves, the specific sites endorsed by LSU and the VA have drawn criticism. A citywide coalition of neighborhood and community organizations, the Foundation for Historical Louisiana (FHL), the National Trust for Historic Preservation, and other groups have urged LSU to rehabilitate historic Charity Hospital and the VA to avoid displacing an existing neighborhood. A study by RMJM Hillier, a nationally recognized architecture and preservation firm, concludes that rehabilitating the Charity building would save time and costs, assessments that LSU disputes.

Others suggest that hospitals with comparable facilities and location could readily share the site identified for LSU and avoid the need to remove the adjacent neighborhood.

While the agreements covering the hospitals' siting and other aspects of planning for the district do not include a specific role for the CPC, the controversy over the proposals led residents and City Council members to ask the CPC to host a public forum in May, 2009, to determine how the Master Plan should address the hospitals and other issues raised by the medical district. Based on the forum and an assessment of the planning process to date, the Master Plan includes four core recommendations:

- **Planning leadership.** Although state and federal projects are exempt from local zoning, the sweep of the medical district's impacts—and intense public interest—demonstrate the importance of City-led and community-based planning for projects that affect the welfare of the city and its neighborhoods. New Orleans would be well-served going forward by a model that has worked in many cities in which city government carries out community-based planning that includes key stakeholders and state and federal agencies. The CPC should work closely with the Community Development Department, the Greater New Orleans Biosciences Economic Development District, the RPC, NORA and other agencies to create plans that meet the needs of proponents and reflect the values of the community. Plans approved by the CPC would represent an appropriate basis for inviting NORA to take advantage of its redevelopment capabilities to ensure that the City is well placed in terms of site control and development incentives to maximize the medical district's economic-development benefits. Promoting residents' access to top-quality health-care facilities as soon as possible; insuring that planning and design honors the city's unique character; preserving historic resources; protecting nearby neighborhoods' interests; overseeing district development to ascertain that it makes good use of scarce land; guaranteeing that the project yields a full range of jobs and other economic benefits—all these tasks represent responsibilities that require community-based planning and cannot be assigned away.

(above) The RMJM Hillier/Foundation For Historical Louisiana Proposal
(left) Map is illustrative only. It does not necessarily reflect specific boundaries/locations of sites and buildings mentioned as part of the Medical District.

- **Reuse of the historic Charity Hospital building.** Cities bear a responsibility to protect their historic resources, and in 2008 the National Trust for Historic Preservation listed the Charity campus as one of "America's Most Endangered Places." Uncertainty over the landmark's future undermines the ability of key stakeholders to work to promote the medical district. The CPC may not be in a position to determine whether the Charity building should be rehabilitated to house the new hospital, but the CPC should take the lead on behalf of the City to insure that further planning includes a strategy for re-using and preserving it.
- **Community engagement.** The Master Plan proposes a community participation process that should be implemented as soon as possible for the medical district. This process would include assigning a district planner to work with surrounding neighborhoods and with the proponents, accelerating formation of an advisory District Council, possibly appointing a task force that includes the full range of citywide perspectives to work with the District Council, and holding periodic public review meetings. The CPC would invite the community representatives to work closely with planners for the medical district and the hospitals to ensure that all stakeholders understand each other and work together to achieve the nationally competitive medical district envisioned by the RPC in a manner that merits active community support.

Use the growth of the medical district to support nearby vibrant neighborhoods, commercial districts, convenient transit, lively parks, and similar amenities.

Promote public health and a greater sense of community by building walkable connections to nearby neighborhoods and creating public spaces that draw different kinds of people together.

Preserve and enhance the historic and traditional character of nearby neighborhoods.

> Foster opportunity:

Provide the education and services that offer people at every education and economic level new opportunity.

Offer a well designed and lively environment that attracts people to live, work, and invest in and near the medical district, including support for nearby housing that accommodates potential employees of every income and background.

> Promote sustainability:

Help reduce the city's carbon footprint by becoming New Orleans' greenest district—beginning with green building and energy and extending to reuse of existing structures and enhancement of livability in adjacent neighborhoods.

Extend New Orleans' "signature" qualities to the district, including walkability created in part by buildings whose uses frame and enliven sidewalks along major streets, tree-lined streets, a mix of uses, and similar qualities.

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- **Planning and land use guidelines.** While state and federal facilities can override zoning, the CPC retains responsibility for promoting planning for the medical district that advances the city's core interests. It should apply the three central planning and urban design values that emerged from this Master Plan process:

> ***Cultivate livability:***

Create respectful transitions to adjacent neighborhoods—stepping down in scale, avoiding negative traffic impacts, facing neighborhoods with pedestrian-friendly uses at street level.

Celebrate the city's relationship to water by creating rain gardens, a day-lighted and landscaped canal in place of the Galvez culvert, and similar steps that add beauty and help protect the city from rain-driven flooding.

Resources: *Grants and private funding*

As environmental concerns increase, the industry needs more efficient and environmentally sustainable ways to produce oil and natural gas in increasingly fragile natural environments

> *Strengthen the research capabilities of local universities to help the industry address these issues.*
> *Increase cooperative industry/university research to better retain existing firms and attract new ones to the city and region.*

3.M Preserve and strengthen higher education as an established employment sector.

RECOMMENDED ACTIONS

1. *Foster policies and promote funding that support institutions of higher education in the knowledge- based economic growth of the city, in the development of the local workforce, and as significant contributors to the job sector.*
   Who: *Universities, city officials, local economic leaders*
   When: *Ongoing*
   Resources: *State, federal and private funding, local policies*

GOAL **4**

Fostering of emerging industries to expand economic opportunity for New Orleanians

4.C Expand the medical life sciences industry.

The strategic plan developed by the Regional Biosciences Initiative provides a road map for building the life sciences industry in New Orleans. Research institutions, government, economic development organizations, and other stakeholders must continue to work collaboratively to implement the strategy. A number of issues require particular attention in the short-term.

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RECOMMENDED ACTION

1. *Secure full funding for the LSU Medical Center and the Louisiana Cancer Research Consortium joint research center.*

   Who: *Medical institutions, city leadership, CPC; BioDistrict*
   When: *First five years*
   Resources: *Federal, state and local funding*

   > Sponsor a planning and coordination process led by the CPC to resolve issues, provide design standards, identify initial infrastructure and public realm investments, and identify appropriate uses for Charity Hospital and other under utilized parcels.

2. *Provide planning leadership for the Medical District.*

   Who: *BioDistrict; CPC* ***When:*** *First five years* ***Resources:*** *Staff time*

   > Sponsor a planning and coordination process led by the CPC to resolve issues, provide design standards, identify initial infrastructure and public realm investments, and identify appropriate uses for Charity Hospital and other under utilized parcels.

3. *Promote more collaboration among Institutions and leverage research synergies.*

   Who: *City leadership and state delegation*

   When: *First five years*
   Resources: *Staff time*

   > Develop a more robust, coordinated effort among life sciences research institutions and entrepreneurship development organizations to help local entrepreneurs commercialize locally-developed life sciences technologies.

   > Establish more effective technology transfer mechanisms within the research institutions to incentivize technology commercialization by local companies. This might involve establishing a joint program with shared staff to support the development of new ventures using licensed university technologies and working collaboratively with university research staff.

4. *Attract entrepreneurs to New Orleans with the management skills to move promising technologies into the marketplace.*

   Who: *PPP, Regional Biosciences Initiative, entrepreneurship development organizations, universities*
   When: *Medium term*
   Resources: *Staff time, private funding*

   > Increase seed and venture capital investment sources to finance startup and early stage life sciences companies.

5. *Work to maintain and expand state funding state funding for higher education and research in the life sciences.*

   Who: *Universities*
   When: *Medium term*
   Resources: *Staff time*

FILM/VIDEO, DIGITAL MEDIA AND OTHER CREATIVE INDUSTRIES

4.D Expand the film, video and digital media industries.

RECOMMENDED ACTIONS

ATTACHMENT A

1. ~~*Retain and attract creative talent to New Orleans through marketing, incentives, workforce development programs and professional contacts.*~~
   ~~***Who:** PPP, GNO Inc.*~~
   ~~***When:** First five years*~~
   ~~***Resources:** Staff time, private funding*~~

   ~~*> Work with GNO Inc. to develop a marketing campaign to promote local start-up companies and generate enthusiasm for New Orleans as a film and digital media hub.*~~

   ~~*> Increase funding for education and workforce development programs to more fully meet the needs of the film and digital media industries.*~~

2. ~~*Develop production and post-production facilities and support services for the film, television and music production industry.*~~
   ~~***Who:** PPP, GNO Inc., CPC*~~
   ~~***When:** First five years*~~
   ~~***Resources:** Staff time*~~

   ~~*> Work with the industry to identify criteria for facilities and then identify potential sites.*~~

   ~~*> Update the City's zoning laws to provide for the ranges of uses and facilities necessary to support these industries.*~~

   ~~*> Develop a streamlined permitting process for production facilities.*~~

~~*3 Provide business startup and entrepreneurial assistance services, with particular focus on digital media.*~~
   ~~***Who:** GNO Inc.*~~
   ~~***When:** First five years*~~
   ~~***Resources:** Staff time*~~

   ~~*> Increase the supply of seed and venture financing for locally-based startup and early stage digital companies.*~~

~~GOAL **5**~~

Nurturing the development of new industries that capitalize on new market opportunities and New Orleans' competitive strengths

~~5.B~~ ~~Support development of coast protection and restoration industries. Capitalize on New Orleans river delta location to attract firms involved in coastal protection and restoration.~~

~~RECOMMENDED ACTIONS~~

1. ~~*Attract firms involved in coastal protection and restoration.*~~
   ~~***Who: PPP,** GNO Inc., Louisiana Economic Development*~~
   ~~***When:** First five years*~~
   ~~***Resources:** Staff time*~~

> Market New Orleans aggressively to firms involved in coastal protection and restoration and to management and engineering units that are particularly well-suited for city locations.
> Promote New Orleans as a location for professional and technical workers (e.g., science, engineering, architecture, planning) needed by the industry.

> Expand the research capacity of local research institutions and promote university/industry partnerships.

> Support locally-based energy service companies to expand into this market.

2. Prepare higher education and workforce training programs to fill jobs in these industries at all levels.
   Who: Colleges and universities, Job 1
   When: First five years
   Resources: Federal, state and local funding

5.C Support development of green energy industries such as river, solar and wind energy.

RECOMMENDED ACTIONS

1. Conduct market and competitive analysis to validate green energy industry development opportunities in New Orleans.
   Who: PPP, Louisiana Economic Development
   When: First five years
   Resources: PPP funds

2. Train workers for green energy industry jobs.
   Who: Colleges and universities, Job 1
   When: First five years
   Resources: Federal, state and local funding

3. Provide incentives and regulatory conditions for location of research and production in hydrokinetic, solar, and wind energy.
   Who: GNO Inc., Louisiana Economic Development
   When: Medium-term
   Resources: State funding

5.D Support development of a sustainable building design and construction industry. Capitalize on the potential for significant new business development and job creation in the alternative energy field.

RECOMMENDED ACTIONS

1. Capitalize on the potential for significant new business development and job creation in the alternative energy field.
   Who: PPP; CNO, Inc.
   When: First five years
   Resources: Staff time

> Update zoning laws to provide for the range of uses and facilities necessary to support these technologies/industries.

> Market New Orleans as a laboratory for green energy innovation.

> Provide incentives for location of research and production facilities in hydrokinetic, solar and wind energy. Work with Louisiana Economic Development and GNO Inc. to

provide location incentives and site location assistance for targeted green industries to locate facilities in New Orleans.

> Promote the expansion of relevant university research capacity. Support increased funding for local university research and education in green science and technology fields with economic potential for the New Orleans region.

> Develop sufficient capacity for energy production and the transmission infrastructure to export power outside the region.

2. *Train workers for new green energy jobs.*
   Who: *Workforce Development; Job 1*
   When: *First five years*
   Resources: *Staff time*

   > Develop green industry workforce training programs.

5.E Encourage significant job creation in sustainable building design and construction through marketing incentives and workforce training opportunities.

RECOMMENDED ACTIONS

1. *Develop incentives (e.g., through building regulation) and training for construction companies to adopt advanced construction methods.*
   Who: *PPP; LED; GNO Inc.*
   When: *First five years*
   Resources: *Staff time*

   > Market New Orleans as a center of advanced building design to attract more companies.

   > Build university research capacity in green/advanced building design.

   > Provide construction workers with relevant skills.

   > Assist design and construction companies to export their expertise to other housing markets.

2. *Capitalize on the emerging carbon credit market through energy-efficient construction to generate income for property developers and government.*
   Who: *PPP; Green Rebuilding; non profits*
   When: *First five years*
   Resources: *Staff time*

GOAL **6**

A well-educated and skilled workforce and state-of-the-art workforce development programs

6.H Maintain and strengthen the role of higher education in economic development.

RECOMMENDED ACTIONS

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1. *Advocate for sufficient funding for the city's public colleges and universities to support critical academic and research programs and maintain educational quality.*
   Who: *City leadership and state delegation*
   When: *First five years*
   Resources: *Staff time*

   As the city's higher education institutions work to restore facilities and programs affected by Hurricane Katrina and as state institutions face the prospect of severe state budget cuts, business, government, and civic leadership should offer all possible support to local colleges and universities in securing needed funding:
   - *Work with the local state legislative delegation to advocate for a reduction or reversal of proposed cuts in the state's higher education budget.*
   - *Work with the state's congressional delegation to advocate for increased FEMA compensation for damaged facilities.*
   - *Raise local awareness of the role of higher education in the city's economy and generate additional corporate, philanthropic and individual contributions to local institutions.*

   While institutions will continue to rely primarily on their own fund raising efforts, economic development stakeholders should consult with higher education leaders about what actions can best improve the funding environment for all institutions. The proposed PPP could play a convening role in this effort.

2. *Enhance communication and cooperation between higher education and key industries.*
   Who: *PPP*
   When: *First five years*
   Resources: *Staff time*

   - Work with higher education institutions to identify and address the evolving educational and research needs of key economic base industries.

   The city's higher education institutions strive to develop education and research programs that are of value to the local community. They could be assisted in this regard by the development of a structure for ongoing communications with local industry about evolving education and research needs. The industry working groups proposed for the PPP could play this role. Directors of relevant academic departments or research programs could be invited to sit on working groups or to attend periodic meetings. This would afford them the opportunity to learn more about industry needs and to solicit support from industry for new initiatives. These discussions could also lead to the development of cooperative industry/university programs to strengthen educational or research capacity in particular academic disciplines.

6.I Ensure that every student graduates from high school with basic work skills or is prepared to advance to post-secondary education.

RECOMMENDED ACTIONS

1. *Establish a Business-School Partnership for Career Preparation that involves all schools and functions as a single contact point for businesses to work with such programs.*
   Who: *Business Council, Chamber of Commerce, school system, eventual coordination with Southeast Regional Alliance*
   When: *First five years*
   Resources: *Private funding, school Staff time*

   A partnership that involves all schools and community-based career preparation programs will provide a single contact point for businesses with such programs. Given the fragmented structure of public school administration in New Orleans, businesses risk being faced with

multiple requests from a number of different schools. The existence of the partnership will provide the incentive for schools to work collaboratively to coordinate their interactions with the business community.

This initiative will require the leadership of a local business organization such as the New Orleans Business Council or the New Orleans Chamber of Commerce. The business organization and the schools could share the costs of the personnel required to staff the partnership. This would likely reduce the costs to the schools, which now each have their own staff to conduct business outreach. While the program should start at the local level, it could eventually be coordinated with regional efforts through the Southeast Regional Alliance.

A number of new initiatives have created momentum toward strengthening career preparation for youth through the schools and community-based organizations. Increased participation by the business community will be essential to maintaining that momentum, including:

- *Providing job shadowing, internship and summer job opportunities.*
- *Providing input on curriculum, and on expectations regarding work skills, competencies and behavior.*
- *Providing equipment donations, class presentations, and individual mentoring.*

2. *Establish an early-college education program in high school to promote acquisition of a postsecondary credential, even for students who do not plan on pursuing a four-year college program.*

Who: *School system, Delgado Community College, business-school partnership if created*
When: *First five years*
Resources: *State and local school funds*

An increasing number of K–12 schools and community colleges around the nation are developing early college high school programs. This is a priority in the Louisiana Department of Education's high school redesign initiative. These programs encourage high school students, particularly those who do not plan to attend a four-year college, to focus on career development and ease their path toward gaining a post-secondary credential. Business and economic development organizations should strongly encourage the RSD, Orleans Parish School District, and charter high schools to work with Delgado Community College to establish such a program. The proposed business-school partnership for career preparation would provide a

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useful forum for discussion of this issue.

6.J Expand and improve coordination of the adult workforce development system to more effectively meet the needs of both workers and employers.

RECOMMENDED ACTIONS

7. *Expand sites and technical education programs for adult workforce training at Delgado Community College.*
   Who: *Louisiana Technical College, Delgado Community College, Job 1*
   When: *First five years*
   Resources: *State and federal funds*

   The closure of Louisiana Technical College's Sidney Collier campus has meant that New Orleans students have to travel to the Jefferson, West Jefferson, or Slidell campuses for a number of certificate and diploma-level technical education programs, including skilled trades, automotive, office technology, and lower-level allied health occupations. In March 2009, the Louisiana Community and Technical College System announced a commitment of $11.9 million in bond funding to purchase land for a new New Orleans' campus and to construct new buildings. The project is scheduled to be completed in 2013. Business and economic development organizations should work with Delgado and the city's legislative delegation to ensure that the project proceeds on schedule (if not earlier) and is sufficiently funded to provide state-of-the-art training in critical technical occupations. The business community should also begin discussions with Delgado about programming needs and how it can support program development.

8. *Increase the number of sites for adult education and satellite Job 1 Career Centers.*
   Who: *Delgado Community College with manufactures*
   When: *First five years*
   Resources: *State and private funds*

   Providing additional sites for adult education programs and satellite Job 1 Career Centers would expand access to career development services for adults, particularly those who live in neighborhoods that are distant from existing facilities. One option would be to design new neighborhood libraries to include space for such facilities. This could include classroom space and computer banks. Existing adult education programs and Job 1 would provide staffing, which would require additional funding. Additional costs could be minimized by recruiting volunteers for some functions such as computer literacy training, building on the volunteer ethos that has developed since Hurricane Katrina. Another possibility would be to outfit classrooms with distance learning equipment so that classes could be taught remotely with volunteer tutors on-site.

9. *Establish workforce Centers of Excellence in key economic base industries.*
   Who: *Delgado Community College with Shipyards; Job 1*
   When: *First five years*
   Resources: *State and private funds*

   Centers for Excellence develop training and certification programs based on competencies defined by various industries. The Advanced Manufacturing Center of Excellence established by Delgado in partnership with Northrop Grumman Ship Systems and other shipbuilding and advanced manufacturing firms at Northrop Grumman's Avondale facility can serve as a model for the development of workforce centers of excellence in other critical industries including health care, life sciences, hospitality, and media. Delgado should work with industry working groups established within the various base industry sectors.

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10. *Establish a construction trades pre-apprenticeship program.*
    Who: *Job 1 and other workforce development organizations*
    When: *First five years*
    Resources: *Federal funds*

    Workers who might otherwise enter the construction trades often have skill deficits or other employment barriers that disqualify them. To address this issue, a construction trades pre-employment program should be established. The program would consist of a coordinated system of outreach and recruitment, assessment, case management, pre-employment preparation, job training, placement, and retention services. The program could be led by Job 1 with participation by other workforce development organizations. Additional workforce development funding flowing to workforce investment boards from the federal stimulus package is a potential funding source for such a program.

11. *Improve coordination among workforce development service providers and integrate client services.*
    Who: *Job 1 and United Way*
    When: *First five years*
    Resources: *Staff time*

    Workers seeking to enter the workforce or transition to new jobs often need a multiplicity of services in order to obtain and maintain employment. The challenge of finding and obtaining the right services can create obstacles to success. At the same time, individual workforce development organizations recognize that their services alone are often not enough to produce the employment outcomes on which they measure their success. Workforce development professionals acknowledge that service delivery is fragmented and that it is difficult even to identify all of the available resources, much less coordinate client services among organizations.

    Workforce development and human services organizations should organize an initiative to address this issue, possibly through the joint leadership of Job 1 and the United Way. A first step would be to develop a comprehensive inventory of relevant programs and services, develop tools to share this information, and establish a mechanism to keep the information up to date. A second step would be to establish protocols to facilitate referrals and establish a common information base to track client progress. A longer-term step would be to develop a common system of case management that would enable organizations to more effectively coordinate and integrate services tailored to the needs of each client.

    In addition to improving services and outcomes for clients, this initiative would also help service providers to better assess gaps in services and work together and with other community stakeholders to address these gaps.

12. *Establish a workforce development working group within the PPP.*
    Who: *PPP*
    When: *First five years*
    Resources: *Staff time*

    The ability to address workforce needs is key to the success of business recruitment, retention and expansion efforts. The PPP should establish a workforce development working group with Job 1, Delgado, and other workforce development organizations in order to both exchange information about how to better address business workforce development needs and to develop a process to respond effectively to requests by individual businesses for worker recruitment and training services.

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GOAL 7

An entrepreneurial culture

7.C Support the development of new entrepreneurial ventures.

New Orleans' higher education institutions develop and license technologies that have the potential to fuel the development of local, high-growth technology-based enterprises, particularly in the life sciences field. They also employ research staff in a range of academic disciplines that can support local enterprises through cooperative industry/university research. However, local research activities have not played a large role in new enterprise development. As noted earlier, the infrastructure for technology-based enterprise development in New Orleans is not fully developed, with gaps in key resources such as seed capital and specialized professional and management support. More aggressively capitalizing on these resources could accelerate the development of the city's technology-based economy.

RECOMMENDED ACTIONS

1. *Complete the BioInnovation Center as a symbol of entrepreneurial infrastructure.*
   Who: *BioInnovation Center stakeholders*
   When: *First five years*
   Resources: *Center funding*

   > Develop the infrastructure for university technology transfer and technology-based enterprise development.

   The new BioInnovation Center can be viewed as a test case of whether this entrepreneurial infrastructure can be created. While often characterized as an incubator for biosciences firms, the BioInnovation Center has a broader mission to assist in the development of biosciences firms seeking to commercialize technologies developed by local research institutions. In addition to developing wet lab and other business space in its new incubator, it is also working with its partner institutions to identify technologies with commercialization potential, and connect entrepreneurs with researchers, seed capital, and specialized business assistance.

   The BioInnovation Center's university partners and other stakeholders in the development of the biosciences industry should monitor its progress to assess the model's effectiveness in supporting biosciences startups, determine whether additional resources or capacity are needed to make this experiment a success, and assist the Center to address identified resource and capacity gaps. This role could be played by the PPP Life Sciences Working Group.

   Based on the experience with the BioInnovation Center, the longer-term task will be to develop a broader strategy to build the local research base across technology specializations and develop the organizational structures and resources to develop a significant cluster of technology-based enterprises. Collaboratives have been established in a number of cities and regions involving government, economic development, and academia with the objective of promoting technology transfer and technology-base enterprise development.

2. *Conduct an early-stage-capital study to identify needs and sources of pre-seed, seed and venture capital financing for the region.*
   Who: *PPP, GNO, Louisiana Technology Council, Biosciences Initiative, Idea Village*
   When: *First five years*
   Resources: *PPP and other organization funding*

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The shortage of early stage capital in New Orleans and throughout Louisiana is often cited as a barrier to the development of new business ventures. At the same time, new public and private risk capital funds have been established in recent years. Efforts to catalyze the development of additional early-stage capital sources may be important to spur the development of new, high-growth enterprises in New Orleans.

A study should be conducted on the regional level to develop a better understanding of the extent and nature of supply and demand for early stage capital. The PPP should work with GNO Inc. and local and regional organizations such as the Louisiana Technology Council, the New Orleans Regional Biosciences Initiative and the Idea Village to organize such a study.

The study would identify and quantify the sources of pre-seed, seed, and venture financing available to local firms through federal and state programs and private sources, estimate the current and prospective level and type of early stage funding needed to support the development of new business ventures, inventory the potential sources of additional public, corporate, individual and philanthropic funding to address identified needs, and develop objectives and strategies to meet those needs.

3. *Ensure the availability of commercial space for startup ventures.*
   Who: *PPP, CPC*
   When: *First five years*
   Resources: *PPP funds*

A number of private and non-profit developers are developing space for new business ventures, including business incubators, other facilities with shared space and services designed to reduce business costs, and specialized facilities targeted to firms in certain industries such as biosciences, green industry, and digital media.

The PPP should work with developers to identify appropriate buildings and sites, provide information about existing financial incentives, and assist with incentive application processes and local regulatory approvals. As the PPP becomes more familiar with the unique needs of these development projects, it can also work with city government to develop more tailored financial incentives, review and, if appropriate, propose revisions to land use regulations and building codes that unnecessarily inhibit development of such projects.

- *Through the new zoning ordinance, ensure that there us adequate space for affordable commercial property for start-up companies throughout the city.*
- *Promote the development of "cool spaces" in lively areas of the city, preferred by young, tech-savvy entrepreneurs.*

GOAL **8**

A vibrant local small-business base

8.E Sustain and grow the city's small- and micro-business base.

RECOMMENDED ACTIONS

1. *Improve coordination of small business assistance services.*
   Who: *Collaborative for Enterprise Development*
   When: *First five years*
   Resources: *Grant funding*

As noted earlier, there are a large number of programs in New Orleans providing small

business financing and technical assistance. The number of programs grew considerably after Hurricane Katrina as a number of organizations established programs to support business recovery. While this is a positive development, it can complicate the efforts of existing or prospective small business owners to identify and access the assistance that is best tailored to their needs. The Collaborative for Enterprise Development is a good start toward improving service coordination, but its membership is not inclusive of all business assistance providers.

Improved organizational coordination could yield a number of benefits such as:
> Information sharing about the specific services and eligibility criteria of each organization.
> Common assessment and referrals so that whichever organization a business initially approached, a match with the most appropriate provider could be more easily made.
> Collaboration on staff training and professional development and possibly certification standards to improve staff proficiency.
> Common outcome metrics to help organizations track the progress of client businesses and assess their performance.
> Improved coordination to identify gaps in services or financing tools and enable organizations to work collaboratively to address these gaps.
> Establishment of a pool of shared specialized business consultants.
> A common business mentoring program with local business organizations
> Joint marketing tools, such as a small business assistance web portal.

These efforts could be managed by an expanded Collaborative for Enterprise Development or alternatively, the new small business partnership now under consideration. Additional staffing will be required to manage these additional responsibilities.

4. *Organize and streamline comprehensive business permitting process and create a one-stop shop with dedicated staff.*
   Who: *Community Development Department*
   When: *First five years*
   Resources: *General Fund, permit fees*

The city should establish a detailed reform plan with a clearly-defined set of actions to address bureaucratic hurdles to licensing and the permitting process and a strict implementation time line. The city should also make a commitment to report to local business organizations on implementation progress against the established time line on a quarterly basis.
> Organize a comprehensive permitting process to ease concerns of business communities.
> Streamline the permitting process by creating a "one-step" permitting shop with dedicated staff to walk applicants through the process.

5. *Improve access to public contracting opportunities for small and minority-owned businesses.*
   Who: *Procurement offices of public agencies*
   When: *First five years*
   Resources: *Staff time*

While the city and many of its independent public agencies have established programs to promote contracting to targeted small, minority and disadvantaged business enterprises, these programs have not been used to their fullest extent. Public agencies with special contracting programs can address these issues by establishing a collaborative small contractor support initiative. Common policies and procedures that would make it easier for targeted small businesses to qualify and compete for designated contracting opportunities include:
> Joint communications tools to advertise all contracting opportunities.

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> *Establishment of a single qualification process.*
> *Sufficient staffing to turn around applications in a timely manner.*
> *Contract structures and bidding processes that facilitate targeted business participation such as:*

- *Break larger master contracts into smaller pieces to increase bidding opportunities for smaller contractors*

- *Structure contracting process to give smaller contractors larger pieces of fewer jobs to lessen their administrative burden.*

Another factor that inhibits small contractor participation in these programs is the inability to obtain surety bonds of sufficient amounts from private financing sources. The Collaborative for Enterprise Development or the new small business partnership now under consideration by the city should explore the establishment of a small contractor bonding program to address this issue.

GOAL **9**

A 24-hour downtown to support its role as an economic driver

9.D Revitalize downtown New Orleans and Canal Street and transform downtown into a thriving, mixed use urban center.

RECOMMENDED ACTIONS

1. *Improve and enhance downtown as a vibrant mix of urban districts for work, entertainment, shopping and living.*
   Who: *DDD*
   When: *First five years*
   Resources: *Staff time*

> A center for business and commerce
> A marketplace of mixed-use development
> A great neighborhood to live
> The world's meeting place in the convention center
> A center of culture and tourism

9. *Engage NORA to pursue public/private partnerships and land assembly in critical locations to expedite infill redevelopment.*
   Who: *NORA*
   When: *First five years*
   Resources: *NORA funds*

Market forces are not yet directing and sustaining development, and without a substantial push in critical locations (*e.g.*, along Canal Street), it will likely be much longer before New Orleans witnesses a revitalized CBD and Canal Street. More aggressive public-private partnerships, directed by the New Orleans Redevelopment Authority (NORA), are needed to overcome obstacles and jump start redevelopment. NORA's involvement may be particularly essential on those block faces with narrow parcels and fragmented ownership. Consolidation of the parcels would make them more marketable and would allow for greater flexibility in redevelopment.

10. *Adopt a historic rehabilitation building code, modeled on the New Jersey Rehabilitation Sub-code, to facilitate the renovation of upper floor space.*

Who: *Safety and Permits, CPC, City Council*
When: *First five years*
Resources: *Staff time*

Because of the inflexibility of existing building and fire codes, the renovation of the upper floors of many buildings along Canal Street (and throughout downtown) is infeasible. A new sub-code for the renovation of historic buildings is needed. New Jersey adopted a statewide "renovation sub-code" in 1998, which established flexible building codes tailored to older structures to encourage their rehabilitation, and the City of Los Angeles implemented a similar code in

1999 for historic buildings in downtown Los Angeles. Both measures have been unqualified successes, as they have been credited with facilitating billions of dollars in renovation activity.

11. *Expedite the renovation of downtown theater venues and the realization of the theater district initiative.*

Who: *DDD; Canal Street Corporation*
When: *First five years*
Resources: *Staff time*

The Downtown Development District and the City should continue to pursue the renovation of the Joy or State Palace theaters, working closely with the owners to identify financing and/or potential investors. The city could also pursue the path that it has taken with the Saenger Theater and take an active ownership role in restoring the Joy and State Palace.

5. *Improve the retail market along Canal Street to reestablish it as one of the city's primary commercial corridors.*

Who: *DDD; Canal Street Corporation*
When: *First five years*
Resources: *Staff time*

> *Identify priority "keystone" properties and "keystone" retailers to catalyze market momentum and attract further investment.*

Along Canal Street, efforts at redevelopment should be directed especially towards the Riverfront end of Canal. If a continuous swath of quality commercial and mixed use development could be generated in this area, subsequent investment would likely ensue, driving activity further up Canal Street.

> *Provide incentives and gap financing to "signature" local and national retailers to locate along Canal Street.*

In addition to working with property owners to redevelop physical structures along Canal, the City and DDD should also consider the use of direct financial inducements such as HUD Section 108 loans to the "keystone" retailers who would occupy those structures.

[Recommendations for Neighborhood Commercial Districts can be found in Chapter 5.]

6. *Continue to market the use of tax credits and other incentives to encourage the rehabilitation of historic structures.*

Who: *DDD, Canal Street Development Corporation*
When: *First five years*
Resources: *Staff time*

The City and DDD must remain aggressive in reaching out to property owners and developers to ensure that they are aware of GO Zone incentives, legislation such as expanded New Markets Tax Credits, Historic Rehabilitation Tax Credits, and Low Income Housing Tax Credits. The City and DDD should also direct stakeholders to the resources that can help to guide them through the considerable technical, legal, and financial requirements of these programs. The

ATTACHMENT A

City should also push Congress for a long-term extension of the GO Zone program both to maintain stalled projects' eligibility for the subsidies and to facilitate more of a phased (though still substantial) pace of redevelopment.

7. *Continue aggressive code enforcement to ensure code compliance.*
   Who: *Safety and Permits, DDD, HDLC*
   When: *First five years*
   Resources: *Staff time*

   Code enforcement must continue to be a priority to ensure the orderly appearance of downtown and Canal Street and to limit the growth of illegal, nuisance uses. Along with Safety and Permits and HDLC, the Downtown Development District, through an agreement with the City, has recently assumed increased code enforcement duties throughout downtown.

8. *Through the new zoning ordinance, ensure that new development throughout downtown meets the highest standards for context sensitivity and overall design quality.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

   Creating clear, demanding design guidelines in the new zoning ordinance will ensure that new construction actually adds value and character to downtown streets, which will in turn attract additional investment. New zoning and design guidelines should insist on a more attractive treatment of on-site parking, building facades that encourage pedestrian activity and engage the street, and a higher standard for building materials and overall design quality.

   While taking into consideration the scale of existing and adjacent neighborhoods, the new zoning regulations should also allow sufficient capacity in height and density to encourage the redevelopment of surface parking lots.

9.E Enhance transit, pedestrian and bicycle access to and within downtown.

The transportation element of this Plan (Chapter 13) outlines some of the specific route adjustments, performance improvements, and other changes that the RTA should implement to attract more riders. All of these improvements will greatly improve transit access to downtown and will therefore make downtown a more compelling destination for work, shopping, and entertainment. However, many improvements specifically targeted to downtown would make for a more inviting, accessible, and pedestrian friendly environment.

RECOMMENDED ACTIONS

1. *Implement the recommendations of the Downtown Development District's Downtown Mobility and Parking Study, including the establishment of a coordinated parking program.*
   Who: *DDD, DPW*
   When: *First five years*
   Resources: *Staff time*

   The recently completed study outlines a number of priority investments to improve traffic flow, pedestrian safety, and overall mobility. The recommendations of the study should be implemented, with particular attention to the establishment of a parking authority and coordinated off-street parking program.

5. *Improve the pedestrian environment throughout downtown.*
   Who: *DDD, DPW*
   When: *First five years*

Resources: *Staff time; bonds*

Streetscape improvements are needed to set the stage for redevelopment along a number of corridors: the Rampart/Loyola corridor, currently dominated by surface parking lots, and the Tulane Avenue corridor adjacent to the Tulane Medical Center and the shuttered VA and Charity hospitals. In order to create additional access points to the Riverwalk, increase ridership on the Riverfront Streetcar, and enliven the streetscape on Convention Center Boulevard, a number of pedestrian access points should be created. These pedestrian promenades should be clearly demarcated, visible, attractively landscaped, and should incorporate commercial development to ensure that they remain active and safe.

6. *Enhance bicycle connectivity to downtown through the provision of bike infrastructure including the construction of the Lafitte Greenway.*
   Who: *DDD, DPW; Project Delivery Unit*
   When: *First five years*
   Resources: *D-CDBG; bonds; Staff time*

The Transportation element of this Plan (Chapter 13) outlines a number of specific recommendations for improving the bicycle infrastructure of the entire city. The Lafitte Greenway and the other projects that the Transportation element recommends will substantially improve bicycle access to downtown.

9.F Make investments to public parks, buildings and other facilities to attract private investment.

RECOMMENDED ACTIONS:

1. *Secure funding for the full implementation of the Reinventing the Crescent park along the riverfront.*
   Who: *New Orleans Building Corporation*
   When: *First five years*
   Resources: *Staff time*

Approximately $30 million towards the $300 million project has been obtained to date. A funding mechanism should be identified for the remainder of the project.

2. *Continue improvement to public spaces and building such as Armstrong Park and Municipal Auditorium.*
   Who: *Project Delivery Unit*
   When: *First five years*
   Resources: *Recovery funds, bonds*

> *Build upon recent renovations to Armstrong Park to improve access, visibility, and amenities.*
In preparation for the reopening of the Mahalia Jackson Theater, the city completed incremental renovations to Armstrong Park. Additional improvements should include: improved access and more pedestrian entrances at the perimeter of the park; the installation of recreational facilities behind the Mahalia Jackson Theatre; the completion of the National Park Service's proposed Jazz National Historical Park; and the renovation of the Municipal Auditorium.

3. *Renovate the central library on Loyola Avenue and transform it into a "signature" public building.*
   Who: *Project Delivery Unit; Orleans Parish Library*
   When: *Medium term*
   Resources: *CDBG; bonds*

In a number of cities across the country such as Seattle and Chicago, the main public library

serves as an iconic civic space.

4.. Redevelop the Iberville Public Housing Development to create a new, mixed income community.

Who: *Housing Authority of New Orleans with private developers*
When: *First five years*
Resources: *Federal funding*

The Iberville Housing development, while long celebrated as the most desirable of New Orleans' public housing complexes, nevertheless suffers from violence and the effects of concentrated poverty. It is also seen as a major deterrent to additional investment along Canal Street and the Rampart Avenue corridor. Iberville should be redeveloped as a mixed income development, but a number of principles must guide its redevelopment:

> units must accommodate a broad range of incomes: from public housing units to market rate units;
> existing buildings should be largely preserved;
> community serving commercial development, such as a grocery store, should be incorporated into the redevelopment plans;
> extensive social services, such as child care, youth development, and access to job training, should be incorporated into redevelopment plans.

Shared destiny involves promoting equity

Equity means fairness, equal opportunity, and treating everyone with respect and dignity. It is a concept of fundamental importance to every New Orleanian regardless of background, economic standing, or other kind of difference.

Louisiana's constitution bans racial bias; the city charter states that New Orleans does not tolerate discrimination. Beyond basic fairness, equity today stands as an essential component of economic development: cities that compete most successfully for jobs and investment make sure that no one is denied basic rights and opportunities because of race, age, gender, religion, sexual orientation, or disability.

While usually conceived of in purely economic terms, achieving equity takes many forms.

Employment: Enhancing Workforce Development
The Master Plan outlines strategies for offering people of every education and skill level more opportunities for lifelong education and career development.

Entrepreneurship: Creating an Environment Friendly to Small Business
Ensuring that economic development initiatives benefit the full spectrum of the community, including small and minority owned businesses, will require building the principle of inclusion into all economic development efforts.

Rebuilding: Making Strategic Investments in Neighborhoods According to Condition and Need Like all American cities, New Orleans must address disparities among neighborhoods by ensuring that each one receives the public investment in facilities and infrastructure it requires in order to thrive. The Master Plan outlines a range of condition-specific strategies for making public policy and investments that take into account differing neighborhood challenges and needs.

Civic: Creating a Business-Friendly Culture Within City Government
A streamlined, business-friendly culture within city government contributes to equity by assuring access to business assistance and services for businesses of any size and instills confidence in both residents and potential investors from outside New Orleans. The Master Plan outlines steps the City can take to build a more transparent, responsive, and fair business climate.

Cultural: Support the Creative Contributions of Every Member of the New Orleans Community

New Orleans music, crafts, arts, and dance programs have disappeared in recent years. Minneapolis/St. Paul and other cities have initiated programs that focus on using the arts to keep at-risk youth in school and move people into creative roles in the workforce. A New Orleans Cultural Commission or Department of Cultural Affairs could help recapture the human potential lost with these programs—while extending the city's rich cultural legacy and strengthening competitiveness for high-value heritage tourism—by collaborating with nonprofits, schools, and other partners on efforts.

Environmental: Promote Environmental Equity

Environmental justice and equity requires that all groups and places should have equal access to environmental goods like clean air and water and that no group or place should bear a disproportionate burden of environmental problems. The Master Plan outlines environmental strate- gies to benefit all parts of the City.

Cities like Atlanta, Baltimore, and Chicago have learned that when residents don't trust city government to be fair and to serve everybody's needs, residents compete for control of the levers of power rather than joining in community-wide efforts to solve deeply rooted problems. Like all of the Master Plan's core policies, those related to equity should be monitored annually, and these and other cities offer effective models of how that can be done.

Text Amendments to: Chapter 10

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.

Volume 2

chapter 10

COMMUNITY FACILITIES, SERVICES AND INFRASTRUCTURE

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
1	***Transform City services through improved cross-departmental collaboration***	**1. A. All City assets and resources are electronically mapped, documented, and maintained in the City's Enterprise GIS platform.**	**10.XX**
		1. B. Facilitate consistent use of data across all City departments.	**10.XX**
		1. C. Consolidate public and quasi-public resources for improved efficiency and data sharing where appropriate.	**10.XX**
~~1~~**2**	***Water, sewer, and drainage infrastructure repaired, upgraded, safe and resilient***	~~1~~**2**.A. Rebuild the city's water, sewer and drainage system to add resiliency, improve efficiency and preserve public health.	**10.XX**~~10.13~~
		2.B Prioritize, for capital spending, those projects that advance the Greater New Orleans Urban Water Plan principals and/or reflect stormwater best management practices.	**10.XX**
~~2~~**3**	***Public safety services and facilities that meet best-practices performance standards for all areas of the city***	~~2~~**3**.A. Make all public safety facilities state of the art and with integrated services.	**10.XX**~~10.15~~
		3.B. Maintain a sustain-able, reliable and safe fleet of emergency and support vehicles that support the needs of the department.	**10.XX**
		~~2.B~~**3.C.** Implement a more robust community policing program and overall communication with the public.	**10.XX**~~10.15~~

		~~2.C.~~**3.D.** Continue to pursue implementation of the Fire Department Master Plan.	**10.XX**~~10.16~~
		~~2.D.~~ 3.**E.** **Enhance** the EMS program.	**10.XX**~~10.16~~
		~~2.E.~~3.F. Improve customer service and response tracking in the Community Information/311 office.	**10.XX**~~10.18~~
3~~**4**~~	***Cost-efficient, resource-efficient, well maintained public facilities and services.***	~~34~~.A ~~Create a~~**Monitor the performance of the** network of public facilities and service clusters as neighborhood civic centers designed to fit into neighborhood character.	**10.XX**~~10.19~~
		4.B Require public fa-cilities to comply with floodplain management ordinance.	**10.XX**
		~~3.B.~~**4.C Monitor the performance of the new library facilities as accessible centers of learning and community.** ~~Provide a library system accessible to all neighborhoods with libraries that function as centers of learning and centers of community.~~	**10.XX**~~10.19~~
		~~**3.C.**~~**4.D** Establish an asset management system for all city property and facilities, including streets.~~,~~ ~~to be fully operating in 2015.~~	**10.XX**~~10.20~~
		4.E. Encourage citizens to become active-ly involved in the care and maintenance of public space and civic infrastructure in neighborhoods.	**10.XX**
5	***Publically accessible computer labs, Wi-fi, and oth-er devices within 5 mile of every resi-dent***	**5.A Create computer labs at existing City facilities and other locations to facilitate access**	**10.XX**
4~~**6**~~	***State-of-the-art public school campuses and facilities accessible to all neighborhoods***	~~46~~.A. Promote collaboration among city agencies and community and neighborhood groups in implementation of the New Orleans School Facilities Master Plan.	**10.XX**~~10.20~~
~~**57**~~	***Up-to-date justice system facilities and programs***	~~57~~.A. Rebuild and expand justice facilities in ways that contribute to the commercial district and neighborhood vitality.	**10.XX**~~10.21~~
~~**68**~~	***Renewable energy, energy ~~Energy~~ efficiency and utility-service reliability and reasonable cost***	~~68~~.A. Reorganize incentives to utilities and to households and business to emphasize conservation, reliability and reasonable cost.	**10.XX**~~10.21~~

		8.B. Increase the share of electricity generated from renewable sources, and pro-mote the continued develop-ment of reliable and resilient energy transmission infrastructure.	**10.XX**
~~7~~**9**	***State-of-the-art telecommunications communications infrastructure***	~~7~~**9**.A Enact regulations and pursue contracts that result in the highest level of cost-efficient services for businesses and individuals.	**10.XX**~~10.22~~
		9.B Use modern man-agement and monitoring tools to deliver more stable and predictable City services over up-graded and expanded telecommunications infrastructure.	**10.XX**

new orleans
MASTER PLAN AND COMPREHENSIVE ZONING ORDINANCE

fact sheet

INFRASTRUCTURE

Water Supply

- 1,610 miles of water mains and 16,500 hydrants
- Two water treatment plants purify raw Mississippi River water
  - > Carrollton Plant services East Bank and producing ~~120~~ **135** MGD – million gallons per day (design capacity = 232 MGD)
  - > Algiers Plant produces 10 MGD (design capacity = 40 MGD)

Water main breaks are scheduled for repair as they are identified. ~~To date, all identified water main breaks have been fixed.~~

> ~~Several unidentified leaks have yet to be located and repaired; could take 2 to 3 years~~**It will take years** to restore water service system to pre-Katrina levels

> Estimated cost for repairing currently identified water system damage: $~~10M~~ **30M** to $~~20M~~**35M**

Sewerage

- 1,600 feet of gravity sewer lines, 8-inches to 7-feet in diameter
- ~~83~~ **84** pumping and lift stations~~, of which 2 are large ones on the East Bank and 1 large station on the West Bank~~
- ~~The majority of sewage pumping stations are still undergoing Katrina related repairs. Of the 65 pumping stations: 11 in service, 54 on partial pumping capacity or completely on portable pumping.~~ **All sewage pumping stations have been repaired since Katrina and are operating at capacity.**
  - > The approximately $80M in repairs to pumping stations will be paid for by FEMA
- Two sewerage treatment plants service the entire City
  - > East Bank capacity = 122 MGD (dry weather); currently receiving 100 MGD~~; current improvement plan to increase capacity to 265 MGD (wet weather~~)
  - > West Bank capacity = 20 MGD; currently receiving 10 MGD
- 1998 Consent Decree between the City of New Orleans, the Sewerage & Water Board of New Orleans, ~~the State of Louisiana~~, and the U.S. Government; scheduled completion ~~December 2010; the Sewerage & Water Board has requested an 8 year extension~~**October 2025**
- About $500M remaining work in the over $650M of sewerage system capacity improvements on-going

WHAT DOES IT MEAN?

- Current water plant capacity meets needs but distribution system requires significant repairs and improvements to reduce leaks.
- A significant amount of work is necessary to restore the sewerage system.
- Adequate funding needed for necessary significant improvements to drainage system.
- A safer, smarter, and more intelligent electrical grid is necessary.

Drainage

- 90 miles of open canals and 90 miles of subsurface canals
- **24 major drainage pumping stations and** 13 roadway underpass pumping stations
- System pumping capacity is ~~29~~ **32** billion gallons per day
- On the East Bank, ~~20~~ **22** pumping stations send flow to Lake Pontchartrain and 2 send flow to the Intracoastal Waterway~~; of the 22 pumps on the East Bank, only 6 are in full service~~
- On the West Bank, 2 pumping stations send flow to the Intracoastal Waterway ~~(one in service and one partially operating).~~
- $803M budget for five-year Capital Improvement Program (2007-2011); $407M of this provided through funding sources other than SWB revenue
- **Minor drainage is maintained by the City of New Orleans and the SWB maintains major drainage**

Street Lights

- 55,000 street lights
- The City has assumed responsibility for the street light maintenance program in lieu of continuing to contract with Entergy.
- **The City has converted most of its street lighting to energy efficient LEDs**

Electric Grid

- Entergy ~~has two generation stations: 870 million watts Michoud Plant and the 61 million watts Patterson Plant~~no longer maintains generation facilities within the city limits; however, Entergy has just completed the construction of a 1MW solar farm in NO East with up to 500KW of battery storage.
- The Michoud Plant closed in 2016 and the Nine Mile 6 Plant opened in Westwego.
- ~~There has not been significant investment in the transmission system in the last 20 years.~~Entergy completed a $30 million transmission system overhaul in 2016
- Today's transmission infrastructure is designed to withstand 140 mph winds. Towers built in 1950s and 1960s designed to withstand 100 mph winds.

ATTACHMENT A

new orleans
MASTER PLAN AND COMPREHENSIVE ZONING ORDINANCE

fact sheet

COMMUNITY FACILITIES

School Facilities

- ~~79~~ 82 Public Schools in operation in Orleans Parish including OPSB, RSD and charter schools.
- ~~33,550~~43,948 students for the ~~2008–2009~~2014-2015 school year.
- The School Facilities Master Plan (SFMP) for Orleans Parish
  - > Outlines the renovation/rebuilding of public school facilities.
  - > Outlines schools within a ½-mile walking radius of every neighborhood.
  - > ~~The Orleans Parish School Board approved the plan on November 6, 2008 and it is currently under review by the Louisiana Board of Elementary and Secondary Education~~The plan was approved by the Orleans Parish School Board and the Louisiana Board of Elementary and Secondary Education in November, 2008.~~.~~

Libraries

- ~~11~~ 14 Public libraries open in Orleans Parish *(as of August ~~2009; includes temporary facilities~~2016)*

Child Care Centers

- 117 Child care centers open in New Orleans (2008)

Police Facilities (Headquarters and District Stations)

- 15 Stations
  - ~~> 2 in undamaged or repaired facilities~~
  - ~~> Remainder operating in temporary or damaged facilities.~~
  - ~~> 15 recovery projects for Police Department facilities currently underway. The majority of projects are renovations of existing facilities.~~
  - > 2 new stations have been developed and 1 is in design
  - > 3 buildings were recently purchased to relocate some NOPD operations

Fire Department Facilities

- ~~21~~ 31 *Stations ~~(including additional staging areas and temporary facilities)~~*
  - > ~~33 recovery projects for Fire Department facilities currently underway. The majority of projects are renovations of existing facilities.~~2 new stations constructed in Lower Ninth Ward and Venetion Isles. 2 additional new stations are in design.

Emergency Medical Service

- ~~98~~ 92 full-time employees
  - > ~~3~~ 1 Board Certified Emergency Medical Physician~~s~~
  - > ~~60~~ 68 paramedics
  - > 1Community Nurse Paramedic
  - > ~~44~~22 EMTs (Emergency Medical Technicians)
- Answered ~~50,000 calls in 2008~~61,000 calls in 2015

WHAT DOES IT MEAN?

- New Orleans is a city built around strong neighborhoods with the capacity for multiple community resources in each neighborhood.
- Many of our community facilities were heavily impacted by the storms.
- Significant progress has been made in bringing our community facilities back on line; however, there is still a long way to go to ensure all neighborhoods have equitable access to community facilities and services.
- New Orleans cannot be a functioning city without rebuilding the community facilities that are at the core of neighborhoods.
- Our historic pattern of clustering services within neighborhoods is an easily re-attainable sustainability strategy.

Justice Facilities

- Majority of existing law enforcement and court facilities were damaged or destroyed by Hurricane Katrina.
- The Justice Facilities Master Plan
  - > Redevelopment of the Israel M. Augustine, Jr. Criminal Justice Center (Tulane and Broad) facilities into a campus divided into three "zones" – Police, Courts, and Sheriff.
  - > The plan recommends reuse of existing facilities as well as new facilities to consolidate similar and compatible uses *(ex. Consolidated Crime Lab, Coroner's Office, and Evidence Storage)*.
  - > Consolidation of the Courts system at the Tulane/Broad campus has received some resistance. Some prefer a consolidated facility at a downtown location instead.
- 19 recovery projects for justice facilities ~~currently underway~~have been completed, ranging from replacement of mechanical systems to design and construction of new facilities.

Sources:
~~LPHI, PCASG-Funded Community-Based Health Care Centers, May 2008; New Orleans Food Policy Advisory Committee, Building Healthy Communities, January 2008; NOFD, Recovery and Reconstitution Planning Report, March 2006; Recovery Projects Information Report, August 2008; OPSB/RSD, August 2008; FEMA, September 2007; Orleans Parish School Board/Recovery School District, August 2008~~Louisiana Department of Education, New Orleans Capital Projects Administration, New Orleans EMS, Sewerage and Water Board of New Orleans, Chief Administrative Officer's Office, 2016.

FINDINGS

- New Orleans facilities and infrastructure were under-maintained and in need of upgrades before Hurricane Katrina.
- Many of the city's community facilities were heavily damaged by ~~hurricanes~~ Hurricanes Katrina and Rita.
- Millions of dollars of recovery funds ~~will be~~have been invested in public facilities all over New Orleans ~~in the next few years.~~since Hurricanes Katrina and Rita.
- The water, sewer and drainage infrastructure requires billions of dollars in repairs and improvements.

CHALLENGES

- ~~Restoring community~~ Community facilities to serve residents and businesses in a coordinated way.
- ~~Restoring community~~ Community facilities to be more sustainable and cost-efficient than before the storm.
- Coordinating diverse agencies to attain the historic pattern of clustering services within neighborhoods.
- Filling the financing gap to restore and enhance the City's sewer, water and drainage infrastructure.
- Establishing non-structural approaches to drainage, wastewater and other needs.

Acronyms

To aid in reading this section, below is a list of acronyms used within the text:

CAO	Chief Administrative Officer	**MGD**	Million Gallons per Day
CPC	City Planning Commission	**NOFD**	New Orleans Fire Department
EMS	Emergency Medical Services	**NOPD**	New Orleans Police Department
EMT	Emergency Medical Technician	**OPSB**	Orleans Parish School Board
FEMA	Federal Emergency Management Agency	**RSD**	Recovery School District
GIS	Geographic Information Systems	**S&WB**	Sewerage and Water Board

A Introduction

New Orleans' infrastructure and many community facilities, such as police and fire stations, libraries and community centers, were severely damaged or destroyed in the aftermath of Hurricanes Katrina and Rita and federal funding ~~is supporting~~has supported millions of dollars in investments in new and rehabilitated facilities and infrastructure since then. The Capital Program for restoration of facilities damaged by Hurricanes Katrina and Rita includes over 254 projects with a Capital Budget of $558million.

The Master Plan emphasizes co-location of community facilities and incorporation of resiliency, energy efficiency and green building techniques. Community-serving facilities should be combined, where possible, in centralized locations within neighborhoods—forming a nexus of community facilities and services. Many facilities ~~can be~~have been designed for flexible uses: schools and police stations can have community meeting rooms;
schools can share clinics with the surrounding neighborhood; libraries can accommodate adult learning centers. Renovation of existing facilities and construction of new ones ~~should be~~are being executed to increase resiliency, mitigate future storm damage and reduce recovery time after a storm event or other emergency. Like older cities all
over the country, New Orleans' aging infrastructure, some of which has elements nearly 100 years old, needed very costly improvements estimated at $6 billion even before the storm. While many repairs and replacements require traditional hardened solutions, there are also opportunities to explore innovative non-structure solutions to enhance cost-efficient rehabilitation of the system.

Every neighborhood ~~will see~~has seen facility and infrastructure improvements as a result of the recovery-related capital improvement program, but the full value will depend on the City's capacity to maintain these investments over the long term. Establishment of an asset management system for City-owned properties is a high priority recommendation of the Master Plan.

B Recommendations

A recommendations **Summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **Getting Started**. The **Narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions discussion to inform understanding of the goals, policies, strategies and actions are included in Volume 3, Chapter 10.

Summary

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
1. Transform City services through improved cross-departmental collaboration	1. A. All City assets and resources are electronically mapped, documented, and maintained in the City's Enterprise GIS platform	1. Store and map fixed assets in Enterprise GIS Database through a City Asset Management System by GPS and other means that reference the city's authoritative data and basemaps.	Data Owners and/or Data Stewards within specific department s/agencies; City IT.	First five years		
	1. B. Facilitate consistent use of data across all City departments	1. Implement policy outlining standards for consistency of use.	City IT	First five years		
		2. Discourage creation of information silos by encouraging use of enterprise data systems.	City IT	First five years		
	1. C. Consolidate public and quasi-public resources for improved efficiency and data sharing where appropriate	1.Feed external data into centralized data warehouses. When geographic in nature, the records should be stored in the Enterprise GIS Geodatabase wherever possible.	Quasi-public and public organizatio ns; City IT	First five years		
~~12.~~ Water, sewer and drainage infra-structure repaired, upgraded, safe and resilient	~~12.~~ **A.** Rebuild the city's water, sewer and drainage system to add resiliency, improve efficiency, and preserve public health.	1. Continued needed im-- provements as provided for in the Sewerage and Water Board Master Plans.	Sewerage & Water Board (S&WB)	Long term	Federal; bonds; rate payers; grants. Estimated $6 B cost	10.15
		2. Inventory and confirm specifications of all known City infrastructure and assets, including legal boundaries and waterways.	S&WB; ITI	Short term		
		3. Implement centralized GIS-centric enterprise asset management system to coordinate construction efforts.	S&WB; ITI	Short term		

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		24. Develop funding strategies combining federal, state, local bond and local rate financing.	S&WB; possible consultants	First five years	S&WB resources	10.15
		35. Establish a priority ranking system to resolve existing drainage problems and communicate the priorities and rationale to the public.	S&WB; DPW	First five years	Staff time	10.16
		46. Pursue innovative, non-structural solutions for treating effluent (e.g., wetlands restoration) and managing storm water (e.g., natural drainage), ~~including a storm water management unit~~ to reduce the need for more expensive structural approaches.	S&WB; DPW	First five years	Staff time; grant funding; federal funds;	10.16
		~~5. Review the tradition of providing free water to all government bodies.~~	~~S&WB, City Council~~	~~First five years~~	~~Staff time~~	~~10.16~~
		7. Address lead and copper rule for private property house connections.	S&WB		Staff time	
	2.B Prioritize, for capital spending, those projects that advance the Greater New Orleans Urban Water Plan principals and/or reflect stormwater best management practices.	1. Establish and overarching, interdepartmental governance structure to coordinate capital investment and program decision making among local governmental agencies whose jurisdiction includes drainage or land assets necessary for integrated stormwater management as described in the Greater New Orleans Urban	S & WB, DPW, Parks and Parkways, NORA, City Park, Audubon Commission, etc.	Medium Term		
		2. Develop a sustainable, comprehensive, and locally derived funding stream for all surface and subsurface drainage assets, exploring alternatives to sewer and water rate increases, and ensure adequate resources are allocated for operations and maintenance	S & WB, DPW, Parks and Parkways, NORA, City Park, Audubon Commission, etc.	Medium Term		

		3. Enact a parcel based drainage service fee calculated on the basis of runoff volume, which would fund servicing of drainage related assets.	S&WB; **DPW**	Mediu m Term		

ATTACHMENT A

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
~~2~~3. Public safety services and facilities that meet best practices standards for all areas of the city	~~2~~3.A. Make all public safety facilities state of the art and with inte- grated services.	1. ~~Improve~~ Continue to build facilities, infrastructure and ~~service capacity, including design~~ to withstand Category 5 storms at a minimum.	Mayor's Office; CAO; Public Safety Departments; Project Delivery Unit	First five years	Non-recurring disaster funding	10.17
		2. Replace faulty equipment .	Mayor's Office; CAO; Public Safety Departments; Project Delivery Unit	First five years	Disaster funding; ~~capitol~~capital budget	10.17
		3. Apply for grants as a funding source for implementing necessary improvements.	Mayor's Office	First five years	Grants	10.17
		4. Require mandatory interagency management teams and training for all first responders.	Mayor's Office; CAO	First five years	Staff time	10.17
	3.B. Maintain a sustainable, reliable and safe fleet of emergency and support vehicles that support the needs of the department	1. Develop and maintain a fleet preventative maintenance program	Mayor's Office; CAO; Public Safety Depart-ments	First five years	Staff time	
		2. Develop and maintain a fleet replacement program that includes pre-	Mayor's Office; CAO; Public Safety Depart-ments	First five years	Staff time	
		3. Implement fleet management best practices including idle reduction technology, fleet management software to enhance cost savings and decrease environmental effects.	Mayor's Office; CAO; Public Safety Depart-ments	First five years	Staff time	
		4. Apply for grants as a funding source for fleet improvements.	Mayor's Office; CAO; Public Safety Depart-	First five years	Grants	
	~~2.B~~3.C. Implement a more robust community police- ing program and overall communication	1. Continue to implement the Brown Report's Strategic Action Plan's recommendations on community policing.	Police Department	First five years	Federal grants; Staff time	10.17

	with the public.	2. Organize systems to assure support from other agencies for community policing efforts, such as code enforcement, liquor licensing, and so on, including ticketing for quality of life offenses.	Police Department; other agencies	First five years	Staff time	10.17
		3. Continue to collaborate with other justice system entities in development information sharing and efficient communications.	Police Department and other justice system agencies	First five years	Staff time	10.17
		4. Enhance the public communications office for more effective communication with the public.	Police Department	First five years	Staff time	10.18
		5. Improve the quality and accessibility of information on the department's website.	Police Department	First five years	Staff time	10.18

ATTACHMENT A

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
~~2~~3. Public safety services and facilities that meet best practices standards for all areas of the city	~~2.C~~3.D. Continue to pursue implementation of the Fire Department Master Plan.	1. Review and update the 2006 Fire Master Plan	Fire Department	First five years	General fund	
		2. Recruit highly qualified personnel, including multilingual candidates.	Fire Department	First five years	General fund	10.18
		23. Include the department in planning meetings for fire department facilities to ensure that renovated and new facilities meet the needs for the department	Fire Department; PDU; CPA	First five years	Staff time	10.18
		34. Review training programs and procedures and rebuild the training facility adjacent to ~~the NASA Michoud facility when funds are available~~ to the NSA.	Fire Department	First five years	General fund	10.18
		~~4. Establish an apparatus lease program and increase the number of front line response apparatus.~~	~~Fire Department~~	~~First five years~~	~~General fund~~	~~10.18~~
		5. Repair water hydrants to allow faster and more access to water supply.	S&WB; Project Delivery Unit	First five years	Recovery funds; general fund	10.18
		~~6. Meet best practice requirements for staff vehicles.~~	~~Fire Department~~	~~First five years~~	~~General fund~~	~~10.18~~
	~~2.D~~ 3.E. Enhance the EMS program.	1. Develop and operate a GIS mapping system or similar program and explore use of other software, such as electronic patient care reports.	EMS to work with Office of Technology	First five years	General fund	10.18
		2. Increase NOEMS field resources (personnel, equipment and fleet) to meet national best practice response time compliance of <9 Minutes for all Code 3 calls for service ~~Consult other cities for EMS best practices, such as Washington and Boston.~~	EMS	First five years	Staff time	10.19
		3. Create a comprehensive risk analysis to identify specific risks and to tailor emergency	EMS; CAO	First five years	Consultant	
		4. Implement a policy for non-emergent calls for service.	EMS; CAO, Mayor's Office, City Council	First five years		
		~~3. Create a 24/7 call center with an EMS supervisor to support EMTs in the field.~~	~~EMS~~	~~Medium term~~	~~State and local funds~~	~~10.19~~

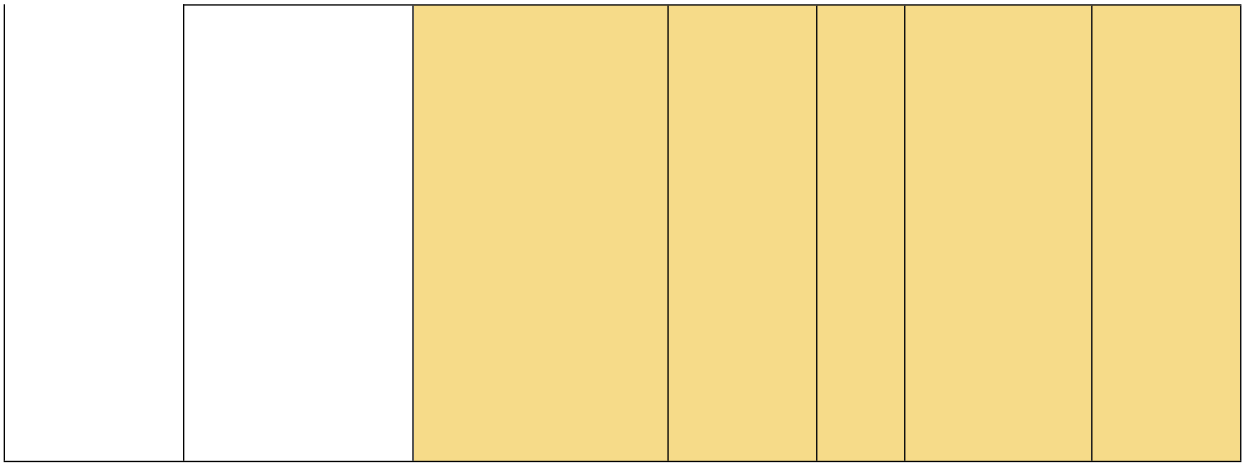
		5. Improve access to medical knowledge, skills and abilities within the department and partnering public safety agencies.	EMS, NOFD,	First five years	State and local funds	
		6. Expand staff training and leadership development to enable the department to cultivate a high-quality workforce.	EMS	First five years	State and local funds	
		7. Increase department staffing to include additional physicians, a training and education specialist, and a database analyst.	EMS; Civil Service	First five years		
		~~4. Work with the New Orleans Fire department to create a more unified emergency response system and share facilities with them to reduce facilities costs.~~	~~EMS; Fire Department~~	~~First five years~~	~~Staff time~~	~~10.19~~
		8. Adjust billing practices to reflect national billing practices for services rendered.	NOEMS, CAO	First five years		
		~~5. Help to foster a culture of personal and professional growth through providing advanced training opportunities.~~	~~EMS; Fire Department~~	~~Medium term~~	~~General fund~~	~~10.19~~
		69. Partner with local universi- ties to provide EMTs and paramedics with continuing education and	EMS; Fire Department	First five years	State and local funds	10.19
		~~7. Provide advanced training and continuing education (through partnerships with local universities) and incentives for increased performance.~~	~~EMS~~	~~Medium term~~	~~State and local funds~~	~~10.20~~
		~~8. Locate EMS stations strategically to provide appropriate care for each area of the city.~~	~~EMS~~	~~Medium term~~	~~State and local funds~~	~~10.20~~
		10. Expand delivery of the department's safety programs in schools, summer camps, and other community-based programs, events and activities.	EMS, NOHD, NOFD, NOPD	Medium term	Staff time	

ATTACHMENT A

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
~~2~~3. Public safety services and facilities that meet best practices standards for all areas of the city	~~2. E.~~3.F Improve customer service and response tracking in the Community Information/311 office	1. Train 311 operators to answer common questions directly rather that refer callers to other departments.	311	First five years	Staff time	10.20
		2. Create a community information center interactive web site with frequently asked questions, links to departments and outside resources.	Office of Technology	First five years	Staff time	10.20
		3. Provide a 311 e-mail form where citizens can select any city service, not just reporting potholes, code violations, debris and dumping.	Office of Technology	First five years	Staff time	10.20
		4. Increase the 311 Call Center's capacity for emergency assistance.	311; Office of Emergency Preparedness	First five years	Federal and state funds	10.20
~~3~~4. Cost, efficient, resource-efficient, well-maintained public facilities and services	~~3~~4.A. ~~Create~~ Monitor the performance of the ~~a~~ network of public facilities and service clusters to function as neighborhood civic centers.	1. Seek to co-locate city services with public schools, clinics, and similar services	CAO's office	First five years	Staff time	10.21
	4.B Require public facilities to comply with floodplain management ordinance.	1. Commit to constructing new public buildings with additional freeboard.				
		2. Retrofit existing facilities for compliance with current floodplain management standards				
	~~3.B~~4.C. ~~Provide a library system accessible to all neighborhoods with libraries that function as centers of learning and centers of community.~~ Monitor the performance of the new library facilities as ~~accessible centers~~	1. ~~Reference recommendations from~~Leverage the Library Master Plan and completed libraries in neighborhood civic center planning.	CAO's office; Library system; Project Delivery Unit	First five years	Staff time	10.21
		2. Attract more patrons with a variety of services and amenities, such as conference	Library system	First five years	Recovery funding; capital funds	10.21

ATTACHMENT A



ATTACHMENT A

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
~~34~~. Cost, efficient, resource-efficient, well-maintained public facilities and services	~~3.B. Provide a library system accessible to all neighborhoods with libraries that function as centers of learning and centers of community.~~	3. Seek partnerships and new funding sources to enhance facilities and services.	Library system; public -private partnerships	First five years	Foundations	10.21
		4. Build capacity by increasing the print collection to meet peer standards, increasing the number of computers and non-print collection.	Library system; public -private partnerships	First five years	Foundations	10.21
		~~5. Provide meeting and program spaces in all but the smallest locations.~~	~~Library system; CAO's office; Project Delivery Unit~~	~~First five years~~	~~Recovery funding; capital funds~~	~~10.21~~
		65. ~~Involve~~ **Continue to involve** citizens in planning library design and operations.	Library System; Citizen Participation System	First five years	Staff time	10.21
		~~76~~. ~~Create a~~**Continue to implement a** range of branch sizes, from storefront to community to main branch in order to create an optimal network.	Library Systems; Project Delivery Unit	First five years	D-CDBG	10.22
	~~3.C~~**4.D.** Establish an asset management system for all city property and facili- ties, including **vehicle fleets and** streets~~, to be fully operating in 2015.~~	1. Make establishment and implementation of an asset management system, including training and ongoing upkeep of the system, a high priority.	Mayor's Office; CAO	First five years	General fund	10.22
	4.E. Encourage citizens to become actively involced in the care and maintenance of public space and civic infrastructure in neighborhoods.	**1. Create and ordinance that allows for collaboration between the City and citizen-led groups for the care and regeneration of public space and civic infrastructure.**	**Mayor's Office; Various City Agencies**	**First five years**		

5. Publically accessible computer labs, Wi-fi, and other devices within 5 mile of every resident	5.A Create computer labs at existing City facilities and other locations to facilitate access	1. Revitalize existing computer labs with updated infrastructure including computers, printers, and Internet service				
		2. Revitalize existing computer labs with updated infrastructure including computers, printers, and Internet service				
		3. Commission development of a mobile computer lab that can travel to neighborhood bringing computer resources to neighborhoods who lack sufficient access or adoption of technology resources.				
		4. Develop technology mentorship and teaching program to support all City computer labs that will include digital literacy, technology education, and general user and technical support.				
		5.Track inventory of computers and computer resources in the enterprise asset management system; make location and specifications available to residents via GIS-based tool.				

46. State of the art public school campuses and facilities accessible to all neighborhoods	**46.A.** Promote collaboration among city agencies, community and neighborhood groups, and the school board in implementation of the School Facilities Master Plan.	**1. Inventory and electronically document all school property, land, and other fixed assets with a GIS-centric Work Order/Asset Management System. This should be the same system that is implemented by City Hall and S&WB.**	**School District; ITI**			
		12. Where feasible, combine school facilities with other community-serving functions like libraries and health centers.	School District; CAO's office	First five years	Staff time	10.22
		23. Ensure that elementary schools are within walking distance of neighborhoods and high schools have ac- cess to public transit.	School District	First five years	School funds	10.22
		34. Dispose of excess school property for adaptive reuse.	School District	First five years	Staff time	10.22
		45. Ensure city and community input in planning for projects to expand school land or facilities, or adaptive reuse of school lands or facilities no longer needed.	School District; CPC; Citizen Participation Program	First five years	School district funds	10.23

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FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
~~57~~. Up to date jus- tice system facili- ties and programs that include a focus on the rehabilita- tion of offenders for re-entry into society	~~57~~.A. Rebuild and expand justice facilities in ways the contribute to commercial district and neighborhood vitality.	1. Keep Civil Courts down-town in order to contribute to downtown's health as an office and civic center.	Civil Courts	First five years	Staff time	10.23
		2. Continue to establish and expand best practice programs of alternative sentencing and rehabilitative justice.	Sheriff's Office	First five years	Grants; federal, state and local fund- ing	10.23
		3. Continue efforts to en-hance communications and information sharing within the justice system.	All justice system groups	First five years	Staff time	10.23
~~68~~. Renewable energy, ~~e~~Energy ef-~~-~~ficiency and utility service reliability ~~and~~ at reasonable cost	**~~68~~.A. Using best practices,** ~~R~~reorganize incentives to utilities and to households and business to emphasize conservation, reliability and reasonable cost.	1. Expand implementation of the Energy Smart New Orleans Plan **and advance energy efficiency**.	City Council; **Mayor's Office; ORS; Entergy**	First five years	Grants	10.23
		2. Adopt a regulatory system that de couples util-ity revenue from electric consumption.	City Council; **Mayor's Office; ORS; Entergy**	First five years	Staff time	10.23
		~~3. Adopt a Renewable Portfolio Standard.~~	~~City Council~~	~~First five years~~	~~Staff time~~	~~10.23~~
		43. ~~Adopt~~ Implement ~~an~~ the energy efficient portfolio standard of 2% annual savings.	City Council	First five years	Staff time	10.23
		~~54. Explore options for a long-term plan to harden transmission lines and bury overhead utilities.~~	City Council; Energy Coordi-nator	First five years	Staff time	10.24
		~~65. Continue to make citywide upgrades to the underground gas infrastructure to replace~~	Entergy	First five years	Utility receipts	10.24

		78. Facilitate sharing of outage data between service provider and City authorities for situational awareness and planning for cooling stations (in areas with restored power) after outages from weather and non-weather events.	Mayor's office, ITI, Entergy	First five years	Staff time	
	8.B. Increase the share of electricity generated from renewable sources, and promote the continued development of reliable and resilient energy transmission infrastructure.	1. Increase the share of renewable energy in the Integrated Resource Plan and adopt a renewable energy portfolio standard.	City Council; Mayor's Office; ORS; Entergy	First five years	Grants; federal, state and local fund- ing	
		2. Continue to explore options for a long-term plan to harden transmission lines, bury overhead utilities, and implement smart grid technology	City Council; Mayor's Office; ORS; Entergy	First five years	Staff time	10.24
		3. Continue to make citywide upgrades to the underground gas infrastructure to replace low-pressure lines with high- pressure lines.	Entergy	First five years	Utility receipts	10.24

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
~~7~~9. State of the art telecommunications infrastructure, including broadband, fiber optic, wireless and cable	~~7~~9.A. Enact regulations and pursue contracts that result in the highest level of cost-efficient service for businesses and individuals	1. Make capital investments and implement strategies to ensure the resilience of the city's communications and telecommunications.	Mayor's Office; CAO	First five years	Staff time	10.24
		2. Determine feasibility, cost, funding sources and implementation schedule for housing, staffing and maintaining production facilities for digital public communication between the city and its citizens.	Mayor's Office; CAO	First five years	Staff time; Consultant	10.24
		3. When possible, work with public and private schools, universities, libraries and non-profit organizations to share facilities and avoid duplicating the costs associated with equipment and operations	RSD; OPSB; Library System; non profits	First five years	Staff time; Consultant	10.24
		4. Develop policies that will recoup and allocate funds from cable and video service providers and allocate new funding mechanisms to support government, educational, public programming for video-based communication with the city's residents.	Mayor's Office	First five years	Staff and volunteer time	10.24
		5. Transmit government, educational, public programming through all feasible means available for citizens' access, including cable, digital video services and public web sites.	Mayor's Office	First five years	Staff time	10.25
		6. Implement a strategy for monitoring and acting on FCC policies surrounding new interactive technologies for providing wireless communications.	Mayor's Office; Utility providers	First five years	Staff time	10.25
		7. Promote "fiber to the home; upgrades of broadband technology.	Mayor's Office; Utility providers	First five years	Staff time	10.25

	9.B Use modern management and monitoring tools to deliver more stable and predictable City services over upgraded and expanded telecommunications infrastructure	1. Implement required technology infrastructure to collect information on the status and condition of City infrastructure supporting basic				
		2. Implement monitoring and analytics tools to continually and proactively assess and address health of infrastructure				

Getting Started

This item is a short-term action that will help lay the groundwork for the longer-term actions that follow.

- Establish an asset-management system for all City property and facilities, including streets.

Narrative

In the aftermath of Hurricane Katrina, the City of New Orleans will see the investment of many millions of dollars of federal funds in city facilities and infrastructure, both for new construction and for renovation. This is a tremendous opportunity to upgrade community facilities, many of which were in poor condition or obsolete at the time of the storm, so that they meet contemporary standards.

As noted in previous chapters, community-serving facilities should be combined, where possible, in centralized locations within neighborhoods—forming a nexus of community facilities and services. Many facilities can be designed for flexible uses. Schools and police stations can have community meeting rooms, schools can share clinics with the surrounding neighborhood, libraries can accommodate adult learning centers. Energy efficiency and green building techniques can be incorporated to make new investments more cost-effective over the long term.

In addition, both the new construction of facilities as well as the renovation of existing facilities should be executed to increase resiliency, mitigate future storm damage, and increase recovery time after a storm event or other community emergency. While building these shared-use community facilities makes sense from a neighborhood services perspective, they should also be designed for potential use as storm shelters

MAP 10.1: PUBLIC FACILITIES RECOVERY INVESTMENTS

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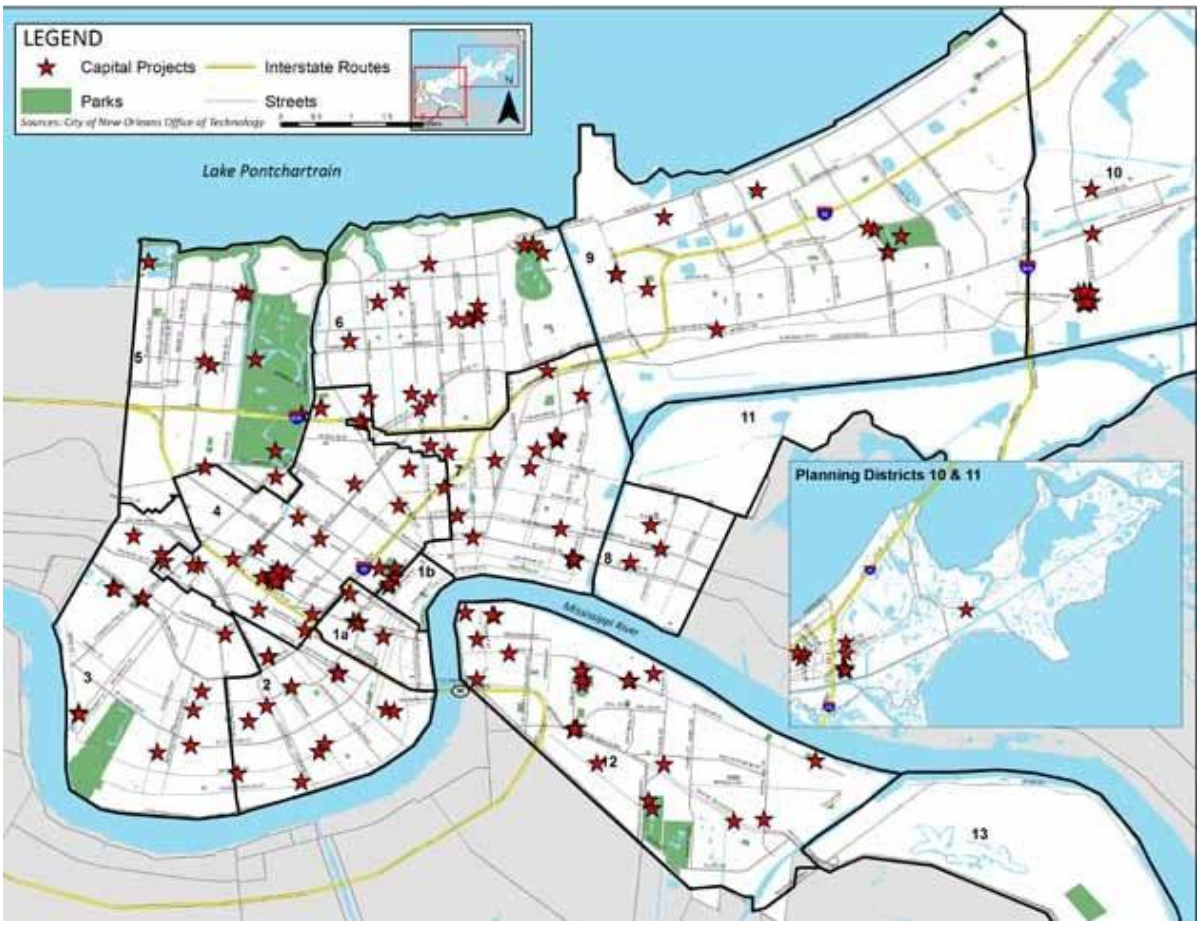


and be built for a more sustainable future. By building community facilities in locations that can be easily mitigated in the event of a natural disaster or other community emergency, a neighborhood's recovery time could be dramatically reduced. If every neighborhood were to have these facilities central to the community, they could serve as centers of refuge, care, and supplies for the neighborhood immediately surrounding them.

Like older cities all over the country, New Orleans' aging infrastructure needed very costly improvements even before the storm. While many repairs and replacements require traditional hardened solutions, there are also opportunities to explore innovative non-structural solutions to enhance cost-efficient rehabilitation of the systems.

EQUITY

The City of New Orleans has established the practice of meeting with communities as part of the planning of its public facilities. It will also monitor and review the use and operation of these facilities through an Equity lens to see how well its outreach has resulted in facilities that meet the communities' needs and expectations. The facilities must also work within the context of other community investments that enhance the character and livability of community. Equity will encourage an ongoing discussion with all communities to see how adaptable facilities are to the daily use by citizens and how well facilities serve the range of needs for gathering, recreation, emergency centers, and cultural expression.

RESILIENCE

Given the natural setting and risk associated with our environment, city facilities must set the standard for resilient design, use, and operation. In addition to the intrinsic value that designing to this standards bring to community, our public facilities are anchors of community interaction and fellowship. These facilities are often the safe haven for many citizens whenever a natural threat ensues. We will continue to learn and master best practices through monitoring, planning, maintenance, and adaptive reuse,

GOAL 1

Transform City Services through improved cross-departmental collaboration

1.A All City assets and resources are electronically mapped, documented, and maintained in the City's Enterprise GIS platform

RECOMMENDED ACTIONS

1. ***Map fixed assets and store in Enterprise GIS Database that reference the city's authoritative data and basemaps.***

Who: *Data stewards within specific departments in partnership with City IT*
When: *First five years*
Resources:

1.B Facilitate consistent use of data across all City departments

RECOMMENDED ACTIONS

1. ***Implement policy outlining standards for consistency of use***

Who: *City IT*
When: *First five years*
Resources:

2. ***Discourage creation of information silos by encouraging use of enterprise data systems***

Who: *City IT*

When: First five years
Resources:
3.

1.C **Consolidate public and quasi-public resources for improved efficiency and data sharing where appropriate**

RECOMMENDED ACTIONS

1. ***Feed external data into centralized data warehouses. When geographic in nature, the records should be stored in the Enterprise GIS Geodatabase wherever possible.***
   Who: Quasi-public and public organizations and in partnership with City IT
   When: First five years
   Resources:

GOAL 2 ~~1~~

Water, sewer, and drainage infrastructure repaired, upgraded, safe and resilient

2.A rebuild the city's water, sewer and drainage system to add resiliency, improve efficiency, and preserve public health.

RECOMMENDED ACTIONS

1. *Continue needed structural improvements as provided for in Sewerage and Water Board Master Plans by comprehensively rebuilding water and sewer infrastructure to reduce leaks, improve groundwater quality, and replace outmoded infrastructure.*
   Who: *S & WB*
   When: *Long term*
   Resources: *Federal: bonds; rate pares. Estimated $6 B cost*

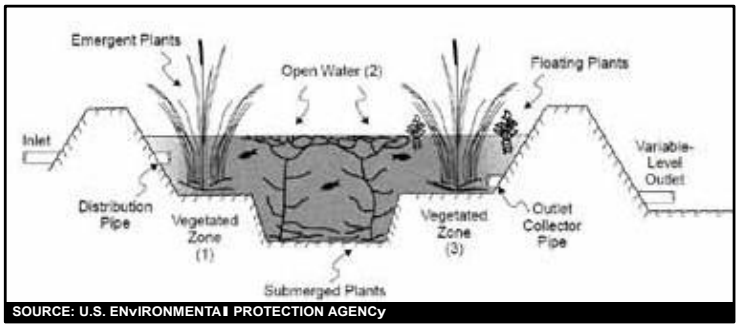
   > Rebuild underground water and sewer infrastructure more robustly to account for subsidence and hedge against future damage to underground pipes.
   > Improve the water purification and sewerage treatment plants to increase efficiency and resiliency.
   > Develop alternative fresh water sources in case of contamination of the drinking water supply.

2. ***Inventory and confirm specifications of all known City infrastructure and assets, including legal boundaries and waterways***
   Who: S & WB; City IT
   When: Short term

3. ***Implement centralized GIS-centric enterprise asset management system to coordinate construction efforts***
   Who: S & WB; City IT
   When: Short term

4. *Develop funding strategies including seeking federal funding for water and sewer infrastructure repairs and replacement. The city should secure adequate federal, state, and local funding streams to comprehensively replace underground infrastructure. For greater efficiency, water and sewer*

ATTACHMENT A



SOURCE: U.S. ENvIRONMENTAl PROTECTION AGENCy

SOURCE: U.S. DEPARTMENT OF ENERGy

Constructed wetlands are artificial ponds planted with aquatic plants that are used to treat waste water, and have been successfully utilized in several municipalities throughout the U.S. The New Orleans Sewerage and Water Board is developing a project to restore degraded wetlands as a way of treating effluent from the East Bank wastewater treatment plant. If successful, this project could obviate the need for expensive infrastructure investments.

replacements should be coordinated with road rebuilding projects to reduce costs and increase efficiency.
Who: *S & WB; possible consultants*
When: *First five years*
Resources: *S & WB resources*

5. ~~In addition, it is necessary to review the sewer and water rate system and the tradition of providing free water to government bodies. Free water discourages habits of conservation. Even if New Orleans has an abundant source of raw water in the Mississippi River, the cost of processing water that is then provided free or wasted is not an efficient use of resources. The city and the S&WB should develop a proper balance of reasonable rates for ratepayers and elimination of "free" water provision in exchange for a contribution if not full rate payment by government.~~

5. *Establish a priority ranking system to resolve existing drainage problems and communicate the priorities and rationale to the public.*
Who: *S & WB; DPW*
When: *First five years*
Resources: *Staff time*

6. ***Pursue innovative, where feasible, non-structural solutions for treating effluent, such as wetlands restoration, and for managing storm water, such as natural drainage, thereby reducing the need for more expensive structure approaches.***
Who: S & WB
When: First five years
Resources: Staff time; grant funding; federal funds; capital budget

> Modify regulations to promote and implement strategies that encourage infiltration of storm water such as pervious surface, directing rooftop runoff to rain gardens, swales, and richly vegetated public spaces, where feasible.

>Establish a city-wide groundwater monitoring network to inform the city's efforts to decelerate subsidence through the use of green infrastructure and adaptive management of conventional drainage infrastructure. Make the resulting data available to the public.

> Aggregate available data and conduct additional soil sampling to produce a city-wide soils survey that will inform the siting and design of green infrastructure. Make the resulting data available to the public.

7. ~~*Review the tradition of providing free water to all government bodies.*~~***Address lead and copper rule for private property house connections.***
Who: *S & WB;* ~~*City Council*~~
When: *First five years*
Resources: *Staff time*

1.B Prioritize for capital spending, those projects that advance the Greater New Orleans Urban Water Plan principals and/or reflect stormwater best management practices.

RECOMMENDED ACTIONS

1. ***Establish and over-arching, interdepartmental governance structure to coordinate capital invest-ment and program decision making among local govern-mental agencies whose jurisdiction includes drainage or land assets necessary for integrated storm-water management as described in the Greater New Orleans Urban Water Plan***
Who: S & WB, DPW, Parks and Parkways, NORA, City Park, Audubon Commission, etc.
When: Medium term

Resources: ***General Fund, private foundations, federal grants***

2. ***Develop a sustainable, comprehensive, and locally derived funding stream for all surface and subsur-face drainage assets, exploring alternatives to sewer and water rate increases, and ensure adequate re-sources are allocated for operations and maintenance.***
   Who: ***S & WB, DPW, Parks and Parkways, NORA, City Park, Audubon Commission, etc.***
   When: ***Medium term***
   Resources: ***General Fund, drainage fee, private foundations, federal grants, etc.***

3. ***Enact a parcel based drainage service fee calculated on the basis of runoff volume, which would fund servicing of drainage related assets.***
   Who: ***S & WB, DPW***
When: ***Medium term***
Resources: ***Operating fund, etc.***

>The process of establishing such a fee should include robust public outreach and public input. When designing the fee structure, consideration should be given to related priorities such as affordable housing. An analysis of comparable programs, often called stormwater utilities, can help inform the creation of an effective, equitable program for New Orleans. (according to a survey by Western Kentucky University, there are approximately 1600 stormwater utilities in North America: https://www.wku.edu/engineering/civil/fpm/swsurvey/swus2016.pdf

Cities across the nation have been searching for alternatives to traditional hardscape solutions in solving their storm drainage problems. Common approaches include vegetated swales, rain gardens and protection and enhancement of wetlands and riparian buffers. These approaches are even more effective when implemented along with strategies that keep storm water runoff out of the storm sewer system, such as pervious pavement and directing rooftop runoff to vegetated areas. These approaches reduce the amount of storm water runoff, recharge the groundwater and prevent subsidence, reduce urban temperatures, improve urban aesthetics and community livability and save capital costs.

The cities of Portland (OR) and Seattle (WA) have pioneered using natural drainage systems within urbanized areas. With its

Upgraded police and fire stations will provide more reliable service in case of emergencies and can also serve as emergency shelters during storm events.

numerous neutral grounds, neighborhood streets that lack curbs and drains, and, while the city is rebuilding, vacant lots, New Orleans is well-positioned to become a leader in incorporating natural drainage systems. The city will always need structural drainage systems, but by promoting natural drainage in new development, renovations and public projects, the city will help alleviate subsidence and reduce the need for expansion of structural systems.

GOAL ~~23~~

Public safety services and facilities that meet best practices performance standards for all areas of the city and can continue to function during 1-in-500-year storm events

3.A All public safety facilities should be state of the art and with integrated services.

RECOMMENDED ACTIONS

1. ~~*Improve*~~ ***Continue to build*** *facilities~~,~~ and infrastructure~~, and service capacity, including design~~ to withstand Category 5 hurricanes.*
   Who: *Mayor's Office; CAO; Public Safety Departments; Project Delivery Unit*
   When: *First five years*
   Resources: *Non-recurring disaster funding*

2. *Replace faulty equipment.*
   Who: *Mayor's Office; CAO; Public Safety Departments; Project Delivery Unit*
   When: *First five years*
   Resources: *Disaster funding; Capital budget*

3. *Apply for grants as a funding source for implementing necessary improvements.*
   Who: *Mayor's Office*
   When: *First five years*
   Resources: *Grants*

4. *Require mandatory interagency management teams and training for all first responders.*
   Who: *Mayor's Office; CAO*
   When: *First five years*
   Resources: *Staff time*

3.B Maintain a sustainable, reliable and safe fleet of emergency and support vehicles that support the needs of the department.

RECOMMENDED ACTIONS

1. ***Develop and maintain a fleet preventative maintenance program***
   Who: Mayor's Office; CAO; Public Safety Departments
   When: ***First five years***
   Resources: ***Staff time***

2. ***Develop and maintain a fleet replacement program that includes pre-identified re-placement / re-chassis time periods for vehi-cles and can accom-modate additional purchases for vehi-cles involved in total loss incidents***
   Who: ***Mayor's Office; CAO; Public Safety Departments***
   When: ***First five years***
   Resources: ***Staff time***

3. ***Implement fleet man-agement best practic-es including idle re-duction technology, fleet***

management software to enhance cost savings and de-crease environmental effects.
Who: ***Mayor's Office; CAO; Public Safety Departments***
When: ***First five years***
Resources: ***Staff time***

4. ***Apply for grants as a funding source for fleet improvements.***
Who: ***Mayor's Office; CAO; Public Safety Departments***
When: ***First five years***
Resources: ***Grants***

3.C Implement a more robust community policing program and overall communication with the public.

RECOMMENDED ACTIONS

1. *Continue to implement the Brown Report's Strategic Action Plan's recommendations on community policing.*
   Who: *Police Department*
   When: *First five years*
   Resources: *Grants; Staff time*

2. *Organize systems to assure support from other agencies for community policing efforts, such as code enforcement, liquor licensing, and so on.*
   Who: *Police Department; other agencies*
   When: *First five years*
   Resources: *Staff time*

3. *Continue to collaborate with other justice system entities in developing information sharing and*

efficient communications.
Who: *Police Department; other Justice system agencies*
When: *First five years*
Resources: *Staff time*

4. *Enhance the public communications office to assist in communication with the public.*
Who: *Police Department*
When: *First five years*
Resources: *Staff time*

5. *Improve the quality and accessibility of information on the department's web site.*
Who: *Police Department*
When: *First five years*
Resources: *Staff time*

3.D Continue to pursue implementation of the Fire Department Master plan

RECOMMENDED ACTIONS

1. ***Review and update the 2006 Fire Department Master Plan***
Who: Fire Department When: First five years Resources: General fund

2. *Recruit highly qualified personnel, including multilingual candidates. Consider incentive programs to attract candidates.*
Who: *Fire Department*
When: *First five years*
Resources: *General fund*

3. *Include the department in planning meetings for fire department facilities to ensure that renovated and new facilities meet the needs of the department.*
Who: *Fire Department; PDU; CPA*
When: *First five years*
Resources: *General fund; Staff time*

4. *Review training programs and procedures—rebuild the training facility adjacent to the ~~NASA~~NSA ~~Michoud facility.~~*
Who: *Fire Department*
When: *First five years*
Resources: *General fund*

~~*Establish an apparatus lease program and increase the number of front line response apparatus.*~~
~~***Who:*** *Fire Department*~~
~~***When:*** *First five years*~~
~~***Resources:*** *General fund*~~

5. *Repair water hydrants to allow faster and more access to water supply.*
Who: *S&WB; Project Delivery Unit*
When: *First five years*
Resources: *Recovery funds; general fund*

~~*Meet best practice requirements for staff vehicles.*~~
~~***Who:*** *Fire Department*~~
~~***When:*** *First five years*~~

~~***Resources:*** *~~General fund~~*

3. E Enhance the EMS program

RECOMMENDED ACTIONS

1. *Develop and operate a GIS mapping system or other program such as Live MoveUPModule*

(LiveMUM) for tracking emergency response requests, and explore use of other programs like electronic patient care reports (ePCRs), etc.

Who: *EMS to work with ~~Office of Technology~~City IT*
When: *First five years*
Resources: *General fund*

2. *Increase NOEMS field resources (personnel, equipment and fleet) to meet national best practice response time compliance of <9 Minutes for all Code 3 calls for service.~~Consult officials in other cities with successful EMS systems such as Washington, D.C., and Boston for best practices and programs.~~*

Who: *EMS*
When: *First five years*
Resources: *Staff time*

3. *Create a comprehensive risk analysis to identify specific risks and to tailor emergency response.*
Who: *EMS; CAO*
When: *First five years*
Resources: *Consultant*

4. *Implement a policy for non-emergent calls for service.*

Who: *EMS; CAO; Mayor's Office; City Council*
When: *First five years*
Resources:

~~*Create a 24/7 call center with an EMS supervisor to provide assistance to EMTs in the field, manage the distribution of EMS-transported patients among area hospitals to avoid over-loading, and communicate with hospitals to manage their capacity to take EMS-transported patients.*~~

~~***Who:*** *EMS to work with Office of Technology*~~
~~***When:*** *Medium term*~~
~~***Resources:*** *State and local funds*~~

5. *Improve access to medical knowledge, skills and abilities within the department and partnering public safety agencies*
Who: *EMS; NOFD*

When: *First five years*
Resources: *State and local funds*

6. *Expand staff training and leadership development to enable the department to cultivate a high-quality workforce.*

Who: *EMS*
When: *First five years*
Resources: *State and local funds*

7. *Increase department staffing to include addi-tional physicians, a training and education specialist, and a data-base analyst.*
Who: *EMS; Civil Service*

When: *First five years*

8. *Adjust billing practices to reflect national billing practices for services rendered.*

Who: *EMS; Civil Service*
When: *First five years*

~~*Work with the New Orleans Fire Department to create a more unified emergency response system and share facilities with them to reduce facilities costs.*~~

~~***Who:*** *EMS; Fire Department*~~

~~***When:*** *~~First five years~~*~~
~~***Resources:*** *~~Staff time~~*

~~*Help to foster a culture of personal and professional growth through providing advanced training opportunities, option of acting as an EMT and fire fighter, and create a merit-based raise system to encourage increased performance.*~~

~~***Who:*** *~~EMS~~*~~
~~***When:*** *~~Medium term~~*~~
~~***Resources:*** *~~General Fund~~*~~

9. *Partner with local universities to provide EMTs and paramedics with continuing education and trainings.*
   Who: *EMS; Mayor's Office*
   When: *First five years*

Community-based planning for the Andrew Wilson School in Broadmoor ~~will culminate~~culminated in a state-of-the- art educational facility complimented by services and amenities for all area residents. Future decisions on the fate of school properties should be grounded in a thorough community planning process.

Resources: *State and local funds*

10. *Expand delivery of the department's safety pro-grams in schools, summer camps, and other community-based pro-grams, events and activities.*
    Who: *EMS;NOHD;NOFD; NOPD*
    When: *Medium Term*
    Resources: *Staff time*

~~*Provide an adequate number of EMS supervisors around-the-clock to ensure top performance and oversight of the system.*~~
~~***Who:*** *EMS*~~
~~***When:*** *Medium term*~~
~~***Resources:*** *State and local funds*~~

~~*Locate EMS stations strategically to provide appropriate care for each area of the city.*~~
~~***Who:*** *EMS*~~
~~***When:*** *Medium term*~~
~~***Resources:*** *State and local funds*~~

3.FImprove customer service and response tracking in the Community Information/311 office.

RECOMMENDED ACTIONS

1. *Train 311 call center employees to be able to answer many common questions without having to direct residents to other departments.*
   Who: *311*
   When: *First five years*
   Resources: *Staff time*

2. *Create a community information center interactive web site for residents with answers to many common questions, links to other departments, and links to outside resources like non-profits. Look at other cities for ideas on how to model the most effective website.*
   Who: *Office of Technology*
   When: *First five years*
   Resources: *Staff time*

3. *Provide a 311 e-mail form where residents can select any city service, not just reporting potholes, code violations, debris, and illegal dumping.*
   Who: *Office of Technology*
   When: *First five years*
   Resources: *Staff time*

4. *Increase the 311 Call Center's capacity for emergency assistance:*
   Who: *311; Office of Emergency Preparedness*
   When: *First five years*
   Resources: *State and Federal funds*

   > Train staff to answer questions on event-specific information including closures and reopenings, evacuation routes and their status, and support-services provided by the city, the state, and non-profits.

   > Provide an alternative number during times of increased demand as not to overload the 311 system.

   > Create a system for 311 operators to continue work even when evacuated from the city (such as providing operators with an internet phone they can use in any location on the same

number as they do in New Orleans).

GOAL ~~3~~4

Cost-efficient, resource-efficient, well maintained public facilities and services

4.A ~~Create a~~Monitor the performance of the network of public facilities and service clusters to function as neighborhood civic centers designed to fit into neighborhood character.

(See Chapters 5 and 8 for more information on delivery of neighborhood services.)

RECOMMENDED ACTION~~S~~

1. *Seek to co-locate city services with public schools, clinics, and similar services.*
   Who: *CAO's office*
   When: *First five years*
   Resources: *Staff time*

4.B Require public facilities to comply with flood-plain management ordinance.

RECOMMENDED ACTIONS

1. *Commit to constructing new public buildings with additional freeboard.*
2. Retrofit existing facilities for compliance with current floodplain management standards

4.C Monitor the per-formance of the new library facili-ties as accessible centers of learning and community.~~provide a library system accessible to all neighborhoods with libraries that function as centers of learning and centers of community.~~

RECOMMENDED ACTIONS

1. ~~*Reference the recommendations from*~~*Leverage the Library Master Plan and completed libraries in neighborhood civic center planning through consultation with the CPC and other city agencies and with community groups.*
   Who: *CAO's office; Library system; Project Delivery Unit*
   When: *First five years*
   Resources: *Staff time*

2. *Attract more patrons with a variety of services and amenities, such as full-service conference rooms, computers with internet access, interior enterprises zones, and other additional amenities such as courtyards and innovative lecture spaces and multi-media facilities.*
   Who: *Library system*
   When: *First five years*
   Resources: *Recovery funding; capital funds*

3. *Seek partnerships and new funding sources to enhance facilities and services.*
   Who: *Library system; public-private partnerships*
   When: *First five years*
   Resources: *Foundations*

4. *Build capacity by increasing the print collection to meet peer standards, increasing the number of computers, and the non-print collection.*
   Who: *Library system; public-private partnerships*
   When: *First five years*

Resources: *Foundations*

~~*Provide meeting and program spaces in all but the smallest locations, including spaces for workforce, youth and other programs.*~~

~~***Who:*** *CAO's office; Library system; Project Delivery Unit*~~
~~***When:*** *First five years*~~
~~***Resources:*** *Staff time*~~

5. *Continue to ~~Involve~~involve citizens in planning library design and programs through design charrettes.*
   Who: *Library system; Citizens Participation System*
   When: *First five years*

Resources: *Staff time*

6. ~~*Create*~~ *Continue to implement a range of branch sizes, from storefront to community to main branch in order to create an optimal network.*
   Who: *Library System*
   When: *First five years*
   Resources: *D-CDBG*

4.E Establish an asset management system for all city property and facilities, including vehicle fleets and streets~~, to be fully operating by 2015~~.

RECOMMENDED ACTION

1. *Make establishment and implementation of asset management and training for employees a high priority.*
   Who: *Mayor's Office; CAO*
   When: *First five years*
   Resources: *General fund*

   An asset management program is essential to make sure that the investments in new facilities being made in the next five years and beyond will be maintained and provide many years of life to New Orleans residents.

4.F Encourage citizens to become actively involved in the care and maintenance of public space and civic infra-structure in neighbor-hoods.

RECOMMENDED ACTION

1. ***Create and ordinance that allows for collaboration between the City and citizen-led groups for the care and regeneration of public space and civic infrastructure.***
   Who: Mayor's Office; Various City Agencies
   When: First five years

GOAL 5

Publically accessible computer labs, Wi-Fi, and other devices within 5 miles of every resident

5.A Create computer labs at existing City facilities and other locations to facilitate access

RECOMMENDED ACTIONS

1. ***Revitalize existing computer labs with updated infrastructure including computers, printers, and Internet service.***
2. ***Commission development of a mobile computer lab that can travel to neighborhood bring-ing computer resources to neighborhoods who lack sufficient access or adoption of technology resources.***
3. ***Develop technology mentorship and teaching program to support all City computer labs that will include digital literacy, technology education, and general user and technical support***
4. ***Track inventory of computers and computer re-sources in the enterprise asset management sys-tem; make location and specifications available to residents via GIS-based tool***

GOAL 46

State of the art public school campuses and facilities accessible to all neighborhoods

6.A pPromote collaboration among city agencies, community and neighborhood groups, and the school board in implementation of the School Facilities Master plan.

RECOMMENDED ACTIONS

1. ***Inventory and electronically document all school property, land, and other fixed assets with a GIS-centric Work Order/Asset.***
   Who: School District; City IT
   When: First five years
   Resources: Staff time

2. *Where feasible, combine school facilities with other, community serving functions like libraries and community health centers.*
   Who: *School District; CAO office*
   When: *First five years*
   Resources: *Staff time*

3. *Ensure that elementary schools are within walking distance of all neighborhoods and that high schools are sufficiently convenient and accessible by public transit.*
   Who: *School District*
   When: *First five years*
   Resources: *School funds*

4. *Dispose of excess school property for adaptive reuse.*
   Who: *School District*
   When: *First five years*
   Resources: *Staff time*

5. *Ensure city and community input in planning for projects to expand school land or reuse school lands or facilities no longer needed.*

Who: *School District; CPC; ~~Citizen~~ Neighborhood Participation Program*
When: *First five years*
Resources: *Staff time; School district funds*

GOAL ~~5~~7

Up-to-date justice system facilities and programs that include a focus on the rehabilitation of offenders for re-entry into society

5.A rebuild and expand justice facilities in ways that contribute to commercial district and neighborhood vitality.

RECOMMENDED ACTIONS

1. *Keep Civic Courts downtown in order to contribute to downtown's health as an office and civic center.*
   Who: *Civil Courts* ***When:*** *First five years*
   Resources: *Staff time*

2. *Continue to establish best practice programs of alternative sentencing and rehabilitative justice.*
   Who: *Sheriff's office*
   When: *First five years*
   Resources: *Grants; federal, state and local funding*

3. *Continue efforts to enhance communications and information-sharing within the justice system.*
   Who: *All justice system groups* ***When:*** *First five years* ***Resources:*** *Staff time*

GOAL ~~6~~8

Renewable Energy, Energy efficiency and utility service reliability and reasonable cost

8.A Using best practices, reorganize incentives to utility company and to households and businesses to emphasize conservation, reliability and reasonable cost.

RECOMMENDED ACTIONS

1. *Expand implementation of the Energy Smart New Orleans Plan* ***and advance energy efficiency*****.**
   Who: *City Council;* ***Mayor's Office; ORS; Entergy*** ~~-~~
   When: *First five years*
   Resources: *Grants*

2. *Adopt a regulatory system that de couples utility revenue from electric consumption*
   Who: *City Council* ***Mayor's Office; ORS; Entergy***
   When: *First five years*
   Resources: *Staff time*

~~*Adopt a Renewable Portfolio Standard to require a percentage of utility generation resources to come from renewable energy resources.*~~

~~***Who:*** *City Council* ~~***When:***~~ *First five years* ~~***Resources:*** *Staff time*~~

3. ~~*Adopt*~~*Implement the* ~~*an*~~ *energy efficient portfolio standard* ~~*for the utility to reduce energy use*~~*of 2% annual savings.*.

Who: *City Council*

When: *First five years*

Resources: *Staff time*

~~*Explore options for a long-term plan to harden transmission lines and bury overhead utilities.*~~

~~***Who:*** *City Council; Entergy Coordinator*~~

~~***When:*** *First five years*~~

~~***Resources:*** *Staff time*~~

~~*Continue to make citywide upgrades to the underground gas infrastructure to replace low-pressure lines with high-pressure lines.*~~

~~***Who:*** *Entergy*~~

~~***When:*** *First five years*~~

~~***Resources:*** *Utility receipts*~~

4. ***Facilitate sharing of outage data between service provider and City authorities for situational awareness and planning for cooling stations (in areas with restored power) after outages from weather and non-weather events..***

Who: ***City Council; City IT; Entergy***

When: ***First five years***

Resources: ***Staff time***

8.B Increase the share of electricity generated from renewable sources, and promote the continued development of reliable and resilient energy transmission infrastructure.

RECOMMENDED ACTIONS

1. ***Increase the share of renewable energy in the Integrated Resource Plan and adopt a renewable energy portfolio standard.***

Who: ***City Council; Mayor's Office; ORS; Entergy***

When: ***First five years***

Resources: ***Grants; federal, state and local funding***

2. Continue to explore options for a long-term plan to harden transmission lines, bury overhead utilities, and implement smart grid technology.

Who: City Council; Entergy Coordinator

When: First five years

Resources: Staff time

3.Continue to make citywide upgrades to the underground gas infrastructure to replace low-pressure lines with high-pressure lines.

Who: Entergy

When: First five years

Resources:

GOAL ~~7~~**9**

State of the art telecommunications infrastructure, including

9.AEnact regulations and pursue contracts that result in the highest level of cost-efficient service for businesses and individuals.

RECOMMENDED ACTIONS

1. *Make capital investments and implement strategies to ensure the resilience of the city's communications and telecommunications.*
   Who: *Mayor's Office; CAO*
   When: *First five years*
   Resources: *Staff time*

2. *Determine feasibility, cost, funding sources, and implementation schedule for housing, staffing, and maintaining production facilities for digital public communication between the city and its citizens.*
   Who: *Mayor's Office; CAO*
   When: *First five years*
   Resources: *Staff time; Consultant*

3. *When possible, work with public and private schools, universities, libraries, and nonprofit organizations to share facilities and avoid duplicating the costs associated with equipment and operations.*
   Who: *RSD; OPSB; Library System; non profits*
   When: *First five years*
   Resources: *Staff time*

4. *Develop policies that will recoup and allocate funds from cable and video service providers and allocate new funding mechanisms to support government, educational, public programming for video-based communication with the city's residents.*
   Who: *Mayor's Office*
   When: *First five years*
   Resources: *Staff and volunteer time*

5. *Transmit government, educational, public programming through all feasible means available for citizens' access, including cable, digital video services, and public web sites. Look into the ability to keep programming available to residents through a digitally based cache or library.*
   Who: *Mayor's Office*
   When: *First five years*
   Resources: *Staff time*

6. *Implement a strategy for monitoring and acting on FCC policies surrounding new interactive technologies for providing wireless communications. Integrate the advent of public communications technologies with other plans to underground utilities.*
   Who: *Mayor's Office; Utility providers*
   When: *First five years*
   Resources: *Staff time*

7. *Promote "fiber to the home: upgrades of broadband technology.*
   Who: *Cox; Utility providers*
   When: *First five years*
   Resources: *Staff time*

9.B Use modern management and monitoring tools to deliver more stable and predictable City services over up-graded and expanded telecommunications infrastructure

RECOMMENDED ACTIONS

ATTACHMENT A

1. ***Implement required technology infrastructure to collect information on the status and condition of City infrastructure supporting basic services***
2. ***Implement monitoring and analytics tools to continually and proactively assess and address health of infrastructure***

Text Amendments to: Chapter 11

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.

NOTE: Due to the number of changes, Chapter 11 is being deleted and replaced in its entirety. The changes basically reflect:

- *Text 11-01*
  City Planning Commission recommended MODIFIED APPROVAL for Central City Renaissance Alliance (CCRA) proposals to "develop Urban Street Design Guides to outline principles that support redesign of our streets for safety, impact as an economic asset, and for use as public spaces." The Mayor's Office submitted similar practices and goals that mirrored CCRA's.

- *Text 11-02*
  City Planning Commission recommended MODIFIED APPROVAL for the Arts Council of New Orleans proposal of the addition of a strategy for the development of a Pavement to Parks Program request. The request is consistent with the goals of Resilient NOLA. In many cases, public right-of-way may be over paved, or a vehicle connection may simply be unnecessary. Once pavement has been returned to green space, the maintenance costs are significantly decreased. The staff recommended inserting this recommendation in the narrative of Action.

- *Text 11-03*
  City Planning Commission recommended MODIFIED APPROVAL for the Eastern New Orleans Neighborhood Advisory Commission (ENONAC) submission of three (3) proposals to amend Chapter 11 with an intent to provide reliable and accessible transportation options for all. ENONAC's proposed amendment to construct sidewalks where they have previously not been constructed aligns with the Resilient NOLA plan as well as the City's Complete Streets policy. As well as increasing the walkshed over physical barriers as mentioned in Resilient NOLA and considered for the Master Plan.

- *Text 11-04*
  City Planning Commission recommended MODIFIED APPROVAL of the Metro Bicycle Coalition of New Orleans (Bike Easy) submission of several proposed amendments considered for Chapter 11. The intent if Bike Easy's submission was to enhance and implement the Complete Streets Policy. Bike Easy also seeks a proposal to update the City of New Orleans Roadway Design manual. Modified Approval was granted due to the omission of redundancies with the Mayor's Office submission.

- *Text 11-05*
  City Planning Commission recommended MODIFIED APPROVAL of resident of Derek Chisholm proposal for the inclusion of the Mode Share Goal as a measurement for transportation choice in the City of New Orleans. The concept of mode share goals is a fundamental metric in the success of Complete Streets and Resilient NOLA. Mode Share goals should be articulated through public outreach in coordination with the measurement of infrastructure goals.

- *Text 11-06*
  City Planning Commission recommended MODIFIED APPROVAL of RIDE New Orleans' submission to enhance the quality of life in the *New Orleans* region by promoting safe,

convenient, and affordable transportation options. RIDE specifically wants to plan for the most vulnerable within the population of New Orleans. However, particulars of the submission specifies may be too detailed for the Master Plan. As New Orleans is a recipient of HUD funding and one of the first cities to implement the Furthering Fair Housing Rule (AFFH), the City has placed reference to the AFFH Rule in the "Equity" section of the proposed Master Plan amendment by the Mayor's Office. Modified Approval was granted due to the omission of redundancies with the Mayor's Office submission.

- *Text 11-07*
  City Planning Commission recommended APPROVAL of the text amendment submission by the Mayor's Office. The Mayor's Office submission makes numerous changes throughout Chapter 11 to reflect what has been accomplished since the plan was adopted and to reflect the administration's policy initiatives. The predominant theme was to coincide with the Resilient NOLA strategy. Given the significant changes proposed by the Administration to reflect the accomplishments and change in policy since the Master Plan was adopted and last amended, the staff recommended using the Administration's amendment as the baseline recommended text for Chapter 11.

- *Text 11-08*
  City Planning Commission recommended APPROVAL of its own alterations. The City Planning Commission proposed a number of minor amendments mainly aimed to update certain facts and figures included in Chapter 11. The City Planning Commission's recommendation to update various facts and figures of Chapter 11 is sufficiently covered by the overhaul of the chapter that the Mayor's Office submitted and that the City Planning Commission staff supports in its entirety.

- *Text 11-09*
  City Planning Commission recommended APPROVAL of the New Orleans Public Belt request to amended language that "New Orleans is one of four rail gateways where six Class I railroads interchange." NOPB would like to delete the reference to "tons of cargo" due to the fact that NOPB does not have the data on cargo moved by rail within the City of New Orleans.

- *Text 11-10*
  City Planning Commission recommended APPROVAL of the Port of New Orleans proposal of strategies and actions revising existing strategies by studying existing capacity and connectivity for port access, providing dedicated truck-way to port facilities from the interstate and through the Tchoupitoulas Street corridor, and to explore alternative modes of freight movement.

- *Text 11-11*
  City Planning Commission recommended APPROVAL of the Regional Transit Authority proposal of amendments pertaining to the increased comfort, speediness and capital spending in regards to transit access to riders. The RTA recommended improving bus and streetcar frequency, redesigning line where possible, exploration of alternative service delivery models for lower demand neighborhoods, and the improvement of regional connections.

VOLUME 2

chapter 11

TRANSPORTATION

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
1	***Provide quality transportation infrastructure***	1.A. Invest in our streets and maintain them in a state of good repair.	11.25
		1.B. Regularly monitor the condition of City off-system bridges and advance projects to address problems before they grow larger and become more expensive to fix.	11.26
		1.C. Improve and adapt Port facilities and infrastructure to leverage technological advances and changing cargo trends to remain competitive while protecting our quality of life.	11.27
		1.D. Coordinate with the State and other governments in the region to preserve and enhance the Louis Armstrong New Orleans International Airport as the preeminent airport facility in the State.	11.27
		1.E. Implement rail improvements to increase railroad safety, operating efficiency and fluidity.	11.27
		1.F. Enhance the RTA's infrastructure to support an upgraded transit network that focuses on access, safety, and timeliness.	11.28
2	***Increase efficiency across all transportation modes***	2.A. Develop and implement a Transportation System Management Strategy to increase capacity and maximize efficiency.	11.29
		2.B Measure progress toward meeting the mode share goals of transit, bikes, walking and single occupancy vehicles. [1]	
		2.C. Enable the efficient movement of freight.	11.30

[1]

		2.D. Encourage sustainable and healthy mobility choices.	11.31
		2.E. Improve connectivity between transportation modes.	11.31
		2.F. Develop a great cycling City.	11.32
		2.G. Maximize walkability.	11.34

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
3	***Improve safety, accessibility, and quality of life for all transportation system users***	3.A. Implement the adopted "Complete Streets Policy"	11.35
		3.B. Implement the Vision Zero Safety program for the City of New Orleans to reduce traffic fatalities and severe injuries	11.35
		3.C. Improve and expand access to the transit network throughout the City.	11.36
		3.D. Manage curb space more efficiently to reduce congestion and increase safety.	11.37
		3.E. Provide significant infrastructure investment to improve the appeal and walk-friendliness of major boulevards and corridors where transit stops, schools, parks, and other pedestrian generators are present.	11.38
4	***Promote economic development and innovation through integrated transportation planning and policies***	4.A. implement an equitable bike share system that serves job commuting needs and connects to transit.	11.39
		4.B. Coordinate higher-density land uses with existing and future transit hubs to support walkable, mixed-use, transit-oriented neighborhoods along existing and potential future transit routes.	11.39
		4.C. Modify regulations to encourage infill development that supports a vibrant pedestrian environment.	11.39
5	***Develop an environmentally sustainable and resilient transportation system***	5.A. Make capital investments and implement administrative strategies to ensure the resilience of the city's transportation infrastructure against possible hazards.	11.40
		5.B. Develop a transportation system that contributes toward a healthier environment through investments in multi-modal facilities and green infrastructure for stormwater management.	11.41

new orleans
MASTER PLAN AND COMPREHENSIVE ZONING ORDINANCE

fact sheet

TRANSPORTATION

Roadways

- 1,671 miles of streets including:
  - 124 miles of state and federal highways maintained by the Louisiana Department of Transportation and Development (LaDOTD) with state and federal funding.
  - 1,547 miles of streets maintained by the City (2,646 lane miles).
- 250 miles of major arterials for regional mobility.
- 2 river bridges and 4 lake bridges.
- About 115 miles of streets repaved in the last five years.
- Over $1.6 billion in capital funding programmed for street repairs/reconstruction over the next 8-10 years.

Mobility (Update Stats)

- 18% of households do not own a vehicle; 45% own one vehicle.
- Mode Share
  - 80% commute by vehicle.
  - 7% commute by public transportation.
  - 2.5% commute by bicycle, a relatively high percentage among US cities. Ridership has increased ~~by ?A%~~ in the last decade.
  - 5.2% commute by walking
- Bicycle facilities
  - 105 bikeway miles: bike lanes, shared lanes, and multi-use paths.
  - All RTA buses currently have bicycle racks.
- Pedestrian facilities.
  - ADA Transition plan to move toward more accessible sidewalks approved in 2013.
  - XX intersections retrofitted with pedestrian countdown signals, mostly in highly traffic areas.
- Safety.
  - X crashes occur annually in Orleans Parish (?% involve pedestrians or bicycles
  - While the number of crashes is down in the last 2 decades, crashes involving pedestrians and bicyclists are up
  - City of New Orleans Pedestrian Safety Action Plan was approved in 2014

Transit (Update)

- The Port of New Orleans is home to two cruise ship lines and supported over 1 million passengers in 2015.
- The Louis Armstrong New Orleans International Airport supports 18 domestic and 9 international carriers.
  - Over 10 million passengers in 2015.
  - New terminal under construction

WHAT DOES IT MEAN?

- Roadway infrastructure is dense and well connected, providing a strong base for all travel modes: cars, bikes, buses, freight, and pedestrians.
- The city's street network (grid scale, walkable distances, shorter blocks, pedestrian oriented) favors successful public transportation.
- Maintaining this large network requires significant financial resources and priority criteria can help focus improvements to areas of most critical need.
- Despite major reductions after Hurricane Katrina in available buses, routes, and coverage area, transit ridership continues to grow.
- Streetcar routes capture a much larger percentage of the population per route than bus routes. This is consistent with national trends where streetcars have been introduced.
- New Orleans has a relatively high level of bicycle ridership compared to other cities and is improving its bicycle infrastructure.

- At present, the public transit system includes five streetcar lines, two ferries, and 35 bus routes.
  - Includes special paratransit services to the disabled.
  - Public transit vehicles cover 14,000 miles each day, and passengers take almost 18 million rides on public transit every year.
- The Union Passenger Terminal is a multi-modal transportation center that supports three Amtrak routes, commercial bus service, public transit, and for hire transportation services.

Freight (Update with current Port, Rail and Airport information)

- Over 40,000 metric tons of air freight and mail cargo moved through the Louis Armstrong International Airport in 2015.
- 529,263 twenty-foot-equivalent (TEU) units moved through the Port of New Orleans in 2015.
- New Orleans is one of four rail gateways in the Nation where six Class I railroads interchange.

FINDINGS

- The port is one of America's top ten ports in terms of volume and value of cargo handled. Port operations will need to expand in order for it to remain competitive as the volume of freight increases with the widening of the Panama Canal.
- The number of airport travelers is expected to increase and the airport is in the process of expanding air traveler and air freight capacity with construction of a new terminal.
- The percentage of commuters traveling by bicycle has drastically increased in the last decade. The number and quality of City bicycle facilities is increasing and there are opportunities for further expansion, but safety and education must be improved across all transportation modes.
- The transit system has gradually increased service but still operates fewer routes with shorter service hours and longer headways than it did ten years ago. The demand on the transit system will likely increase in the future as the City looks at ways to reduce congestion.
- City sidewalks are more accessible to people with disabilities than before Hurricane Katrina and accessibility is a fundamental component of nearly every street project
- While the City has an extensive sidewalk system, many City sidewalks are in poor condition. The City must become a more walkable city in order to support economic development.
- 65 percent of City roadways are in poor condition and have not yet been repaved and repaired after being damaged by the flooding that followed Hurricane Katrina. A long-term, sustainable roadway infrastructure maintenance and capital improvement program is needed.

CHALLENGES

- Restoring the City's inventory of aging and flood-impacted street infrastructure and maintaining it regularly in the future.
- Supporting economic growth and development by finding ways to increase transportation system capacity while decreasing congestion.
- Balancing the needs of all transportation system users within the constraints of the existing public right of way while improving their safety and quality of life.
- Managing needed public investments in transportation infrastructure and mitigating the risk to these investments due to climate change with limited staff and budget resources.

Acronyms

To aid in reading this section, below is a list of acronyms used within the text:

ADA	Americans with Disabilities Act
BRT	Bus Rapid Transit
CAO	Chief Administrative Officer
CBD	Central Business District
CDBG	Community Development Block Grant
CPC	New Orleans City Planning Commission
CZO	Comprehensive Zoning Ordinance
DOTD	Louisiana Department of Transportation and Development
DPW	New Orleans Department of Public Works
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
JeT	Jefferson Transit
LaDOTD	Louisiana Department of Transportation and Development
NOPD	New Orleans Police Department
NORTA Or RTA	New Orleans Regional Transportation Authority
RPC	Regional Planning Commission
RTA	New Orleans Regional Transportation Authority
S&WB	Sewerage and Water Board
SBURT	St. Bernard Urban Rapid Transit
UPT	Union Passenger Terminal

A Introduction

New Orleanians get around the city by all transportation modes—foot, car, bicycle, bus, streetcar, and ferry. Although much of New Orleans is a walking city, car travel still tends to dominate, particularly in areas built after 1960. As New Orleans moves toward becoming a stronger, more resilient, and more prosperous city, the City's transportation system is a critical component in ensuring all residents have an equal opportunity to participate, prosper, and reach their full potential. The most successful urban places in America offer a variety of ways to travel around the city. They also connect land-use planning and policy to transit investments. Because of its dense street grid and existing transit lines, New Orleans has the foundation to become a truly equitable and multimodal community.

The City of New Orleans' transportation system of the future will enhance our quality of life by supporting social, environmental, and economic sustainability in an accountable and responsible manner. In order to achieve this vision, our transportation system must meet our mobility needs while reducing automobile dependence through an integrated, balanced system of multimodal facilities and services, enhancing the economy by maximizing access to businesses and community resources, delivering cost-effective services by making the best possible use of existing facilities and transportation assets, and protecting public safety and the environment.

Responsible Agencies

The agencies with major responsibility for transportation facilities in New Orleans are the City's Department of Public Works (DPW); the Port of New Orleans; the New Orleans Aviation Board (NOAB); New Orleans Public Belt Railroad (NOPB); and the New Orleans Regional Transportation Authority (RTA). The Regional Planning Commission (RPC) is the Metropolitan Planning Organization (MPO) responsible for coordinating planning and allocation of federal transportation dollars on a regional basis. DPW has responsibility for all streets (except federal and state highways), street lights, traffic and street signs, traffic signals, the minor drainage system, and curbside management and enforcement. The Port of New Orleans, which is managed by a Board of Commissioners, is responsible for managing all port traffic and commerce. The NOAB is an unattached board under the executive branch of the City government and is responsible for overseeing the administration, operation, and maintenance of the Louis Armstrong New Orleans International Airport and represents the City in all aviation matters. The NOPB is a political subdivision of the City and is a Class III switching railroad with the primary mission of serving the Port of New Orleans and local industries. It is a neutral carrier run by the City, with direct connections to six Class 1 Railroads, and plays an important role in expediting local and intermediate freight through the strategic New Orleans rail gateway. The RTA is a state agency that has responsibility for public transit buses, streetcars, and ferries and whose day-to-day operations are managed by a private firm in a public-private partnership.

Priorities

Master Plan recommendations to achieve the transportation system vision focus on fixing and maintaining transportation system infrastructure; increasing efficiency across all transportation modes; improving the safety and quality of life for all users; promoting economic growth and development; and supporting environmental sustainability and resiliency. These priorities are in

alignment with the New Orleans Urbanized Area Metropolitan Transportation Plan (MTP) developed by the RPC, the Louisiana Department of Transportation and Development (LaDOTD) Master Plan and Moving Ahead for Progress in the 21st Century Act (MAP-21) priorities and include:

- Implement a comprehensive approach to reduce the number of traffic fatalities and severe injuries on the City's streets to zero.
- Initiate a long-term program to fix all City streets and maintain them in a good state of repair. Integrate and coordinate the operation and maintenance of underground utility infrastructure with roadway maintenance and capital improvement programs.
- Increase balance and efficiency across all transportation modes to reduce the average commute time by 5% each year.
- Continue improvements to the Louis Armstrong New Orleans International Airport and Port of New Orleans to maintain current market share and increase passenger and freight volumes.
- Integrate land-use and development policies with transportation planning to support a thriving economy, a trained workforce, and a 20% growth in population by 2030.
- Invest in infrastructure, policies, and initiatives that double the current bicycle and walk commute share.
- Invest over time in a premium public transit system to provide greater reliability, comfort, and amenities and increase the public transit mode share. Transit mode share is currently 7%.
- Support proposals for passenger rail to Louis Armstrong New Orleans International Airport, Baton Rouge and high-speed rail along the Gulf Coast.
- Reduce transportation-related emissions to support air quality in the City that is as good as or better than national air quality standards.

EQUITY

Equity must be a prime consideration in allocating both the benefits and costs of transportation in a manner that is fair and appropriate. Transportation planning decisions often have significant equity impacts, inasmuch as transportation is the second-largest expense for households and represents a major financial hurdle for low-income families. New Orleans will also be one of the first cities to implement the Affirmatively Furthering Fair Housing Rule (AFFH). The AFFH Rule requires access to affordable and reliable transportation that widens opportunity and is essential to addressing poverty, unemployment, and other equal opportunity goals such as access to good schools and health care services. Providing equal access to transportation means providing all individuals living in the City with an equal opportunity to succeed. In New Orleans, with high rates of people with limited access to a private vehicle and low median household incomes, the provision of safe, affordable, and convenient transportation options such as public transit, walking and bicycling is an important component of the overall transportation system. Care must therefore be taken to ensure that access to the pedestrian network of sidewalks and paths is available to all residents of the region regardless of physical ability. It is important that transit service delivery, including bike share systems, is also equitably accessed.

RESILIENCE

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In order for people to connect to the opportunities of the future, we will need modern and efficient transportation options to get workers to jobs and students to school. In order to bounce back from future shocks, we must prepare our city, neighborhoods, and businesses. In order to reduce our reliance on fossil fuels and join the global community in mitigating climate change, we must invest in renewable energy sources and design for greater efficiency,

B Recommendations

A recommendations **Summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **Getting Started**. The **Narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions discussion to inform understanding of the goals, policies, strategies and actions are included in Volume 3, Chapter 11.

Summary

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
1. Provide quality transportation infrastructure	**1.A.** Invest in our streets and maintain them in a state of good repair.	1. Create a comprehensive financial strategy for investment in road infrastructure.	RPC; DPW	Ongoing	Capital budget	11.25
		2. Implement a pavement asset management system, as part of an overall city asset management system, to guide long-term capital improvement planning for streets, provide a cost-effective approach to system preservation, and establish technical criteria for street rehabilitation and reconstruction.	DPW	First five years	Staff time; Capital funding	11.25
		3. Improve how streets are repaired and maintained.	DPW; SWB	Ongoing	Staff time	11.25
		4. Coordinate capital road work with other infrastructure projects to increase efficiency, limit infrastructure costs, and preserve roadway quality and operations	DPW; SWB; RTA	Ongoing	Staff time; Capital funding	11.26
		5. Leverage all available funding sources to maximize the amount of resources available to fix and maintain our streets.	DPW; SWB; CAO; RPC	Long term	Staff time; Capital funding	11.26
		6. Consider and appropriately balance the needs of all users within the context of the City's Complete Streets program in the planning, design, construction, operation and maintenance of all capital improvement projects adjacent to or within the public right of way to meet our Complete Streets program goals.	DPW; CPC; CPA; SWB; RPC	Ongoing	Staff time; Capital funding	11.26
	1.B. Regularly monitor the condition of City off-system bridges and advance projects to address problems before they grow larger and more	1. Achieve and maintain full compliance with the DOTD's off-system bridge inspection program.	DPW; DOTD; Consultants	Ongoing	Staff time; City funds	11.26

	expensive to fix.	2. Allocate sufficient funds in each bond sale (and other sources of funding) for bridge replacement projects so that the required local match is set aside to ensure approval of federal transportation funding.	DPW; DOTD; RPC	Ongoing	Staff time; Capital funding	11.26

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FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
1. Provide quality transportation infrastructure	**1.C.** Improve and adapt Port facilities and infrastructure to leverage technological advances and changing cargo trends to remain competitive while protecting our quality of life.	1. Support a reliable, maintained lock system on the Inner Harbor Navigation Canal to enable trade and economic growth while considering community impacts	Port of New Orleans; CPC; RPC; USACE	Medium term	Staff time	11.27
		2. Support capital improvements and operational enhancements for the efficient movement of goods that are consistent with the Port of New Orleans Master Plan in order to keep the Port competitive, support riverfront commerce and industrial canal redevelopment, and protect quality of life.	Port of New Orleans; CPC; RPC	Medium term	Staff time	11.27
	1.D. Coordinate with the State and other governments in the region to preserve and enhance the Louis Armstrong International Airport as the preeminent airport facility in the State	1. Make strategic capital improvements and enhance marketing at Louis Armstrong New Orleans International Airport to attract and maintain air service.	Aviation Board	First five years	Staff time; Capital funding	11.27
		2. Complete new replacement terminal at Louis Armstrong New Orleans International Airport to enhance the appearance and the comfort of the airport and to facilitate layovers and transfers between flights, and expand terminal capacity, as needed	Aviation Board	First five years	Staff time; Capital funding	11.27
	1.E. Implement rail improvements to increase railroad safety, operating efficiency, and fluidity.	1. Implement centralized traffic control (CTC) across the rail network to consolidate and standardize train routing decisions, alleviate congestion, and promote fluidity.	New Orleans Public Belt; Class 1 Railroads	First five years	Staff time; local, state and federal funding	11.27
		2. Pursue adequate funding, including federal funding, for implementation of rail improvement projects to increase safety, operating efficiency and fluidity.	CPC; RPC; New Orleans Public Belt; Class 1 Railroads	Medium term	Federal funds	11.27
	1.F. Enhance transit infrastructure to increase ridership and improve access to jobs and services.	1. Develop a Master Plan for RTA to guide future investments and service enhancements.	RTA	Medium Term	Bond funds; federal funding	11.28
		2. Coordinate a regional transit vision	RPC, RTA, CAO, DOTD	Medium Term	Federal funds; bond funds	11.28

		3. Maintain a high-quality fleet of vehicles	RTA	Ongoing	Federal funds; grant funding	11.28
		4. Invest in technology for current and future buses and streetcars	RTA	First Five Years	Federal funds; bond funds	11.28

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFOR-MATION, SEE PAGE:
2. Increase efficiency across all transportation modes	**2.A.** Develop and implement a Transportation System Management Strategy to increase capacity and maximize efficiency.	1. Conduct a study and implement recommendations to manage traffic congestion and increase mobility of people downtown area	DPW; DOTD; RPC, RTA; Port of New Orleans; DDD	Ongoing	Staff time; Capital funding; federal funding	11.29
		2. Identify the most effective improvements to reduce travel times along existing bus and streetcar lines	RTA; DPW; DOTD	First five years	Grant funds	11.29
		3. Invest in an advanced traffic management system	DPW; DOTD	Medium term	Staff time; Capital funding; federal funding	11.29
		4. Enable walking, cycling, and transit in the planning of development projects	DPW; CPC	Ongoing	Staff time; Capital funding	11.29
		5. Study the feasibility of adding additional Mississippi River crossings to reduce congestion and provide additional evacuation routes, to include a new ferry crossing at Gretna and a new bridge between Algiers and Chalmette.	RPC; DOTD; RTA	Medium term	Grant funds	11.29
		6. Support higher density transit oriented development along existing and future high-frequency transit service.	RTA; CPC; RPC	Long term	Federal funds	11.29

		7. Study existing capacity and promote improved conductivity for crossings over the INHC for all modes of transportation	RPC; DOTD; Port of New Orleans; CPC, DPW	Long term	Federal funds	11.30

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FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
	2.B. Measure progress toward meeting the mode share goals of transit, bikes, walking and single occupancy vehicles	1 Meet with the public and stakeholders to develop a summary of mode share in New Orleans from ACS and Census data to adopt formal mode share goals.	CPC lead in coordination with DPW	First Five Years	Staff time	11.34
	2.C. Enable the efficient movement of freight.	1. Develop a comprehensive, multi-modal freight plan to guide future investments and implementation of service enhancements to drive operational efficiencies.	CPC; RPC; Port of New Orleans; DPW; NOAB; Public Belt	First five years	Staff time; bond funds	11.34
		2. Work to improve access to and from all intermodal freight terminals through wayfinding signage and technology-based solutions, street improvements, and signalization	DPW; Port of New Orleans; CPC; DOTD	Medium term	Staff time; Federal funds	11.34
		3. Explore alternative modes of freight movement to accommodate projected cargo growth, such as container on barge service and moving more cargo by rail shuttle.	CPC; RPC; Port of New Orleans	Medium term	Staff time; local and state funds	11.34
		4. Provide adequate, dedicated and maintained roadway access to Port facilities to keep the Port competitive, reduce congestion and impacts to quality of life.	CPC; RPC; Port of New Orleans; DPW; NOPD	First five years	Bond funds	11.34
	2.D. Encourage sustainable and healthy mobility choices.	1. Develop and implement a sidewalk improvement program.	DPW	First five years	Staff time	11.35
		2. Invest in more comfortable bicycle facilities that provide critical linkages in the bicycle network.	DPW; RPC; DOTD	First five years	Staff time; City and federal funds	11.35
		3. Support and encourage events such as Bike to Work Day, No Car Days, Celebrity rides, Open Streets, and carpooling.	DPW; Mayor's Office	First five years	Staff time	11.35
		4. Implement an equitable and sustainable bike share program that enhances mobility and bicycle safety, is accessible to all income levels, and eventually services the entire city.	DPW; Mayor's Office; CPC; consultants	First five years	Staff time; City funds; private sponserships	11.35
		5. Expand marketing and community engagement to promote the use of public transit.	RTA	First five years	RTA funds	11.35
	2.E. Improve connectivity between transportation modes	1. Develop passenger rail connections between the CBD, Louis Armstrong International Airport, Baton Rouge, the Gulf Coast, and other communities within the southern US	RPC; City; RTA; NOAB; Amtrak, Mayor's Office; Congressional leadership	Long Term	Federal funds	11.35

		2. Create gateway connections at the UPT and Louis Armstrong International Airport and improve access to the Convention Center and Port of New Orleans.	RTA; RPC; DPW; NOAB; NOBC	Long Term	Federal funds	11.36
		3. Create forums for agency coordination and consolidation to improve transit service delivery and sustainability.	RTA; RPC; Jefferson and St Bernard Transit	Medium term	Staff time	11.36
		4. Conduct a study to improve multimodal access to and from the Union Passenger Terminal to address comprehensive way-finding signage, high-visibility crosswalks, bicycle and vehicular parking, bicycle routes, ridesharing services, high-quality information services, and improved taxi and bus service.	RTA; RPC; CPC	Medium term	Federal funds	11.36
		5. Plan for and emphasize pedestrian, bicycle and transit facilities linkages through improved design, funding, maintenance, enforcement, and education.	RTA; DPW	First five years	Staff time; Federal funds	11.36
2	**2.F.** Develop a great cycling city.	1. Develop and implement a comprehensive Bicycling Plan, *prioritizes building low-stress, high quality infrastructure, creating a connected citywide network, and increasing safe mobility options for those that need it most.*	CPC	First five years	Staff time; City funds	11.36
		2. Develop and update design standards and guidelines for all types of bicycle facilities	DPW	First five years	Staff time	11.37
		3. Provide access to bike racks and storage on public rights of way and at publically owned buildings at key activity nodes and along key bicycle corridors.	DPW; CPC	First five years	Staff time; City funds; federal funds	11.37
		4. Modify zoning regulations to encourage or require the provision of on-site bicycle parking facilities.	CPC	First five years	Staff time	11.37
	2.G. Maximize walkability.	1. Seek federal funding for walk-to-school programs and improvements.	DPW; OPSB; Health Dept.	First five years	Staff time; Federal funds	11.38
		2. Develop a sidewalk improvement program. (involves plan for regular condition assessment and maintenance of sidewalk infrastructure through a combination of public and property owner funding with criteria analogous to a pavement asset management system)	DPW	First five years	Staff time; City funds	11.38
		3. Review, update, and implement the City's ADA Transition Plan relative to public rights of way to reflect requirements of ADA Accessibility Guidelines and Public Rights of Way Accessibility Guidelines	DPW; Mayor's Office	First five years	Staff time; City funds	11.38
		4. Develop a Pedestrian Master Plan to guide future investments in pedestrian facilities of all types to improve the quality of the pedestrian environment throughout the City.	CPC	First five years	Staff time; City funds	11.38

		5. Implement sidewalk improvements in the French Quarter	Mayor's Office; DPW	First five years	Staff time; Special property tax	11.38
		6. Develop a continuous, well-connected pedestrian network of sidewalks, walking paths, and recreational trails to safely accommodate pedestrians.	DPW	Long term	Staff time; City funds; State funds; Federal funds	11.38

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FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
3. Improve safety, accessibility, and quality of life for all transportation system users	**3.A.** Implement the adopted "Complete Streets Program".	1. Develop and adopt Complete Streets Guidelines for internal and consultant design engineers in project development.	DPW; CPC	First five years	Staff time; City funds; Federal funds	11.39
		2. Use the multi-modal level of service to access road designs during the preliminary design process and allocate right of way	DPW	First five years	Staff time	11.39
		3. Update City of New Orleans Roadway Design Manual to include modern best practices for the accommodation of non-motorized transportation modes and streetscape improvements.	DPW	First five years	Staff time	11.39
		4. Plan for and emphasize pedestrian, bicycle and transit facilities linkages through improved design, funding, maintenance, enforcement and education.	DPW; RTA; Police	First five years	Staff time; City funds; Federal funds	11.39
		5. Implement pedestrian improvements, such as crosswalks, pedestrian signals, traffic calming, pedestrian refuges and ADA accessibility requirements in priority areas including transit routes, schools, retail/ commercial corridors, residential complexes for senior citizens and persons with disabilities, parks and other recreational facilities, and government/institutional buildings in accordance with the City's Pedestrian Safety Action Plan.	DPW	First five years	Staff time; City funds; Federal funds	11.39
		6. Require training on the design of Complete Streets for all design consultants doing business with the City and give preference in the bid process to those consultants who have demonstrated Complete Streets design experience.	DPW	First five years	Consultant; staff time	
	3.B. Implement the Vision Zero Safety program for the City of New Orleans to reduce traffic fatalities and severe injuries	1. Support public education campaigns to increase awareness and knowledge with the goal of creating a safer environment with radio, TV, print and internet campaigns and materials.	DPW; RPC; Police	First five years	Staff time; City funds	11.40
		2. Produce informational brochures and programs to encourage bicycling as a mode of transportation and to improve safety and drivers' awareness of bicyclists.	DPW; RPC; Volunteer groups	First five years	Staff time; City funds; Grant funds	11.40
		3. Improve gathering, tracking, analysis, and dissemination of crash data, including to the public when possible, to guide funding to address problem areas.	RPC;DPW; Police; Volunteer bike groups	First five years	Staff time; Grant funds	11.40

		4. Protect vulnerable road users such as pedestrians, cyclists, and motorcyclists.	RPC; CPC transportation planner; NOPD, DPW; Municipal Courts	First five years	Federal funds; staff time	11.40
		5. Combat distracted driving	DPW; Police	First five years	Staff time	11.40
		6. Reduce speeding, impaired, and aggressive driving.	DPW; Police	First five years	Federal funds	11.40
		7. Consider augmenting existing staff to enhance the City's role in transportation safety.	DPW; CPC	First five years	Staff time; City funds	11.36

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FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
3. Improve safety, accessibility, and quality of life for all transportation system users	**3.C.** Improve and expand access to the transit network throughout the Region.	1. Improve bus and streetcar frequency.	RTA	First five years	RTA funds	11.40
		2. Ensure safe access to transit stops and major travel generators through improved intersection visibility (lights and high visibility crosswalks), sidewalk repairs, and pedestrian countdown signals	DPW	First five years	Staff time; City funds; Federal funds	11.41
		3. Redesign transit lines where possible to connect with major destinations and trip generators to increase ridership and efficiency.	RTA; DPW	First five years	Staff time; City funds; Federal funds	11.41
		4. Examine the feasibility of alternative service delivery models to meet the needs of riders in lower demand neighborhoods.	RTA; DPW	First five years	Staff time; City funds; Federal funds	11.41
		5. Improve the waiting experience for customers at transit stops.	RTA; RPC; DPW; NOAB	Medium term	Bond funds; Federal funds	11.41
		6. Plan and implement fare and schedule integration amongst RTA, Jet and St. Bernard Urban Transit	RTA, RPC, Jet, St. Bernard Transit	Medium term	Staff time	11.41
	3.D. Manage curb space efficiently to reduce congestion and increase safety	1. Modify off-street parking requirements to enhance parking efficiency, improve urban design quality and encourage walking and alternate forms of transportation.	CPC	First five years	Staff time	11.41
		2. Implement policies that encourage efficient management of the curb space in the downtown area and along commercial corridors	DPW; CPC	First five years	Staff time	11.42
		3. Develop and implement a municipal parking management strategy to reduce the parking demand in the downtown area and along high-demand corridors.	DPW; CPC	Medium term	Staff time	11.42
	3.E. Provide significant infrastructure investment to augment a pedestrian friendly environment,particularly where transit stops, schools, parks, and other pedestrian generators are located..	1. Develop and adopt guidelines for pedestrian facilities of all types to improve the quality of the pedestrian environment throughout the city by improving striping, signage, and pedestrian crossing signals.	DPW; CPC	First five years	Staff time; City funds	11.42
		2. Continue to build upon existing hurricane recovery appropriations to ensure comprehensive streetscape improvements in designated target areas, including lighting, landscaping, sidewalk enhancements, and the burying of above ground utilities	DPW	First five years	Staff time	11.43

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FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
3. Improve safety, accessibility, and quality of life for all transportation system users	**3.E.** Provide significant infrastructure investment to improve the appeal and walk-friendliness of major boulevards and corridors where transit stops, schools, parks, and other pedestrian generators are present.	3. Implement comprehensive streetscape upgrades (lighting, landscaping, sidewalks, utilities) to those boulevards that are in need of upgrades yet are not already targeted for streetscape improvements through recovery funding, such as Tulane Ave, Broad, St. Claude, Tchoupitoulas, Read Blvd, etc.	DPW; CPC	Medium term	Staff time; City funds	11.43
		4. Develop landscape design requirements for parking lots with shade and lighting, and materials for pedestrian walkways to enhance and produce safe walkways and pleasant pedestrian environment.	DPW; CPC	First five years	Staff time	11.43
4. Promote economic development and innovation through integrated transportation planning and policies	~~**4.A.** Implement an equitable bike share system that serves the job commuting needs and connects to transit~~	~~1. Develop and implement a bike share program~~	~~DPW~~	~~Medium term~~	~~City funds~~	~~11.39~~
	4.A. Coordinate higher-density land uses with existing and future transit hubs to support walkable, mixed-use, transit-oriented neighborhoods along existing and potential future transit routes	1. Create area land use plans and zoning regulations to encourage walkable, higher density, mixed-use, transit-oriented development (TOD) at key transportation opportunity nodes.	CPC; RTA	First five years	Staff time	11.39
		2. Encourage mixed-use developments within a fixed distance of major transportation corridors	CPC; RTA	First five years	Staff time	11.39
	4.B. Modify regulations to encourage infill development that supports a vibrant pedestrian environment	1. Modify zoning regulations to ensure that new development respects and is oriented toward the pedestrian, through building orientation, setback, signage, parking, street level interaction and design review regulations	CPC	First five years	Staff time	11.39
		2. Establish Traffic Impact Analysis guidelines that look beyond the development site for pedestrian generators and linkages	DPW; CPC	Medium term	Staff time	11.40
		3. Use area traffic management to coordinate and minimize intensity, resolve community concerns and mitigate the impacts of economic development projects	DPW; CPC	Long term	Staff time	11.40

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FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
5. Develop an environmentally sustainable and resilient transportation system.	**5.A.** Make capital investments and implement administrative strategies to ensure the resilience of the city's transportation infrastructure against possible hazards	1. Ensure that a thorough, timely, regularly updated plan is in place to secure bus and streetcar rolling stock from flooding	RTA; Office of Emergency Preparedness	First five years	Staff time	11.40
		2. As transportation facilities are renovated, ensure that critical building systems are elevated and that facilities are hardened against flood and wind damage	RTA; CPA; Office of Emergency Preparedness	First five years	Staff time	11.40
		3. Where feasible, utilize construction techniques and materials as roads are repaved and new drainage systems introduced to allow them to minimize and withstand floodwaters	DPW	First five years	Capital funds	11.40
		4. Ensure that the City's hazard mitigation plan and preparedness and response measures are coordinated with the Port, rail and regional freight planning efforts to efficiently and safely move hazardous materials throughout the City.	DPW, Port of New Orleans, Office of Emergency Preparedness; Public Belt	First five years	Staff time; local funds; federal funds	11.40
	5.B. Develop a transportation system that contributes toward a healthier environment for future generations through investments in multi-modal facilities and green infrastructure for stormwater management	1. Minimize transportation-related greenhouse gasses and other air emissions.	RTA; City; CPC; Port of New Orleans; NOAB; RPC	Long term	Staff time; City funds; Federal funds	11.41
		2. Support the usage of alternative fueled vehicles such as electric cars.	RTA; City; CPC; Port of New Orleans; NOAB; RPC	Long term	Staff time; City funds; Federal funds	11.41
		3. Implement stormwater management systems that emphasize green and gray infrastructure solutions	SWB; DPW; CPC	First five years	Staff time; City funds; federal funds	11.41

Getting Started

These items are short-term actions that can be undertaken with existing funding, or relatively little expenditure, and will help lay the groundwork for the longer-term actions that follow.

- Continue road repair and reconstruction of all damaged streets and integrate this effort with similar efforts on the part of the Sewerage and Water Board for the repair of underground utilities.
- Establish a pavement asset management system and long-term funding strategy for future road capital improvement projects and maintenance.
- Adopt a "Complete Streets" policy that recognizes street space should be designated to accommodate a variety of users including pedestrians, bicyclists, drivers, transit riders, and utilities.
- Work with the Regional Planning Commission to make sure the City receives and uses all allocated federal transportation funds.
- Encourage public input and informed decision making by reporting on transportation activities and results and consult the public when planning budgets, programs, and projects.

Narrative

Below is a more detailed narrative of the various goals, strategies and actions highlighted in the "Summary" chart.

TRANSPORTATION SYSTEM INFRASTRUCTURE

ROADS AND BRIDGES

At an estimated value of more than $10 billion, the streets and the utilities underneath them represent the City's most widely used and most valuable physical, fixed asset and the backbone of the City's transportation network. Fixing and maintaining the City's roads and bridges in a state of good repair is one of the greatest challenges that the City faces. A pavement management system will provide a data-driven, cost-effective, systematic approach to strategically identify and prioritize road capital improvement projects so that the City can maintain its streets in a state of good repair. The information/analysis from periodic pavement condition assessments will be utilized to inform the selection, prioritization, and scope of work determination processes for the planning of roadway capital improvement projects. Leveraging the funding provided by FEMA through its Public Assistance (PA) Program to repair Katrina-related damage to the streets, along with Community Development Block Grant (CDBG) funding, municipal bonds, and other funding sources to complete a multi-year capital infrastructure improvement program will be the first step under the City's pavement management system to address over 40 years' worth of underfunding and damage sustained as a result of Hurricane Katrina and its immediate aftermath. Work planned under this program will serve as the foundation for future, follow-on comprehensive roadway capital improvement and maintenance programs.

While the basic fundamental design concepts for roadway design and maintenance are not likely to significantly change in the future, the configuration of the roadway is likely to change to support a more inclusive, multi-modal, and balanced approach with regard to transportation system users and accessibility. Unused or underused roadway will be reduced or eliminated to minimize impervious surface and support green infrastructure. The roads themselves will be designed to be more resilient

and accommodate new technology to facilitate the management of traffic and new ways to move people and freight from one place to another.

Truck routes are designated on the major urban arterial streets within the City's roadway network. The existing designated truck route system needs to be reviewed and updated with input from neighborhoods, truckers, businesses, intermodal transportation terminal operators and other relevant groups to ensure that the most efficient routes are utilized based on current trip generators and anticipated, future demands.

PUBLIC TRANSIT FACILITIES

Transit is the most transformative urban transportation mode, but also the most demanding in terms of planning and coordination. New Orleans has a unique advantage over most American cities because of its core network of existing streetcar and bus routes, and their maintenance facilities and operating infrastructure. Improvements to transit will prioritize reducing travel time, increasing frequency, and increasing access with redesigned and regional routes. Increasing travel time with investments such as pre-paid boarding, will improve reliability and efficiency of service throughout the system. As jobs have become more regional with several major job centers within the metropolitan area, transit must also evolve to provide better and more direct connections to provide both economic opportunity and reduce household transportation costs. Long term new technologies in ride sharing and automation have the potential to extend transit resources even further. By creating a transit system that attracts more commuter and all-purpose riders, New Orleans can provide better service to everyone, capture more revenue to operate and maintain the system, reduce pollution, moderate the number of vehicle miles traveled, and attract investment around transit hubs.

PORT FACILITIES

Despite recent years of record financial performance and cargo growth, the Port of New Orleans faces unprecedented opportunities and challenges for operational efficiency, facilities expansion, and infrastructure connectivity. Nationwide, port congestion is an increasing economic concern, and the impacts felt locally are not unique. The pursuit of congestion mitigation strategies involves all market sectors, including the rail, highway, and inland waterways, and will require significant infrastructure investments from both the public and private sectors. The co-existence of container and break-bulk operations at the Port of New Orleans along land-constrained riverfront terminals will drive the search for development alternatives that result in greater efficiency, reduced congestion and cost-effective infrastructure investments.

The closure of the Mississippi River Gulf Outlet (MRGO) has necessitated development of facilities on the Mississippi River (River) to handle cargo that can no longer access properties on the Inner Harbor Navigation Canal (IHNC). This led to the building of a new cold storage facility at the Henry Clay Avenue Wharf, and reconfiguring current River properties to better handle containers and intermodal operations. With the U.S. Army Corps of Engineers construction of surge barrier gates at entrances to the IHNC at the MRGO and Lake Pontchartrain, the Port has seen an increase in interest for various uses of its industrial properties. A deeper understanding of potential markets for shallow draft, supportive industries, and possible lease portfolio diversification of the industrial properties is needed. Rapidly changing trends require economic and market forecasting, on both a local and global scale - for example, the increase in natural gas production in the U.S. and in particular LNG development in Louisiana has the potential to change cargo dynamics, and in conjunction with maritime emissions regulations, continues to heighten interest in alternative fuel usage. Further, changing trade dynamics with Cuba, expansion of the Panama Canal, and state budget constraints have the potential to shift market forecasts as well.

The Port of New Orleans cruise and tourism business has been growing at a remarkable pace, necessitating expansion and development of a third cruise terminal. Capacity for further demand will tax the available parking, city infrastructure including traffic in historic neighborhoods, convention center property development and transit from downtown hotels.

AIRPORT

New Orleans is served by two airports—the Lakefront Airport, and the Louis Armstrong New Orleans International Airport (MSY). The Lakefront Airport is a general aviation facility and MSY is the city's only airport with commercial service. MSY serves over 80% of all passengers flying into the State of Louisiana. The Lakefront Airport is located in eastern New Orleans on a peninsula extending into Lake Pontchartrain, and Louis Armstrong New Orleans International Airport is located approximately 12 miles west of downtown in the suburb of Kenner. Louis Armstrong New Orleans International Airport is owned by the City of New Orleans and governed by the City's Aviation Board, while Lakefront Airport is state owned and operated.

In 2015, MSY served a record 10.6 million passengers. Since 2010, commercial service at MSY has risen by 37%. MSY is served by 15 airlines to a record high of 55 non-stop destinations, including 5 international destinations. Ground connections to the airport include taxis, limousines, transportation network companies, shuttle services, and local buses. The proposed New Orleans-Baton Rouge light rail connection would include a stop at MSY.

The need for a new airport terminal and ancillary development at MSY had been identified for many years. In August 2011, an in-depth and robust analysis of the options for a new airport terminal facility was undertaken. The analysis focused on: design, financial feasibility, environmental impact, and land use. Based on the analysis completed, the decision was made to move forward with a Long-Term Strategic Development Plan to construct a new terminal facility. The "Northside Alternative" was chosen as the most feasible option for a new terminal facility.

MSY launched a $950 million capital program involving the construction of a new world class terminal and related facilities on the north side of airport property. The capital program includes construction of a new replacement North Terminal, enabling projects such as the airfield lighting vault relocation and FAA navigational aids relocations, construction of a storm water pump station, and a new on-airport roadway system. Other projects included in the capital program, which will be funded and constructed by third parties, include an aircraft fuel hydrant system, flyover interchange access from I-10, and an on-site hotel.

Passenger experience will be improved in the new North Terminal with a consolidated checkpoint offering greater ease and efficiency for passengers going through security and an in-line baggage system where passengers will just drop off their checked baggage at the ticket counters. Other amenities include an adjacent 2,000 space parking garage and surface parking and concessions located down the center of the concourse to allow passengers to see their gate while enjoying a taste of New Orleans or picking up that last minute souvenir. Passengers should feel the spirit of New Orleans in the North Terminal through the sights, smells, and sounds that reverberate all the best in the City. Construction of the North Terminal began in January 2016 with an estimated opening in October 2018.

Once the North Terminal is operational, portions of the existing southside terminal will be demolished. The remaining portions of the southside terminal will be used for aviation uses such as non-scheduled charters, administrative offices for airport staff and other airport tenants. MSY will be evaluating options for the highest and best use within federal requirements for the redevelopment of the southside ramp area for aviation business and aeronautical uses.

New Orleans is also home to the New Orleans Downtown Heliport, located adjacent to the Superdome atop a parking structure. Operated by the New Orleans Aviation Board, the facility is open to helicopter traffic 24-hours a day.

RAIL LINES

There are six Class I railroads operating in North America, including the Burlington Northern and Santa Fe (BNSF), Canadian National (CN), CSX Transportation, Kansas City Southern (KCS), Norfolk Southern (NS), and Union Pacific (UP), that pass through the City. Combined, they offer connections to 132,000 miles of track across the United States and Canada. Each railroad also operates an intermodal freight terminal within the region. The New Orleans Public Belt Railroad (NOPB) is a Class III switching railroad with the primary mission of serving the Port of New Orleans and local industries. The NOPB is a neutral carrier, with direct connections to six (6) Class 1 Railroads, and plays an important role in expediting local and intermediate freight through the strategic New Orleans rail gateway. Investment in rail infrastructure to expand and maintain connectivity with the Port and Airport by rail for the movement of freight and passengers will enable these economic engines to maintain their competitive advantage.

Expansion of passenger rail capacity from the City to the Airport and throughout the region will reduce congestion, provide a low-cost alternative for passenger travel, and promote further economic development.

TRANSPORTATION SYSTEM USERS

MOTORISTS

Currently, the predominant users of the City's transportation system in terms of trip miles are motorists. However, in the future, per capita vehicles miles traveled are expected to decrease – more cars, but fewer miles driven. Furthermore, in the future, the automation of motor vehicles is likely and has the potential to revolutionize ground transportation. A tiered roll-out of vehicles is expected as driving functions are increasingly automated over the next decade, with a fully automated car available commercially within the next 20 years. Automated vehicles may be able to drive more closely together, increasing highway speeds and capacity. In urban areas, self-parking cars can park more closely together. Automation may vastly increase the use of on-demand car services and reduce the need to own a car. Motorists are coming to expect access to real-time traffic conditions and parking locations. Millennials are more likely to use technology (i.e. smart phones) to find new ways to travel (ride sourcing services such as Uber, Lyft, Zipcar, etc. or ridesharing (car or bike)) or to avoid traveling (Skype). Over 90% of Americans own a smart phone and 20% currently use their phones for up-to-the-minute traffic or transit information. Smart phones are regularly used for turn-by-turn navigation. This dependency on real-time traffic information will only increase as technology evolves. The City needs to encourage innovation and the development of adaptive systems to accommodate rapid technological advances and the demand for more and more real-time traffic information. Consideration should be given to the design and construction of roadways and "smart" roadway infrastructure and traffic management systems that feature open-architecture to support future technology-driven upgrades.

PEDESTRIANS

At some point in a trip, everyone is a pedestrian. Nationwide, walking and cycling account for approximately 50% of all trips taken under one mile and more than 10% of all trips of any length. The popularity of walking is one indicator of a vibrant, sustainable city. Along with cycling, transit

and carpooling, walking conserves natural resources and reduces pressure on the road network while improving health, preserving the environment and supporting economic activity. Key factors that can motivate more people to walk include:

- Suitable distances from trip origins to destinations
- Pleasant, direct and barrier-free walking routes
- Convenient connections to public transit, schools, parks and community facilities
- Safe and frequent opportunities to cross major roads and other barriers
- Outdoor spaces, both public and private, designed with personal security in mind
- Adequate maintenance practices for walking facilities, particularly in winter
- Positive individual attitudes towards walking

According to the Centers for Disease Prevention and Control, obesity affects more than one-third of adults nationwide, with 34.9% of surveyed Louisianans self-reporting as obese in 2012. The physical costs of being overweight include increased rates of heart disease, stroke, type-2 diabetes, and certain types of cancer, and the costs of medical care are no less daunting. Regular walking and bicycling, or active transportation, are effective means of dealing with or preventing these health concerns. Communities that promote active transportation over vehicle travel are communities that are working toward the health of their residents. In recent years the City has made significant strides towards improving pedestrian safety and walkability. In 2013, the City adopted an Americans with Disabilities Act (ADA) Transition Plan for Public Rights-of-Way that establishes priorities for addressing non-compliant pedestrian facilities and provides a system for tracking progress, in 2014 the City was designated as a bronze-level "Walk Friendly Community", and in 2014, a Pedestrian Safety Action Plan was finalized for the City to address pedestrian safety at a number of critical intersections throughout the City. Recent projects in the City such as the Lafitte Greenway and the Southeast Louisiana Urban Flood Control Project (SELA) on Napoleon Avenue have created pleasant walking routes that connect neighborhoods and encourage walking. The City needs to continue to invest in the construction of facilities to establish pedestrian network to complement its developing cycling network, improve the condition of its sidewalks, and pedestrian accessibility to transit stops and schools.

BICYCLISTS

New Orleans has the potential to be a world-class city for bicycling based on its relatively flat terrain, green spaces, and well-developed and dense street network. Riding a bicycle should be a comfortable and integral part of daily life in New Orleans for people of all ages and abilities. Along with walking, bicycling conserves natural resources and reduces pressure on the road network while improving health, supporting more compact development, preserving the environment and supporting economic activity. It also offers speed and convenience for shorter trips, and for many people it can also be attractive for longer trips. Physical activity is indisputably effective in the prevention of cardiovascular disease, diabetes, cancer, and other related chronic diseases. Public health professionals support active transportation as a means of improving these and other health outcomes related to the obesity epidemic. Bicycling can also curb health care costs. Mental health and academic achievement are also improved by walking and bicycling. Over the past 10 years, the City's bicycle network has seen a dramatic expansion in the number of bicycle lanes and with this expansion, a significant increase in ridership. The City needs to continue to invest in the construction of pleasant, direct, safe, well-maintained cycling routes that provide as much separation from traffic as possible, convenient and secure bicycle parking at destinations, look for ways to provide more access to bicycle infrastructure in parts of the City with lower car ownership to provide better transportation choice for people, connections between cycling and transit facilities, and promote positive social attitudes towards cycling.

As the City moves toward the implementation of a bike share system, it will be critical that the system connect to job centers and transit routes in an equitable and financially sustainable way.

TRANSIT USERS

Nationwide, travel for commuting constitutes nearly 40% of all public transit passenger miles traveled and 28% of all vehicles miles traveled. Workers travel significantly more than non-workers. The total number of people flying on US airlines is expected to increase by approximately 50% over the next two decades, while international travel to and from the US will more than double. High airport terminal volumes are a factor in approximately 20% of all flight delays. By 2045, there will be nearly twice as many older Americans – more people needing quality transit connections to medical and other services. 36% of Americans over 65 have a disability that limits mobility. When properly planned and managed, transit services, particular those that offer multiple choices are the natural antidote to congestion in highly dense cities and central business districts. On-demand services provide connectivity and "last-mile" services that work in conjunction with rail and other transit services, making line-haul services more efficient. Transit users expect reliable, convenient, accessible, affordable, safe, and secure transit service that efficiently gets them to their destination. The City offers a diverse portfolio of transit options to include passenger ferries, streetcars, buses, taxis, pedi-cabs, shuttles, passenger rail, and both domestic and international air travel. Over the past 10 years, these transit options have expanded service based on the demand and made operational improvements toward better meeting transit user needs and expectations. The City needs to continue to invest in the expansion of transit service and improvements in the quality, safety, reliability, and of transit services. The City needs to look for ways to provide more access to transit service in parts of the City with lower income and/or traffic congestion, leverage technological advances to improve transit services, and promote ridership and positive social attitudes towards transit.

FREIGHT

The ability to move freight using all multiple modes, to include truck, rail, waterborne, and air, is one of the City's greatest assets. This ability makes the City economically sustainable and resilient and is critical in maintaining its competitive position in the global market place. Nationally, the volume of freight to be moved is expected to increase by 45%. Automated vehicles, ships, and drones are expected to be introduced within the next two decades and profoundly transform the freight delivery industry. The City needs to develop a Freight Master Plan to balance the needs of all transportation system users, encourage innovation and the development of adaptive systems to accommodate rapid technological advances in the freight industry across all modes. Consideration of freight delivery requirements should be given to the design and construction of roadways, allocation of curb space, and deployment of "smart" roadway infrastructure and traffic management systems.

HOSPITALITY TRANSPORTATION

One of the most significant economic drivers locally is the hospitality and tourism industry and two keys to the sustainability of this industry are the ability to get hospitality workers to and from work and to move tourists from entry points into the City such as the Airport, Port's cruise terminal, UPT, and interstate system to the City's many sightseeing attractions and their hotels. Providing multi-modal transportation alternatives and gateway connections is critical to the success of this industry.

TRANSPORTATION SYSTEM MANAGEMENT

SAFETY

The personal cost of a serious roadway accident can be immeasurable, possibly resulting in serious injuries or lives lost and families changed forever. Motor vehicle crashes are the leading cause of death among Americans ages 1 to 34. Despite the numerous benefits of non-motorized travel, pedestrian and bicycle travelers can be particularly vulnerable to traffic crashes. This is the result of many factors, including poorly designed non-motorized facilities, disregard or lack of knowledge of traffic laws, lack of visibility, impairment, or some combination of the above. New Orleans has consistently ranked highest of all parishes in Louisiana for the number of pedestrians injured in any one year. Between 2008 and 2012, pedestrian injuries in the City have increased, with Orleans Parish accounted for 19% of the total number of pedestrian injuries and 8% of the pedestrian fatalities in Louisiana. According to the Regional Planning Commission, nearly 1/3 of total pedestrian crashes between 2009 and 2010 occurred in downtown New Orleans. In 2012 the Federal Highway Administration identified New Orleans as a "Pedestrian Safety Focus City" because the annual pedestrian fatality rate is higher than the national average (2.33 per 100,000 population) and a Pedestrian Safety Action Plan (PSAP) was developed for the City in 2014. Ultimately, there are a wide range of conditions that can cause motorist accidents, such as distracted driving, impaired driving, or poor roadway design. Improving safety can have profound impacts at both an individual and an economic level. The goal of the Vision Zero Safety program is the eliminating traffic fatalities and serious injuries by 2030. The City should implement this program using a multi-pronged approach toward reducing vehicle accident-related injuries and fatalities that includes identifying accident hot-spots, improving road design and enforcement, leveraging technological advances such as connected vehicles and new crash avoidance technology as they become available, and facilitating education and outreach campaigns toward all transportation system users.

CONGESTION

Traffic congestion refers to the incremental delay caused by interactions among vehicles on a roadway, particularly as traffic volumes approach a roadway's capacity. Congestion can be evaluated in various ways such as roadway Level-Of-Service (LOS), and the Travel Time Index (TTI), that can result in very different estimates of its costs and the benefits of specific congestion reduction strategies. On average, Americans spend over 40 hours stuck in traffic each year. According to the Texas Transportation Institute's methodology in its 2012 Mobility Report, the total cost of roadway congestion to the nation was $121 billion in 2011. Some measurable results of this congestion include 5.5 billion hours of wasted time, an extra 56 billion pounds of CO^2 released into the atmosphere, and 2.9 billion gallons of wasted fuel. These figures are only expected to increase in coming decades. In the New Orleans urban area, the report estimates that the average auto commuter lost 28 hours and 13 gallons of gas a year to roadway congestion in 2011, costing $629 per commuter. The City needs to reduce congestion by implementing a comprehensive, multi-pronged approach that includes improved transportation options including walking, cycling, transit, ridesharing, car-sharing and telecommuting, so users can choose the option that is most suitable for each trip, with priority on congested corridors, particularly in the downtown area, implementing support programs such as commute trip reduction, mobility management marketing, and "smart" traffic management systems wherever appropriate, efficiently manage curb space to include leveraging technology to assist in the management of on and off street parking, manage congested roadways to favor space-efficient modes, look at implementing efficient transport pricing reforms, including demand-based parking pricing, as congestion can also be reduced as cars spend less time searching for parking spaces.

COMPLETE STREETS

The concept of complete streets is a framework for balancing the multiple roles of roads, and ensuring the best possible outcome to their management as a public resource. A complete street accommodates all of its expected functions and serves all of the people who use it throughout the course of a day.

Complete streets do not result from "cookie cutter" design, because different streets have different functions, users and contexts. The overriding principle of complete streets is to offer safety, comfort and convenience to all users (i.e. pedestrians, cyclists, transit riders and motorists) regardless of their age or ability. However, the consideration given to different users will vary by location. For example, where the City wishes to emphasize sustainable travel choices (e.g. downtown, main streets, transit oriented development zones and other areas of intensification), the needs of the most vulnerable street users—pedestrians and cyclists—will be considered first, followed by the needs of transit users and motorists. Where high demands from multiple modes exist, the City will seek to balance the needs of all users in a sustainable way. The City needs to continue to implement its Complete Streets Policy, which requires all City departments in the planning, design, construction, operation and maintenance of all capital improvement projects adjacent to or within the public right of way, to take a comprehensive and integrated approach that considers and appropriately balances the needs of all users to include but not limited to: motor vehicle operators, public transportation services, bicyclists, pedestrians, users with disabilities, and including water distribution, sewerage collection, stormwater management facilities and other utilities to achieve the overall purpose of each project in support of the City's Master Plan and meet the goals of the Complete Streets program. The goals of the City's Complete Streets program are as follows:

1. Safety. Reduce hazards and prioritize safety for all users traveling in the public right of way, especially vulnerable users including persons with disabilities, children, the elderly, pedestrians, and cyclists;

2. Connectivity. Increase the connectivity of walking, bicycling, transit, and freight transportation networks;

3. Multi-modal Accommodation. Give full consideration to accommodation of all users, be they people who walk, people who are mobility-impaired, people who bike, people who use transit, or people who drive cars. Accommodation shall balance the needs of all users in planning, design, construction, maintenance, and operation;

4. Livable Communities. Foster livable communities and increase public health through vibrant, active, comfortable streetscapes that encourage more walking, bicycling, and transit use, and less driving;

5. Equity. Ensure equitable funding and implementation of complete streets projects;

6. Ecology. Create a balanced street ecology through the use of green infrastructure including pervious surfaces and trees.

7. Coordination. Coordinate and communicate between various stakeholders about the Complete Streets Program objectives and metrics; and

8. Sustainability and Resiliency. Invest in infrastructure that promotes sustainability and resiliency.

9. Standards. Standardize placement of infrastructure within the public right of way, where possible, to include underground utilities, street furniture, wayfaring signage and lighting.

SUSTAINABILITY

Nationally, the transportation industry accounts for 28% of the total US greenhouse gas emissions, second only to the generation of electricity. New fuel regulations are expected to increase the fuel efficiency of vehicles by 50% over the next decade. Walking and bicycling are emissions-free forms of travel and have no negative impacts on the environment. Projects that successfully encourage people to use non-motorized travel for trips are an effective means of improving air quality region-wide and promoting an environmentally sustainable transportation system. A balanced multimodal transportation system offers a range of transportation modes (walking, bicycling, public transit and automobiles) and is structured toward providing transportation facilities and services better designed to achieve broader community goals, such as increasing travel choices, improving economic competitiveness and enhancing communities. A multimodal transportation system which has less congestion and fewer trips made in single occupant vehicles run on fossil fuels creates a community with a smaller carbon footprint and provides the base structure for achieving a sustainable transportation system that supports the City's economy, preserves the environment and enhances our quality of life. Ultimately, as the City continues to develop, we need to shift our development practices so new residents, employees and visitors will be able to get around more easily without a car and away from policies that encourage a car-dependent transportation system at the expense of other transportation modes. The City needs to look at ways to promote energy and natural resource conservation within the transportation system and decrease emissions of greenhouse gases and other pollutants.

INTEGRATING LAND USE AND TRANSPORTATION PLANNING

The use and effectiveness of transportation systems are linked directly to the surrounding developments. Providing an efficient, and affordable transportation system requires close coordination with existing and future land uses. Areas that are compact, relatively dense, and have a mix of uses translate to transportation efficiency and affordability: optimum use of existing roadway space, efficient mass transit, reduced capital investments and operating costs, reduced congestion and travel times, and better air quality and public health. Land use decision making should reduce the need to expand transportation infrastructure and service, and maximize existing transportation infrastructure, particularly transit, by encouraging housing, jobs and other infill development in areas with the greatest access to jobs and services. Similarly, transportation planning should target improvements in walking, bicycling and transit in areas that already have a good mix of uses and relatively high density of jobs and housing.

Because transportation projects can be expensive and take a long time to come to fruition, it is essential that New Orleans work to make sure that future land use and transportation planning is integrated effectively. There are numerous strategies that should be researched including but not limited to access management (e.g., reducing the number of driveways on transit and bicycle corridors, rear parking requirements, and other policies); encouraging mixed-use development with housing and retail together; encouraging density in existing job centers and other mixed-use centers to reduce the need for driving; reclaiming and retrofitting heavy volume elevated streets to at-grade boulevards; and transit oriented development along existing and new high-frequency transit lines. Financing transportation improvements can be tied directly to land development by capturing the future tax revenue from new and re-development closely surrounding existing and future transit stations.. Through increased coordination in transportation and land use planning, New Orleans can increase access to jobs and services while reducing costs to provide and use the transportation system.

ALTERNATIVE FUEL VEHICLES

Alternative fuel vehicles are becoming more prevalent as the technology associated with these

vehicles matures and becomes more cost-effective. Conversion of public vehicle fleets to alternative fuel vehicles and the encouragement of private ownership has the potential to transform the environment and improve overall sustainability and quality of life. However, alternative fuel vehicles require different types of infrastructure, such as electric vehicle charging stations or compressed natural gas fueling stations. The City should explore the benefits of public investment in alternative fuel vehicles and their required infrastructure while balancing the use of space within the public right of way and at public facilities.

GOAL **1**

Provide quality transportation infrastructure

1.A Invest in our streets and maintain them in a state of good repair.

ACTIONS

1. *Create a comprehensive financial strategy for investment in road infrastructure.*
   Who: *DPW; RPC*
   When: *Ongoing*
   Resources: *Capital funding*
   > Make the public aware of the financing options for street repair and maintenance and seek input on the long-term financing strategy.

2. *Implement a pavement asset management system, as part of an overall city asset management system, to guide long-term capital improvement planning for streets, provide a cost-effective approach to system preservation, and establish technical criteria for street rehabilitation and reconstruction.*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time; capital funding*
   > Identify and prioritize long-term street capital improvements based on the recommendations from the pavement asset management system.
   > Continually update information in the pavement asset management system.
   > Complete a city-wide assessment of pavement conditions every five years.
   > Make the public aware of the criteria used to develop a priority list of street projects and the cost.

3. *Improve how streets are repaired and maintained.*
   Who: *DPW; SWB*
   When: *Ongoing*
   Resources: *Staff time, operating funds*
   > Secure additional resources to bring the City's annual street maintenance budget in line with what is recommended as part of the pavement asset management system.
   > Improve coordination between DPW, SWB, and other utilities in the maintenance of utilities underneath the streets and repairs to street pavement.
   > Implement pavement restoration standards in line with nationally recognized best practices.
   > Establish performance standards for responding to and addressing potholes and restoring utility service cuts.
   > Make the public aware of street repairs as they are occurring.

4. *Coordinate capital road work with other infrastructure projects to increase efficiency, limit infrastructure costs, and preserve roadway quality and operations.*
   Who: *DPW, SWB*
   When: *First five years*

Resources: *Stafftime, capital funds*

> Improve existing protocols to coordinate with Entergy, the SWB, the RTA, Cox, AT&T, and other utilities for major road work to ensure the simultaneous repair/upgrade of sub-surface infrastructure.

> Establish a permitting process and fee schedule for utility cuts that encourages the coordination of major infrastructure work.

5. *Leverage all available funding sources to maximize the amount of resources available to fix and maintain our streets.*

Who: *DPW; CAO; SWB; RPC*
When: *Long term*
Resources: *Stafftime, capital funds, operating funds*

> Continue to explore additional funding sources to support capital infrastructure improvements and maintenance.

> Combine multiple funding sources when possible, to maximize the amount of infrastructure work that can be done as part a project/program.

6. *Consider and appropriately balance the needs of all users within the context of the City's Complete Streets program in the planning, design, construction, operation and maintenance of all capital improvement projects adjacent to or within the public right of way to meet our Complete Streets Program goals.*

Who: *DPW; CPC; CPA; SWB; RPC*
When: *Ongoing*
Resources: *Stafftime, capital funds, operating funds*

> Monitor and track progress toward achieving the City's Complete Streets Program goals.

> Coordinate with the SWB to implement green infrastructure where practical as streets are being reconstructed.

1.B Regularly monitor the condition of City off-system bridges and advance projects to address problems before they grow larger and more expensive to fix.

ACTIONS

1. *Achieve and maintain full compliance with the DOTD's off-system bridge inspection program.*

Who: *DPW; Possible consultant services for bridge inspections, DOTD.*
When: *Medium term*
Resources: *Staff time; general fund*

> Adopt a routine inspection schedule to ensure that all bridges are inspected at regular intervals and remain in good condition.

> Maintain at least two engineers in DPW that are certified by DOTD to inspect bridges.

2. *Allocate sufficient funds in each bond sale (and other sources of funding) for bridge replacement projects so that the required local match is set aside to ensure approval of federal transportation funding.*

Who: *DPW; DOTD; RPC*
When: *Ongoing*

Resources: *Capital funding*

1.C Improve and adapt Port facilities and infrastructure to leverage technological advances and changing cargo trends to remain competitive while protecting our quality of life.

ACTIONS

1. *Support a reliable, maintained lock system on Inner Harbor Navigation Canal to enable trade and economic growth while considering community impacts.*

Who: *Port of New Orleans; CPC; RPC, USACE*
When: *Medium term*
Resources: *Staff time*

2. *Support capital improvements and operational enhancements for the efficient movement of goods that are consistent with the Port of New Orleans Master Plan in order to keep the Port competitive, support riverfront commerce and industrial canal redevelopment, and protect quality of life.*
   Who: *Port of New Orleans; CPC, RPC*
   When: *Medium Term*
   Resources: *Staff time*

1.D Coordinate with the State and other governments in the region to preserve and enhance the Louis Armstrong International Airport as the preeminent airport facility in the State.

ACTIONS

1. *Make strategic capital improvements and enhance marketing at Louis Armstrong New Orleans International Airport to attract and maintain air service.*
   Who: *Aviation Board*
   When: *First five years*
   Resources: *Bond funds*

2. *Complete new replacement terminal at Louis Armstrong New Orleans International Airport to enhance the appearance and the comfort of the airport and to facilitate layovers and transfers between flights, with the ability to expand terminal capacity, as needed.*
   Who: *Aviation Board*
   When: *First five years*
   Resources: *Bond funds*

1.E Implement rail improvements to increase railroad safety, operating efficiency and fluidity.

ACTIONS

1. *Implement centralized traffic control (CTC) across the rail network to consolidate and standardize train routing decisions, alleviate congestion, and promote fluidity.*
   Who: *New Orleans Public Belt; Class 1 Railroads*
   When: *First five years*
   Resources: *Staff time; local, state and federal funding*

2. *Pursue adequate funding, including federal funding, for the implementation of rail improvement projects to increase safety, operating efficiency and fluidity.*
   Who: *RPC; New Orleans Public Belt Class 1 Railroads, CPC*
   When: *Medium term*
   Resources: *Federal funds*

1.F Enhance transit infrastructure to increase ridership and improve access to jobs and services.

ACTIONS

1. *Develop a Transit Master Plan for RTA to guide future investments and service enhancements.*
   Who: *RTA*
   When: *Medium Term*
   Resources: *Federal funds; bond funds*

> Develop a Strategic Plan outlining the vision for the future of transit in New Orleans with residents, other agencies and key stakeholders.

> Redesign bus network to improve access to jobs and service, including possible regional connections and future service increases.
> Identify priorities and corridors for streetcar expansion complementary to an improved bus network.
> Use best practices to develop specific criteria and metrics for identifying corridors for high-capacity transit infrastructure investment such as BRT and light rail.
> Establish TOD guidelines for land users served by high-frequency transit service that increases housing and jobs density, and prioritizes usage of public transit and complementary modes like walking and biking.

2. *Coordinate a regional transit vision.*
   Who: *RPC; RTA; CAO; DOTD;*
   When: *Medium Term*
   Resources: *Federal funds; bond funds*
   > Support a feasibility study to build fixed guideway transit line from the Central Business District to the new North Airport Terminal.
   > Implement inter-agency transit pass between JeT and RTA.
   > Develop a roadmap for increasing regional access with coordinated or shared service and fare integration between RTA, JeT and SBURT
   > Study service changes and enhancements to DOTD funded New Orleans to Baton Rouge bus service, including the feasibility of transit only lanes on area highways.

3. *Maintain a high-quality fleet of vehicles.*
   Who: *RTA*
   When: *Ongoing*
   Resources: *Federal funds; bond funds*
   > Continue to replace older RTA buses with newer vehicles that are more fuel efficient and have lower emissions.
   > Update the Transit Asset Management Plan annually to ensure that the transit fleet is in a good state of repair.
4. *Invest in technology for current and future buses and streetcar*
   Who: *RTA, DPW*
   When: *First Five YEars*
   Resources: *Grant funds*
   - *Incorporate the use of preemptive signalization and real-time GPS tracking to increase greater reliance upon mass transit*

GOAL **2**

Increase efficiency across all transportation modes

2.A **Develop and implement a Transportation System Management Strategy to optimize capacity and maximize efficiency.**

ACTIONS

1. *Conduct a study and implement recommendations to manage traffic congestion and increase mobility of people in downtown area.*
   Who: *DPW; DOTD; RPC, Port of New Orleans; DDD*
   When: *Ongoing*
   Resources: *Staff time; Federal funds; City funds*
   > Identify policies and projects that increase mode share for walking, biking and transit.
   > Consider the establishment of priority bicycle and transit corridors.

2. *Identify the most effective improvements to reduce travel times along existing bus and streetcar lines.*
   Who: *RTA; DPW; DOTD*
   When: *First five years*
   Resources: *Grant funds*Identify street reconfigurations that reduce turning conflicts with streetcars at the highest conflict locations.> Develop priority locations, standards and permitting for high-capacity and pre-paid transit stations

3. *Invest in an advanced traffic management system.*
   Who: *DPW, DOTD*
   When: *Medium-term*
   Resources: *City funds, State funds, federal funds*

   > Continue upgrades to traffic signals and pedestrian countdown timers to create a traffic management system capable of being remotely monitored and controlled to adapt to changing traffic conditions as they occur.
   > Monitor and adopt useful technologies for traffic data management.
   > Provide streamlined and accessible traffic information to travelers.

4. *Enable walking, cycling, and transit in the planning of development projects.*
   Who: *CPC, DPW*
   When: *Ongoing*
   Resources: *Federal funds, capital funds*
   > Promote transit-oriented development plans through zoning, place-based planning, and the plan review process.
   > Consider the designation of transit priority corridors as part of the place-based planning process.

5. *Study the feasibility of adding additional Mississippi River crossings to reduce congestion and provide additional evacuation routes, to include a new ferry crossing at Gretna and a new bridge between Algiers and Chalmette.*
   Who: *RPC; DOTD; RTA*
   When: *Long-term*
   Resources: *Federal funds*

6. *Support higher-density transit oriented development (TOD) along existing and future high-frequency transit service.*
   Who: *RTA; RPC; CPC*
   When: *Long term*
   Resources: *Federal funds*

7. *Study existing capacity and promote improved connectivity for crossings over the IHNC for all modes of transportation.*
   Who: *RPC; DOTD; Port of New Orleans*
   When: *Long-term*
   Resources: *Federal funds*
   > Look for opportunities for waterside access along the IHNC to develop this as a water-borne freight corridor

2.B Measure progress toward meeting the mode share goals of transit, bikes, walking and single occupancy vehicles.

Actions

1. *Meet with the public and stakeholders to develop a summary of mode share in New Orleans from ACS and census data to adopt formal mode share goals.*
   Who: *CPC lead in coordination with DPW*

When: *First Five Years*
Resources: *Staff Time*

2.C Enable the efficient movement of freight.

ACTIONS

1. *Develop a comprehensive, multi-modal freight plan to guide future investments and implementation of service enhancements to drive operational efficiencies.*
   Who: *CPC; RPC; Port of New Orleans; DPW; NOAB; DOTD; Public Belt Railroad*
   When: *First five years*
   Resources: *Bond funds*
   > Review the designated truck route system and update the list of streets with input from neighborhoods, truckers, business parks, intermodal terminal operators and other relevant groups.
   > Ensure consistency with operations and Master Plans for the Port, Public Belt, and Airport.

2. *Work to improve access to and from all intermodal freight terminals through wayfaring signage and technology-based solutions, street improvements, and signalization.*
   Who: *DPW; DOTD; Port of New Orleans.*
   When: *Medium term*
   Resources: *City and state funds*

3. *Explore alternative modes of freight movement to accommodate projected cargo growth, such as container on barge service and moving more cargo by rail shuttle.*
   Who: *CPC; RPC; Port of New Orleans*
   When: *Medium term*
   Resources: *Staff time; local and state funds*

4. *Provide adequate, dedicated and maintained roadway access to Port facilities to keep the Port competitive, reduce congestion and impacts to quality of life.*
   Who: *CPC; RPC; Port of New Orleans; DPW; Police*
   When: *First five years*
   Resources: *Bond funds*
   > Maintain and provide adequate access for the only truck route to uptown Port cargo facilities through coordinated planning and implementation with the City, Convention Center and other existing and proposed Tchoupitoulas corridor developments.

2.D Encourage sustainable and healthy mobility choices.

ACTIONS

1. *Develop and implement a sidewalk improvement program*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time*

2. *Invest in more comfortable bicycle facilities that provide critical linkages in the bicycle network*
   Who: *DPW, RPC, DOTD*
   When: *First five years*
   Resources: *Staff time, City and federal funds*

3. *Support and encourage events such as Bike to Work Day, No Car Days, Celebrity rides, Open Streets. and carpooling.*
   Who: *Mayor's Office.*

When: *First five years*
Resources: *Staff time*

4. *Implement an equitable and sustainable bike share program that enhances mobility and bicycle safety, is accessible to all income levels, and eventually services the entire city.*
   Who: *Mayor's Office; DPW; CPC; consultants*
   When: *First five years*
   Resources: *Staff time; City funds; grants; private sponsorships*

5. *Expand marketing and community engagement to promote the use of public transit.*
   Who: *RTA*
   When: *First five years*
   Resources: *RTA funding*

> Improve marketing outreach to attract automobile drivers by developing promotional materials highlighting the benefits and cost savings of using public transit.

> Partner with major employers and educational facilities to increase transit usage.

> Implement a new CAD/AVL system to improve customer access to information about service in real time

2.E Improve connectivity between transportation modes.

ACTIONS

1. *Develop passenger rail connections between the CBD/UPT, Louis Armstrong International Airport, Baton Rouge, the Gulf Coast, and other communities within the southern US.*
   Who: *RPC; City; RTA; NOAB; Amtrak; Mayor's Office, Congressional leadership*
   When: *Long term*
   Resources: *Federal funds*

> Support and advocate for federal and state funding for high-speed and/or light rail lines

> Actively work to reinstate and improve passenger rail service between New Orleans and Jacksonville, FL (Route has not been reactivated by Amtrak since Hurricane Katrina).

2. *Create gateway connections at the UPT and Louis Armstrong International Airport and improve access to the Convention Center and Port of New Orleans*
   Who: *RTA; RPC, DPW; NOAB; NOBC*
   When: *Long-term*
   Resources: *Federal funds*

> Consider establishment of BRT connections between the Convention Center, Port, UPT and Airport.

3. *Create forums for agency coordination and consolidation to improve transit service delivery and sustainability.*
   Who: *RTA; RPC, Jefferson and St Bernard Transit and traffic and planning staff from each parish*
   When: *Medium-term*
   Resources: *Staff time*

> Improve regional transit connections with partner agencies.

4. *Conduct a study to improve multimodal access to and from the Union Passenger Terminal to address comprehensive way-finding signage, high-visibility crosswalks, bicycle and vehicular parking, bicycle routes, ridesharing services, high-quality information services, and improved taxi and bus service.*
   Who: *RTA; RPC; DPW*
   When: *Medium-term*
   Resources: *Federal funds*

> Focus planning efforts to access and improve mobility to and from the UPT for all modes of transit

5. *Plan for and emphasize pedestrian, bicycle and transit facilities linkages through improved design, funding, maintenance, enforcement, and education.*
   Who: *RTA; DPW*
   When: *First five years*
   Resources: *Federal funds, staff time*

2.F Develop a great cycling city.

ACTIONS

1. *Develop and implement a comprehensive Bicycling Planthat prioritizes building low-stress, high quality infrastructure, creating a connected citywide network, and increasing safe mobility options for those that need it most.*
   Who: *DPW, CAO*
   When: *First five years*
   Resources: *Staff time, City funds*
   > Incorporate "Complete Streets" guidelines into the plan.
   > Analyze geographic need for mobility improvements based on economic and health outcomes and prioritize bicycling improvements that have the greatest potential to improve social equity.
   > Incorporate a robust community engagement component to collect broad stakeholder input to develop a comprehensive bicycling strategy informed by and supported by the public.
   > Program enhancement funding for public bicycle facilities in all future local bond elections.
   > Explore potential dedicated funding streams for bicycle improvements
   > Achieve and maintain Gold Level Bike Friendly Community status.
   > Identify pilot corridors for core network of protected bike lanes that connect to existing assets, such as the Lafitte Greenway, and downtown core..
   > Provide for cycling connections to transit.
   > Mitigate bottlenecks created by rail infrastructure, bridges, underpasses, and other disruptive elements.

2. *Develop and update design standards and guidelines for all types of bicycle facilities*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time*

3. *Provide access to bike racks and storage on public rights of way and at publically owned buildings at key activity nodes and along key bicycle corridors.*
   Who: *DPW; CPC*
   When: *First five years*
   Resources: *Staff time, City funds, Federal funds*
   > Expand and promote program for private sponsorship of bike racks and bike corrals on sidewalks and unused on-street spaces.

> Pilot a limited number of on-street vehicular parking spaces to be converted into on-street bike rack/storage area if demand or adjacent property owners call for it.
> Incorporate bike racks into the on-site parking plans for public buildings such as libraries, community centers, and schools.

4. *Modify zoning regulations to encourage or require the provision of on-site bicycle parking facilities.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

2.G Maximize walkability.

ACTIONS

1. *Seek federal funding for walk-to-school programs and improvements.*
   Who: *DPW; OPSB; RSD*
   When: *First five years*
   Resources: *Federal funds*
   > Incorporate "Complete Street" guidelines into the strategy.
   > Review car line and bus access plans for all new school prior to of sessions and periodically review those for current active school campuses.

2. *Develop a sidewalk improvement program (regular condition assessment and maintenance of sidewalk infrastructure through a combination of public and property owner funding with criteria analogous to a pavement asset management system).*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time; City funds*
   > Conduct a study to identify appropriate sidewalk condition assessment and walkability criteria.
   > Evaluate sidewalk repair and maintenance sections of City Code and explore ways to improve enforcement and betterment system options for property owners.
   > Explore sustainable and equitable funding mechanisms.

3. *Review, update, and implement the City's ADA Transition Plan relative to public rights of way to reflect requirements of ADA Accessibility Guidelines and Public Rights of Way Accessibility Guidelines.*
   Who: *DPW; Mayor's Office*
   When: *First five years*
   Resources: *Staff time; City funds*

4. *Develop a Pedestrian Master Plan to guide future investments in pedestrian facilities of all types to improve the quality, safety, and accessibility of the pedestrian environment throughout the City.*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time; City funds*
   > Use best practices to develop specific criteria and metrics for identifying corridors for pedestrian facilities.
   > Establish a standard for evaluating the pedestrian level of service and walkability along a corridor.
   > Prioritize last mile conductivity to assist with transit and bicycle mode share goals.

5. *Implement sidewalk improvements in the French Quarter*
   Who: *Mayor's Office, DPW*
   When: *First five years*

Resources: *Staff time; special property tax*

6. *Develop a continuous, well-connected pedestrian network of sidewalks, walking paths, and recreational trails to safely accommodate pedestrians.*
   Who: *DPW*
   When: *Long-term*
   Resources: *Staff time; City funds, State funds, federal funds*

> Publicize and promote walking paths and recreational trails within the City.
> Seek additional grants to expand the existing network.

GOAL **3**

Improve safety, accessibility, and quality of life for all transportation system users

3.A Implement the adopted "Complete Streets Policy".

ACTIONS

1. *Develop and adopt Complete Streets Guidelines for internal and consultant design engineers in project development.*
   Who: *DPW; CPC transportation planner*
   When: *First five years*
   Resources: *Staff time; City funds; State funds; Federal funds*
   > A Complete Streets Implementation Guideline document should consider a street classification system that prioritizes infrastructure investment and guides street design and operation specifics.
   > Consider the use of temporary materials to test out Complete Streets best practices and replace with permanent materials if appropriate and when funds are available.
   > Consider developing a Pavement to Parks Program to encourage public participation while allowing for low-cost, temporary pilot testing of projects to improve pedestrians, bicycle, and transit-users experience.

2. *Use the multi-modal level of service to access road designs during the preliminary design process and allocate right of way.*
   Who: *DPW;consultants*
   When: *First five years*
   Resources: *Staff time; consultant*

3. *Update City of New Orleans Roadway Design Manual to include modern best practices for the accommodation of non-motorized transportation modes and streetscape improvements.*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time*
   > The updated Roadway Design Manual should include best practices including those from the National Association of City Transportation Officials and other resources that prioritize safety of people using active transportation and public transit.

4. *Plan for and emphasize pedestrian, bicycle and transit facilities linkages through improved design,*

funding, maintenance, enforcement and education.
Who: *DPW; RTA*
When: *First five years*
Resources: *Staff time; City funds; Federal funds*

5. *Implement pedestrian improvements, such as crosswalks, pedestrian signals, traffic calming, pedestrian refuges and ADA accessibility requirements in priority areas including transit routes, schools, retail/ commercial corridors, residential complexes for senior citizens and persons with disabilities, parks and other recreational facilities, and government/institutional buildings in accordance with the City's Pedestrian Safety Action Plan.*
Who: *DPW*
When: *First five years*
Resources: *Staff time; City funds; Federal funds*

6. *Require training on the design of Complete Streets for all design consultants doing business with the City and give preference in the bid process to those consultants whose project managers have demonstrated Complete Streets design experience.*
Who: DPW
When: First five years
Resources: Consultants; Staff time

3.B Implement the Vision Zero Safety program for the City of New Orleans to reduce traffic fatalities and severe injuries.

ACTIONS

1. *Support public education campaigns to increase awareness and knowledge with the goal of creating a safer environment with radio, TV, print and internet campaigns and materials.*
Who: *RPC; DPW; Police*
When: *First five years*
Resources: *Staff time; City funds; State grants*

2. *Produce informational brochures and programs (such as the RPC's Create a Commuter initiative) to encourage bicycling as a mode of transportation and to improve safety and drivers' awareness of bicyclists.*
Who: *RPC; DPW; Volunteer bike groups*
When: *First five years*
Resources: *Grant funds*

3. *Improve gathering, tracking, analysis, and dissemination of crash data, including to the public when possible, to guide funding to address problem areas.*
Who: *RPC; DPW; NOPD; Volunteer bike groups*
When: *First five years*
Resources: *Grant funds; Staff time*

4. *Protect vulnerable road users such as pedestrians, cyclists, and motorcyclists.*
Who: *NOPD; DPW, Municipal Courts*
When: *First five years*
Resources: *Staff time*
> Improve enforcement of bicycle laws for the safety of both bicyclists and motorists.
> Continue to invest in pedestrian countdown timers and high visibility crosswalk signage and striping.

5. *Combat distracted driving.*
Who: *NOPD;* DPW
When: *First five years*
Resources: *Staff time, City funds*

> Establish and enforce cell phone free zones in school zones.
> Raise awareness of the dangers of distracted driving.

6. *Reduce speeding, impaired, and aggressive driving.*
   Who: *NOPD; DPW*
   When: *First five years*
   Resources: *Staff time, City funds*

> Expand the City's existing network of traffic safety cameras to support enforcement of speed limits and traffic signage and signalization.
> Consider passive traffic calming measures such as bump outs, signage, and reducing the speed limit first, and then consider reducing the number of travel lanes.
> Expand DWI enforcement.

7. *Consider augmenting existing staff to enhance the City's role in transportation safety.*
   Who: *DPW; CPC*
   When: *First five years*
   Resources: *Staff time, City funds*

3.C Improve and expand access to the transit network throughout the City.

ACTIONS

1. *Improve bus and streetcar frequency.*
   Who: *RTA*
   When: *First five years*
   Resources: *RTA funds*

> Identify high ridership corridors and corridors with high ridership potential that can support service intervals of 15 minutes or better.
> Identify options to create crosstown lines to decrease travel times.
> Create transit mini-hubs around the City to shift the network from hub and spoke to a web with more travel options for riders.
> Provide better connections to MSY on the new Airport Express line, increasing the transit mode share.

2. *Ensure safe access to transit stops and major travel generators through improved intersection visibility (lights and high visibility crosswalks), sidewalk repairs, and pedestrian countdown signals.*
   Who: *DPW; RTA*
   When: *First five years*
   Resources: *Federal funds; City funds; staff time*

3. *Redesign transit lines where possible to connect with major destinations and other trip generators to increase ridership and efficiency.*
   Who: *RTA*
   When: *First five years*
   Resources: *RTA funding*

4. *Examine the feasibility of alternative service delivery models to meet the needs of riders in lower demand neighborhoods.*
   Who: *DPW; RTA*
   When: *First five years*
   Resources: *RTA funding*

5. *Improve the waiting experience for customers at transit stops.*
   Who: *RTA; RPC; DPW; NOAB*
   When: *Medium term*
   Resources: *Federal funds; bond funds*

> Continue to install comfortable, durable benches and shelters at all bus stops

throughout the City and ensure adequate funding and coordination between agencies for the maintenance of bus stops and streetcar stops.
> Improve access, signage, lighting, landscaping, and other amenities at major transit points.
> Replace Bus Stop signs throughout the network that are more durable and provide customers more relevant information.

3.D Manage curbspace more efficiently to reduce congestion and increase safety.

ACTIONS

1. *Modify off-street parking requirements to enhance parking efficiency, improve urban design quality and encourage walking and alternate forms of transportation.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

   > Reduce off-street parking requirements for new developments and encourage shared parking amongst land users.
   > Require the location of parking in the rear of on the side of buildings in commercial districts and encourage the consolidation of parking facilities to serve several blocks at a time.
   > Where transit is available, encourage the provision of discounted transit passes for employees.
   > Encourage the provision of off-street parking for multiple transportation modes such as cars, bicycles, carpool vehicles, and ridesharing vehicles.
   > Reduce curb cuts on priority pedestrian and bicycle corridors.

2. *Implement policies that encourage efficient management of the curb space in the downtown area and along commercial corridors.*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time*

   > Manage the curb space as a finite and valuable asset.
   > Implement technology-based systems to monitor the availability of parking spaces and make this information available to the public.
   > Review and update policies and regulations on the designation and operation of passenger zones, bus zones, and freight zones.
   > Link land usage to the allocation of curb space based on need.

3. *Develop and implement a municipal parking management strategy to reduce the parking demand in the downtown area and along high-demand corridors.*
   Who: *DPW; CPC, Property Management*
   When: *Medium term*
   Resources: *Staff time; funding*

   > Expand off-street parking available in areas adjacent to downtown.
   > Incentivize park-n-ride.
   > Look at expanding transit service to connect peripheral parking to downtown business districts.
   > Explore incentives for remote parking and drop-off zones at schools, public facilities, and other destinations.
   > Establish rates for on-street parking based on availability and demand and in consultation with stakeholders.

3.E Provide significant infrastructure investment to make major boulevards and corridors more attractive and pedestrian friendly particularly where transit stops, schools, parks, and other pedestrian generators are present.

ACTIONS

1. *Develop and adopt guidelines for pedestrian facilities of all types to improve the quality of the pedestrian environment throughout the city by improving striping, signage, and pedestrian crossing signals.*
   Who: *DPW*
   When: *First five years*
   Resources: *Recovery funds; CDBG; bond funds*

   > Give priority to intersections near schools, senior housing, parks, and similar destinations.
   > Seek Safe Routes to Schools federal funding for walk-to-school programs and improvements.
   > Reinforce existing efforts to improve pedestrian infrastructure along major corridors by formally adopting guidelines.

2. *Continue to build upon existing hurricane recovery appropriations to ensure comprehensive streetscape improvements in designated target areas, including lighting, landscaping, sidewalk enhancements, and the burying of above ground utilities.*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time*

   > Invest in use of permeable concrete to help control flooding on sidewalks.

3. *Implement comprehensive streetscape upgrades (lighting, landscaping, sidewalks, utilities) to those boulevards that are in need of upgrades yet are not already targeted for streetscape improvements through recovery funding, such as Tulane Ave, Broad, St. Claude, Tchoupitoulas, Read Blvd, etc.*
   Who: *DPW; CPC transportation planner*
   When: *Medium term*
   Resources: *Bond funds*

4. *Develop landscape design requirements for parking lots with shade and lighting, and materials for pedestrian walkways to enhance and produce safe walkways and pleasant pedestrian environment.*
   Who: *DPW; CPC*
   When: *First five years*
   Resources: *Staff time*

GOAL **4**

Promote economic development and innovation through integrated transportation planning and policies.

4.A Coordinate higher-density land uses with existing and future transit hubs to support walkable, mixed-use, transit-oriented neighborhoods along existing and potential future transit routes.

ACTIONS

1. *Create area land use plans and zoning regulations to encourage walkable, higher density, mixed-use, transit-oriented development (TOD) at key transportation opportunity nodes.*
   Who: *CPC transportation planner; coordinate with RTA*
   When: *First five years*
   Resources: *CZO rewrite; staff time*

2. *Encourage mixed-use developments within a fixed distance of major transportation corridors.*
   Who: *CPC, transportation planner; coordinate with RTA*
   When: *First five years*
   Resources: *Staff time*

4.B Modify regulations to encourage infill development that supports a vibrant pedestrian environment.

ACTIONS

1. *Modify zoning regulations to ensure that new development respects and is oriented toward the pedestrian, through building orientation, setback, signage, parking, street-level interaction, and design review regulations.*
   Who: *CPC; DPW*
   When: *First five years*
   Resources: *Staff time*

2. *Establish Traffic Impact Analysis guidelines that look beyond the development site for pedestrian generators and linkages.*
   Who: *CPC; DPW; possible small consultant services contract*
   When: *Medium term*
   Resources: *Staff time; CDBG; smart growth oriented grant funding*

3. *Use area traffic management to coordinate and minimize intensity, resolve community concerns and mitigate the impacts of economic development projects*
   Who: *CPC; DPW*
   When: *long-term*
   Resources: *Staff time; City funds*

GOAL **5**

Develop an environmentally sustainable and resilient transportation system

5.A Make capital investments and implement administrative strategies to ensure the resilience of the city's transportation infrastructure against future hazards.

ACTIONS

1. *Ensure that a thorough, timely, regularly updated plan is in place to secure bus and streetcar rolling stock from flooding.*
   Who: *Office of Emergency Preparedness; RTA*
   When: *First five years*
   Resources: *Staff time*

2. *As transportation facilities are renovated, ensure that critical building systems are elevated and that facilities are hardened against flood and wind damage.*

Who: *RTA; CPA; Office of Emergency Preparedness*
When: *First five years*
Resources: *Recovery funds; bond funds; federal funds*

3. *Where feasible, utilize construction techniques and materials as roads are repaved and new drainage systems introduced to allow them to minimize and withstand floodwaters.*
   Who: *DPW*
   When: *First five years*
   Resources: *Recovery funds; bond funds; federal funds*

4. *Ensure that the City's hazard mitigation plan and preparedness and response measures are coordinated with the Port, rail and regional freight planning efforts to efficiently and safely move hazardous materials throughout the City.*
   Who: *DPW; Port of New Orleans, Office of Emergency Preparedness; New Orleans Public Belt*
   When: *First five years*
   Resources: *Staff time; local funds; federal funds*

5.B Develop a transportation system that contributes toward a healthier environment for future generations through investments in multi-modal facilities and green infrastructure for stormwater management

ACTIONS

1. *Minimize transportation-related greenhouse gasses and other air emissions.*
   Who: *RTA, City, CPC, Port of New Orleans, NOAB, RPC*
   When: *Long-term*
   Resources: *Staff time, City funds, State funds, federal funds*
   > Encourage the increased usage of clean fuels in public and private fleets.
   > Support projects and programs that encourage travelers to take more trips using more environmentally sustainable modes.

2. *Support the usage of alternative fueled vehicles such as electric cars.*
   Who: *RTA, City, CPC, Port of New Orleans, NOAB, RPC*
   When: *Long-term*
   Resources: *Staff time, City funds, State funds, federal funds*
   > Increase the number of electronic car charging stations at public facilities and on the public right of way.
   > Support the usage of electric cars for car sharing programs over conventional cars.

3. *Implement stormwater management systems that emphasize green and gray infrastructure solutions*
   Who: *CPC, DPW, SWBNO*
   When: *First five years*
   Resources: *Staff time, City funds, federal funds*

VOLUME 2

chapter 11

TRANSPORTATION

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
1	***Fix It First: Continued investment in rebuilding and then maintaining roads and bridges***	1.A. Repave or reconstruct all damaged streets within the city, whether from Hurricane Katrina or pre-existing conditions.	11.19
		1.B. Regularly monitor streets, diagnose level of failure and advance projects to address problems before they grow larger and more expensive to fix.	11.20
		1.C. Coordinate road repairs with other infrastructure projects to increase efficiency, limit infrastructure costs and preserve roadway quality and operations.	11.20

~~2~~	~~***Integration of land-use decision making with transportation projects***~~	~~2.A. Establish a permanent transportation planner position for the CPC.~~	~~11.21~~
		~~2.B. Coordinate higher-density land uses with existing and future transit hubs to support walkable, mixed-use, transit-oriented neighborhoods.~~	~~11.21~~
		~~2.C. Advance projects that enhance connectivity, reduce barriers and improve attractiveness of neighborhoods, commercial sites and public spaces while addressing transportation mobility.~~	~~11.23~~
		~~2.D. Modify regulations to encourage infill development that supports a vibrant pedestrian environment.~~	~~11.24~~
		~~2.E. Establish policies that encourage efficient management of parking and encourage alternative travel modes where they exist.~~	~~11.24~~

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
3	***Roadways that integrate vehicle transportation with bicycling and walking***	3.A. Establish a "Complete Streets" policy to provide for pedestrians and bicycles, as well as vehicles, in repairs of major streets with design guidelines.	11.26
		3.B. Establish a permanent multi modal accommodation position within DPW.	11.27
		3.C. Develop a pedestrian plan for the City of New Orleans.	11.27
		3.D. Provide significant infrastructure investment to make major boulevards and corridors more attractive and pedestrian friendly particularly at transit stops.	11.28
		3.E. Provide significant infrastructure investment to make neighborhood streets more attractive and pedestrian friendly.	11.29
		3.F. Develop a bicycle strategy for the City of New Orleans.	11.30
		3.G. As part of the comprehensive bicycle plan, create a comprehensive, connected city wide network of bike lanes, multi-use paths and bike boulevards to safely accommodate bicyclists.	11.31
		3.H. Provide fixed infrastructure to further bicyclist safety and security and to encourage bicycling as an alternative mode of transportation.	11.33
		3.I. Develop programs that address enforcement, education and encouragement of bicycling.	11.33

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
4	***Fast and efficient mass transit supported by transit-oriented development***	4.A. Enhance the quality of RTA rolling stock and fixed infrastructure.	11.34
		4.B. Improve the existing bus and streetcar system.	11.35
		4.C. Invest in new rail, streetcar and bus rapid transit (BRT) infrastructure by obtaining federal and local funding.	11.36
		4.D. Better market transit service to increase mode share (percent of people who use transit).	11.39
		4.E. Create forums and entities for agency coordination and consolidation to improve transit service delivery and sustainability.	11.39
		4.F. Identify and study potential new Mississippi River connections.	11.39
5	***Enhanced intercity transportation with an upgraded airport, better passenger rail service, and ultimately, regional high-speed rail***	5.A. Preserve and enhance Louis Armstrong New Orleans International Airport (LANOIA) as the pre-eminent airport facility in the state.	11.40
		5.B. Support and advocate for federal and state funding for high speed and regional rail lines between New Orleans and other communities.	11.40
		5.C. Improve connectivity and the environment for users of the Union Passenger Terminal (UPT).	11.40
6	***Freight transportation systems that serve the economy while respecting neighborhoods***	6.A. Support capital improvements that are needed to keep the Port of New Orleans competitive while protecting quality of life.	11.41
		6.B. Refine and implement the New Orleans Rail Gateway Plan to improve railroad safety.	11.41
		6.C. Continue to refine truck routes and truck parking requirements while improving education and enforcement.	11.42
		6.D. Ensure that the City's hazard mitigation plan contains sufficient standards for the movement of hazardous materials by truck and rail through the city.	11.42
7	***Transportation infrastructure that is resilient to flooding and other natural hazards***	7.A. Make capital investments and implement administrative strategies to ensure the resilience of the city's transportation infrastructure against future hazards.	11.43

ATTACHMENT A

new orleans
MASTER PLAN AND COMPREHENSIVE ZONING ORDINANCE

fact sheet

TRANSPORTATION

Roadways

- 1,652 miles of streets including:
  - 105 miles of state and federal highways maintained by the Louisiana Department of Transportation and Development (LaDOTD) with state and federal funding.
  - Remaining roadways maintained by the City—current funding program allows only for critical maintenance.
- 250 miles major arterials for regional mobility.
- 2 river bridges and 4 lake bridges.
- About 460 signalized intersections; traffic signal improvements underway to improve emergency evacuation and transit operations

Street Repairs/Reconstruction

- $90 million Submerged Roads program through LaDOTD (RHWA funded).
  - $15 million allocated for 2009
- 2009 Capital Budget Allocation
  - $9 million major streets
  - $20 million minor streets
- 2010 Capital Budget Allocation (Estimated)
  - $2 million major street
  - $2.8 million minor streets
  - 24 million street redevelopment

Mobility

- 18% of households do not own a vehicle; 45% own one vehicle.
- Commuting
  - 80% commute by vehicle.
  - 6% commute by public transportation.
  - 4% commute by bicycle, a relatively high percentage among US cities.
  - 7% commute by walking
- Pedestrian conditions
  - Lack of sidewalks in some areas.
  - Many sidewalks need repair.
  - Many sidewalks lack wheelchair accessibility.
  - Very few pedestrian crossing

WHAT DOES IT MEAN?

- Roadway infrastructure is dense and well connected, providing a strong base for all travel modes: cars, bikes, buses, and pedestrians.
- The city's street network (grid scale, walkable distances, shorter blocks, pedestrian oriented) favors successful public transportation.
- Maintaining this large network requires significant financial resources and priority criteria can help focus improvements to areas of most critical need.
- Despite major reductions after Hurricane Katrina in available buses, routes, and coverage area, transit ridership continues to grow.
- Streetcar routes capture a much larger percentage of the population per route than bus routes. This is consistent with national trends where streetcars have been introduced.
- New Orleans has a relatively high level of bicycle ridership compared to other cities, but there is very little bicycle infrastructure.

- Bicycle conditions
  - 20 bikeway miles: bike lanes, shared lanes, and multi-use paths; planned 42 bikeway miles by 2010.
  - 100 bicycle racks, most along Canal Street
  - All RTA buses currently have bicycle racks.

Transit

- New transit management team, Veolia, plans to upgrade stops; better NORTA website information; and increase "Easy Bus" small vehicle service.
- Post-Katrina ridership for bus, streetcar, ferry, and paratransit decreased by 76%, 80%, 47%, and 81% respectively (2004 to 2007); bus routes decreased from 82 to 30; operating streetcars from 66 to 19

Sources: 2007 ALS; City of New Orleans 2009

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ATTACHMENT A

FINDINGS

- Many City roadways are in poor condition and have not yet been repaved and repaired after being damaged by the flooding that followed Hurricane Katrina. Many of the streets needing repair have been targeted for bicycle accommodation.
- The transit system, which was drastically reduced after Hurricane Katrina, has gradually increased service but still operates fewer routes with shorter service hours and longer headways than prior to Hurricane Katrina. As NORTA plans route adjustments and expansions of service, new concepts such as minibuses are being introduced to better match population shifts.
- The three existing streetcar lines, currently very popular with tourists, can be enhanced to perform as a convenient in-town transportation alternative and expanded to create a more complete system of premium transit service.
- 20 percent of New Orleans' commuters do not drive or carpool, choosing instead to bicycle, take transit or live close enough to walk.
- Sidewalks are widespread but most are in need of maintenance and lack modern features such as ADA ramps and pedestrian crosswalks and crossing signals at intersections.
- The airport reached 78 percent of pre-Hurricane Katrina passenger levels by April 2009, and the port remains one of American's ten largest in both foreign and domestic shipping.

CHALLENGES

- Restoring the City's inventory of aging and flood-impacted street infrastructure and maintaining it regularly in the future.
- Increasing the desirability and convenience of transit for all users.
- Creating and enhancing pedestrian and bicycle facilities that will attract people who want to bicycle and who are able to walk between destinations.
- Balancing freight and shipping needs with neighborhood and residential quality of life.
- Managing needed public investments and funding opportunities with limited staff and budget resources.

ATTACHMENT A

Acronyms

To aid in reading this section, below is a list of acronyms used within the text:

ADA	Americans with Disabilities Act
BRT	Bus Rapid Transit
CAO	Chief Administrative Officer
CBD	Central Business District
CDBG	Community Development Block Grant
CPC	New Orleans City Planning Commission
CZO	Comprehensive Zoning Ordinance
DOTD	Louisiana Department of Transportation and Development
DPW	New Orleans Department of Public Works
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
JeT	Jefferson Transit
LaDOTD	Louisiana Department of Transportation and Development
NOPD	New Orleans Police Department
NORTA or RTA	New Orleans Regional Transportation Authority
RPC	Regional Planning Commission
RTA	New Orleans Regional Transportation Authority
S&WB	Sewerage and Water Board
SBURT	St. Bernard Urban Rapid Transit
UPT	Union Passenger Terminal

ATTACHMENT A

A Introduction

New Orleanians get around the city by all transportation modes — foot, car, bicycle, bus, streetcar, and ferry. Although much of New Orleans is a walking city, car travel still tends to dominate, particularly in areas built after 1960. Public transit is typically seen as for tourists, in the case of streetcars, or as transportation of last resort. The most successful urban places in America offer a variety of ways to travel around the city. They also connect land use policy to transit investments. Because of its dense street grid and existing transit lines, New Orleans has the foundation to become a truly multimodal community.

The agencies with major responsibility for transportation facilities in New Orleans are the City's Department of Public Works (DPW); and the New Orleans Regional Transportation Authority (RTA). The Regional Planning Commission (RPC) is responsible for coordinating planning and allocation of federal transportation dollars on a regional basis. DPW has responsibility for all streets (except federal and state highways), street lights, traffic and street signs, traffic signals, drain lines, catch basins and manholes, and parking management. Funding from the general fund and parking control has historically been inadequate for street maintenance, so maintenance becomes a capital expenditure funded through bond referendums. The RTA is a state agency created to take over the private company that ran the bus and streetcar system until 1983. In a public-private partnership, operating management of the system was contracted to Veolia Transportation in 2009.

Master Plan recommendations for transportation focus on fixing streets and bridges that need repair; providing transportation choice; enhancing inter-city transportation; and managing freight transportation systems. These priorities include:

- Integration of land use and transportation policies so that higher-density land uses are coordinated with existing and future transit hubs
- Study replacing the I-10 Claiborne Expressway with a boulevard that would knit neighborhoods back together
- Ensuring that New Orleans receives and uses all federal transportation funds allocated to the city
- Identifying and publicizing criteria for road and bridge improvements and coordinating improvements with other infrastructure projects
- Establishing a pavement management program as part of an overall asset management program
- Establish a "complete streets" policy to provide for pedestrians and bicycles, as well as vehicles on major streets
- Invest over time in a premium transit system to provide greater reliability, comfort, and amenities
- Continue improvements to Louis Armstrong New Orleans International Airport (LANOIA)
- Support proposals for passenger rail to Louis Armstrong New Orleans International Airport, Baton Rouge and high-speed rail along the Gulf Coast
- Integrate the needs of the port, freight rail, and truck traffic to mitigate neighborhood impacts while supporting the needs of goods transport and distribution

B Recommendations

A recommendations **Summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **Getting Started**. The **Narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions discussion to inform understanding of the goals, policies, strategies and actions are included in Volume 3, Chapter 11.

Summary

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
1. Fix it First: Continued investment in rebuilding and then maintaining roads and bridges	**1.A.** Repave or reconstruct all damaged streets within the city, whether from Hurricane Katrina or pre-existing conditions.	1. The City of New Orleans shall allocate sufficient funds in each bond sale for street repairs so that the required 20 percent local match is set aside to ensure approval of federal transportation funding.	CAO; DPW	Ongoing	Capitol budget	11.19
		2. Work with RPC to ensure that New Orleans receives and uses all federal transportation funds allocated to the city.	DPW; RPC; CPC transportation planner	First five years	Staff time	11.19
		3. Secure additional resources to bring New Orleans' annual street maintenance budget in line with communities with high quality streets.	Mayor's Office; DPW; Regional Planning Commission	First five years	Staff time	11.19
		4. Make the public aware of street repair costs and criteria used to develop a priority list of repairs through public communications and meetings.	DPW	First five years	Staff time	11.20
		5. Advocate for a statewide "fix it first" policy to direct state road funding toward road maintenance and repair, not new ex-urban road projects.	DPW; RPC	First five year	Staff time	11.20
		6. Prepare another street repair bond when current bond funding is spent.	DPW; CAO	Medium term	Staff time	11.20
		7. Explore ways to increase parking revenues.	DPW; consultant services	Medium term	Staff time; General Fund for consultant services	11.20
	1.B. Regularly monitor streets, diagnose level of failure, and advance projects to address problems before they grow larger and more expensive to fix.	1. Implement a pavement management system as part of an overall city asset management system.	DPW; possible consultant services for selection, startup, training; possible coordination with RPC	Medium term	Staff time; general fund; basic system costs below $5,000/yr.	11.20

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
1. Fix it First: Continued investment in rebuilding and then maintaining roads and bridges	**1.C.** Coordinate road repairs with other infrastructure projects to increase efficiency, limit infrastructure costs, and preserve roadway quality and operations.	1. Coordinate with the Sewerage and Water Board to implement drainage and natural storm water management systems (bioswales, rain gardens) as streets are reconstructed and repaved.	DPW; S&WB	First five years	Staff time; storm water management grants	11.20
		2. Improve upon existing protocols to coordinate with utility companies for major road repairs to ensure the simultaneous repair of subsurface infrastructure, including the possibility of a permitting process with fees and sanctions.	DPW; potential ordinance—City Council	Medium term	Staff time	11.21
		3. Establish a permitting process and fee schedule for work that requires utility cuts in the streets or sidewalks, allow for tracking of projects, quality control of patched cuts and financial incentives to limit cuts.	DPW	First five years	Staff time	11.21
		4. Secure a cooperative endeavor agreement with Entergy to place above-ground utilities underground as roads are being comprehensively repaired.	DPW	Medium term	Staff time; federal funds	11.21
2. Integration of land-use decision making with transportation projects	**2.A.** Establish a permanent transportation planner position for the CPC.	1. Secure continued funding for a transportation planner position.	City Planning Commission	First five years	General fund; grant funding for transportation/land use studies (federal and state)	11.21
	2.B. Coordinate higher-density land uses with existing and future transit hubs to support walkable, mixed-use, transit-oriented neighborhoods.	1. Create area land use plans and associated zoning to allow transit-oriented development at appropriate locations and where the RTA is making investments.	CPC; transportation planner; coordinate with RTA	First five years	CZO rewrite; staff time	11.21–11.23
		2. Locate, design and maintain bus stops as neighborhood amenities located close to business/public space.	RTA	First five years	State and Federal transportation funding; advertising sponsorship	11.23
		3. Encourage mixed-use developments within a fixed distance of major transportation corridors	CPC; transportation planner; coordinate with RTA	First five years	Staff time	11.23
	2.C. Advance projects that enhance connectivity, reduce barriers and improve attractiveness of neighborhoods, commercial sites and public spaces while addressing transportation mobility.	1. Begin planning studies for the removal of the Claiborne Avenue Expressway to St. Bernard Avenue.	CPC transportation planner; RPC	First five years	Federal transportation funding	11.23
		2. Study the feasibility of constructing a new bridge between Algiers and Chalmette to alleviate commuter traffic and provide additional evacuation routes, which takes pressure off of I-10.	RPC	Long term	Federal transportation funding	11.23
		3. Ensure safe access to transit stops and other major travel generators.	DPW, RTA	First five years	Road repair funds; CDBG	11.23
		4. Develop landscape design requirements for pedestrian walkways in parking lots.	CPC	First five years	CZO rewrite project	11.24

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
2. Integration of land-use decision making with transportation projects	**2.D.** Modify regulations to encourage infill development that supports a vibrant pedestrian environment.	1. Modify zoning regulations to ensure that new development respects and is oriented to the pedestrian.	CPC	First five years	CZO rewrite project	11.24
		2. Establish Traffic Impact Analysis guidelines that look beyond the development site for pedestrian generators and linkages.	CPC, DPW, possible small consultant services contract	Medium term	Staff time; CDBG; smart growth oriented grant funding	11.24
		3. Provide transit location criteria that support pedestrian comfort and safety for access to and waiting for transit.	DPW, RTA	First five years	Staff time	11.24
	2.E. Establish policies that encourage efficient management of parking and encourage alternative travel modes where they exist.	1. Modify off-street parking requirements to enhance parking efficiency, improve urban design quality and encourage walking and alternative forms of transportation.	CPC	First five years	CZO rewrite	11.24
		2. Exploration of incentives for remote parking and drop-off zones at schools, public facilities, shopping malls, and other destinations.	School Districts, Property Management Department, private owners	Medium Term	Staff Time	11.26
3. Roadways that integrate vehicle transportation with bicycling and walking	**3.A.** Implement the adopted "Complete Streets Policy" for the City of New Orleans which moves people and freight safely while prioritizing the non-motorized user by integrating various transportation modes.	1. Develop and adopt Complete Streets Guidelines for internal and consultant design engineers in project development.	DPW; CPC transportation planner	First five years	Staff time; funding from City, DOTD, FHWA	11.26
		2. Require training on the design of Complete Streets for all design consultants doing business with the City.	DPW	First five years	Consultant; staff time	11.26
		3. Evaluate sidewalk repair and maintenance ordinances and develop mechanisms for enforcement and betterment system options for property owners.	DPW; possible betterment ordinance - City Council	First five years	Staff time	11.26
		4. Update City of New Orleans Roadway Design Manual to include the best practices for the accommodation of non-motorized transportation and streetscape improvements.	DPW	First five years	Staff time	11.26
		5. Plan for and emphasize pedestrian, bicycle and transit facilities linkages through improved design, funding, maintenance, enforcement and education.	DPW; RTA	First five years	Staff time	11.27
		6. Implement pedestrian improvements for intersections, including ADA accessibility requirements, in areas with transit, pedestrian destinations, and high concentrations of children and elderly.	DPW	First five years	Staff time	11.2
		7. Build capacity in DPW to track and guide multimodal accommodation in all projects and to coordinate with a transportation planner within the CPC.	DPW; CPC Transportation Planner	First five years	General fund; grants	11.27
	3.B. Establish a permanent multi modal accommodation position within DPW.	1. Secure permanent funding for a multi modal accommodation position to track and guide all road, bridge and community facilities capital and maintenance projects and coordinate with the transportation planner in the CPC, once one is hired.	DPW, CPC transportation planner	First five years	Staff time, Grants	11.27

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
3. Roadways that integrate vehicle transportation with bicycling and walking	**3.C.** Develop a pedestrian plan for the City of New Orleans.	1. Develop and adopt guidelines to improve the quality of the pedestrian environment throughout the city.	DPW	First five years	Federal funds; bond funds	11.27
		2. Seek Safe Routes to Schools federal funding for walk-to-school programs and improvements.	DPW	First five years	Federal funds	11.28
		3. Implement comprehensive streetscape upgrades to those boulevards not receiving recovery funding.	DPW; CPC transportation planner	Medium term	Federal funds; CDBG; developer contributions	11.28
	3.D. Provide significant infrastructure investment to make major boulevards and corridors more attractive and pedestrian-friendly particularly at transit stops.	1. DPW should develop and adopt guidelines for pedestrian facilities of all types to improve the quality of the pedestrian environment.	DPW	First five years	Recovery funds; CDBG; bond funds	11.28
		2. Continue to build upon existing hurricane recovery appropriations to ensure comprehensive streetscape improvements in designated target areas.	DPW	First five years	Staff time	11.29
		3. Implement comprehensive streetscape upgrades to those boulevards that are in need of upgrades.	DPW, CPC transportation planner	Medium term	Bond funds	11.29
		4. Develop a system and procedures for regular maintenance of sidewalk infrastructure.	DPW	Medium term	Staff time	11.29
	3.E. Provide significant infrastructure investment to make neighborhood streets more attractive and pedestrian friendly.	1. Funding for "Complete Streets" construction and retrofit/repair projects.	CAO; Council	First five years	Staff time,DOTD, FHWA, grants; bond funds	11.29
		2. In coordination with street repaving projects, undertake a comprehensive streetscape improvement effort.	DPW; Parks and Parkways; DDD; RTA	First five years	Staff time,DOTD, FHWA, grants; bond funds	11.29
		3. Reinforce existing efforts to improve pedestrian infrastructure along neighborhood streets.	DPW; Parks and Parkways; DDD; RTA	First five years	Staff time,DOTD, FHWA, grants; bond funds	11.29
		4. Implement traffic calming infrastructure along neighborhood streets, as needed.	DPW	Medium term	Staff time	11.29
		5. Develop a system and procedures for regular maintenance of sidewalk infrastructure.	DPW	First five years	Staff time	11.30
		6. Review, update and implement the New Orleans ADA Transition Plan.	DPW; Mayor's Office	First five years	Staff time	11.30
		7. Support RTA's effort to continue to improve safety for transit passengers and RTA employees, pedestrians and vehicular traffic along streetcar lines and at or by bus and streetcar stops.	CPC, RTA, DPW, and NOPD	First five years	Staff time	11.30

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FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
3. Roadways that integrate vehicle transportation with bicycling and walking	**3.F.** Develop a bicycling strategy for the City of New Orleans	1. Prior to creation of the plan, all state roadways that are presently planned for resurfacing or reconstruction should be considered for bicycle accommodation.	DPW; RPC; CPC Transportation Planner	First five years	Staff time	11.30
		2. Incorporate "Complete Streets" guidelines into the strategy.	DPW; RPC; CPC Transportation Planner	First five years	Staff time	11.30
		3. City should include adequate funding for future bicycle improvements.	City Council; Administration; CPC	First five years	Staff time	11.30
	3.G. As part of the comprehensive bicycling plan, create a comprehensive, connected citywide network of bike lanes, multi-use paths, and bike boulevards to safely accommodate bicyclists.	1. Establish a Pedestrian and Bicycle Advisory Committee, to assist in reviewing city projects, policies and plans and engage bicycle users.	DPW	First five years	Staff time	11.31
		2. Develop the Lafitte Greenway as a key bicycle and pedestrian corridor.	DPW	First five years	Staff time	11.31
		3. Review previous bike plans and studies including the 2004 Transportation Element, UNOP plans and others and set priorities for adding street facilities/lanes in a phased manner.	DPW; RPC, CPC transportation planner	First five years	Staff time, grants	11.31
		4. As streets are being repaved, ensure that new bike facilities are provided.	DPW	First five years	Recovery funds; D-CDBG; bond funds; fed. Fund	11.32
		5. For streets which are already in good condition and not in need of repaving, retrofit streets with bike facilities.	DPW	First five years	DOTD, FHWA, grants; bond funds	11.32
		6. Develop standards and guidelines for bicycle facilities.	DPW	First five years	Staff time	11.32
		7. Where feasible, extend and create levee top paved bike paths.	CPC transportation planner, RPC, DPW	Medium term	Federal funds; bond funds	11.32
		8. Study then establish a network of bike boulevards that takes advantage of quieter neighborhood streets.	RPC, CPC transportation planner	First five years	Federal funds; staff time	11.32
	3.H. Provide fixed infrastructure to further bicyclist safety and security and to encourage bicycling as an alternative mode of transportation.	1. Provide ample bike racks and/or lockers on public rights of way at key activity nodes.	DPW, NOPD	First five years	Staff time	11.33
		2. Allow for the transformation of a limited number of on street, parallel vehicular parking spaces into on street bike rack/storage areas as demand or adjacent landowners if calls for it.	DPW	First five years	Staff time	11.33
		3. Provide improved on site bicycle storage and other amenities for bicycle users at publicly owned buildings.	DPW, Project Delivery Unit	First five years	Recovery funds	11.33
		4. Develop a public bike rental program, modeled on Paris' Velib and other successful programs, with public bike kiosks throughout the city.	RTA with support from RPC bicycle advisory committee	First five years	Grants	11.33

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
3. Roadways that integrate vehicle transportation with bicycling and walking	**3.I.** Develop programs that address enforcement, education and encouragement of bicycling.	1. Coordinate with NOPD to better enforce bicycle laws for both bicyclists and motorists.	CPC	First five years	Federal funds CDBG, bond funds	11.33
		2. Improve tracking, analysis and dissemination of crash data to guide funding to address problem areas.	DPW, RPC bike pedestrian staff	First five years	Federal funds	11.33
		3. Encourage and support events including Bike to Work, No Car Days, Celebrity rides, etc.	Mayor's staff, Public Affairs, volunteer bike groups	First five years	Staff time; volunteers	11.33
		4. Support public education campaigns to increase awareness and knowledge of bicycling.	RPC; DPW; NOPD	First five years	Staff time; State grant	11.34
		5. Produce informational brochures and programs to encourage bicycling as a mode of transportation and to improve safety and drivers' awareness of bicyclists.	RPC, DPW, Volunteer bike groups	First five years	Grant funds	11.34
		6. Modify zoning regulations to encourage or require the provision of on site bicycle parking facilities and locker rooms for bicycle users.	CPC	First five years	Staff time	11.34
		7. Develop an alternative to the registration and waiver of liability requirements for use of bike racks on RTA buses.	RTA and bi-cycle advisory committee	First five years	Staff time	11.34
4. Fast and efficient mass transit supported by transit-oriented development	**4.A.** Enhance the quality of RTA rolling stock and fixed infrastructure.	1. Continue to replace older RTA buses with newer, more comfortable buses that are more fuel efficient and have lower emissions.	RTA	First five years	Federal funds; bonding	11.34
		2. Continue to repair flood-damaged, red streetcars in order to restore a full fleet of streetcars.	RTA	First five years	Federal funds	11.34
		3. Continue to install benches and shelters at more transit stops throughout the city and improve access and amenities at major transfer points.	RTA	First five years	Explore advertis-ing contracts, similar to other cities	11.35
		4. Improve access, signage, lighting, landscaping and other amenities at major transfer points to enhance the transit customers' experience.	DPW; RTA; Parks and Parkways	First five years	Federal funds; FHWA; bond funds	11.35
	4.B. Improve the existing bus and streetcar system.	1. Improve the frequency and convenience of existing bus and streetcar service.	RTA	Medium term	Federal funding; bonds	11.35
		2. Enhance the ease, convenience and overall experience of using transit for both frequent and occasional riders.	RTA	First five years	Grant funds; advertising	11.35
		3. Improve the existing bus network by extending, creating, and consolidating routes.	RTA	First five years	Federal funding	11.35

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
4. Fast and efficient mass transit supported by transit oriented development	**4.C.** Invest in new rail, streetcar, and bus rapid transit (BRT) infrastructure by obtaining federal and local funding.	1. Extensively study the feasibility of a streetcar and/or light rail hybrid distributor system in the Central Business District and French Quarter.	CPC transportation planner; RTA support; RPC	First five years	Grant funds	11.36
		2. Conduct feasibility studies for new streetcar, light rail and BRT routes to connect residential and commercial districts throughout the city and to support higher-density transit oriented development (TOD).	RTA; RPC; CPC	Medium term	Federal funds	11.37
		3. Identify and preserve future rights-of-way to avoid conflicts and accommodate future streetcar, BRT and light rail route expansions.	RTA; RPC; CPC; DOTD; DPW	Medium term	Federal and local funds	11.38
		4. Seek federal and regional funding to study development of a regional passenger rail system and other modes of commuter transportation.	RPC; DOTD	Long term	Federal funds	11.38
	4.D. Better market transit service to increase mode share (percent of people who use transit).	1. Develop promotional materials to highlight the benefits and cost savings of using public transit.	RTA with Social Services and Housing Authority support	First five years	Social Services and grant funds	11.39
	4.E. Create forums and entities for agency coordination and consolidation to improve transit service delivery and sustainability.	1. Create a transit working group that includes transit providers, traffic management, planing and travel demand management staff from each jurisdiction to collaborate on the actions of each required to support transit.	RTA; RPC; Jefferson and St. Bernard Transit and traffic and planning staff from each parish	Medium term	Staff time	11.39
	4.F. Identify and study potential new Mississippi River Ferry connections.	1. Conduct a study to identify new potential Mississippi River ferry connections.	RPC; CCC	Medium term	State funds	11.39

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
5. Enhanced intercity transportation with upgraded airport, better passenger rail service, and ultimately regional high-speed rail	**5.A.** Preserve and enhance Louis Armstrong New Orleans International Airport as the preeminent airport facility in the state.	1. Make major capital improvements and enhance marketing at Louis Armstrong New Orleans International Airport to increase air traffic.	Aviation Board	First five years	Bond funds	11.40
		2. Complete improvements to airport terminals and expand terminals, as needed.	Aviation Board	First five years	Bond funds	11.40
		3. Develop a passenger rail connection between the CBD, LANOIA and Baton Rouge.	RPC, City, RTA, Airport Authority	Long term	Federal Funding	11.40
	5.B. Support and advocate for federal and state funding for high speed and regional rail lines between New Orleans and other communities.	1. Work with elected leadership to promote high-speed rail and to reinstate the New Orleans/Jacksonville Amtrak route.	City Council; SHSRC;	First five years	Staff time	11.40
		2. Actively work to reinstate and improve service between New Orleans and Jacksonville, FL.	AMTRAK; Congressional leadership; Mayor's Office; State leadership	First five years	State funds	11.40
	5.C. Improve connectivity and the environment for users of the Union Passenger Terminal (UPT).	1. Conduct a study to improve multi modal access to and from the UPT.	RTA; RPC; DPW	First five years	Federal funds	11.40
		2. Identify a priority location for pedestrian access and visibility for a UPT streetcar stop as part of streetcar system expansion plans.	City with RTA and Amtrak support	Medium term	Staff time	11.41
		3. Focus planning efforts to access and improve mobility to and from the UPT in all trip segments.	RTA; RPC; DPW	First five years	Federal funds	11.41
		4. Improve station conditions.	Amtrak	Long term	Federal funds	11.41
6. Freight transportation systems that serve the economy while respecting neighborhoods	**6.A.** Support capital improvements that are needed to keep the Port of New Orleans competitive while protecting quality of life.	1. Commission an independent review of the arguments for and against the Inner Harbor Canal Lock project to resolve community issues.	Mayor's Office	First five years	General fund	11.41
	6.B. Refine and implement the New Orleans Rail Gateway Plan to improve railroad safety.	1. Encourage participation in EIS public hearings.	CPC, RPC, New Orleans Public Belt, Class I Railroads	First five years	Staff time; local, state and federal funding.	11.41
		2. Pursue federal funding for the Gateway Plan, including adequate funding for the implementation of community mitigation and improvement projects.	RPC, New Orleans Public Belt, Class I Railroads, CPC	Medium term	Federal funding	11.41

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
6. Freight transportation systems that serve the economy while respecting neighborhoods	**6.C.** Continue to refine truck routes and truck parking requirements while improving education and enforcement.	1. Conduct a comprehensive review of the designated truck route system and update it as needed.	CPC, RPC, Port of New Orleans, DPW, Police	First five years	Staff time	11.42
		2. Conduct systematic outreach to trucking companies on approved truck routes.	RPC, DPW, Port of New Orleans, Police	First five years	Staff time	11.42
		3. Work with NOPD to ensure that there is vigorous enforcement of truck traffic regulations.	DPW; NOPD	First five years	Staff time	11.42
		4. Work to improve access to and from all inter modal freight terminals through way-finding signage and street improvements.	DPW; DOTD	First five years	City and State funds	11.42
	6.D. Ensure that the City's hazard mitigation plan contains sufficient standards for the movement of hazardous materials by truck and rail through the city.	1. Conduct a comprehensive review of the designated truck route system and update the list of streets with input from neighborhoods, truckers, business parks, inter modal terminal operators and other relevant groups.	DPW; Port of New Orleans; DOTD; NOPB; CPC Transportation Planner	First five years	Staff time	11.42
7. Transportation infrastructure that is resilient to flooding and other natural hazards.	**7.A.** Make capital investments and implement administrative strategies to ensure the resilience of the city's transportation infrastructure against future hazards.	1. Ensure that a thorough, timely, regularly updated plan is in place to secure bus and streetcar rolling stock from flooding.	Office of Emergency Preparedness; RTA	First five years	Staff time	11.43
		2. As transportation facilities are renovated, ensure that critical building systems are elevated and that facilities are hardened against flood and wind damage.	RTA	First five years	Recovery funds; bond funds; federal funds	11.43
		3. Minimize potential flood damage by using resistant techniques and materials in road and drainage repair.	DPW	First five years	Recovery funds; bond funds; federal funds	11.43

Getting Started

These items are short-term actions that can be undertaken with existing funding, or relatively little expenditure, and will help lay the groundwork for the longer-term actions that follow.

- Continue road repair and reconstruction of all damaged streets.
- Identify and publicize criteria for road and bridge improvements.
- Adopt a "Complete Streets" policy that recognizes street space should be designated to accommodate a variety of users including pedestrians, bicyclists, drivers, and transit riders.
- Work with the Regional Planning Commission to make sure the City receives and uses all allocated federal transportation funds.
- Establish a permanent transportation planner position for the CPC.
- Provide zoning to allow transit-oriented development at transit hubs along existing, proposed or potential transit lines.
- Seek federal funding to start a feasibility study on future options for the I-10 Claiborne Expressway, including replacement with a boulevard.

Narrative

Below is a more detailed narrative of the various goals, strategies and actions highlighted in the "Summary" chart.

FUTURE ROAD REPAIR AND MAINTENANCE

The combined effects of pre-Hurricane Katrina budget constraints and flood impacts resulted in catastrophic damage to the city's transportation network, especially its roads and streets. Fixing the city's streets is the top transportation priority for New Orleanians across the city, but especially in flood-damaged neighborhoods. Disaster funding, whether through FEMA or the federal Submerged Roads Program, is designed by statute to fund repairs up to the condition at the time of the disaster. In New Orleans, local street conditions were poor at the time of the storm because of years of limited funding and maintenance. City officials are working to stretch disaster dollars as much as possible to bring streets up to a good standard, but in the long term, maintenance of local streets will remain a local financial responsibility. Closer coordination with LaDOTD, the RPC and the City's community development department can provide funds for certain kinds of improvements, such as streetscape projects. Bonds are the usual source of road improvement funding. The street condition inventories done by the DPW with FEMA since the storm provide the foundation for creating a program that identifies costs and sets out clear criteria for applying scarce resources, and proposes priorities.

The conditions facing the City in terms of street repair and maintenance costs and the financing options once the disaster funding is gone should be part of a public conversation. Convening a group of community stakeholders to discuss these issues and develop a plan for priorities and for financing can help inform the public about the need for revenue increases and bonding. It is very important that the City communicate to the public what the costs and options are for a long-term program of street repair and maintenance.

To ensure that the City is able to repair and maintain its extensive road network, a full range of additional fiscal enhancements should be explored, including demand and resource management with:

- Better **tracking and management** of federal aid eligible projects and other public sources of roadway system preservation funding (federal, state, local), potentially by a new full-time federal grants coordinator or manager. This is particularly important as the transportation reauthorization of 2010 takes shape, in which funds are anticipated to be directed toward multimodal system preservation, for which New Orleans will be at a competitive advantage due to its existing system.
- Improved **infrastructure resource management** to better position the city to receive federal and state grants. A pavement management system would provide clearly identified roadway repair needs, direct funds where most needed, and identify funding gaps. This would allow the City to expediently apply for funding by presenting a detailed plan with clearly identified needs.
- A short-term **dedicated infrastructure tax,** established through referendum or legislation, similar to what other low-tax cities like Wichita and Oklahoma City have enacted to raise funding for infrastructure improvements including roads; and
- **Impact or "system development" charges** (SDC) from the private sector for targeted redevelopment areas. For SDCs, cities bond fund infrastructure improvements, which is repaid by private developers who pay an impact fee/development charge based on the number of new units or square footage they add to the system within these targeted redevelopment areas. For example, an ordinance similar to Vancouver, WA's Planned Action Ordinance (PAO), which established a small area plan and enacted development impact fees to pay for infrastructure improvements, could be adapted to target areas within New Orleans where market interest is reasonably high and where the City would be willing to bond fund projects that could be reimbursed by these SDCs.

WHY NEW ORLEANS SHOULD BE A MODEL OF TRANSPORTATION CHOICE

The most successful cities in America offer a wide array of choices to their residents — in neighborhoods, employment, culture, recreation, and in transportation. Transportation choice is becoming more important than ever with long-term energy prices increasing, a high percentage of greenhouse gas emissions from transportation, and a growing urban market preference for locations with multiple options. Expanding and enhancing an urban transportation system of choice is a long-term process that requires careful and coordinated planning, community process, advocacy for funding, and step-by-step implementation. Transportation choice also translates to transportation efficiency: optimum use of existing roadway space, efficient mass transit, reduced capital investments and operating costs, reduced congestion and travel times, and better air quality and public health. Transportation choice and transportation efficiency is most successful when it involves coordinating land use decision making with a supporting mix of complementary land uses and transportation options, including transit, in a relatively small area; compact, relatively dense residential or employment development with a mix of housing types and affordability; connectivity of motorized and non-motorized facilities; management of parking supply and use; and plans to ensure improved safety and facilities for pedestrians and bicyclists.

The Metro Orange Line BRT in Los Angeles runs in an exclusive lane and offers on-time route information at covered station areas.

COMPLETE STREETS

New Orleans has the foundation for a great multimodal transportation system and has begun to make some of the investments necessary in roadway, pedestrian and bicycle improvements. The City is

working to include enhanced pedestrian and bicycle facilities as it upgrades streets and streetscapes. An official "complete streets" policy that mandates consideration of pedestrians and bicycles in every road project can ensure continued attention to all of these travel modes. Even in the parts of the city with more suburban-style development patterns, walking and bicycling can take the place of some auto trips if safe, convenient and attractive facilities are made available, and making destinations more pedestrian-friendly will make it possible to park once and walk at destinations, rather than entering multiple curb cuts. Regardless of how much driving we do, we are all pedestrians at the beginning and end of a trip.

PREMIUM TRANSIT

In many cities, transit has tended to become the transportation of last resort, serving those who cannot drive or who do not own cars. To a great degree this is still the case in New Orleans, except for tourist travel on the streetcars, and ferry traffic. By creating a premium transit system that attracts "choice" riders, New Orleans can provide better service to everyone, capture more revenue to operate and maintain the system, reduce pollution, moderate the number of vehicle miles traveled, and attract investment around transit hubs. The principles of premium transit are reliable on-time service, safe and convenient pedestrian access for the most users from the fewest number of stops, good connections to the overall transit system and regional transit connections.

A new streetcar extension along St. Claude Avenue would provide transportation choice to area residents, and support a walkable, amenity-rich mixed-use neighborhood corridor.

Transit is the most transformative urban transportation mode, but also the most expensive and most demanding in terms of planning and coordination. New Orleans has a unique advantage over most American cities because of its core network of existing streetcar and bus routes, and their maintenance facilities and operating infrastructure. With adjustments that provide greater reliability, fewer stops, and shorter travel times, these existing routes have the potential to serve as NORTA's first links for a new and improved citywide premium transit network of buses, streetcars and rail systems. To more successfully serve residents, an expanded streetcar system needs to evolve towards modern trolley or light rail with fewer stops and more rapid service, in dedicated lanes away from automobile traffic. However, trolley or light rail systems are very expensive.

An alternative, more cost-effective way to bring parts of the city where population densities cannot support rail lines within an upgraded transit system is to develop a bus rapid transit (BRT) network. BRT combines the flexibility of buses, because it uses roadways, with the service advantages of rail. BRT systems are already successful around the world, from South America to Australia, and are becoming more visible in the United States, from Los Angeles, Cleveland, and San Francisco, to Houston and Boston. The best BRT systems adhere to "Premium Transit" principles, and have exclusive lanes on a roadway, stations where passengers pay before they get on, multiple-door vehicles fueled by clean energy, and they can offer express or local service. Because they are cheaper to build than rail, they can be put in place more quickly, making the transport and air quality benefits available more quickly. In New Orleans, BRT from the CBD to a New Orleans East station at a redeveloped Lake Forest Plaza or central location, and similarly along General De Gaulle on the West Bank to a redeveloped Schwegman's site, and with a feeder to Federal City, could create transit hubs with feeder buses and attract compact, transit-oriented development, just like a transit station.

INTEGRATING LAND USE AND TRANSPORTATION PLANNING

~~Because transportation projects are expensive and take a long time to come to fruition, it is essential that~~

New Orleans start now to make sure that land use and transportation planning is integrated effectively. There are numerous strategies that should be researched including but not limited to access management (e.g., reducing the number of driveways on a corridor, rear parking requirements, and other policies); encouraging mixed-use development with housing and retail together; controlling lot sizes or density to reduce need for street expansion; reclaiming and retrofitting heavy volume elevated streets to at-grade boulevards; and transit oriented development along existing and new transit lines. Research has also shown the need to plan for transit oriented development on a new line before the first train or BRT vehicle leaves the station. The greatest success comes when a transit agency or city acquires developable land adjacent to a transit station (or potential station) and is able to capture the revenue from leasing the land to a developer. NORTA, NORA, the CPC and other city agencies should be working together to identify potential sites while the city is still in the recovery process.

GOAL 1

"Fix it First"—continued investment in rebuilding and maintaining roads and bridges

1.G Repave or reconstruct all damaged streets within the city, whether from Hurricane Katrina or pre-existing conditions.

RECOMMENDED ACTIONS

1. *The City of New Orleans shall allocate sufficient funds in each bond sale (and other sources of funding) for street repairs so that the required 20 percent local match is set aside to ensure approval of federal transportation funding.*
   Who: *CAO; DPW*
   When: *Ongoing*
   Resources: *Capital Budget*

5. *Work with the RPC to ensure that New Orleans receives and uses all federal transportation funds allocated to the city.*
   Who: *DPW; RPC; CPC transportation planner*
   When: *First five years*
   Resources: *Staff time*

6. *Secure additional resources to bring New Orleans' annual street maintenance budget in line with communities with high quality streets.*
   Who: *Mayor's office; DPW; RPC*
   When: *First five years*
   Resources: *Staff time*

> Secure additional federal funds to continue post-Hurricane Katrina repairs.

> Make the public aware of street repair costs and criteria used to develop a priority list of repairs.

> Prepare another street repair bond when current bond funding is spent.

> Explore increasing parking revenues.

Transit and Density

Transit needs a critical mass of density to support it. Minimum densities within walking distance to support transit are:

- 7–8 households per acre around bus stops
- 15–20 households per gross acre for rail or high-frequency BRT
- 50 employees per gross acre for a shift from cars to transit or walking.

In addition to these densities, which would not require unusual departures from existing density ranges in the urban condition of New Orleans, transit also requires sufficient connectivity, so passengers can get to the station. New Orleans' dense street grid provides this level of connectivity in most areas.

7. *Make the public aware of street repair costs and criteria used to develop a priority list of repairs through public communications and meetings.*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time*

7. *Advocate for a statewide "fix it first" policy to direct state road funding toward road maintenance and repair, not new exurban road projects.*
   Who: *DPW; RPC*
   When: *First five years*
   Resources: *Staff time*

8. *Prepare another street repair bond when current bond funding is spent.*
   Who: *DPW; CAO*
   When: *Medium term*
   Resources: *Staff time*

9. *Explore ways to increase parking revenues.*
   Who: *DPW; consultant services*
   When: *Medium term*
   Resources: *Staff time, General Fund for consultant services*

1.H Regularly monitor streets, diagnose level of failure, and advance projects to address problems before they grow larger and more expensive to fix.

RECOMMENDED ACTIONS

1. *Implement a pavement management system, as part of an overall city asset management system, to provide a cost effective approach to system preservation, and establish technical criteria for street upgrade or replacement.*
   Who: *DPW; Possible consultant services for selection, startup, training, possible coordination with RPC.*
   When: *Medium term*
   Resources: *Staff time; general fund; basic system costs below $5 K per year*

Management and monitoring systems should include:
> Employ state of the art engineering techniques and resource knowledge to make decisions on paving materials to ensure that streets remain in good condition for as long as possible.
> Adopt a routine schedule and performance measures to ensure that all roads are repaired at regular intervals and remain in good condition. Redirect resources to continual, minor repairs to avoid having to perform major street reconstruction projects.
> Establish performance standards for responding to and addressing potholes within a certain period of time.

1.I Coordinate road repairs with other infrastructure projects to increase efficiency, limit infrastructure costs, and preserve roadway quality and operations.

ACTIONS

1. *Coordinate with the Sewerage and Water Board to implement drainage and natural stormwater management systems (bioswales, rain gardens) as streets are reconstructed and repaved.*
   Who: *DPW; S&WB*
   When: *First five years*
   Resources: *Staff time; stormwater management grants*

2. *Improve upon existing protocols to coordinate with Entergy, the Sewerage and Water Board, Cox and AT&T for major road repairs to ensure the simultaneous repair of sub-surface infrastructure.*
   Who: *DPW; potential ordinance; City Council*
   When: *Medium term*
   Resources: *Staff time*

3. *Establish a permitting process and fee schedule for work that requires utility cuts in the streets or sidewalks, allows for tracking of projects, quality control of patched cuts and financial incentives to limit cuts.*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time*

   > Implement a policy that imposes a moratorium or heavy fine on utility cuts for the first five years following a road resurfacing or reconstruction.

4. *Secure federal and local funding and a cooperative endeavor agreement with Entergy to place above-ground utilities underground as roads are being comprehensively repaired.*
   Who: *DPW*
   When: *Medium term*
   Resources: *Staff time; Federal funds*

GOAL **2**

Integration of land-use decision making with transportation projects, including higher density transit-oriented development

2.H Establish a permanent transportation planner position for the CPC.

An experienced transportation planner will provide the CPC with expertise in land use/transportation relationships, update the Major Street Plan as needed, write grants for transportation studies, identify potential alternative truck routes and intersections, and serve as an official liaison for the CPC with other city and state agencies and the Regional Planning Commission on transportation planning and all projects with transportation elements.

RECOMMENDED ACTION

1. *Secure continued funding for a transportation planner position.*
   Who: *DPW*
   When: *Medium term*
   Resources: *Staff time; Federal funds*

   The CPC recently received a grant to fund a transportation planner for three years.

2.I Coordinate higher-density land uses with existing and future transit hubs to support walkable, mixed-use, transit-oriented neighborhoods along existing and potential future transit routes.

With the ongoing investment in transit and the development of transportation corridors in New Orleans, the city should encourage mixed-use developments within a fixed distance of all major transportation corridors as the basis of a transit-oriented development policy. The city should also set distinct thresholds for density and mixed-uses aligned with the capacity of fixed and non-fixed transit lines, respectively. In all transit-oriented corridors, the combination of existing land uses and planned land uses should meet or exceed a threshold for mixed-income housing. Transit extension projects for areas that do not currently reflect corridor goals for mixed-uses and mixed-income housing should receive prioritized support by agencies and the city for the redevelopment of these corridors to leverage transit investment.

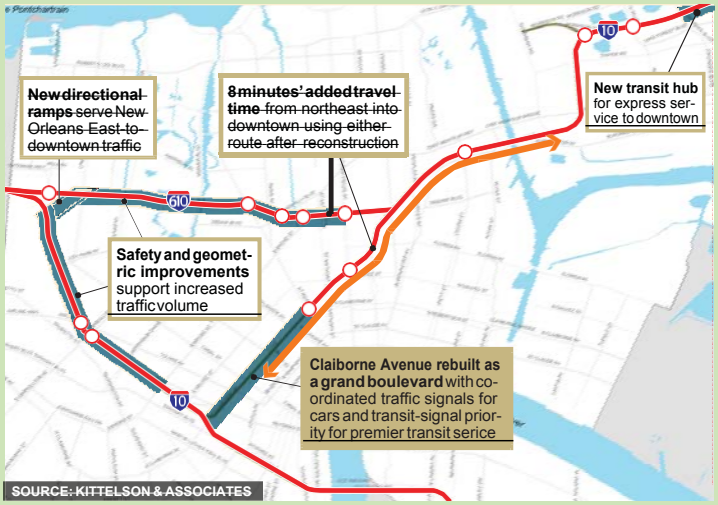
Study the feasibility of replacing the I-10 Claiborne Expressway and restoring Claiborne Avenue as a major thoroughfare to knit neighborhoods back together

The possibility of removing the elevated I-10 Claiborne Expressway attracted extensive comment in the Master Plan process. The multiple benefits of the undertaking are widely recognized: removal would right a decades-old wrong committed in the name of urban renewal; it would enhance the livability and character of adjacent neighborhoods like Tremé; it would promote investment in the neglected blocks along the expressway; and it would set the stage for restoring historic Claiborne as a grand, tree-lined boulevard. Concerns focus on the ability to move I-10's current traffic through the city without overwhelming neighborhood streets, serve downtown's traffic needs, and avoid widening other expressways such as I-610.

The process of replacing the expressway would begin with feasibility and environmental impact studies, largely funded through federal grants, to address these concerns and insure that the transportation, economic, social, environmental, and other benefits of removing the expressway outweigh the considerable costs. These studies would start by determining the sizable costs of maintaining the aging overpass and would identify alternatives such as:

- Increasing I-610's capacity by improving its safety and taking advantage of the unused space between its inbound and outbound lanes.
- Creating a tree-lined boulevard that captures the qualities of historic Claiborne Avenue.
- Providing transit to serve New Orleans East and neighborhoods along the restored boulevard.
- Using land freed by removal of the overpass and on-ramps for parks, housing, and other amenities
- Protecting neighborhoods from cut-through traffic.

Boston and San Francisco have completed comparable initiatives, and studies for similar projects are underway in Hartford, Baltimore, Oklahoma City, and Seattle. In every case, the process began with federal and state help in financing studies of costs, benefits, and a wide range of transit and roadway alternatives.



Frequently asked questions:

What is the next step? Seek a federal grant to begin a community-based study of the options for the future of the overpass that includes all affected neighborhoods and community groups.

Will removing the overpass require widening I-610? The goal is to avoid widening I-610; the neighborhoods located along I-610 will be involved in planning.

Would New Orleans need to plan for the future of I-10 whether or not it is removed? Yes. *Parade Magazine* recently ranked I-10 among American elevated highways most in need of repair. I-10 was planned and designed to meet the city's needs in the 1970s, not the 21st century.

To be considered toward the transit-oriented corridor development goal, planned land uses must be adopted through general plans, and the appropriate implementation processes must be put in place, such as the Comprehensive Zoning Ordinance (CZO). General language alone without supportive implementation practices, such as zoning, will not be considered sufficient for the purposes of reflecting the transit-oriented development goals of this Master Plan. Planned land uses will be formally adopted through the FLUM process, the CZO and any general plan amendments adopted through the appropriate statutory authority at a public hearing. All design for the transit-oriented development corridor shall reflect the character of the area it is serving.

RECOMMENDED ACTIONS

3. *Create area land use plans and zoning regulations to encourage walkable, higher density, mixed-use, transit-oriented development (TOD) at key transportation opportunity nodes.*
   Who: *CPC transportation planner; coordinate with RTA*
   When: *First five years*
   Resources: *CZO rewrite; staff time*

   This would include identifying areas along existing or proposed transit corridors that could support higher density residential, commercial or mixed-use development. ***(See Strategy 4.C for existing and potential transit routes.)***

4. *Locate, design and maintain bus stops as neighborhood amenities located close to business/public space.*
   Who: *RTA*
   When: *First five years*
   Resources: *State and Federal transportation funding; advertising sponsorship*

5. *Encourage mixed-use developments within a fixed distance of major transportation corridors.*
   Who: *CPC, transportation planner; coordinate with RTA*
   When: *First five years*
   Resources: *Staff time*

2.J Advance projects that enhance connectivity, reduce barriers and improve attractiveness of neighborhoods, commercial sites and public spaces while addressing transportation mobility.

RECOMMENDED ACTIONS

1. *Begin planning studies to determine the feasibility/advisability of removing the I-10 Claiborne Avenue Expressway to St. Bernard Avenue to improve neighborhood and land use quality and connectivity.*
   Who: *CPC transportation planner; RPC*
   When: *First five years*
   Resources: *Federal transportation funding*

2. *Study the feasibility of constructing a new bridge between Algiers and Chalmette alleviate commuter traffic and provide additional evacuation routes, which takes pressure off I-10.*
   Who: *RPC*
   When: *Long term*
   Resources: *Federal transportation funding*

3. *Ensure safe access to transit stops and other major travel generators through improved intersection visibility (lights and high visibility pavement markings), sidewalk repairs and pedestrian countdown signals.*
   Who: *DPW; RTA*
   When: *First five years*
   Resources: *Road repair funds; CDBG*

4. *Develop landscape design requirements for parking lots with shade and lighting, and materials for pedestrian walkways to enhance and produce safe walkways and a pleasant pedestrian environment.*
   Who: *CPC*
   When: *First five years*
   Resources: *CZO rewrite project*

Surface parking lots are unfriendly to pedestrians and act as barriers to connection. Design requirements for landscaping, 50 percent tree canopy to provide shade, pedestrian-scale lighting, and safe pedestrian walkways through surface lots make them more comfortable for pedestrian connections. Parking structures should be designed to include ground floor retail.

2.K Modify regulations to encourage infill development that supports a vibrant pedestrian environment.

RECOMMENDED ACTIONS

1. *Modify zoning regulations to ensure that new development respects and is oriented toward the pedestrian, through building orientation, setback, signage, parking, and design review regulations.*
   Who: *CPC*
   When: *First five years*
   Resources: *CZO rewrite project*

2. *Establish Traffic Impact Analysis guidelines that look beyond the development site for pedestrian generators and linkages.*
   Who: *CPC; DPW; possible small consultant services contract*
   When: *Medium term*
   Resources: *Staff time; CDBG; smart growth oriented grant funding*

The Traffic Impact Analysis process should include a "scoping" by CPC staff that identifies the range of intersections that must be included in the impact study, and the modes of travel, including pedestrians.

3. *Provide transit location criteria that support pedestrian comfort and safety for access to and waiting for transit.*
   Who: *DPW; RTA*
   When: *First five years*
   Resources: *Staff time*

2.L Establish policies that encourage efficient management of parking and encourage alternative travel modes where they exist.

Efficient management of parking is a key element of cost-effective land use/transportation policies. Studies of local parking requirements have found that they often exceed peak parking demand on a typical day. Suburban-style retail parking lots are often built to accommodate needs on one day of the year, December 24, and remain half-empty the rest of the time. Though often presented as "free," parking costs include the cost of land, the opportunity cost of an alternative use, and in the case of parking structures, the costs of construction and operation.

RECOMMENDED ACTIONS

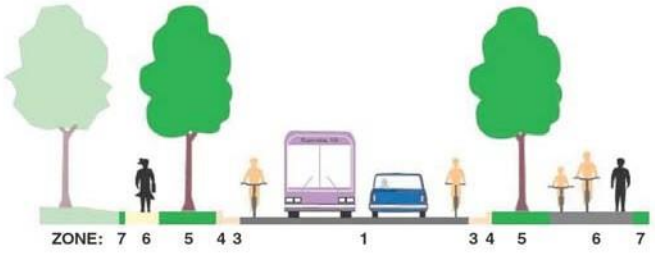
1. *Modify off-street parking requirements to enhance parking efficiency, improve urban design quality and encourage walking and alternative forms of transportation.*
   Who: *CPC*
   When: *First five years*

ATTACHMENT A

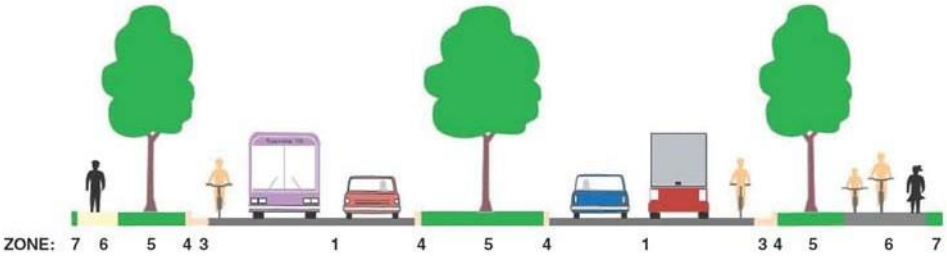
~~Resources:~~ *~~CZO rewrite project~~*

~~This can be accomplished through:~~

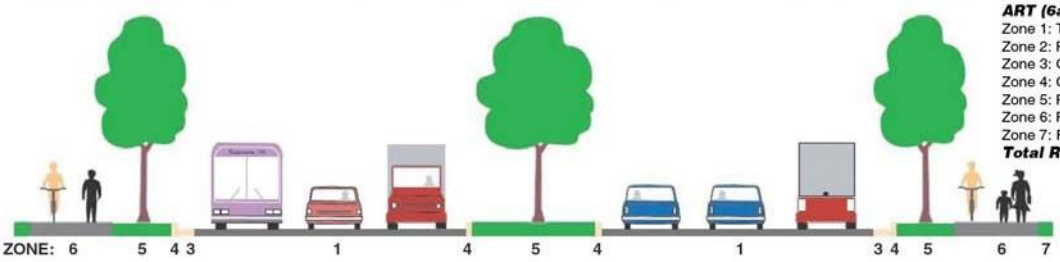
EXAMPLES OF "COMPLETE STREETS" GUIDELINES



ART (2a)
Zone 1: Travel – 28' (11' lanes w/striped bike lane)
Zone 2: Parking – 0'
Zone 3: Gutter/Drainage – 4'
Zone 4: Curb – 1'
Zone 5: Planter/Utilities – 14'
Zone 6: Pedestrian – 15' (5'/10')
Zone 7: ROW Edge – 3' (6"/2'-6")
Total ROW: 65'

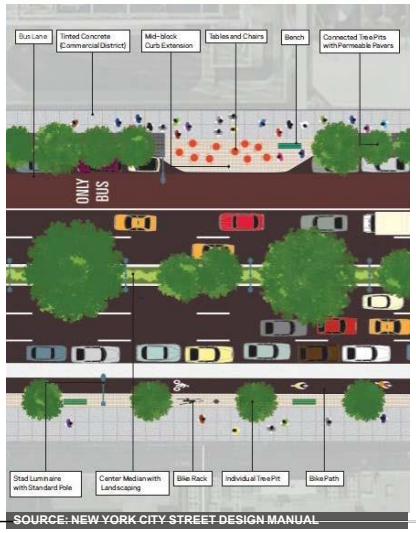


ART (4a)
Zone 1: Travel – 50'
(11' lanes w/striped bike lane)
Zone 2: Parking – 0'
Zone 3: Gutter/Drainage – 4'
Zone 4: Curb – 2'
Zone 5: Planter/Utilities – 31' (8'/15'/8')
Zone 6: Pedestrian – 15' (5'/10')
Zone 7: ROW Edge – 3' (6"/2'-6")
Total ROW: 105'

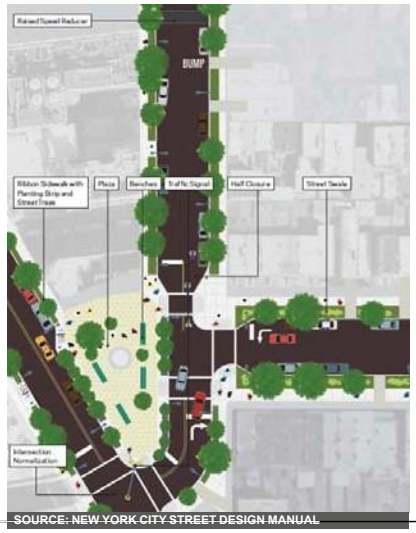


ART (6a)
Zone 1: Travel – 66'
Zone 2: Parking – 0'
Zone 3: Gutter/Drainage – 4'
Zone 4: Curb – 2'
Zone 5: Planter/Utilities – 31' (8'/15'/8')
Zone 6: Pedestrian – 20'
Zone 7: ROW Edge – 5'
Total ROW: 128'

City of Roanoke, VA
Street Design Guidelines



SOURCE: NEW YORK CITY STREET DESIGN MANUAL



SOURCE: NEW YORK CITY STREET DESIGN MANUAL

Cities around the world—from small towns to the largest cities—have adopted "complete streets" policies to make streets safer and more functional, convenient, and enjoyable. The complete streets approach focuses design and operation on enabling safe access for all users. Pedestrians, bicyclists, motorists, and transit riders of all ages and abilities must be able to move along and across a complete street safely. Street-design guidelines such as these can help ensure that street improvements include street trees and landscaping, bicycle and transit lanes, and widened sidewalks wherever possible.

> Reduced off-street parking rations and encouragement of shared parking by complementary uses
> For commercial districts, require location of parking to the rear or side of buildings, or in consolidated areas to serve several blocks at a time
> Requirement that parking costs be decoupled from rents
> Where transit is available, provision of discounted transit passes to employees
> Provision of assigned parking spaces for carpool vehicles or car-sharing companies
> Encourage short- and long-term bicycle parking options.

2. *Exploration of incentives for remote parking and drop-off zones at schools, public facilities, shopping malls, and other destinations .*
   Who: *School Districts, Property Management Department, private owners*
   When: *Medium Term*
   Resources: *Staff Time*

GOAL **3**

Roadways that integrate vehicle transportation with bicycling and walking

3.C Implement the adopted "Complete Streets Policy" for the city of New Orleans which moves people and freight safely while prioritizing the non-motorized user by integrating various transportation modes.

The concept of Complete Streets recognizes that the street space should be available and comfortable for a variety of users, including pedestrians, bicyclists, drivers, transit riders and persons with disabilities. Depending on the function of the street, including the speed and character of auto traffic, the street will require different treatments for the full integration of other modes.

RECOMMENDED ACTIONS

1. *Develop and adopt Complete Streets Guidelines for internal and consultant design engineers in project development.*
   Who: *DPW; CPC transportation planner*
   When: *First five years*
   Resources: *Staff time; funding from City; DOTD; FHWA*

2. *Require training on the design of Complete Streets for all design consultants doing business with the City.*
   Who: *DPW;consultant*
   When: *First five years*
   Resources: *Staff time; consultant*

3. *Evaluate sidewalk repair and maintenance ordinances and develop mechanisms for enforcement and betterment system options for property owners.*
   Who: *DPW; possible betterment ordinance - City Council*
   When: *First five years*
   Resources: *Staff time*

(See Volume 2, Chapter 5.)

4. *Update City of New Orleans Roadway Design Manual to include modern best practices for the accommodation of non-motorized transportation modes and streetscape improvements.*
   Who: *DPW*
   When: *First five years*

ATTACHMENT A

Resources: *~~Staff time~~*

5. *Plan for and emphasize pedestrian, bicycle and transit facilities linkages through improved design, funding, maintenance, enforcement and education.*
   Who: *DPW; RTA*
   When: *First five years*
   Resources: *Staff time*

6. *Implement pedestrian improvements, such as crosswalks, pedestrian signals, traffic calming, pedestrian refuges and ADA accessibility requirements in priority areas including transit routes, schools, retail/commercial corridors, residential complexes for senior citizens and persons with disabilities, parks and other recreational facilities, and government/institutional buildings.*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time*

7. *Build capacity in DPW to track and guide multimodal accommodation in all projects and to coordinate with a transportation planner within the CPC.*
   Who: *DPW*
   When: *First five years*
   Resources: *General fund; grants*

3.D Establish a permanent multimodal accommodation position within DPW.

ACTION

1. *Secure permanent funding for a multimodal accommodation position to track and guide all road, bridge and community facilities capital and maintenance projects, and coordinate with the transportation planner in the CPC, once one is hired.*
   Who: *DPW; CPC transportation planner*
   When: *First five years*
   Resources: *Staff time; grant*

PEDESTRIAN STRATEGIES

3.E Develop a pedestrian plan for the City of New Orleans.

The new walking strategy should include data and trends (crashes and mode share), facility needs assessments, identification of future population growth areas, future route network, bicycle route hierarchies, bicycle parking needs, financing/funding mechanisms, design guidance, agency roles and responsibilities, benchmarking and evaluation analyses, educational programs, enforcement policies, encouragement/promotion activities, overall citywide pedestrian goals, citywide implementation goals, public participation processes and citywide policies.

As of late 2009, the City, in lieu of a more comprehensive plan, has adopted a working strategy to consider and include, where feasible, pedestrian facilities on roadways that were damaged by Hurricane Katrina, for which federal recovery and stimulus funds have been received.

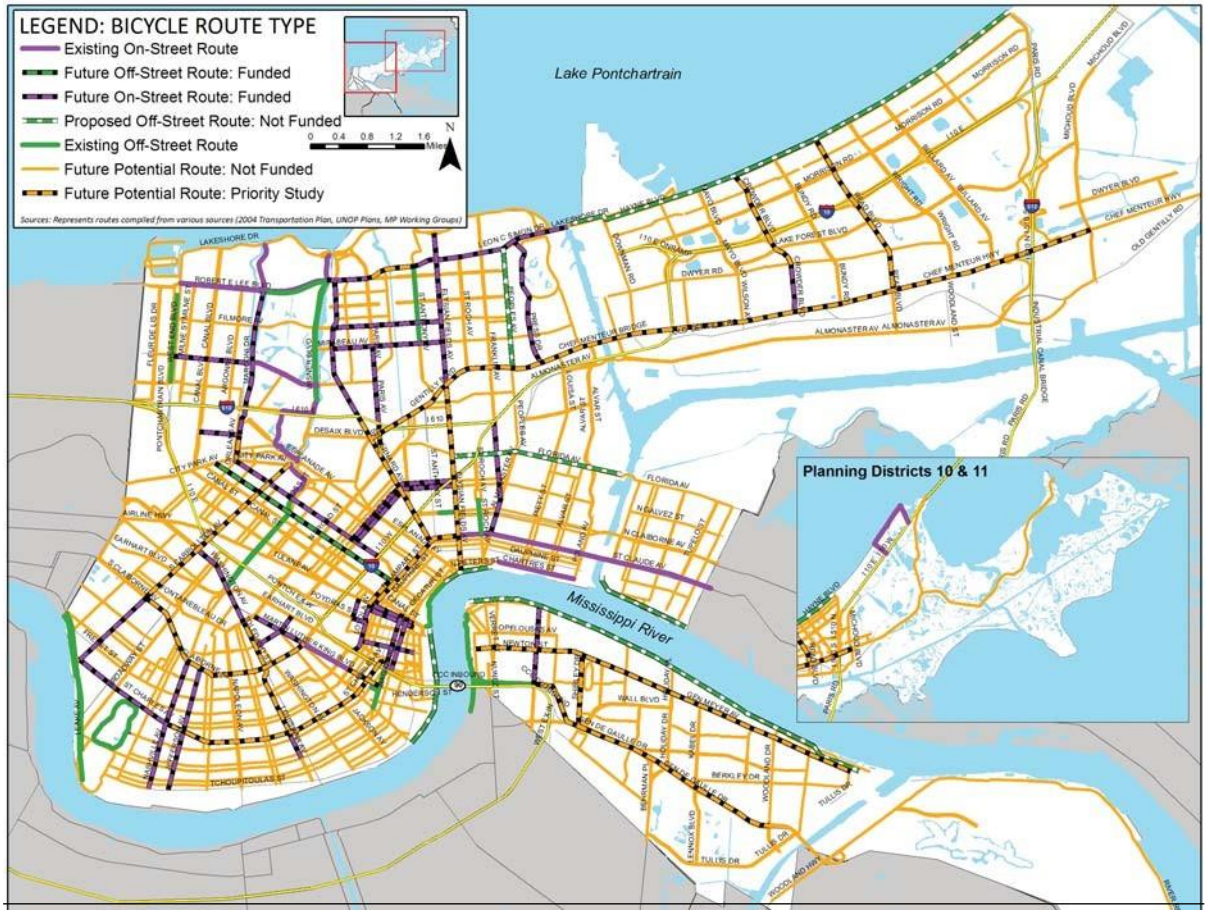
RECOMMENDED ACTIONS

1. *Develop and adopt guidelines to improve the quality of the pedestrian environment throughout the city.*
   Who: *DPW*
   When: *First five years*
   Resources: *Federal funds; bond funds*

   Prior to creation of the plan, all state roadways that are presently planned for resurfacing or

~~reconstruction should be considered for pedestrian accommodation.~~

POTENTIAL 2030 BICYCLE ROUTES



2. ~~*Seek Safe Routes to Schools federal funding for walk-to-school programs and improvements.*~~
   ~~***Who:** DPW*~~
   ~~***When:** First five years*~~
   ~~***Resources:** Federal funds*~~

   ~~Incorporate "Complete Streets" guidelines into the strategy. (See Strategy 3.A.)~~

3. ~~*Implement comprehensive streetscape upgrades to those boulevards not receiving recovery funding.*~~
   ~~***Who:** DPW; CPC transportation planner*~~
   ~~***When:** Medium term*~~
   ~~***Resources:** Federal funds; CDBG; developer contributions*~~

   ~~The City should include adequate funding for future pedestrian infrastructure improvements in all future bond elections.~~

~~3.F~~ ~~Provide significant infrastructure investment to make major boulevards and corridors more attractive and pedestrian friendly particularly where transit stops, schools, parks, and other pedestrian generators are present.~~

~~RECOMMENDED ACTIONS~~

1. ~~*DPW should develop and adopt guidelines for pedestrian facilities of all types to improve the quality of*~~

~~*the pedestrian environment throughout the city by improving striping, signage, and pedestrian crossing signals.*~~

Who: *DPW*
When: *First five years*
Resources: *Recovery funds; CDBG; bond funds*

> Give priority to intersections near schools, senior housing, parks, and similar destinations.
> Seek Safe Routes to Schools federal funding for walk-to-school programs and improvements.
> Reinforce existing efforts to improve pedestrian infrastructure along major corridors by formally adopting guidelines.

5. *Continue to build upon existing hurricane recovery appropriations to ensure comprehensive streetscape improvements in designated target areas, including lighting, landscaping, sidewalk enhancements, and the burying of above ground utilities.*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time*

   > Invest in use of permeable concrete to help control flooding on sidewalks.

6. *Implement comprehensive streetscape upgrades (lighting, landscaping, sidewalks, utilities) to those boulevards that are in need of upgrades yet are not already targeted for streetscape improvements through recovery funding, such as Broad, St. Claude, Tchoupitoulas, Chef Menteur, etc.*
   Who: *DPW; CPC transportation planner*
   When: *Medium term*
   Resources: *Bond funds*

4. Implement traffic calming infrastructure along neighborhood streets as needed.
   Who: *DPW*
   When: *Medium term*
   Resources: *Staff time*

3.G Provide significant infrastructure investment to make neighborhood streets more attractive and pedestrian friendly.

RECOMMENDED ACTIONS

1. *Funding for "Complete Streets" construction and retrofit/repair projects should derive from a combination of sources including City, DOTD, FHWA and other agencies.*
   Who: *DPW; CAO; City Council*
   When: *First five years*
   Resources: *Staff time; DOTD; FHWA; grants; bond funds*

2. *In coordination with street repaving projects, undertake a comprehensive streetscape improvement effort along neighborhood streets to enhance the tree canopy, sidewalk quality (provision of sidewalks where lacking, repair where needed), ADA compliance and overall streetscape aesthetic.*
   Who: *DPW; Parks and Parkways; DDD; RTA*
   When: *First five years*
   Resources: *Staff time; FHWA; grants; DOTD; bond funds*

3. *Reinforce existing efforts to improve pedestrian infrastructure along neighborhood streets by formally adopting guidelines.*
   Who: *DPW; Parks and Parkways; DDD; RTA*
   When: *First five years*
   Resources: *Staff time; FHWA; grants; DOTD; bond funds*

4. *Implement traffic calming infrastructure along neighborhood streets, as needed.*
   Who: *DPW*
   When: *Medium term*

ATTACHMENT A

~~Resources:~~ *~~Staff time~~*

5. *Develop a plan for regular maintenance of sidewalk infrastructure through a combination of public and property-owner funding with criteria analogous to a pavement management system.*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time*

(See Chapter 5 for more information.)

6. *Review, update and implement the New Orleans' ADA Transition Plan relative to public rights-of-way to reflect requirements of ADA Accessibility Guidelines and Public Rights of Way Accessibility Guidelines.*
   Who: *DPW; Mayor's Office*
   When: *First five years*
   Resources: *Staff time*

7. *Support RTA's effort to continue to improve safety for transit passengers and RTA employees, pedestrians, and vehicular traffic along streetcar lines and at or by bus and streetcar stops through cooperative support from the DPW and other City agencies and/or departments.*
   Who: *CPC, RTA, DPW and NOPD*
   When: *first five years*
   Resources: *Staff time*

BICYCLE STRATEGIES

3.H Develop a bicycling strategy for the City of New Orleans.

The new bicycling strategy should include data and trends (crashes and mode share), facility needs assessments, identification of future population growth areas, future route network, bicycle route hierarchies, bicycle parking needs, financing/ funding mechanisms, design guidance, agency roles and responsibilities, benchmarking and evaluation analyses, educational programs, enforcement policies, encouragement/promotion activities, overall citywide bicycling goals, citywide implementation goals, public participation processes and citywide policies.

Bus and streetcar shelters enhance the transit rider's experience.

As of late 2009, the City, in lieu of a more comprehensive bicycling plan, has adopted a working strategy to consider and include, where feasible, bicycle facilities on roadways that were damaged by Hurricane Katrina for which federal recovery and stimulus funds have been received.

RECOMMENDED ACTIONS

1. *Prior to creation of the plan, all state roadways that are presently planned for resurfacing or reconstruction should be considered for bicycle accommodation.*
   Who: *RPC; DPW; CPC Transportation planner*
   When: *First five years*
   Resources: *Staff time*

2. *Incorporate "Complete Streets" guidelines into the strategy. (See Strategy 3.A.)*
   Who: *RPC; DPW; CPC Transportation planner*
   When: *First five years*
   Resources: *Staff time*

3. ~~*City should provide adequate funding for future bicycle improvements in all future local bond elections.*~~

Who: *City Council; Administration; CPC*
When: *First five years*
Resources: *DOTD; FHWA; grants*

3.l As part of the comprehensive bicycling plan, create a comprehensive, connected citywide network of bike lanes, multi-use paths, and bike boulevards to safely accommodate bicyclists.

RECOMMENDED ACTIONS

1. *Establish a Pedestrian and Bicycle Advisory Committee, to assist in reviewing city projects, policies and plans, and to engage bicycle users.*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time*

   > Committee to advise on criteria used to identify priority bike infrastructure and facilities. (Potential routes for consideration are highlighted on the "Potential 2030 Bicycle Routes" map on the facing page, which compiles routes proposed in various planning processes including the 2004 Transportation Element, UNOP and MP working groups.)

2. *Develop the Lafitte Greenway as a key bicycle and pedestrian corridor.*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time*

   The goal of creating the interconnected trail system will require strategic additions to be implemented. The first planned expansion of the system is the Lafitte Greenway. Currently funded and in the planning phase, the greenway will be built on a former canal and rail line connecting Basin Street with Canal Boulevard, touching the Central Business District, French Quarter, Tremé, Mid-City, and Lakeview. Redevelopment of adjacent parcels through careful trail-oriented development will help to revitalize the area and provide a vital transportation link through the core of the city.

   Construction of the Lafitte Greenway and accompanying design guidelines and trail-oriented development revitalization strategy will form a framework for other greenway and multi-use path projects. Key future projects identified through the planning process include Peoples Avenue, the river levee in the Lower 9th Ward, Florida Avenue, and the Mississippi Riverfront. Transportation and revitalization planning in these areas should include provision for these greenways.

3. *Review previous bike plans and studies, including the 2004 Transportation Element, UNOP plans, and others to set priorities for adding street facilities/lanes in a phased manner.*
   Who: *DPW; RPC; CPC transportation planner*
   When: *First five years*
   Resources: *Staff time; grants*

   Projects that connect existing bike lanes, multi-use paths and greenways, and that offer commuter connections to employment centers, schools and activity centers, should be prioritized. Initial routes to be studied should include, but not be limited to:
   > Elysian Fields Ave. — Gentilly Blvd. to N. Peters St.
   > St. Charles Ave. — Nashville Ave. to Lee Circle
   > Carrollton Ave. — S. Claiborne Ave. to City Park Ave.
   > St. Claude Ave./N. Rampart St./S. Rampart St. — Elysian Fields Ave. to Gravier St.
   > General De Gaulle Dr. — Shirley Dr. to Woodland Dr.
   > Behrman Dr. — Mardi Gras Blvd. to Opelousas Ave.

> General Meyer Ave. — Behrman Dr. to Bennett St.
> Newton St. — Veret St. to Behrman Ave.
> Shirley Dr. — General DeGaulle Dr. to General Meyer Ave.
> Hayne Blvd. — Downman Rd. to Bullard Ave.
> Chef Menteur Hwy. and Gentilly Blvd. — Michoud Blvd. to St. Bernard Ave.
> Crowder Blvd. — Hayne Blvd. to Chef Hwy.
> Read Blvd. — Hayne Blvd. to Chef Hwy.
> Leon C. Simon Dr. — Paris Ave. to St. Anthony Ave.
> St. Bernard Ave. — I-610 to St. Claude Ave.
> Paris Ave. — I-610 to St. Bernard Ave.
> Toledano St./Louisiana Ave. — Broad St. to St. Charles Ave.
> Marconi Dr. — City Park Ave. to Navarre Ave.
> Martin Luther King Jr. Blvd./Melpomene St. — O.C. Haley Blvd. to Camp St.
> Claiborne Ave. — Carrollton Ave. to Martin Luther King Jr. Blvd.
> Basin St./Elk Pl. — Lafitte Greenway to Tulane Ave.

4. *As streets are being repaved, ensure that new bike facilities are provided.*
   Who: *DPW*
   When: *First five years*
   Resources: *Recovery funds; D-CDBG; bond funds; federal funds*

5. *For streets which are already in good condition and not in need of repaving, retrofit streets with bike facilities.*
   Who: *DPW*
   When: *First five years*
   Resources: *Bond funds; DOTD; FHWA; grants*

6. *Develop standards and design guidelines for all types of bicycle facilities within DPW based on the Manual of Uniform Traffic Control Devices and American Association of State Highway and Transportation Officials standards.*
   Who: *DPW*
   When: *First five years*
   Resources: *Staff time*

7. *Where feasible, create levee-top paved bike paths, such as along the Mississippi River levee in Algiers and Holy Cross, and the Lakefront levee in New Orleans East.*
   Who: *CPC transportation planner; RPC; DPW*
   When: *Medium term*
   Resources: *Federal funds; bond funds*

8. *Study then establish a network of bike boulevards that takes advantage of quieter neighborhood streets and provides the additional benefit of traffic calming.*
   Who: *RPC; CPC transportation planner*
   When: *First five years*
   Resources: *Federal funds; staff time*

> Determine criteria for future bike boulevards, including but not limited to proximity to schools, ability to effectively parallel major streets, access to neighborhood commercial/main street areas, and neighborhood traffic concerns.

3.J Provide fixed infrastructure to further bicyclist safety and security and to encourage bicycling as an alternative mode of transportation.

RECOMMENDED ACTIONS

1. ~~*Provide ample bike racks and/or lockers on public rights of way at key activity nodes.*~~
   ~~***Who:*** *CPC*~~
   ~~***When:*** *First five years*~~
   ~~***Resources:*** *Federal funds; CDBG; bond funds*~~

2. ~~*Allow for the transformation of a limited number of on-street, parallel vehicular parking spaces into on-street bike rack/storage areas if demand or adjacent landowners call for it.*~~
   ~~***Who:*** *DPW*~~
   ~~***When:*** *First five years*~~
   ~~***Resources:*** *Staff time*~~

3. ~~*Provide improved on-site bicycle storage and other amenities for bicycle users at publicly owned buildings such as schools and municipal facilities.*~~
   ~~***Who:*** *DPW; Project Delivery Unit*~~
   ~~***When:*** *First five years*~~
   ~~***Resources:*** *Recovery funds*~~

   ~~Provide ample bike racks and/or lockers on public rights of way at key activity nodes.~~

4. ~~*Develop a public bike rental program, modeled on Paris' Velib and other successful programs, with public bike kiosks throughout the city. Work with RTA's new managing group Veolia.*~~
   ~~***Who:*** *RTA with support from RPC bicycle advisory committee*~~
   ~~***When:*** *First five years*~~
   ~~***Resources:*** *Grants*~~

3.K **~~Develop programs that address enforcement, education and encouragement of bicycling.~~**

~~RECOMMENDED ACTIONS~~

1. ~~*Coordinate with NOPD to better enforce bicycle laws for both bicyclists and motorists.*~~
   ~~***Who:*** *DPW; NOPD*~~
   ~~***When:*** *First five years*~~
   ~~***Resources:*** *Staff time*~~

2. ~~*Improve tracking, analysis, and dissemination of crash data to guide funding to address problem areas.*~~
   ~~***Who:*** *DPW; RPC bike pedestrian staff*~~
   ~~***When:*** *First five years*~~
   ~~***Resources:*** *Federal funds*~~

3. ~~*Encourage and support events including Bike to Work, No Car Days, Celebrity rides, etc.*~~
   ~~***Who:*** *Mayor's staff; Public affairs; volunteer bike groups*~~

Best Practices Checklist for Rail and BRT Premium Transit

Increased transit ridership that is embraced by a wide spectrum of users is largely a function of travel times, short headways, predictable service, station location and convenience, and safety of the service. The below transit best practices shall be followed by the City to achieve a 21st-century premium transit system.

1. *Rail and BRT cars travel in reserved, dedicated right-of-way or enhanced medians with minimal crossings.*
2. *Safe and convenient pedestrian access to transit stations*
3. *Less frequent stops located every four to six blocks or more.*
4. *Prepaid fare-collection system at stops for expedited boarding.*
5. *Schedules and system maps posted at all stops.*
6. *Low-floor bus and rail cars for faster boarding and handicapped access.*
7. *Traffic signal prioritization at intersections for transit vehicles to expedite service.*
8. *Assuring that new routes have good connections to existing citywide system and regional connections.*
9. *Land uses that allow for mixed-use, transit-oriented development at key nodes to support greater densities of residents and jobs along routes.*
10. *Require coordinated planning approach that includes City and community input, advocacy for funding, and step-by-step implementation.*

A number of older cities—including Boston, Portland, and San Diego—have developed a range of solutions for delivering fast, premium transit. They have used partially exclusive rights-of-way in medians similar to New Orleans' neutral grounds, and they have deployed hybrid streetcar/light rail vehicles that operate more like a bus in dense locations and like light rail cars in others. New Orleans can learn from these places when investing in new or improved transit.

When: *First five years*
Resources: *Staff time*

4. *Support public education campaigns to increase awareness and knowledge with the goal of creating a safer environment, radio, TV, print and internet campaigns and materials.*
   Who: *RPC; DPW; NOPD*
   When: *First five years*
   Resources: *Staff time; State grants*

5. *Produce informational brochures and programs (such as the RPC's Create a Commuter initiative) to encourage bicycling as a mode of transportation and to improve safety and drivers' awareness of bicyclists.*
   Who: *RPC; DPW; Volunteer bike groups*
   When: *First five years*
   Resources: *Grant funds*

6. *Modify zoning regulations to encourage or require the provision of on-site bicycle parking facilities and locker rooms for bicycle users.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

7. *Develop an alternative to registration and waiver of liability requirements for use of bike racks on RTA buses.*
   Who: *RTA and bicycle advisory committee*
   When: *First five years*
   Resources: *Staff time*

GOAL **4**

Fast and efficient mass transit supported by transit-oriented development

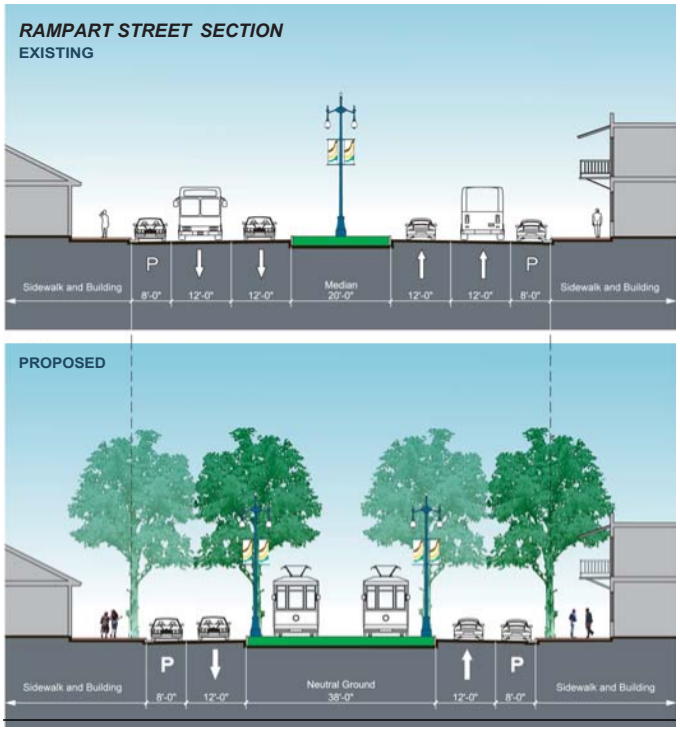
4.A **Enhance the quality of Regional Transit Authority rolling stock and fixed infrastructure to increase on-time performance of service, improve customer communications, and enhance the quality of access to bus stops and their safety and waiting conditions.**

RECOMMENDED ACTIONS

1. *Continue to replace older RTA buses with newer, biodiesel and hybrid buses that are more fuel efficient and have lower emissions.*

   Who: *RTA*
   When: *First five years*
   Resources: *Federal funds, bonding*

2. *Continue to repair flood-damaged, red streetcars in order to restore a full fleet of streetcars.*



A transit advocacy group has devised potential street layouts along proposed transit corridors, such as N.

~~***Rampart Street.***~~

Who: *RTA*
When: *First five years*
Resources: *Federal funds*

3. *Continue to install comfortable, durable benches and shelters at all bus stops throughout the city and ensure adequate funding and coordination between agencies for maintenance of bus and streetcar stops.*

Who: *RTA*
When: *First five years*
Resources: *Explore advertising contracts similar to other cities, funds, bonding*

> Explore comprehensive contracts for provision of bus and streetcar stop amenities in return for advertising, on the model of New York, Boston, and other cities.

4. *Improve access, signage, lighting, landscaping, and other amenities at major transfer points to enhance the transit customers' experience.*

Who: *DPW; RTA; Parks and Parkways*
When: *First five years*
Resources: *Federal funds; FHWA; bond funds*

4.B Improve the existing bus and streetcar system.

RECOMMENDED ACTIONS

1. *Improve the frequency and convenience of existing bus and streetcar service.*

Who: *RTA*
When: *Medium term*
Resources: *Federal funding; bonds*

> Implement capital improvements, such as signal priority technology, more efficient fare collection/boarding techniques, and the consolidation of stops to reduce travel times and improve efficiency along existing bus and streetcar routes.
> Use state of the art transit technologies to improve customer communications, offer transit priority on busy streets, improve access to and use of transit fare media, and reduce dwell time at stops.
> Reduce headways along major transit routes to less than 10 minute intervals during peak periods, including the following routes: Elysian Fields, St. Claude, Magazine, St. Charles, Broad, Canal streetcar, and others.
> Examine the feasibility of major upgrades in headways and operating hours along routes with historically less frequent service, including: Jackson-Esplanade, Claiborne, Freret, and others.
> Extend operating hours along both major and minor transit routes to accommodate residents with off-peak work hours and to better serve weekend entertainment destinations.

2. *Enhance the ease, convenience and overall experience of using transit for both frequent and occasional riders.*

Who: *RTA*
When: *First five years*
Resources: *Grant funds; advertising*

> Produce a user-friendly guide to the transit system for tourists and new transit users.
> Provide transit route maps and schedules at every bus and streetcar stop.
> At major transfer points and intersections, install real time technology to inform riders when the next bus or streetcar will be arriving.
> Improve the RTA website to allow for interactive scheduling, trip planning and real-time bus location, accessible from desktop computers and mobile devices.

3. *Improve the existing bus network by extending, creating, and consolidating routes.*
   Who: *RTA;*
   When: *First five years*
   Resources: *Explore advertising contracts, similar to other cities*

> Create a new bus route to link the universities in uptown New Orleans (Xavier, Tulane, Loyola) to the Magazine Street Corridor.
> Consolidate separate upriver/downriver routes (Elysian Fields/Magazine and Airline/St. Claude, for example) to allow for more frequent, seamless upriver/downriver travel.
> Implement minor capital and intersection improvements that would improve travel times of buses (*e.g.,* Decatur Street in the French Quarter).
> Work with adjacent parishes to study potential RTA route extensions to key employment and activity nodes outside of Orleans Parish (*e.g.,* Claiborne bus to Ochsner Hospital in Jefferson Parish).
> Create extensions and minor modifications to existing bus routes (*e.g.,* extending Magazine route to the foot of Carrollton Avenue) to better connect major bus and streetcar lines.
> Examine the feasibility of consolidating redundant and/or underperforming routes to add additional service on nearby principal routes.
> Work with RTA to encourage bus routes that provide service from underserved neighborhoods to supermarkets and farmers markets.

4.C Invest in new rail, streetcar, and bus rapid transit (BRT) infrastructure by obtaining federal and local funding.

All transit expansion studies and projects detailed below shall require a comprehensive planning process by the RTA and RPC, with assistance from the CPC transportation planner and available staff. The City shall ensure that the process incorporates community outreach and input; that the City works with the RTA and other non-municipal agencies to implement the transit "best practices" adopted by this plan (see "Best Practices Checklist for Rail and BRT Premium Transit" on the facing page); and identify/study alternative route alignments, a requirement of Federal funding.

Additionally, a set of criteria shall be developed by the above entities to determine route expansion priorities. Criteria should include, but not be limited to, potential ridership, economic and neighborhood enhancement opportunities, connectivity to the existing and future system, travel times, number of stops, and so on.

RECOMMENDED ACTIONS

1. *Extensively study the feasibility of a streetcar and/or light rail hybrid distributor system in the Central Business District (CBD) and French Quarter to improve connectivity for residents, workers and tourists, and to best connect with existing and potential future transit routes to city neighborhoods.*
   Who: *CPC transportation planner; RTA support; RPC*
   When: *First five years*
   Resources: *Grant funds*

As of late 2009, the RTA is studying three potential distributor routes through the CBD and French Quarter and pursuing stimulus funds to finance half of the estimated $212 million cost. The Master Plan recommends alternative alignments to be studied to ensure the resulting distributor system provides the most effective, expedient premium transit service.

Proposed RTA alignments under study as of late 2009 include:
> Convention Center/Riverfront: A circulator route from the existing Canal Street Streetcar line, running along Convention Center Boulevard to Henderson, then connecting to the

~~existing Riverfront streetcar route.~~

> Union Passenger Terminal/Loyola Avenue: A double-track route along Loyola Avenue from Canal Street to the Union Passenger Terminal (UPT).
> North Rampart/St. Claude Avenue: A double-track line primarily along Rampart Street and St. Claude Avenue (to Press Street), with an extension along Elysian Fields Avenue connecting to the Riverfront Streetcar line.

Master Plan recommended alignments to be studied include:
> Convention Center/Riverfront Alignment: A double-track extension of the Riverfront line to Henderson Street. Should this not provide adequate service, construct proposed RTA route.
> Union Passenger Terminal Route Alignment:
— A double-track trunk line on a widened neutral ground along the 100 block of S. Rampart Street connecting to Julia Street, connecting to UPT via Howard Avenue or a parallel street. The route should allow for limited automobile traffic to better accommodate transit, pedestrian and bicycle traffic.
— A double-track line on Howard Avenue from UPT to Lee Circle, extending along Andrew Higgins to Annunciation Street and following Euterpe Street/Henderson Street on a side-of-street reserved right-of-way to the existing Riverfront line.
> North Rampart/St. Claude Avenue Alignment: A double-track line on Elysian Fields Avenue neutral ground from existing Riverfront Streetcar to St. Claude Avenue.
> Additional Improvement: Open the John Churchill Chase stop on the existing Riverfront streetcar and build ADA access to the river side of the stop.
> The double track line running along St. Claude Avenue from Elysian Fields Avenue, then along North Rampart and South Rampart, and continuing along a portion of Oretha Castle Haley Boulevard (see next action), should serve as a trunkline for rail system through the French Quarter and CBD.

2. *Conduct feasibility studies for new streetcar, light rail, and BRT routes to connect residential and commercial districts throughout the city, and to support higher-density transit oriented development (TOD).*
   Who: *RTA; RPC; CPC*
   When: *Medium term*
   Resources: *Federal funds*

As indicated above, a set of criteria to identify priority routes will be established and should include input by the RPA, RPC, CPC and transit advocacy groups, with public input on alternatives to occur during the project scoping process. All priority routes should adhere to "premium transit" principles whenever feasible to provide fast, efficient, connective service. ***(See the Potential 2030 Transit System map at the end of this chapter.)***

Recommended priority routes to be studied or restudied include those identified in previous planning processes and by transportation advocacy groups, highlighted below.
> St. Claude Line: Potential rail route could be constructed in stages, originally to Desire Street (as part of Distributor System), then to transit hub at Industrial Canal, with potential future expansion to the Lower Ninth Ward / St. Bernard Parish line.
— Land use designations should encourage nodes of higher-density, mixed-use development along the route, with a transit-oriented hub at Poland Avenue.
> Carrollton Avenue Connector: Extend streetcar line along Carrollton Avenue to link the Canal Street/Carrollton spur with the St. Charles line.
> Elysian Fields Avenue BRT or Light Rail Line: Potential route would run in an exclusive right-or-way in or beside Elysian Fields neutral ground extending to Lake Pontchartrain to serve Gentilly and the UNO campus. Route should connect directly to the CBD.
— Land use designations should encourage nodes of walkable, mixed-use development at

the intersection of Elysian Fields Avenue and Gentilly Boulevard, near the UNO campus, and surrounding the Lake Pontchartrain terminus.

— Should BRT be built initially, the route should be designed for potential upgrade to streetcar or light rail.

> New Orleans East BRT or Light Rail Line: Potential alternatives include:

— A 1980s Gannet Flemming study suggested a preferred route that would branch off the Elysian Fields line detailed above, follow Fillmore Avenue/Dreux Avenue alignment, cross Industrial Canal on a vertical lift bridge to Dwyer Avenue / Lake Forest Boulevard.

— From Elysian Fields Avenue Line, follow Gentilly Boulevard / Chef Menteur Highway then to Lake Forest Boulevard via a connector street.

> West Bank/General DeGaulle Drive BRT or Light Rail Line: Potential alignment from the CBD would follow proposed distributor route (Loyola Avenue or S. Rampart alignment), then a side-of-street right-of-way and neutral ground along Howard Avenue, connecting to Crescent City Connection transit lanes, then along General DeGaulle neutral ground.

— A future spur to Federal City should be studied upon completion of route.

— Land use designations should allow for nodes of higher-density, mixed-use, walkable development at intersections of General DeGaulle at Holiday Drive and Woodlawn Drive.

> Riverfront Streetcar Extension upriver to Jackson Avenue

— Land use designations should allow for nodes of higher-density transit-oriented development at strategic nodes along the route (*e.g.*, South of Convention Center Opportunity Site).

> Riverfront Streetcar Extension downriver to Poland Avenue

— Land use designations should allow for higher-density, mixed-use development at strategic nodes along the route with a node at Poland Avenue.

> South Claiborne Avenue Line: As proposed in the UNOP District 2 Plan, this potential rail alignment would connect to the CBD distributor system with a double-track alignment extending from S. Rampart Street along a widened Oretha Castle Haley Boulevard neutral ground, turning on Martin Luther King Jr. Boulevard neutral ground, then to South Claiborne Avenue neutral ground to Carrollton Avenue.

— Study potential BRT alternative along same alignment.

> Lake Area Line: Potential BRT or light rail alignments from Canal Street, include dedicated side-of-street right-of-way east or west on City Park Avenue, then:

— Right-of-way between Greenwood Cemetery and UPT tracks, continuing adjacent to West End Boulevard after Veterans Boulevard to Robert E. Lee Boulevard

— Alignment along Canal Boulevard to Robert E. Lee Boulevard

> Jackson Avenue Connector: Potential alignment would extend O.C. Haley rail trackage (from Claiborne Avenue Line) onto Jackson Avenue onto a widened neutral ground to connect with the Riverfront line and Jackson Ave./Gretna ferry.

> Tulane Avenue/Airport BRT or Light Rail Line: Potential alignment would follow Tulane Avenue from the CBD, then Airline Highway and beyond.

3. *Identify and preserve future rights-of-way to avoid conflicts and accommodate future streetcar, BRT and light rail route expansions.*

   Who: *RTA; RPC; CPC; DOTD; DPW*
   When: *Medium term*
   Resources: *Federal and local funds*

4. *Seek federal and regional funding to study development of a regional passenger rail system and other modes of commuter transportation.*

   Who: *RPC; DOTD*
   When: *Long term*

Resources: *~~Federal funds~~*

4.D Better market transit service to increase mode share (percent of people who use transit).

RECOMMENDED ACTION

1. *Develop promotional materials to highlight the benefits and cost savings of using public transit.*
   Who: *RTA with Social Services and HANO*
   When: *First five years*
   Resources: *Social Services and grant funds*

> Through direct community outreach, improve the marketing of fixed-route and paratransit service to the elderly and the disabled community.
> Conduct outreach to local universities to increase students' awareness of transit alternatives.
> Work with universities to develop discount fare passes for students, faculty, and staff.
> Work with New Orleans Public Schools (NOPS) to restore the contract with the RTA for transit passes for NOPS middle and high school students.

4.E Create forums and entities for agency coordination and consolidation to improve transit service delivery and sustainability.

RECOMMENDED ACTION

1. *Create a transit working group that includes transit providers, traffic management, planning and travel demand management staff from each jurisdiction to collaborate on the actions of each required to support transit.*
   Who: *RTA; RPC; Jefferson and St. Bernard Transit and traffic and planning staff each parish*
   When: *Medium term*
   Resources: *Staff time*

> Study consolidation of NORTA and JeT (Jefferson Transit) into a true regional transit agency. Include St. Bernard Transit if possible.

4.F Identify and study potential new Mississippi River ferry connections.

RECOMMENDED ACTION

1. Conduct a study to identify new potential Mississippi River ferry connections.

   Who: *RPC; CCC*
   When: *Medium term*
   Resources: *State funds*

GOAL **5**

Enhanced intercity transportation with an upgraded airport, better passenger rail service and ultimately regional high-speed rail

5.B Coordinate with the state and other governments in the region to preserve and enhance Louis Armstrong New Orleans International Airport as the preeminent airport facility in the state.

~~Airports serve as a city's "front door" to visitors and play a key role in attracting and maintaining economic prosperity. Cities with airports that provide a quality experience and allow for efficient movement internally, provide easy transportation access to and from downtown, and offer direct service to many destinations have a competitive edge.~~

~~RECOMMENDED ACTIONS~~

1. ~~*Make major capital improvements and enhance marketing at Louis Armstrong New Orleans International Airport to increase air traffic.*~~
   ~~Who:~~ ~~*Aviation Board*~~
   ~~When:~~ ~~*First five years*~~
   ~~Resources:~~ ~~*Bond funds*~~

2. ~~*Complete improvements to terminals at Louis Armstrong New Orleans International Airport to enhance the appearance and the comfort of the airport and to facilitate layovers and transfers between flights, and expand terminal capacity, as needed.*~~
   ~~Who:~~ ~~*Aviation Board*~~
   ~~When:~~ ~~*First five years*~~
   ~~Resources:~~ ~~*Bond funds*~~

3. ~~*Develop a passenger rail connection between the CBD, Louis Armstrong New Orleans International Airport, and Baton Rouge.*~~
   ~~Who:~~ ~~*RPC; City; RTA; Airport Authority*~~
   ~~When:~~ ~~*Long term*~~
   ~~Resources:~~ ~~*Federal funds*~~

~~5.C Support and advocate for federal and state funding for high-speed and regional rail lines between New Orleans and other communities within the southern U.S., perhaps as a national demonstration project of new technology.~~

~~RECOMMENDED ACTIONS~~

1. ~~*Work with elected leadership, the Regional Planning Commission, and the Southern High Speed Rail Commission to promote funding for high-speed rail.*~~
   ~~Who:~~ ~~*RPC; City; Southern High Speed Rail Commission*~~
   ~~When:~~ ~~*First five years*~~
   ~~Resources:~~ ~~*Staff time*~~

2. ~~*Actively work to reinstate and improve service between New Orleans and Jacksonville, FL. (Route has not been reactivated by Amtrak since Hurricane Katrina.)*~~
   ~~Who:~~ ~~*AMTRAK; Congressional leadership; Mayor's Office; State leadership*~~
   ~~When:~~ ~~*First five years*~~
   ~~Resources:~~ ~~*State funds*~~

~~5.D Improve connectivity and the environment for users of the Union Passenger Terminal with greater neighborhood and transit system connectivity.~~

~~RECOMMENDED ACTIONS~~

1. ~~*Conduct a study to improve multimodal access to and from the UPT to address comprehensive way-finding signage, high-visibility crosswalks, bicycle and vehicle parking, bicycle routes, high-quality information services and improved taxi and bus service.*~~
   ~~Who:~~ ~~*RTA; RPC; DPW*~~
   ~~When:~~ ~~*First five years*~~
   ~~Resources:~~ ~~*Federal funds*~~

2. *Identify a priority location for pedestrian access and for visibility of a UPT streetcar stop as part of streetcar system expansion plans.*
   ***Who:** City with RTA and Amtrak support*
   ***When:** First five years*
   ***Resources:** Bond funds*

3. *Focus planning efforts to access and improve mobility to and from the Union Passenger Terminal in all trip segments.*
   ***Who:** RTA; RPC; DPW*
   ***When:** First five years*
   ***Resources:** Federal funds*

4. *Improve station conditions.*
   ***Who:** Amtrak*
   ***When:** First five years*
   ***Resources:** Federal funds*

> Construct a new commissary building for Amtrak service.
> Build a new train shed to better protect passengers on the platforms.
> Modernize the waiting areas and bring all passenger facilities up to ADA standards.

GOAL **6**

Freight transportation systems that serve the economy while respecting neighborhoods

6.B Support investment in the capital improvements that are needed to keep the Port of New Orleans competitive while protecting quality of life.

RECOMMENDED ACTION

1. *Commission an independent review of the arguments for and against the Inner Harbor Canal Lock project.*
   ***Who:** Mayor's office*
   ***When:** First five years*
   ***Resources:** General fund*

6.C Refine and implement the New Orleans Rail Gateway Plan to improve railroad safety and operating efficiency.

RECOMMENDED ACTIONS

1. *Encourage participation in the Environmental Impact Statement (EIS) public hearings for the New Orleans Regional Gateway to review proposed projects and discuss and determine appropriate mitigation measures. (The NEPA process is in place to conduct this outreach under the current EIS.)*
   ***Who:** CPC; RPC; New Orleans Public Belt; Class 1 Railroads; CPC*
   ***When:** First five years*
   ***Resources:** Staff time; local, state and federal funding*

2. *Pursue federal funding for the Gateway Plan, including adequate funding for the implementation of community mitigation and improvement projects identified in the Gateway Plan (e.g., installing soundwalls along railroad tracks).*
   ***Who:** RPC; New Orleans Public Belt Class 1 Railroads, CPC*
   ***When:** Medium term*

~~Resources:~~ *~~Federal funds~~*

6.D Continue to refine truck routes and truck parking requirements while improving education and enforcement.

RECOMMENDED ACTIONS

1. *Conduct a comprehensive review of the designated truck route system and update the list of streets with input from neighborhoods, truckers, business parks, intermodal terminal operators and other relevant groups.*
   Who: *CPC; RPC; Port of New Orleans; DPW; Police*
   When: *First five years*
   Resources: *Bond funds*

2. *Conduct systematic outreach to trucking companies, the Port and railroad operators to ensure there is awareness of approved truck routes.*
   Who: *RPC; Port of New Orleans; DPW; Police*
   When: *First five years*
   Resources: *Bond funds*

3. *Work with New Orleans Police Department to ensure that there is vigorous enforcement of truck traffic regulations.*
   Who: *DPW; NOPD*
   When: *First five years*
   Resources: *Staff time*

4. *Work to improve access to and from all intermodal freight terminals through way-finding signage and street improvements.*
   Who: *DPW; DOTD*
   When: *First five years*
   Resources: *City and state funds*

6.E Ensure that updates of the City's hazard mitigation plan pay particular attention to handling hazardous materials and the response to hazardous spills by updating standards, practices and procedures.

RECOMMENDED ACTIONS

1. *Ensure that a thorough and regularly updated plan is in place to handle hazardous materials and the response to hazardous spills, using up to date standards, practices and procedures.*
   Who: *DPW; Port of New Orleans; DOTD; NOPB; CPC Transportation Planner*
   When: *First five years*
   Resources: *Staff time*

Because port, rail, and truck operations are so proximate to residential areas of the city, sufficient precautions and standards must be in place for the handling of hazardous materials and for the response to a hazardous spill. The city's hazard mitigation plan must be explicit about hazardous materials standards, practices, and procedures.

GOAL 7

Transportation infrastructure that is resilient to flooding and other natural hazards

7.B Make capital investments and implement administrative strategies to ensure the resilience of the city's transportation infrastructure against future hazards.

RECOMMENDED ACTIONS

1. *Ensure that a thorough, timely, regularly updated plan is in place to secure bus and streetcar rolling stock from flooding.*
   Who: *Office of Emergency Preparedness*
   When: *First five years*
   Resources: *Staff time*

2. *As transportation facilities, such as the Canal Street RTA headquarters, are renovated, ensure that critical building systems are elevated and that facilities are hardened against flood and wind damage.*
   Who: *RTA*
   When: *First five years*
   Resources: *Recovery funds; bond funds; federal funds*

3. *Where feasible, utilize construction techniques and materials as roads are repaved and new drainage systems introduced to allow them to minimize and withstand floodwaters.*
   Who: *DPW*
   When: *First five years*
   Resources: *Recovery funds; bond funds; federal funds*

Text Amendments to: Chapter 12

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.

NOTE: Due to the number of changes, the existing Chapters 12, which now will include the existing Chapter 13 into Chapter 12, essentially necessitates deleting and replacing the existing Chapters in their entirety. The changes basically reflect:

- Incorporating much of the work the City has accomplished since the last Master Plan update.
- Including concepts and actions laid out in the Resilient New Orleans and Greater New Orleans Urban Water Plans.
- Addressing environmental contamination issues.

VOLUME 2

chapter

ADAPT TO THRIVE: ENVIRONMENTAL STEWARDSHIP, DISASTER RISK REDUCTION, AND CLIMATE CHANGE

Goal		Policies for Decision Makers	For More Information, See Page:
1	***A healthy, functioning coast that sustains communities, industries, and ecosystems while providing critical flood protection as part of a Multiple Lines of Defense strategy***	1.A. Leverage critical resources for local and regional coastal protection	
		1.B. Advocate and coordinate with neighboring parishes for the implementation of the state's Multiple Lines of Defense vision and a flood protection system that can withstand a 500 year storm.	
		1.C. Coordinate with the private sector and advocate for the growth and development of a regional water management industry	

		1.D. Become a model for the nonstructural urban adaptation component of the State's Coastal Master Plan	
2	***A New Orleans that embodies the principle of living with water, managing urban stormwater and groundwater carefully to align with natural processes and support economic growth***	2.A. Implement comprehensive stormwater management to complement the traditional drainage system of pipes and pumps with green infrastructure that delays and detains stormwater in landscaped features.	
		2.B. Institutionalize comprehensive stormwater management planning and project delivery across city government	
3	***A population that has the ability and capacity to adapt to a changing environment and future threats***	3.A. Incentivize property owners to invest in risk reduction	
		3.B. Develop clear guidance on risk reduction measures in the built environment	
		3.C. Promote community-based green infrastructure and capacity-building	
		3.D. Develop the knowledge and capacity of emerging environmental stewards	
4	***A New Orleans that is prepared for future disasters and ready to carry out an efficient, comprehensive, and equitable recovery***	4.A.Invest in pre-disaster planning for post-disaster recovery	
		4.B. Improve the redundancy and reliability of our critical infrastructure	
		4.C. Incorporate all perils, climate change impacts, and equity into Hazard Mitigation planning	
		4.D. Develop the preparedness of neighborhoods and businesses	
5	***Improved environmental quality, increased resource efficiency, and economic growth through the mitigation of our climate impact***	5.A. Adopt and implement a Climate Action Plan	
		5.B. Reduce waste and conserve resources	
		5.C. Encourage, incentivize, and expand low carbon transportation alternatives, including public transit, walking, and biking	
		5.D. Promote renewable energy and energy efficiency	
6	***Environmental quality and justice through targeted investments in natural resources and improved ecosystem services.***	6.A. Target investments in new and enhanced green spaces in areas of highest risk with the most vulnerable populations, underserved and low-income neighborhoods, and communities of color.	
		6.B. Design projects that prioritize enhanced ecological function	
		6.C. Prevent illegal disposal of hazardous waste	

		6.D. Identify, remediate, and redevelop contaminated sites and buildings	
7	***Global leadership in urban resilience and sustainability, with the facilities and resources to share our experiences while continuing to learn from the daily realities of a complex urban condition***	7.A. Increase public awareness and education, locally and international, of New Orleans' resilience challenges and its efforts to build urban resilience	
		7.B. Integrate resilience-driven decision making across public agencies	

FINDINGS

- New Orleans has always faced the risk of flooding from three sources: the Mississippi River, heavy rains, and hurricane storm surge.
- Hurricane storm surge poses the greatest threat of catastrophic flooding in New Orleans.
- Risk of flood damage has been modulated by several factors: increased structural flood protection in the form of flood gates and levees; increased development in low-lying, vulnerable areas; soil subsidence; and coastal erosion.
- Global sea level rise and the risk of stronger, more frequent hurricanes as a result of global warming may also be contributing to increased risk.
- The Dutch provide a 1-in-10,000-year level of protection for high-density urban areas, 1-in-4,000-year level of protection for medium-density areas, and 1-in-2,500-year level for rural areas.
- Significant funds have been appropriated to implement coastal restoration and urban mitigation projects, but more is required.

CHALLENGES

- Raising public awareness about the realities of environmental hazards, probability, risk and mitigation options after 50 years of reliance on external levees as a guarantee of protection.
- Securing additional funding for more robust storm surge protection beyond a 1-in-100-year level of protection.
- Securing adequate funding on an accelerated basis for further coastal restoration efforts.
- Implementing citywide flood elevation, land use, and building requirements appropriate to different parts of the city to establish a higher overall level of community resilience.
- Addressing the increased cost of retrofitting structures and building new structures to be more resilient to flooding.
- Balancing expedient building and re-building practices against the city's long term security.
- Retrofitting the city's drainage infrastructure to improve water management practices and to better incorporate water into the urban landscape.
- Coordination between local, state, and federal efforts to make the city more resilient.

Acronyms

To aid in reading this section, below is a list of acronyms used within the text:

CAO	Chief Administrative Officer	**NORA**	New Orleans Redevelopment Authority

CPC	City Planning Commission	**EPA**	U.S. Environmental Protection Agency
FEMA	Federal Emergency Management Agency	**CZO**	Comprehensive Zoning Ordinance
GIS	Geographic Information Systems	**DFIRM**	Digital Flood Insurance Rate Map
ACE	Army Corps of Engineers	**DSP**	Department of Safety and Permits
ORS	Office of Resilience and Sustainability	**DNR**	Louisiana Department of Natural Resources
CPRA	Louisiana Coastal Protection and Restoration Authority	**BFE**	Base Flood Elevation

A Introduction

The actions we take today will shape our future city for the coming generation. What must we do now to make the next generation more equitable, more adaptable, and more prosperous? How can we make their New Orleans a dynamic urban landscape—aligned with its natural environment? What leadership is needed—from individuals, communities, and the public and private sectors—to realize the city we envision?

For centuries, we have demonstrated our ability to innovate and adapt in the face of major challenges. While New Orleans has recovered from many shocks in the past, our future is threatened by rising seas and coastal erosion, crime and a lack of economic opportunity, income inequality and disparate health outcomes. New Orleans will continue to lead, serving as an urban laboratory for innovation and change, working to recognize and adapt to an unpredictable future, and remaining committed to the equitable adaptation and transformation of coastal cities worldwide. As a global leader, we have a responsibility to seek wisdom and guidance from around the world, to listen to the stories of our peers, and to share our progress toward shaping the future city—a Resilient New Orleans.

A Implementation Strategies

A recommendations **Summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **Getting Started**. The **Narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions discussion to inform understanding of the goals, policies, strategies and actions are included in Volume 3, Chapter 12.

Summary

ONGOING **FIRST FIVE YEARS:** 2017–2021 **MEDIUM TERM:** 2022–2026

Goal	Recommended Strategy	Recommended Actions				
		How	Who	When	Resources	For More Information, See Page:
1. A healthy, functioning coast that sustains communities, industries, and ecosystems while providing critical flood protection as part of a Multiple Lines of Defense strategy	**1.A. Leverage critical resources for local and regional coastal protection**	1: Dedicate City resources as matching funds for the State's Coastal Master Plan projects in Orleans Parish	Mayor's Office, City Council, ORS	First Five Years	RESTORE Act, BP Settlement, NDR, HMGP	-
		2: Advocate for increased state and federal resources for coastal protection and restoration projects	ORS, Mayor's Office	First Five Years	Staff time	-
	1.B. Advocate and coordinate with neighboring parishes for the implementation of the state's Multiple Lines of Defense vision and a flood	1: In Partnership with the CPRA, advocate for the implementation of coastal protection and restoration projects that benefit Greater New Orleans	ORS, Mayor's Office	First Five Years	Staff time	-

Goal	Recommended Strategy	Recommended Actions				
		How	Who	When	Resources	For More Information, See Page:
	protection system that can withstand a 500-year storm.	2: Improve coordination in coastal restoration between New Orleans and other local, state, and federal agencies, such as through participation in the Governor's Coastal Advisory Committee	ORS, Mayor's Office	First Five Years	Staff time	-
		3: Develop a comprehensive coastal land-loss and restoration awareness campaign	ORS; local community, philanthropic, nonprofit, and corporate partners	First Five Years	Philanthropy , staff time	-
	1.C. Coordinate with the private sector and advocate for the growth and development of a regional water management industry	1: Promote workforce development opportunities for local residents in the emerging water management sector	Network for Economic Opportunity, ORS, City departments, private-sector and institutional partners	Ongoing	NDR, Staff time	-
		2: Leverage private sector resources and interests to advance coastal protection and restoration projects	ORS, New Orleans Business Alliance, private-sector partners	Ongoing	Staff time	-
	1.D. Become a model for the nonstructural urban adaptation component of the State's Coastal Master Plan	1: Ensure consistency between the State's Coastal Master Plan and the City's Resilience Strategy, Master Plan, and land use regulations	CPC, ORS	Ongoing	Staff time	-
		2: Integrate risk mitigation into land use and other planning decisions	CPC	Ongoing	Staff time	-
		3: Work with CPRA and other state and local partners to integrate urban water management and coastal management practices	ORS	First Five Years	Staff time	-
		4: Pilot nonstructural recommendations from the 2017 Coastal Master Plan in New Orleans	SWBNO, DPW, ORS, NORA	First Five Years	CPRA, HMGP, staff time	-
2. A New Orleans that embodies the principle of living with water, managing urban stormwater and	**2.A. Implement comprehensive stormwater management to complement the traditional drainage system of pipes and pumps with**	1: Implement district-scale comprehensive water management plans through the retrofit of parks, playgrounds, neutral grounds, and other open spaces.	Capital Projects, DPW, SWBNO, Parks and Parkways, ORS, NORA, CPC	Medium-Term	NDR, HMGP, staff time	-

Goal	Recommended Strategy	Recommended Actions				
		How	Who	When	Resources	For More Information, See Page:
groundwater carefully to align with natural processes and support economic growth	**green infrastructure that delays and detains stormwater in landscaped features.**	2: Utilize data-driven tools to support the strategic prioritization and design of projects in order to enhance performance and achieve resilience goals such as social equity and economic development.	ORS, SWBNO	Ongoing	NDR, philanthropy, staff time	-
		3: Prioritize the long-term financing and operations and maintenance of green infrastructure projects in the design phase	ORS, Capital Projects, DPW, design and engineering consultants	First Five Years	NDR, staff time	-
		4: Establish a publicly accessible, citywide ground and surface water monitoring network to allow for active management of groundwater which will reduce subsidence, and inform siting and design of new green infrastructure facilities	SWBNO, ORS	First Five Years	NDR, philanthropy, staff time	-
	2.B. Institutionalize comprehensive stormwater management planning and project delivery across city government	1: Support the enforcement of the CZO's stormwater regulations by establishing a Stormwater Enforcement Division within the Department of Safety and Permits	CPC, ORS, CAO, DSP	First Five Years	Staff time	-
		2: Formalize a cross-agency stormwater project delivery team	ORS, CPC, SWBNO, DPW, Parks and Parkways, NORA, Capital Projects, Place-Based Planning	First Five Years	Staff time	-
		3: Develop the capacity of the Resilience Project Design Review Committee	ORS, City Departments	First Five Years	Staff time	-
		4: Establish hazard mitigation and stormwater management best practices in design and construction of public facilities, including freeboard, the use of pervious paving, and building elements that detain and retain stormwater runoff	ORS, DPW, Capital Projects	Ongoing	Staff time	-
3. A population that has the ability and capacity to adapt to a changing environment and future threats	**3.A. Incentivize property owners to invest in risk reduction**	1: Secure funds and implement a grant program to support risk reduction measures such as home elevation, hardening, and energy efficiency/generation projects on private properties for low- and moderate-income homeowners	NORA	First Five Years	NDR, staff time	-

Goal	Recommended Strategy	Recommended Actions				
		How	Who	When	Resources	For More Information, See Page:
	3.B. Develop clear guidance on risk reduction measures in the built environment	1: Establish stormwater management best practices for public infrastructure and residential, commercial, and public buildings	SWBNO, DPW, ORS, Capital Projects	First Five Years	NDR, HMGP, philanthropy, staff time	-
		2: Incorporate green infrastructure and resilient design measures into general specifications for streets and public rights-of-way	DPW	First Five Years	Staff time	-
		3: Develop-storm hardening and structural adaptation design standards for residential, commercial, and public buildings.	ORS, City Departments, local designers and developers	First Five Years	Philanthropy , staff time	-
		4: Pursue floodplain management policy changes that are more protective of life and property; and that increase the City's standing in FEMA's Community Rating System.	ORS, DSP	Ongoing	Staff time	-
	3.C. Promote community-based green infrastructure and capacity-building	1: Support and implement small scale demonstration projects to promote environmental education and stewardship	City Departments, local community and advocacy groups	First Five Years	Philanthropy , staff time	-
		2: Incorporate creative community engagement and educational components into the design of green infrastructure projects	ORS, City Departments	First Five Years	NDR, philanthropy, staff time	-
	3.D. Develop the knowledge and capacity of emerging environmental stewards	1: Support and promote the work of community-based organizations focused on youth development and education	ORS	Ongoing	Staff time	-
4. A New Orleans that is prepared for future disasters and ready to carry out an efficient, comprehensive, and equitable recovery	**4.A.Invest in pre-disaster planning for post-disaster recovery**	1: Develop a comprehensive plan for post-disaster recovery that incorporates critical infrastructure systems, land use, housing, economic development, and public health services	Office of Homeland Security, ORS, City Departments	First Five Years	Staff time	-
		2: Implement and regularly maintain a citywide parcel and building survey that can be quickly updated after a disaster	ITI	First Five Years	Staff time	-
		3: Establish a disaster recovery fund for the City of New Orleans	CAO	First Five Years	Staff time, private investment	-

Goal	Recommended Strategy	Recommended Actions				
		How	Who	When	Resources	For More Information, See Page:
	4.B. Improve the redundancy and reliability of our critical infrastructure	1: Implement resilient infrastructure recovery and risk transfer for critical assets that pre-funds catastrophic losses through the transfer of risk to the private market	ORS, SWBNO, DPW	First Five Years	Staff time, private investment	-
		2: Implement a microgrid pilot project	ORS, SWBNO, Entergy, other federal and private partners	First Five Years	USDOE, NDR, philanthropy, staff time	-
	4.C. Incorporate all perils, climate change impacts, and equity into Hazard Mitigation planning	1: Support and strengthen the city's professional Hazard Mitigation Unit	Mayor's Office, CAO, Office of Homeland Security	First Five Years	Staff time	-
		2: Continue to update the Hazard Mitigation Plan to reflect latest projections and scenarios	Office of Homeland Security	Ongoing	Staff time	-
		3: Utilize the "Orleans Parish 2015 Hazard Mitigation Plan Update" and all future updates in concert with the Master Plan	CPC, Office of Homeland Security	Ongoing	Staff time	-
		4: Work with FEMA, the Army Corps of Engineers and regional stakeholders to evaluate storm frequency and probability based on actual risk and future risk due to climate change.	Mayor's Office, ORS, Office of Homeland Security	First Five Years	Staff time	-
	4.D. Develop the preparedness of neighborhoods and businesses	1: Launch a Neighborhood Resilience program	NORA, ORS	First Five Years	Philanthropy, staff time	-
		2: Develop a Small Business Preparedness program	Office of Resilience, City Departments, local business community, neighborhood and business improvement associations	First Five Years	Philanthropy, staff time	-
5. Improved environmental quality, increased resource efficiency, and economic growth through the mitigation of our climate impact	**5.A. Adopt and implement a Climate Action Plan**	1: Set ambitious greenhouse gas emissions reductions targets for the short- and long-term	ORS, City Departments, Mayor's Office	First Five Years	Staff time	-
		2: Complete an annual community-wide and municipal greenhouse gas inventory	ORS, City Departments	Ongoing	Philanthropy, staff time	-
		3: Build the city's capacity to conduct climate mitigation planning and implementation	Mayor's Office, CAO	First Five Years	Philanthropy, staff time	-

Goal	Recommended Strategy	Recommended Actions				
		How	Who	When	Resources	For More Information, See Page:
	5.B. Reduce waste and conserve resources	1: Develop a communication and education campaign to increase participation in the city's recycling program	Department of Sanitation	First Five Years	Staff time	-
		2: Complete a feasibility analysis of creating a public composting program	Department of Sanitation	First Five Years	Staff time	-
		3: Create a long-term strategic plan to address waste management and reduction in the city	Department of Sanitation	First Five Years	Staff time	-
	5.C. Encourage, incentivize, and expand low carbon transportation alternatives, including public transit, walking, and biking	1: Develop a multimodal regional transit vision	Mayor's Office, RTA, City Departments	First Five Years	Staff time	-
		2: Encourage mixed uses in land use and zoning in strategic locations such as transit corridors and nodes	CPC	First Five Years	Staff time	-
		3: Develop and adopt a "Vision Zero" policy with the goal of no pedestrian or bicycle fatalities on city streets	DPW, Mayor's Office, RTA, transit advocates	Ongoing	Staff time	-
		4: Implement an equitable bike share program	Mayor's Office, outside partners	Ongoing	Staff time, private investment	-
		5: Plan for the transition of the city fleet to low-carbon and electric vehicles	5: Plan for the transition of the city fleet to low-carbon and electric vehicles	First Five Years	Staff time	-
		6: Adopt zoning and building regulations to accommodate and encourage the location of electric vehicle charging stations at residential, commercial, and industrial properties	CPC, DSP, Property Management	First Five Years	Staff time	-
		7: Develop strategy and program for installation of public electric vehicle charging stations to encourage the use of electric vehicles	DPW, Mayor's Office, Property Management	Medium-Term	Staff time	-
	5.D. Promote renewable energy and energy efficiency	1: Implement ambitious energy efficiency measure in municipal buildings	CAO	First Five Years	Philanthropy , staff time	-
		2: Incentivize the adoption of energy benchmarking and energy efficiency measures in large commercial and institutional buildings	ORS, Mayor's Office, Downtown Development District, corporate and philanthropic partners	First Five Years	Staff time	-

Goal	Recommended Strategy	Recommended Actions				
		How	Who	When	Resources	For More Information, See Page:
		3: Seek energy efficiency financing mechanisms in partnership with banks and lenders	ORS	First Five Years	Staff time, private investment	-
		5: Work with Entergy and the City Council's Utility Regulatory Office to implement a decoupling ordinance to promote energy efficiency	ORS, City Council, Mayor's Office, Entergy	First Five Years	Staff time	-
		6: Work with Entergy and the City Council's Utility Regulatory Office to advance energy efficiency	ORS, City Council, Mayor's Office, Entergy	First Five Years	Staff time	-
6. Environmental quality and justice through targeted investments in natural resources and improved ecosystem services.	**6.A. Target investments in new and enhanced green spaces in areas of highest risk with the most vulnerable populations, underserved and low-income neighborhoods, and communities of color.**	1: Mitigate urban heat island through the targeted planting of trees and other enhancements in underserved areas, particularly where the most vulnerable populations (elderly, youth, low-income) live	Parks and Parkways, ORS, City Departments, nonprofit and philanthropic partners	Medium-Term	NDR, philanthropy, staff time	-
		2: Mitigate air quality by planting trees to reduce contaminants and buffer transit corridors.	▪ Who: Parks and Parkways, ORS, City Departments, nonprofit and philanthropic partners	Medium-Term	NDR, philanthropy, staff time	-
		3: Increase access to parks and recreational corridors to improve public health outcomes in underserved and vulnerable areas	Parks and Parkways, NORDC, ORS, City Departments, nonprofit and philanthropic partners	Ongoing	NDR, HMGP, philanthropy, staff time	-
		4: Incentivize protection of the existing tree canopy through development and adoption of a no net loss tree canopy strategy.	Parks and Parkways, CPC	Medium-Term	Philanthropy, NDR, Staff time	-
		5: Analyze potential resilience project uses prior to disposition of City land, including for stormwater management, recreation, or other community use.	CPC	First Five Years	Staff time	
	6.B. Design projects that prioritize enhanced ecological function	1: Prioritize the expansion of the tree canopy and the use of planting materials that serve a positive ecological function in green infrastructure and other enhanced green spaces	Parks and Parkways, DPW, ORS	Ongoing	Staff time, EPA	-

ONGOING **FIRST FIVE YEARS:** 2017–2021 **MEDIUM TERM:** 2022–2026

Goal	Recommended Strategy	Recommended Actions				
		How	Who	When	Resources	For More Information, See Page:
		2: Design and implement green infrastructure interventions to improve water quality	SWBNO, City Departments	Ongoing	Staff time, EPA	-
	6.C. Prevent illegal disposal of hazardous waste	1: Provide proper and convenient disposal services for household hazardous waste items	Department of Sanitation	Ongoing	Staff time, EPA	-
		2: Provide adequate code enforcement of environmental health hazard protections	Health Department, Mosquito and Termite Control	Ongoing	Staff time	-
		3: Support compliance with the MS4 permit by strengthening policies and enforcement mechanisms to reduce litter, pet waste, excess nutrients, sediment, and other pollutants in the storm drainage network	SWBNO, ORS, DPW	Ongoing	Staff time	-
		4: Explore creative environmental design methods to deter illegal waste and contaminant disposal	NORA, Code Enforcement, nonprofit partners	First Five Years	Staff time, Private investment	-
		5: Work with the private sector to develop local reuse and recycling markets for common illegally disposed waste items like scrap tires	Sanitation, City Departments	First Five Years	Staff time, Private investment	-
	6.D. Identify, remediate, and redevelop contaminated sites and buildings	1: Identify and apply for federal, state, and other funding to remediate brownfields and other contaminated sites	ORS	Ongoing	Staff time, EPA	-
		2: Provide increased funding and support for lead remediation initiatives for homes, schools, and gardens	Health Department, ORS, academic partners	First Five Years	Staff time, EPA, HUD	-
		3: Pursue public engagement and education around environmental contamination and lead remediation	Health Department, Louisiana Department of Environmental Quality	First Five Years	Staff time, DEQ, EPA	-
		4: Develop an inventory and map of all inactive, abandoned, or closed waste disposal and waste incineration sites	Sanitation, ITI	First Five Years	Staff time	-

Goal	Recommended Strategy	Recommended Actions				
		How	Who	When	Resources	For More Information, See Page:
		5: Develop and establish standards for the use of sites formerly used for waste disposal or incineration and preventing new construction of residential, educational, or institutional facilities.	CPC, DSP	First Five Years	Staff time	
		6: Identify funding and resources to assist and support residents living in or near designated brownfields, superfund sites, or other areas with documented environmental justice issues	ORS, Mayor's Office, OCD	Medium Term	Staff time	
		7. Identify and apply for Federal, State, and other funding or resources to relocate consenting residents of the Gordon Plaza Subdivision that was built on the Agriculture Street Landfill, a Superfund site.	Mayor's Office	First Five Years	Staff time, EPA, LDEQ	
7. Global leadership in urban resilience and sustainability, with the facilities and resources to share our experiences while continuing to learn from the daily realities of a complex urban condition	**7.A. Increase public awareness and education, locally and international, of New Orleans' resilience challenges and its efforts to build urban resilience**	1: Establish a resilience center	ORS; philanthropic, academic, private, and community partners	First Five Years	Philanthropy, staff time	-
		2: Maintain New Orleans' participation in peer-to-peer best practices sharing networks (C40, Compact of Mayors, etc)	Mayor's Office, ORS	Ongoing	Philanthropy, staff time	-
	7.B. Integrate resilience-driven decision making across public agencies	1: Develop the capacity of the Office of Resilience and Sustainability	Mayor's Office, CAO	First Five Years	NDR, philanthropy, staff time	-
		2: Formalize a cross-agency resilience-building team	Mayor's Office, ORS, City Departments	First Five Years	Staff time	-
		3: Develop the capacity of cross-agency resilience design review	ORS, City Departments	First Five Years	Staff time	-

Narrative

Below is a more detailed narrative of the various goals, strategies and actions highlighted in the "Summary" chart.

GOAL 1: A healthy, functioning coast that sustains communities, industries, and ecosystems while providing critical flood protection as part of a Multiple Lines of Defense strategy

1A: Leverage critical resources for local and regional coastal protection

1: Dedicate City resources as matching funds for the State's Coastal Master Plan projects in Orleans Parish

- **Who:** Mayor's Office, City Council, ORS
- **When:** First Five Years
- **Resources:** RESTORE Act, BP Settlement, NDR, HMGP

2: Advocate for increased state and federal resources for coastal protection and restoration projects

- **Who:** ORS, Mayor's Office
- **When:** First five years
- **Resources:** Staff time

1B: Advocate and coordinate with neighboring parishes for the implementation of the state's Multiple Lines of Defense vision and a flood protection system that can withstand a 500 year storm.

1: In Partnership with the CPRA, advocate for the implementation of coastal protection and restoration projects that benefit Greater New Orleans

- **Who:** ORS, Mayor's Office
- **When:** First five years
- **Resources:** Staff time

2: Improve coordination in coastal restoration between New Orleans and other local, state, and federal agencies, such as participation in the Governor's Coastal Advisory Committee

- **Who:** ORS, Mayor's Office
- **When:** First five years
- **Resources:** Staff time

3: Develop a comprehensive coastal land-loss and restoration awareness campaign

- **Who:** ORS; local community, philanthropic, nonprofit, and corporate partners
- **When:** First five years
- **Resources:** Philanthropy, Staff time

1C: Coordinate with the private sector and advocate for the growth and development of a regional water management industry

1: Promote workforce development opportunities for local residents in the emerging water management sector

- **Who:** Network for Economic Opportunity, ORS, City departments, private-sector and institutional partners
- **When:** Ongoing
- **Resources:** Staff time, NDR

2: Leverage private sector resources and interests to advance coastal protection and restoration projects

- **Who:** ORS, New Orleans Business Alliance, private-sector partners
- **When:** Ongoing
- **Resources:** Staff time

1D: Become a model for the nonstructural urban adaptation component of the State's Coastal Master Plan

1: Ensure consistency between the State's Coastal Master Plan and the City's Resilience Strategy, Master Plan, and land use regulations

- **Who:** CPC, ORS
- **When:** Ongoing
- **Resources:** Staff time

2: Integrate risk mitigation into land use and other planning decisions

- **Who:** CPC
- **When:** Ongoing
- **Resources:** Staff time

3: Work with CPRA and other state and local partners to integrate urban water management and coastal management practices

- **Who:** ORS
- **When:** First five years
- **Resources:** Staff time

4: Pilot nonstructural recommendations from the 2017 Coastal Master Plan in New Orleans

- **Who:** SWBNO, DPW, ORS, NORA
- **When:** First Five years
- **Resources:** CPRA, HMPG, Staff time

Goal 2: A New Orleans that **embodies the principle of *living with water***, managing urban stormwater and groundwater carefully to align with natural processes and support economic growth

2A: Implement comprehensive stormwater management to complement the traditional drainage system of pipes and pumps with green infrastructure that delays and detains stormwater in landscaped features.

1: Implement district-scale comprehensive water management plans through the retrofit of parks, playgrounds, neutral grounds, and other open spaces.

- **Who:** Capital Projects, DPW, SWBNO, Parks and Parkways, ORS, NORA, CPC
- **When:** Medium-term

- **Resources:** NDR, HMGP, Staff time

2: Utilize data-driven tools to support the strategic prioritization and design of projects in order to enhance performance and achieve resilience goals such as social equity and economic development.

- **Who:** ORS, SWBNO
- **When:** Ongoing
- **Resources:** NDR, Philanthropy, Staff time

3: Prioritize the long-term financing and operations and maintenance of green infrastructure projects in the design phase

- **Who:** ORS, Capital Projects, DPW, design and engineering consultants
- **When:** First five years
- **Resources:** NDR, Staff time

4: Establish a publicly accessible, citywide ground and surface water monitoring network to allow for active management of groundwater which will reduce subsidence, and inform siting and design of new green infrastructure facilities

- **Who:** SWBNO, ORS
- **When:** First five years
- **Resources:** NDR, Philanthropy, Staff time

2B: Institutionalize comprehensive stormwater management planning and project delivery across city government

1: Support the enforcement of the CZO's stormwater regulations by establishing a Stormwater Enforcement Division within the Department of Safety and Permits

- **Who:** CPC, ORS, CAO, DSP
- **When:** First Five Years
- **Resources:** Staff time

2: Formalize a cross-agency stormwater project delivery team

- **Who:** ORS, CPC, SWBNO, DPW, Parks and Parkways, NORA, Capital Projects, Place-Based Planning
- **When:** First Five Years
- **Resources:** Staff time

3: Develop the capacity of the cross-agency Resilience Project Design Review Committee

- **Who:** ORS, City Departments
- **When:** First five years
- **Resources:** Staff time

4: Establish hazard mitigation and stormwater management best practices in design and construction of public facilities, including freeboard, the use of pervious paving, and building elements that detain and retain stormwater runoff

- **Who:** ORS, DPW, Capital Projects

- **When:** Ongoing
- **Resources:** Staff time

Goal 3: A population that has the ability and capacity to **adapt to a changing environment and future threats**

3A: Incentivize property owners to invest in risk reduction

1: Secure funds and implement a grant program to support risk reduction measures such as home elevation, hardening, and energy efficiency/generation projects on private properties for low- and moderate- income homeowners

- **Who:** NORA
- **When:** First five years
- **Resources:** NDR, Staff time

3B: Develop clear guidance on risk reduction measures in the built environment

1: Establish stormwater management best practices for public infrastructure and residential, commercial, and public buildings

- **Who:** SWBNO, DPW, ORS, Capital Projects
- **When:** First five years
- **Resources:** NDR, HMGP, Philanthropy, Staff time

2: Incorporate green infrastructure and resilient design measures into general specifications for streets and public rights-of-way

- **Who:** DPW
- **When:** First five years
- **Resources:** Staff time

3: Develop-storm hardening and structural adaptation design standards for residential, commercial, and public buildings.

- **Who:** ORS, City Departments, local designers and developers
- **When:** First five years
- **Resources:** Philanthropy, Staff time

4: Pursue floodplain management policy changes that are more protective of life and property; and that increase the City's standing in FEMA's Community Rating System.

- **Who:** ORS, DSP
- **When:** Ongoing
- **Resources:** Staff time

3C: Promote community-based green infrastructure and capacity-building

1: Support and implement small scale demonstration projects to promote environmental education and stewardship

- **Who:** City Departments, local community and advocacy groups
- **When:** First five years
- **Resources:** Philanthropy, Staff time

2: Incorporate creative community engagement and educational components into the design of green infrastructure projects

- **Who:** ORS, City Departments
- **When:** First five years
- **Resources:** NDR, Philanthropy, Staff time

3D: Develop the knowledge and capacity of emerging environmental stewards

1: Support and promote the work of community-based organizations focused on youth development and education

- **Who:** ORS
- **When:** Ongoing
- **Resources:** Staff time

Goal 4: A New Orleans that is **prepared for future disasters** and ready to carry out an efficient, comprehensive, and equitable recovery

4A: Invest in pre-disaster planning for post-disaster recovery

1: Develop a comprehensive plan for post-disaster recovery that incorporates critical infrastructure systems, land use, housing, economic development, and public health services

- **Who:** Office of Homeland Security, ORS, City Departments
- **When:** First five years
- **Resources:** Staff time

2: Implement and regularly maintain a citywide parcel and building survey that can be quickly updated after a disaster

- **Who:** ITI
- **When:** First five years
- **Resources:** Staff time

3: Establish a disaster recovery fund for the City of New Orleans

- **Who:** CAO
- **When:** First five years
- **Resources:** Staff time, Private investment

4B: Improve the redundancy and reliability of our critical infrastructure

1: Implement resilient infrastructure recovery and risk transfer for critical assets that pre-funds catastrophic losses through the transfer of risk to the private market

- **Who:** ORS, SWBNO, DPW
- **When:** First five years
- **Resources:** Staff time, Private investment

2: Implement a microgrid pilot project

- **Who:** ORS, SWBNO, Entergy, other federal and private partners
- **When:** First five years
- **Resources:** USDOE, NDR, Philanthropy, Staff time

4C: Incorporate all perils, climate change impacts, and equity into Hazard Mitigation planning

1: Support and strengthen the city's professional Hazard Mitigation Unit

- **Who:** Mayor's Office, CAO, Office of Homeland Security
- **When:** First five years
- **Resources:** Staff time

2: Continue to update the Hazard Mitigation Plan to reflect latest projections and scenarios

- **Who:** Office of Homeland Security
- **When:** Ongoing
- **Resources:** Staff time

3: Utilize the "Orleans Parish 2015 Hazard Mitigation Plan Update" and all future updates in concert with the Master Plan

- **Who:** CPC, Office of Homeland Security
- **When:** Ongoing
- **Resources:** Staff time

4: Work with FEMA, the Army Corps of Engineers and regional stakeholders to evaluate storm frequency and probability based on actual risk and future risk due to climate change.

- **Who:** Mayor's Office, ORS, Office of Homeland Security
- **When:** First five years
- **Resources:** Staff time

4D: Develop the preparedness of neighborhoods and businesses

1: Launch a Neighborhood Resilience program

- **Who:** NORA, ORS
- **When:** First Five Years
- **Resources:** Philanthropy, Staff time

2: Develop a Small Business Preparedness program

- **Who:** Office of Resilience, City Departments, local business community, neighborhood and business improvement associations
- **When:** First five years
- **Resources:** Philanthropy, Staff time

Goal 5: Improved environmental quality, increased resource efficiency, and economic growth through the **mitigation of our climate impact**

5A: Adopt and implement a Climate Action Plan

1: Set ambitious greenhouse gas emissions reductions targets for the short- and long-term

- **Who:** ORS, City Departments, Mayor's Office
- **When:** First five years
- **Resources:** Staff time

2: Complete an annual community-wide and municipal greenhouse gas inventory

- **Who:** ORS, City Departments
- **When:** Ongoing
- **Resources:** Philanthropy, Staff time

3: Build the city's capacity to conduct climate mitigation planning and implementation

- **Who:** Mayor's Office, CAO
- **When:** First Five Years
- **Resources:** Philanthropy, Staff time

5B: Reduce waste and conserve resources

1: Develop a communication and education campaign to increase participation in the city's recycling program

- **Who:** Department of Sanitation
- **When:** First Five Years
- **Resources:** Staff time

2: Complete a feasibility analysis of creating a public composting program

- **Who:** Department of Sanitation
- **When**: First five years
- **Resources:** Staff time

3: Create a long-term strategic plan to address waste management and reduction in the city

- **Who:** Department of Sanitation
- **When:** First five Years
- **Resources:** Staff time

5C: Encourage, incentivize, and expand low carbon transportation alternatives, including public transit, walking, and biking

1: Develop a multimodal regional transit vision

- **Who:** Mayor's Office, RTA, City Departments
- **When:** First five years
- **Resources:** Staff time

2: Encourage mixed uses in land use and zoning in strategic locations such as transit corridors and nodes

- **Who:** CPC
- **When:** First five years
- **Resources:** Staff time

3: Develop and adopt a "Vision Zero" policy with the goal of no pedestrian or bicycle fatalities on city streets

- **Who:** DPW, Mayor's Office, RTA, transit advocates
- **When:** Ongoing
- **Resources:** Staff time

4: Implement an equitable bike share program

- **Who:** Mayor's Office, outside partners
- **When:** Ongoing
- **Resources:** Staff time, Private investment

5: Plan for the transition of the city fleet to low-carbon and electric vehicles

- **Who:** CAO
- **When:** First five years
- **Resources:** Staff time

6: Adopt zoning and building regulations to accommodate and encourage the location of electric vehicle charging stations at residential, commercial, and industrial properties

- **Who:** CPC, DSP, Property Management
- **When:** First five years
- **Resources:** Staff time

7: Develop strategy and program for installation of public electric vehicle charging stations to encourage the use of electric vehicles

- **Who:** DPW, Mayor's Office, Property Management
- **When:** Medium-term
- **Resources:** Staff time

5D: Promote renewable energy and energy efficiency

1: Implement ambitious energy efficiency measure in municipal buildings

- **Who:** CAO
- **When:** First five years
- **Resources:** Philanthropy, Staff time

2: Incentivize the adoption of energy benchmarking and energy efficiency measures in large commercial and institutional buildings

- **Who:** ORS, Mayor's Office, Downtown Development District, corporate and philanthropic partners
- **When:** First five years
- **Resources:** Staff time

3: Seek energy efficiency financing mechanisms in partnership with banks and lenders

- **Who:** ORS
- **When:** First five years

- **Resources:** Staff time, Private investment

4: Work with Entergy and the City Council's Utility Regulatory Office to implement a decoupling ordinance to promote energy efficiency

- **Who:** ORS, City Council, Mayor's Office, Entergy
- **When:** First five years
- **Resources:** Staff time

5: Work with Entergy and the City Council's Utility Regulatory Office to advance energy efficiency

- **Who:** ORS, City Council, Mayor's Office, Entergy
- **When:** First five years
- **Resources:** Staff time

6: Work with Entergy New Orleans and the City Council's Utility Regulatory Office to increase the share of renewable energy in the Integrated Resource Plan

- **Who:** ORS, City Council, Mayor's Office, Entergy
- **When:** First five years
- **Resources:** Staff time

Goal 6: Environmental quality and justice through targeted investments in natural resources and improved ecosystem services.

6A: Target investments in new and enhanced green spaces in areas of highest risk with the most vulnerable populations, underserved and low-income neighborhoods, and communities of color.

1: Mitigate urban heat island through the targeted planting of trees and other enhancements in underserved areas, particularly where the most vulnerable populations (elderly, youth, low-income) live

- **Who:** Parks and Parkways, ORS, City Departments, nonprofit and philanthropic partners
- **When:** Medium-term
- **Resources:** NDR, Philanthropy, Staff time

2: Mitigate air quality by planting trees to reduce contaminants and buffer transit corridors.

- **Who:** Parks and Parkways, ORS, City Departments, nonprofit and philanthropic partners
- **When:** Medium-term
- **Resources:** NDR, Philanthropy, Staff time

3: Increase access to parks and recreational corridors to improve public health outcomes in underserved and vulnerable areas

- **Who:** Parks and Parkways, NORDC, ORS, City Departments, nonprofit and philanthropic partners

- **When:** Ongoing
- **Resources:** NDR, HMGP, Philanthropy, Staff time

4: Incentivize protection of the existing tree canopy through development and adoption of a no net loss tree canopy strategy.

- **Who:** Parks and Parkways, CPC
- **When:** Medium-term
- **Resources:** Philanthropy, NDR, Staff time

5: Analyze potential resilience project uses prior to disposition of City land, including for stormwater management, recreation, or other community use.

- **Who:** CPC
- **When:** First five years
- **Resources:** Staff time

6B: Design projects that prioritize enhanced ecological function

1: Prioritize the expansion of the tree canopy and the use of planting materials that serve a positive ecological function in green infrastructure and other enhanced green spaces

- **Who:** Parks and Parkways, DPW, ORS
- **When:** Ongoing
- **Resources:** Staff time, EPA

2: Design and implement green infrastructure interventions to improve water quality

- **Who:** SWBNO, City Departments
- **When:** Ongoing
- **Resources:** Staff time, EPA

6C: Prevent illegal disposal of hazardous waste

1: Provide proper and convenient disposal services for household hazardous waste items

- **Who:** Sanitation Department
- **When:** Ongoing
- **Resources:** Staff time, EPA

2: Provide adequate code enforcement of environmental health hazard protections

- **Who:** Health Department, Mosquito and Termite Control
- **When:** Ongoing
- **Resources:** Staff time

3. Support compliance with the MS4 permit by strengthening policies and enforcement mechanisms to reduce litter, pet waste, excess nutrients, sediment, and other pollutants in the storm drainage network

- **Who:** SWBNO, ORS, DPW
- **When:** Ongoing
- **Resources:** Staff time

4: Explore creative environmental design methods to deter illegal waste and contaminant disposal

- **Who:** NORA, Code Enforcement, nonprofit partners
- **When:** First five years
- **Resources:** Staff time, Private investment

5: Work with the private sector to develop local reuse and recycling markets for common illegally disposed waste items like scrap tires.

- **Who:** Sanitation, City Departments
- **When:** First five years
- **Resources:** Staff time, Private investment

6D: Identify, remediate, and redevelop contaminated sites and buildings

1: Identify and apply for federal, state, and other funding to remediate brownfields and other contaminated sites

- **Who:** ORS
- **When:** Ongoing
- **Resources:** Staff time, EPA

2: Provide increased funding and support for lead remediation initiatives for homes, schools, and gardens

- **Who:** Health Department, ORS, academic partners
- **When:** First five years
- **Resources:** Staff time, EPA, HUD

3: Pursue public engagement and education around environmental contamination and lead remediation

- **Who:** Health Department, Louisiana Department of Environmental Quality
- **When:** First five years
- **Resources:** Staff time, LADEQ, EPA

4: Develop an inventory and map of all inactive, abandoned, or closed waste disposal and waste incineration sites

- **Who:** Sanitation, ITI

- **When:** First five years
- **Resources:** Staff time

5: Develop and establish standards for the use of sites formerly used for waste disposal or incineration and preventing new construction of residential, educational, or institutional facilities.

- **Who:** CPC, DSP
- **When:** First five years
- **Resources:** Staff time

6: Identify funding and resources to assist and support residents living in or near designated brownfields, superfund sites, or other areas with documented environmental justice issues

- **Who:** ORS, Mayor's Office, OCD
- **When:** Medium-Term
- **Resources:** Staff time

7: Identify and apply for Federal, State, and other funding or resources to relocate consenting residents of the Gordon Plaza Subdivision that was built on the Agriculture Street Landfill, a Superfund site.

- **Who:** Mayor's Office
- **When:** First five years
- **Resources:** Staff time, LADEQ, EPA

Goal 7: Global leadership in urban resilience and sustainability, with the facilities and resources to share our experiences while continuing to learn from the daily realities of a complex urban condition

7A: Increase public awareness and education, locally and international, of New Orleans' resilience challenges and its efforts to build urban resilience

1: Establish a resilience center

- **Who:** ORS; philanthropic, academic, private, and community partners
- **When:** First five years
- **Resources:** Philanthropy, Staff time

2: Maintain New Orleans' participation in peer-to-peer best practices sharing networks (C40, Compact of Mayors, etc)

- **Who:** Mayor's Office, ORS
- **When:** Ongoing
- **Resources:** Philanthropy, Staff time

7B: Integrate resilience-driven decision making across public agencies

1: Develop the capacity of the Office of Resilience and Sustainability

- **Who:** Mayor's Office, CAO
- **When:** First five years
- **Resources:** NDR, Philanthropy, Staff time

2: Formalize a cross-agency resilience-building team

- **Who:** Mayor's Office, ORS, City Departments
- **When:** First five years
- **Resources:** Staff time

3: Develop the capacity of cross-agency resilience design review

- **Who:** ORS, City Departments
- **When:** First five years
- **Resources:** Staff time

VOLUME 3

chapter 12

ADAPT TO THRIVE: ENVIRONMENTAL STEWARDSHIP, DISASTER RISK REDUCTION, AND CLIMATE CHANGE

A Context

Many of the threats to New Orleans are not surprises to residents or visitors. The most prominent environmental shocks come in the form of severe storms or hurricanes and flooding events. The impacts from these events are only exacerbated by the presence of cumulative physical stresses, like land subsidence and coastal wetland loss, and social stresses, like poor economic, educational, and health outcomes among vulnerable populations.

ATTACHMENT A

City resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.

Our environment is changing. Climate change is accelerating it. New Orleans was founded in the 18th century due to its strategic location for commerce in the Mississippi River Delta and on the Gulf of Mexico. Today, the natural systems upon which the city was built continue to sustain the city, but also threaten it. The deltaic soils underfoot and the wetlands that largely surround the city are part of a shifting coastal landscape that offers unique challenges for the built environment. The natural and coastal systems of Southeast Louisiana are directly connected to the urbanized area of New Orleans, providing natural protections from storms and storm surge and creating landscapes for economic development.

Shocks like hurricanes are compounded by daily stresses on the city's natural and built environment. The rapid loss of coastal wetlands puts extra stress on the city's food protection system, while hard surfaces that do not absorb water and sinking urban soils exacerbate food risk from regular rainfall. Sea level rise and a projected increase in frequency and intensity of storm events are expected to accelerate coastal land loss, adding greater stresses to our levee and food protection system, while more extreme heat will directly threaten other infrastructure systems and the health of our residents. We are already facing many climate change–related challenges in advance of other cities and regions around the world due to our unique geography.

City resilience is about more than building stronger infrastructure to hold back the water and withstand the wind. Our capacity to adapt is founded on our knowledge and learning from past experiences with shocks and stresses. However, some fundamental aspects of our existence as a coastal city have been hidden behind walls and under asphalt, including our slowly sinking deltaic soils and our disappearing wetlands. While we now may recognize the risks that a hurricane presents, we still lack a widespread public awareness of how climate change increases the future risks to our city.

We will continue to adapt to our semiaquatic home. With a comprehensive coastal master plan and implementation strategy, Louisiana is already taking action on coastal protection and restoration efforts. Today, New Orleans is ready to be an urban model for living with water and adapting to the rapid environmental changes that will only accelerate with climate change.

Equity is critical to our resilience.

Many New Orleanians suffer the chronic social stresses of poverty, unemployment, and violence. Wide disparities exist in employment and wages, educational attainment, and health outcomes. These social stresses are correlated with a greater vulnerability to physical shocks: low-income households in New Orleans are more likely to be located in areas at greater risk of flooding and land subsidence. These chronic stresses compound the risks of intermittent shocks, leaving our communities that already experience inequity further exposed to risk, and weakening our resilience as a city.

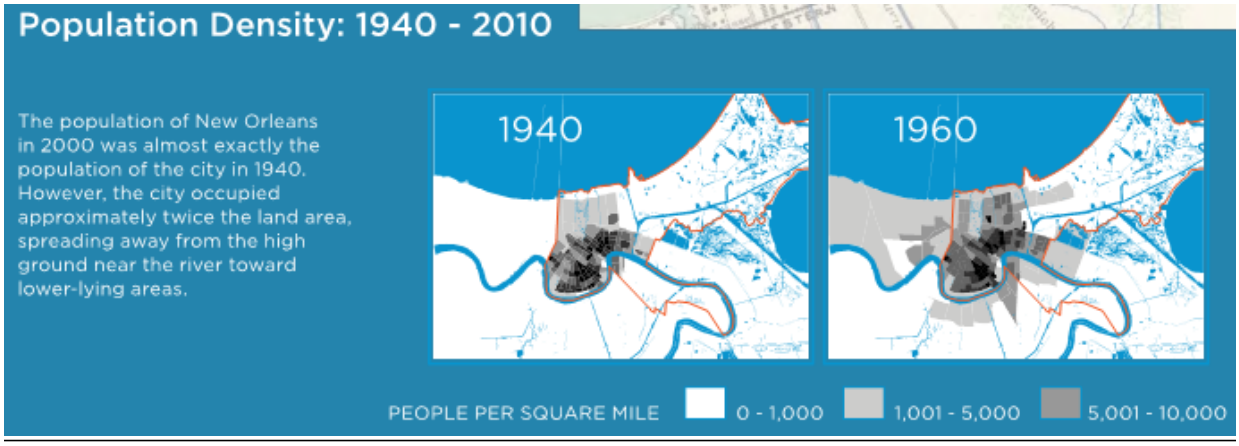
Even as we look to the future, we cannot ignore past injustices. Racial inequity is present in every facet of our society—employment and income, education and health, violence and justice, housing and social mobility. To advance as a city, we must confront this reality collectively and seek meaningful ways to address its effects in our institutions, our

communities, and our families. With a strategy that prioritizes racial equity, we will be stronger as a society and more capable of responding to adversity.

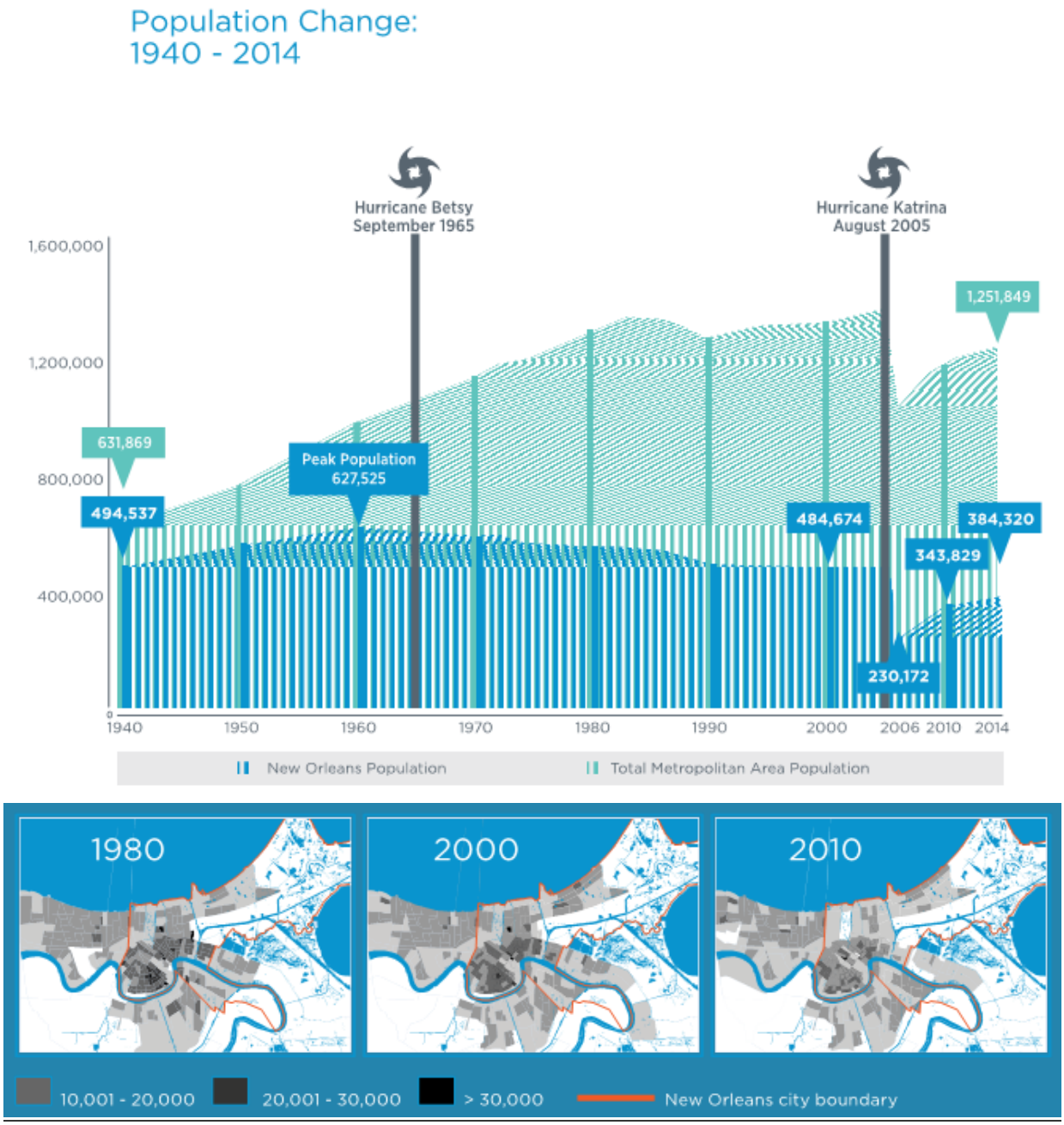
The future is uncertain.

As we seek to make resilience thinking a part of our daily practice, we must plan and prepare for a future that remains uncertain. Even in our recent history, new challenges have emerged. For example, following the levee failures and foods of 2005, New Orleans spent years preparing for another major storm event, only to be shocked in 2010 by BP's drilling rig explosion and oil spill—considered the largest environmental disaster in US history—which sent over 210 million gallons (780,000 cubic meters) of oil flowing across our coast.

While not common to our city, other potential threats could include terrorist attacks, infectious disease epidemics, drought, and civil unrest. We might not know what shocks we will face, but we do know our future will be dynamic and complex. We need transportation systems that can get us to work every morning, but also move us to safety during a crisis. We need electricity and water systems that we can count on to keep us productive and that we know will perform under stress. We need a government that is agile enough to deliver critical services to all people in all conditions. By creating systems that are flexible enough to address multiple challenges and reliable enough to continue to support us, we can shape a city that can thrive no matter what may happen.



The City has abandoned a long history of living with water. For the first two centuries of the city's existence, we occupied the high ground nearest the Mississippi River and the natural ridges throughout the region. With the advent of highly efficient pumping technology in the early 20th century, the draining of swampland in low-lying parts of the city and region incentivized new development to spread into previously uninhabitable locations. With this development came suburbanization and regional sprawl, setting the stage for challenges to our water management and food protection systems, as well as to our ability to connect residents to regional job opportunities.



1. History of Disaster Risk and Recovery[1]

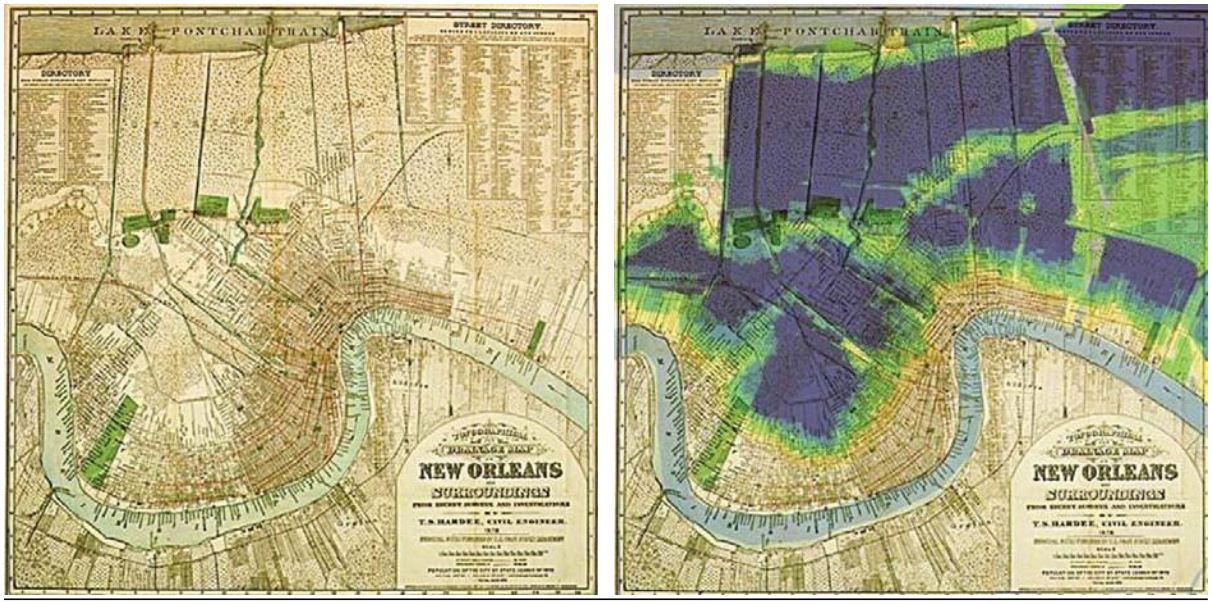
Hurricanes in 1722 and 1723 introduced the early French settlers to the natural risks of New Orleans' site and there have been 27 major floods between the founding of the city and 2017. Before the twentieth century, the community—as individuals and as a local government—had responsibility for responding to floods and other hazards, which included non-flood threats, such as yellow fever epidemics. Organizations like the Red Cross and the National Guard, as well as big companies that owned infrastructure like railroads and utilities became involved in storm response in the early twentieth century, and after the 1947 hurricane, federal assistance became more prominent. The combination of a history of hazards and a thriving international port economy meant that the city leadership was always anxious to send the message that everything returned quickly to normal. Before the 1960s, however, there was not a large population living

[1] The information and discussion in this section is greatly indebted to Colton, *et al., Community Resilience.*

in the most vulnerable areas of New Orleans.

Hurricane Betsy in 1965 was a turning point in the history of risk and approach to mitigation in New Orleans. This hurricane had the most devastating impact on the city up to that point—flooding 43 percent of the city and damaging over 14,000 homes. Quick immediate clean up and repair was followed within a few years by a series of actions and broader events that resulted in a less, rather than more, resilient city:

- Congress appropriated additional funds to strengthen the regional levee system and the National Flood Insurance Program, with a promised protection level for a 1-in-200-year storm. The hurricane protection program remained incomplete when Hurricane Katrina arrived 40 years later.



Historical extent of the city's street grid as shown on the 1878 Hardee map and 1878 map with Hurricane Katrina flood depths superimposed shows that most areas that flooded after Hurricane Katrina were not settled in 1878.

- The Army Corps of Engineers improved levees around the city core and New Orleans East, Jefferson Parish and St. Bernard Parish, but did not provide protection from storm surges or from a 1-in-100-year flood.
- Levee and canal building contributed to coastal erosion.
- Population increased in the most flood prone areas of the city and in previously uninhabitable parts of New Orleans East, as well as the suburban parishes.
- Drainage pumps dried out parts of the city, soil subsidence inside the levees increased, and a bowl effect resulted, with more frequent flooding from rain storms.
- Rain storm flooding in vulnerable areas such as Broadmoor was reduced significantly by the Army Corps of Engineers Southeast Louisiana Drainage Project, which enlarged drainage and pump capacity.
- Participation in the National Flood Insurance Program in New Orleans tended to be more frequent in the areas with a history of stormwater flooding, and not where risk from hurricanes was greatest.
- Inconsistent building code enforcement detracted from official protection measures.

All of these activities during the 40 years between Hurricane Betsy and Hurricane Katrina made New Orleanians believe that their risk was being managed and controlled. They could see that areas with repeated flooding from rainstorms were being improved—the areas of high frequency risk. However, in areas of low frequency but high consequence risk—the areas that suffered the most devastating flooding in the aftermath of Hurricane Katrina—residents had no risk information to weigh in making decisions about where to live.[2]

- In parts of the city like Broadmoor, which had experienced a history of repeated stormwater flooding because of low elevations and poor drainage infrastructure, conventional Army Corps strategies based on structural improvements to the system along with funds to elevate and reconstruct homes with a history of repetitive flood losses were implemented after Hurricane Katrina.
- Neighborhoods like Gentilly, New Orleans East, and the Lower 9th Ward did not have a history of stormwater flooding and poor drainage (though individual properties still experienced repeated stormwater flooding depending on individual circumstances). The newer developments in New Orleans East were built with up to date drainage infrastructure and with man-made lakes to serve as stormwater retention ponds. This was also true of newer development on the West Bank. Before Hurricane Katrina, residents in the East had no reason to think their neighborhoods were especially flood-prone because they did not experience stormwater flooding during the deluges that periodically flooded other areas.
- City government and city residents believed that the system of levees, floodwalls and pumps designed, built and funded by the federal government would protect them from catastrophic storm consequences and, as a result, did not focus on land use strategies, stringent code enforcement and emergency preparedness because of a lessened sense of vulnerability. Within the levees, slab on grade became the norm in new construction and habitation of ground floor areas in elevated houses was allowed.
- Evacuation became a favored strategy to reduce hurricane impacts on populations. Because the science of weather prediction was much more precise, significant advance notice of hurricanes became possible. Communications media could disseminate information. At the same time, it was clear that many people would decide not to evacuate and the evacuation planning neglected the needs of residents with few resources, disabilities, illness or other problems. At the time of Hurricane Katrina, the state's Emergency Operations Plan was incomplete and the inadequacy of the federal response is well known.[3]

In the wake of the 2005 protection failures, the Army Corps of Engineers set up a group to learn lessons and identify future risks, the Interagency Performance Evaluation Task Force, popularly known as IPET. The Corps also asked the National Academy of Engineering and the National Research Council to organize a committee to review IPET's draft reports. The final National Academy review, published in 2009, contained the following comments and recommendations:

- No protective structures can ever completely eliminate risk from flooding.
- Even though the pre-Hurricane Katrina system proved vulnerable, "it appears that reconstruction activities are taking place largely according to the system's pre-Hurricane Katrina footprint….at the very least, there should be discussions that consider the pros and cons of different designs and different levels of protection across the region."
- It will not be possible to provide equal degrees of protection across the city, as higher elevations are inherently safer than low-lying areas. Voluntary relocation, with adequate resources, should be considered for very vulnerable areas.
- Significant floodproofing is essential where people continue to live in vulnerable areas, such as

[2] This discussion is based on Earthea Nance, "Responding to Risk: The Making of Hazard Mitigation Strategy in Post-Hurricane Katrina New Or- leans," *Journal of Contemporary Water Research & Education*, Issue 141 (March 2009), 21–30[2] C.E. Colton, R.W. Kates, and S. B. Laska, *Community Resilience: Lessons from New Orleans and Hurricane Katrina*, CARRI Research Report 3 (September 2008), p.3. (Community and Regional Resilience Initiative of the Oak Ridge National Laboratory, www.resilientUS.org.)

[3] Colten, *et al.*, p.9

elevation of houses to at least the 100-year storm level and strengthening of critical infrastructure.

- The 1-in-100-year flood protection standard is inadequate "for heavily-populated urban areas where the failure of protective structures would be catastrophic—such as New Orleans."
- Strategies to create shelters within neighborhoods for those unable to leave should be pursued in addition to comprehensive evacuation programs.
- Communicating risks to residents in laymen's terms is critical.
- An independent "second opinion" on the system should be solicited regularly.[4]

2. ADAPTATION AND TRANSFORMATION

Throughout our city's history, water has been essential to New Orleans' existence but has also threatened it. The only constant in our natural environment since the city's founding in 1718 has been change. New Orleans is built upon some of the newest land in the world—the shifting soils of the Mississippi River Delta. Prior to the construction of major levees and food control structures in the 20th century, the Mississippi River spent more than 7,000 years changing course and depositing sand, clay, and silt along its banks to build the land around us. In the past 100 years, we have channelized the river, dug canals, laid pipelines, drained wetlands, and introduced invasive species—all to establish conventional settlement and commercial patterns on a challenging environment.

Largely due to our own influence, New Orleans has been losing the coastal wetlands that sustain us both physically and economically at a rate of more than 16 square miles (41 square kilometers) per year. River levees deprive the delta of the necessary sediment to build new wetlands; canals and pipelines destabilize marshes, allowing exposure to damaging saltwater. Even in the city, the soft soils beneath us are not static. The ground in New Orleans is sinking—as much as 10 feet over the past 100 years in some parts of the city. Known as subsidence, this process is partially a result of our practice of pumping water out of the city as quickly as possible, which dries and compacts the typically moist soil—buckling streets, bursting pipes, and destabilizing utility poles.

Sea level rise and the increased frequency and intensity of extreme storm events are projected to accelerate coastal land loss, adding greater stresses to our levee and food protection system, while more extreme heat will directly threaten other infrastructure systems, such as electricity distribution, and the health of our residents. New Orleans is arguably more threatened by global climate change than almost any other US city, but we are also more capable than ever to address its effects.

New Orleans is ready to become a global leader in addressing environmental and climate change. We must align our infrastructure and urban environment to the realities of our delta soils and geography. Rather than resist water, we must embrace it, building on the confluence of Louisiana's culture, history, and natural systems. As we look to the wisdom of the past, we must also prepare for the risks of the future.

[4] National Academy of Sciences, *The New Orleans Hurricane Protection System: Assessing pre-Hurricane Katrina Vulnerability and Improving Mitigation andPreparedness*, Report in Brief, (2009), www.nap.edu.

The infrastructure of the future city will look different than it does today. Our parks and schoolyards will be designed with native plants and trees to soak up water; our canals and streets will provide greenways for recreation and water management. The infrastructure of the future New Orleans will work with natural systems, be redundant and reliable, provide multiple benefits to residents, and even beautify the city.

Our adaptation must be both physical and behavioral. Our historical experience of living with water in Southeast Louisiana has been largely forgotten. Much of our water flows behind walls and through culverts, where we rarely see it. Despite being a place that is so defined by hydrology, we have systematically hidden water from our daily experience. We need spaces where we can regularly encounter the water that surrounds us, learn about how it shapes our city, and explore ways to manage its presence.

Generational change starts at a young age, with children being exposed to water during swimming lessons, in parks, and on neighborhood streets. For our students, incorporating our local geography and hydrology into formal education is essential to begin lifelong learning and engagement with the risks and opportunities of our collective future. With a new generation of emerging environmental stewards, we are poised to become a global leader in sustainable environmental management.

Being ready for a dynamic future economy will be an important outcome of our successful adaptation. Building new types of infrastructure and retrofitting conventional systems is already growing our local water economy. More than 14,000 new water management jobs have been added to our region since 2010, with more growth projected.

Our future in the Mississippi River Delta will inevitably be wet—with less land around us and more intense storms projected—and in order to thrive and prosper we need to accept water and transform how we manage it. Our dynamic environment both sustains and threatens us in Southeast Louisiana, and our understanding and stewardship of it will only become more critical.

A resilient approach examines the relationship among critical systems and commits to collaboration between private, public, local, regional, and national actors. We have already begun to work together to protect and restore our coast. We are committed to comprehensive urban water management that will help us live with our abundance of water.

A. THE BIG PICTURE: COASTAL RESTORATION

New Orleans is increasingly susceptible to widespread coastal flooding. This flooding represents an existential challenge to our population, property, and way of life. Action is needed now. Investments in large scale coastal restoration as well as natural and built flood protection assets continue to be necessary for the City's survival in the near and distant future.

In the aftermath of 2005's Hurricanes Katrina and Rita, Congress authorized the U.S. Army Corps of Engineers (USACE) to design and construct the Hurricane & Storm Damage Risk Reduction System (HSDRRS) for southeast Louisiana.5 "The HSDRRS generally consists of multiple projects and authorizations forming a comprehensive system of levees, floodwalls,

[5] U.S. Army Corps of Engineers. Greater New Orleans Hurricane and Storm Damage Risk Reduction System: Facts and Figures. M a y 2 0 1 6. Available at: http://www.mvn.usace.army.mil/Portals/56/docs/HSDRRS/TFH%20FF%20Brochure%2027%20May%202016%20%20Final.pdf

gates, internal drainage and pumping stations and other structures, integrated into a single system designed to reduce the risk of hurricane and storm damage to the Greater New Orleans area and southeastern Louisiana."6 The HSDRRS is integrated with the Mississippi River flood system along the main stem of the Mississippi River which protects against riverine flooding.7

While HSDDRS plays a major role in storm protection for Greater New Orleans, it must not be forgotten that HSDDRS is but one line of protection from coastal flooding. Coastal wetlands serve as another. Wetlands can absorb storm surge and reduce wave action. Modeling by the Louisiana Coastal Protection and Restoration Authority indicates that when levees and wetlands are implemented together the level of effectiveness increases and this may play a large role in storm damage risk reduction systems8.

Unfortunately, since 1932, Louisiana lost in excess of 1800 sq/miles of land as a result of subsidence, disconnecting the Mississippi River waters and sediments from marshes, storm surges, human impacts, and hurricanes.9 In addition, Louisiana's coastal wetlands are susceptible to the impacts of global climate change. The best available science has predicted relative sea level along the Gulf Coast region including Louisiana within 2 to 4ft as a result of global sea level rise from melting ice and local subsidence."10

In November 2005, the Louisiana Legislature created the Coastal Protection and Restoration Authority (CPRA) with the mission of coordinating local, state and federal agencies to achieve comprehensive protection and restoration, particularly through integrating activities in wetland restoration and flood control.13 CPRA created Louisiana's Comprehensive Master Plan for a Sustainable Coast. The current 2017 Louisiana Master Plan "sets an ambitious path to respond to the loss of our coastal land and the threats from storm surge events. The master plan, in its purest sense, is a list of projects that build or maintain land and reduce risk to our communities."11 The 2017 Master Plan recommends 120 projects that build or maintain more than 800 square miles of land and reduce expected damage by $8.3 billion annually by year 50, or by more than $150 billion over the next 50 years, and are expected to pay for themselves three times over the course of implementing the plan.

Under the CPRA's medium environmental risk scenario evaluation of Orleans Parish, New Orleans faces significantly increased wetland loss of approximately 51 square miles or 32% of the parish land primarily in the New Orleans East Area over the next 50 years if no additional coastal protection or restoration efforts are implemented. Additionally, with no future action, areas outside of the hurricane protection system face severe future storm surge based flood risk. Over the next 50 years, 100-year flood depths increase to over 15 feet outside the levee

[6] U.S. Army Corps of Engineers. Review Plan: Final Revision: Implementation of Section 2035 of WRDA 2007 for the Greater New Orleans (GNO) Hurricane and Storm Damage Risk Reduction System (HSDRRS). Pg 5. Dec 2012. Available at: http://www.mvn.usace.army.mil/Portals/56/docs/PD/PeerReview/GNOHSDRRSReviewPlan.pdf

[7] *Id.*

[8] Louisiana Coastal Protection and Restoration Authority. Draft 2017, Louisiana's Comprehensive Master Plan for a Sustainable Coast.pg 77. Available at: http://coastal.la.gov/wp-content/uploads/2016/08/2017-MP-Book_Single_Combined_01.05.2017.pdf

[9] Louisiana Coastal Protection and Restoration Authority. Draft 2017, Louisiana's Comprehensive Master Plan for a Sustainable Coast.pg ES2. Available at: http://coastal.la.gov/wp-content/uploads/2016/08/2017-MP-Book_Single_Combined_01.05.2017.pdf

[10] U.S. Global Change Research Program. Global Climate Change Impacts In the United States: A State of Knowledge Report from the U.S. Global Change Research Program. 2009. Pg 57 . Available at: https://www.whitehouse.gov/sites/default/files/microsites/ostp/climate-impacts-report.pdf

[11] Louisiana Coastal Protection and Restoration Authority. Draft 2017, Louisiana's Comprehensive Master Plan for a Sustainable Coast.pg ES-1. Available at: http://coastal.la.gov/wp-content/uploads/2016/08/2017-MP-Book_Single_Combined_01.05.2017.pdf

system, additional areas of New Orleans East may experience 1-6 feet future flood depths.12 However CPRA believes if the Master Plan projects in the New Orleans region are implemented, Orleans Parish will see an 83% reduction in Land Loss than if no action was taken.13 The reductions include $70 million less in economic damage over 25 years, and $200 million less within 50 years.14 In order to reduce the potential flood risk to the City of New Orleans CPRA has proposed a combination of structural shoreline protection measures, nonstructural protection which may include elevations and possible buy outs, structural protections, and marsh creation.15 The CPRA has also proposed to make improvements to the Hurricane Storm Damage Risk Reduction System (HSDRRS) levees surrounding the East Bank of Greater New Orleans.

The City of New Orleans is committed to supporting the efforts of the Louisiana Coastal Protection and Restoration Authority (CPRA) by leveraging financial resources available through the BP Deepwater Horizon settlement, the National Disaster Resilience Competition, and the RESTORE Act. In partnership with the CPRA, the City will help advance coastal restoration and protection projects in Orleans Parish that benefit the city of New Orleans and the region, providing flood protection, habitat restoration, and workforce opportunities."16 The City's Resilience Strategy, notes that many residents lack risk awareness because challenges remain hidden behind floodwalls and under asphalt. "Much of our water flows behind walls and through culverts, where we rarely see it. Despite being a place that is so defined by hydrology, we have systematically hidden water from our daily experience. We need spaces where we can regularly encounter the water that surround us, learn about how it shapes our city, and explore ways to manage its presence."17

The Office of Resilience and Sustainability (ORS), which oversees implementation of the City's Resilience Strategy, is committed to addressing coastal challenges and building the local, national, and international support necessary to expand efforts to restore the Coast. One way ORS builds support for coastal restoration is through the Annual Christmas Tree Drop. Every year OCR, the City Department of Sanitation and Development, US Fish and Wildlife Service, and the LA National Guard work together to collect thousands of Christmas trees from residents of New Orleans for repurposing into a Christmas tree fence erosion barrier in Bayou Savage. This program diverts waste from landfills while simultaneously mitigating wetland loss. This effort has garnered local and national media coverage.

Whereas improvements to the New Orleans Hurricane & Storm Damage Risk Reduction System (HSDRRS) by the U.S. Army Corps of Engineers has decreased risk from pre Hurricane Katrina and Rita levels, the remaining vulnerabilities are still significant, likely to be exploited, and costly in response. Although HSDDRS performed as designed in 201218, Hurricane Isaac inflicted upon the City millions in damages from widespread flooding, power loss due to failure of grid systems, and damages to physical structures.19 Therefore, pursuant to implementation of the Resiliency Strategy, the City will undertake complimentary efforts to

[12] Louisiana Coastal Protection and Restoration Authority. 2017 Coastal Master Plan Attachment A9: Parish Fact Sheets. Pg 29. 2017. Available at: http://coastal.la.gov/wp-content/uploads/2016/08/Appendix-A_Attachment-A9.pdf

[13] Id at 30
[14] Id at 30
[15] id
[16] *Id. at 36*
[17] City of New Orleans. Resilient Nola. Pg 33. Available at: http://resilientnola.org/wp-content/uploads/2015/08/Resilient_New_Orleans_Strategy.pdf

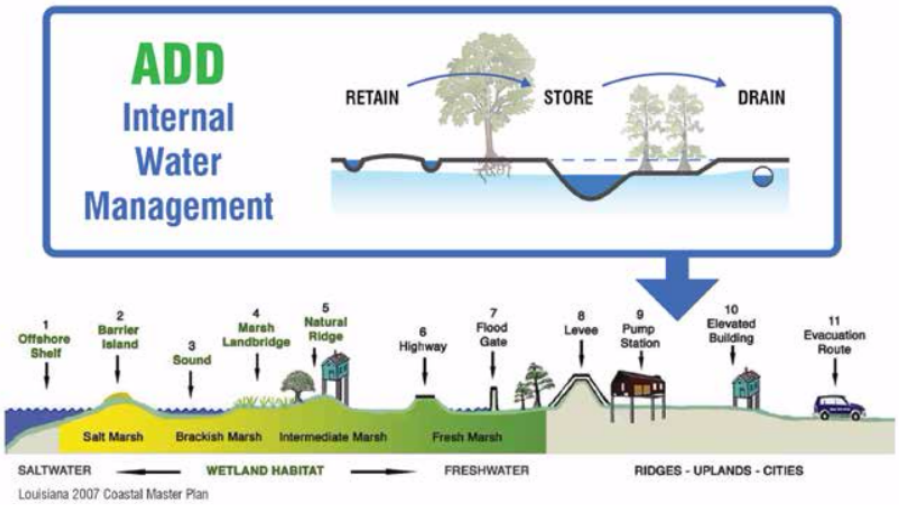
[18] Greater New Orleans Storm Damage Risk Reduction System: Facts and Figures. U.S. Army Corps of Engineers: June 2015 Available at: http://www.mvn.usace.army.mil/Portals/56/docs/HSDRRS/USACE_TFH%20FF%20Brochure%20June%202015%20Final.pdf
[19] City of New Orleans Application to the US Department of Housing and Urban Development's National Disaster Resilience Competition: Draft for Public Comment. City of New Orleans. February 25, 2015. Available at: http://www.nola.gov/resilience/resources/cno-ndrc-draft-for-public-comment_sec-(1)/

HSDDRS such as: 1.) strengthening and increasing the capacity of the Sewerage and Water Board's existing "pumps and pipes" system; 2.) providing a replicable framework for implementation of non-structural strategies, such as green infrastructure features, reducing the flow of stormwater to the pump stations during peak times of rainfall events; 3.) participating in constructive partnerships with other local, State, Federal, and Non-Governmental actors to advance ecosystem restoration projects which provide ecosystem services such as flood protection to Orleans Parish residents. Pursuant to a Multiple Lines of Defense Strategy, the City will align "our infrastructure and urban environment with the realities of our delta soils and geography."20 The strategic utilization of gray and green infrastructure, based upon the best available science, will allow the City to strategically contain and manage significant amounts of water that fall within HSDRRS, including that which might overtop HSDRRS during storm surge events.

The City of New Orleans is and will continue to be active in advancing large scale coastal restoration and flood protection. The City will work with partners, including but not limited to the CPRA and the USACE, to build a more resilient New Orleans. ORS will implement the City's coastal initiatives in a manner that is both transparent and accountable.

B. MULTIPLE LINES OF DEFENSE AND URBAN WATER MANAGEMENT[21]

A major lesson of Hurricane Katrina is that New Orleans cannot simply rely on bigger or better levees, gates, and pumps for protection. The city must become the expert in its own protection and resilience by adopting a strategy that addresses multiple lines of defense, some of which will require continued advocacy and vigilance, and some of which the city and it citizens can take charge of themselves. The multiple lines of defense range from restoration of coastal wetlands, to internal and external structures, to non-structural strategies (such as land use and building codes), to emergency preparedness.



Greater New Orleans is now surrounded by 133 miles (214 kilometers) of newly strengthened levees, floodwalls, and pump stations—the largest coastal food control system in the nation. This recent $14.5 billion investment in hard infrastructure is critical to our future, but coastal

[20] City of New Orleans. Resilient New Orleans: Strategic Actions to Shape Our Future City. August 2015. Available at: http://resilientnola.org/wp-content/uploads/2015/08/Resilient_New_Orleans_Strategy.pdf

21 This section heavily influenced by and attributed to the Greater New Orleans Urban Water Plan (2012)

restoration and comprehensive urban water management must complement and support that investment to ensure maximum food protection capacity.

Addressing today's water and soil management challenges requires a new paradigm in which stormwater and groundwater are managed as valuable resources. The 2012 Greater New Orleans Urban Water Plan outlines the changes necessary to achieve a more sustainable balance between ground and water, through a long term program of retrofits to existing systems and the urban landscape. The retrofits emphasize slowing and storing stormwater rather than pumping, circulating surface water and recharging groundwater, creating vital public spaces around water, and incorporating natural elements and processes into the operation of an integrated living water system.

New Orleans relies on forced drainage systems to keep dry. This single-purpose approach to stormwater management is expensive and resource-intensive, yet streets still flood regularly due to rainfall. This approach is also the primary cause of subsidence in the region, and diminishes the value of the region's waterways and water bodies as public assets.
The Urban Water Plan proposes new water-based amenities in the form of blueways, greenways, water plazas, and parklands. A finer grain of investment—in the form of street retrofits and strategic adaptations of vacant lots and underutilized public rights-of-way—reduces localized flooding, improves soil stability, and provides environmental benefits to every neighborhood in the city.

The plan embodies the following principles:

Live with Water: Water is a fact of life on the delta. Making space for water and making it visible across the urban landscape allows it once again to be an asset to the region.

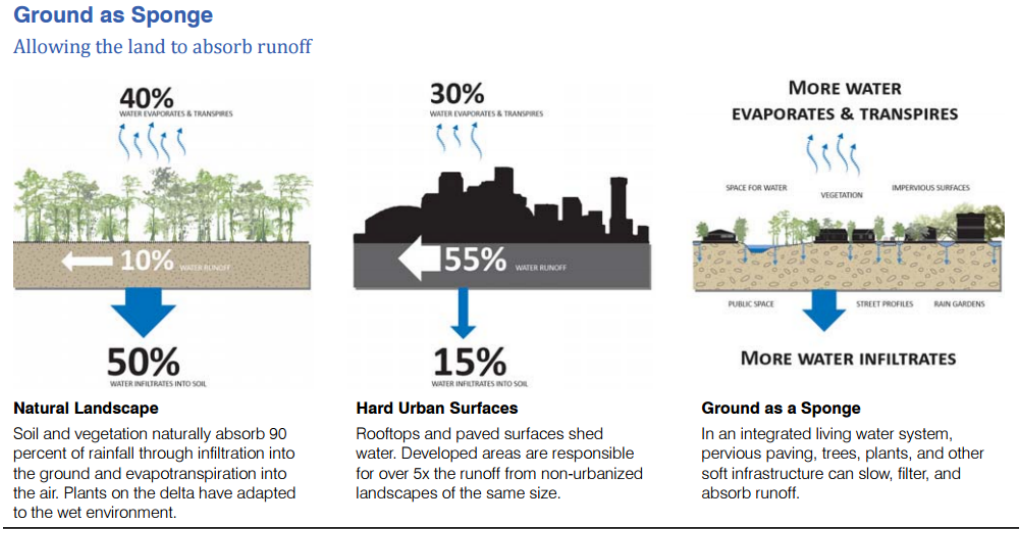
Slow and Store: Stormwater moving fast is hard to manage. Holding it where it falls, slowing the flow of water across the landscape, and storing large volumes of rainfall for infiltration and other uses are fundamental strategies for managing stormwater. Pump stations are activated when necessary, rather than as a default every time it rains.

Circulate and Recharge: Surface waters and groundwater move naturally across and within every delta. Incorporating surface water flows and higher water levels into everyday water management improves groundwater balance, water quality, and the region's ecological health.

Work with Nature: The region's diverse flora and fauna already store, filter, and grow with water. Integrating these natural processes with mechanical systems enhances the function, beauty, and resilience of the region's water infrastructure and landscape.

Design for Adaptation: Change is constant on the delta. Designing systems for dynamic conditions, and to support diverse uses, economic development, and environmental restoration maximizes the value of necessary water infrastructure investments.

Work Together: Water knows no boundaries. Collaborations across neighborhood, cultural, and political boundaries and developing solutions at all scales—from individual properties to regional networks— are prerequisites for building a stronger future.



The current approach to managing stormwater dictates that every drop of water that falls must be pumped out, but this wastes resources and leads to imbalances between soils and water. A new approach to stormwater and groundwater management suggests instead an integrated living water system that provides measurably higher levels of safety, reduces the rates at which the land is sinking, and establishes the reputation of New Orleans as a driver of innovation for climate-adaptive planning, design, and technology.

Slow

The structure of existing drainage systems resemble the branches of a tree, with gutters feeding small pipes that connect to larger pipes that empty into canals. Imagine that each tree, garden, and park is a leaf on the region's "drainage tree." Unfortunately, this tree has been stripped of its leaves. Because of how land has been developed, with houses and parking lots built where there had once been water-absorbing wetlands and forests, the branches and the trunks remain but too there are too few "leaves" to slow the flow of stormwater. Rooftops, yards, driveways, parking lots, and streets can be redesigned and retrofitted to function as if they were the leaves of a tree. Each slows and absorbs water where it falls, and the water that does run off is cleaner and reduced in volume.

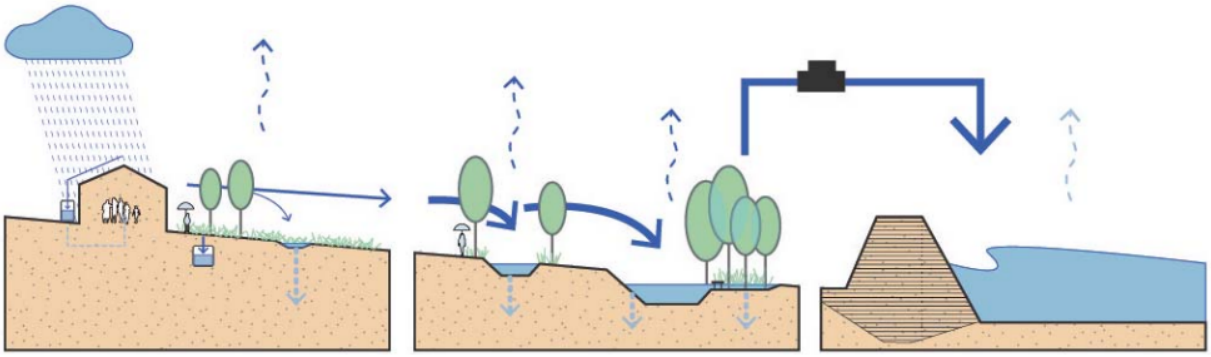
Store & Use

The metaphor of the tree has further utility in thinking about the importance of storing water within a drainage network. Each tree is a reservoir within which water from the last rainstorm is stored, and from which the tree's tissues draw the moisture that is necessary for survival and growth. Similarly, existing drainage networks benefit from the addition of storage areas that can accommodate stormwater that exceeds the capacity of existing systems. Safely stored, stormwater can be absorbed into the ground to replenish groundwater.

Drain

With enough Slow and Store features in place, the urban landscape will produce runoff at lesser rates of flow and in lower total quantities. In other words, the volume of stormwater and the speed at which that water arrives at the City's pump stations each time it rains will both be lower. A storm that once required one thousand cubic feet per second (CFS) of pumping capacity to keep a given catchment area dry may only require 600 CFS of pumping capacity, because so much of the stormwater is held upstream where it falls, and safely contained in storage basins that are integrated into the drainage system. This means that smaller rain events

that once triggered pumping may be handled entirely by Slow and Store features, while more intense storms will also place a lesser burden on pump stations, so that there are fewer incidences of system overflows and street flooding overall. This approach prioritizes investments in distributed water management features upstream over more significant investments in bigger pipes and pumps.



Slow

Rooftops, driveways, streets, and sidewalks can be redesigned to catch rain where it falls, and to allow some of that water to soak into the ground. A healthy urban tree canopy also slows the flow of water and improves environmental quality.

Store & Use

Large scale detention and retention features integrated into canal networks and public spaces provide additional storage capacity. Stored water can be used for irrigation, recreation, and other purposes.

Drain When Necessary

Pumping should not be the only solution for managing stormwater. Slow and Store features lessen loads on pumping stations, provide additional factors of safety, and enhance the capacity of drainage systems overall.

Unlike denser urban areas, the opportunities for water storage in New Orleans abound. Space for both small-scale distributed interventions like stormwater best management practices (BMPs) and larger-scale water storage solutions necessary to address the severe flooding problem can be found in the following spaces:

- Vacant and blighted properties
- Existing parks
- Streets and neutral grounds (medians)
- Rights-of-way along major infrastructure
- Brownfields (polluted industrial properties that have been abandoned)

There are approximately 20,000 vacant, blighted, and adjudicated properties across New Orleans[22]. The investment required to provide basic maintenance and code enforcement with no return makes these properties a financial liability but prime candidates for water management. Existing parks can be adapted, too, to retain their own runoff and making more space for water retention. Corridors and other rights-of-way can be used to both retain water and create new water connections across the city. Streets and neutral grounds may individually manage a relatively small volume of stormwater, but collectively can have a significant impact. Incorporating integrated water management practices into planned reconstruction and retrofit projects can place the City in the lead of a sustainability movement that helps build public awareness and buy-in.

C. STRUCTURAL PROTECTION AND EMERGENCY MANAGEMENT AT THE CITY AND REGIONAL LEVEL

22 This estimate is in housing units so single properties with two units are over-counted. Yaukey, Peter and Knaggs, Dylan, "Evaluating Blight Reduction in New Orleans, 2010-2014"

The traditional arena of structural protection is where most immediate attention, effort and funding have been applied since Hurricane Katrina. Structural protections will always be necessary in New Orleans and real progress is being made in the quality of the city's levees, flood gates, and floodwalls. In 2012, the US Army Corps of Engineers completed work on the new $14.6 billion New Orleans Hurricane & Storm Damage Risk Reduction System (HSDRRS), providing protection from a 1-in-100-year storm. Repairs and improvements completed since Hurricane Katrina include:

- The installation of flood gates at the mouths of the city's drainage canals to prevent storm surge from entering the heart of the city
- Raising the height of numerous levees
- Repairing levees and floodwalls that were breached during Hurricane Katrina
- Strengthening floodwalls to add a higher margin for safety
- Adopting an overall higher standard for the structural integrity of levees and floodwalls in their design and construction
- Armoring levees to protect against erosion and intrusion of water during storm events

As noted earlier, in the second half of the twentieth century, decisions on where buildings were located and how they were built across the city had implications for protection from both high frequency/ low consequences flooding and low frequency/high consequences flooding. Instead of densifying the higher ground neighborhoods close to the banks of the Mississippi River or focusing on successful revitalization of troubled "dry" neighborhoods, middle class and working class New Orleanians left the city core for suburban-style, somewhat less dense neighborhoods, and ignored the city's tradition of building at least a few feet above grade—assuming that the levees would protect them.

3. SUSTAINABLE DEVELOPMENT AND RESILIENCE

A. BUILDING NEIGHBORHOOD RESILIENCE

Land use

The new Comprehensive Zoning Ordinance, adopted in 2015, addresses neighborhood resilience through a number of new policies. The ordinance encourages density on higher ground, near the river, and provides density bonuses in exchange for using sustainable building practices, or providing other public benefits. Article 23 of the ordinance requires commercial, multi-family and industrial development with over 5,000 square feet of impervious surface to manage the first 1.25" of stormwater on site. It also includes new landscape requirements and permeable open space requirements in most districts, to reduce impervious surfaces and increase tree canopy citywide.

Elevating buildings

Elevating buildings is an effective, self-guided way of further reducing flood risk. Elevation requirements for new structures are governed by the Base Flood Elevations (BFE's) that the City Council adopted in 2015. To mitigate the risk of flooding and to limit the potential exposure of taxpayers, FEMA delineates Special Flood Hazard Areas or "flood zones" and prescribes a certain minimum building elevation within the flood zone to protect structures from an estimated 1-in-100-year flood. The enforcement of this elevation requirement by local governments is mandatory if a community wishes to remain eligible for the National Flood Insurance Program. The elevation requirement is triggered when a new structure is built and when a renovation exceeds 50% of the value of the pre-existing structure. FEMA updated the flood maps for Orleans Parish and made them effective in 2015. In adopting these new

flood maps, the City Council revised the floodplain management ordinance to require elevation citywide of at least 3 feet above nearest top of curb, or 1 foot above the BFE, whichever is greater.

B. CLIMATE CHANGE[23]

For New Orleans, climate change is not a future scenario, but a current reality. The environment of South Louisiana is changing rapidly, from our eroding coastal marshes to subsiding land in our urban neighborhoods. The City faces many challenges caused or worsened by climate change due to our unique geography. Sea level rise and a projected increase in the intensity of weather events are expected to accelerate coastal land loss—increasing storm and surge exposure while adding greater stresses to the levee and flood protection systems. Meanwhile, more extreme heat episodes will directly threaten the health of residents and the reliability of infrastructure systems, including energy and water. The City has experienced record high temperatures over the past several years, causing higher concentrations of air pollutants and ozone in which accelerates the spread of allergens, exacerbating respiratory illnesses and allergy problems. A sustained warmer climate also increases the risk of vector-borne diseases such as malaria, dengue fever, and Zika virus.

While it is true the climate is in a constant state of change and Earth has undergone cyclical periods of warming and cooling before, the rate of change currently occurring is unprecedented and staggering in its speed. In previous cycles in which the Earth has warmed after an ice age over the past million years, it took about 5000 years to warm about 5 degrees Celsius. In the past hundred years alone, Earth's average temperature has warmed .7 degrees and models predict it could rise another 1-6 degrees in the next 100 years.[24] This climate shift is occurring faster than any other during the past 65 million years.[25] This rate of change will stress and kill many species that will not be able to adapt in time. Humans are highly adaptable, but with an already overcrowded planet and an expectation to add up to 4 billion more people by 2100 our largely coastal settlements are only becoming more overburdened and threatened.

The world has been showing momentum with international agreements in the last few years that demonstrate a shared understanding of the scale of the problem and willingness to cooperate to fix it. These include the Conference of Parties 21 (COP21) agreement in Paris in December 2015 signed by 195 nations which pledges to hold the increase in global average temperature to "well below" 2 °C above pre-industrial levels and to "pursue efforts to limit the increase to 1.5 °C." In addition, two international agreements were reached in October 2016: the Kigali amendment to the Montreal Protocol, in which the same countries agreed to phase out hydrofluorocarbons by 80% by 2050, a coordinated action that could reduce global warming by 0.2°C to 0.44°C; and the first worldwide agreement to reduce greenhouse gas pollution from air travel in which the aviation industry will monitor and offset its emissions to phase in carbon neutrality for an industry responsible about 2% of emissions worldwide. [26]

Globally, cities comprise only 2% of the earth's land mass, but are responsible for 80% of energy use and 70% of emissions, and city government is uniquely positioned for valuable action. In the absence of national leadership, U.S. cities, states, and companies that understand

23 Climate Action for a Resilient New Orleans, 2017, DRAFT

24 http://earthobservatory.nasa.gov/Features/GlobalWarming/page3.php

25 http://news.stanford.edu/news/2013/august/climate-change-speed-080113.html

26 http://www.unhabitat.org/downloads/docs/GRHS2011/P1HotCities.pdf

the risk must address climate change. More than 7,000 cities around the world have committed to taking action on climate change, and in the U.S. hundreds of cities have set reduction targets and developed strategies to achieve them including New Orleans. The City is a part of several networks that provide opportunity to learn from other cities including C40, a network of cities committed to addressing climate change; ICLEI – Local Governments for Sustainability; Urban Sustainability Directors Network (USDN); and 100 Resilient Cities—Pioneered by The Rockefeller Foundation (100RC).

C. RESILIENT AND SUSTAINABLE DEVELOPMENT PATTERNS

"Smart growth" is a term used to describe policies and planning that coordinate development, transportation, and the preservation of natural and open spaces and promote neighborhood resilience. As defined by Smart Growth America, the six goals of smart growth are: revitalization of existing neighborhoods and increased neighborhood livability; better access to jobs, services and amenities and less traffic; thriving cities, suburbs and towns; shared prosperity for all residents; lower costs and taxes; and preserved open space.[27] Development that is based on smart growth principles is not only resource efficient but is also generally healthier for residents because of decreased pollution from cars and increased opportunities for walking and other physical activity.

Many parts of New Orleans already illustrate the building blocks of smart growth, such as a mix of land uses, a well-integrated street network, an abundance of parks and open space, and a variety of transportation options. However, other areas of the city lack some or all of these elements. As the Unified New Orleans Plan (UNOP) and Neighborhood Rebuilding (Lambert) Plans emphasized, walkability—though a high priority for most neighborhoods—is compromised in several areas due to the need for infrastructural repairs such as sidewalks and street lights or due to a lack of services and amenities within walking distance. Many areas of the city are still not well-served by public transit and remain primarily dependent on automobiles ***(see Chapter 11—Transportation).***

4. Energy Efficiency and Renewable Energy

A. ENERGY EFFICIENCY

Energy efficiency is the degree to which a building or product's overall energy consumption is reduced due to its design features and technologies. Energy efficient buildings are generally seen as a "win-win" for individuals and municipalities: the more energy efficient a building, the less it will cost its inhabitants to operate. Likewise, the less energy required by a municipality, the less stress is put on its limited resources—both natural and financial. Residents and owners of existing buildings can cut energy use by up to 30 percent by utilizing energy savings strategies, which can result in energy cost savings of around 50 cents per square foot per year.[28] Because energy-producing plants are often major sources of pollution, energy efficient buildings also reduce pollution in the region from which they draw power by demanding less production of power in the first place.

Increased energy efficiency may be achieved in numerous ways, many of which impose minimal up- front costs. In older buildings, including much of the traditional building stock of

27 Smart Growth America: www.smartgrowthamerica.org. It is important to note that although smart growth principles often coalesce around higher residential densities, density can be an average across an entire area and does not necessarily mean "high rises" in traditionally low-rise neighborhoods or other types of intensified land use that is not compatible with existing neighborhood character. See also: Chapter 5: Neighborhoods and Housing for a more in-depth discussion of preserving neighborhood character in New Orleans.

28 U.S. Department of Energy: https://energy.gov/energysaver/how-energy-efficient-light-bulbs-compare-traditional-incandescents. Retrieved January 2017.

New Orleans, low-cost strategies such as filling gaps in doors and windows to make them more air-tight can dramatically increase a building's energy efficiency. Installing light-emitting diode (LED) light bulbs—which use about 80 percent less energy than standard light bulbs and last 25 times as long[29]—and replacing appliances with more energy-efficient models are other low-cost, noninvasive ways of making a building more energy-efficient. Other methods of increasing energy-efficiency include upgrading a building's heating and/or cooling system and installing newer, higher-quality insulation in the walls and roof.

New buildings may achieve energy efficiency through any of the above techniques, as well as in strategic choices in a building's siting and layout. For instance, siting a building to reduce the amount of heat from the sun, or "solar gain," that enters a building or to allow for cross-breezes and maximum daylight can reduce the need for air conditioning and artificial lighting and thus reduce a building's net energy without increasing up-front costs.

The City of New Orleans has several initiatives already underway to increase energy efficiency in municipal operations. They include:

B. RENEWABLE ENERGY

Electricity generation is the leading cause of industrial air pollution in the U.S.[30] Renewable sources of energy offer alternatives to traditional and nonrenewable sources (*e.g.*, oil, coal, natural gas, nuclear) that are cleaner, regenerative, rapidly replenished, or for all practical purposes cannot be depleted. Renewable energy sources include sunlight, wind, rain, the flow of tides and rivers, and geothermal heat. Renewable energy is generally regarded as healthier for humans as well as for the natural environment because it emits less environmental pollution and waste. Studies also indicate that considerable economic benefits flow from increased use of renewable energy sources, including lower fuel, utility and health care costs and significant potential for creating jobs.[31]

Renewable energy sources that offer potential for widespread adoption in New Orleans' geography and climate include biomass from landfill gas, municipal solid waste gasification, and wood-waste; geothermal power generation; hydrokinetic power from water flows; wind power generation at small scales; photovoltaic (solar electric) power generation and solar thermal energy (solar hot water). Renewable energy can be made available in two ways: property owners can install energy generating devices on their properties, and the local utility company can produce energy from renewable sources and make that available to consumers.[32] Some of the energy sources mentioned above are more appropriate for small- scale (*e.g.,* residential) installations, while others are typically undertaken only by municipalities (*e.g.*, biomass from landfills).

INSERT STATS ON SOLAR INVESTMENTS AND ENTERGY SOLAR PLANT

C. FINANCIAL AND TECHNICAL ASSISTANCE

There are several programs to assist New Orleans property owners with designing and upgrading buildings for greater energy-efficiency. Additionally, several organizations are working to increase the availability and use of renewable energy in New Orleans through financial and technical assistance.

29 Energy Star website: www.energystar.gov. Retrieved March, 2009.

30 Green-e: http://www.green-e.org/whyre.shtml.

31 Ibid.

32 Alternatives to fossil fuels for vehicles are also part of the movement towards renewable energy but are not discussed here. For more information on renewable vehicle fuels, visit the U.S. Department of Energy's Alternative Fuels and Advanced Vehicles Data Center: http://www.afdc.energy. gov/afdc/.

http://www.entergy-louisiana.com/geauxgreen/

5. Green Building

What is green building? "Green" or "sustainable" building uses building design and construction techniques that have a minimal impact on the natural environment and that result in buildings that are healthier for their inhabitants, produce less waste, and use fewer resources over the course of their lifetimes. Energy efficiency, as described above, is one aspect of green buildings.

Sustainable design often starts with the building site itself: A site that is in an existing neighborhood and already connected to public services and infrastructure such as sewage, water and electricity is considered more "green" because it requires fewer resources to develop. Absorbing rainwater and minimizing water runoff through grading and landscaping techniques helps reduce a building's impact on drainage infrastructure, and preserving a portion of the building site as open or natural space helps to reduce a building's impact on the surrounding environment. Furthermore, siting a building where it will receive the most sunlight in winter and/or shade in summer also reduces its environmental impact by ensuring that it will require less energy to heat and cool.

The choice of building materials is also important: everything from the frame to the finishes of a building may be derived from renewable and/or local sources that don't require extensive transport or that are naturally-occurring and not environmentally harmful when disposed of. Sustainable design may also incorporate resource-efficient fixtures and technologies such as toilets that use less water (or even no water at all), motion-detecting lights that shut off when no one is in the room, and water heaters that conserve energy by heating water on demand rather than keeping a store of hot water continually hot when not in use. On-site power generation such as windmills, solar panels, and geothermal generators also lessens a building's environmental impact and energy costs by reducing the net energy demand of a building. Finally, green building even incorporates the construction process, such as how construction waste is removed from the building site and whether it is recycled or reused.

Green building principles can be applied to all types of buildings, from homes to schools to factories, and from new construction to renovations of existing buildings. In fact, the "greenest" building projects may be rehabilitation and reuse of existing structures, which is often more energy and cost efficient than new construction (and in New Orleans, may also contribute to goals of historic preservation—***See Chapter 6 for more details***).

What are the benefits of green building? Building tenants and users benefit from green buildings because they are healthier, use less toxic materials and therefore have better air quality, and allow for more daylight and fresh air. Building owners benefit from lower operating costs due to greater resource efficiency as well as higher asset values. Municipalities benefit from green buildings because they are less taxing on local resources and produce less pollution and solid waste. Green buildings also benefit the natural environment as a whole by consuming fewer natural resources and producing less pollution and waste.

What is LEED? The Leadership in Energy and Environmental Design (LEED) Green Building Rating System is a third-party certification program for green buildings. The LEED certification process involves measuring a building's sustainable features, including site development, water savings, energy efficiency, materials selection and indoor environmental quality. Buildings may be LEED certified at various levels, including silver, gold, and platinum levels of certification, which indicate successively higher levels of overall sustainable construction and design. Although LEED is currently the most common green building rating system, there are several other similar rating systems used in the U.S. and internationally.[33]

33 See: www.breeam.org, www.thegbi.org/green-globes-tools, www.nahbgreen.org.

Green Building in New Orleans. In the extensive rebuilding since Hurricane Katrina, green building techniques have being used throughout New Orleans. As of January 2017, there were 468 LEED registered projects in New Orleans, including the Columbia Parc public housing redevelopment, 52 schools, and several community centers, federal government buildings, and commercial facilities.[34] Many more projects in New Orleans have utilized green building techniques but have not applied for LEED certification.

6. Urban Agriculture and Gardening

The term "urban agriculture" refers to the growth or production of food for consumption or sale in and around a city or town. The term "community gardening" can include urban agriculture as well as recreational gardening in a community setting. Urban agriculture and community gardening were on the rise in New Orleans for several years before Hurricane Katrina, and has been regaining popularity since then. As of January 2017, there were 43 officially designated community gardens[35] in addition to numerous commercial urban farms and school gardens throughout New Orleans.

The benefits of urban agriculture and community gardening include:

- **Productive use of vacant land.** Urban agriculture should be seen as one of many tools available to eliminate blight, either temporarily or permanently. ***(For additional blight remediation strategies, see Chapter 5—Housing and Neighborhoods.)***
- **Improved access to fresh food.** New Orleans and Louisiana have particularly high rates of chronic diseases that are affected by food choice. Access to a local garden or other local source that produces fresh food has been shown to improve the diet of local residents. ***(See also: Chapter 5—Housing and Neighborhoods for a discussion on recruiting fresh food retailers and supermarkets in underserved areas.)***
- **Lower food costs and environmental impact.** Growing fruits and vegetables for consumption saves households money that they would otherwise spend at the supermarket. Even when purchased, food that is grown and produced locally is often less expensive than food that must be transported from far - and also has less environmental impact - due to decreased packaging, storing and shipping waste.
- **Business opportunities.** Urban agriculture can be very productive through greenhouses and other intensive techniques, producing significant harvests on relatively small plots of land. Programs in other parts of the country have created thriving businesses that supply restaurants with produce. One home gardener estimates that his garden yielded an 862 percent return on investment.[36] MacArthur Genius Grant Awardee and urban farmer Will Allen states that each square foot of produce he grows in an urban greenhouse in Wisconsin brings in $30. Nonetheless, Allen's renowned urban gardening project—Growing Power[37]—and many other community gardening programs rely on foundation grants for survival.[38]
- **Community building and social capital.** A community garden is not only a source of food and flowers but also a place that builds community. Several programs across the country use community gardens to provide job training and entrepreneurial experience for at-risk youth.[39] Schoolyard gardens have also become popular educational tools.[40]

34 US Green Building Council. www.usgbc.org

35 Parkway Partners, 2017

36 http://www.kitchengardeners.org/2009/03/whats_a_home_garden_worth.html#more; http://my.kitchengardeners.org/forum/topics/economics-of- home-gardening.

37 http://www.growingpower.org/

38 Roythe, Elizabeth. "Street Farmer." The New York Times: July 5, 2009.

39 See: www.growingpower.org and www.added-value.org.

Community gardens. Many cities utilize public land as community gardens that lease small garden plots to residents at a low cost on a first-come, first-served basis. Typically, residents must agree to keep the plot in acceptable condition, but may grow whatever they choose. There are several community gardens throughout New Orleans.

Private gardens and food production. The City's new Comprehensive Zoning Ordinance, adopted in 2015, allows farming without livestock in all districts, and allows farming with livestock as a conditional use in most districts. The ordinance also includes standards for keeping chickens for personal use citywide.

7. Solid Waste

A. RESIDENTIAL AND COMMERCIAL SOLID WASTE

The City of New Orleans Department of Sanitation enforces the sanitation code, provides public education on littering and waste reduction programs, oversees the Louisiana Department of Environmental Quality (LDEQ) compliance order relative to the closed Recovery 1 municipal landfill, and oversees contracts with three businesses to pick up trash and garbage from residential and commercial addresses in three zones: north of I-10; south of I-10; and the French Quarter and Downtown Development District (DDD). Customers are billed for these services on their water and sewer bill.

In addition to the Type I and II landfills, there are several landfills in the region that are open for disposal of construction debris (C/D): the Highway 90 Jefferson Parish landfill in Avondale; and the Gentilly Landfill at 10200 Almonaster Avenue, owned by the city and operated by AMID/Metro Partnership.

The Gentilly Landfill

The Gentilly Landfill (sometimes called "Old Gentilly") is built on top of a closed municipal landfill that operated from the 1960s to 1982. It is located within the regional business park. The city submitted a permit request to the Louisiana Department of Environmental Quality (LDEQ) in 2002 for a construction debris and wood waste (Type III) landfill and was issued a permit with a number of conditions.

B. RECYCLING

Beginning in 2012, the City of New Orleans resumed residential curbside recycling for neighborhoods throughout the city except for the Downtown Development District and French Quarter. Pickup is weekly and made in citizen-requested recycling bins.

D. COMPOSTING

As of 2017, New Orleans did not offer municipal composting service. However, many U.S. cities offer curb-side pick-up of compostable waste in addition to pick-up of trash and recycling. Twenty-four percent of the New Orleans' solid waste is composed of food or plant debris ***(see above)*** and could therefore be used as composed if the city offered such a program. The City of San Francisco's compost pick-up program also accepts all types of paper; if New Orleans could also offer this service, more than half of the city's solid waste could be composted. The Department of Sanitation is exploring the feasibility of a drop-off composting program.

40 See: www.edibleschoolyard.org.

For more information on the city's waste management systems, see Chapter 10—Community Facilities, Services and Infrastructure.

8. Environmental Health

The City Department of Health is charged with enforcement, adjudication and correction activities to maintain environmental health standards. ***For more information on code enforcement, see Chapter 5—Neighborhoods and Housing.***

A. AIR QUALITY

B. LEAD CONTAMINATION

Lead poisoning circumvents long-term resilience and sustainability of communities because it is a root cause of numerous health problems.[41] These problems include learning disabilities and behavioral problems in children, as well as reproductive, nervous system, and blood pressure problems in adults.

Studies have also shown strong links between early childhood lead exposure and subsequent delinquency/criminal behavior in teenagers.[42/43] Two major sources of lead contamination in residential neighborhoods are gasoline lead additives (which contaminate soils primarily through vehicle emissions) and lead-based paint. Although leaded paint and gasoline are now regulated by federal legislation that limit their use (lead-based interior paint is now banned nationally and tetraethyl lead is banned for highway use by vehicles), older parts of US cities typically exhibit high concentrations of lead due to decades of accumulation.[44]

During recent years, there have been changes in perspective on the lead issue, especially as it affects children's health. In 2012, the Centers for Disease Control (CDC) stated that there is no known safe level of lead exposure and furthermore changed "guideline" to "reference value[45]".[46] This change challenges public health agencies and city officials in New Orleans with questions about how to reduce lead exposure. Before 2012, the blood lead exposure guideline was 10 micrograms per deciliter (µg/dL); however, the current reference value is 5 µg/dL, or half the previous guideline. The CDC continues to emphasize the need for primary prevention and this requirement presents a substantial challenge to the medical community and the citizens of New Orleans.

The common method for determining the need for environmental intervention has been to organize blood lead level tests on children. If blood lead was above the desired level, then steps were taken to conduct a home inspection and arrange intervention, which involved public education and lead dust control. There are two major problems with this process. First, using children's blood to test for lead in the environment fails to meet the criteria for primary

41 Bellinger DC. 2011. The Protean Toxicities of Lead: New Chapters in a Familiar Story. Int J Environ Res Public Health 8: 2593-2628.

42 Needleman, HL, C McFarland, RB Ness, SE Fienberg and MJ Tobin. 2003. Bone lead levels in adjudicated delinquents. A case control study, Neurotoxicology and Teratology 24: 711-7.

43 Mielke HW, Zahran S. 2012. The urban rise and fall of air lead (Pb) and the latent surge and retreat of societal violence. Environ Int 43:48–55.

44 Datko-Williams L, Wilkie A, Richmond-Bryant J. 2014. Analysis of U.S. soil lead (Pb) studies from 1970 to 2012. Science of the Total Environment (468-469): 854-63.

45 The reference value is defined as the 97.5 percentile of the children's blood lead level based on the results of the National Health and Nutrition Examination Survey (NHANES). See below.

46 Centers for Disease Control and Prevention. CDC response to Advisory Committee on Childhood Lead Poisoning Prevention recommendations in "Low Level Lead Exposure Harms Children: A Renewed Call for Primary Prevention". US Department of Health and Human Services, Atlanta, GA, USA.

prevention of exposure, which would entail elimination of the hazard, not merely evidence that the hazard is present in the environment. The second issue concerns the effectiveness of the intervention. Studies on the effectiveness of medical interventions have been conducted by the Cochrane Collaboration[47], which conducted a thorough review of extensive data from several studies. This review indicates that this common and accepted program of lead intervention is not effective. To quote the Cochrane Collaboration:

This review of 14 studies found that educational and dust control interventions are not effective in reducing blood lead levels of young children. There is currently insufficient evidence that soil abatement or combination interventions reduce blood lead levels and further studies need to address this.

Furthermore, a study of children's blood lead levels in states with strong lead-based paint regulations compared with states having weak or no regulations found little difference between them. The conclusion indicated there is a problem with focusing intervention efforts on lead-based paint regulations alone.[48] Lead exists in all environmental compartments including water (such as in Flint, Michigan where the corrosion of old lead pipes dissolved lead into the drinking water), air (from sanding lead-based paint from homes and the use of lead additives in gasoline), and soil (air lead particles settling on the ground). Due to high traffic volume within interiors of cities, the soil becomes more contaminated than soil in outlying areas of cities. Information about the impact of soil lead on children's health is a well-studied topic in New Orleans.[49/50]

Beginning in 1990, research teams led by Dr. Howard Mielke, first at Xavier University and then at Tulane University School of Medicine, collected over 15,000 soil samples from across New Orleans. Lead is invisible in soil and must be analyzed with specialized instruments. The projects also collaborated with the Louisiana Healthy Homes and Childhood Lead Poisoning Prevention Program to coordinate the soil lead concentration data of residential areas with the blood lead data of children living in the same New Orleans residential areas. In 2001, the team created a map illustrating these soil lead concentrations in New Orleans. The goal was to illustrate and evaluate the influence of environmental lead on children's exposure [8]. The pre-Katrina study revealed some of the highest known concentrations of soil lead contamination in the nation in New Orleans—particularly among the city's oldest neighborhoods. A 2006 Environmental Protection Agency (EPA) study also showed that residential soils in New Orleans exceeded the EPA and Louisiana Department of Environmental Quality standard for soil lead levels in more than one-third of 147 samples collected. For example, the soil in St. Roch contained some of the highest concentrations of lead ever recorded for residential soil in the nation. The critical problem identified by Dr. Mielke and researchers from the Childhood Lead Poisoning Prevention Program was, and continues to be, that across the city children's blood lead is strongly associated with soil lead.

47 Yeoh B, Woolfenden S, Lanphear B, Ridley GF, Livingstone N, Jorgensen E. 2014. Household interventions for preventing domestic lead exposure in children.

48 Kennedy. C., Lordo, R., Sucosky, M.S., Boehm, R., Brown, M.J. 2016. Evaluating the effectiveness of state specific lead-based paint hazard risk reduction laws in preventing recurring incidences of lead poisoning in children. Int. J. Hygiene and Environmental Health. 219(1), 110-7.

49 Mielke HW, Gonzales CR, Powell E, Jartun M, Mielke PW. 2007. Nonlinear association between soil lead and blood lead of children in metropolitan New Orleans. Sci Total Environ 388:43–53.

50 Mielke HW, Dugas Dianne, Mielke PW Jr., Smith KS, Smith SL, Gonzales CR. 1997. Associations between Soil Lead and Childhood Blood Lead in Urban New Orleans and Rural Lafourche Parish of Louisiana. Environ Health Perspect.

In August of 2005, Hurricane Katrina created a unique natural experimental condition not possible by any scientific manipulation by flooding 80% of New Orleans. Ten years after Katrina, Dr. Mielke's team remapped New Orleans [10]. The post-Katrina data were sorted by the same census tracts (n=176) used for the pre-Katrina results. The data-sets included soil lead (n=3314 and 3320, pre- vs. post-Katrina), blood lead (n=39,620 and 17,739, pre- vs. post-Katrina), distance from the city center, and changes in percentage of pre-1940 housing. Statistical analysis was by permutation procedures and Fisher's Exact Tests. Pre- vs. ten years post-Katrina soil lead median concentrations decreased from 280 ppm to 132 ppm, and median blood lead levels decreased from 5 µg/dL to 1.8 µg/dL. With the exception of ageof housing results, which did not change, all other differences were profound (P-values were extremely small <10-12). From the perspective of the entire city, all variables including age-of-housing, soil lead levels, and blood lead levels decreased substantially with increasing distance from the center of New Orleans. This decrease of lead on soil surfaces throughout the city was associated with the decline also of children's blood lead thus underscoring soil as a critical reservoir of lead exposure.[51]

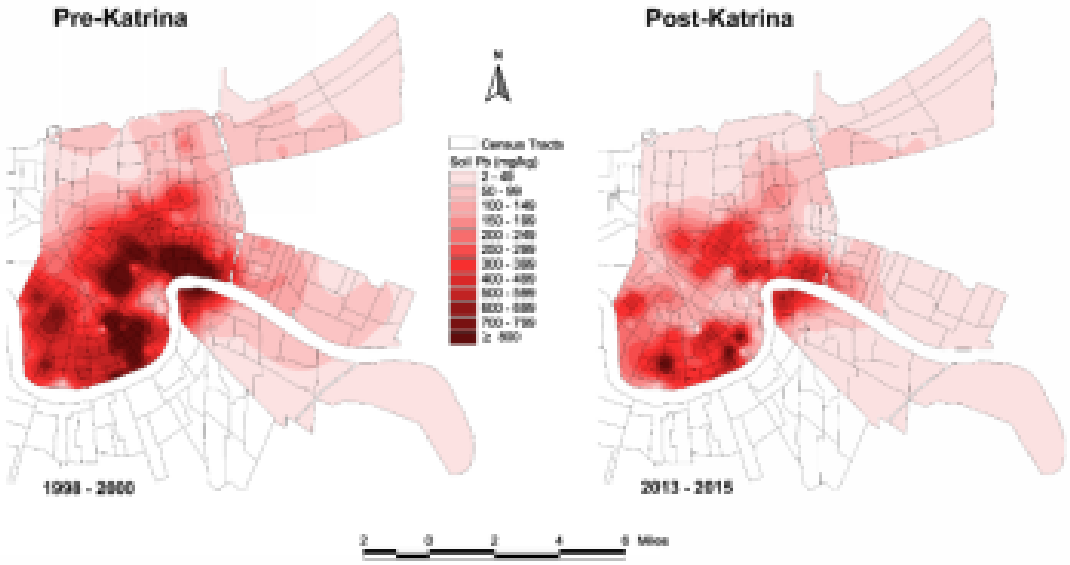


Figure 1: Pre-Katrina vs. ten years post-Katrina Maps show invisible lead in soil (Gonzales, Powell and Mielke, Tulane University School of Medicine)

There are several critical lessons learned from the aftermath of Hurricane Katrina. Although the age of housing did not change, the blood lead of the children living in older housing decreased markedly. This indicates that older homes per se are suitable for inhabitation by children and do not pose a lead hazard when maintained in ways that do not release lead dust from old paint. However, an important caveat must be stated: Landscaping with low lead soil around older homes is required to create lead safe play areas for children. Preservation of old homes is consistent with these findings. The storm surge and construction activities after Katrina brought in enormous amounts of low lead soil into the city. Eighty percent of the homes were flooded and cleaned out before they were re-inhabited. This storm surge, soil renewal, and major cleaning out of homes decreased lead levels in and around residences. Children living in the

51 Mielke, H.W., Gonzales C.R., Powel, E.T., Mielke P.W. Jr. 2016. Spatiotemporal dynamic transformations of soil lead and children's blood lead ten years after Hurricane Katrina: New grounds for primary prevention. Environment International.

city currently show blood lead level responses below 2 µg/dL when the soil lead of their community is less than 40 ppm. This lead level clearly demonstrates that the old U.S. Environmental Protection Agency 400 ppm soil lead standards did not include a margin-of-safety. New Orleans studies demonstrate that to achieve primary prevention of childhood lead exposure, soil standards must include at least a 10-fold margin-of-safety. To achieve this margin-of-safety, New Orleans has a major resource in the form of low lead soil in outlying areas of New Orleans (all cities have a similar resources of clean soil) and available for transport into the city.[52]

New Orleans has a virtually unlimited, accessible supply of low lead soil sediments that originate from the Mississippi watershed. These soils can be used to improve the quality of garden soils (Chapter 13, Section 6) and all play areas of the city. To improve the long-term resilience and sustainability of communities requires paying attention to ways to reduce children's blood lead exposure.[53/54] Because of the fundamental changes in definitions of what constitutes excessive lead exposure, the current lack of an effective method for household lead intervention, and the need for primary prevention, it is imperative to recognize that the old lead standards are no long valid. Fortunately, New Orleans has an extraordinary opportunity to use resources in outlying areas of the city for inexpensive transportation of low lead soil into the city to mimic the changes to the city that were initiated by the Hurricane Katrina storm surge. Mother's nature experiment in the form of Hurricane Katrina, while wreaking havoc on the city, has also presented an evidentiary opportunity to change the devastating consequences of elevated blood lead levels of the city's children and citizens.

Various grass root organizations and some city agencies have attempted to ameliorate the soil lead problem in New Orleans with varying degrees of success. Operation PayDirt, a national, artist-driven, multidisciplinary project served to educate large numbers of people in several cities about the dangers of lead poisoning;[55] however, the project did not change the quality of even one area in New Orleans. The city also became engaged in intervention of soil lead on public playgrounds of the city.[56] However, the project was unsupported by State regulators and was shelved. Urban gardeners are currently receiving sound information about improving soil quality through such projects as The Tulane University's Goldring Center for Culinary Medicine at Liberty's Kitchen.[57] Also, as a result of funding from HUD and local funding from the Greater New Orleans Foundation some childcare center play areas received low lead soil interventions but projects ceased because of lack of funding.[58] However, all New Orleans communities require low lead water, soil, and air for resilience and sustenance of the health of children and ultimately the future of communities.

52 Mielke HW, Gonzales CR, Smith MK, Mielke PW. 2000. Quantities and associations of lead, zinc, cadmium, manganese, chromium, nickel, vanadium, and copper in fresh Mississippi delta alluvium and New Orleans alluvial soils. Sci Total Environ 246 (2-3):249-59.

53 Mielke HW, Gonzales CR, Powell E, Mielke PW. 2013. Environmental and health disparities in residential communities of New Orleans: The need for soil lead intervention to advance primary prevention. Environ Int 51:73–81.

54 Filippelli, G.M. and Laidlaw, M.A.S., 2010. The Elephant in the Playground: Confronting lead-contaminated soils as an important source of lead burdens to urban populations. Perspectives in Biology and Medicine, 53: 31-45.

55 Mel Chin and Operation PayDirt/Fundred Project. http://www.fundred.org/about/operation-paydirt.php.

56 Playgrounds remediated for lead. City of New Orleans. https://data.nola.gov/Administrative-Data/PlaygroundsRemediated-for-Lead-2011-Map/bg76-nvb32011. [Accessed 13 July 2016].

57 The Goldring Center for Culinary Medicine, Tulane School of Medicine Teaching Kitchen.

58 Mielke HW, Covington TP, Mielke PW, Wolman FJ, Powell ET, Gonzales CR. 2011. Soil intervention as a strategy for lead exposure prevention: The New Orleans lead-safe childcare playground project. Environ Pollut 159:2071–2077.

C. OTHER ENVIRONMENTAL HEALTH HAZARDS

Blight and Vacancy. Vacant properties pose health hazards in the form of physically unstable structural elements, mold and mildew, insects and vermin, as well transient "squatters" who may present the additional risks of fire and crime. Unoccupied residential addresses in New Orleans are estimated to number as many as 20,000 as of 2014.[59]

For more information on code enforcement, see Chapter 5—Neighborhoods and Housing.

Brownfields. Brownfields are industrial and commercial sites that are abandoned or underused because of real or perceived contamination. There are 15 identified brownfields in New Orleans. The largest deterrent to brownfield redevelopment is the cost—again, either real or perceived—of remediating or removing hazardous materials from these sites. Benefits of redeveloped brownfield sites include increased quality of life for nearby residents, elimination of contamination, and increased municipal tax revenues from redevelopment activities and from a renewed productivity of formerly inactive land.[60] Federal tax incentives allow taxpayers to receive a federal income tax deduction for certain qualifying remediation costs. The Mayor's Office of Resilience and Sustainability maintains a database of potential brownfield sites, and is able to provide assistance in the redevelopment of those properties.

Superfund Site. The Environmental Protection Agency (EPA) since 1980 has identified sites contaminated with hazardous materials that meet criteria as among the most dangerous to human health and the environment—popularly called superfund sites.[61] The only superfund site in New Orleans is the Agriculture Street Landfill. The site served as a municipal landfill from 1909 to 1960 and then was briefly reopened to accept debris from Hurricane Betsy. Closed again in 1966, part of the site was redeveloped starting in 1976 with housing, businesses, and an elementary school. Resident advocacy resulted in placement of the site on the National Priorities List (the Superfund List) in 1994 and EPA supervised site remediation was completed in 2002 (soil removal, placement of plastic barrier, placement of clean soil).

Site inspections of the Agriculture Street Landfill were conducted after Hurricanes Hurricane Katrina, Gustav and Ike by the EPA and the Louisiana Department of Environmental Quality. No damage was found. After two 5-Year Reviews by the EPA, the agency has found that the remedy is successful and the procedure is underway to remove the site from the National Priorities List. However, there are currently no plans for redevelopment of the site.[62]

B What The PublicSaid

- Safety needs to be a priority—hurricane protection, flood protection, personal, neighborhood safety.
- Protect the city so evacuation isn't always necessary.
- Adopt flood control systems used in other cities/countries that are below sea level.
- Protect and restore local and regional wetlands.

59 Yaukey, Peter and Knaggs, Dylan, "Evaluating Blight Reduction in New Orleans, 2010-2014"

60 International City/County Management Association. Brownfields Redevelopment: A Guidebook for Local Governments and Communities—Second Edition. A publication of the Superfund/Brownfield Research Institute. http://www.smartgrowthamerica.org/resources.html.

61 US EPA: http://epa.custhelp.com/cgi-bin/epa.cfg/php/enduser/std_adp.php?p_faqid=172.

62 http://www.dhh.louisiana.gov/offices/publications/pubs-205/AgricultureStLandfill-NewOrleansHC082906_1.pdf

- Improve stormwater drainage and pumping systems.
- Require multi-tiered emergency planning for evacuation and shelter with residents input.
- Provide storm shelters within the city.
- Adopt building code standards that stand up to hurricane conditions (like in Florida).
- Report drainage problems and help enforce code violations.
- Use more pervious surfaces and less concrete.
- Use landscaping and tree planting strategies to mitigate runoff.
- Create retention ponds and catch basins to manage storm water.
- Elevate buildings and livable space.
- Install generators on-site, and elevate building systems above likely flood levels.
- Adopt the "Dutch system" of water management (*i.e.*, hold more water in the city with canals and retention ponds).
- Maintain water management facilities and infrastructure.
- Advocate for federal funding and accountability for flood protection.
- Educate the public about risk levels.
- Offer incentives to property owners to address flood mitigation and water retention on-site.
- Identify risk areas and encourage development in more flood-resistant areas.
- Set minimum building levels above flood levels.
- Take a comprehensive "systems approach" to dealing with water.
- Ambitious building elevation requirements are essential. Base flood elevation requirements are not enough.
- Increase use of renewable energy.
- Provide incentives for on-site solar energy production.
- Increase energy efficiency in homes and businesses.
- Establish workforce development programs in renewable energy and related technologies.
- Re-establish citywide recycling service.
- Embrace green building technologies in public and private development.
- Encourage deconstruction, salvaging and reuse of building materials during construction demolition.
- Promote the image of New Orleans as a "green" and sustainable city.
- Examine the city's building code for ways to incorporate green building standards.
- Encourage the use of pervious surfaces and less reliance on concrete.
- Provide supermarkets within easy access of all residents.
- Support and encourage urban agriculture.

chapter

RESILIENCE: LIVING WITH WATER AND NATURAL HAZARDS

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
1	***A holistic community standard of resilience from flooding and other hazards***	1.A. Create an effective community process and collaboration with the Army Corps of Engineers, regional stakeholders, and the state to have a dialogue about storm probabilities, risk, protection levels, and hazard mitigation options in order to reach a community consensus on resilience standards.	12.8
		1.B. Advocate for a minimum 500 year flood protection level and comprehensive coastal wetlands restoration.	12.9
		1.C. Expand the coordination and implementation of coastal restoration efforts in Orleans Parish.	12.10
		1.D. Develop a Storm water Management Plan that will provide technical expertise, identify best management practices and establish minimum requirements to control the adverse effects of storm water runoff for all new development and capital improvements.	12.12
2	***A resilient city working toward a future in which evacuation would rarely be necessary***	2.A. Create an Office of Coastal and Environmental Affairs by expanding the current agency and strengthen hazard mitigation and floodplain management capacity.	12.17
		2.B. Adapt building regulations to respond to hazard risks.	12.18
		2.C. Adopt regulations to make new development hazard resistant and resilient.	12.18
		2.D. Secure additional funding to assist property owners with costs of flood and storm proofing.	12.19
		2.E. The 2010 Hazard Mitigation Plan Update, including all future updates, shall be utilized in concert with the Master Plan with regards to hazard mitigation planning.	12.20

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FINDINGS

- New Orleans has always faced the risk of flooding from three sources: the Mississippi River, heavy rains, and hurricane storm surge.
- Hurricane storm surge poses the greatest threat of catastrophic flooding in New Orleans.
- Risk of flood damage has been modulated by several factors: increased structural flood protection in the form of flood gates and levees; increased development in low-lying, vulnerable areas; soil subsidence; and coastal erosion.
- Global sea level rise and the risk of stronger, more frequent hurricanes as a result of global warming may also be contributing to increased risk.
- The Army Corps of Engineers, in coordination with local levee districts, is upgrading the region's hurricane protection system to withstand a "1-in-100-year" storm by 2011. This is less protection than was promised after Hurricane Betsy.
- The Dutch provide a 1-in-10,000-year level of protection for high-density urban areas, 1-in-4,000-year level of protection for medium-density areas, and 1-in-2,500-year level for rural areas.
- Significant funds have been appropriated to implement coastal restoration and urban mitigation projects, but more is required.
- The city has established a professional hazard mitigation unit in the Office of Homeland Security and Emergency Preparedness and it is updating its Hazard Mitigation Plan in 2009.

CHALLENGES

- Raising public awareness about the realities of environmental hazards, probability, risk and mitigation options after 40 years of reliance on external levees as a guarantee of protection.
- Completing the 100-year flood protection system by 2011, given the scale of the needed improvements.
- Securing additional funding for more robust storm surge protection beyond a 1-in-100-year level of protection.
- Securing adequate funding on an accelerated basis for further coastal restoration efforts.
- Implementing citywide flood elevation, land use, and building requirements appropriate to different parts of the city to establish a higher overall level of community resilience.
- Addressing the increased cost of retrofitting structures and building new structures to be more resilient to flooding.
- Balancing expedient building and re-building practices against the city's long term security.
- Retrofitting the city's drainage infrastructure to improve water management practices and to better incorporate water into the urban landscape.
- Coordination between local, state, and federal efforts to make the city more resilient.

Acronyms

To aid in reading this section, below is a list of acronyms used within the text:

CAO	Chief Administrative Officer	**NORA**	New Orleans Redevelopment Authority
CPC	City Planning Commission	**EPA**	U.S. Environmental Protection Agency
FEMA	Federal Emergency Management Agency	**CZO**	Comprehensive Zoning Ordinance
GIS	Geographic Information Systems	**DFIRM**	Digital Flood Insurance Rate Map
ACE	Army Corps of Engineers	**IPET**	Interagency Performance Evaluation Task Force
LACPR or CPRA	Louisiana Coastal Protection and Restoration	**DNR**	Louisiana Department of Natural Resources

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~~Authority~~		~~**ABFE**~~	~~Advisory Base Flood Elevation~~

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A Introduction

New Orleans has always depended for its existence and prosperity on its location in a place prone to storms, floods, and other natural challenges. Understanding and managing risks to secure opportunity and value was critical to the city's growth and cultural development, allowing it to become one of the world's great cities. Hazard mitigation is legally defined as "any sustained action taken to reduce or eliminate the long-term risk to human life and property from hazards." To be effective, hazard mitigation must be targeted to all classes and types of hazards and it must be comprehensive in its approach, integrated in its implementation, and mindful of the community interests it wants to protect or enhance. In the 21st century, the language of hazard mitigation is coupled with the concept of "resilience." Resilience is shown by a community's ability to anticipate hazards, to reduce overall vulnerability, and to respond and recover from hazard events. In addition, resilient communities also need to be able to learn and adapt to changing conditions and risks.

The Master Plan focuses especially on storm and flood hazards, as the most significant facing New Orleans. The City has begun to develop its own expertise on hazard mitigation and resilience and must expand this capacity. Technical expertise within city government must be combined with broad community dialogue and understanding about probabilities, managing risks, and the interrelated responsibilities of individual households, city government, and state and federal governments.

A Implementation Strategies

A recommendations **Summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **Getting Started**. The **Narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions discussion to inform understanding of the goals, policies, strategies and actions are included in Volume 3, Chapter 12.

Summary

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE:
1. Holistic community standards of resilience from hurricanes and other hazards	**1.A.** Create an effective community process and collaboration with the Army Corps of Engineers, regional stakeholders, and the state to have a dialogue about storm probabilities, risk, protection levels, and hazard mitigation options in order to reach a community consensus on resilience standards.	1. In conjunction with the Corps of Engineers and the Coastal Protection and Restoration Authority (CPRA), devise appropriate standards for public building, neighborhood and infrastructure resilience.	Updated Hazard Mitigation Plan; Hazard Mitigation Unit; CPC; Safety and Permits; CAO's office	First five years	Federal funds (FEMA grants)	12.8
		2. Account for climate change and anticipated global sea level rise in adopting standards and techniques to meet new community standards for resilience.	Updated Hazard Mitigation Plan; Hazard Mitigation Unit; Coastal and Environmental Affairs	First five years	FEMA grants	12.8
	1.B. Advocate for a minimum 500-year flood protection level and comprehensive coastal wetlands restoration.	1. Coordinate with the Corps of Engineers and local levee boards to promote the completion of 100-year protection by 2011.	City and state leadership; Coastal and Environmental Affairs; Hazard Mitigation Unit	First five years	Staff time	12.9
		2. Advocate for funding and the expeditious implementation of flood protection system that can with stand a 500 year storm or stronger event.	City and state leadership	First five years	Staff time	12.9
		3. Advocate for increased state and federal funding and strengthened regulatory policies to bolster regional coastal restoration efforts.	City and State leadership	First five years	Staff time	12.9
		4. Support and strengthen the Office of Coastal and Environmental Affairs' current efforts to improve efficiency and stainability.	Office of Coastal and Environmental Affairs, City departments	First five years	Staff time	12.10

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FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE:
1. Holistic community standards of resilience from hurricanes and other hazards	1.C. Expand the coordination and implementation of coastal restoration efforts in Orleans Parish.	1. Improve coordination in coastal restoration matters between the City of New Orleans and other state, local and federal agencies	Coastal and Environmental affairs	First five years	Staff time	12.10
		2. Secure funding for and support the implementation of locally driven coastal restoration efforts.	Coastal and Environmental affairs	First five years	Federal, state, or nonprofit funds	12.10
		3. Secure funding for and support the implementation of innovative, locally driven wetlands restoration projects, such as the Wetland Assimilation Project currently directed by the Sewerage and Water Board.	Coastal and Environmental Affairs; Office of Technology; Louisiana Coastal Wetlands and Restoration Task Force	First five years	Staff time	12.11
		4. With the assistance of NORA, facilitate the acquisition of paper subdivisions in undeveloped areas to assemble land for conservation and coastal restoration projects.	Coastal and Environmental Affairs; Office of Technology; CPC; NORA	Medium term	State coastal restoration funds	12.11
		5. Include in the city's property database a legal inventory of property and parcel boundaries outside of the hurricane protection system in Orleans Parish.	Assessor's office; Conveyances; CNOGIS	First five years	Staff time	12.12
		6. Ensure consistency between the CPRA plan, the Bayou Sauvage Master Plan, the City's Master Plan and land use regulation.	CPC, CPRA, Costal and Environmental Affairs	First five years	Staff time	12.12
		7. Update the Coastal Management Plan.	Office of Coastal and Environmental Affairs	First five years	Grants	12.12
		8. Create a new local wetlands protection ordinance.	Coastal and Environmental Affairs; City Council	First five years	Staff time	12.12
		9. Create an improved inventory of wetlands in Orleans Parish to inform land use policies and coastal restoration efforts.	Coastal and Environmental Affairs	First five years	Staff time; state coastal restoration funds	12.13

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FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE:
1. Holistic community standards of resilience from hurricanes and other hazards	**1.D.** Develop a Storm water Management Plan that will provide technical expertise, identify best management practices, and establish minimum requirements to control the adverse effects of storm water runoff for all new development and capital improvements.	1. Convene a working group of city agencies to coauthor the storm water management plan.	CPC; DPW; SW&B; Parks and Parkways; DS&P; Office of Coastal and Environmental Affairs	First five years	Federal grants (FEMA; EPA); bond funds	12.13
		2. Establish storm water management best practices in design and construction of public buildings, including pervious materials and green roofs.	CAO's office; Project Delivery Unit	First five years	Recovery funds; capital funds	12.13
		3. Create a storm water management unit in the Sewerage and Water Board.	S&WB	First five years	Staff time	12.13
		4. Retrofit parks, playgrounds, and neutral grounds to function as storm water retention and ground water filtration infrastructure.	Parks and Parkways	Medium term	EPA storm water management grants	12.14
		5. Replace most lawn areas in neutral grounds and street swales with shrubs and ground cover.	Parks and Parkways	Medium term	EPA storm water management grants	12.14
		6. Examine the feasibility of utilizing the Mississippi River as a potential source for managing groundwater levels and reducing subsidence.	S&WB	Medium term	Federal Grant	12.14
		7. Incorporate natural drainage systems, create rain gardens and small scale water management infrastructure to reduce runoff and increase the permeability of the urban landscape.	S&WB; DPW; Parks and Parkways	First five years	Staff time	12.14
		8. Retrofit existing public buildings and design new public buildings to include storm water management infrastructure to reduce runoff and increase the permeability of the urban landscape.	CAO; Property Management	Medium term	Capital funds	12.14
		9. Determine the feasibility and cost of retrofitting drainage canals into landscape amenities ("blueways") that are accessible to adjacent neighborhoods.	Levee District	First five years	Levee District revenues	12.16
		10. Advocate that the Corps provide full pumping capacity for the city's outfall canals at the proposed flood gates near Lake Pontchartrain.	Army Corps of Engineers	First five years	Federal funds	12.16
		11. Modify zoning and subdivision regulations to encourage on-site storage and filtration of storm water.	CPC	First five years	CZO rewrite project	12.16

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FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE:
2. A resilient city working towards a future in which evacuation would rarely be necessary	**2.A.** Continue to support and strengthen the city's Office of Coastal and Environmental Affairs relationship with Hazard Mitigation Division of Office of Homeland Security and Emergency Preparedness in order to improve the city's participation in various flood protection and hazard mitigation efforts."	1. Expand the responsibilities, staffing and funding of the city's Coastal and Environmental Affairs agency to serve as the central policy development office for the city's resilience and other environmental strategies.	Mayor's Office	First five years	General fund; state and federal grants	12.17
		2. Support and strengthen the city's professional Hazard Mitigation Unit.	Mayor's Office; CAO	First five years	General fund; FEMA grants	12.17
		3. Continue to support and strengthen the City's Office of Coastal and Environmental Affairs relationship with the Hazard Mitigation Division of the Office of Homeland Security and Emergency Preparedness	Mayor's Office; CAO	Ongoing	General fund; FEMA grants, State and Federal Grants, cooperative endeavor	12.18
		4. Strengthen the city's flood-plain management capacity in the Department of Safety and Permits.	Mayor's Office; CAO	First five years	General fund; FEMA grants	12.18
	2.B. Adapt building regulations to respond to hazard risks.	1. Design new public facilities and retrofit existing facilities to make them hardened and resilient to wind and flooding.	CAO's office; Project Delivery Unit	First five years	Recovery funds; capital funds	12.18
		2. "Harden" existing critical, public facilities against possible storm damage.	CAO	First five years	Capital Funds	12.18
		3. Ensure that new public facilities are built with flood and wind resilience incorporated into their design and construction.	CAO	First five years	Capital Funds	12.18
	2.C. Adopt regulations to make new development hazard resistant and resilient.	1. Continue to work with FEMA to ensure that DFIRM requirements after 100-year protection is complete accurately reflect risk.	Hazard Mitigation Unit;	First five years	FEMA grants	12.18
		2. Subject to analysis, supplement DFIRM requirements with more stringent local mandates, where appropriate.	Hazard Mitigation Unit; Safety and Permits; CPC	First five years	FEMA grants; staff time	12.19
	2.D. Secure additional funding to assist property owners with costs of flood and storm proofing.	1. Address the cost gaps and programmatic difficulties in existing programs to support building elevations.	Hazard Mitigation Unit	First five years	FEMA grants	12.19

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	2.E. Utilize the "2010 Hazard Mitigation Plan Update" and all future updates in concert with the Master Plan with regard to hazard mitigation planning.	1. Utilize the "Orleans Parish 2010 Hazard Mitigation Plan Update" in the appendix of the Master Plan.	Office of Homeland Security & Emergency Preparedness – Hazard Mitigation; City departments	Ongoing	Staff time	12.20

Getting Started

This item is a short-term action that will help lay the groundwork for the longer-term actions that follow.

- Ensure that the community education program accompanying the Hazard Mitigation Plan Update is a comprehensive community conversation about storm probabilities, risk levels, building standards, and land use practices, with information on specific ways that individual households can manage their risk, and prepare a continuing community outreach and media program after the update is complete.

Narrative

Below is a more detailed narrative of the various goals, strategies and actions highlighted in the "Summary" chart.

GOAL 1

Holistic community standards of resilience from hurricanes and other hazards

1.A Create an effective community process and collaboration with the Army Corps of Engineers, regional stakeholders, and the state to have a dialogue about storm probabilities, risk, protection levels, and hazard mitigation options in order to reach a community consensus on resilience standards.

RECOMMENDED ACTIONS

1. *In conjunction with the Corps of Engineers and the Coastal Protection and Restoration Authority (CPRA), devise appropriate standards for public building, neighborhood, and infrastructure resilience.*
   Who: *Updated Hazard Mitigation Plan; Hazard Mitigation Unit; CPC; Safety and Permits; CAO's Office*
   When: *First five years*
   Resources: *Federal funds (FEMA grants)*

Through the hazard mitigation planning process (an update is underway in fall 2009), the community must have a frank discussion about the risks the city faces from multiple hazards and the hard choices, investments, and trade-offs that will necessarily accompany one standard or another. Following the National Academy of Sciences reviews, which noted that heavily populated areas need more than a 1-in-100-year standard, this Master Plan suggests aiming for a 1-in-500-year standard as the minimum level of risk the city should accept in all respects: flood control, infrastructure resilience, utility service, and the robustness of its buildings. This level of resilience can give residents, businesses, institutions, and government the confidence and security to make major investments in New Orleans' future. To achieve this goal, the city should:

> *Ensure that there is adequate education and outreach to the public about current risk levels from hurricanes and other hazards.* This process has begun through the Hazard Mitigation Plan Update.

> *Develop clearly articulated aims for revised building standards, building techniques, community facilities investments, and land use practices to reflect the new community standard for resilience.*

2. *Account for climate change and anticipated global sea level rise in adopting standards and techniques to meet new community standards for resilience.*
   Who: *Updated Hazard Mitigation Plan; Hazard Mitigation Unit; Office of Coastal and Environmental Affairs*
   When: *First five years*
   Resources: *Federal funds (FEMA grants)*

New Orleans and the state of Louisiana can begin to lead the national and even international dialogue on combating climate change. At the same time, the City, state, and federal

government need to coordinate responses to potential changes in global sea level in outlining hurricane protection, coastal restoration, and land use strategies. To the extent possible, the City should incorporate information about projected climate change impacts in adaptive resilience strategies.

1.B Advocate for a much higher level of flood protection and for comprehensive wetlands restoration.

The National Academy of Sciences reviews of the IPET reports and LACPR study called for higher protection standards for dense urban areas like New Orleans and a more coordinated and comprehensive multiple lines of defense strategy.

RECOMMENDED ACTIONS

1. *Coordinate with the Corps of Engineers and local levee boards to promote the completion of 100-year flood protection by 2011.*
   Who: *City and State leadership; Hazard Mitigation Unit; Office of Coastal and Environmental Affairs*
   When: *First five years*
   Resources: *Staff time*

The City must work to promote consistent, systematic coordination and regular project updates between the Corps of Engineers, Orleans Levee District, regional levee authorities, and city government, and so that the 2011 target is met.

2. *Advocate for funding and the expeditious implementation of flood protection system that can withstand a 500-year storm or stronger event.*
   Who: *City and State leadership*
   When: *First five years*
   Resources: *Staff time*

A 500-year standard would provide a much greater margin for safety; and it would give residents and businesses confidence in the city's enduring safety.

> *Advocate for the comprehensive plan and recommended priority actions that did not emerge from the Army Corps of Engineers LACPR.*
>
> The original directive from Congress that authorized the study was for the Corps to present a unified work program of flood protection and coastal restoration improvements to protect the New Orleans Metropolitan Area from storms significantly greater than the 1-in-100-year level.

> *Following the recommendations of the study, create a regional coalition to advocate for federal funding for the implementation of a more robust (e.g., 500-year protection or stronger) hurricane protection system, including a full range of non-structural measures.*

> *Study feasibility of implementing a polder system to continue flooding in a storm event.*

3. *Advocate for increased state and federal funding and strengthened regulatory policies to bolster regional coastal restoration efforts.*
   Who: *City and State leadership*
   When: *First five years*
   Resources: *Staff time*

There is consensus that increased funding, expedited review processes, and expedited implementation are needed to slow coastal land loss.

> *Advocate for an expedited release of funds to Louisiana through the federal-state royalty agreement for offshore oil leases passed in 2007.*
>
> The state should either borrow against this future revenue stream (to begin in 2017) or renegotiate the terms of the royalty sharing agreement with the federal government to obtain

substantially more funding for coastal restoration in the coming 10 years.

> *Ensure that there is adequate state and federal funding and administrative support to fully implement the Louisiana Coastal Protection and Restoration Authority Master Plan[1] on an expedited basis.*

A long-term federal/state cost sharing agreement and funding strategy (estimated total costs range from $30 to $45 billion) are needed to ensure its implementation.

> *Advocate for strengthened local, federal and state wetlands permitting procedures to limit development and invasive activities in sensitive wetlands areas.*

Current regulatory guidelines do not go far enough to enjoin activities that are widely recognized as being extremely harmful to wetlands areas. Commercial coastal activities are estimated to have disturbed nearly 9,000 acres or 14 square miles of wetlands since 1987. Permitting for private commercial activities cannot be working at cross purposes.

4. Support and strengthen the Office of Coastal and Environmental Affairs' current efforts to improve efficiency and sustainability through cooperation with all relevant City departments.

Who: *Office of Coastal and Environmental Affairs*
When: *First five years*
Resources: *Staff time*

I.C Expand the coordination and implementation of coastal restoration efforts in Orleans Parish.

RECOMMENDED ACTIONS

1. *Improve coordination in coastal restoration matters between the City of New Orleans and other state, local, and federal agencies.*

Who: *Office of Coastal and Environmental Affairs*
When: *First five years*
Resources: *Staff time*

The permitting process for development activity in a wetlands or coastal area is extremely complicated. Depending on the nature of the application, a property owner may have to go through three or more layers of approvals, including a Corps of Engineers/EPA "Section 404" review, a Coastal Use Permit review conducted by the Louisiana Department of Natural Resources (DNR), the State Department of Health and Hospitals (in Lake Catherine and Irish Bayou), and local zoning and subdivision regulations. Closer coordination and more well
defined protocols would lead to more informed decisions and a more expeditious, predictable, and fair process for both developers and concerned members of the community.

> *Establish streamlined protocols for policy coordination among the Department of Natural Resources, US Army Corps of Engineers, parish governments, and coastal zone/floodplain managers.*

2. *Secure funding for and support the implementation of locally driven coastal restoration efforts.*

> *Identify innovative financing techniques to fund coastal restoration projects in Orleans Parish such as carbon sequestration dollars.*

Who: *Office of Coastal and Environmental Affairs*
When: *First five years*
Resources: *Federal, state or nonprofit funds*

A "cap and trade" system allowing carbon polluters to offset their emissions with carbon sequestration or mitigation projects appears to be an imminent possibility. The Obama administration has signaled its strong support for such an initiative by including anticipated

ATTACHMENT A

~~1. The official name of the plan is Louisiana's Comprehensive Master Plan for a Sustainable Coast, 2007~~

revenue from a cap and trade system in their 2010 budget proposal. Wetlands restoration projects have the potential to receive substantial funding as carbon sequestration projects. The City should work closely with the Louisiana Coastal Protection and Restoration Authority (CPRA) to identify the specific mechanism by which coastal restoration activities can become eligible and can be marketed to interested parties.

3. *Secure funding for and support the implementation of innovative, locally driven wetlands restoration projects, such as the Wetland Assimilation Project currently directed by the Sewerage and Water Board.*

   Who: *Office of Coastal and Environmental Affairs; Office of Technology; Louisiana Coastal Wetlands and Restoration Task Force*
   When: *First five years*
   Resources: *Staff time*

There are a number of locally-driven restoration projects underway, such as the Wetland Assimilation Project at Bayou Bienvenue, directed by the New Orleans Sewerage and Water Board. The city should work with the Corps of Engineers and CPRA to identify other projects that are of an appropriate scale and cost and that could be undertaken by local government. Funding sources, whether through carbon sequestration proceeds or other sources, must then be identified to facilitate their implementation.

4. *With the assistance of the New Orleans Redevelopment Authority (NORA), facilitate the acquisition of "paper subdivisions" in undeveloped area to assemble land for conservation and coastal restoration projects.*

   Who: *Office of Coastal and Environmental Affairs; Office of Technology; CPC; NORA*
   When: *Medium term*
   Resources: *State coastal restoration funds*

So called "paper subdivisions of small lots that were created prior to modern subdivision regulations and that have never been developed—are an occasional stumbling block to coastal restoration projects. The Office of Coastal and Environmental Affairs should work closely with CPRA and with the New Orleans Redevelopment Authority to identify critical coastal restoration projects that require the assembly of these assembly and consolidation of these paper subdivisions. The City could then acquire and land bank these properties in order to facilitate restoration projects. FEMA Hazard Mitigation Grants may be a funding source.

Berm surrounding a neighborhood park in suburban Jefferson Parish which has been re-designed to store stormwater in the event of a heavy rainfall.

Streetscape improvements can include bioswales, rain gardens and other features to allow for water storage and groundwater filtration.

5. *Include in the city's property database a legal inventory of property and parcel boundaries outside of the hurricane protection system in Orleans Parish.*
   Who: *Assessor's Office; Conveyances; CNOGIS*
   When: *First five years*
   Resources: *Staff time*

A thorough GIS property database available to all city agencies and eventually to the public is a fundamental recommendation of this Master Plan. Determining property ownership outside of the levees is frequently difficult and can be a hindrance to coastal preservation and restoration efforts.

6. *Ensure consistency between the CPRA plan, the Bayou Sauvage Master Plan, the City's Master Plan, the City's Coastal Management Plan and the City's land use regulations in coastal restoration policies, phasing, funding and recommendations.*
   Who: *CPC; CPRA; Office of Coastal and Environmental Affairs*
   When: *First five years*
   Resources: *Staff time*

All of these documents have an important role in guiding how the city's wetlands are managed, protected, and restored. It is critical that there is consistency among all of these documents to ensure that well-meaning policies are not working at cross-purposes with outmoded regulations.

7. *Update the Coastal Management Plan.*
   Who: *Office of Coastal and Environmental Affairs*
   When: *First five years*
   Resources: *Grants*

The City's Coastal Management Plan dates from 1985 and does not take into account the myriad changes in the city's and region's economy, land use patterns, coastal environment, and vulnerability to tropical events and the regional guidance outlined in the CPRA Master Plan of 2007.

8. *Create a new local wetlands protection ordinance that is specific to wetland areas and that reflects development constraints and challenges.*
   Who: *Office of Coastal and Environmental Affairs; City Council*
   When: *First five years*
   Resources: *Staff time*

While both federal and state agencies can potentially be involved in permitting activities in coastal and wetlands areas, they do not have the power to supersede local land use regulations. Local ordinances, zoning and subdivision regulations represent the first defense in protecting the health of New Orleans' wetlands. Enforcement by Office of Coastal and Environmental Affairs would probably be most appropriate due to its expertise in wetlands issues, however, this should be further discussed during the creation of the ordinance.

Unlike cities such as Amsterdam, New Orleans has for the most part hidden its drainage canals underground or behind large retaining walls, thereby missing an opportunity to create a tremendous aesthetic amenity" *(Image of Amsterdam by Tracy Vierra, from Flickr creative commons)*

ATTACHMENT A

Bayou St. John is a wonderful example of how water can be used as a neighborhood and recreational amenity. Drainage canals could be designed to add value to the city.

The ultimate location of New Orleans' drainage pumps will play a major role in determining whether the city's drainage canals can be retrofitted for recreational use.

9. *Create an improved inventory of wetlands in Orleans Parish to inform land use policies and coastal restoration efforts by working with state government, the Army Corps of Engineers and with universities in the region to compile an improved inventory and detailed digital maps of wetlands in Orleans Parish.*
   - ***Who:*** *Office of Coastal and Environmental Affairs*
   - ***When:*** *First five years*
   - ***Resources:*** *Staff time; state coastal restoration funds*

I.D Develop a Storm water Management Plan that will provide technical expertise, identify best management practices, and establish minimum requirements to control the adverse effects of storm water runoff for all new development and capital improvements.

RECOMMENDED ACTIONS

1. *Convene a working group of city agencies, including the Department of Public Works, the Sewerage and Water Board, the City Planning Commission, Parks and Parkways, the Department of Safety and Permits, and the Office of Office of Coastal and Environmental Affairs to coauthor the storm water management plan.*
   - ***Who:*** *CPC; DPW; SW&B; Parks and Parkways; DS&P; Office of Coastal and Environmental Affairs*
   - ***When:*** *First five years*
   - ***Resources:*** *Federal grants (FEMA; EPA); bond funds*

2. *Establish storm water management best practices in design and construction of public buildings, including pervious material and green roofs.*
   - ***Who:*** *CAO's office; Project Delivery Unit*
   - ***When:*** *First five years*
   - ***Resources:*** *Recovery funds; capital funds*

Innovative storm water management techniques that rely on natural drainage can reduce the costs of hard infrastructure and mitigate flooding from rain events.

3. *Create a storm water management unit in the Sewerage and Water Board.*
   - ***Who:*** *S&WB*

When: *First five years*
Resources: *Staff time*

4. *Retrofit parks, playgrounds, and neutral grounds to function as storm water retention and groundwater filtration infrastructure.*
   Who: *Parks and Parkways*
   When: *Medium-term*
   Resources: *EPA storm water management grants*

New Orleans has a wealth of playgrounds, parks, and neutral grounds that are not incorporated into the city's storm water management system. All of these assets could be used to retain water in the event of a heavy rainstorm, and rain gardens and groundwater filtration infrastructure could be incorporated into their re-design.

5. *Replace most lawn areas in neutral grounds and street swales with shrubs and ground cover.*
   Who: *Parks and Parkways*
   When: *Medium-term*
   Resources: *EPA storm water management grants*

Storm water engineering increasingly is adapting the lessons of natural systems to controlling and filtering runoff. These techniques can be applied at any scale, from backyard rain gardens to streets and city parks. Rain gardens are small areas that are lower in elevation than their surroundings and are filled with plantings. They capture storm water from roofs and other drains and allow the water to seep into the ground. Lawns are only marginally superior to paved areas in retaining storm water, particularly when soils are compacted, so less lawn and more ground cover, shrubs and trees in the neutral grounds will help the city manage water, mitigate flooding, and reduce subsidence. This planting strategy can coexist with the use of neutral grounds for walking and bike paths. On the neighborhood streets where there are no curbs or catch basins, plantings in drainage ditches ("swales") improve storm water management by enhancing absorption of water and reducing the velocity of storm water.[2]

6. *Examine the feasibility of utilizing the Mississippi River as a potential source for managing groundwater levels and reducing subsidence.*
   Who: *S&WB*
   When: *Medium-term*
   Resources: *Federal grants*

The desiccation of New Orleans' soils over time is a principal reason why the city has experienced such a severe rate of subsidence. Dutch engineers and landscape architects who visited New Orleans and have suggested that the Mississippi River could potentially be used to maintain groundwater levels.

7. *Incorporate natural drainage systems, create rain gardens and small scale water management infrastructure to reduce runoff and increase the permeability of the urban landscape.*
   Who: *S&WB; DPW; Parks and Parkways*
   When: *First five years*
   Resources: *Federal Grant*

8. *Retrofit existing public buildings and design new public buildings to include storm water management best practices including the use of pervious materials and green roofs.*
   Who: *CAO; Property Management*
   When: *Medium-term*
   Resources: *Capital funds*

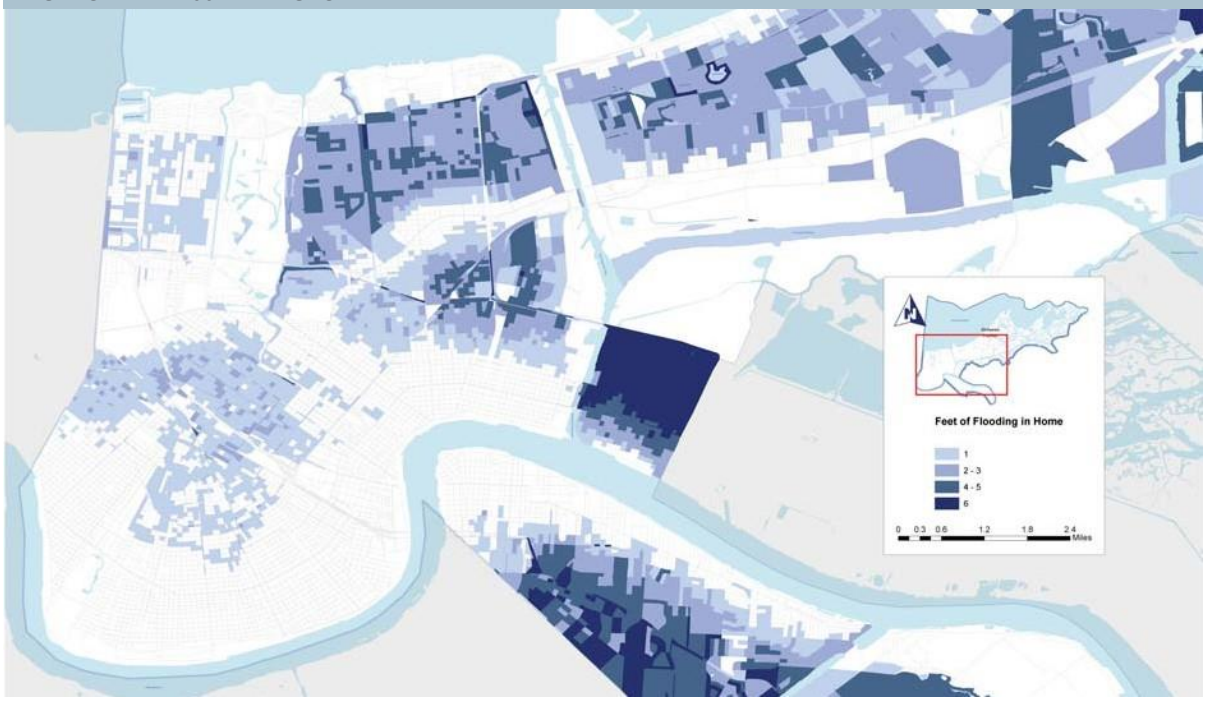
The many new and renovated public buildings underway during recovery present tremendous opportunity for the city government, New Orleans Public Schools, and other public bodies to pursue green building practices that will retain storm water on-site rather than adding to runoff.

ATTACHMENT A

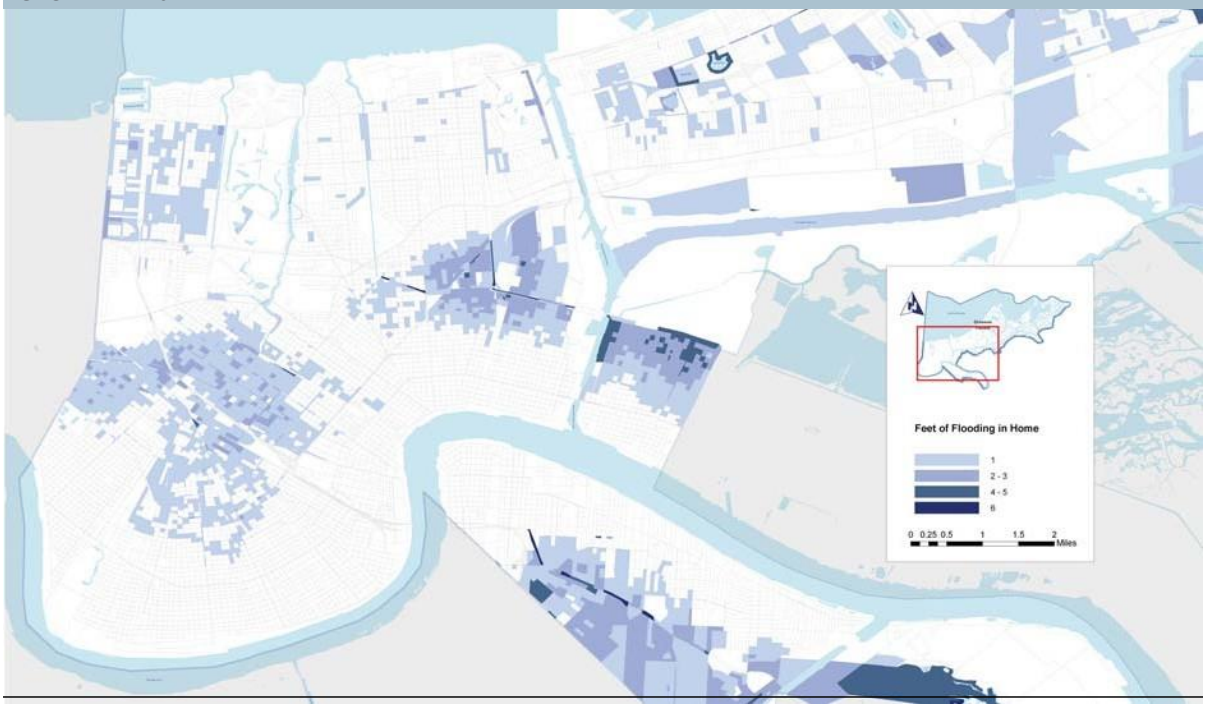
[2] See The Center for Watershed Protection, http://www.cwp.org

ATTACHMENT A

MAP 12.1: AMOUNT OF FLOODING IN ABFE-COMPLIANT HOMES ACCORDING TO 2007 RISK OF 1-IN-100-YEAR STORM



MAP 12.2: AMOUNT OF FLOODING IN ABFE-COMPLIANT HOMES FROM A 1-IN-500-YEAR STORM IN 2011



The maps highlight those blocks that must be elevated beyond existing Advisory Base Flood Elevation (ABFE) Requirements to avoid flooding. The map on the top highlights those blocks whose houses must

be elevated to avoid flooding from a 100-year storm with the current level of flood protection in place. The map on the bottom highlights the areas that will need to be elevated beyond ABFE's to avoid flooding from a 500 year storm in 2011 and thereafter.

Increased resilience against storms will come from both collective and individual measures. The City can advocate for increased flood protection from the Army Corps of Engineers and other federal sources while also upholding building code regulations that require individuals to raise buildings above flood levels.

~~9. *Determine the feasibility and cost of retrofitting drainage canals into landscape amenities ("blueways") that are accessible to adjacent neighborhoods.*~~

~~***Who:** Levee District*~~
~~***When:** First five years*~~
~~***Resources:** Levee District revenues*~~

~~Much of the city's drainage infrastructure is currently hidden from view. Water is whisked away into storm drains which feed sub-surface drainage canals and ultimately tie into drainage out fall canals that are hidden from view. Instead of hiding drainage infrastructure behind mammoth concrete walls, or within underground culverts, the city could "daylight" more of its drainage infrastructure, thereby creating a new component of the city's aesthetic identity. The New Orleans East Bank Levee Board is pursuing a feasibility study.~~

~~10. *Advocate that the Corps provide full pumping capacity for the city's out fall canals at the proposed flood gates near Lake Pontchartrain, obviating the need for walled canals.*~~

~~***Who:** Army Corps of Engineers*~~
~~***When:** First five years*~~
~~***Resources:** Federal funds*~~

~~The location of the city's pumping stations at the center of the city requires water levels and canal walls that lie substantially above adjacent streets and buildings. If the pumping stations were to be permanently relocated to the mouths of the out fall canals, a water level and overall aesthetic that is more akin to Bayou St. John would be possible. The Corps of Engineers recently released a study that recommended that, because of lower costs, the principal pumping capacity should remain at the existing pumping stations in the heart of the city and that a series of gates and supplemental pumps should be maintained at the mouths of the city's out fall canals. City leaders are advocating that safety and aesthetic considerations favor the relocation of all pumping capacity to the mouths of the out fall canals.~~

~~11. *Modify zoning and subdivision regulations to encourage on-site storage and filtration of storm water.*~~

~~***Who:** CPC*~~
~~***When:** First five years*~~
~~***Resources:** CZO rewrite project*~~

~~Aside from public buildings and public infrastructure, the other principal mechanism at the city's disposal to manage storm water and runoff is to permit and promote storm water best practices on private property.~~

~~> *Encourage the use of green roofs, porous paving materials, and other techniques to encourage on-site storage of rainwater and to enhance groundwater filtration.*~~

~~Local building code regulations and zoning regulations should be adapted to permit~~

~~green roofs, cisterns, rain gardens, porous paving materials and other on-site storm water management techniques. Given the unique climatic challenges that New Orleans faces~~

(mosquitoes, torrential rains, searing summer temperatures, and occasional tropical events), these guidelines must be carefully crafted to account for the exigencies of local conditions. The city should also actively encourage the use of these techniques through conditions attached to the disposition of publicly owned property and the use of public development subsidies.

GOAL **2**

A resilient city working toward a future in which evacuation would rarely be necessary

2.A Continue to support and strengthen the city's Office of Coastal and Environmental Affairs relationship with Hazard Mitigation Division of Office of Homeland Security and Emergency Preparedness in order to improve the city's participation in various flood protection and hazard mitigation efforts.

Meeting the challenge of creating a resilient New Orleans will require that the city have a strong agency that functions as the central point of expertise, information and coordination on the multiple lines of defense approach to protection from natural hazards, as well as adaptation to environmental change, and other environmental issues. The Mayor's Office of Coastal and Environmental Affairs in 2009, with responsibilities for the city's programs of coastal management, brownfields, and climate protection, has one professional and very limited funding. A number of the activities that in many cities are brought together under a department of the environment are scattered throughout many New Orleans departments. While in the long term it may prove worthwhile to bring these agencies into a strong Office of Coastal and Environmental Affairs, an enhanced Office of Coastal and Environmental Affairs is needed now to make sure that there is one place in city government where an understanding of the interrelationships of myriad activities both within and outside of city government resides. This agency would be the liaison between the city and the multiple federal, state and local entities working on environmentally related issues affecting the city, from the multiple lines of defense approach to storm protection and climate change, to waste reduction and energy efficiency. While the city's Hazard Mitigation Unit is currently located in the Office of Homeland Security and Emergency Preparedness, it may ultimately prove worthwhile to move it to an enhanced Office of Coastal and Environmental Affairs agency.

RECOMMENDED ACTIONS

1. *Expand the responsibilities, staffing and funding of the city's Office of Coastal and Environmental Affairs agency, so it can serve as the central policy development office for the city's resilience and other environmental strategies.*
   Who: *Mayors office*
   When: *First five years*
   Resources: *General fund; state and federal grant*

2. *Support and strengthen the city's professional Hazard Mitigation Unit in order to assure continued planning, implementation of stormwater management strategies, and acquisition of grant funds to assist residents and other property owners to protect against environmental hazards.*
   Who: *Mayors office; CAO*
   When: *First five years*
   Resources: *General fund; FEMA grants*

3. *Continue to support and strengthen the city's Office of Coastal and Environmental Affairs relationship with Hazard Mitigation Division of Office of Homeland Security and Emergency Preparedness in order to improve the city's participation in various flood protection and hazard mitigation efforts.*
   Who: Mayor's office; CAO
   When: Ongoing
   Resources: General Fund, FEMA Grants, State and Federal Grants, cooperative endeavor

Although this department is the city's designated floodplain manager, until recently it had no certified floodplain management personnel (there are now 3). Staffing constraints continue to make it difficult to implement floodplain management inspections and other activities at the level to be desired.

4. *Strengthen the city's floodplain management capacity in the Department of Safety and Permits.*
   Who: *Mayors office; CAO*
   When: *First five years*
   Resources: *General fund; FEMA grant*

2.B Adapt building regulations and techniques to more accurately respond to risks from wind and flooding, including the risk of levee overtopping.

RECOMMENDED ACTIONS

1. *Design new public facilities and retrofit existing public facilities to make them resilient to wind and flooding.*
   Who: *CAO's office; Project Delivery Unit*
   When: *First five years*
   Resources: *FEMA grants*

New Orleans has a unique opportunity to largely re-work its public infrastructure to make it much more resilient to flooding and wind damage. All public buildings should be renovated or built to a standard such that they will be able to withstand a 1-in-500-year storm after the completion of the hurricane protection system in 2011. Wind resistant materials must be used. Buildings and building systems (Heating, Ventilation, and Air Conditioning *etc.*) must be elevated to a sufficiently safe height. When building elevations are difficult or impossible, building materials and construction techniques must be employed such that the rapid recovery and use of the building is possible following a major storm event.

2. *"Harden" existing critical, public facilities against possible storm damage by elevating buildings, utilizing robust materials, installing back-up generator capacity, and protecting building systems against flooding.*
   Who: *CAO*
   When: *First five years*
   Resources: *Capital funds*

3. *Ensure that new public facilities are built with flood and wind resilience incorporated into their design and construction.*
   Who: *CAO*
   When: *Ongoing*
   Resources: *Capital funds*

2.C Ensure that sufficiently robust regulatory measures are in place to make new development and construction resilient to flooding.

In addition to implementing higher standards for public facilities, the city must adopt and

~~evenly enforce more stringent standards for private construction and development to ensure the city's long-term resilience. The loss of private housing and workforce is just as damaging to the~~

entire community as the loss of critical public facilities after a major storm. The city's regulatory framework must be consistent with a 1-in-500-year standard for the resilience of the city.

RECOMMENDED ACTIONS

1. *Continue to work with FEMA to ensure that building elevation requirements under DFIRM maps accurately reflect the risk from hurricane and storm surge flooding.*
   Who: *Hazard Mitigation Unit*
   When: *First five years*
   Resources: *FEMA grants*

The City has been working with FEMA on the Digital Flood Insurance Rate Map (DFIRM) process and plans to commission an independent review of the maps to be released after the 100-year protection work is complete.

2. *Subject to analysis and in accordance with agreed upon community resilience standards, supplement DFIRM requirements, where appropriate, with local "freeboard" elevation requirements to mandate greater building elevations.*
   Who: *Hazard Mitigation Unit; Safety and Permits; CPC*
   When: *First five years*
   Resources: *FEMA grants; staff time*

The present Advisory Base Flood Elevation maps do not offer adequate protection to all areas of the city prior to the completion of the 100-year flood protection system in 2011. Based on the adjacent maps, the following areas should be considered for an additional "freeboard" requirement:
> Algiers
> Lower 9th Ward
> Mid-City
> Broadmoor
> Hollygrove
> Lakeview
> New Orleans East

In some cases, an elevation requirement of only one foot above the existing Advisory Base Flood Elevations is all that would be needed to ensure an unprecedented level of flood protection in these areas. Following the completion of the 100 year hurricane protection system in 2011, the city should ensure—either through FEMA Base Flood Elevations and, if necessary, through supplemental, local freeboard requirements—that all new structures are built to a 1-in-500-year elevation.

2.D Secure additional funding to assist property owners with the cost of elevating and storm proofing structures.

RECOMMENDED ACTION

1. *Address the cost gaps and programmatic difficulties in existing programs to support building elevations.*
   Who: *Hazard Mitigation Unit*
   When: *First five years*
   Resources: *FEMA grants*

2.E Utilize the "2010 Hazard Mitigation Plan Update" and all future updates in concert with the Master Plan with regard to hazard mitigation planning.

RECOMMENDED ACTION

1. *Utilize the "Orleans Parish 2010 Hazard Mitigation Plan Update," in the appendix of the Master Plan.*
   Who: *Office of Homeland Security and Emergency Preparedness – Hazard Mitigation, City departments*
   When: *Ongoing*
   Resources: *Staff time*

VOLUME 2

chapter 13

ENVIRONMENTAL QUALITY

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
ENVIRONMENTAL LEADERSHIP			
1	***National and international recognition of New Orleans as a leader in sustainable urbanism***	1.A. Expand and support the Office of Coastal and Environmental Affairs.	13.15
		1.B. Support and promote exemplary local sustainable practices.	13.16
		1.C. Develop ecotourism in New Orleans.	13.18
CLIMATE CHANGE			
2	***Citywide preparation for future climate change and reduced contribution to global warming***	2.A. Complete a citywide Climate Action Plan	13.19 - 13.20
		2.B. Become a designated Department of Energy Clean City	13.20
SUSTAINABLE DEVELOPMENT PATTERNS			
3	***A physical environment characterized by Smart Growth patterns of development***	3.A. Encourage mixed-use, walkable and "bikeable' neighborhoods.	13.20
		3.B. Encourage the development and use of alternative forms of transportation.	13.21
ENERGY EFFICIENCY & RENEWABLE ENERGY			
4	***Energy-efficient buildings, services and everyday practices***	4.A. Ensure that homes, commercial buildings and public facilities are :weatherized" and energy-efficient.	13.21

~~5~~	~~***Expanded renewable energy technology development, production, and use***~~	~~5.A. Provide support and resources to start up companies in renewable energy technologies.~~	~~13.22~~
		~~5.B. Promote and facilitate small scale production of renewable energy on individual properties.~~	~~13.23~~
		~~5.C. Expand the use of renewable energy sources by public utilities.~~	~~13.24~~
~~GREEN BUILDING~~			
~~6~~	~~***A built environment that illustrates best practices in sustainable building and design***~~	~~6.A. Establish voluntary and mandatory green building standards.~~	~~13.25~~
		~~6.B. Require all municipal facilities to adopt sustainable building practices.~~	~~13.26~~

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
URBAN AGRICULTURE, GARDENING, AND OPEN SPACE			
7	***Ample opportunities for all residents to participate in and benefit from urban agriculture and community gardening***	7.A. Support and promote urban agriculture and community gardens on public and private property.	13.27
8	***Enhancement of the environmental value of urban green spaces.***	8.A. Promote restoration of native plants in natural areas and public rights-of-way that are not suitable for pedestrian or recreation access.	13.29
		8.B. Incorporate the concept of the tree canopy as habitat in the city's urban forestry program.	13.29
		8.C. Introduce sustainable methods in park maintenance and operations	13.30
SOLID WASTE			
9	***Reuse of materials, facilities and structures wherever possible***	9.A. Consider renovating and reusing existing public facilities or other available buildings before constructing new buildings wherever possible.	13.31
		9.B. Promote and facilitate adaptive reuse of under utilized buildings.	13.31
		9.C. Facilitate deconstruction as an alternative to demolition and promote reuse of salvaged building materials wherever possible.	13.32
10	***Resource conservation and waste reduction in everyday practices***	10.A. Encourage recycling and composting in homes, businesses and institutions.	13.32
		10.B. Promote sustainable practices in municipal operations.	13.33
		10.C. Ban or tax the use of plastic bags in stores.	13.34
		10.D. Promote responsible waste management and reduction that minimizes impacts on the environment.	13.34
		10.E. Increase public awareness of sustainable practices.	13.34
ENVIRONMENTAL HEALTH			
11	***Soil, water and air free from toxic contamination***	11.A. Prevent illegal disposal of hazardous waste.	13.35
		11.B. Identify, remediate and redevelop contaminated sites.	13.35

new orleans
MASTER PLAN AND COMPREHENSIVE ZONING ORDINANCE

fact sheet

WHAT DOES IT MEAN?

s -ANY OF .EW /RLEANS' NEIGHBORHOODS EXHIBIT SEVERAL of the principles of smart growth, including walkable, CLOSE-KNIT NEIGHBORHOODS AND A MIX OF LAND USES, YET residents remain primarily dependent on automobiles and other motorized transportation, which are RESPONSIBLE FOR THE MAJORITY OF THE CITY'S GREENHOUSE GAS EMISSIONS. 'REEN BUILDING AND ADVANCEMENTS IN the use of renewable sources of energy are both on THE RISE AND CONTRIBUTE TO DECREASING THE CITY'S CARBON FOOTPRINT. (OWEVER, CLIMATE CHANGE AND PROJECTED SEA LEVEL RISE CONTINUE TO POSE SIGNIICANT THREATS TO THE CITY unless current rates of greenhouse gas emissions are DRASTICALLY CURBED. %NVIRONMENTAL HEALTH HAZARDS SUCH as illegal dumping, lead contamination, and arsenic IN SOIL ARE PRESENT IN SEVERAL AREAS OF THE CITY, BUT THE CITY'S OVERALL AIR QUALITY IS GOOD.

ENVIRONMENTAL QUALITY

- In 2007, about 41 percent of the city's total carbon emissions came from motor vehicles and transportation.[1]
- At current rates of global green house gas emissions, scientists project a 7-15 inch rise in sea levels by the end of this century. [2\]
- In 2007, about 20 percent of the New Orleans' carbon Emissions came from buildings.
- As of March, 2009. There were 36 LEED registered Projects in New Orleans, including 10 single-family Homes, 3 multi-family housing projects, 5 schools, and Several community centers, federal government buildings, And commercial facilities.[3]
- Over half of the solid waste produced in New Orleans in 2007 was compostable.[4]
- Before Hurricane Katrina there were 49 active community Gardens and three school gardens in New Orleans. As of 2009, there are 36 active community gardens and urban Farms and 11 public school gardens.
- Hazardous levels of arsenic are present in the soil of Several areas of New Orleans. However, sediment deposited by Katrina floodwaters is not expected to cause additional adverse health impacts to residents.
- New Orleans has 15 identified brownfield sites and one superfund site: the Agriculture Street Landfill.
- Before Hurricane Katrina, lead poisoning affected about 25% of New Orleans children.[5]
- An estimated 90 percent of all housing units in New Orleans built prior to 1940 could contain some lead-based paint hazard.
- Measurements of air pollutants by the Louisiana Department of Environmental Quality in 2007 indicated pollutant levels that were not high enough to pose a threat to the health of New Orleans residents.[6]

1 City of New Orleans Carbon Footprint Report. July, 2009.

2 Bindoff, N.L., *et al*. http://ipcc-wg1.ucar.edu/wg1/Report/AR4WG1_Print_Ch05.pdf, in City of New Orleans Carbon Footprint Report. July, 2009.

3 US Green Building Council

4 City of New Orleans Carbon Footprint Report. July, 2009.

5 GreeNOLA Plan

6 City of New Orleans Carbon Footprint Report. July, 2009.

FINDINGS

- New Orleans is increasingly known nationally as a hub of innovation in sustainable practices.
- The City's Office of Coastal and Environmental Affairs is working to implement numerous improvements to the city's environmental quality and sustainability, but it is severely understaffed and under-resourced.
- New Orleans City Council has adopted the GreeNOLA plan to make New Orleans more sustainable, but without clear implementation and funding direction.
- The potential for renewable energy production and adoption in New Orleans is significant but has not been widely adopted.
- Traditional New Orleans vernacular architecture is often well-suited to the local climate and thus inherently energy-efficient.
- Green building and adoption of renewable energy are both on the rise.
- Several sources of renewable energy—including solar, wind, and hydrokinetic sources—hold significant potential for further development in New Orleans.
- Interest in urban agriculture and community gardens is on the rise throughout New Orleans.

CHALLENGES

- Providing increased capacity and resources for the Office of Coastal and Environmental Affairs.
- Implementing the GreeNOLA plan over time.
- Ensuring ongoing funding for the New Orleans Energy Smart program.
- Becoming less reliant on non-renewable sources of energy.
- Reducing the city's greenhouse gas emissions.
- Providing increased transportation choice for all residents.
- Setting an example of sustainable practices by establishing sustainable municipal building and operating procedures.
- Initiating citywide recycling and composting programs.
- Informing residents about energy efficiency and everyday resource conservation.
- Encouraging local businesses, residents, and government agencies to invest in energy-efficient building and renovation strategies.
- Implementing building code amendments that encourage energy-efficient building practices while keeping building costs affordable.
- Removing regulatory and zoning barriers to urban agriculture.
- Obtaining the estimated $300 million to adequately remediate an estimated 86,000 properties with lead-contaminated soils in New Orleans.
- Safely removing lead-based paint from buildings.
- Redeveloping brownfield sites and the superfund site appropriately.

Acronyms

To aid in reading this section, below is a list of acronyms used within the text:

CAO	Chief Administrative Office	LSU	Louisiana State University
CVB	Convention and Visitors Bureau	NORA	New Orleans Redevelopment Authority
CPC	City Planning Commission	OCEA	Office of Coastal and Environmental Affairs
DPW	Department of Public Works	RPS	Renewable portfolio standard
EPA	Environmental Protection Agency		
ICLE	International Council for Local Environmental Initiatives		
LaDOT	Louisiana Department of Transportation		

A Introduction

Many New Orleanians have embraced the recovery and rebuilding process as an opportunity to build better — a chance to create a healthier, more environmentally sustainable city. The public and private sectors, individual residents, and grass roots organizations increasingly take "green" and resource-efficient approaches to their redevelopment activities. Innovative and cutting-edge practices in green enterprise, planning, and design have begun to emerge all over the city. As the nation's attention turns increasingly to the economic, ecological and health benefits of cleaner, more sustainable and more energy-efficient development and lifestyles, New Orleans is poised to become a national leader in these trends.

The Master Plan focuses on strategies to incorporate environmental quality in a variety of spheres:

- Environmental leadership through creation of a full Office of Coastal and Environmental Affairs and implementation of the GreeNOLA Plan.
- Development of a citywide Climate Action Plan
- Promotion and enhancement of sustainable development patterns through land use policies that emphasize transportation choice, walkability, compact development, and green infrastructure
- Expansion of renewable energy through implementation of the Energy Smart New Orleans Plan and other strategies
- Resource conservation and waste reduction through reuse, recycling, and energy efficiency in everyday practices
- Promotion of green building practices in municipal facilities and through incentives and regulation
- Support for urban agriculture and community gardens
- Remediation of contaminated sites and measures to prevent pollution

B Recommendations

A recommendations **Summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **Getting Started**. The **Narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions to inform understanding of the goals, policies, strategies and actions are included in Volume 3, Chapter 13.

Summary

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
ENVIRONMENTAL LEADERSHIP						
1. National and international recognition of New Orleans as a leader in sustainable urbanism	**1.A.** Expand and support the Office of Coastal and Environmental Affairs.	1. Expand responsibilities (Chapter 12) and identify funding sources for increased capacity in the City's environmental affairs agency.	Chief Administrative Office	First five years	Federal grants; city budget; program fees	13.15–3.16
	1.B. Support and promote exemplary local sustainable practices.	1. Establish a certification award for businesses that illustrate exemplary sustainable practices.	Office of Coastal and Environmental Affairs, other environmental, economic development, and business interests	First five years	Private funding: philanthropic and corporate sponsorship	13.16
		2. Establish an annual showcase of local best practices in sustainability.	Office of Coastal and Environmental Affairs, Office of Economic Development, Office of Human Relations, City Council Arts and Culture Committee, Convention and Visitors Bureau, local environmental stewards and leaders.	First five years	Corporate and philanthropic sponsorship	13.17
		3. Support and strengthen the Office of Coastal and Environmental Affairs' current efforts to improve efficiency and sustainability through cooperation with all relevant City departments.	Office of Coastal and Environmental Affairs; City departments	Ongoing	General Fund, cooperative endeavor	13.18

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
1. National and international recognition of New Orleans as a leader in sustainable urbanism	**1.C.** Develop ecotourism in New Orleans.	1. Create tourist guides and materials that promote green buildings and ecological tours.	New Orleans Tourism Marketing Corporation, working group with environmental and business representatives	First five years	Business community	13.18
		2. Explore helping to establish a Director of Ecotourism position, possibly within the Convention and Visitor's Bureau (CVB)	Convention and Visitors Bureau	Medium term	Business community	13.19
CLIMATE CHANGE						
2. Citywide preparation for future climate change and reduced contribution to global warming	**2.A.** Complete a citywide Climate Action Plan.	1. Establish a Climate Change Policy Advisory Group.	Convened by City Council, OCEA	First five years	ICLEI Climate Protection Campaign technical assistance for planning process.	13.19 - 13.20
	2.B. Become a designated Department of Energy Clean City.	1. Office of Coastal and Environmental Affairs should apply for Clean City status.	Coalition led by OCEA	First five years	Department of Energy Clean Cities program	13.20
SUSTAINABLE DEVELOPMENT PATTERNS						
3. A physical environment characterized by Smart Growth patterns of development	**3.A.** Encourage mixed-use, walkable and "bikeable" neighborhoods.	1. Allow mixed uses in land use and zoning in strategic locations such as around transit nodes.	(See Chapter 14 Land Use Plan.)	First five years	Staff time	13.20
		2. Encourage infill development and preservation of historic, walkable neighborhoods.	(See Chapter 5 Housing and Neighborhoods, and Chapter 6 Historic Preservation.)	First five years	Staff time	13.21
		3. Repair sidewalks, street lighting, and provide streetscape enhancements to encourage pedestrian activity.	(See Chapter 10 - Community Facilities, Services and Infrastructure.)	Medium term	General fund; grants	13.21
	3.B. Encourage the development and use of alternative forms of transportation.	1. Expand the range of available transportation choices, including a comprehensive network of bike paths and upgraded public transit.	(See Chapter 11 Transportation.)	Medium term	Federal funds; grants	13.21

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
ENERGY EFFICIENCY & RENEWABLE ENERGY						
4. Expanded renewable energy technology development, production and use Energy-efficient buildings, services and everyday practices	**4.A.** Ensure that homes, commercial buildings, and public facilities are "weatherized" and energy-efficient.	1. Continue to fund, implement, and improve the Energy Smart New Orleans program.	City Council, Entergy New Orleans	First five years	Annual budget of $5-7 million supported by charge to rate payers.	13.21
		2. Perform an energy efficiency survey of all public buildings and facilities.	CAO/Property Management Department	Medium term	Energy management fund (see below).	13.22
		3. Establish an energy management fund to provide capital for energy efficiency improvements to public facilities.	City Council	Medium term	Philanthropic funding, *e.g.* Clinton Climate Initiative	13.22

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS:				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
5. Expanded renewable energy technology development, production and use	5.A. Provide support and resources to start-up companies in renewable energy technologies.	1. Continue to support the Solar America Cities Program to accelerate the adoption of solar technologies.	OCEA	First five years	Solar America Cities Program resources for expansion of solar technology	13.22
		2. Provide for the unique spatial and infrastructures needs of high-tech industries in land use and zoning.	(See Chapter 10 Community Facilities, Services and Infrastructure, and Chapter 14—Land Use.)	First five years		13.22
		3. Provide tax and other incentives to start-up companies in renewable energy technologies.	(See Chapter 9 -Sustaining and Expanding New Orleans' Economic Base.)	Medium term		13.22
	5.B. Promote and facilitate small-scale production of renewable energy on individual properties.	1. Reduce zoning and other legal barriers to small-scale renewable energy production.	CPC, Department of Safety and Permits	First five years	CZO	13.23
		2. Support and promote community purchasing initiatives to reduce the cost of purchasing and adopting renewable energy technologies.	OCEA, private and nonprofit partners	First five years	Staff time; grants	13.23
		3. Promote the use of solar- and wind-generated energy as resilient to flooding and disasters.	OCEA, Office of Emergency Preparedness, neighborhood-based emergency preparedness initiatives	First five years	Staff time; grants	13.23
		4. Provide residents and businesses with accessible, user-friendly information about renewable energy.	OCEA	First five years	Private and nonprofit partners	13.23
		5. Establish a Power Purchase Agreement and feed-in tariffs between small power producers and Entergy.	City Council, Entergy	Medium term	Staff time	13.23

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
5. Expanded renewable energy technology development, production and use	5.C. Expand the use of renewable energy sources by public utilities.	1. Promote Entergy's Geaux Green program.	OCEA	First five years	Entergy	13.24
		2. Adopt renewable energy standards for all city facilities as part of the Climate Action Plan.	OCEA, CAO, Property Management Department	First five years	ICLEI Climate Protection Campaign technical assistance for planning process	13.24
		3. Advocate for the adoption of a renewable portfolio standard for the State of Louisiana.	LA State Representatives	First five years	Legislation has already been drafted	13.24
GREEN BUILDING						
6. A built environment that illustrates best practices in sustainable building and design	6.A. Establish voluntary and mandatory green building standards.	1. Establish a Green Building Task Force to propose amendments to the building code.	City Council, OCEA, private and nonprofit green building experts	First five years	Staff time	13.25
		2. Amend the building code to include mandatory green building standards.	Green Building Task Force (see above)	Medium term	Existing local and national environmental organizations, philanthropic funding.	13.25
	6.B. Require all municipal facilities to adopt sustainable building practices.	1. Coordinate municipal facility construction projects and negotiate cost-efficient purchases of energy-efficient materials and equipment by purchasing them in large quantities.	Chief Administrative Office/Property Management Department	First five years	Staff time	13.26
		2. By city ordinance, require all municipal facilities to adhere to an established standard of sustainable building practice.	City Council, Green Building Task Force	Medium term	Green Building Task Force (see above)	13.26
		3. Study options for "greening" City Hall.	Mayor's office, CAO/ Department of Property Management	Medium term	Consult with other city managers who have implemented green municipal buildings	13.26
URBAN AGRICULTURE, GARDENING, AND OPEN SPACE						
7. Ample opportunities for all residents to participate in and benefit from urban agriculture and community gardening	7.A. Support and promote urban agriculture and community gardening on public and private property.	1. Remove zoning and regulatory barriers to urban agriculture and community gardens.	CPC	First five years	Food Policy Advisory Committee	13.27

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS:				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
7. Ample opportunities for all residents to participate in and benefit from urban agriculture and community gardening	7.A. Support and promote urban agriculture and community gardening on public and private property.	2. Encourage food growing on public and private property that is compatible with the character of the surrounding neighborhood, from the backyard garden to the entrepreneurial farm, through partnerships with private and nonprofit partners.	Parks and Parkways, various private and nonprofit partners, Food Policy Advisory Committee	First five years	Grants	13.27
		3. Perform an inventory of possible gardening sites and determine their suitability for gardening (*e.g.*, perform soil contamination tests).	OCEA, Parks and Parkways, NORA	First five years	Partner with Parkway Partners and neighborhood associations to assist with identifying potential sites.	13.27
		4. Make blighted and adjudicated property available to private and nonprofit partners who agree to maintain the land as public community gardens.	NORA	First five years	Parks and Parkways, various private and nonprofit partners	13.27
		5. Explore community orchards as an interim use for vacant land.	NORA	First five years	Community land trusts (See Chapter 5 Housing and Neighborhoods), LSU Agricultural Center	13.28
		6. Provide incentives such as city assistance in debris removal or reduced water fees to encourage reuse of vacant properties for urban agriculture.	Health Department, OCEA, Sewerage and Water Board, NORA	First five years	Staff time; Sewerage and Water Board	13.28
		7. Establish schoolyard greening programs.	OCEA, Parks and Parkways, Parkway Partners, schools	First five years	Philanthropic funding (see, *e.g.*, www.schoolyards.org).	13.28
		8. Explore the establishment of a conditional use permit for sales of food grown site at a community garden or urban farm.	CPC	First five years	Staff time	13.28
		9. Remove zoning and regulatory barriers to farmers markets and farm stands.	CPC	First five years	Staff time	13.29
		10 Explore additional funding opportunities for farmer's markets and community gardening/ urban agriculture.	CPC, Food Policy Advisory Committee	First five years	Staff time	13.29

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS:				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
8. Enhancement of the environmental value of urban green spaces	8.A. Promote restoration of native plants in natural areas and public rights of way that are not suitable for pedestrian or recreation access.	1. Continue or initiate restoration, elimination of exotic plants and planting of natives and nature education programs in natural areas.	Mayor's Office of Coastal and Environmental Affairs; LSU AgCenter; Non profit organizations	First five years	Staff time; Grants	13.29
		2. Establish native plantings in natural areal and public rights of way where appropriate	Parks & Parkways; DPW; LaDOT	Medium term	Staff time	13.29
	8.B. Incorporate the concept of the tree canopy as habitat in the city's urban forestry program.	1. Raise public awareness through publications and education programs	Parks & Parkways	Medium term	Staff time	13.29
	8.C. Introduce sustainable methods in park maintenance and operations.	Use alternatives to pesticides and herbicides, recycled and recyclable materials, solar panels, artificial turf for intensively used athletic fields, natural lighting and ventilation when possible.	Parks & Parkways and any successor organizations	Medium term	Staff education and training; new materials. Seek grants.	13.30
SOLID WASTE						
9. Reuse of materials, facilities and structures wherever possible	9.A. Consider renovating and reusing existing public facilities or other available buildings before constructing new buildings wherever possible.	1. Establish and utilize standard procedures for performing cost-benefit analysis of adaptive reuse options when acquiring new facilities.	CAO/Department of Property Management, other city agencies	First five years	Staff time	13.31
	9.B. Promote and facilitate adaptive reuse of under utilized buildings.	1. Provide for adaptive reuse possibilities in land use and zoning.	CPC	First five years	CZO	13.31
	9.C. Facilitate deconstruction as an alternative to demolition, and promote reuse of salvaged building materials wherever possible.	1. Coordinate with demolition processes to provide for deconstruction wherever feasible for buildings slated for demolition.	Code Enforcement, NORA, independent deconstruction services	First five years	Existing deconstruction services	13.32
10. Resource conservation and waste reduction in everyday practices	10.A. Encourage recycling and composting in homes, businesses, and institutions.	1. Fully restore city recycling facilities.	New Orleans City Council Sanitation and Environmental Enforcement Committee.	First five years	General fund	13.32
		2. Require all municipal facilities to provide recycling.	Chief Administrative Office/Property Management Department	First five years	Establish an energy management fund (see above).	13.32

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
10. Resource conservation and waste reduction in everyday practices	**10.A.** Encourage recycling and composting in homes, businesses, and institutions.	3. Provide recycling receptacles in public places.	Department of Sanitation	First five years	Capital Funds	13.32
		4. Allow limited composting on residential properties.	CPC, Department of Safety and Permits, Health Department	First five years	CZO	13.33
		5. Develop a composting facility and provide city-wide composting service, including curbside pick-up.	Department of Sanitation	Medium term	Start up grants; fees	13.33
	10.B. Promote sustainable practices in municipal operations.	1. Implement a green procurement policy.	OCEA, CAO, City Purchasing	First five years	Staff time	13.33
		2. Offer rewards to City employees who commute by walking, biking, or public transit.	Chief Administrative Office	First five years	General fund	13.33
		3. Replace the city's vehicle fleet with hybrid and/or fuel-efficient vehicles.	Chief Administrative Office	Medium term	Estimated cost savings of up to $1,500 per vehicle per year.	13.34
	10.C. Ban or tax the use of plastic bags in stores.	1. Convene a task force to build support for a ban or tax on plastic bags.	OCEA, New Orleans City Council	First five years	Staff time	13.34
	10.D. Promote responsible waste management and reduction that minimizes impacts on the environment.	1. Create a long-term, strategic plan to address waste management and reduction in the city.	Led by the Department of Sanitation in coordination with the Office of Coastal and Environmental Affairs.	First five years	Staff time	13.34
	10.E. Increase public awareness of sustainable practices.	1. Continue to improve the OCEA web site to provide public information.	Office of Coastal and Environmental Affairs	First five years	Staff time	13.34
		2. Partner with other public agencies and community organizations to provide educational information and outreach on sustainable living.	OCEA, various environmental and community organizations	Medium term	Staff time	13.35
ENVIRONMENTAL HEALTH						
11. Soil, water and air free from toxic contamination	**11.A.** Prevent illegal disposal of hazardous waste.	1. Provide proper disposal services for hazardous waste items, including residential curb side pick-up.	OCEA, Health Department, Department of Sanitation	First five years	(See Chapter 10—Community Facilities, Services and Infrastructure.)	13.35
		2. Provide adequate code enforcement of environmental health hazard protections.	Health Department	First five years	(See Chapter 5—Neighborhoods and Housing.)	13.35

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGIES	RECOMMENDED ACTIONS: HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION, SEE PAGE:
11. Soil, water and air free from toxic contamination	11.A. Prevent illegal disposal of hazardous waste.	3. Provide public education about the causes and effects of environmental contamination.	OCEA, Louisiana Department of Environmental Quality, Health Department	First five years	US EPA	13.35
	11.B. Identify, remediate and redevelop contaminated sites and buildings.	1. Provide public education about environmental contaminants and available resources for remediation.	OCEA, Health Department	First five years	Use City web site as an information platform.	13.35
		2. Create and maintain a database of environmental hazards and conditions.	OCEA, Health Department	First five years	US EPA, university partners (*e.g.* Center for Bioenvironmental Research; Tulane Environmental Health Sciences; LSU Agricultural Center)	13.36
		3. Identify and apply for federal, state, and other funding to remediate brownfields and other contaminated sites.	OCEA, New Orleans Brownfields Administrator	First five years	U.S. Economic Development Administration and EPA grants, private funding	13.36
		4. Provide increased funding and support for lead remediation initiatives for homes, schools, and gardens.	OCEA, Health Department—Lead Poisoning Prevention Program	First five years	Technical assistance: Tulane/ Xavier Center for Bioenvironmental Research. Funding assistance: Operation Pay dirt; public and philanthropic funding.	13.36
		5. Explore neighborhood-based projects to remove toxins from contaminated vacant land using plantings.	OCEA, Health Department	First five years	Partnerships with universities (*e.g.* Center for Bioenvironmental Research; Tulane Environmental Health Sciences; LSU Agricultural Center) and neighborhood groups.	13.36
		6. Regularly monitor closed landfills to ensure that they are not causing pollution or hazards.	Office of Coastal and Environmental Affairs	First five years	Staff time	13.37
		7. Continue strict environmental monitoring of the Gentilly landfill.	Office of Coastal and Environmental Affairs	First five years	Staff time	13.37
		8. Provide free or reduced-cost soils testing to individual property owners and residents.	OCEA, Health Department	First five years	Partner with existing resources that have capacity to perform soils testing (*e.g.* universities see above).	13.37

Getting Started

These items are short-term actions that can be undertaken primarily with little expenditure and will help lay the groundwork for the longer-term actions that follow.

- Determine budgetary requirements for an expanded Office of Coastal and Environmental Affairs by the time of the 2010 City operating budget.
- Establish an ecotourism marketing campaign.
- Establish a Climate Change Policy Advisory Group to steward the completion of a citywide Climate Action Plan.
- Form a working group to establish criteria for a Green Business Certification award. Criteria should be established within 6 months and applications made available on the City web site. Private funding should be sought from philanthropic and corporate sources.
- Reduce zoning and other legal barriers to small-scale renewable energy production and to urban agriculture on private property.
- Promote community purchasing initiatives for spreading the adoption of solar technologies by individual households.
- Advocate for the adoption of a renewable portfolio standard for Louisiana.
- Implement a sustainable procurement policy for all municipal facilities and operations.
- Promote deconstruction as an alternative to demolition wherever possible.
- Continue to implement the Energy Smart New Orleans program.
- Offer incentives to all City employees who commute by foot, bike, or public transit.
- Ban or tax the use of plastic shopping bags in stores.
- Establish a Green Building Task Force to study feasible ways to amend the building code to encourage sustainable building techniques.
- Establish an event committee to plan an annual showcase of local best practices in sustainability.

Narrative

Below is a more detailed narrative of the various goals, strategies and actions highlighted in the "Summary" chart.

ENVIRONMENTAL LEADERSHIP

GOAL 1

National and international recognition of New Orleans as a leader in sustainable urbanism

1.A Expand and support the Office of Coastal and Environmental Affairs.

Several of the recommendations in this section rely on or involve the Office of Coastal and Environmental Affairs (OCEA). The GreeNOLA Plan, adopted in 2008 as the city's plan for sustainable rebuilding, also indicates multiple environmental initiatives that should be implemented by this office. ***(See Volume 3, pages 13.1–13.2 for more information on the GreeNOLA Plan.)*** Many other U.S. cities that have successfully implemented policies for sustainable growth and development maintain an office of environmental protection or similar "umbrella" entity that coordinates initiatives on a broad range of topics such as those discussed in this chapter (green building, climate change planning, solid waste reduction, *etc.*). At the time

of this writing, however, the New Orleans OCEA is extremely underfunded and understaffed, especially considering the degree and scope of environmental challenges that the city faces. Moreover, the city's administrative structure is such that many different offices and entities are responsible for various aspects of environmental stewardship and, because of their multiplicity, are often not well coordinated. An OCEA with increased resources and capacity is essential to coordinating these disparate initiatives and would provide tremendous return on investment in helping steward significant quality of life improvements as well as marketing and business initiatives around green business that are important to New Orleans' future economic success. The GreeNOLA Plan and the items listed below can provide guidelines for many of OCEA's future initiatives and a framework for determining a more appropriate size for this office.

RECOMMENDED ACTION

1. *Expand responsibilities (See Chapter 12) and identify funding sources for increased staff capacity in the City's environmental affairs agency.*
   Who: *CAO office*
   When: *First five years*
   Resources: *Federal grants; city budget; program fees*

   Use this plan and the GreeNOLA Plan to identify the scope of activities that the Office should undertake, and perform cost analysis to determine appropriate budgetary adjustments by the time of the 2010 city budget.

1.B Support and promote exemplary local sustainable practices.

RECOMMENDED ACTIONS

1. *Establish a certification award for businesses that illustrate exemplary sustainable practices.*
   Who: *OCEA; other environmental groups, economic development; business interests*
   When: *First five years*
   Resources: *Private funding; philanthropic and corporate sponsorship.*

MAYOR DALEY'S GREENWORKS AWARDS

Chicago Mayor Daley's GreenWorks Awards help to promote Chicago as a green city by recognizing businesses, non-profits, schools and government agencies whose buildings, practices, and products or services are environmentally responsible. The GreenWorks Awards are presented annually. Awards are presented in three categories: Green Buildings, Green Practices, and Green Products. Past awardees have included educational institutions, design firms, construction companies, retail stores, nonprofits, and manufacturing companies.*

* http://tinyurl.com/yfc5yf3 . Retrieved March, 2009.

Just as restaurants, hair salons, and car repair facilities can carry ratings from local and national third-party reviewers like Zagat, Yelp!, and AAA, New Orleans could implement a sustainability mark of excellence to denote exemplary green practices among businesses and institutions. Recognition could even come with a similar window sticker like a Zagat rating for a restaurant: perhaps a green "G" to denote a business or organization that has been "Rated G for Green."

The system should be developed by the OCEA in partnership with other environmental advocates and business and economic development interests. Certification criteria should be jointly developed by the group within 6 months. Criteria should be meaningful from an environmental perspective (so that not "just anyone" can obtain certification) but also feasible and attainable from the perspective of individual businesses (*e.g.,* not so stringent that no one would apply). Criteria

should be demonstrable, objective and verifiable without undue cost or hassle (*e.g.,* verifying that a business has recycling containers available to patrons by visiting the establishment, *etc.*). Application certification materials should be available online in a user- friendly format.

Administrative costs of the program could be covered in part by City funding and in part by private grants. Corporate sponsorship as well as philanthropic funding sources should be pursued.

LOWER 9TH WARD CLEAN ENERGY HOMES TOURS

The Alliance for Affordable Energy and the Holy Cross Neighborhood Association facilitated the donation of ten Sharp photovoltaic systems for a local community center and nine homes. These photovoltaic systems have become an ongoing educational tool for the city through a quarterly "Clean Energy Homes Tours" in which visitors can tour the projects and learn about energy-efficient technologies and solar power.

2. *Establish an annual showcase of local best practices in sustainability.*
   - ***Who:*** *OCEA; Office of Economic Development; Office of Human Relations; City Council Arts and Culture Committee; Convention and Visitors Bureau, local environmental stewards and leaders.*
   - ***When:*** *First five years*
   - ***Resources:*** *Corporate and philanthropic sponsorship*

New Orleans is fast becoming a hub of creativity and innovation in sustainable building and design and renewable energy technologies. One way to showcase and celebrate this extraordinary emergence of talent and innovation to the city and to the nation is to host an annual (or biennial) "Green Fest," which could include tours of green buildings and urban farms, special locally-grown menu items in participating restaurants, workshops and lectures on sustainable building practices, and a national green design competition. Participants from around the country and the globe could come to learn about sustainable practices being implemented in New Orleans. A volunteer component could recruit participants to weatherize houses, perform soil and water testing, or otherwise "pitch in" to help make New Orleans green.

Several similar, themes citywide initiatives have been successful and should be seen as precedents:

> The Prospect 1 art biennial is an example of a city-wide, multi-faceted event that drew local and national attention and brought visitors to locations throughout the city to experience art installations and attend events.

> The New Orleans Home and Garden Show featured a "Green Zone" of sustainable products and services for builders, consumers, and homeowners. A similar concept could be adopted as part of the Green Fest.

SOLAR DECATHLON, WASHINGTON, D.C.*

The Solar Decathlon is a biannual event hosted by the US Department of Energy to showcase innovations in solar-powered design. Each year, 20 teams of university and college students come to the National Mall to construct an entire solar-powered house and showcase their design to visitors. In past years the event has drawn thousands of visitors a day to the Mall to view and learn about solar powered homes.*

* http://www.solardecathlon.org/

- Project 30-90 is an environmentally-conscious music festival scheduled for September, 2009 which will have a reduced carbon footprint through strategies like solar and wind power sources, paperless ticketing, and on-site recycling.[1]
- The city hosted its first-ever Earth Day festival in April, 2009, sponsored by the Louisiana Bucket Brigade.
- The New Orleans Spring Garden Show in April, 2009 hosted a statewide green fair with more than a dozen green non profits and 25 green vendors taking part in Global Green's "Build it Back Green" initiative.

If some or all of these events were coordinated under a single organization or theme, the result could attract visitors from around the region and throughout the U.S.
A number of US cities hold similar events. The City of Miami's "MiaGreen" expo and conference is just one example: *www.miagreen.com*. Seattle hosts an annual tour of green homes that could also serve as a good precedent; it typically hosts between 5-10,000 participants annually.

Alternatively (or in addition), New Orleans could apply to host the international Greenbuild Conference, an annual conference sponsored by the U.S. Green Building Council that proclaims to be "the world's largest" conference and expo dedicated to green building.2 Greenbuild takes place in a different U.S. city every year.

To get started, an event committee should be formed, including representatives of the OCEA, economic development interests, the Office of Human Relations, the City Council Arts and Culture Committee, the Convention and Visitors' Bureau, and representatives of several prominent citywide environmental initiatives. The committee should identify funding and marketing strategies, including prominent keynote speakers.

3. *Support and strengthen the Office of Coastal and Environmental Affairs' current efforts to improve efficiency and sustainability through cooperation with all relevant City departments.*
   Who: *Office of Coastal and Environmental Affairs; City departments*
   When: *Ongoing*
   Resources: *General Fund, cooperative endeavor*

Many City departments address the issues of environment and sustainable practices without inter-departmental cooperation. This method of operations may be viewed as lacking efficiency, cumbersome, and at times duplicating departmental efforts. The Master Plan urges cooperation between City departments for common goals including local sustainable practices with the Office of Coastal and Environmental Affairs being responsible for implementing such matters relating to environment and sustainable practices city-wide.

1.C Develop ecotourism in New Orleans.

Ecotourism is an emerging segment of the tourism industry that New Orleans has not previously targeted, despite the fact that the city is becoming known around the nation and the world for its green rebuilding practices. The web site *www.neworleans.com* has a useful directory of "Green New Orleans" initiatives that has the beginnings of a promotional piece for tourism.[3]

RECOMMENDED ACTIONS

1. *Create tourist guides and materials that promote green buildings and ecological tours.*
   Who: *New Orleans Tourism Marketing Corporation, working group with environmental and business representatives*
   When: *First five years*
   Resources: *Business Community*

1 http://project3090.com/
2 www.greenbuildexpo.org
3 http://visitors.neworleans.com/community/green-new-orleans.html

2. Explore helping to establish a Director of Ecotourism position, possibly within the Convention and Visitor's Bureau (CVB).

Who: Convention and Visitors Bureau
When: First five years
Resources: Business Community

A working group with representatives of New Orleans Tourism Marketing Corporation, Convention and Visitors Bureau (CVB), OCEA, Business Council, and other business and environmental representatives should develop a shared strategy for marketing ecotourism in New Orleans. First steps could include creating tourist guides and materials that promote green buildings and practices and ecological tours.
Ultimately, a position within the CVB such as a Director of Ecotourism could be established.

CHICAGO CLIMATE ACTION PLAN

The Chicago Climate Action Plan spells out investments the city and state should make—such as transportation infrastructure to reduce auto dependence—as well as actions that individual citizens can take to save money and slow the effects of global warming. A Climate Task Force, established by Mayor Richard Daley, included dozens of experts and a nationally recognized research advisory committee, leading scientists in climate change, business and civic leaders, and a finance committee that recommended tools for funding the proposed actions. The Task Force worked to develop goal for greenhouse gas emissions reductions that was "sufficient to avoid a climate so altered that scientists agree there will be adverse impacts; advantageous for Chicago by improving the quality of life and boosting the economy; and feasible given current technologies and resources." *

* City of Chicago Department of Environment: www.chicagoclimateaction.org. Retrieved March, 2009.

CLIMATE CHANGE

GOAL 2

Citywide preparation for future climate change and reduced contribution to global warming

2.A Complete a citywide Climate Action Plan.

Numerous US cities have developed and begun to implement climate action plans that outline the city's policies and strategies for reducing greenhouse gas emissions and preparing for the inevitable effects of global warming, including actions that city agencies, private institutions and organizations, and individuals will undertake.[4] As discussed above, in New Orleans it will be particularly important for the city to develop a coordinated strategy for mitigating the effects of the rise in sea level that is expected to occur over the next 100 years. Because of the city's significant vulnerability to the effects of climate change, it important that it also become a global leader in urban sustainability, and adopt strategies to significantly curb its own contributions to global warming.

By signing on to ICLEI's Cities for Climate Protection Campaign in 1999, the City of New Orleans resolved to develop and implement a citywide Climate Action Plan to reduce energy consumption and associated greenhouse gas emissions. ICLEI provided support for the city to conduct a greenhouse gas report in 2009, and can also provide technical assistance in developing an action plan. The GreeNOLA plan, which has already been adopted, can provide a framework for a Climate Action Plan that is specific to New Orleans.

4 For examples of other cities' climate action plans, see: http://www.chicagoclimateaction.org/; http://www.sustainable-city.org/; http://www.seattle.gov/climate/; http://www.miamigov.com/MiPlan; http://www.nyc.gov/html/dep/html/news/climate_change_report_05-08.shtml

RECOMMENDED ACTION

1. *Establish a Climate Change Policy Advisory Group.*
   Who: *Convened by City Council; OCEA*
   When: *First five years*
   Resources: *ICLEI Climate Protection Campaign technical assistance for planning process*

In most cities that have completed climate action plans, a task force or committee of experts has coordinated the planning process in collaboration with community members and city leadership (*e.g.*, the mayor, city council, and other city agencies). In Chicago, for instance, the Task Force charged with developing the Chicago Climate Action Plan performed scientific and economic analyses of the effects of global warming on that city and the relative costs of taking actions to mitigate them. Likewise, the New Orleans City Council and the OCEA should collaborate to convene a citywide Climate Change Policy Advisory Group to direct the process of achieving a New Orleans Climate Action Plan. The Group should be led by OCEA and should include leaders from research institutes, universities, local and national environmental initiatives, and other stakeholders and community members representing a broad range of fields and interests. ICLEI can provide technical support in developing the plan. Funding for the planning process is available through private and philanthropic sources.

2.B. Become a designated Department of Energy Clean City.

Clean Cities is a voluntary government/industry partnership program sponsored by the US Department of Energy to assist cities in petroleum consumption (a major source of greenhouse gasses). The program offers strategic, technical and funding assistance to implement petroleum use reduction strategies.[5] There is interest among several groups in having New Orleans become a certified Clean City. Applying for Clean City designation should be done by a coalition led by OCEA and involving other partner organizations, and could be part of the Climate Action Plan.

RECOMMENDED ACTIONS

1. *Office of Coastal and Environmental Affairs should apply for Clean City status.*
   Who: *Coalition led by OCEA*
   When: *First five years*
   Resources: *Department of Energy Clean Cities program*

SUSTAINABLE DEVELOPMENT PATTERNS

GOAL **3**

A physical environment characterized by Smart Growth patterns of development

3.A Encourage mixed-use, walkable and "bike-able" neighborhoods.

RECOMMENDED ACTIONS

1. *Allow mixed uses in land use and zoning in strategic locations such as around transit nodes.*
   Who: *CPC, City Council*
   When: *First five years*
   Resources: *Staff time*

(See Chapter 14—Land Use for more details.)

5 For more information, see: http://www1.eere.energy.gov/cleancities/about.html

2. *Encourage infill development and preservation of the city's extensive historic neighborhoods.*
   Who: See Chapter 5 Housing and Neighborhoods
   When: First five years
   Resources: Staff time

   (See Chapter 5—Housing and Neighborhoods, and Chapter 6—Historic Preservation for more details.)

3. *Repair sidewalks, street lighting, and provide streetscape enhancements to encourage pedestrian activity.*
   Who: DPW
   When: Medium-term
   Resources: Staff time

   (See Chapter 10—Community Facilities, Services and Infrastructure for more details.)

3.B Encourage the development and use of alternative forms of transportation.
(See Chapter 11—Transportation for more details.)

RECOMMENDED ACTIONS

1. *Expand the range of available transportation choices, including a comprehensive network of bike paths and upgraded public transit.*
   Who: DPW; RTA
   When: Medium-term
   Resources: Federal Funds; grants

ENERGY EFFICIENCY & RENEWABLE ENERGY

GOAL **4**

Energy-efficient buildings, services and everyday practices

4.A Ensure that homes, commercial buildings, and public facilities are "weatherized" and energy-efficient.

RECOMMENDED ACTIONS

1. *Continue to fund, implement, and improve the Energy Smart New Orleans program.*
   Who: City Council; Entergy New Orleans
   When: First five years
   Resources: Annual budget of $5 to 7 M supported by change to rate payers

In June, 2008, the New Orleans City Council passed a resolution to adopt the Energy Smart New Orleans Efficiency Program, which calls for making 2,500 homes and small businesses per year more energy-efficient, "weatherizing" the homes of 300 low-income and elderly customers a year at no cost to the residents, installing solar-energy systems in 500 homes per year and other energy-efficient initiatives over 10 to 15 years. In July, 2009, the City Council directed Entergy to begin implementing the Energy Smart program by adding a charge to rate payers' bills. The estimated cost of the program is $54 million, with an annual budget of $5–7 million supported by the charge on rate payers' bills.

2. *Perform an energy efficiency survey of all public buildings and facilities.*
   Who: CAO/Property Management Department
   When: Medium-term
   Resources: Energy-management fund

Performing an energy audit of all public facilities could result in significant savings over time, and would help the city target energy efficiency improvements strategically, where they would produce the greatest return on investment. The first step would be to issue a request for proposals to perform the audit. Funding for the project could come from an energy management fund.

3. *Establish an energy management fund to provide capital for energy efficiency improvements to public facilities.*
   Who: City Council
   When: Medium-term
   Resources: Philanthropic funding, e.g. Clinton Climate Initiative

The New Orleans City Council Renewable Energy Committee report of July, 2007 recommends establishing a City Energy Management Fund in the form of a revolving low- or no-interest loan fund to provide capital funding for public facility improvements specifically for efficiency and renewable. The Fund would allow the city to improve energy infrastructure, reduce ongoing energy and maintenance costs, and use the cost savings to replenish the fund for further improvements and cost saving projects. Implementation of the fund would require an executive order of the City Council.

GOAL 5

Expanded renewable energy technology development, production and use

5.A Provide support and resources to start-up companies in renewable energy technologies.

RECOMMENDED ACTIONS

1. *Continue to support the Solar America Cities Program to accelerate the adoption of solar technologies.*
   Who: OCEA
   When: First five years
   Resources: Solar America Cities Program resources for expansion of solar energy

Because of being named a Solar America City, the City received a two-year grant from the Department of Energy to complete a citywide plan for the expansion of solar technology and its adoption by the New Orleans marketplace. The program will fund workforce training and policy development initiatives as well as public education and outreach.

2. *Provide for the unique spatial and infrastructure needs of high-tech industries in land use and zoning.*
   Who:
   When: First five years
   Resources:

3. *Provide tax and other incentives to start-up companies in renewable energy technologies.*
   Who:
   When: Medium-term
   Resources:
   See also: Chapter 9—Sustaining and Expanding New Orleans' Economic Base.

5.B Promote and facilitate small-scale production of renewable energy on individual properties.

A RECOMMENDED ACTIONS

1. *Reduce zoning and other legal barriers to small-scale renewable energy production.*
   Who: *CPC Department of Safety and Permits*
   When: *First five years*
   Resources: *CZO rewrite*

Zoning and permitting should explicitly allow energy production equipment such as solar panels, windmills, *etc.* on private property, and should clearly describe the scale and design features allowed to ensure that these features are compatible with the existing character of the built environment.

2. *Support and promote community purchasing initiatives to reduce the cost of purchasing and adopting renewable energy technologies.*
   Who: *OCEA; private and nonprofit partners*
   When: *First five years*
   Resources: *Staff time; grants*

OCEA should facilitate partnerships between neighborhood organizations and private/ nonprofit independent providers of community purchasing agreements (such as One Block off the Grid, which currently provides community purchasing in New Orleans) to provide low-cost purchasing and installation of renewable energy technologies to individual households. ***(For more information on community purchasing and organizations that currently provide these services, see Volume 3, pages 13.5–13.6.)***

3. *Promote the use of solar- and wind-generated energy as resilient to flooding and disasters.*
   Who: *OCEA; Office of Emergency Preparedness; neighborhood-based emergency preparedness initiatives*
   When: *First five years*
   Resources: *Staff time; grants*

OCEA should partner with existing disaster preparedness organizations, such as the Office of Emergency Preparedness and other neighborhood-based initiatives, to provide information and resources on renewable energy sources for emergency preparedness.

4. *Provide residents and businesses with accessible, user-friendly information about renewable energy.*
   Who: *OCEA*
   When: *First five years*
   Resources: *Private and nonprofit partners*

With increased funding and capacity for the OCEA ***(see Strategy 1.A, above),*** the office can continue to build its web site and provide user-friendly, easy-to-access public information on renewable energy adoption. The Alliance for Affordable Energy and other local partners can help to provide this information.

5. *Establish a Power Purchase Agreement and feed-in tariffs between small power producers and Entergy.*
   Who: *City Council; Entergy*
   When: *Medium term*
   Resources: *Staff time*

Power Purchasing Agreements allow property owners to sell back surplus energy produced on their property to the utility company. In other words, if a homeowner has a source of

energy such as a solar panel that produces more energy than the house uses, the remaining energy is sold back to Entergy at a predetermined rate. The option for property owners to offset the cost of investing in energy producing equipment such as solar panels by profiting from the sale of surplus energy provides an added incentive to owners to invest in renewable energy. Feed-in tariffs establish a standard pricing regime and simplified eligibility and contracting for renewable energy electricity generation. To establish these standards in New Orleans, the City needs to negotiate these terms with Entergy.

5.C Expand the use of renewable energy sources by public utilities.

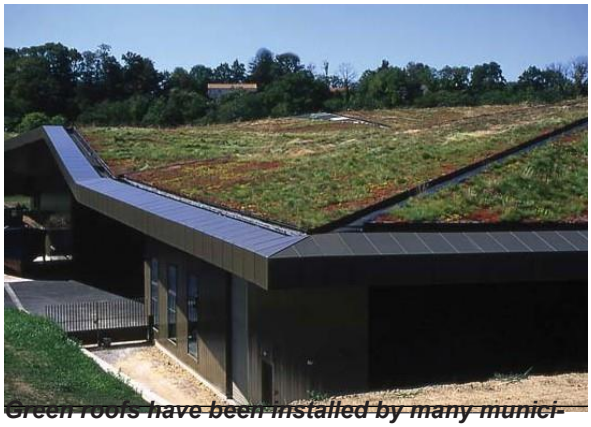
RECOMMENDED ACTIONS

1. *Promote Entergy's Geaux Green program.*
   Who: *OCEA*
   When: *First five years*
   Resources: *Entergy*

Geaux Green provides Entergy customers with the option of purchasing their energy from renewable sources for an additional fee. (As of July, 2009, the fee was as low as $2.25 per month). The OCEA and other City agencies can promote this program to increase awareness of and participation in it.

2. *Adopt renewable energy standards for all city facilities.*
   Who: *OCEA; CAO; Property Management Department*
   When: *First five years*
   Resources: *ICLEI Climate Protection Campaign technical assistance for planning process*

The 2009 greenhouse gas report for New Orleans indicates that City facilities and activities are responsible for 4 percent of the city's total greenhouse gas emissions. A campaign to reduce the emissions of City facilities by using energy from renewable sources would help offset the city's overall emissions, and would also send the important message to residents and outsiders that the City is committed to becoming more sustainable and to setting an example. This commitment can be part of efforts to complete and implement a Climate Action Plan ***(see Strategy 2.A, above)***. It is possible that the City could negotiate a lower cost for purchasing renewably sourced energy from Entergy.



Green roofs have been installed by many municipalities to reduce stormwater runoff and cooling costs.

3. *Advocate for the adoption of a renewable portfolio standard for the State of Louisiana.*
   Who: *Louisiana State Representatives*
   When: *First five years*
   Resources: *Legislation has already been drafted*

A renewable portfolio standard (RPS) requires that a certain percentage of a utility's power come from renewable sources by a given date. Currently, 27 states have voted to implement RPSs. In January, 2009, the Louisiana Public Service Commission voted to open a study on the feasibility of an RPS for the State of Louisiana which, if passed, will require that utilities

purchase a portion of their power from renewable sources such as wind, solar and biomass. The City and its representatives in the State legislature should advocate for the passage of a RPS for Louisiana to ensure the future health and sustainability of the city, region, and state. ***(See also: Chapter 10—Community Facilities, Services and Infrastructure.)***

GREEN BUILDING

GOAL **6**

A built environment that illustrates best practices in sustainable building and design

6.A **Establish voluntary and mandatory green building standards.**

The New Orleans City Council passed an ordinance in 2007 mandating the establishment of voluntary green building standards. Several US cities have so-called "green building codes" that encourage and incentivize sustainable building features and practices, and range from climate-specific suggestions and recommendations to mandatory standards. For instance, in 2000, the City of Seattle became the first U.S. city to formally adopt a Sustainable Building Policy, offering grants to building projects that commit to LEED certification. The City of Chicago adopted the Chicago Standard in 2004, which outlines recommendations for climate-specific green building strategies based on the LEED rating system. Compliance with the Chicago Standard is incentivized by a 30-day fast-track permitting process for projects that comply.

San Francisco recently adopted one of the nation's most aggressive green building codes which requires all new construction and renovations of large commercial spaces to meet a set of energy and water conservation standards. Chicago is also in the process of revising its building code to make some of the Chicago Standard recommendations mandatory. Portland (OR) has proposed a High Performance Green Building Policy which would amend the building code for all construction in Portland to include incentive-based green building standards. An economic analysis of the proposed policy found that it would add about 100 jobs a year to the city.

RECOMMENDED ACTIONS

1. *Establish a Green Building Task Force to propose amendments to the building code.*
   Who: *City Council; OCEA; private and nonprofit green building experts*
   When: *First five years*
   Resources: *Staff time*

   The City can take steps to implement the 2007 ordinance (which mandated the establishment of voluntary green building standards) by forming a Green Building Task Force to review the current building code, study precedents from other cities, and develop climate-specific recommendations for New Orleans and possible incentives for achieving them. The Task Force could be jointly sponsored by the OCEA and members of City Council. Its membership should capitalize on the significant expertise in green building that exists in the private and nonprofit sectors throughout New Orleans. The Task Force should complete its recommendations within one year.

2. *Amend the building code to include mandatory green building standards.*
   Who: *Green building Task Force*
   When: *Medium-term*
   Resources: *Existing local and national environmental organizations; philanthropic funding*

   Once a voluntary green building code is established (as described above), the Green Building Task Force should work towards the longer-term goal of making some of the

code's recommendations mandatory. Input from developers, contractors, and other building professionals will be essential to creating recommendations that are both aggressive in advancing the City's sustainability goals and also feasible for the private sector to achieve.

6.B Require all municipal facilities to adopt sustainable building practices.

Several cities and states that have instituted voluntary or mandatory green building standards have set the highest mandatory standards for public and municipal buildings. In Chicago, all city-owned municipal buildings are required to comply with the Chicago Standard ***(see 6.A, above)***. Washington was the first US state to mandate that all new government buildings meet LEED silver standards. Florida, Indiana, Maryland, New Jersey, Oklahoma and South Dakota have all since followed suit and enacted laws requiring that new state buildings meet LEED standards. Adopting high "green" standards for municipal buildings in New Orleans will not only set an example for the rest of the city, but could also result in significant savings in energy costs over time.

RECOMMENDED ACTIONS

1. *Coordinate municipal facility construction projects and negotiate cost efficient purchases of energy efficient materials and equipment by purchasing them in large quantities.*
   Who: *CAO; Property Management Department*
   When: *First five years*
   Resources: *Staff time*

2. *By city ordinance, require all municipal facilities to adhere to an established standard of sustainable building practice.*
   Who: *City Council; Green Building Task Force*
   When: *Medium-term*
   Resources: *Green Building Task Force*

   Municipal facilities should adopt the recommendations of the green building task force ***(see 6.A. above)*** as standard practice for all construction projects. A new ordinance would be required by City Council to make these standards mandatory.

3. *Study options for "greening" City Hall.*
   Who: *Mayor's office; CAO/Property Management Department*
   When: *Medium-term*
   Resources: *Consult with other city managers who have implemented green municipal buildings*

   At the time of this writing, the fate of New Orleans' City Hall is in question. A recent proposal to purchase another building to relocate City Hall to was voted down by the City Council in July, 2009 in part because opponents felt there was not enough time for sufficient public input into the decision. However, the current City Hall remains in poor condition due to years of deferred maintenance coupled with damages sustained due to Hurricane Katrina.

   To signal the City's commitment to environmental quality and sustainability, the City should explore options for renovating City Hall according to contemporary sustainable building technologies and practices. To begin, the City should issue an RFP to study the feasibility of various renovation strategies, including renovation or development of a different building. However, reuse of the existing structure should be strongly considered for its symbolic value and to illustrate the City's commitment to efficient reuse.

   > ***Green roofs.*** Green roofs are planted rooftops that absorb storm water and heat, making a building more environmentally friendly and reducing long-term cooling costs. Many municipalities are installing green roofs on their public buildings, Chicago being the most well-known example. Buildings managed by Parks and Parkways might be good initial

candidates for retrofitting with green roofs, and may qualify for grants and other assistance to plan and begin implementing a roof greening program.

> *Coordinate municipal facility construction projects and negotiate cost-efficient purchases of energy-efficient materials and equipment by purchasing them in large quantities.*
Enhanced coordination of construction and renovation projects across all departments could increase cost savings, particularly in purchasing special materials or equipment (such as solar panels). An asset management system such as that proposed in ***Volume 2, Chapter 16—Structures for Implementation and Stewardship of the Plan*** of this plan would ensure coordination among all city projects. The Office of Coastal and Environmental Affairs can assist the city in making bulk purchases of green building materials.

URBAN AGRICULTURE, GARDENING, AND OPEN SPACE

GOAL 7

Ample opportunities for all residents to participate in and benefit from urban agriculture and community gardening

7.A Support and promote urban agriculture and community gardening on public and private property.

RECOMMENDED ACTIONS

1. *Remove zoning and regulatory barriers to community gardens.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time; Food Policy Advisory Committee*

2. *Encourage food growing on public and private property that is compatible with the character of the surrounding neighborhood, from the backyard garden to the entrepreneurial farm, through partnerships with private and nonprofit partners.*
   Who: *Parks and Parkways; various private and nonprofit partners; Food Policy Advisory Committee*
   When: *First five years*
   Resources: *Grants*

3. *Perform an inventory of possible gardening sites and determine their suitability for gardening (e.g. perform soil contamination tests).*
   Who: *OCEA; Parks and Parkways; NORA*
   When: *First five years*
   Resources: *Partner with Parkway Partners and neighborhood associations to assist with identifying potential sites*

Parkway partners and neighborhood associations can assist in identifying potential sites for gardens. NORA can assist in making available suitable vacant sites that are publicly-owned ***(see below)***.

4. *Make blighted and adjudicated property available as garden sites through renewable leases to nonprofit organizations and*

A longtime slogan of the global conservation movement is "Reduce, reuse, recycle." The strategies in this section reflect this three-pronged strategy for sustainable growth.

public or private institutions including neighborhood groups, school districts, civic and gardening organizations, and faith communities.

Who: *NORA*
When: *First five years*
Resources: *Parks and Parkways; various private and nonprofit partners*

The City will make one-year renewable leases and five-year renewable leases of appropriate garden sites available to individuals and organizations at a minimal charge. Unlike the community gardens in many cities, New Orleans' community gardens are often located on private property. Parkway Partners provides technical assistance to community gardeners, but it does not secure the sites. The City can foster community gardening by providing sites from the NORA inventory of vacant lots or other city-owned land, registering the gardens, providing access to water, and assisting in creating an organizational structure with accountability to community gardeners, to the surrounding neighborhood and to the city. Small dues payments—such as $5 or $10 a year per plot—can help community gardens pay for small improvements over the year. Community gardens in areas with soils contaminated with lead and other toxins should be assisted in bringing in topsoil or building raised planting beds.

5. *Explore community orchards as an interim use for vacant land.*

Who: Health Department, *OCEA; S&WB; NORA*
When: *First five years*
Resources: *Community land trusts;* **LSU** *AgCenter*

Planting of fruit trees by neighborhood groups can be one way to help manage vacant land on an interim basis. The neighborhood community land trusts proposed ***in Volume 2, Chapter 5—Neighborhoods and Housing*** would be excellent vehicles to plant orchards as part of a stewardship program for vacant land. The caveat about contaminated soils applies for this use as well.

6. *Provide incentives such as city assistance in debris removal or reduced water fees to encourage reuse of vacant properties for urban agriculture.*

Who: *Health Department, OCEA; S&WB; NORA*
When: *First five years*
Resources: *Community land trusts; LSU AgCenter*

7. *Establish schoolyard greening programs.*

Who: *OCEA; Park and Parkways; New Orleans Schools*
When: *First five years*
Resources: *Philanthropic funding*

Programs to bring green space, trees and plantings, food production, and environmental education to school yards have been established in many cities. Particularly where older urban schools are surrounded by asphalt and concrete, these initiatives improve the environment and create opportunities for education. Detailed information on the design, funding, maintenance, sustainability, and educational programs in a successful city schoolyard program can be found at www.schoolyards.org.

8. *Explore the establishment of a conditional use permit for sales of food grown site at a community garden or urban farm.*

Who: *CPC*
When: *First five years*
Resources: *Staff time*

CHICAGO COMPOSTING ORDINANCE

In June 2007, the Chicago City Council passed an ordinance regulating small-scale compost operations, such as those founding residential backyards. Small-scale compost operations, as defined by the ordinance, are exempt from Chicago Department of Environment permit requirements. The ordinance limits the allowable size and contents of composting operations and requires that these compost operations are well-managed.*

*http://tinyurl.com/yfgx3a7

9. *Remove zoning and regulatory barriers to farmers markets and farm stands.*
   Who: *CPC*
   When: *First Five Years*
   Resources: *Staff time*

10. *Explore additional funding opportunities for farmer's markets and community gardening/urban agriculture.*

    Who: *CPC, Food Policy Advisory Committee*
    When: *First Five Years*
    Resources: *Staff time*

GOAL 8

Enhancement of the environmental value of urban green spaces

The parks and open space system represents one of the most important arenas for showing municipal leadership in exemplifying and promoting sustainable and energy-efficient management practices, reducing greenhouse gases, absorbing storm water, and eliminating toxic materials. Parks and trees are the lungs of the city, bringing myriad benefits, from improving air quality to reducing the urban "heat island" effect exacerbated by reflective, hard surfaces.

8.A Promote restoration of native plants in natural areas and public rights of way that are not suitable for pedestrian or recreation access.

RECOMMENDED ACTIONS

1. *Continue or initiate restoration, elimination of exotic plants and planting of natives, and nature education programs in natural areas.*
   Who: *Mayor's Office of Coastal and Environmental Affairs; LSU Ag Center; Non profits*
   When: *First five years*
   Resources: *Staff time; Grants*

An example of these natural areas include Bayou Sauvage National Wildlife Refuge, Louisiana Nature Center and Wilderness Park. Protected natural areas and nature parks put city dwellers in touch with the native landscape of their region. Nature education programs and efforts to restore native vegetation to these areas will enhance native habitat.

2. *Establish native plantings in public road, rail, drainage and utility corridors that are not suitable for pedestrian and recreation access.*
   Who: *Parks & Parkways*
   When: *Medium term*
   Resources: *Staff time*

Because public rights-of-way and infrastructure corridors are linear connectors that are not suitable for pedestrian access, they are ideal places to reintroduce native plants. Once established, they also require less maintenance than lawns and shrubs because they are better adapted to local conditions. Birds and insects adapted to these areas will soon rediscover them and, if there is sufficient connectivity, the replanted public road, rail, drainage and utility corridors will provide habitat for wildlife movements.

8.B Incorporate the concept of the tree canopy as habitat in the city's urban forestry program. A continuous tree canopy is habitat for birds and other small animals.

RECOMMENDED ACTIONS

1. *Raise public awareness of tree canopy as habitat in the city's urban forestry program through publications and education programs.*

   Who: Parks & Parkways
   When: Medium term
   Resources: Staff time

8.C Introduce sustainable methods in park maintenance and operations, including alternatives to herbicides and pesticides, use of recycled and recyclable materials, use of solar panels for lighting and similar green management and building strategies.

RECOMMENDED ACTIONS

1. *Use alternatives to pesticides and herbicides, recycled and recyclable materials, solar panels, artificial turf for intensively used athletic fields, natural lighting and ventilation when possible.*

   Who: Parks & Parkways and any successor organization
   When: Medium term
   Resources: Staff education and training; new materials; seek grants

PLASTIC BAG BANS

Plastic bags account for more than 10 percent of the debris washed up on the US coastline* and have been shown to have devastating environmental effects on habitats and wildlife and to cause chemical contamination of food streams and waterways. In March 2007, San Francisco became the first US city to ban common plastic shopping bags at supermarkets and large pharmacies. At least 30 villages and towns in Alaska have followed suit. Boston, Austin, Portland and Phoenix, and others are considering similar bans. The Canadian town of Leaf Rapids may levy fines of as much as 1,000 Canadian dollars for disobeying a ban on plastic shopping bags. China, Rwanda and Bangladesh have also prohibited free plastic bags. German stores that offer plastic bags have to pay a recycling fee. In 2003, Ireland instituted a 22-cent levy on every plastic shopping bag (raised to 32 cents in 2007),** which reduced the bags' use by 90 percent.***

* National Marine Debris Monitoring Program

** Gorn, David. "San Francisco Plastic Bag Ban Interests Other Cities." National Public Radio. March 27, 2008.

*** BBC News August 20, 2002.

Parks are among the city's long-term assets. Increasingly, cities are pursuing more sustainable ways of managing all their assets and parks should are no exception. By focusing sustainable management in the park system, the city will also provide an educational example to private property owners of how to manage their landscapes. The city should include green and sustainable features among the design objectives of new recreation and park structures. Over time, park managers should institute sustainable and non-toxic practices in the following areas:

> *Water use and irrigation.* Irrigation should be installed so that water use can be monitored for efficiency. Although the city currently receives water free from the Sewerage and Water Board, water conservation remains important because of the cost of treating water. Consideration should also be given to systems that can recycle storm water and gray water for irrigation. Conserving potable water for drinking purposes is a prudent practice.

> *Natural turf.* Turf varieties should be chosen that require lesser amounts of fertilization, irrigation and mowing.

> *Use of artificial turf for intensively used athletic fields.* Artificial turf cuts down wear and tear on natural areas and allows for more efficient use of fields. This means that fewer fields can be used for more games because fields do not have to be rested frequently between uses.

> *Use of natural alternatives to herbicides and pesticides.* Integrated pest management and natural alternatives should be preferred.

SOLID WASTE

GOAL 9

Reuse of materials, facilities and structures wherever possible

9.A Consider renovating and reusing existing public facilities or other available buildings before constructing new buildings wherever possible.

RECOMMENDED ACTIONS

1. *Establish and utilize standard procedures for performing cost-benefit analysis of adaptive reuse options when acquiring new facilities.*
   Who: CAO/Property Management; other city agencies
   When: First five years
   Resources: Staff time

When City departments are presented with an opportunity to acquire new facilities, it should be standard procedure to perform a cost-benefit analysis of reuse options. To this end, the CAO's Property Management Department should establish standard procedures for undertaking such a cost-benefit analysis in a way that is streamlined, transparent, and efficient. This analysis should weigh costs and benefits of reuse and new construction on the basis of multiple "bottom lines," including not only in financial considerations, but also environmental impact, historic preservation goals, and the overall effect on neighborhoods. Environmental impacts of construction and renovation could include the greenhouse gas effects of demolition and construction as well as considerations of demolition waste. The OCEA and its partners in sustainability initiatives should be consulted in analyzing these factors. Additionally, adaptive reuse of existing under utilized or vacant facilities located in neighborhoods could further historic preservation objectives ***(see Chapter 6)*** and could also have a catalytic impact on neighborhood revitalization ***(see Chapter 5)***. Public input via the Neighborhood Participation Program ***(see Chapter 15)*** should be considered to determine the effect of any proposed public project on a neighborhood.

To streamline the decision-making process, a database of existing municipal properties and their specifications should be established and regularly maintained. ***Chapter 8*** of this plan, which discusses Health and Human Services, also recommends creation of a database of properties—both public and private—that are suitable as facilities for health and human service providers. These initiatives should be combined to produce one database to suit both purposes.

9.B Promote and facilitate adaptive reuse of under utilized buildings.

RECOMMENDED ACTION

1. *Provide for adaptive reuse possibilities in land use and zoning.*
   Who: CPC
   When: First five years
   Resources: CZO rewrite

(See Chapter 14—Land Use.)

See also: Chapter 6—Historic Preservation.

9.C Facilitate deconstruction as an alternative to demolition, and promote reuse of salvaged building materials wherever possible.

RECOMMENDED ACTION

1. *Coordinate with demolition processes to provide for deconstruction wherever feasible for buildings slated for demolition.*
   Who: Code Enforcement; NORA; Independent deconstruction services
   When: First five years
   Resources: Existing deconstruction services

Deconstruction is an alternative to demolition that salvages building components for reuse in other buildings. The OCEA and city agencies involved in code enforcement and demolitions (*e.g.,* Code Enforcement, NORA) should coordinate with deconstruction initiatives to salvage materials for reuse whenever possible.

See also: Chapter 10—Community Facilities, Services and Infrastructure.

GOAL **10**

Resource conservation and waste reduction in everyday practices

10.A Encourage recycling and composting in homes, businesses and institutions.

RECOMMENDED ACTIONS

1. *Fully restore city recycling facilities.*
   Who: New Orleans City Council Sanitation and Environmental Enforcement Committee
   When: First five years
   Resources: General Fund

A lack of citywide recycling service in New Orleans perpetuates an image of the city as "behind the times" and indicates incomplete recovery from Hurricane Katrina at the municipal level in the eyes of both residents and visitors, who have come to expect recycling as a basic service available in all contemporary cities. Several independent companies now provide residential curb side recycling service throughout the city and could be contracted with to provide comprehensive service for residences as well as institutions and businesses. To begin, the City Council Sanitation and Environmental Enforcement Committee should study the estimated cost of implementing a citywide recycling program. Funding for restored recycling facilities could come in part from savings due to reducing trash pickup service to once weekly instead of twice ***(see Chapter 10—Community Facilities, Services and Infrastructure).***

2. *Require all municipal facilities to provide recycling.*
   Who: CAO; Property Management
   When: First five years
   Resources: Establish an energy management fund

As a matter of both precedent-setting and good practice, all municipally-owned facilities should provide recycling containers in offices and public places. An energy management fund ***(see above)*** could provide funding for implementing this.

3 Provide recycling receptacles in public places.
   Who: Department of Sanitation
   When: First five years
   Resources: Capital Funds

In addition to municipal facilities, the city should provide recycling canisters alongside trash receptacles in public places, including heavily-trafficked sidewalks, parks, transit stops, *etc.*

4. *Allow limited composting on residential properties.*
   Who: *Department of Sanitation*
   When: *First five years*
   Resources: *CZO*

Many U.S. cities have adopted composting ordinances that allow and regulate small-scale compost operations to reduce solid waste and encourage sustainable practices at the household level.[6] This is a cost-effective means of reducing solid waste that must be picked up and transported to a landfill, and also encourages gardening because of the good soil it produces.

5. *Develop a composting facility and provide city-wide composting service, including curb side pickup.*
   Who: *Department of Sanitation*
   When: *Medium-term*
   Resources: *Start up grants; fees*

Many cities also offer curb-side pickup of compostable waste. The City of San Francisco, which offers curb side compost pickup, recently passed a mandatory composting law as part of its plan to eliminate landfill waste by 2020, making it punishable by law to put compostable waste in trash containers instead of compost bins. Many cities that provide curb side compost pickup profit from the sale of soil produced by composting operations, or use the soil in city parks operations. New Orleans could begin by offering curb side pickup of compostable yard waste (*e.g.,* grass clippings and woody plants) to be used as mulch by Parks and Parkways.

10.B Promote sustainable practices in municipal operations.

RECOMMENDED ACTIONS

1. *Implement a green procurement policy.*
   Who: *OCEA; CAO; City Purchasing*
   When: *First five years*
   Resources: *Staff time*

OCEA is currently working with the CAO and City Purchasing to develop a policy memorandum for environmentally friendly procurement which will suggest that, when possible and feasible, City departments and agencies buy items such as recycled paper and plastics, remanufactured antifreeze and toner cartridges, and energy efficient office machines. Guidance is available from the State and other municipalities who are purchasing recycled and energy efficient products.[7]

2. *Offer rewards to City employees who commute by walking, biking, or public transit.*
   Who: *CAO*
   When: *First five years*
   Resources: *General fund*

The City of New Orleans *Carbon Footprint Report* (2009) reports that more than 41 percent of the city's greenhouse gas emission come from motor vehicles and transportation.[8] Subsidized transit fares could be used as an incentive for transit use. Secure bicycle parking and showers make bicycle commuting more convenient.

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6 See for instance: http://tinyurl.com/lm2ver; http://www.sfrecycling.com/residential/composting.php?t=r;

7 For more information, see: http://cityofno.com/portal.aspx?portal=47&tabid=8.

8 For more information, see Volume 3, pages 13.2–13.3. Companies around the world offer employees a bonus or other incentive for leaving their

~~cars behind when they commute to work. Some programs subsidize public transit passes, others offer cash bonuses, reimbursements for the cost of a bike, or gift cards from local retailers. The City should offer similar incentives to its employees, including bus pass subsidies or a "green commuter" bonus.~~

3. *Replace the city's vehicle fleet with hybrid and/or fuel-efficient vehicles.*
   Who: CAO
   When: Medium-term
   Resources: General fund

Fuel efficient vehicles could save as much as $1,500 per vehicle per year, and help reduce the city's total greenhouse gas emissions.[9]

10.C Ban or tax the use of plastic shopping bags in stores.

RECOMMENDED ACTION

1. *Convene a task force of environmental experts and businesses to build support for a ban or tax on plastic shopping bags.*
   Who: OCEA; New Orleans City Council
   When: First five years
   Resources: Staff time

A plastic shopping bag ban or tax would require City Council to pass an Ordinance. The OCEA should convene a task force with support from the Mayor's Office and City Council to build support for this ordinance and study feasible methods of implementing it. The task force should include business and environmental leaders, and should include a public education campaign on the costs and benefits of the legislation. Proposed legislation should be completed within eight months.

10.D Promote responsible waste management and reduction that minimizes impacts on the environment.

RECOMMENDED ACTION

1. *Create a long-term, strategic plan to address waste management and reduction in the city.*
   Who: Led by the Department of Sanitation in coordination with OCEA
   When: First five years
   Resources: Staff time

This effort should be led by the Department of Sanitation in coordination with the Office of Coastal and Environmental Affairs.

10.E Increase public awareness of energy efficiency and sustainable practices.

RECOMMENDED ACTIONS

1. *Continue to improve the OCEA web site to provide public information on sustainable living.*
   Who: OCEA
   When: First five years
   Resources: Staff time

OCEA can continue to improve its web site to provide comprehensive information on strategies to reduce waste, improve energy efficiency, and reduce greenhouse gas emissions in everyday living. Ample information on sustainable living strategies is available from local and national environmental initiatives. Information should be compiled and made available in an easy-to-use, searchable format.

9 Dollar amount is in 2009 USD. For more information, see: www.fueleconomy.gov or www.greencar.com.

2. *Partner with other public agencies and community organizations to provide educational information and outreach on sustainable living.*

***Who:** OCEA; various environmental and community organizations*
***When:** Medium-term*
***Resources:** Staff time*

As described above ***(see Volume 3, Chapter 8)***, numerous environmental initiatives are already operating in New Orleans. With increased funding and capacity, the OCEA could develop an educational arm that partners with other institutions to provide or help to sponsor educational information on sustainable practices in everyday life. Educational initiatives could include strategies for home energy efficiency, sustainable and cost-effective business practices; home gardening and composting workshops, and many others, and could be delivered through libraries, schools, places of worship, neighborhood organizations, and other community institutions.

ENVIRONMENTAL HEALTH

GOAL 11

Soil, water and air free from toxic contamination

11.A Prevent illegal disposal of hazardous waste.

RECOMMENDED ACTIONS

1. *Provide proper disposal services for hazardous waste items, including residential curb side pick-up.*

***Who:** OCEA; Health Department; Department of Sanitation*
***When:** First five years*
***Resources:** (See Chapter 10-Community Facilities, Services, and Infrastructure)*

See also: Volume 2, Chapter 10—Community Facilities, Services and Infrastructure.

2. *Provide adequate code enforcement of environmental health hazard protections.*

***Who:** Health Department*
***When:** First five years*
***Resources:** (See Chapter 5-Neighborhoods and housing)*

See also: Volume 2, Chapter 5—Housing and Neighborhoods for more discussion on code enforcement.

3. *Provide public education about the causes and effects of environmental contamination.*

***Who:** OCEA; Health Department; Department of Sanitation*
***When:** First five years*
***Resources:** U.S. EPA*

See Volume 2, Chapter 5—Housing and Neighborhoods for more discussion on code enforcement.

11.B Identify, remediate and redevelop contaminated sites and buildings.

RECOMMENDED ACTIONS

1. *Provide public education about environmental contaminants and available resources for remediation.*

***Who:** OCEA; Health Department*
***When:** First five years*
***Resources:** Use City web site as an information platform*

The City's web site can be expanded to contain user-friendly, easily-accessible information about environmental contamination and the resources available to residents and property owners to remediate contaminated sites and prevent poisoning. This information should be made available through either the Health Department or the OCEA, and linked to both home pages for easy reference.

2. *Create and maintain a database of environmental hazards and conditions.*
   Who: *OCEA; Health Department*
   When: *First five years*
   Resources: *US EPA; university partners*

Several tests have been performed on soil samples in New Orleans both before and since Hurricane Katrina ***(see Volume 2, above)***. The OCEA should maintain a database combining all such test results, preferably geocoded and mapped, for use in identifying areas in need of environmental remediation. A thorough study of previously tested locations as well as collaboration with those who performed the testing should be required before future test sites are chosen. Results should be readily accessible to the public via the city web site and other avenues. University environmental research centers — such as the Tulane/Xavier Center for Bioenvironmental Research, Tulane Environmental Health Sciences program, and the LSU Agricultural Center may be able to provide technical assistance.

3. *Identify and apply for federal, state, and local funding sources to remediate brownfields and other contaminated sites.*
   Who: *OCEA; Health Department; Department of Sanitation*
   When: *First five years*
   Resources: *U.S. Economic Development Administration and EPA grants; private funding*

The U.S. Economic Development Administration offers incentives for market-driven brownfields reuse through its strategic grant investments, which provide a range of support from feasibility studies, planning and technical assistance to infrastructure construction.[10]

4. *Provide increased funding and support to lead remediation initiatives for homes, schools, gardens, and parks and recreation facilities.*
   Who: *OCEA; Health Department; Lead Poisoning Prevention Program*
   When: *First five years*
   Resources: *Technical assistance; Tulane/Xavier Center for Bioenvironmental research; funding assistance; Operation Paydirt; public and philanthropic funding.*

The most common sources of lead poisoning in children include lead-based paint in homes and schools and contamination of soil in schoolyards. As urban agriculture and gardening become increasingly popular, contamination of residential and other properties that house gardens also becomes a serious concern. These potential sources of lead poisoning should be the highest priority in future lead remediation efforts. The OCEA and Health Department can partner with existing public health organizations, Operation Paydirt, and others providing lead remediation strategies. The Tulane/Xavier Center for Bioenvironmental Research has lead research initiatives on lead contamination in New Orleans for many years, and may be able to provide data and/or technical assistance.

5. *Explore neighborhood-based projects to remove toxins from contaminated vacant land using plantings.*
   Who: *OCEA; Health Department*
   When: *First five years*
   Resources: *Partnerships with universities*

10 U.S. Economic Development Administration: http://www.eda.gov/Research/Brownfields.xml.

While lots remain vacant, neighborhood groups can work with universities and others to learn how certain plants can clean the soil of lead and other contaminants (a process known as phytoremediation").

6. *Regularly monitor closed landfills to ensure that they are not causing pollution or hazards.*
   Who: *OCEA*
   When: *First five years*
   Resources: *Staff time*

7. *Continue strict environmental monitoring of the Gentilly landfill.*
   Who: *OCEA*
   When: *First five years*
   Resources: *Staff time*

8. *Provide free or reduced-cost soils testing to individual property owners and residents.*
   Who: *OCEA; Health Department*
   When: *First five years*
   Resources: *Partner with existing resources that have capacity to preform soils testing*

Several research institutions have the capacity to perform tests on soil to determine whether toxins are present. The OCEA and Health Department can partner with these institutions to make this service more accessible to residents and promote accurate information about contamination for property owners.

ATTACHMENT A

Text Amendments to: Chapter 13 (*Note – due to the amendments combining Chapters 12 and 13 – the Land Use Plan is now Chapter 13).*

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.

VOLUME 2

chapter ~~14~~ 13

LAND USE PLAN

GOAL		POLICIES FOR DECISION MAKERS
NEIGHBORHOODS		
1	***Promote smart growth land use patterns in New Orleans and the region.***	• Preserve and support the character of successful residential neighborhoods. • Revitalize challenged neighborhoods with new development that contributes to character and new vitality. • Locate higher-density uses at existing and proposed transit stations and hubs for critical mass and locate new transit to serve higher density areas. • Make downtown a vibrant 24-hour neighborhood and commercial/entertainment district. • Convert suburban style commercial strips and malls into walkable mixed-use centers. • Create neighborhood centers with a mixture of higher-density housing, retail and other uses at neighborhood edges on underutilized industrial/commercial land and key transit hubs. • Avoid new development where new infrastructure would be required. • Take advantage of vacant land on higher ground for higher density uses. • Preserve and protect environmentally sensitive land and coastal areas. • **Maintain, protect, and expand parks and open space.** • Promote walkable, mixed-use environments.
2	***Promote development that can strengthen the city's tax and job base while serving citizen needs and preserving city character.***	• Establish urban design frameworks to guide new chain store, office, and light industrial development so that it improves the public realm and fits into the urban fabric. • Preserve land for industrial uses where there are active and prospective uses.

3	***Strengthen the city's public realm and urban design character.***	• Establish design principles and standards in zoning and design guidelines for specific areas. • Create a **strategic** framework **to guide investments in public art and civic design including new commissions, priority locations, and typologies appropriate to specific neighborhoods.** ~~for accepting, placing and maintaining public art in a way that ensures excellence and cost-effectiveness. Adopt an Artwork Donation Policy that sets specific policies and procedures for putting the framework into action.~~ • **Expand the City's public art program** • **Provide for a comprehensive review and study of all signage and billboard issues for the city.**

A Introduction

New Orleans contains almost the entire continuum of contemporary land use environments—from a wildlife refuge and fishing camps, through suburban-style subdivisions and historic buildings, to modern high-rise buildings. In a broad sense, the city will continue to include these varied environments within its borders. In specific, however, there are many ways in which land use is likely to change over time.

The Land Use Plan sets forth the policy framework for the physical development of the city, providing a guide for city decision makers in directing the pattern, distribution, ~~density~~ and intensity of land uses that will, over time, best achieve the goals for livability, opportunity, and sustainability expressed throughout the Master Plan and provide sufficient land to meet demand for various land uses in the future.

- **Equity. The Land Use Plan is the underlay for the regulatory, economic, and social pattern of the City of New Orleans development. For a city whose overall form is as recognizable as its world renown districts, the orderly use of land for private and public purpose is a critical expression of equity. The extent to which individual buildings and developments are both functional and aesthetic enhancements in all communities of our city is a direct result of both how land-use regulations are adopted toward balancing individual rights with the public good and of how they are enforced and interpreted. In New Orleans we are committed to reaching the optimal outcome within these objectives across neighborhoods of all incomes, locations and aesthetic.**
- **Resilience. One of the most critical considerations that resilient Land-Use plans must address in cities like New Orleans is finding a comprehensive approach for recovery and reoccupation of neighborhoods, retail districts, and institutional settings post-disaster. As a responsible plan for such recovery, the Land Use element of the Master Plan shall incorporate critical infrastructure systems, housing, economic investments, and public health services. The plan will also set forth a sustainable recovery management framework to increase predictability and stability in the use of resources and ensure a resilience-oriented decision-making process, as the allocation of post-recovery resources is determined and communities return to vibrancy.**

The focus of this part of the Master Plan is the Future Land Use Map, which shows the categories of land uses desired over time, and their ~~densities and~~ intensities. The map reflects the land uses that correspond to the long term vision, goals and policies expressed elsewhere in the plan, and it constitutes the most direct link between the Master Plan and the Comprehensive Zoning Ordinance. It is important to note, however, that the Future Land Use Map is not a zoning map and it does not govern design or function. Highlights of the Future Land Use Map include:

- **No change in the overall existing footprint of the city.** New Orleans represents the heart of a much larger region, and focusing regional growth in the city makes sense from the perspective of environmental

efficiency and smart growth.

- **Preservation of neighborhood residential character.** Prevailing character, in terms of scale~~,~~ and massing ~~and density~~, are reinforced so that infill development must be compatible with existing patterns**, while allowing flexibility to provide housing of different types and levels of affordability.** Community facilities, such as schools and houses of worship, are included within residential neighborhoods, and corner businesses that meet criteria can continue to operate.
- **Mixed-use land use designations for greater flexibility in areas that would benefit.** Underutilized commercial and industrial areas and similar sites are designated as neighborhood centers and main street corridors for medium- to higher-density mixed-use areas that encourage compact, walkable, and transit-oriented development. A downtown mixed-use category sets the stage for tailoring future zoning to preserve and enhance the unique character of different parts of downtown. Larger parcels would require a site master plan, design guidelines and community process to ensure high quality development.

The Land Use Plan and the "Force of Law"

The Land Use Plan is the foundation on which the City will implement the "force of law" provisions of the 2008 amendment to the City Charter:

- All land use actions must be consistent with, or at a minimum, not interfere with, the goals, policies and strategies of the Land Use element of the Master Plan and any future amendments to the Master Plan. This includes the Comprehensive Zoning Ordinance and any other land development regulations and amendments, including preliminary or final approval of a subdivision plan, site plan, approval of a planned unit development, or a similar site-specific development plan.
- The Master Plan may not be amended more than once a year and the amendment processes by the CPC and the City Council must include opportunities for public comment.
- The City Council is required to provide funding for activities designed to ensure consistency between the Master Plan, zoning and land use actions.

Is every idea in the Master Plan subject to "Force of Law?"

"Force of law" for the Master Plan means that land use actions must be consistent with, or not interfere with, the Land Use Plan included in this Master Plan (Chapter 13 ~~14~~). That said, some of the ideas in Chapters 5 through 1~~2~~3 of the Master Plan (covering topics like Transportation, Neighborhoods and Housing and Green Infrastructure) may require actions that must be consistent with the Land Use Plan. Others would call for strategies and actions that go well beyond land use actions. Such ideas - the ones that go beyond land use actions -- are in the Master Plan as *recommendations*, not certainties or directives.

Administration of the Land Use Plan

1. Administrators

The Executive Director of the City Planning Commission, or the Director's designee, shall have the following authority, pursuant to this Master Plan:

A. To make final decisions on minor map adjustments to the Future Land Use Map.

B. To make final decisions on interpretations of the Future Land Use Map

The City Planning Commission shall have the following authority, pursuant to this Master Plan:

A. To make final decisions on appeals of minor map adjustments to the Future Land Use Map by the Executive Director of the City Planning Commission.

B. To make final decisions on appeals of interpretations of the Future Land Use map by the Executive Director of the City Planning Commission.

Appeals of the City Planning Commission's review of the Executive Director's decision on appeals of minor map adjustments to the Future Land Use Map and interpretations of the Future Land Use Map shall be under the jurisdiction of the Orleans Parish Civil District Court.

The City Council shall have the following authority pursuant to the City Charter:

A. To make final decisions on amendments to the Master Plan

2. Interpretation of Land Use Plan Language

As discussed above, the City Charter mandates that land use actions have the "force of law" – that they further, or at least not interfere with, the goals, policies, and guidelines of the Land Use Element, and that they be compatible with the proposed future land uses, densities, and intensities designated in the Land Use Element. Accordingly, the language of the Land Use Plan shall be interpreted in accordance with the "Interpretation of Laws" elements of the Louisiana Civil Code:

- When a law is clear and unambiguous and its application does not lead to absurd consequences, the law shall be applied as written and no further interpretation may be made in search of the intent of the Legislature. La. Civ. Code Art. 9.
- When the language of a law is susceptible of different meanings, it must be interpreted as having the meaning that best conforms to the purpose of the law. La. Civ. Code Art. 10.
- The words of a law must be given their generally prevailing meaning. Words of art and

technical terms must be given their technical meaning when the law involves a technical matter. La. Civ. Code Art. 11.

- When the words of a law are ambiguous, their meaning must be sought by examining the context in which they occur and the text of the law as a whole. La. Civ. Code Art. 12.
- Laws on the same subject matter must be interpreted in reference to each other. La. Civ. Code Art. 13.

3. "Force of Law" Consistency Determinations

Louisiana Civil Code Article 13 – providing that laws on the same subject matter must be interpreted in reference to each other – is especially important with respect to consistency determinations. It may be tempting to pull out isolated passages from the Land Use Element in arguing that a particular proposal is consistent with the Master Plan. However, Article 13 makes clear that in order to be deemed consistent, a proposal must be evaluated against all of the relevant language of the Land Use Element. For example, relying on broad, non-specific language describing a land use goal cannot be sufficient to establish consistency if the proposal is not compatible with the specific language describing the Future Land Use Category that applies to the site.

In this respect, the Future Land Use Category descriptions – found in Section C of this Chapter – are probably the most important language in the Land Use Element for consistency determinations because they speak directly to the specific places in which projects will be proposed. Unlike the other provisions of the Land Use Element, the Future Land Use Category descriptions establish specific land use goals for each part of the city, delineate the specific uses permitted in these areas, and define the desired development character for each category. In short, the Future Land Use Category descriptions essentially define what consistency means for each category. As a general rule of thumb, if a proposal is not compatible with the Future Land Use Category description for a specific location, the proposal is not consistent with the Master Plan.

~~The Neighborhood Character Studies in the Land Use Plan~~

~~A set of neighborhood character studies was created to identify commonalities and differences in the physical character of areas across the city, focusing on more than architectural style to include street organization and size, scale and massing, orientation to the street, and similar urban design features. These neighborhood character studies will inform design strategies and guidelines for infill and other development, decisions about demolition, and the place-based approach of the new zoning ordinance under development. *(See Volume 3 for the complete Neighborhood Character Study.)*~~

The Urban Design Framework in the Land Use Plan

The Land Use Plan in Volume 2 includes a set of general urban design principles to guide future development in the city. These principles are intended to provide property owners and the public guidance on desired characteristics of new development. They focus on the "public realm," the streets and other public spaces in the city, and on the aspects of private development that affect our experience of the public realm—for example, how parking is located in relation to pedestrians and building façades. According to the 2008 charter amendment, land use actions must be generally consistent with these urban design principles. Consistent themes within these urban design principles include:

- Design public spaces and the interface between private and public spaces to be pedestrian-friendly.
- Manage the impacts of parking on public streets and surrounding neighborhoods.
- Encourage lively ground-floor uses in downtown and commercial districts.
- Establish gradual transitions between small-scale and larger-scale development.
- Ensure harmonious infill by strategies such as respecting scale and massing; maintaining the street wall

or setbacks; complementing established rhythms of windows, doors, porches, bay windows, or similar elements.

- Design new neighborhoods by integrating them into existing street grids; establishing transitions in scale and density from surrounding areas; providing usable open space; providing clusters of ground floor retail; establishing development-specific guidelines about building appearance, streetscape, signage, utilities, parking , landscape, sustainability, and materials.

General Zoning Principles in the Land Use Plan

The Land Use Plan in Volume 2 contains a set of objectives and principles connecting the themes in the Master Plan to the ~~new~~ Comprehensive Zoning Ordinance (CZO) ~~that is under development~~. Three overall zoning objectives are:

- Reinforce the physical character of New Orleans while striking a balance between the need to preserve and the need to innovate and grow. The ~~new~~ CZO ~~will be~~is divided into "places" based on the existing or desired character for an area.
- The purpose and intent of each zoning district ~~will~~ makes clear what type of development would be expected, consistent with the master plan policies and future land use map, setting standards for location, size, shape and character of new development and how developments fit together.
- The ~~new~~ CZO ~~will be~~**should be maintained as** predictable, understandable and enforceable.

Summary of Land Use Strategies and Actions

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	STRATEGY	ACTIONS
1. Promote smart growth land use patterns in New Orleans and the region.	1.A. Preserve the overall character of existing residential areas.	1. Create an efficient residential land use pattern that addresses the location and intensity of residential development, ~~while ensuring housing affordability and choice.~~
		2. Ensure housing affordability and choice.
		~~2~~3. ~~Revise~~ Maintain zoning districts ~~to better~~that reflect the city's established development patterns. Development patterns in areas built before World War II differ from those in areas developed after the war.
		~~3~~4. ~~Integrate~~ **Continue to refine** development standards into district regulations that preserve established building character in terms of scale, massing, and placement**, but allow for housing of different types and levels of affordability.**~~,~~
		~~4~~5. Revitalize challenged neighborhoods with new development that contributes to character and new vitality.
		~~5~~6. Promote infill development on vacant lots in existing neighborhoods.
		~~6~~7. Ensure that infill buildings fit in harmoniously in existing neighborhoods, but do not require them to copy existing architecture.
		~~7~~8. Ensure that new housing built within established neighborhoods is compatible with the scale and character of existing development.
		~~8~~9. Establish appropriate transitions between high-impact, medium-impact, and low-impact development.
		~~9~~10. Ensure that multifamily housing is sensitive to neighborhood context.
		~~10~~11. Create design and development standards for multifamily districts to assure compatibility with larger residential neighborhoods around them.
		~~11~~12. Respect the scale and massing of buildings in historic areas and other areas where existing scale should be preserved.
		~~12~~13. Coordinate zoning districts with local historic designations in order to eliminate conflicts and inconsistencies.
		~~13~~14. In revitalization areas, extend the positive qualities of existing adjacent neighborhoods into new developments.

	1.B. Promote walkable, mixed-use environments and transit-oriented development.	1. Create land use categories that allow for a mixture of uses, including residential, retail, and office uses. (See Mixed-Use land use category descriptions and the Future Land Use map.)
		2. Create zoning districts for mixed-use development of various scales from lower- to higher-density development.
		3. Preserve successful existing mixed-use commercial areas.
		4. Convert suburban-style commercial strips and malls into walkable mixed-use centers.
		5. Locate mixed-use neighborhood centers with higher-density housing, retail, and other uses on neighborhood edges to draw customers within walking and biking distance of residences.
		6. Locate higher-density uses at existing and proposed transit stations and hubs for critical mass; locate new transit service to serve higher-density areas.
		7. Design mixed-use neighborhood centers on large sites, such as underutilized or vacant retail or industrial parcels.
		8. Integrate large mixed-use sites into the surrounding street grid.
		9. Establish transitions in scale and density from surrounding areas.

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	STRATEGY	ACTIONS
1. Promote smart growth land use patterns in New Orleans and the region.	1. B Promote walkable, mixed-use environments and transit-oriented development.	10. Provide areas with clusters of ground-floor retail and service uses with residential uses above in mixed-use centers.
		11. For large mixed-use sites, create development-specific design guidelines that address building appearance, streetscape, signage and utilities, parking design, landscape, sustainability, and materials.
		12. Provide usable and well-designed open space in mixed-use areas.
		13. Take advantage of opportunities for high density uses in developing vacant land on higher ground, and in areas where building can be flood resistant.
		14. ~~Diversify New Orleans' housing stock in new residential development.~~Ensure that zoning districts provide an appropriate amount of land area and locations to accommodate housing of different types and affordability levels.
	1.C Preserve existing, and create new parks and public spaces.	1. Ensure that land use categories provide areas for parks and open space. (See Parkland and Open Space land use category description and the Future Land Use map.)
		2. Provide for parkland and open spaces to meet the needs of residents. Ensure a balance of passive and active recreational uses in public spaces, regional parks and in the citywide park system.
		3. Reclaim the river and lake waterfronts for lively public spaces.
		4. Require, where appropriate, contributions to a network of open spaces through the development-approval process or requirements.
		5. Accommodate riverfront open space to support the Reinventing the Crescent Plan.
		6. Require usable open spaces on or off site for new residential units created downtown.
	1.D Preserve and protect environmentally sensitive land and coastal areas.	1. Ensure a land use category that provides protection for environmentally sensitive and coastal land. (See Natural Areas land use category description and the Future Land Use map.)
		2. Protect environmentally sensitive areas, such as wetlands, from adverse impacts to enhance the city's water-storage capacity during storms and increase protection against storm surges.
		3. Protect and provide open spaces appropriate to ~~conserving~~ conserve the region's natural resources and meet~~ing~~ the needs of its residents.
		4. Prohibit drainage of remaining wetlands for building except by special permit with mitigation that requires an opinion by the City Office of Coastal and Environmental Affairs, or establish a local wetlands ordinance to regulate impacts on wetlands.
		5. Protect certain environmentally sensitive areas while still allowing limited residential, commercial or industrial uses with a review process.
	1.E Adopt sustainable land use and zoning	1. Promote the use of water conservation and innovative stormwater-management techniques in site planning and new construction.

	practices.	2. Encourage, and in some cases require, sustainable stormwater-management practices, scaled to the size and character of the site. Current techniques include bioswales, green roofs, and landscaped islands in parking lots that are designed to absorb stormwater.
		3. Avoid new development where it would require creation of new infrastructure.
		4. Outside of existing residential areas, make residential uses a priority use for higher ground.
		5. Preserve land for transportation and drainage rights of way where needed, including rail, multiuse paths (for biking and walking), and canals and water-storage opportunities.
		6. Reduce greenhouse gas emissions by promoting the use of alternative energy systems (in the CZO) and increasing transportation choice.
		7. Increase access to healthy food at a lower environmental cost by supporting the production, processing and distribution of locally grown food.
		8. Allow community gardens and urban agriculture in appropriate locations.
		9. Reduce the urban heat island effect by designing new development in ways that minimize reflective flat surfaces.
		10. ~~Include~~ Continue to explore parking alternatives, such as shared lots, public parking lots near popular commercial areas, and parking space maximums, to reduce the amount of paved surface in new development.
		11. ~~Establish~~ Maintain standards that address the number of bicycles to be accommodated for various land use categories.

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	STRATEGY	ACTIONS
2. Promote development that can strengthen the city's tax and job base while serving citizen needs and preserving city character.	2.A Preserve land for large employers.	1. Provide land use categories that encourage office development. (See General Commercial and Business Center land use categories descriptions and the Future Land Use map.)
		2. Create new and strengthen existing districts that accommodate large office, medical, and educational employment centers, without significant impact on residential components.
		3. Allow mixed-use development in campus districts.
		4. Institute planned development review for larger new projects to better integrate them into their context.
		5. Attract new employers by creating a positive image through appropriate development standards.
		6. Include new landscaping standards to buffer incompatible uses, screen parking lots and outdoor storage areas, and improve the appearance of sites and street frontage.
		7. Incorporate a design-review process that informs both the developer and the neighbors of community design standards and operational concerns.
	2.B Preserve land for industrial uses where there are active and prosperous industrial uses.	1. Ensure that land use categories allow for industrial uses. (See Industrial land use category description and the Future Land Use map.)
		2. Create a more stable investment climate by reducing conflicts both within industrial districts and between adjacent non-industrial districts.
		3. Refine the industrial-district-use lists so that uses appropriate to the desired intensity and market orientation of the industrial district are permitted, rather than requiring a conditional use or text amendment.
		4. Provide appropriate locations for business and light industrial facilities in settings attractive and accessible to visitors and employees.
		5. Accommodate a range of industrial development, including standards for research and light industrial/office parks.
		6. Provide appropriate locations for warehousing, distribution, storage, and manufacturing.
		7. Review performance standards for industry in establishing uses and evaluating impacts near residential areas.
	2.C Promote clustering of neighborhood retail and services and avoid long corridors of low-density commercial development.	1. Apply a land use category that allows for and encourages smaller, neighborhood-oriented retail establishments. (See Neighborhood Commercial land use category description and the Future Land Use Map.)
		2. Encourage small-scale neighborhood commercial uses within residential neighborhoods.
		3. Tailor commercial zoning districts to the form, function, and use of various commercial areas.

		4. Revise the current commercial district structure so that district standards are responsive to a district's purpose and desired character.
		5. Create a commercial district specifically designed to accommodate and encourage pedestrian-oriented, walkable, shopping environments.
		6. Create standards within the zoning ordinance for small local business districts located within predominantly residential areas.
	2.D Make downtown a vibrant 24-hour neighborhood and commercial/ entertainment district.	1. Ensure that land use categories specific to downtown are used to encourage a 24-hour live, work, and play environment. (See Downtown land use categories descriptions and the Future Land Use map.)
		2. Consolidate downtown zoning districts to better reflect the mix of places identified in the Master Plan.
		3. Support downtown's economic potential with a commercial district geared to the needs of business.
		4. Support downtown's vitality by creating a mixed-use district that encourages the reuse of existing structures and compatible infill construction and that is characterized by a mix of office, retail, institutional, and residential uses.
		5. Support appropriate development adjacent to the Superdome and convention center.
		6. Support the demand for mid- to high-rise residential development and make appropriate transitions to the surrounding neighborhoods.
		7. Support clustered development of museums and cultural venues by creating a zoning district for these uses and supporting retail and visitor services that promote the arts.

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	STRATEGY	ACTIONS
Promote development that can strengthen the city's tax and job base while serving citizen needs and preserving city character.	2.D Make downtown a vibrant 24-hour neighborhood and commercial/ entertainment district.	8. Encourage higher-density development around a well-organized urban form.
		9. Establish Poydras Street and Loyola Avenue as the "spine" of the CBD, serving as the corridors of highest- intensity development.
		10. Create active, attractive street corridors that promote multimodal connections between different areas of the CBD, accommodate transportation access and parking demand, and promote a high level of pedestrian traffic and pedestrian amenity.
		11. Create a modern wayfinding systems that enhances the ability of visitors to find their way around downtown design in a way that can be easily expanded throughout the City.
3. Strengthen the city's public realm and urban design character.	3.A Provide guidance on desired characteristics of new development to property owners and the public.	1. Establish appropriate transitions between high-impact, medium-impact, and low-impact development.
		2. Establish transitions and buffers from retail to surrounding residential areas.
		3. Re-knit the urban fabric by introducing safe and attractive pedestrian and bicycle routes, better lighting, landscaping and public art to reduce barriers created by highways and arterial roads.
		4. Expand New Orleans' tradition of lively pedestrian streets to all neighborhoods.
		5. Locate building entries to promote safe pedestrian movement across streets; to relate to crosswalks and pathways that lead to transit stops; and to encourage walking, biking and public transit use for employment and other travel around the city.
		6. Provide for bicycles lanes, routes and parking.
		7. In downtown, establish gradual transitions between small-scale and larger-scale buildings.
		8. Limit extensive office uses on ground floors in favor of more lively uses, where feasible.
		9. Manage the impacts of parking structures by lining their street-facing sides with active uses.
		10. Manage the impacts of surface parking by screening and locating, where feasible, parking in the rear of developments.
		~~11. Using DDD's Lafayette Square / Upper CBD refined height study as a guide, adopt clear and predictable building height limits for that portion of the Central Business District as part of the new Comprehensive Zoning Ordinance.~~**Ensure compatibility of land use regulations in the places established by the Master Plan.**
	3.B Promote sustainability.	1. Include parkway tree-planting requirements.
		2. Require parking lot landscaping that shades the surface with tree cover to reduce the heat-island
		3. Incorporate building elements that improve energy efficiency.

		4. Incorporate passive heating and cooling mechanisms into the design of building wherever possible.
		5. On buildings that are raised for flood-protection purposes, clad areas below floor level to create a consistent street wall.
		6. Create building-siting guidelines for larger developments to allow for passive solar systems.
	3.C Create a strategic framework to guide investments in public art and civic design including new commissions, priority locations, and typologies appropriate to specific neighborhoods ~~for accepting, placing and maintaining public art in a way that ensures excellence and cost-effectiveness.~~	1. Adopt an Artwork Donation Policy for the city that sets specific policies and procedures for all aspects of accepting, installing and maintaining public art. 2. Establish expanded maintenance criteria by encouraging placement of donated public art according to the City's "Policy Guidelines for Donations of Artwork," involving the Donation Process Review Committee as identified in the Arts Donation Policy.
		3. Establish a Master plan for Public Art and Civic Design.
	3.D Expand City's public art program.	**1. Explore potential amendments to improve the Percent for Art Ordinance.**
		2. Streamline processes and tools necessary for identifying, planning and implementing new public art and civic design projects, and for reviewing and approving projects proposed by developers that are instigated through percent for art requirement.
		3. Strengthen the relationship between the City and the arts and cultural community to help secure additional funding for public art, and to provide opportunities to access and participate in artistic and cultural events and offerings.
	3.E Provide for a comprehensive review and study of all signage and billboard issues for the city.	**1. Utilize results of the study to inform revisions to the CZO to see to reduce visual intrusions to the urban landscape and to ensure design compatibility.**
	3.F Conduct a review of the current Planning District boundaries.	**1. Determine if the current Planning District boundaries should be modified to better represent the communities within their borders.**

B Setting the Direction for Future Land Use: Guidelines and Placemaking Principles

The Future Land Use Map was created to reflect the vision, principles, goals, policies and recommendations of the *Plan for the 21st Century: New Orleans 2030*. It shows a distribution and geographical pattern of land uses that balances the desired persistence of many existing land uses ~~and densities~~ with land use changes that express the smart growth goals of the Master Plan.

FUTURE LAND USE GENERAL GUIDELINES
PRESERVE
Preserve the overall character of existing residential areas.
Preserve environmentally sensitive areas, such as wetlands, from adverse impacts to enhance the city's water storage capacity during storms and increase protection against storm surge.
Preserve existing successful mixed-use commercial areas.
Preserve land for transportation and drainage rights of way where needed, including rail, multiuse paths (for biking and walking), and canals and water storage opportunities.
Preserve and expand parks and public spaces and, ensure a balance of passive and active uses.
Preserve land for industrial uses where there are active and prospective industrial uses.
PROMOTE
Promote infill development on vacant lots in existing neighborhoods.
Promote redevelopment of commercial strips into walkable mixed-use centers.
Prioritize higher ground for new residential uses outside of existing residential areas.
Cluster higher-density new development near transit stations.
Promote clustering of neighborhood retail and services rather than long, low-density commercial corridors.
Diversify New Orleans' housing stock in new residential development.
Promote affordable housing choices.
LOCATE
Establish appropriate transitions between high impact, medium impact and low impact development.
Locate mixed-use neighborhood centers on neighborhood edges to draw customers within walking and biking distance of residences.
Avoid long corridors of low-density commercial development.
Locate higher density land uses and affordable housing near transit stops.

Placemaking and Land Use

Cities are a series of places—neighborhoods, shopping districts, employment centers—each with a mix of land use, physical forms, and connective tissue that creates a unique character and identity. Along with the Master Plan vision of livability, opportunity and sustainability, these places create the context, first for future land use policy, and second, for the designation of zoning districts. How well this Master Plan and two of its most powerful implementation tools, the zoning ordinance and the capital improvement program, are used to make the kinds of places that New Orleanians want to either preserve into the future or create new for the future, will be one measure of the plan's success.

Placemaking informs land use and zoning by using policies and future public investments to organize land uses, their form and character; to infuse them with cultural values; and to provide for economic opportunity—all in the service of achieving desired places. This approach is particularly well-suited to the opportunities and challenges in this Master Plan:

- Many neighborhoods with well defined and complex physical character that residents wish to preserve
- The need for appropriate guidance for the opportunity sites, so they can express their own time in new development yet fit gracefully into older contexts
- Clarity about what kinds of investments are appropriate in use, form and location, so that neighbors and the development community have a stronger foundation to reach agreement
- Creating the conditions for walkability, integrated land use and transportation, and sustainability
- Providing the context for application of the master plan's urban design principles.

Places are distinguished by their infrastructure skeleton—transportation routes, water and sewer lines—the land use pattern that hangs on the skeleton, and the blend of building types and forms that flesh it out. The way places are configured and designed creates an environment that encourages or discourages certain kinds of human action. Design can promote a variety of activities and options, or it can constrain and channel activities. A place without sidewalks or paths has few walkers. Every desired place is a synthesis of its land use pattern with that pattern of physical development that, today, is conditioned by zoning. Using land use and zoning to create place organizes components of the master plan to attain the community's vision at a citywide and neighborhood scale.

While a "sense of place" is more than the "form of the place," if the form of place is not well managed, the sense of place will never occur. Consider the types of places found in any community—a center, neighborhoods, a commercial highway, or an industrial park. Thoughtful linkage between planning and zoning can establish or potentially transform the character of each of these places to reflect desired scale of development, pattern of property ownership, function and modes of travel.

Each of the places that makes New Orleans today and is desired in the future includes a group of land uses, building types, and formal character working together to accommodate a variety of life's daily functions—living, working, playing, learning—in a manner which reflects the local culture, historical form, attitudes and values of that place. For example, one type of place is made up of a mix of one-, two- and up to four-unit residences often commingled with adjacent commercial uses, either as corner stores or small shopping blocks. Such places also have limited off-street parking opportunities, often contain buildings located close to the street and have limited private open space. The future land use and associated zoning of the New Orleans Master Plan is designed to integrate form and use, scale and massing, defining the way that the realm of private property owners frames the public realm of streets, parks and other public spaces so that this public realm becomes a desirable place for people to be and to gather.

C Future Land Use Categories

(See Future Land Use maps at the end of this chapter.)

Master Plan Future Land Use Categories Recommended Text

RESIDENTIAL SINGLE-FAMILY SEMI-RURAL
Goal: Provide for single-family residential development that preserves existing semi-rural character in areas like Lower Algiers (Planning District 13).
Range of Uses: Single-family dwellings, agricultural and stormwater managment uses are allowed. Cluster development that preserves open space is preferred. Supporting public recreational and community facilities are also allowed.
Development Character: Large-lot single-family new development should have a minimum lot area of 2 acres per dwelling unit. Cluster development may result in increased densities on individual lots, but when taken with preserved open space, the overall density should not exceed one dwelling unit per 2 acres. Incorporate risk reduction and adaptation strategies in the built environment.

RESIDENTIAL SINGLE-FAMILY PRE-WAR
Goal: Preserve the existing character and scale of pre-war (WWII) single-family residential areas of the city and allow for compatible infill development.
Range of Uses: Single-family dwellings, agricultural, stormwater management, and supporting public recreational and community facilities allowed (e.g., schools and places of worship). Neighborhood serving businesses and traditional corner stores may be allowed where current or former commercial use is verified. Conversion to multifamily and neighborhood serving commercial uses may be allowed for certain existing historical non-residential buildings.
Development Character: New development will fit the character and scale of surrounding single-family residential areas where structures are typically located on smaller lots and have small front and side setbacks. Incorporate risk reduction and adaptation strategies in the built environment.

RESIDENTIAL SINGLE-FAMILY POST-WAR
Goal: Preserve the existing character and scale of low density single-family residential in post-war (WWII) areas of the city and allow for compatible infill development.
Range of Uses: Single-family dwellings, agricultural, stormwater management and supporting public recreational and community facilities allowed (e.g.., schools and places of worship). Neighborhood serving businesses may be allowed where current or former commercial use is verified. Conversion to multifamily and neighborhood

serving commercial uses may be allowed for certain existing historical institutional or other non-residential buildings.

Development Character: New development will fit with the character and scale of surrounding neighborhoods where single- and two-family residential structures are typically set back away from the street on larger lots than in older, pre-war neighborhoods. Incorporate risk reduction and adaptation strategies in the built environment.

RESIDENTIAL LOW DENSITY PRE-WAR

Goal: Preserve the scale and character of pre-war (WWII) residential neighborhoods of lower density where the predominant use is single and two-family residential and allow for compatible infill development. Discourage the development of additional multifamily housing that is out of scale with existing character.

Range of Uses: New development generally limited to single,two-family, or multi-family-dwellings that are compatible with the scale and character of the surrounding residential neighborhood, especially when located in proximity to major transportation corridors.~~, and~~ The preservation of existing multifamily buildings is also allowed. Businesses,~~-~~traditional corner stores, and mixed use may be allowed on sites where current or former commercial use is verified. Agricultural, stormwater management, and~~S~~supporting public recreational and community facilities (e.g., schools and places of worship) also allowed. Conversion to multifamily and commercial uses may be allowed for certain existing historical institutional, commercial or other non-residential ~~uses~~buildings.

Development Character: New development will fit with the character and scale of surrounding residential neighborhoods where structures are typically located on smaller lots and have minimal front and side setbacks. Allow the adaptive reuse of historic non-residential structures with densities higher than the surrounding neighborhood through the planned development process. Allow higher residential densities when a project is providing significant public benefits such as long-term affordable housing. Incorporate risk reduction and adaptation strategies in the built environment.

RESIDENTIAL LOW DENSITY POST-WAR

Goal: Preserve the scale and character of post-war (WWII) residential neighborhoods of lower density where the predominant use is single and two-family residential lots and allow for compatible infill development.

Range of Uses: New development includes single-family, two-family, town home, and multi-family dwellings that are compatible with the scale and character of the surrounding residential neighborhood, especially when located in proximity to major transportation corridors. Commercial development may be allowed where it currently exists or formerly existed and may be expanded to adjacent lots. Agricultural, stormwater management, and ~~S~~supporting public recreational and community facilities

(e.g.., schools and places of worship) are also allowed. New two-family dwellings and town home developments may be allowed in planned communities. Conversion to multifamily or commercial uses may be allowed for certain existing historical institutional, commercial or other non-residential buildings.

Development Character: New development will fit with the character and scale of surrounding neighborhoods where residential structures are typically set back away from the street on larger lots than in older, pre-war neighborhoods. Allow the adaptive reuse of historic non-residential structures with densities higher than the surrounding neighborhood through the planned development process. Allow higher residential densities when a project is providing significant public benefits such as long-term affordable housing. Incorporate risk reduction and adaptation strategies in the built environment.

RESIDENTIAL MEDIUM DENSITY PRE-WAR

Goal: Preserve the character and scale of pre-war (WWII) residential areas that currently have a variety of housing types and sizes and allow for compatible infill development.

Range of Uses: Single- and two-family residences, townhomes and ~~small~~ multifamily dwellings that are compatible.with the scale and character of the surrounding residential neighborhood, especially when located in proximity to major transportation corridors. Businesses, traditional corner stores, and mixed use development may be allowed on sites where current or former commercial use is verified. Agricultural, stormwater management, and supporting public recreational and community facilities allowed (e.g., schools and places of worship). Conversion to multifamily and commercial uses may be allowed for certain existing historical institutional or other non-residential buildings.

Development Character: New development will conform to the general character and scale of surrounding neighborhoods. These areas are primarily located along major roadways, often with bus or streetcar service—existing or planned—that can support higher densities. Allow the adaptive reuse of historic non-residential structures with densities higher than the surrounding neighborhood through the planned development process. Allow higher residential densities when a project is providing significant public benefits such as long-term affordable housing. Incorporate risk reduction and adaptation strategies in the built environment.

RESIDENTIAL MULTIFAMILY PRE-WAR

Goal: Preserve the character and scale of existing multifamily residential areas in older areas of the city and encourage new multifamily development at nodes along transit routes that can support greater densities.

Range of Uses: Multifamily residential structures allowed. Limited neighborhood-

serving commercial uses on the ground floor allowed. Agricultural, stormwater management, and supporting public recreational and community facilities allowed (e.g., schools and places of worship). Conversion to commercial uses may be allowed for certain existing historical institutional or other non-residential buildings.
Development Character: Taller high-rise structures could be allowed where appropriate with design guidelines. Allow the adaptive reuse of historic non-residential structures with densities higher than the surrounding neighborhood through the planned development process. Allow higher residential densities when a project is providing significant public benefits such as long-term affordable housing. Incorporate risk reduction and adaptation strategies in the built environment.

RESIDENTIAL MULTIFAMILY POST-WAR
Goal: Preserve the character and scale of existing suburban multifamily residential areas and encourage new multifamily development at nodes along potential mass transit routes or major city roadways that can support greater densities.
Range of Uses: Mixed single- and two-family units, and multifamily residential structures allowed. Limited neighborhood-serving commercial uses on the ground floor allowed. Agricultural, stormwater management, and supporting public recreational and community facilities allowed (e.g., schools and places of worship). Conversion to commercial uses may be allowed for certain existing historical institutional or other non-residential buildings.
Development Character: Design guidelines and landscaping requirements required to encourage walkability and allow for proper transition to surrounding single-family and low density neighborhoods. Allow the adaptive reuse of historic non-residential structures with densities higher than the surrounding neighborhood through the planned development process. Allow higher residential densities when a project is providing significant public benefits such as long-term affordable housing. Incorporate risk reduction and adaptation strategies in the built environment.

RESIDENTIAL HISTORIC CORE
Goal: Preserve the character and scale of 18th through mid-20th century residential areas and allow for compatible infill development.
Range of Uses: Single- and two-family residences, townhomes and small multifamily structures. Neighborhood-serving businesses including those promoting New Orleans'culture of food, music, and entertainment, traditional corner stores, mixed use developments may be allowed at sites where current or former commercial use is verified. Conversion to multi-family and commercial uses may be allowed for certain existing historical institutional or other non-residential buildings. Agricultural, stormwater management, and ~~S~~supporting public recreational and community facilities allowed (e.g., schools, cultural facilities, and places of worship).
Development Character: The density, height, and mass of new development will be consistent with the character and tout ensemble of the surrounding historic

neighborhood. A variety of types and sizes of development may be appropriate. Allow the adaptive reuse of historic non-residential structures with densities higher than the surrounding neighborhood through the planned development process. Allow higher residential densities when a project is providing significant public benefits such as long-term affordable housing. Incorporate risk reduction and adaptation strategies in the built environment.

NEIGHBORHOOD COMMERCIAL

Goal: Provide areas for small-scale, neighborhood-oriented commercial development that enhances the pedestrian character and convenience of neighborhoods by allowing commercial establishments in select locations within walking distance to surrounding residential areas.

Range of Uses: Retail and professional service establishments serving local neighborhood area residents. Single and two-family dwellings are allowed. Agricultural, stormwater management, and supporting public recreational and community facilities are allowed. Transit and transportation facilities are allowed. Common uses include small groceries, restaurants, barber shops/salons, clothing boutiques, banks, pharmacies, and small health professional offices. Conversion to multifamily may be allowed for certain existing historical institutional, commercial or other non-residential buildings.

Development Character: Buildings are oriented to the sidewalk (parking in rear where possible) with maximum heights related to the character of the street. Landscaping is required for parking lots facing the street. Incorporate risk reduction and adaptation strategies in the built environment.

GENERAL COMMERCIAL

Goal: Increase the availability of retail services and amenities (and increase retail tax base) within the City of New Orleans, especially in areas that are currently underserved by retail, with existing and new medium- and large-scale commercial establishments and shopping centers. Agricultural, stormwater management, and supporting public recreational and community facilities are allowed. Transit and transportation facilities are allowed.

Range of Uses: Larger commercial structures including shopping and entertainment centers typically anchored by large supermarkets, department stores or big-box style establishments with supportive retail, services, offices, surface or structured parking, and limited dwellings above the ground floor.

Development Character: Structures oriented to the street where possible to encourage both pedestrian and automobile traffic. Sites are limited to accessible locations along major city roadways or highways with minimal negative impact on surrounding residential areas, often in proximity to transit. Incorporate risk reduction and adaptation strategies in the built environment.

DOWNTOWN EXPOSITION

Goal: To provide areas of downtown that will house and support high-volume visitor traffic at major trade and spectator venues including the Convention Center and Superdome.

Range of Uses: Convention center, sports/entertainment arenas/complexes and supporting uses such as hotels, and office space within the CBD. Transit and transportation facilities are allowed. Residential, agricultural, and stormwater management uses are also allowed.

Development Character: The scale (height and massing) of new development will vary depending on location and proximity to historic districts. Incorporate risk reduction and adaptation strategies in the built environment.

BUSINESS CENTER

Goal: Provide areas to serve as regional employment centers outside of the Central Business District.

Range of Uses: Professional office and/or light industrial parks (warehouse, distribution and storage centers). Large retail centers are not permitted but supportive retail and services are~~is~~ allowed. Transit and transportation facilities, agricultural, and stormwater management uses are allowed.

Development Character: Structures often in "business park" settings, typically with surface parking. Landscaping and buffers required, particularly when proximate to residential areas. Incorporate risk reduction and adaptation strategies in the built environment.

INDUSTRIAL

Goal: Retain land to further strengthen port activity, maritime-related activities, manufacturing and other uses that provide jobs and opportunities for New Orleans' residents.

Range of Uses: Heavy manufacturing, maritime uses, water treatment and transfer, ~~and~~ large warehousing/distribution facilities, stormwater management, and limited commercial uses are allowed. Transit and transportation facilities are allowed.

Development Character: Often located near rail and highway infrastructure, massing and bulk will vary depending on location, however, proper buffers/standards required, particularly when abutting residential neighborhoods. Incorporate risk reduction and adaptation strategies in the built environment.

MIXED-USE MARITIME

Goal: Preserve and provide areas for maritime-related residential and commercial uses east of Chef Pass on properties adjacent to Chef Menteur Highway in Lake St. Catherine (Planning District 11), along a certain portion of the Mississippi River Gulf Outlet near Interstate 510, and around harbors along Lake Pontchartrain.

Range of Uses: Single-family residential, fishing camps and boathouses, marinas, yacht clubs, maritime associations, community sailing, maritime-related businesses and supporting commercial uses. Transit and transportation facilities, agricultural, and stormwater management uses are allowed. New development shall only be permissible in accordance with State regulations.
Development Character: Scale (height and massing) and allowed uses to match existing character of surrounding areas. Incorporate risk reduction and adaptation strategies in the built environment.

MIXED-USE LOW DENSITY
Goal: Increase neighborhood convenience and walkability within and along edges of neighborhoods with low density residential and neighborhood-serving retail/commercial establishments.
Range of Uses: Low-density single-family, two-family and multifamily residential and neighborhood business; typically businesses in residential scale buildings interspersed with residences. Uses can be combined horizontally or vertically (ground floor retail required in certain areas). Limited light-industrial uses (small food manufacturers, craft and value added industry and passive warehousing and storage) may be allowed in some areas. Agricultural, stormwater management, and supporting public recreational and community facilities are allowed. Transit and transportation facilities are allowed.
Development Character: Height, mass and density of new development varied depending on surrounding neighborhood character. Allow the adaptive reuse of historic non-residential structures with densities higher than the surrounding neighborhood through the planned development process. Allow higher residential densities when a project is providing significant public benefits such as long-term affordable housing. Incorporate risk reduction and adaptation strategies in the built environment.

MIXED-USE MEDIUM DENSITY
Goal: Create medium-density neighborhood centers to enhance walkability and serve as focal points within neighborhoods. Proximity to transit encouraged.
Range of Uses: Medium-density single-family, two-family and multifamily residential and commercial uses. Limited light industrial uses (small food manufacturers, craft and value added industry and passive warehousing and storage) may be allowed in some areas. Agricultural, stormwater management, and supporting public recreational and community facilities are allowed. Transit and transportation facilities are allowed.
Development Character: Height, mass and density of new development varied to ensure proper transitions to surrounding lower density residential neighborhoods. Many structures will feature ground floor retail with residences on upper floors. Allow the adaptive reuse of historic non-residential structures with densities higher than the surrounding neighborhood through the planned development process. Allow higher residential densities when a project is providing significant public benefits such as long-

term affordable housing. Incorporate risk reduction and adaptation strategies in the built environment.

MIXED-USE HIGH DENSITY

Goal: Encourage compact, walkable, transit-oriented (or transit-ready) neighborhood centers with medium-to-high density multifamily residential, office, and commercial services at key, underutilized, centrally located parcels within neighborhoods and along edges.

Range of Uses: Medium- to high-density multifamily residential, office, hotel and commercial retail. Limited light industrial uses (small food manufacturers, craft and value added industry and passive warehousing and storage) may be allowed in some areas. Agricultural, stormwater management, and supporting public recreational and community facilities are allowed. Transit and transportation facilities are allowed.

Development Character: These areas will provide proper transitions to surrounding areas with lower densities/heights. Many structures will require ground-floor retail with residences or offices or both on upper floors. Allow the adaptive reuse of historic non-residential structures with densities higher than the surrounding neighborhood through the planned development process. Allow higher residential densities when a project is providing significant public benefits such as long-term affordable housing. Incorporate risk reduction and adaptation strategies in the built environment.

MIXED-USE DOWNTOWN

Goal: Support and encourage a vibrant, 24-hour live-work-play environment in the Central Business District, and provide areas to support a high density office corridor.

Range of Uses: High density office, multifamily residential, hotel, government, institutional entertainment and retail uses. No new heavy or light industrial uses allowed. Agricultural, stormwater management, and supporting public recreational and community facilities are allowed. Transit and transportation facilities are allowed.

Development Character: The scale of new development will vary depending on location within the CBD and will be determined by appropriate height and massing, particularly near historic districts. Incorporate risk reduction and adaptation strategies in the built environment.

MIXED USE DOWNTOWN CORE NEIGHBORHOOD

Goal: Encourage and support a compact, walkable, transit-oriented, mixed-use neighborhood at the core of the city.

Range of Uses: A mix of residential, office, commercial, hotel, retail, and service uses. Agricultural, stormwater management, and supporting public recreational and community facilities are allowed. Transit and transportation facilities are allowed.

Development Character: The scale of new development will vary depending on location, with taller development generally encouraged along the edges of the CBD and

new development that is sensitive to the scale of the neighborhood encouraged within the interior of the area. Incorporate risk reduction and adaptation strategies in the built environment.

MIXED-USE HISTORIC CORE

Goal: Increase convenience and walkability for neighborhood residents and visitors within and along edges of historic core neighborhoods.

Range of Uses: A mixture of residential, neighborhood business, and visitor-oriented businesses. Uses may be combined horizontally or vertically, and some structures may require ground floor retail with residences or offices on upper floors. In some areas where current or former industrial use is verified, existing buildings may be appropriate for craft and value added industry. Agricultural, stormwater management, and supporting public recreational and community facilities are allowed. Transit and transportation facilities are allowed.

Development Character: The density, height, and mass of new development will be consistent with the character and tout ensemble of the surrounding historic neighborhood. Appropriate transitions will be provided to surrounding residential areas. Allow the adaptive reuse of historic non-residential structures with densities higher than the surrounding neighborhood through the planned development process. Allow higher residential densities when a project is providing significant public benefits such as long-term affordable housing. Incorporate risk reduction and adaptation strategies in the built environment.

MIXED-USE HEALTH/LIFE SCIENCES NEIGHBORHOOD

Goal: Provide areas for hospitals, offices, supportive retail and residential uses to create a vibrant neighborhood center with job growth in the medical care and research sectors.

Range of Uses: Hospitals, offices, residential (single-family, two-family, and multifamily along major corridors), and supporting neighborhood retail/services. Agricultural, stormwater management, and supporting public recreational and community facilities are allowed.

Development Character: The scale of new development will vary depending on location and will be determined by the appropriate height and massing. Special attention needed to ensure appropriate transitions from higher density corridors (i.e., Tulane Avenue) to surrounding historic, low density neighborhoods. Incorporate risk reduction and adaptation strategies in the built environment.

PLANNED DEVELOPMENT AREA

Goal: Allow for the potential development of large underutilized or underdeveloped parcels that are completely within the external levee protection system and only in areas that do not contain sensitive wetland environments.

Range of Uses: Single-family, two-family and multifamily residential; recreational,

commercial or industrial uses dependent on formal planning process. Cluster development that preserves open space is preferred. Agricultural, stormwater management, and public recreational and community facilities are allowed. Transit and transportation facilities are allowed.

Development Character: The type and scale of new development would be determined through a multitiered planned development process that would require community input and city approval. Large-scale, coordinated development with appropriate transitions to surrounding uses and neighborhoods is preferred. Incorporate risk reduction and adaptation strategies in the built environment.

INSTITUTIONAL

Goal: Preserve and enhance existing large-scale institutions such as health care, education (colleges and universities), detention centers and other facilities.

Range of Uses: Hospitals, colleges, universities, military and public detention facilities with large campus-like facilities. Smaller-scale, local houses of worship, public and private schools, police and fire stations, emergency and community centers are included in residential, commercial and mixed-use areas, as they are essential components of neighborhood life. Transit and transportation facilities, agricultural, and stormwater management uses are allowed.

Development Character: Large-scale, coordinated campus development with appropriate transitions to surrounding uses and neighborhoods. Incorporate risk reduction and adaptation strategies in the built environment.

NATURAL AREAS

Goal: Increase, retain and preserve coastal land,,natural areas, woodlands, ecologically sensitive habitats, and wetlands resources by conserving, improving, and/or restoring these areas for the purposes of aesthetic value, biodiversity, natural disaster resilience, natural resource and wildlife conservation, and nature-oriented recreation.

Range of Uses: Ecological management, green infrastructure (non-structural flood protection and stormwater management), and passive nature-based recreation that does not have adverse impacts on sensitive ecological and natural areas that are the conservation/preservation aim in any particular designated Natural Area. (Other uses may be allowed with conditional permit and restoration requirements.)

Development Character: No structures except those necessary to support specific conservation aims or low-impact amenities consistent with permitted passive recreational activities (e.g. trails, trailheads, overlooks, rest areas, and interpretive signage).

PARKLAND AND OPEN SPACE

Goal: Provide areas for parks, recreational facilities and open space networks owned by public or semi-public entities while offering the opportunity to utilize such spaces for stormwater management measures.

Range of Uses: Parks, playgrounds, recreation facilities and athletic fields; neutral grounds and passive open spaces, agricultural uses, rain gardens, bioswales and other stormwater management measures. In large parks, a variety of passive and active recreation facilities, cultural facilities, and supportive commercial uses may be allowed.
Development Character: Ranges from programmatic parks and indoor and outdoor recreational areas to preserved open space, with the opportunity to provide for stormwater management measures. Incorporate risk reduction and adaptation strategies in the built environment.

CEMETERY

Goal: Preserve and provide areas for cemeteries.
Range of Uses: Cemeteries and stormwater management uses.
Development Character: Cemeteries and accessory buildings. Incorporate risk reduction and adaptation strategies in the built environment.

~~TRANSPORTATION~~

~~**Goal:** Retain and enhance areas for transportation infrastructure and services.~~
~~**Range of Uses:** Airports (Lakefront Airport), train yards, ferry terminals and city-owned parking facilities, and supporting office and low-intensity storage/warehouse uses.~~
~~**Development Character:** Massing and bulk will vary depending on location, however landscaping and buffering standards are required, particularly where abutting residential neighborhoods.~~

~~Residential~~

~~RESIDENTIAL SEMI-RURAL SINGLE-FAMILY~~

~~**Goal:** Provide for single-family residential development that preserves existing semi-rural character in areas like Lower Algiers (Planning District 13).~~
~~**Range of Uses:** Single-family dwellings. Cluster development that preserves open space is preferred. Supporting public recreational and community facilities are also allowed.~~
~~**Development Character:** Large-lot single-family new development will have a minimum lot area of 2 acres per dwelling unit. Cluster development may result in increased densities on individual lots, but when taken with preserved open space, the overall density will not exceed one dwelling unit per 2 acres.~~

~~RESIDENTIAL HISTORIC CORE~~

~~**Goal:** Preserve the character and scale of 18th through mid-20th Century residential areas and allow for compatible infill development.~~
~~**Range of Uses:** Single- and two-family residences, townhomes and small multifamily structures. Neighborhood-serving businesses and traditional corner stores may be allowed where current or former commercial use is verified. Supporting public recreational and community facilities allowed (e.g., schools and places of worship).~~
~~**Development Character:** The density, height, and mass of new development will be consistent with the character and tout ensemble of the surrounding historic neighborhood. A variety of types and sizes of development may be appropriate.~~

~~RESIDENTIAL PRE-WAR SINGLE-FAMILY~~

~~**Goal:** Preserve the existing character and scale of pre-war (WWII) single-family residential areas of the city and allow for compatible infill development.~~
~~**Range of Uses:** Single-family dwellings and supporting public recreational and community facilities allowed (*e.g.*, schools and places of worship).~~

Development Character: New development will fit the character and scale of surrounding single-family residential areas where structures are typically located on smaller lots and have small front and side setbacks. Maximum density of 15 units/acre.

RESIDENTIAL POST-WAR SINGLE-FAMILY

Goal: Preserve the existing character and scale of low-density single-family residential in post-war (WWII) areas of the city and allow for compatible infill development.

Range of Uses: Single-family dwellings and supporting public recreational and community facilities allowed (*e.g.*, schools and places of worship).

Development Character: New development will fit with the character and scale of surrounding neighborhoods where single- and two-family residential structures are typically set back away from the street on larger lots than in older, pre-war neighborhoods. Maximum density of 10 units/acre.

RESIDENTIAL PRE-WAR LOW DENSITY

Goal: Preserve the scale and character of pre-war (WWII) residential neighborhoods of lower density where the predominant use is single and two-family residential and allow for compatible infill development. Discourage the development of additional multifamily housing that is out of scale with existing character.

Range of Uses: New development generally limited to single or two-family dwellings, and preservation of existing multi-family buildings. Businesses and traditional corner stores may be allowed where current or former commercial use is verified. Supporting public recreational and community facilities (*e.g.*, schools

and places of worship) also allowed. Conversion to multifamily may be allowed for certain existing historic institutional, commercial or other non-residential buildings.
Development Character: New development will fit with the character and scale of surrounding residential neighborhoods where structures are typically located on smaller lots and have minimal front and side setbacks. Maximum density of 24 units/acre.

RESIDENTIAL POST-WAR LOW DENSITY

Goal: Preserve the scale and character of post-war (WWII) residential neighborhoods of lower density where the predominant use is single and two-family residential lots and allow for compatible infill development.
Range of Uses: New development is generally limited to single-family dwellings, with two-family and town home development allowed where it currently exists or formerly existed. Supporting public recreational and community facilities (*e.g.*, schools and places of worship) are also allowed. New two-family dwellings and town home developments may be allowed in planned communities. Conversion to multifamily may be allowed for certain existing historic institutional, commercial or other non-residential buildings.
Development Character: New development will fit with the character and scale of surrounding neighborhoods where single- and two-family residential structures are typically set back away from the street on larger lots than in older, pre-war neighborhoods. Maximum density of 20 dwelling units per acre.

RESIDENTIAL PRE-WAR MEDIUM DENSITY

Goal: Preserve the character and scale of pre-war (WWII) residential areas that currently have a variety of housing types and sizes and allow for compatible infill development.
Range of Uses: Single- and two-family residences, townhomes and small multifamily structures. Businesses and traditional corner stores may be allowed where current or former commercial use is verified. Supporting public recreational and community facilities allowed (*e.g.*, schools and places of worship).
Development Character: New development will conform to the general character and scale of surrounding neighborhoods. A maximum of 36 dwelling units/acre allowed. These areas are primarily located along major roadways, often with bus or streetcar service—existing or planned—that can support higher densities.

RESIDENTIAL PRE-WAR MULTIFAMILY

Goal: Preserve the character and scale of existing multifamily residential areas in older areas of the city and encourage new multifamily development at nodes along transit routes that can support greater densities.
Range of Uses: Multifamily residential structures allowed. Limited neighborhood-serving commercial uses on the ground floor allowed.
Development Character: Maximum of 100 dwelling units/acre. Taller high-rise structures could be allowed where appropriate with design guidelines.

RESIDENTIAL POST-WAR MULTIFAMILY

Goal: Preserve the character and scale of existing suburban multifamily residential areas and encourage new multifamily development at nodes along potential mass transit routes or major city roadways that can support greater densities.
Range of Uses: Mixed single- and two-family units, and multifamily residential structures allowed. Limited neighborhood-serving commercial uses on the ground floor allowed.
Development Character: Maximum of 36 units/acre. Design guidelines and landscaping requirements required to encourage walkability and allow for proper transition to surrounding single-family and low-density neighborhoods.

Commercial / Industrial

NEIGHBORHOOD COMMERCIAL

Goal: Provide areas for small-scale, neighborhood-oriented commercial development that enhances the pedestrian character and convenience of neighborhoods by allowing commercial establishments in select locations within walking distance to surrounding residential areas.
Range of Uses: Retail and professional service establishments serving local neighborhood area residents. Common uses include small groceries, restaurants, barber shops/salons, clothing boutiques, banks, pharmacies, and small health professional offices. Conversion to multifamily may be allowed for certain existing historic institutional, commercial or other non-residential buildings.
Development Character: Buildings are oriented to the sidewalk (parking in rear where possible) with maximum heights related to the character of the street. Landscape requirements for parking lots facing the street.

GENERAL COMMERCIAL

Goal: Increase the availability of retail services and amenities (and increase retail tax base) within the City of New Orleans, especially in areas that are currently underserved by retail, with existing and new medium- and large-scale commercial establishments and shopping centers.
Range of Uses: Larger commercial structures including shopping and entertainment centers typically anchored by large supermarkets, department stores or big box style establishments with supportive chain retail and surface or structured parking.
Development Character: Structures oriented to the street where possible to encourage both pedestrian and automobile traffic. Sites are limited to accessible locations along major city roadways or highways with minimal negative impact on surrounding residential areas, often in proximity to transit.

DOWNTOWN EXPOSITION

Goal: To provide areas of downtown that will house and support high-volume visitor traffic at major trade and spectator venues including the Convention Center and Superdome.
Range of Uses: Convention center, sports/entertainment arenas/complexes and supporting uses such as hotels, and office space within the CBD.
Development Character: The scale (height and massing) of new development will vary depending on location and proximity to historic districts.

BUSINESS CENTER

Goal: Provide areas to serve as regional employment centers outside of the Central Business District.
Range of Uses: Professional office and/or light industrial parks (warehouse, distribution and storage centers). Large retail centers are not permitted but supportive retail is allowed.
Development Character: Structures often in "business park" settings, typically with surface parking. Landscaping and buffers required, particularly when proximate to residential areas.

INDUSTRIAL

Goal: Retain land to further strengthen port activity, maritime-related activities, manufacturing and other uses that provide jobs and opportunities for New Orleans' residents.
Range of Uses: Heavy manufacturing, maritime uses, water treatment and transfer and large warehousing/distribution facilities.
Development Character: Often located near rail and highway infrastructure, massing and bulk will vary depending on location, however, proper buffers/standards required, particularly when abutting residential neighborhoods.

Mixed-Use

MIXED-USE HISTORIC CORE

Goal: Increase convenience and walkability for neighborhood residents and visitors within and along edges of historic core neighborhoods.
Range of Uses: A mixture of residential, neighborhood business, an visitor-oriented businesses. Uses may be combined horizontally or vertically, and some structures may require ground floor retail with residence or offices on upper floors. In some areas where current or former industrial use is verified, existing buildings may be appropriate for craft and value added industry.
Development Character: The density, height, and mass of new development will be consistent with the character and tout ensemble of the surrounding historic neighborhood. Appropriate transitions will be provided to surrounding residential areas.

MIXED-USE MARITIME

Goal: Preserve and provide areas for maritime-related residential and commercial uses east of Chef Pass on properties adjacent to Chef Menteur Highway in Lake St. Catherine (Planning District 11), along a certain portion of the Mississippi River Gulf Outlet near Interstate 510, and around harbors along Lake Pontchartrain.
Range of Uses: Single-family residential, fishing camps and boathouses, marinas, yacht clubs, maritime associations, community sailing, maritime-related businesses and supporting commercial uses. New development shall only be permissible in accordance with State regulations.
Development Character: Scale (height and massing) and allowed uses to match existing character of surrounding areas.

MIXED-USE LOW DENSITY

Goal: Increase neighborhood convenience and walkability within and along edges of neighborhoods with low-density residential and neighborhood-serving retail/commercial establishments.
Range of Uses: Low-density single-family, two-family and multifamily residential and neighborhood business; typically businesses in residential scale buildings interspersed with residences. Uses can be combined horizontally or vertically (ground floor retail required in certain areas). Limited light industrial uses (craft and value added industry and passive warehousing and storage) may be allowed in some areas.
Development Character: Height/mass, and density of new development varied depending on surrounding neighborhood character.

MIXED-USE MEDIUM DENSITY

Goal: Create medium-density neighborhood centers to enhance walkability and serve as focal points within neighborhoods. Proximity to transit encouraged.
Range of Uses: Medium-density single-family, two-family and multifamily residential and commercial uses. Limited light industrial uses (craft and value added industry and passive warehousing and storage) may be allowed in some areas.
Development Character: Height/mass, and density of new development varied to ensure proper transitions to surrounding lower density residential neighborhoods. Many structures will feature ground floor retail with residences on upper floors.

MIXED-USE HIGH DENSITY

Goal: Encourage compact, walkable, transit-oriented (or transit-ready) neighborhood centers with medium- to high density multifamily residential, office, and commercial services at key, underutilized, centrally-located parcels within neighborhoods and along edges.
Range of Uses: Medium- to high-density multifamily residential, office, hotel and commercial retail.
Development Character: These areas will provide proper transitions to surrounding areas with lower

densities/heights. Many structures will require ground-floor retail with residences or offices or both on upper floors.

MIXED-USE DOWNTOWN

Goal: Support and encourage a vibrant, 24-hour live-work-play environment in the Central Business District, and provide areas to support a high density office corridor.
Range of Uses: High density office, multifamily residential, hotel, government, institutional entertainment and retail uses. No new heavy or light industrial uses allowed.
Development Character: The scale of new development will vary depending on location within the CBD and will be determined by appropriate height and massing, particularly near historic districts.

MAP 13.1: INTEGRATING TRANSIT AND LAND USE

MIXED-USE DOWNTOWN CORE NEIGHBORHOOD

Goal: Encourage and support a compact, walkable, transit-oriented, mixed-use neighborhood at the core of the city.
Range of Uses: A mix of residential, office, commercial, hotel, retail, and service uses.
Development Character: The scale of new development will vary depending on location, with taller development generally encouraged along the edges of the CBD and new development that is sensitive to the scale of the neighborhood encouraged within the interior of the area.

MIXED-USE HEALTH/LIFE SCIENCES NEIGHBORHOOD

Goal: Provide areas for hospitals, offices, supportive retail and residential uses to create a vibrant neighborhood center with job growth in the medical care and research sectors.
Range of Uses: Hospitals, offices, residential (single-family, two-family, and multifamily along major corridors), and supporting neighborhood retail/services.
Development Character: The scale of new development will vary depending on location and will be determined by the appropriate height and massing. Special attention needed to ensure appropriate transitions from higher density corridors (*e.g.*, Tulane Avenue) to surrounding historic, low density neighborhoods.

PLANNED DEVELOPMENT AREA

Goal: Allow for the potential development of large underutilized or underdeveloped parcels that are completely within the external levee protection system and only in areas that do not contain sensitive wetland environments.
Range of Uses: Single-family, two-family and multifamily residential, recreational, commercial or industrial uses dependent on formal planning process. Cluster development that preserves open space is preferred.
Development Character: The type and scale of new development would be determined through a multitiered planned development process that would require community input and city approval. Large-scale, coordinated development with appropriate transitions to surrounding uses and neighborhoods is preferred.

Institutional

INSTITUTIONAL

Goal: Preserve and enhance existing large-scale institutions such as health care, education (colleges and universities), detention centers and other facilities.
Range of Uses: Hospitals, colleges, universities, military and public detention facilities with large-campus-like facilities. Smaller-scale, local houses of worship, public and private schools, police and fire stations, emergency and community centers are included in residential, commercial and mixed-use areas, as they are essential components of neighborhood life.
Development Character: Large-scale, coordinated campus development with appropriate transitions to surrounding uses and neighborhoods.

Open Space and Recreation

NATURAL AREAS

Goal: Retain and preserve natural areas and wetlands resources for storm water storage, conservation, public enjoyment, and for protection of coastal resources.
Range of Uses: Open space and active recreation that do not have adverse impacts on wetlands and natural areas. (Other uses may be allowed with conditional permit and restoration requirements.)
Development Character: No structures except those necessary to support the principal use.

~~PARKLAND AND OPEN SPACE~~

~~**Goal:** Provide areas for parks, recreational facilities and open space networks owned by public or semi-public entities while offering the opportunity to utilize such spaces for stormwater management measures.~~
~~**Range of Uses:** Parks, playgrounds, recreation facilities and athletic fields; neutral grounds and passive open spaces, rain gardens, bioswales and other stormwater management measures.~~
~~**Development Character:** Ranges from programmatic parks and indoor and outdoor recreational areas to preserved open space, with the opportunity to provide for stormwater management measures.~~

~~CEMETERY~~

~~**Goal:** Preserve and provide areas for cemeteries.~~
~~**Range of Uses:** Cemeteries~~
~~**Development Character:** Cemeteries and accessory buildings.~~

~~Transportation~~

~~TRANSPORTATION~~

~~**Goal:** Retain and enhance areas for transportation infrastructure and services.~~
~~**Range of Uses:** Airports (Lakefront Airport), train yards, ferry terminals and city-owned parking facilities, and supporting office and low-intensity storage/warehouse uses.~~
~~**Development Character:** Massing and bulk will vary depending on location, however landscaping and buffering standards are required, particularly where abutting residential neighborhoods.~~

D Future Land Use by District

(See district level Future Land Use maps at the end of this chapter.)

The changes below highlight many of the ~~proposed modifications to~~ land use classifications by planning district. Although category names have been modified since the 1999 adopted land use map, as mentioned earlier in this chapter, the vast majority of the city retains its existing land use and built character, scale and massing including nearly all existing single-family, and single- and two-family residential neighborhoods, established neighborhood and general commercial corridors and centers, and employment centers located in downtown and industrial areas. Modified land uses are largely found in underutilized, blighted or vacant areas of the city where change of use will enable the city to grow more sustainably (mixed-use, walkable, transit oriented/ready environments), and bring back an increased retail and business tax base.

Planning District 1A

Existing land uses within the Central Business District essentially remain, however new use categories were created to better define subarea priorities and purposes. These include:

- **Mixed-Use Downtown:** High density, high-rise office, retail and residential districts in the CBD that balance economic growth, urban design and residential opportunity and further facilitate the creation of a vibrant, transit-oriented, 24-hour community. Particular concerns about height around Lafayette Square need to be resolved, and adaptive-reuse supportive building codes should be developed to facilitate rehabilitation of historic Canal Street structures.
- **Mixed-Use High Density:** A high density residential, office and commercial district that continues to facilitate the evolution of the Warehouse District into a vibrant 24-hour residential, dining and cultural community, but restricts height of new development.
- **Downtown Exposition:** Land uses to serve and support Convention Center and Superdome complexes.

Mixed Use Downtown Core Neighborhood: Supports a compact, walkable, transit-oriented, mixed-use neighborhood at the core of the city.

Planning District 1B

The district ~~retains existing neighborhood mixed-use and residential land use designations, however,~~ is designated with Mixed Use Historic Core and Residential Historic Core Future Land Use categories which ~~several new land use categories~~ have been applied to distinguish the varied character and scale of the area to better preserve its unique National and Local Historic District status.

- ~~**Mixed-Use High Density:** Areas closest to Canal Street accommodate concentrations of mid- to high-rise structures that house residential, hotel, office and higher concentrations of retail/commercial uses (*e.g.*, Bourbon Street).~~
- ~~**Mixed-Use Medium Density:** A transition zone of medium density residential and retail uses between the higher density , more commercial, Upper Quarter and lower density, more residential Lower Quarter.~~
- ~~**Residential Medium Density Pre-war:** Reflects the existing character and allows for a varied mix of residential structures from single-family to small apartments/condominiums, and the existing historic corner stores and businesses.~~
- **Mixed Use Historic Core:** Areas closest to Canal Street accommodate concentrations of mid-rise, mixed use structures. The area should increase convenience and walkability for neighborhood residents and visitors.
- **Residential Historic Core:** preserves the character and scale of 18th and 19th Century residential areas and allow for compatible infill development.

Planning District 2

Much of the district retains existing land use character (Residential Pre-War Low Density), however new residential and mixed-use designations better reflect the existing and desired future built environment. Most significant land use changes have been applied to two underutilized commercial and industrial areas to allow for a mixture of uses, including:

- **Mixed-Use High Density** at South of the Convention Center area. With proximity to the CBD and Convention Center, large vacant industrial parcels, and ~~recent~~ multifamily residential development ~~(The Saulet),~~ the area is poised to support a vibrant, high density riverfront community of housing, commercial and entertainment uses ~~and supportive neighborhood service retail~~. Special attention must be paid to height, view corridors, and transitions to surrounding neighborhoods.
- **Mixed-Use High Density** along O.C. Haley Boulevard: Building upon current Main Street and NORA initiatives, a medium-to-high density mix of office, neighborhood commercial, live/work space, and residential units will reestablish the O.C. Haley corridor as the core of the Central City neighborhood.

Other changes include:

- **Mixed-Use Medium Density** along Saint Charles Avenue better reflects the existing character of the downriver section of the corridor, which consists of mid-rise multifamily housing, retail and office spaces.
- **Business Center** north of Tchoupitoulas Street will encourage continued job creation in the entertainment/new media sectors by allowing for warehouse, soundstage and supportive office spaces.
- ~~**Residential Pre-War Multifamily** in the Lower Garden District allows for the development of multifamily residential units closer to the riverfront (and around the existing La Saulet complex).~~
- **Residential Pre-War Medium Density** in Central City better reflects the overall residential character throughout much of the neighborhood, which historically has included side-by-side single, two-family and small apartment buildings.

Planning District 3

The majority of the district retains existing land uses (Residential Pre-War Low Density). The notable land use changes include:

- **Mixed-Use High Density** at Carrollton Avenue and Palmetto Street: The ~~area's large underutilized commercial parcels~~area includes a big box retailer, existing multifamily residential structures, and neighboring Xavier University. ~~,~~ ~~p~~Proposed transit connections (light rail from downtown to the airport, and Carrollton/Canal streetcar connection), and proximity to I-10 would support a transit-oriented centrally located, high-density residential, retail and office concentration with connections to the Carrollton and Mid-City neighborhoods.
- **Mixed-Use Low:** Neighborhood-scale residential/commercial concentrations to support surrounding communities and encourage walkability:
  - > Apple Street (between Leonidas Street and Carrollton Avenue)
  - > Leonidas Street (between Oak Street and Spruce Street)
  - > Tchoupitoulas (between Octavia and Valance Street)
  - > Claiborne Avenue and Calhoun Street

Planning District 4

While the majority of neighborhood residential and commercial areas retain existing character and scale (Residential Pre-War Low Density), several land use changes have been applied to portions of the district, particularly along the Canal Street and Tulane Avenue corridors.

- **Mixed-Use Health/Life Sciences Neighborhood:** Large vacant and underutilized parcels and residential neighborhoods bounded by Claiborne Avenue, Canal Street, Galvez Street, South Rocheblave Street and Tulane Avenue, ~~would~~ encompass a community of hospitals, residential homes and complexes, and supportive office and retail.
- **Mixed-Use High Density** along Tulane Avenue: A medium-to-high density corridor of residential and ground-floor neighborhood retail to support the emerging medical district and Mid-City neighborhood. ~~Proposed~~ A Bus Rapid Transit route would expedite travel to and from the CBD.
- **Mixed-Use Medium Density:**
  - > Lindy Boggs site: With large parcels of underutilized industrial land, a successful multifamily residential reuse project (American Can), existing retail uses (Rouse Supermarket and Winn-Dixie, ~~and Home Depot~~), proximity to City Park, and direct transit access to downtown and the medical district, the area is strategically situated to support a medium density Main Street area of residential, live/work and commercial uses. Additional green infrastructure (the Lafitte Greenway) ~~is proposed through the village~~ streteches through the area. (Ideally, the area would be developed as one or more ~~a~~ planned developments~~PUD~~.)
  - > Broad Street: Medium and low density mixed-use strategic nodes at Canal Street, St. Peter Street, Bayou Road, and St. Bernard Avenue with neighborhood commercial and low density multifamily housing to encourage pedestrian-oriented neighborhoods.
  - **General Commercial** along Earhart Boulevard: Large vacant/underutilized light industrial parcels with strong neighborhood and highway connections would support national chain retail establishments for city residents and recapture lost retail tax revenue from neighboring parishes. Special attention must be paid to design standards and transitions to nearby residential development ~~(B.W. Cooper)~~.

Planning District 5

Land use categories reflect the recently adopted, community-supported single-family residential zoning districts and neighborhood commercial corridor along Harrison Avenue. Changes include:

- **Mixed-Use Medium Density** at Pontchartrain Boulevard and W. Robert E. Lee Boulevard: Underutilized shopping plaza adjacent to existing multifamily high-rise structures and underutilized commercial parcels abutting the waterfront would best be utilized as a medium density neighborhood oriented center with entertainment/dining/retail establishments to both support the Lake area and draw in tourism. New and improved transit connections (BRT) would provide better connectivity.
- **Mixed-Use Maritime:** Allows for continued mixture of land uses including boat houses, restaurants, maritime industries/businesses, and supportive retail services around the Municipal Yacht Harbor/ Orleans Marina area.

Planning District 6

Significant areas of the district retain existing residential uses (Residential Post-War Low Density). Several notable land use changes include:

- **Mixed-Use ~~High~~ Medium Density:**
  - > Gentilly Boulevard and Elysian Fields Avenue: Large, underutilized and poorly designed shopping center parcels at key intersection along a ~~proposed~~ transit corridor (proposed for streetcar or BRT along Elysian Fields) would support a compact, pedestrian-oriented, medium ~~to high~~ density village of residential, commercial and office uses that would serve nearby Dillard University and surrounding ~~high density~~ single, ~~and~~ two-family, and multi-family neighborhoods.
  - > Chef Menteur Highway (west of Industrial Canal): The area's large vacant and underutilized commercial and multifamily residential sites, its proximity to I-10 and the proposed BRT route to New Orleans East, make for a strategic urban village setting with medium to high density residential and commercial uses. (Ideally, the area would be developed as a PUD.)
- **Mixed-Use ~~Medium~~ Low Density** (Elysian Fields Avenue and Robert E. Lee Boulevard): Existing vacant and underutilized commercial parcels at the terminus of proposed Elysian Fields transit corridor (BRT/ Streetcar) would anchor a ~~medium~~ low density town center with multifamily residential and neighborhood supporting retail near the UNO campus.
- **Post-war Residential Single Family:** Residential areas lakeside of Gentilly Boulevard ~~area all~~are mostly designated as single-family. Existing doubles may remain~~, and can be rebuilt~~.

Planning District 7

The majority of the planning district retains land uses compatible with existing conditions and previous plans. Changes within the district include:

- **Mixed-Use ~~Medium~~ Medium Density and Mixed Use Historic Core:**
  - > St. Claude Avenue: These land use categories~~y~~ respect~~s~~ existing neighborhood character of interspersed neighborhood and residential uses, and would support new low to medium density development with the addition of the ~~proposed~~ streetcar extension.
  - > Elysian Fields Avenue at Decatur (at the river): Vacant and underutilized (~~potentially~~ including city owned) parcels to anchor ~~Frenchman~~ Frenchmen Street and Decatur Street (French Quarter) corridors with medium density multifamily residential component and supportive neighborhood commercial. Development must respect existing historic neighborhood character and scale.
  - > Marigny and Bywater Riverfront Areas: Between Elysian Fields Avenue and the Inner Harbor Navigaton Canal, there are large, historically industrial parcels with the Mixed Use Historic Core designation which would support more dense residential development on high ground

with ground floor commercial uses for a lively pedestrian environment.

- **Residential Post-War Low Density:** The Florida/Desire area is transitioning~~to transition~~ from multifamily to single-/two- family use category.

Planning District 8

The majority of the Holy Cross neighborhood retains its Residential Pre-War Low Density uses. Changes include:

- **Mixed-Use Low and Medium Density:** Allows interspersed neighborhood commercial and existing residential uses along:

  > St. Claude Avenue

  > North Claiborne Avenue and Caffin Avenue

  > Reynes Street (Holy Cross High School): Former school site should be redeveloped into a low to medium density neighborhood center and could include the adaptive reuse of existing school structure.

- **Residential Post-War Low Density:** With the vast majority of properties now vacant, a less dense residential development pattern would be best supported in areas between Claiborne Avenue and Florida Avenue.

- Much of the planning district (outside of the Holy Cross neighborhood) is ~~now~~ still vacant as a result of Hurricane Katrina. ~~Several projects are underway, most notably~~However, the area does include the Make-It-Right home development. This area remains in a more active recovery mode due to the extent of damage from Hurricane Katrina compared to other areas. Additional residential financial recovery assistance is needed.

Planning Districts 9 and 10

~~All existing~~The vast area includes single, double and multifamily residential areas ~~remain~~ (now designated as Post-war), however the large vacant commercial areas along the I-10 corridor have been re-categorized as general commercial at varying densities. Land use changes in the districts include:

- **General Commercial:** Redevelopment of blighted/vacant sites south of I-10 into commercial nodes to recapture retail tax revenues from neighboring Parishes.

  > Former Plaza at Lake Forest mall and adjacent retail centers to offer pedestrian-oriented, Main Street and big-box retail and office concentration, with potential BRT connection to downtown and the West Bank. (Ideally, the area would be developed as a PUD, or "Lifestyle Center").

  > Crowder Boulevard at Lake Forest Boulevard: Redevelopment of former commercial and multifamily residential sites into residential neighborhoods and neighborhood scale commercial retail area. Proposed BRT would provide expedited access to downtown.

  > Chef Menteur Highway (Western Portions): Large vacant/underutilized light industrial parcels with direct connection to I-10 would support chain retail/grocery establishments to serve both neighborhood and city residents.

- **Neighborhood Commercial** along Chef Menteur: Concentrated nodes of neighborhood commercial uses to support residential areas further east along Chef Menteur Highway.

- **Business Center**—Large underutilized former industrial parcels south of Chef Menteur Highway would provide employment in office parks not suited for downtown areas. Light industrial warehouse and storage facilities would also be permitted, but not commercial retail centers.

- **Mixed-Use Medium Density** along Chef Menteur at Village del 'Est: Small mixed-use retail/office/ residential center as highlighted in neighborhood plan.

- **Planned Development Area:** Large areas of undeveloped land that lie within the external levee protection system may potentially be developed, and ~~if wetlands are not present~~ would require a

comprehensive planned development process, including a public outreach process to determine appropriate, environmentally responsible development.

Planning District 11

- **Mixed-Use Maritime:** Single-family homes, fishing camps, marine-related businesses and supporting businesses east of Chef Pass only on parcels adjacent to Chef Menteur Highway in Lake St Catherine.

Planning District 12

The majority of the planning district retains existing residential densities. This includes Pre-war Low Density housing closer to Algiers Point, and Post-war Residential Single- and Multifamily areas closer to Lower Algiers (Planning District 13). Changes include:

- **Mixed-Use High Density:** Planned office, residential and retail BRAC project along Mississippi River
- **Mixed-Use Medium Density:**
  - > General De Gaulle Drive at Holiday Drive: Encourage underutilized portions of Village Aurora shopping center and surrounding parcels, to be developed into a transit-ready compact, pedestrian-oriented, medium density neighborhood center development with residential, commercial and office uses. Proposed BRT routes would better connect and shorten travel times to the East Bank.
  - > Woodland Highway at Woodland Drive: Redevelopment of vacated shopping center into a primarily residential center with supporting neighborhood commercial. Potential BRT connection would expedite travel to the East Bank.
- **Mixed-Use Low Density:** Neighborhood-scale residential (including existing single-family, two-family residences) and commercial corridors to encourage walkability in surrounding communities.
  - > Algiers Point
  - > Newton Street
  - > Opelousas Avenue
  - > Joe Ellen Smith Medical Center site

Planning District 13

Minimal changes are recommended. Existing subdivisions and areas near the bridge are now designated Planned Development Area to remain single-family. Due to limited infrastructure (public water, but not sewer), the remainder of the district will require 2 acres per dwelling unit to maintain the unique rural character. Residential development at higher densities should be in the form of conservation subdivisions that cluster housing in order to allow significant open space.

E Future Land Use and Zoning

The 2008 master plan charter amendment requireds consistency between Future Land Use Map categories and the zoning districts as well as inclusion of a table showing the correspondence between land use categories in the Future Land Use Map and zoning districts. A new The Comprehensive Zoning Code Ordinance adopted in 2015 is being prepared simultaneously with this Master Plan but will not be adopted at the time the Master Plan is expected to be adopted. Upon completion of the Comprehensive Zoning Code, the table will be incorporated into this document has applied zoning districts that are consistent with the Master Plan. The Comprehensive Zoning Ordinance Appendix contains the consistency table.

How will do we know if zoning is consistent with the Master Plan? The 2008 master plan charter amendment provides that:

"A Land Use Action is consistent with the Master Plan if the Land Use Action:

(1) Furthers, or at least does not interfere with, the goals, policies, and guidelines, including design guidelines, that are contained in the Land Use Element of the Master Plan.

(2) Is compatible with the proposed future land uses, densities, and intensities designated in the Land Use Element of the Master Plan."

In practice, ~~in many cases there will be~~there are several zoning districts that are consistent with individual land use categories that appear on the Future Land Use Map. It ~~will be~~is possible to change zoning without amending the Future Land Use Map and the Master Plan as long as any zoning change is compatible with the parameters of the land use category on the map. Other zoning changes will require a master plan amendment.

F Urban Design Framework

Urban Design Framework

New Orleans is a city of special places with unique qualities. A towering skyscraper can enrich downtown if it meets the street with details and activities that delight, while a two-story building can diminish nearby Mid-City if it interrupts a street's historic rhythm with a monotonous façade. While details will differ across the city, the core urban design principles should fundamentally promote more livable neighborhoods, greater economic opportunity for everyone, and enhanced sustainability.

Cultivate livability:

- **Preserve and enhance established neighborhoods and districts**—wet or dry, historic or new, residential or mixed-use. These places should benefit from design standards that embody the spirit and address the qualities that define character.
- **Extend New Orleans' "signature" qualities to its new districts and neighborhood centers.** The Medical District, redeveloped shopping centers and other "opportunity sites," and similar places should benefit from design standards that extend the walkability, tree-lined streets, lively façades on public sidewalks, mixed-use energy, and other qualities that mark the city's historic neighborhoods.
- **Restore the critical mass to support key ingredients of livability.** Blight, smaller households, and changing lifestyles rob neighborhoods of the critical mass needed to support vibrant commercial districts, walkable streets, convenient transit, lively parks, and similar amenities. Restoring traditional densities and redeveloping opportunity sites will help all parts of the city regain this critical mass and attract a new array of housing and amenities to new and existing neighborhoods.
- **Advance healthy living.** The Centers of for Disease Control has emphasized the essential importance to public health of neighborhoods that encourage walkability, provide access to healthy food, and

include health clinics—all qualities of successful New Orleans' neighborhoods.

- **Build community in the midst of diversity.** The city can take advantage of the proximity in which people of different races, incomes, and ethnic backgrounds live—unusual among U.S. cities—to create

a renewed sense of community. Emphasizing walkable connections between neighborhoods that give people an opportunity simply to meet, making commercial districts more vital and providing well-programmed parks will draw New Orleans' diverse residents together across lines of difference. Initiatives like Reinventing the Crescent can reinforce the riverfront's critical role as the city's common ground. Interpreting the city's rich variety of architectural and cultural traditions can further the critical task of celebrating each other's stories.

This parking garage has retail at the street level.

Foster economic opportunity:

- **Offer the amenities that attract people to live, work, and invest.** Preserving New Orleans' historic character—embodied in its walkable streets, cultural richness, and mixed-use environments—and extending these qualities into new neighborhoods and districts is a critical ingredient in spurring growth.
- **Provide the education and services that move people out of poverty and into the workforce.** In building a city whose neighborhoods stand as revitalized, safe, and visible symbols of social cohesion, no amount of physical intervention will match the value of aggressive efforts to extend opportunity to every resident.
- **Plan for change that is welcomed by neighbors.** As the pace of economic transition quickens across America, so does resistance to the larger floor plates, greater height, new industries, new types of housing, and other changes that a vital economy needs. Development that responds to the needs of a changing economy should respect the scale and character of nearby neighborhoods and should reflect the goals described above for new places.

Promote sustainability:

- **Work with nature to enhance resilience.** No U.S. city is as conscious of the need to adapt to a changing environment as New Orleans. It can lead all American cities in exploring approaches to wetlands ~~reclamation~~restoration, elevating and hardening buildings, managing storm water to slow subsidence, integrating ~~levees into the landscape~~gray and green infrastructure across the landscape, and other ways of working with nature to protect the city from rising seas and more frequent storms.
- **Reduce the city's carbon footprint.** National policy is clearly heading in a direction to support funding of projects that further reduce carbon emissions. New Orleans' per capita carbon footprint already ranks well nationally (#29 lowest metro area)[1] due in part to its compact form, strong preservation values, and walkable neighborhoods. Expanding transit use, attracting more residents to reduce sprawl, adopting green techniques in construction of and operation of new buildings, reducing the leakage of treated water and overreliance on pumped drainage, and similar measures, will further position New Orleans as one of America's greenest cities.

New houses with harmonious designs make good

neighbors.

1 Brooking Institute, "Shrinking the Carbon Footprint of Metropolitan Areas." May 2008.

- **Celebrate the city's relationship to water.** A new generation of landscaped canals, rain gardens, restored wetlands, and similar steps can add a 21st-century urban design signature that enriches life in New Orleans while protecting the city from rain-driven flooding. These elements can be distributed across the cityscape at various scales and linked by green-blue corridors that improve public understanding of water systems, promote active lifestyles and spur adjacent private-sector economic investment.

Urban Design Principles

The following urban design principles are intended to provide guidance on desired characteristics of new development to property owners and the public. Application of the principles can vary in specific contexts and creative variations should be encouraged, as long as the spirit and intent of the principles is respected. Area-specific urban design principles may be found in neighborhood and area plans, and more detailed design guidelines will be created for projects on large sites that require site master plans.

The public realm of streets, sidewalks, plazas, parks, and other public spaces:

- Reclaim the river and lake waterfronts for lively public spaces~~.~~, providing safe access to water assets in all areas of the city.
- Reclaim hidden water assets to beautify the city's street grid and reduce street flooding by installing green infrastructure for water retention and infiltration in neutral grounds and along sidewalks and by daylighting canals where appropriate.
- Reinforce New Orleans existing boulevards and use a boulevard approach to improve wide arterials that do not currently include neutral grounds, or street trees.
- Re-knit the urban fabric by reducing barriers caused by highways and arterial roads, including by creating safe and attractive pedestrian and bicycle routes, improved lighting, landscaping and public art.
- Take New Orleans' tradition of lively pedestrian streets to all neighborhoods.

- Locate building entries to promote safe pedestrian movement across streets; to relate to crosswalks and pathways that lead to transit stops; and to encourage walking, biking and public transit use for employment and other travel around the city.
- Provide for bicycles—lanes, routes, parking, racks on streetcars and bike sharing infrastructure.
- Encourage active, publicly-accessible uses on the ground floors of buildings in mixed use areas.
- Screen and buffer service machinery and areas including mechanical systems on the roof or elsewhere; trash handling and storage; and loading docks.
- Design outdoor lighting at a pedestrian scale to provide safety, comfort and adequate night vision while minimizing light pollution.
- Ensure a balance of passive and active recreational uses in public spaces, regional parks and in the citywide park system.
- Encourage placement of public art to enhance the city's public landscape.

Surface and structured parking

- Manage the impacts of surface parking by:
  - > Locating parking to the rear of developments.
  - > Planting shade trees and ground cover in parking lots as screens, shade at least 50% of the lot at maturity, and enhance stormwater management through plantings and pervious surfaces.
- Manage the impacts of parking structures by lining the street side with active uses.
- In areas with a concentration of retail and entertainment destinations, encourage centralized, iconic parking structures and circulation to and from parking structures by shuttle buses, pedicabs, and other appropriate means.

Downtown

- In downtown, encourage building design with ground floor levels that are welcoming to pedestrians and avoid blank and fortress-like ground floors.
- Limit extensive office uses on ground floors in favor of more lively uses, if feasible.
- Use trees, canopies, colonnades or galleries for shade along pedestrian streets as well as green infrastructure and permeable pavers/pavement for stormwater management, where appropriate.
- Establish gradual transitions between small-scale and larger-scale buildings.

Retail areas

- Discourage strip shopping center or stand-alone retail with buildings at the rear and parking at the front by locating the buildings at the street edge and providing parking to the rear.
- Establish transitions and buffers to surrounding residential areas.
- Locate pedestrian entrances on public streets and at or near street corners wherever possible.
- Maintain a consistent and minimal setback on commercial streets. Commercial structures should be built close to the street or with small setbacks to accommodate public spaces such as sidewalk cafes.
- Design ground-floor facades with maximum transparency and permeability.
- Maintain a consistent scale and character in signage and overhangs (*e.g.*, awnings, balconies, *etc.*).

Neighborhood infill

- Respect the scale and massing of buildings in historic areas and other areas where existing scale should be preserved while recognizing the city's history of building elevation and the risk flooding poses to the city's built environment.
- Where vacant lots are not slated for development in the near term, enable them to serve as urban agriculture sites, community gardens, or water retention lots through public, private, or non-

profit entities.

- Design building facades to provide visual interest with articulations, materials, windows and other openings.
- Ensure that infill buildings in neighborhoods fit in harmoniously though do not require copies of existing architecture. Indicators include:
  - > Maintaining the street wall or façade line
  - > Complementing the established rhythm of windows, doors or other openings
  - > Activating the street by the use of bay windows, porches, stoops, or terraces

New neighborhoods

- Extend the positive qualities of existing adjacent neighborhoods into new developments.
- Design mixed-use neighborhood centers on large sites, such as underutilized or vacant retail or industrial sites by:
  - > Integrating the sites into the surrounding street grid.
  - > Establishing transitions in scale and density from surrounding areas.
  - > Providing areas with clusters of ground floor retail and service uses with residential uses above
  - > Providing usable and well-designed open space.
  - > Creating development-specific design guidelines about building appearance, streetscape, signage and utilities, parking design, landscape, sustainability, and materials.

Promote sustainability

- Clad areas below floor level on buildings that are raised for flood protection purposes to provide a consistent street wall~~.~~, using flood vents when needed.
- Incorporate building elements that improve energy efficiency and stormwater management, such as green roofs, rain gardens, solar panels, wind turbines, and others wherever possible. These elements should be scaled appropriately and incorporated seamlessly into the overall façade.
- Incorporate passive heating and cooling mechanisms such as operable windows, sun shades, cross-ventilation, and adequate insulation into the design of buildings whenever possible.

(See Volume 2, Chapter 5, for design principles for neighborhood commercial districts.)

G General Zoning Principles

In the Master Plan, New Orleans ~~is building~~built the framework for future land use decisions ~~with~~ and a ~~new~~ comprehensive zoning ordinance ~~as part of the master planning process~~that was adopted in 2015. The success of ~~an updated~~the Comprehensive Zoning ~~o~~Ordinance relies on the vision behind it. Through citywide forums, district meetings, and community leadership groups, translating the plan's vision into reality through development regulations ~~has been~~was part of the discussion. This input has been and ~~through amendment processes~~will continue to be a vital aspect of ~~the~~ future zoning revision process~~es~~.

~~NEW~~ MASTER PLAN	~~NEW~~ ZONING ORDINANCE
Defines the kinds of places that we value and want to see in the future	Establishes districts with rules that support these places
Describes the qualities and characteristics of these places	Establishes design standards that reinforce these qualities
Creates a land use map with the location of these places	Refines the land use map into specific zoning districts

The Master Plan's themes of How We Live, How We Prosper, Sustainable Systems and From Plan to Action have been tested with the citizens of New Orleans and there are three objectives that have been identified.

The first objective is that the ~~new~~ zoning ordinance reinforce the physical character of New Orleans and the important quality-of-life features reflected in its history, culture and public spaces while striking a balance between the need to preserve and the need to innovate and grow. To achieve this objective the new ordinance ~~will be~~is divided into "places" based on the character of development found in that area or desired for that area. ~~The Neighborhood Character Area Study, found as an appendix in Volume 3, will inform this aspect of the zoning code. For instance, in the rural section, the zoning districts related to natural areas, open space and large lot development will be grouped together, while in the traditional neighborhood section the appropriate residential, commercial and mixed use zoning districts would be found.~~

The second objective is that for each zoning district, its purpose and intent ~~will~~ clearly describes what type of development one would expect to find there consistent with the Master Plan policies and Land Use Map. The ~~new~~ ordinance ~~will~~ sets standards for 1) the size, shape, and character of new development, 2) how new developments fit together and 3) the location of new development.

The third objective is that the ~~new~~ ordinance ~~will be~~is predictable, understandable and enforceable. Simple adjustments, repairs or amendments to the previous 40-year-old ordinance ~~would~~ were not ~~be~~ enough. ~~It will be~~The ordinance is organized to be user-friendly, to suit the unique characteristics of New Orleans, and to reflect and implement the policies in the plan.

A Zoning Response to the Master Plan Theme: How We Live

A high quality of community life is essential to the success of every city in the 21st century. People want to live in places with high quality of life and ~~are~~ where they feel invested in their local community. Quality of life is critical to protecting, attracting and maintaining a stable workforce that, in turn, brings investment, employment, and an image and identity that welcomes tourists and visitors.

A series of goals and policies are identified in the Master Plan that address the key ingredients of high quality-of-life goals for neighborhoods, housing, historic preservation, open space, education, health care and community services. The ~~new~~ Comprehensive Zoning Ordinance ~~will help~~helps achieve these goals by providing development standards that properly control the built environment—from the design of infill development to districts that encourage a variety of housing stock to the right mix of uses.

RESIDENTIAL NEIGHBORHOOD ZONING PRINCIPLES

1. Ensure that new housing built within established neighborhoods is compatible with the scale and character of the existing development.

- ~~Revise the z~~Zoning districts ~~to better~~ reflect the established development patterns in the City. Development patterns within the pre-World War II areas of the city are different from those that developed after the war.

- ~~Revise the~~The bulk and setback regulations within the residential districts ~~to~~ reflect existing development characteristics. For example, in the pre-war areas of the City, the front setback requirements ~~should~~ preserve the established variability, rather than enforce the ~~present~~ previous 20- foot setback requirement. Maximum permitted heights ~~may be revised to~~ preserve ~~t~~the existing character.

- ~~Integrate d~~Development standards are integrated into district regulations that preserve the established building character in terms of scale, massing, and placement. This ~~can~~ benefits areas that do not have local historic district designation but want to ensure that their character

is maintained.

- ~~Coordinate the z~~Zoning districts ~~are coordinated~~ with local historic designations in order to eliminate conflicts and inconsistencies.
- ~~Create~~ A riverfront overlay district~~s~~ is based upon the policies of the "Riverfront Vision" plan ~~that implement the plan~~ and reflect~~s~~ existing adjacent neighborhood character.

2. Ensure that multifamily housing is sensitive to its neighborhood context.

- ~~Revise the current m~~Multifamily districts' regulations ~~to match the~~reflect the desired character of multifamily development. ~~Many of the current multifamily districts bear little relationship to the density and size of existing or desired development.~~
- ~~Create d~~Design and development standards for the multifamily districts to assure compatibility with the larger residential neighborhood.

3. ~~Create~~ Ensure an efficient residential land use pattern that addresses the location and intensity of residential development while ensuring housing affordability and choice.

- ~~Provide r~~Regulations ~~to~~ insure proper transitions from lower to higher density development.
- ~~Create districts for m~~Mixed-use Districts allow development of various scales. This includes vertical mixed-use (within one building) and mixed-use on the broader neighborhood level.
- ~~Include d~~Development flexibilities in the Ordinance ~~standards to~~ encourage adaptive reuse of historic structures. For example, ~~it may not be possible for~~in certain historic areas, it is not possible to accommodate regular parking and loading requirements. Rather than require variances, the Ordinance ~~can include~~provides exemptions to encourage reuse.

NEIGHBORHOOD BUSINESS DISTRICT ZONING PRINCIPLES

1. ~~Tailor the c~~Commercial districts are tailored to the form, function and use of various commercial areas.

- ~~Revise the~~The current commercial district ~~structure so that district~~ standards are responsive to their purpose and desired character.
- ~~Create a c~~Commercial districts are specifically designed to accommodate and encourage pedestrian- oriented, walkable shopping environments.
- ~~Create c~~Commercial districts where shoppers arrive primarily by auto ~~to be~~are still pedestrian-friendly and functional, but ~~where~~ parking is not the most prominent land use.
- ~~Revise the current s~~Shopping center district standards ~~to~~ ensure a high quality of design and integration with other uses, as well as safety and comfort for pedestrians.
- ~~Map c~~Commercial areas on the Zoning Map ~~are~~ based upon the F~~f~~uture L~~l~~and U~~u~~se ~~map~~ Map and Master Plan policies, to create compact commercial and mixed-use development.
- ~~Include d~~Design standards are included for each scale of commercial development. Districts like Magazine Street need different design approaches than commercial areas like the Bullard Avenue commercial corridor.
- ~~Locate m~~Mixed-use development on the Zoning Map is placed within or near commercial areas, on appropriate corridors, and at large redevelopment sites. Mixed-use development can ~~also~~

function as a buffer between large-scale commercial development and adjacent neighborhoods.

2. Encourage small-scale neighborhood commercial uses within residential neighborhoods.

- ~~Create standards within the~~ The Ordinance includes standards for small local business districts located within a predominantly residential area. Standards within the Ordinance ~~should carefully~~ mitigate the impacts of these business districts and require a small-scale, pedestrian-oriented form.
- ~~Include~~ The Ordiance includes controls on the reuse of historic nonconforming commercial uses, such as the "corner store," so that compatibility with the neighborhood is maintained in areas where the continued existence of such uses is supported.

A Zoning Response to the Master Plan Theme: How We Prosper

~~A new~~The Comprehensive Zoning Ordinance is essential to conserving the best of what we have while creating opportunities to grow our economy. One way to achieve this is to ensure that people who want to invest in our community know where they can locate, what the rules are, and that those rules are consistently and predictable ~~-~~applied.

The master planning process ~~has~~ identified a series of goals and policies addressing the key elements of How We Prosper: maintaining an economic base, education and workforce development, entrepreneurship and local small business development, neighborhood and commercial district revitalization, and enhancing economic opportunity. The ~~new~~ Comprehensive Zoning Ordinance ~~can~~ furthers these goals and helps create value for the whole community by:

- *Removing Obstacles:* Eliminating or modifying rules that unnecessarily hinder economic development.
- *Setting Clear Standards:* Developing and incorporating site design standards than enhance the appearance of the entire area.
- *Creating Incentives:* Providing flexibilities which encourage business development.

CENTRAL BUSINESS DISTRICT ZONING PRINCIPLES

Downtown is the most complex part of an urban center and downtown New Orleans is no exception. The area is a collection of diverse uses, mixed horizontally and vertically, each of which must be individually successful while contributing to a larger experience and identity. This complexity is magnified by the multiple ways in which people experience the place. Today's downtown New Orleans simultaneously serves as a neighborhood, as the civic center of the city, as an economic center of the region, and as the image and identity projected to the world through visitors and the media.

The ~~new~~ zoning ordinance ~~will~~ encourages the development of distinctive downtown places through development standards which reinforce a sense of identity, while linking these places with a fine-grained mix of uses, transportation connections and transitions in the urban fabric. It ~~will~~ encourages the right form in the right place so that place and connection is reinforced and will ensure, with clear and predictable rules, that every building enhances the quality of place and the quality of life for downtown residents, workers and visitors.

1. ~~Consolidate the~~The downtown zoning districts ~~to~~ better reflect the mix of places identified in the Master Plan.

Transform downtown from a series of individual destinations into a cohesive, interconnected, and well managed destination… —UNOP DISTRICT 1 REPORT 1.

What emerges in the Master Plan is a mixed-use downtown that should be zoned as five vibrant mixed-use area types. Each of these areas is a unique but connected place within the compact area of the Central Business District. Zoning ~~can~~ shapes and guides the development of these areas to strengthen both their function and identity.

- *A Center of Business and Commerce:* Support the economic potential of downtown with a commercial district geared to the needs of business. This district is characterized by a range of office, commercial, government and institutional uses with supporting services.
- *A Mixed-Use Marketplace:* Support the vitality of downtown by creating a mixed-use district intended to encourage the reuse of existing structures and the compatible infill of new construction with a mix of small floor plate office, retail, institutional, and residential uses.
- *The World's Meeting Place:* Support appropriate development immediately adjacent to the Superdome and the Convention Center by creating a major venue zoning district.
- *A Great Urban Neighborhood:* Support the demand for mid-high-rise residential development and the appropriate transition to the surrounding neighborhoods by creating a district that is primarily intended to accommodate higher intensity residential development and smaller-scale commercial uses on the lower floors, with residential uses above
- *A Crossroads of Cultural Tourism:* Support the clustered development of museums and cultural venues by creating a district for these uses and supporting retail and visitor services that promote the arts.

2. Encourage higher-density development organized around a well-organized urban form. The Central Business District is different from development in other parts of the city because higher levels of building height and bulk are allowed. Uses are stacked vertically and clustered close together along the street. This "intensity" of use contributes to the vitality of the area, and the organization of uses within the ~~new~~ zoning ordinance ~~should~~ does not change that. Development standards ~~need to~~ fit the size and scale of new development to the purpose of the district, the character of the adjacent street, the existing historically significant buildings, and the adjacent districts.

- Reinforces a recognizable image of downtown and compatible edges with the surrounding neighborhoods by establishing coordinated height and bulk standards for the Central Business Districts.
- Discourages new structures of less than three stories.
- Establishes Poydras Street and Loyola Avenue as the "spine" of the CBD, serving as the corridors of highest intensity development.
- Encourages height and massing to step down from Poydras to a mix of low- to mid-rise-scaled buildings, gradually making a transition into the Mid-City neighborhood.
- Encourages height and massing to step down downriver from Poydras to the mid-rise, mixed-use character of Canal Street and the low-rise character of the Vieux Carré.

3. Create active and attractive street corridors that promote multimodal connections between different areas of the CBD, accommodate transportation access and parking demand, and encourage a high level of pedestrian traffic and pedestrian amenity.

- Establishes a system of primary streets with design standards that are characterized by continuous zero-lot-line street wall, active ground-floor uses, transparency (portion of the building frontage with windows) and permeability (building frontage with doors opening on to the street).

- Establishes a system of secondary streets with design standards that provide for the service side of buildings, auto-oriented uses like drive-through windows and gas stations and car washes, and parking structures.

- Encourages the provision of parking in an amount, location and design that meets the operational needs of the CBD and supports the urban design goals for the streetscape by permitting non-accessory parking only consistent with a parking plan and setting maximum accessory parking ratios for all uses to limit non-accessory parking in the wrong places.

4. Conserve the character of historic and special places.

Approximately 70 percent of ~~downtown sits~~Planning District 1 is within a local or national historic district. These are the Vieux Carré Historic District, Canal Street Historic District, Picayune Place Historic District, Lafayette Square Historic District and the Warehouse Historic District.

- Establishes a coordinated set of development regulations with the Central Business District's Historic Guidelines to create a clear and transparent approval process.

- Supports historic investments by removing unnecessary obstacles to the rehabilitation of existing buildings. These include the calculation of parking requirements and the expansion of nonconforming uses.

5. Create a green and sustainable environment.

- Require usable open spaces on or off site for new residential units created downtown.

- Require, where appropriate, contributions to a network of open spaces through the development approval process or requirements.

- Accommodate riverfront open space to address the Reinvesting the Crescent Plan.

EMPLOYMENT CENTER ZONING DISTRICT PRINCIPLES

1. Create a more stable investment climate by reducing conflicts both within industrial districts and between adjacent non-industrial districts.

- Provides appropriate locations for business and light industrial facilities in settings attractive and accessible to visitors and employees and make available employment opportunities near residential areas.

- Provides appropriate locations for warehousing, distribution, storage and manufacturing characterized by activities outside an enclosed building, 24 hour operations and/or high volume truck movements.

- Refines the industrial district use lists so that uses appropriate to the desired intensity and market orientation of the industrial district are permitted, rather than requiring a conditional use or text amendment. The current use structure of the industrial districts does not create a predictable development environment for potential new industries. Numerous uses typical to an industrial district are not permitted by-right.

- Refines the ~~current~~ industrial district structure to accommodate a range of industrial development including standards for research and light industrial/office parks.

- Includes design standards for both buildings and the larger design of the site for industrial, business, and research parks. Design standards will help to mitigate impacts and assure a desired aesthetic image.

- ~~Review~~ Maintains performance standards for industry in establishing uses and evaluating impacts near residential areas.

2. ~~Create new and strengthen existing~~Zoning districts ~~that~~ accommodate large office, medical and educational employment centers, without significant impact on residential components.

- ~~Create~~ Zoning districts ~~that~~ accommodate the variety of campus uses within New Orleans, such as educational institutions, the new Medical District, and the proposed bio-medical corridor along Tulane Avenue. Specific zoning for such developments ~~can~~ facilitates a more orderly and efficient regulation process. Specific district development regulations should clearly indicate the scope of each development, requirements for transitions between campus activities
and adjacent neighborhoods, and procedures for addressing concerns raised between the institution, the City and adjacent neighborhoods.

- Allows mixed-use development in campus districts.

- Crafts appropriate boundary transitions between major uses and the surrounding neighborhood to ensure good neighbor compatibility.

- Institutes planned development review for larger projects to better integrate new projects into their context. While this is especially appropriate for campus-like developments, this can be beneficial in numerous types of other non-residential development.

3. Attract new employers by creating a positive image through appropriate development standards.

- Includes new landscaping standards to buffer incompatible uses, screen parking lots and outdoor storage areas, and improve the appearance of the site and street frontage.

- Tailors sign standards to the nature of the district, both in terms of the types of signs allowed as well as the size. The regulations ~~should~~ work to achieve a coordinated appearance within a commercial area or along commercial corridors.

- Incorporates a design review process that informs both the developer and the neighbor of community design standards and operational concerns.

A Zoning Response to the Master Plan Theme: Sustainable Systems

Zoning for sustainability helps shape development that is energy and resource-efficient, minimizes the impact of human land uses, and promotes compatibility with local climate and environmental systems. Although most of New Orleans continues to need the structural protection of its levee systems, there are many additional ways in which the City can enhance its environmental sustainability and safety to become a "green" leader among the world's river delta cities.

The master planning process has identified a series of goals and policies that broadly define the qualities of a sustainable city in terms of community facilities and services, transportation, environmental quality and hazard mitigation.

Zoning ~~can~~ supports and encourages sustainable development by eliminating or revising existing rules that unnecessarily hinder sustainable development, incentivizing sustainable design techniques, and requiring basic sustainable development standards which address landscape, building materials, building siting, and relate the location of use types and densities to properly scaled transit access.

1. Protect and provide for open spaces appropriate to conserving the regions natural resources and meeting the needs of its residents.

- Provides appropriate locations for open spaces and public recreational areas.
- Distinguishes between areas of preservation and areas of recreation.

2. Promote the use of water conservation and innovative stormwater management techniques in site planning and new construction.

- Promotes the use of semi-pervious paving materials, especially for large paved areas.
- Encourages, and in some cases requires, sustainable stormwater management practices, scaled to the size and character of the site. Current techniques include bioswales, green roofs, and parking lot landscaped islands that are designed to absorb stormwater.
- Prohibit drainage of remaining wetlands for building except by special permit with mitigation that requires an opinion by the City Office of Coastal and Environmental Affairs, or establish a local wetlands ordinance to regulate impacts on wetlands.

3. Increase access to healthy food at a lower environmental cost by supporting the production, processing and distribution of locally grown food.

- Allows community gardens and urban agriculture in appropriate locations. ~~In addition, community gardens can be permitted as well as required for certain types of new construction, such as large multifamily developments.~~
- Permits temporary farmers markets in certain districts, subject to regulations, so that locally- grown produce can be sold within the community.
- Allows small-scale food processing in certain commercial districts.

4. Reduce the urban heat island impact through design of new development which minimizes reflective flat surfaces.

- Requires parking lot landscaping that shades the surface with tree cover to reduce the heat island impact.
- Includes parking alternatives, such as shared parking lots and parking space maximums, to reduce the amount of paved surface in a new development.
- ~~Allow for land banking of parking facilities – where a portion of a parking area is kept in green space until the paving of additional parking areas is necessary – to reduce impervious surface.~~
- Include ~~parkway~~ tree planting requirements.

5. Reduce the rate of greenhouse gas emissions by promoting the use of alternative energy systems and increasing transportation choice.

- Permits solar collectors as an accessory use ~~but with the proper zoning standards in place to minimize negative aesthetic impact~~.
- Creates building siting guidelines for larger developments to allow for passive solar systems.
- Allows small-scale wind energy systems, subject to standards that regulate noise levels at the property line.
- Requires bicycle parking facilities for certain types of new development, as well as bicycle storage facilities in larger residential development.
- Establishes standards that address the number of bicycles to be accommodated for various

land use categories.

- Requires setback maximums or build-to standards to establish the desired scale of development within areas where a pedestrian-orientation is desired.
- Requires a landscape separation between the pedestrian and the auto in the site design of new developments.
- Provides attractive and safe pedestrian walkways across vehicular areas and through parking lots.
- Requires pedestrian cross-access connections between sites and to adjacent developments, to create a larger, walkable environment.
- Includes provisions to encourage cross-access easements between adjacent parking areas for different businesses which can encourage shared parking areas and reduce curb cuts.
- Regulates the spacing of curb cuts to preserve sidewalk continuity for pedestrians and preserve on-street parking spaces.

A Zoning Response to the Master Plan Theme: From Plan to ~~-~~Action

The master planning process has identified a series of goals and policies addressing the key elements of putting the plan to work: land use, citizen participation and modern implementation systems. As the Charter amendment has given the Master Plan the force of law, future zoning decisions must be consistent with the goals and policies of the Land Use element of the Master Plan.

A modern zoning ordinance should be more than just requirements and mandates. It should make it easy to do the right thing. Obstacles that stand in the way of desirable development practices should be removed, and the connection to the land use policies of the Plan should be evident in the both the text and the zoning map.

1. Ensure that planning and zoning work together.

- ~~Draft d~~Districts and regulations in the ~~new~~ Ordinance ~~so that the City has~~use ~~the~~ land use tools ~~it needs~~ to see the Master Plan vision come to fruition.
- ~~Connect the~~The Zoning Ordinance is consistent with~~to~~ the Master Plan through remapping based upon the future land use map. As districts are revised or new districts drafted in the future, connection to the Plan's land use policy must be clear in the mapping of these districts.
- Provides for systematic neighborhood and citizen input into proposed zoning changes.
- Provides easy access to zoning information by making the Comprehensive Zoning Ordinance, Zoning Map and application procedures easily available on the CPC website.
- ~~Adopt a u~~Use structures ~~that is~~are tailored to the intent of each district, but ~~is~~ are flexible enough to respond to emerging uses.

2. Simplify and streamline the ordinance

- ~~Replace discretion and administrative interpretation with s~~Standards are in place whenever possible to make the ordinance consistent and predictable in development decisions.
- ~~Clarify the a~~Administrative provisions ~~to create a~~are consistent, predictable and understandable ~~process~~ for Ordinance users whether they are a developer, City staff person or interested resident.

- ~~Make t~~The ordinance easier to understand by modernizing terms, using appropriate illustrations, tables, matrices and charts.
- ~~Eliminate~~ The ordinance reduces obstacles to development by deregulating routine matters, minimizing nonconformities, and eliminating unnecessary and redundant regulations.

Opportunity Sites

The planning team identified several large "opportunity sites" across the city that could support significant redevelopment. Located along existing or proposed transit routes, these vacant or underutilized light-industrial and commercial areas offer New Orleans a unique opportunity to build vibrant, contemporary, transit-oriented neighborhoods, main streets, and commercial centers. Of varying densities, these new developments could incorporate the best qualities of existing historic neighborhoods. Housing and commercial market analyses suggest that sufficient demand will exist to assure the success of redevelopment on these sites. The results of the market analyses shaped the recommendations for each of these sites, which collectively would bring New Orleans broadened housing choices, expanded retail offerings, increased sales tax revenues, and new jobs.

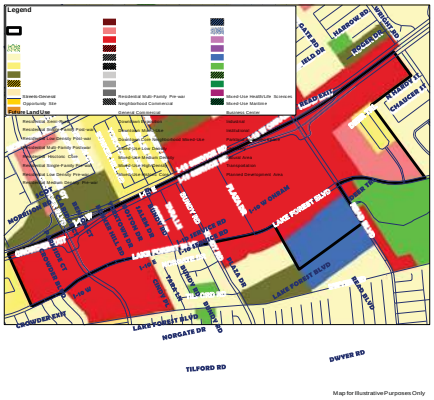
OPPORTUNITY SITE 1

New Orleans East

New Orleans East has played a key role in the city's recent history, offering thousands of residents an opportunity to live in gracious suburban-like neighborhoods without leaving the city they love and becoming in the process an emblem of growing African-American affluence. ~~As of 2009, more than 50,000 residents have~~More residents are returning~~ed~~ to "the East" to live, affirming their commitment to their neighborhoods and to New Orleans…and taking advantage of extensive infrastructure for protecting neighborhoods from rain-driven flooding and increased protection from storm-driven floods. ~~Planning participants stressed that r~~Redevelopment of the former Plaza at Lake Forest mall ~~plays a~~is still needed to play a critical role in enhancing livability. The ~~and pointed to the~~ Renaissance Plan, which the community prepared in 2004 may still act as a guide. Residents continue to voice~~d~~ a strong desire for a wide variety of shopping and services, together with the ~~return of a~~newly opened hospital and other uses that offer~~ed~~ tangible improvements in quality of life. While the Renaissance Plan proposed ~~added~~ additional housing, residents ~~indicated~~ have a strong desire for substantial home ownership and indicated concern that this housing might not maintain its value. Participants stressed that all redevelopment should achieve higher quality and design standards.

EXISTING SITE

FUTURE LAND USE



The planning team conducted market research to determine demand for important opportunity sites. The results for the plaza site indicate substantial potential for high-quality re-development, assuming community-based planning to ensure that the plaza is not redeveloped in piece-meal fashion.

HOUSING POTENTIAL:

In 2009, ~~A~~an analysis of residential market potential in the plaza are, conducted by Zimmerman/Volk Associates, found demand over the next five to seven years for roughly 1,000 units of housing. This demand includes a wide variety of ages, household types, and backgrounds; market-rate demand includes both ownership and rental units.

OFFICE POTENTIAL:

W-ZHA also identified demand for new office space if the plaza area is redeveloped to a high level of quality with a variety of retail, restaurants, and similar amenities for office workers. Offices would probably not represent an early use, but the plaza area represents New Orleans' best opportunity to attract the kinds of employers that traditionally locate in office parks; they increasingly seek attractive mixed use environments with highway visibility.

RETAIL MARKET POTENTIAL:

A retail market analysis prepared by W-ZHA for the New Orleans East trade area (the area in which the majority of customer sales originate) concluded that ~~by~~ in 2013:

- Residents will hold approximately $686 million in spending potential.
- The trade area could support one of the following options:
  - > A large super-community "neighborhood center" of 500,000–800,000 square feet that would include a general merchandise store (*e.g.*, Wal-Mart), a large supermarket, big-box retailers, a movie theater complex, supportive chain retail, and eating and drinking establishments. (Under this option, the super center should be incorporated into a "town center" setting near one of the I-10 interchanges, and target needs of local residents, not a regional population.)
  - > Up to three neighborhood-serving retail centers of approximately 60,000–80,000 sf, each anchored by a medium sized supermarket, drug store and smaller service establishments. (Under this option, these neighborhood centers should be dispersed within

the trade area.)

For complete market analyses, see Volume 3, Appendix.

OPPORTUNITY SITE: **NEW ORLEANS EAST**

Site Concept: **Transit-Ready Neighborhood Center**

OPPORTUNITY SITE 2

~~South of Convention Center~~Convention Center Development District

The large, vacant riverfront parcels—previously designated for a convention center expansion—would offer a unique opportunity to develop a vibrant, pedestrian-friendly and transit-supported mixed-use urban center ~~residential neighborhood~~ adjacent to the Warehouse District and CBD. The site and surrounding underutilized parcels could hold attractive high-rise and mid-rise buildings with neighborhood amenities that support both residents and visitors alike, including~~such as~~ restaurants, cafes, ~~and~~ supportive retail conveniences, and lodging for visitors. The site would also incorporate enhanced pedestrian-oriented design characteristics, where ~~R~~residents would walk, or take the riverfront streetcar, to work in the CBD and ~~developing~~ Medical District. New streets that integrate with the City's existing street grid would connect surrounding neighborhood areas to the site's multiple community amenities, including public plazas and a new connection to the future riverfront park while preserving views of the bridge and sky. ~~New green space corridors created as part of the redevelopment would connect existing neighborhood areas to riverfront park~~

EXISTING SITE

FUTURE LAND USE

HOUSING POTENTIAL

An analysis of residential market potential by Zimmerman/Volk Associates concluded the following:

- The opportunity site could support up to 1,750 new units of mixed-income housing through 2014 (or 453 new units per year).
- The majority of units could be market rate (at least 75 percent)
- Potential households attracted to the area could include younger singles and childless couples (54 percent), urban families (29 percent) and empty nesters or retirees (17 percent).
- Approximately 58 percent of units be multifamily rentals (lofts and high rise apartments), and 42 percent owner-occupied multifamily, condos or co-ops, rowhouses and small lot single-family (detached and attached) homes.

RETAIL MARKET ANALYSIS

Due to its proximity to the Central Business and Warehouse districts, the opportunity site will target residential uses, however small neighborhood convenience retail will be located on the ground floor of some residential structures.

For complete residential and retail market analyses, see Volume 3, Appendix.

OPPORTUNITY SITE: **SOUTH OF CONVENTION CENTER**

Site Concept: **Riverfront Urban Village**

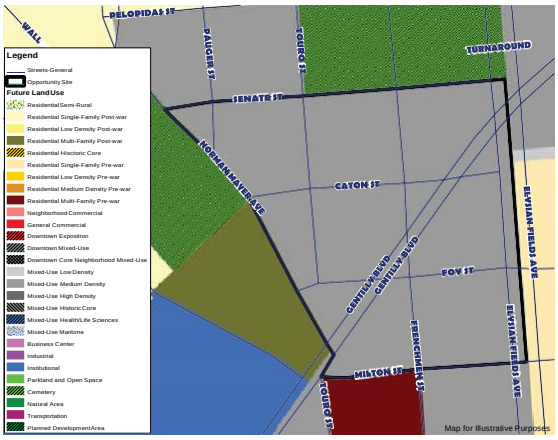
OPPORTUNITY SITE 3

Elysian Fields

The largely underutilized commercial parcels at the intersection of Elysian Fields Avenue and Gentilly Boulevard could be transformed into a compact mixed-use, mixed-income urban village. The new development, which has been recommended in previous planning efforts, could serve as a pedestrian focused "Main Street" to serve residents in surrounding neighborhoods, and the students and faculty at nearby Dillard University. Parking could be hidden behind the numerous storefronts that are oriented to the street including a specialty grocery, ground floor retail (with apartments and condos above), restaurants and other convenience goods. A future street car or bus rapid transit route could shuttle residents quickly to downtown jobs and cultural institutions, and to recreational amenities along the lakefront.

EXISTING SITE

FUTURE LAND USE



HOUSING POTENTIAL:

A 2009~~n~~ analysis of residential market potential by Zimmerman/Volk Associates concluded the following:

- The opportunity site could support up to 226 units of new mixed-income housing per year through 2014, for a total of 750 units.
- Potential households attracted to the area could include younger singles and childless couples (61 percent), urban families (28 percent) and empty nesters or retirees (11 percent).
- Approximately 58 percent of units could be multifamily rental units (lofts and apartments), with 42 percent owner-occupied, more than half of which would be in single-family homes (detached and attached). The remainder could be multifamily units (condos, co-op ownership).

RETAIL MARKET POTENTIAL:

A retail market analysis prepared by W-ZHA for the Elysian Fields Avenue trade area (the area in which the majority of customer sales originate) concluded that by 2013:

- Residents in the trade area will hold approximately $450 million in spending potential.
- Up to 100,000 square feet of retail space could be supported at the site.
- Neighborhood serving retail including a small grocery (30,000–50,000 sf), apparel and sundry shops, a hardware store, and take-out food establishments would offer the greatest opportunity at this location.
- Retail establishments should target local customers in a pedestrian-friendly, mixed-use environment.

For complete residential and retail market analyses, see Volume 3, Appendix.

OPPORTUNITY SITE: **ELYSIAN FIELDS**

Site Concept: **Mixed-Use, Transit-Ready Neighborhood Center**

2009

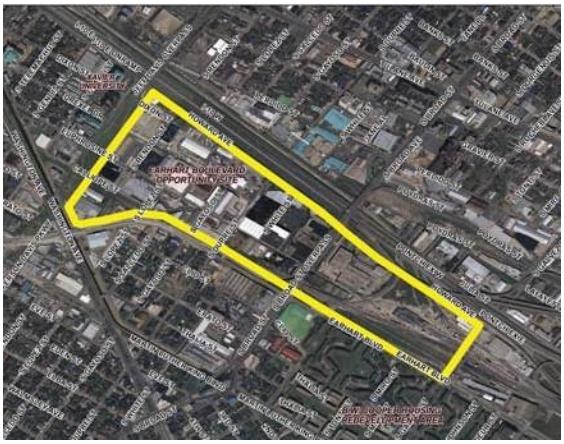
2030

OPPORTUNITY SITE 4

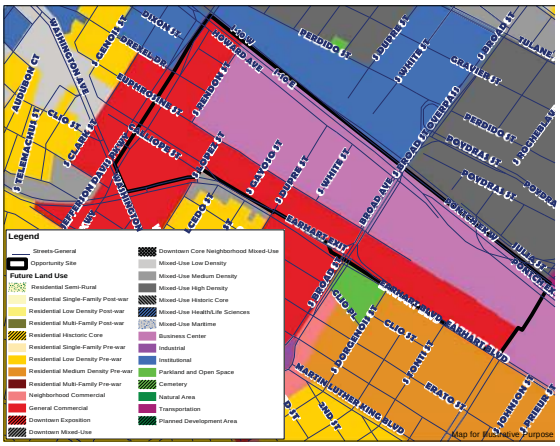
Earhart Boulevard

Currently a mix of light industrial parcels (many underutilized) and vacant lots adjacent to the B.W. Cooper housing redevelopment project, the area holds the potential to serve as a city-oriented, urban retail center made up of medium to large big-box stores, a large supermarket and supporting national retailers. Customers could arrive by foot from new housing built on the former B.W. Cooper site, or by car from neighborhoods within a short distance drive. Parking will be located in the rear on surface or in structured lots, allowing storefronts to face the boulevard along a wide, pedestrian sidewalk featuring comfortable street furniture and outdoor cafes.

EXISTING SITE



FUTURE LAND USE



HOUSING POTENTIAL:

An~~n~~ 2009 analysis of residential market potential by Zimmerman/Volk Associates concluded the following:

- The opportunity site could support up to 500 units of new mixed-income housing through 2014 (or 169 new units per year).
- Potential households attracted to the area could include younger singles and childless couples (57 percent), urban families (31 percent) and empty nesters or retirees (12 percent).
- Approximately 69 percent of units could be multifamily rental units (lofts and apartment), and 31 percent owner-occupied single-family (detached and attached) and multifamily units (condos, co-op ownership).

RETAIL MARKET POTENTIAL:

A retail market analysis prepared by W-ZHA for the Earhart Boulevard trade area (the area in which the majority of customer sales originate) concluded that by 2013:

- Trade area residents will hold approximately $2.3 billion in retail spending potential.
- Up to 300,000 square feet of retail space could be supported at the site.
- General merchandise, apparel, eating and drinking establishments, and food and beverage locations (supermarkets and groceries) would offer the greatest opportunity at this location.
- A community retail center, not a regional supercenter, anchored by a general merchandise or food store (*e.g.*, Target or Wal-Mart), along with medium sized big box national retailers would best serve the trade area.
- The site would hold the potential to recapture up to $100 million of spending (and sales tax revenues) that New Orleanians currently spend in surrounding parishes.

For complete residential and retail market analyses, see Volume 3, Appendix.

OPPORTUNITY SITE: **EARHART BOULEVARD**

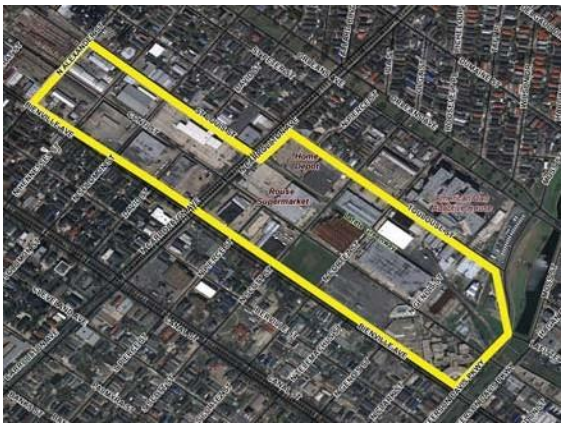
Site Concept: **Urban Big Box Boulevard**

OPPORTUNITY SITE 5

Lindy Boggs/Mid-City

Redevelopment could transform the former Lindy Boggs Medical Center and collection of adjacent light industrial and commercial properties (many underutilized) into a vibrant, transit-oriented neighborhood center. Carrollton Avenue could serve as a pedestrian-oriented Main Street with a mix of medium-density, mixed-income housing above ground-floor retail (incorporating the existing ~~Rouse s~~Supermarket~~s and Home Depot~~). Lower-density townhouse, two-family, and small lot single-family housing could be developed along the edges to transition into established residential neighborhood. New green space corridors lined with renewable energy wind turbines could connect to the Lafitte Greenway to create a unique green network for the entire Mid-City neighborhood.

EXISTING SITE



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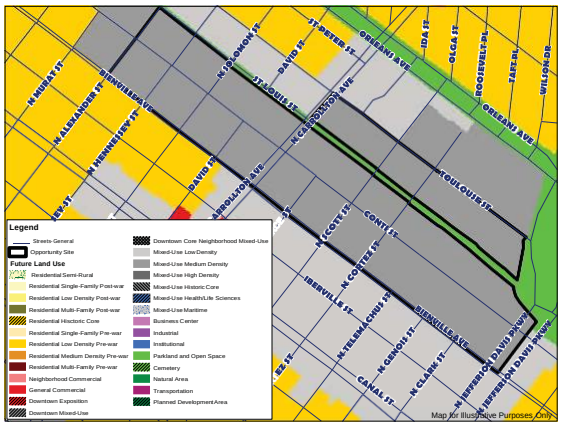


HOUSING POTENTIAL:

A~~n~~ 2009 analysis of residential market potential by Zimmerman/Volk Associates concluded the following:

- The opportunity site could support up to 386 units of new mixed-income housing per year through 2014, for a total of 1,500 units.
- Potential households attracted to the area could include younger singles and childless couples (41 percent), urban families (37 percent) and empty nesters or retirees (22 percent).
- Approximately 68 percent of units could be multifamily rentals (lofts and apartments), and 32 percent owner-occupied single-family homes (detached and attached) and multifamily units (condos, co-op ownership).

RETAIL MARKET POTENTIAL:

A retail market analysis prepared by W-ZHA for the Lindy Boggs Mid City trade area (the area in which the majority of customer sales originate) concluded that by 2013:

- Residents will hold approximately $1.8 billion in spending potential.
- Up to 150,000 square feet of additional retail space could be accommodated on site.
- Card shops, discount merchandisers, toy and hobby stores, affordable restaurants and neighborhood service locations (banks, beauty salons, barber shops) would offer the greatest opportunity.
- Retail should target local customers, and not serve as a regional destination.
- Initial development should cluster at Carrollton Avenue around the Rouse's ~~and Home Depot,~~ and grow incrementally as market demand increases. ~~(The existing Home Depot and Rouse's supermarket would remove a considerable amount of risk, and could be leveraged to attract additional retailers.)~~

For complete residential and retail market analyses, see Volume 3, Appendix.

OPPORTUNITY SITE: **LINDY BOGGS/MID-CITY**

Site Concept: **Transit-Oriented Development Neighborhood**

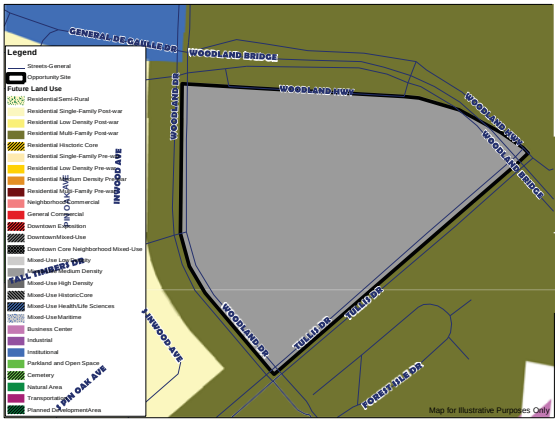
OPPORTUNITY SITE 6

Woodland Highway

Redevelopment of the former Schweggman's supermarket site should be predominantly residential, with a mix of single-family, townhouse, and multifamily housing units in a pedestrian village-like setting with a town center of specialty retailers including a small market, wine shop, dry cleaner and other neighborhood conveniences to serve residents. With the addition of a new, express BRT line to downtown, the village could support additional convenience retail to serve commuters from neighboring communities.

EXISTING SITE

FUTURE LAND USE



HOUSING POTENTIAL:

A~~n~~ 2009 analysis of residential market potential by Zimmerman/Volk Associates concluded the following:

- The opportunity site could support up to 453 units of new mixed-income housing per year through 2014, for a total of 1,500 units.
- Potential households attracted to the area could include younger singles and childless couples (40 percent), urban families (36 percent) and empty nesters or retirees (24 percent).
- Approximately 49 percent of units could be multifamily rentals (lofts and apartments), and 51 percent owner-occupied, primarily single-family homes (detached and attached, including townhouses), and some multifamily condominiums.

RETAIL MARKET POTENTIAL

A retail market analysis prepared by W-ZHA for the Woodland Highway trade area (the area in which the majority of customer sales originate) concluded that by 2013:

- Residents will hold approximately $253.7 million in spending potential.
- Most of the Trade Area's day-to-day shopping will continue to occur to the north in the vicinity of the intersection between General DeGaulle Drive and Behrman Highway.
- The site's redevelopment will not be driven by retail, but instead with residential development.
- If high income households reside in new housing on the site, the opportunity exists for some specialty retail (approximately 40,000 square feet), most likely a card or gift ship, florist or wine store.

For complete residential and retail market analyses, see Volume 3, Appendix

OPPORTUNITY SITE: **WOODLAND HIGHWAY**

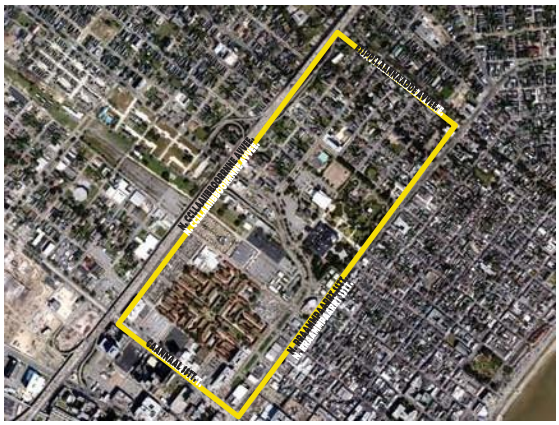
Site Concept: **Suburban Residential Center with Supporting Retail**

OPPORTUNITY SITE 7

Basin Street

Multiple developments with the potential for large-scale economic development, community revitalization, housing, cultural identity, and environmental responsibility have been proposed for the area between North Rampart Street and North Claiborne Avenue linking the Iberville and Tremé communities and surrounding neighborhoods. These include the Choice Neighborhoods Initiative Iberville Redevelopment, the Livable Claiborne Communities study, the North Rampart streetcar, the Lafitte Greenway, and the redevelopment of Armstrong Park. The level of attention and investment focused on this area necessitates significant community outreach to all stakeholders affected by the new development and a coordinated planning approach to weave these developments together. If properly coordinated, these developments can create a high-performing urban environment, remove physical barriers, and increase connections across multiple neighborhoods.

EXISTING SITE



FUTURE LAND USE

THE FOLLOWING CONCEPTS SHOULD SERVE AS GUIDING PRINCIPLES FOR FUTURE PLANNING AND DEVELOPMENT IN THIS AREA:

- Study the connection of the Lafitte Greenway, Armstrong Park and the Basin Street neutral ground to extend the network of green space. The Lafitte Greenway could connect to the Basin Street neutral ground to reach Canal Street, Loyola Avenue, Duncan Plaza, and the streetcar network.
- Promote walking, cycling, and public transportation as ways to increase access and enhance the number of visitors to the cultural, retail, entertainment, and recreational destinations in the area.
- Provide adequate and appropriate parking that balances the needs of residents and visitors. Coordination of parking facilities should be encouraged in the planning and design of large developments, and opportunities for shared parking for complimentary uses should be explored. Preference should be given to structured parking garages rather than surface parking lots where possible.
- Consider traffic-calming measures for Basin Street to increase safety and expand opportunities for pedestrian oriented retail.
- Support the re-establishment of the historic street grid where appropriate in order to increase connectivity between Tremé, Iberville, the Vieux Carré, the Central Business District, and surrounding neighborhoods. Give preference to the removal of barriers and the establishment of street connections as part of all major development projects and plans for the area.
- Study ways to enhance the amenities in Armstrong Park and to strengthen connections between the park and the surrounding communities.
- Incorporate sustainable water features as both an amenity and a means to manage stormwater runoff.
- Study ways to integrate the performance venues, museums, historic sites, recreational facilities, and other destinations in the area into a cohesive and identifiable cultural district. A nuanced approach to signage and other means of wayfinding should be considered. Evaluate the establishment of entertainment uses along Basin Street with consideration for the protection of residential quality of life in surrounding neighborhoods.

OPPORTUNITY SITE: **BASIN STREET**

2030

Renderings from City of New Orleans' "Lafitte Corridor Revitalization Plan" and "Lafitte Greenway Master Plan"

OPPORTUNITY SITE 8

Brown's Dairy/Central City [LWMJ1]

Brown's Dairy announced in early 2016 that it would be closing its Central City milk processing plant and would move those operations to Hammond, LA. The decision to close the Central City facility will result in the elimination of 185 jobs and several squares of vacant facilities where the processing plant and ancillary facilities currently stand. The site is on most of the properties generally located between Oretha Castle Haley and Martin Luther King Jr. Boulevards and Carondelet and Erato Streets. This site is a prime location for investment due to being centrally located and the Central City neighborhood's rich with history and culture. Additionally, Oretha Castle Haley Boulevard has experienced a recent surge in development activity that will also soon include streetscape improvements slated to be complete in Spring 2017. The redevelopment of the former Brown's Dairy site could build upon these redevelopments and should contribute to the Central City community and be responsive to its needs.

EXISTING SITE

FUTURE LAND USE

FOLLOWING CONCEPTS SHOULD SERVE AS GUIDING PRINCIPLES FOR FUTURE PLANNING AND DEVELOPMENT IN THIS AREA:

- Explore funding sources to attract new businesses that align with neighborhood needs and builds off of the public and private investment on Oretha Castle Haley Boulevard.
- Explore the feasibility of reopening access to Thalia Street between Baronne and Carondelet Streets to reconnect the street grid and improve pedestrian access.
- Explore funding for a planning process to inform economic development scenarios on the site, including affordable housing and commercial potential with a possible emphasis on cultural based and influences businesses and centers. Planning process should have a robust neighborhood engagement component.
- Explore the redevelopment of Martin Luther King, Jr. Boulevard to prioritize walking and biking, and improved transit access; allowing it to be a strong connection from Saint Charles Avenue to Oretha Castle Haley Boulevard.
- Develop a gateway project to better connect Downtown and O.C. Haley Boulevard. The Pontchartrain Expressway overpass present a barrier to drawing residents, workers, and visitors to O.C. Haley, and by extension this area as a whole, despite its close proximity to downtown. Certain beautification and enhancement projects can transform this barrier into a connection between the neighborhoods and even a destination in its own right.

OPPORTUNITY SITE 9

Claiborne Corridor Food Manufacturing District at Poydras Row[LWMJ1]

New Orleans is known for its rich, cultural-gumbo-pot of food traditions and routinely leads the rankings as a great food city throughout the nation and the world. However, though New Orleanians own the restaurants and the recipes, the city lacks the infrastructure to capitalize on food production and distribution. This production gap is a missed opportunity to grow the local economy by sharing local foods with a wider clientele.

At the apex between the CBD, Broad Street corridor, and Claiborne corrido, Poydras Row is a roughly 6-acre city-owned parcel of land in the neutral ground of Poydras Street between South Galvez Street and South Broad Street. With the right vision, the currently undeveloped parcel could spur a food manufacturing district, filling the current production gap while providing an attraction for both New Orleanians and tourists alike.

EXISTING SITE

Manufacturing Potential:
One of the few areas near the city center that are zoned as light industrial, the area is currently home to two food and beverage manufacturers: Cajun Spirits Distillery and Baker Maid. There are several vacant or for lease properties along the corridor that would make ideal locations for additional food manufacturers such as breweries, a food incubator, or industrial kitchen.

Retail Potential:
Cajun Spirits Distillery currently has a tasting room to showcase its products and Baker Maid has expressed interest in adding a retail component and doing tours, tastings, and cooking classes at its factory. As the corridor adds food manufacturers, the potential for successful ground-level retail and restaurants in properties that line Poydras Street increases. There is also opportunity to create food or product stalls as part of a development in the city-owned neutral ground.

Mixed Use Potential:
Already home to the 250-unit Marquis Apartments, the unique proximity of Poydras Row to the Superdome and the rest of downtown makes it an ideal location for overflow event parking, hotel development, and residential development. Poydras Row development should seek to make the area accessible by pedestrians, motorists, and bicyclists. Additionally, new residential developments should include a mix of affordable and market-rate units.

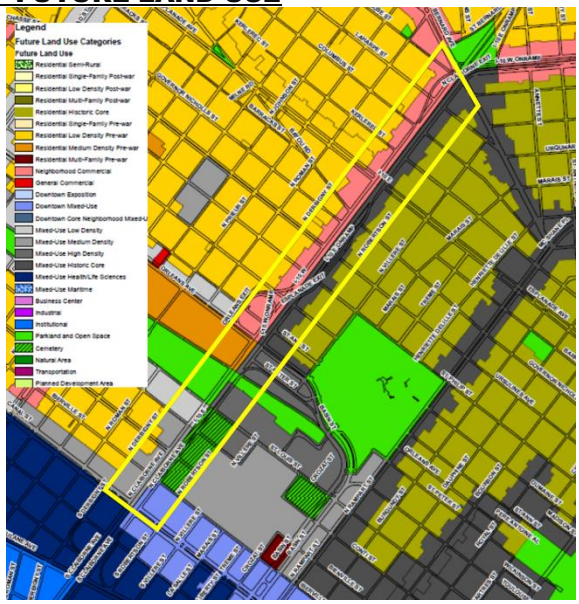
OPPORTUNITY SITE 10

Claiborne Corridor Cultural [LWMJ1] Innovation District

The Claiborne Corridor Cultural Innovation District (CID) is a 19-block transformation of the space beneath the elevated I-10 expressway along Claiborne Avenue from Canal Street to St. Bernard Avenue. In order to heal what many view as an injurious structure, which cut a community off from itself and resulted in the disinvestment of an historical African-American commercial district, it must be truly "made over" into a welcoming bridge to the world for the people who live, work and celebrate around it every day. In addition to being secure, clean, safe for pedestrians, with abundant seating and all the other characteristics that mark great public spaces, it will be beautiful in ways that affirm the culture and identity of Claiborne Corridor residents.

EXISTING SITE

FUTURE LAND USE



The diversity of people and interests the CID will welcome and support demands that a wide range of activities be possible. This place of spirited cultural exchange will be designed to accommodate socialization on every level, with a plethora of activities throughout the week. From shopping and dining to trainings and performances, activities will be planned to attract people of all ages and demographics. Built with green infrastructure, in addition to being a world-class market with arts, crafts, produce and seafood vendors, the CID will include classrooms and exhibit space, interactive technology and education demonstrations, and will be a site for youth programming, health, environmental, and social services, community projects, workshops, and special events for the residents of the Claiborne Corridor.

Residents will find that the CID does more than just pay homage to their cultural products, but supports them by providing economic opportunity for hundreds of artists, vendors, farmers, fishermen, food artists, and performers. The benefits of entrepreneurship have not been fully realized in our city, with the share of all receipts accruing to minority-owned businesses holding at only 2%. Similarly, indigenous culture bearers (musicians, Social Aid and Pleasure Club members and Mardi Gras Indian members) are not enjoying the economic successes that the City's cultural economy at large, is experiencing.

The Claiborne Corridor is home to a critical mass of the City's traditional culture bearers, who mostly live at or below the poverty line. With the capacity to support development of up to 160 micro-enterprises in three years, the Vendor Training and Incentive Program will be a defining component of the CID's success.

Heavy on innovation, the CID will be a resident-governed effort focused on providing direct pathways to business ownership, workforce development, and community capacity building, through fulfilling the need for neighborhood serving retail and enhanced neighborhood services.

Housing Potential:

Primary draw areas for new and existing housing units in the LCC Study Area:

- Households currently within the city: 48.2%
- Jefferson, East Baton Rouge and St. Tammany Parishes: 17.5%
- Dallas and Harris Counties, Texas: 6.7%
- Balance of the U.S.: 27.6%

Annual potential market potential for new and existing housing units in the LCC Study Area:

- Multi-family for rent: 61%
- Multi-family for sale: 17%
- Single-family attached for sale: 14%
- Single-family detached for sale: 8%

Annual market potential by household income groups

- Incomes below 30% of Area Median Income (AMI): 17% of households
- Incomes between 30% and 50% of AMI: 16% of households
- Incomes between 50% and 80% of AMI: 18% of households
- Incomes between 80% and 120% of AMI: 22 % of households
- Incomes above 120% of AMI: 27% of households

Annual market potential by household type in the LCC Study Area:

- Younger singles and childless couples: 61.8%
- Empty nesters and retirees: 19.4%
- A range of traditional and non-traditional families: 18.8%

Annual housing market potential over the next 5 to 7 years: 374 to 660 units

- Multifamily rental units: 230 units to 405 units, including households at all affordability levels
- Multifamily for sale units: 63 units to 111 units, including households at all affordability levels
- Single family attached for sale: 53 units to 94 units, including households at all affordability levels
- Single family detached for sale: 28 units to 50 units, including households at all affordability levels
- 61% of the housing potential is for rental housing
- 51% of the target households have incomes below 80% of AMI, making them eligible for assisted housing
- Potential unit numbers do not include public housing replacement units as housing potential but do include other assisted units (housing vouchers, Low-Income Housing Tax Credits and so on)
- Given the large number of housing units already planned to be built by 2020 through the Choice Neighborhood Initiative as well as other programs, future analysis must evaluate the extent to which these units in pipeline will satisfy the estimated market potential.

Office Market Potential: Near term increased demand for office space in the Central Business District and surrounding neighborhoods will be satisfied in existing, vacant Class A and Class B office space. By 2022, there will be demand for approximately 375,000 square feet of new office space in smaller office buildings, targeted to smaller tenants. New office development in Orleans Parish will likely occur in and around the Central Business District south of Claiborne Avenue given the presence of urban amenities. For planning purposes, it is not unreasonable to assume that the Study Area can capture 100,000 to 150,000 square feet of office space between Poydras Street and Canal Street by 2022. Because of relatively low land values, the Study Area may be well positioned for smaller, build-to-suit office buildings of 40,000 square feet or less. The most competitive locations in the near term are near Canal Street, Tulane Avenue and Poydras Street, south of Claiborne Avenue. These locations offer excellent access and urban amenities relatively close-by. Longer term locations linked to hospital and BioDistrict development are Canal Street, Tulane Avenue and Poydras Street north of Claiborne Avenue.

Retail Market Potential: Separate retail assessments were conducted for the Study Area upriver and downriver of the Pontchartrain Expressway. Claiborne Avenue upriver contains auto-oriented establishment, fast food/restaurants, and some retail. In the LCC area downriver of the expressway, most of the store space is located in the CBD or on Broad Street. Claiborne Avenue downriver has very little retail or service space. There is one limited assortment supermarket in the upriver portion of the Study Area: Sav-A-Lot at the corner of Claiborne and Toledano Street, with approximately 20,000 square feet. There is a Rouse's supermarket down-town, but LCC area residents do not frequent it. Upriver of the Pontchartrain Expressway there is neighborhood retail potential for one large supermarket, two small supermarkets, a pharmacy, and ancillary retail, for a total of approximately 118,000 Sq. Ft. and about 300,000 Sq. Ft. in discount-oriented community retail/big box. The prime location for a large supermarket is the growing agglomeration of retail on South Claiborne Avenue between Toledano Street and Napoleon Avenue. This supermarket could then leverage ancillary retail such as restaurants, cleaners, banks, hair salon, and take-out food. The planned Jack and Jake's market at Oretha Castle Haley Boulevard will fill the potential for a small market, and another could be supported at South Claiborne and Martin Luther King Jr. Boulevard, which would also be a prime location for a pharmacy/drug store and could draw another 2,000 square feet in neighborhood retail. Downriver of the Pontchartrain Expressway two small supermarkets and ancillary retail could total 80-90,000 square feet.

Mixed-use Potential: Upriver of the Pontchartrain Expressway, the Oretha Castle Haley Boulevard commercial district is the most likely location for mixed use development. Most retail development on South Claiborne upriver of the Pontchartrain Expressway will likely be single purpose buildings. Downriver of the Expressway, mixed-use development options are greater. Mixed use will be necessary to create the lively, urban pedestrian environment with neighborhood retail that the BioDistrict requires to succeed. Potential locations for mixed-use development are: Poydras Street, Tulane Street, Canal Street and their intersections with Claiborne Avenue and Galvez Street. There is also potential for mixed-use on Broad Street and the future retail node at St. Bernard Avenue and Claiborne Avenue, though mixed use is not necessary for these locations to succeed.

2016:

2020:

Future Land Use Consistency Table

The City Charter Section 5-404 (3)(b) requires that the Land Use Element of the Master Plan include a table specifying the relationship between the land use designation and the zoning classification included in the Land Use Element and reflected on the Future Land Use Map. The Charter also requires that the Comprehensive Zoning Ordinance be simultaneously amended to include this table and that said table shall be amended or updated to accommodate changes in the CZO or Land Use Element of the Master Plan. The table below shows the consistency between the FLUM categories and zoning district classifications of the Comprehensive Zoning Ordinance.

Table Specifying Relationship between Future Land Use Designations and Zoning Classifications	
MASTER PLAN FUTURE LAND USE MAP DESIGNATION	**CONSISTENT ZONING DISTRICT CLASSIFICATIONS**
RESIDENTIAL SEMI-RURAL SINGLE-FAMILY (RSR)	RRE Rural Residential Estate District
RESIDENTIAL HISTORIC CORE (R-HC)	HMR-1 Historic Marigny/Tremé/Bywater Residential District
	HMR-2 Historic Marigny/Tremé/Bywater Residential District
	HMR-3 Historic Marigny/Tremé/Bywater Residential District
	HMC-1 Historic Marigny/Tremé/Bywater Commercial District
	HMC-2 Historic Marigny/Tremé/Bywater Commercial District
	VCR-1 Vieux Carré Residential District
	VCR-2 Vieux Carré Residential District
	VCC-1 Vieux Carré Commercial District
	VCC-2 Vieux Carré Commercial District
RESIDENTIAL PRE-WAR SINGLE-FAMILY (RSF-PRE)	HU-RS Single-Family Residential District
RESIDENTIAL POST-WAR SINGLE-FAMILY (RSF-POST)	S-RS Single-Family Residential District
	S-LRS1 Lakeview Single-Family Residential District
	S-LRS2 Lake Vista and Lake Shore Single-Family Residential District
	S-LRS3 Lakewood and Country Club Gardens Single-Family Residential District
RESIDENTIAL PRE-WAR LOW DENSITY (RLD-PRE)	HU-RD1 Two-Family Residential District
	HU-RD2 Two-Family Residential District
	HU-RM1 Multi-Family Residential District
	HU-B1A Neighborhood Business District
	HU-B1 Neighborhood Business District
	HU-MU Neighborhood Mixed-Use District
RESIDENTIAL POST-WAR LOW DENSITY (RLD-POST)	S-RD Two-Family Residential District

Table Specifying Relationship between Future Land Use Designations and Zoning Classifications	
MASTER PLAN FUTURE LAND USE MAP DESIGNATION	CONSISTENT ZONING DISTRICT CLASSIFICATIONS
	S-LRD1 Lake Vista Two-Family Residential District
	S-LRD2 Lakewood/Parkview Two-Family Residential District
RESIDENTIAL PRE-WAR MEDIUM DENSITY (RMD-PRE)	HU-RD2 Two-Family Residential District
	HU-RM1 Multi-Family Residential District
	HU-B1A Neighborhood Business District
	HU-B1 Neighborhood Business District
	HU-MU Neighborhood Mixed-Use District
RESIDENTIAL PRE-WAR MULTIFAMILY (RMF-PRE)	HU-RM1 Multi-Family Residential District
	HU-RM2 Multi-Family Residential District
	HU-B1A Neighborhood Business District
	HU-B1 Neighborhood Business District
	HU-MU Neighborhood Mixed-Use District
RESIDENTIAL POST-WAR MULTIFAMILY (RMF-POST)	S-RD Two-Family Residential District
	S-RM1 Multi-Family Residential District
	S-RM2 Multi-Family Residential District
	S-LRM1 Lake Area Low-Rise Multi-Family Residential District
	S-LRM2 Lake Area High-Rise Multi-Family Residential District
NEIGHBORHOOD COMMERCIAL (NC)	HMC-1 Historic Marigny/Tremé/Bywater Commercial District
	HMC-2 Historic Marigny/Tremé/Bywater Commercial District
	HU-B1 Neighborhood Business District
	S-B1 Suburban Business District
	S-B2 Pedestrian-Oriented Corridor Business District
	S-LB1 Lake Area Neighborhood Business District
	S-LB2 Lake Area Neighborhood Business District
	C-1 General Commercial District
GENERAL COMMERCIAL (GC)	S-LC Lake Area General Commercial District
	C-1 General Commercial District
	C-2 Auto-Oriented Commercial District
	C-3 Heavy Commercial District
DOWNTOWN EXPOSITION (DE)	CBD-4 Exposition District

Table Specifying Relationship between Future Land Use Designations and Zoning Classifications	
MASTER PLAN FUTURE LAND USE MAP DESIGNATION	CONSISTENT ZONING DISTRICT CLASSIFICATIONS
BUSINESS CENTER (BC)	MU-2 High Intensity Mixed-Use District
	BIP Business-Industrial Park District
INDUSTRIAL (IND)	LI Light Industrial District
	HI Heavy Industrial District
	MI Maritime Industrial District
MIXED-USE HISTORIC CORE (MU-HC)	HMR-1 Historic Marigny/Tremé/Bywater Residential District
	HMR-2 Historic Marigny/Tremé/Bywater Residential District
	HMR-3 Historic Marigny/Tremé/Bywater Residential District
	HMC-1 Historic Marigny/Tremé/Bywater Commercial District
	HMC-2 Historic Marigny/Tremé/Bywater Commercial District
	HM-MU Historic Marigny/Tremé/Bywater Mixed-Use District
	VCR-1 Vieux Carré Residential District
	VCR-2 Vieux Carré Residential District
	VCC-1 Vieux Carré Commercial District
	VCC-2 Vieux Carré Commercial District
	VCE Vieux Carré Entertainment District
	VCE-1 Vieux Carré Entertainment District
	VCS Vieux Carré Service District
	VCS-1 Vieux Carré Service District
MIXED-USE MARITIME (MARI)	M-MU Maritime Mixed-Use District
	S-LM Lake Area Marina District
MIXED-USE LOW DENSITY (MUL)	HMR-3 Historic Marigny/Tremé/Bywater Residential District
	HMC-1 Historic Marigny/Tremé/Bywater Commercial District
	HMC-2 Historic Marigny/Tremé/Bywater Commercial District
	HM-MU Historic Marigny/Tremé/Bywater Mixed-Use District
	HU-RD1 Two-Family Residential District
	HU-RD2 Two-Family Residential District
	HU-RM1 Multi-Family Residential District
	HU-B1A Neighborhood Business District
	HU-B1 Neighborhood Business District

Table Specifying Relationship between Future Land Use Designations and Zoning Classifications	
MASTER PLAN FUTURE LAND USE MAP DESIGNATION	CONSISTENT ZONING DISTRICT CLASSIFICATIONS
	HU-MU Neighborhood Mixed-Use District
	S-RD Two-Family Residential District
	S-RM1 Multi-Family Residential District
	S-B1 Suburban Business District
	S-B2 Pedestrian-Oriented Corridor Business District
	S-LB1 Lake Area Neighborhood Business District
	S-LB2 Lake Area Neighborhood Business District
	EC Educational Campus District
	MS Medical Service District
MIXED-USE MEDIUM DENSITY (MUM)	HU-RD2 Two-Family Residential District
	HU-RM1 Multi-Family Residential District
	HU-RM2 Multi-Family Residential District
	HU-B1A Neighborhood Business District
	HU-B1 Neighborhood Business District
	HU-MU Neighborhood Mixed-Use District
	S-RM1 Multi-Family Residential District
	S-LRM1 Lake Area Low-Rise Multi-Family Residential District
	S-LRM2 Lake Area High-Rise Multi-Family Residential District
	S-B1 Suburban Business District
	S-B2 Pedestrian-Oriented Corridor Business District
	S-LB2 Lake Area Neighborhood Business District
	S-LC Lake Area General Commercial District
	C-1 General Commercial District
	MU-1 Medium Intensity Mixed-Use District
	EC Educational Campus District
	MC Medical Campus District
	MS Medical Service District
MIXED-USE HIGH DENSITY (MUH)	HU-RM2 Multi-Family Residential District
	S-RM1 Multi-Family Residential District
	C-2 Auto-Oriented Commercial District

Table Specifying Relationship between Future Land Use Designations and Zoning Classifications	
MASTER PLAN FUTURE LAND USE MAP DESIGNATION	CONSISTENT ZONING DISTRICT CLASSIFICATIONS
	C-3 Heavy Commercial District
	MU-2 High Intensity Mixed-Use District
	EC Educational Campus District
	MC Medical Campus District
MIXED-USE DOWNTOWN (DMU)	CBD-1 Core Central Business District
	CBD-2 Historic Commercial and Mixed-Use District
	CBD-3 Cultural Arts District
	CBD-4 Exposition District
	CBD-5 Urban Core Neighborhood Lower Intensity Mixed-Use District
	CBD-6 Urban Core Neighborhood Mixed-Use District
	CBD-7 Bio-Science District
MIXED-USE DOWNTOWN CORE NEIGHBORHOOD (DCN-MU)	CBD-3 Cultural Arts District
	CBD-5 Urban Core Neighborhood Lower Intensity Mixed-Use District
	CBD-6 Urban Core Neighborhood Mixed-Use District
MIXED-USE HEALTH/LIFE SCIENCES NEIGHBORHOOD (MUHLS)	LS Life Science Mixed-Use District
	CBD-7 Bio-Science District
PLANNED DEVELOPMENT AREA (PDA)	GPD General Planned Development District
INSTITUTIONAL (INS)	EC Educational Campus District
	MC Medical Campus District
	MS Medical Service District
	HU-MU Neighborhood Mixed-Use District
	MU-1 Medium Intensity Mixed-Use District
	MU-2 High Intensity Mixed-Use District
	OS-R Regional Open Space District
	S-LC Lake Area General Commercial District
	C1 General Commercial District
	LI Light Industrial District
NATURAL AREAS (NA)	NA Natural Areas District
PARKLAND AND OPEN SPACE (P)	OS-N Neighborhood Open Space District
	OS-G Greenway Open Space District

Table Specifying Relationship between Future Land Use Designations and Zoning Classifications	
MASTER PLAN FUTURE LAND USE MAP DESIGNATION	CONSISTENT ZONING DISTRICT CLASSIFICATIONS
	OS-R Regional Open Space District
	NA Natural Areas District
	VCP Vieux Carré Park District
	S-LP Lake Area Neighborhood Park District
CEMETERY (CEM)	OS-N Neighborhood Open Space District

ATTACHMENT A

Text Amendments to: Chapter 14 (*Note – due to the amendments combining Chapters 12 and 13 – the NPP is now Chapter 14).*

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.

Volume 2

chapter 14~~15~~

THE NEighborHood PArTiCiPATioN ProgrAM

GOAL		POLICIES FOR DECISION MAKERS	For More Information, See page:
1	***All parties affected by public decisions about planning and development have sufficient opportunity to build capacity to understand, apply, and act upon information pertaining to these decisions.***	1.A. Provide training and capacity-building resources (in part through a system of District Planners) for neighborhood and other community-based organizations, city employees, and public agencies to provide essential information for reasoned decision-making and to help them better understand their role in shaping planning and development decisions.	15.12
2	***Establish a formal neighborhood participation program (NPP) that provides a structured and accessible process by which the City receives and responds to input from every part of the community on planning and development decisions in a timely fashion.***	2.A. Establish a system of broadly representative district wide councils to serve as a platform for organized discussion of, public input into, and formal advisory comment on proposed land use actions.	15.14
		2.B. Provide for Issue Advisory Committee, at the CPC's discretion in the CPC's rules, regulations and procedures.	15.14
		2.C. The City of New Orleans will work with community groups, neighborhood groups and the citizens in general to prepare a NPP ordinance for adoption by the City Council, which implements the letter and spirit of the charter amendment's requirement for a NPP.	15.15
		2.D. On an annual basis, the CPC system will be reviewed by citizens and city government in order to ascertain any revisions or amendments to the policy statement.	15.15
		2.E. Ensure adequate notification and information sharing for land use actions.	15.15
		2.F. Establish a formal process through which neighborhoods and planning districts can request neighborhood or area plans.	15.16

		2.G. Establish a formal system for presenting district wide council and other stake holder advisory recommendations to the CPC as a matter of record.	15.16
		2.H. Provide adequate administrative and logistical support for the NPP.	15.16
		2.I. While the CPC should work closely with the Mayor's Office of ~~Public Advocacy~~Neighborhood Engagement, initially locate the NPP as part of the CPC.	15.16

GOAL		POLICIES FOR DECISION MAKERS	For More Information, See page:
3	***Broad public access to timely information about proposed plans and projects and other City information is available.***	3.A. Use ~~district~~ planners and other staff to serve as liaisons between the CPC and residents.	15.17
		3.B. Consider implementing NOLAStat or a similar program that makes City information easily accessible to the public.	15.18
4	***Predictable and timely processes for community review of project proposals.***	4.A. Provide a regularly updated list of land use actions that are subject to review through the NPP.	15.19
		4.B. Work with other agencies and CPC staff to organize community review of publicly funded projects.	15.19
5	***A transparent and open process of City decision-making on land use, development approvals and capital budget expenditures.***	5.A. Hold City Planning Commission and other public agency meetings for projects that attract widespread public interest at times that are convenient and accessible to the public.	15.20
		5.B. Develop, publish and follow clear policies and procedures for decision making on land use actions.	15.20
		5.C. Establish procedures for community input into the Capital Improvement Program.	15.20
		5.D. Establish a Neighborhood Improvement Fund for small neighborhood generated projects.	15.21

FINDINGS

- There has been a significant increase in the number of active neighborhood organizations since Hurricane Katrina and they have played a leadership role in initiating the city's recovery.
- There is a wide divergence among different neighborhoods in the structure, breadth of membership, and other qualities that characterize community-serving organizations. As a result, some neighborhoods are more able than others to insure that all elements of the community (home-owners, renters, retailers, and others) participate in decisions that affect the neighborhood, initiate neighborhood plans, work with developers to revise proposals, and help shape land use decisions and other policies that affect quality of life. A system of district wide councils that serve as an organization of community organizations in each district can "raise the bar" for all neighborhoods by assisting in capacity building; providing a forum for organizations to discuss common issues; initiating citywide conversations among multiple neighborhoods; providing a structure for working with developers and others to shape development projects, plans, and other land use decisions that enhance the quality and character of neighborhoods and meet essential tests of feasibility; and similar tasks.
- A more formal and effective neighborhood participation system that addresses the needs of all neighborhoods has been under discussion for over a decade.

CHALLENGES

- Providing publicly-accessible information on city agencies, processes, and project proposals
- Enhancing capacity, where needed, among residents and among community-based organizations
- Providing technical support to neighborhoods and other communities to address issues of particular interest to individual neighborhoods upon adequate funding
- Creating a forum that brings together residents (owners and renters) and other members of the community in each district (business owners, property owners, institutions) to work together to resolve neighborhood issues and jointly advocate for neighborhood interests
- Providing a regular, meaningful, and accessible structure for community input into public decisions
- Increasing the transparency and predictability of public decision-making processes
- Creating a system that works for neighborhoods as well as businesses and project proponents
- Providing a streamlined, objective and predictable permitting process for proposed projects
- Finding a mechanism to facilitate participation by communities of interest

Acronyms

Acronyms used within this chapter:

BGR	Bureau of Government Research
CAO	Chief Administrative Officer
CBNO/~~MAC~~	Committee for a Better New Orleans/ ~~Metropolitan Area Committee~~
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
CPC	City Planning Commission
NPP	Neighborhood Participation Program
D-CDBG	Disaster Community Development Block Grant
DDD	Downtown Development District
DHH	Department of Health and Hospitals
E-COW	Electronic Community Orientation Workshop
LISC	Local Initiatives Support Corporation
NEPA	National Environmental Protection Act
NPN	Neighborhoods Partnership Network
RTA	New Orleans Regional Transit Authority
UNOP	Unified New Orleans Plan

A Introduction

Civic leaders in New Orleans have long acknowledged the need for greater community involvement in the City's planning and development decisions. Many cities in the U.S. began adopting neighborhood participation programs (NPPs) as early as the 1970s to provide a structure for community stakeholders to help shape and influence municipal decisions. Today, several decades of historical evidence suggests that where NPPs are in place, planning and development decisions result in higher-quality projects that are more beneficial to cities and to residents, and that provide project proponents a simpler, more predictable path to project approval. In other words, it appears that a well-executed NPP is a "win-win" situation for all parties involved. New Orleans can benefit from the lessons learned in other cities, chief among them: that a formal neighborhood participation process succeeds if it supports neighborhood and other community organizations rather than competes with them; if it provides a more effective platform for negotiating with the sponsors of planning initiatives, development projects, and other land use proposals to insure that the results are both positive for neighborhoods and feasible; and if it functions as a useful partner for elected and appointed government--offering valuable advice but not seeking to supplant planning commissions and city councils in their responsibility to render decisions.

New Orleans has never had a formalized structure for neighborhood participation in public planning and development decisions. In the absence of such a structure, the City's decision-making on these matters is often perceived as unpredictable, opaque, and subject to influence by political power and financial resources. This perception is shared by members of grass roots community organizations, residents, and other community members, who want a say in the planning and development of their neighborhoods, and by potential investors—businesses, developers, and institutions—who seek a fair and predictable environment in which to make investments. As a result, during the planning process several neighborhood organizations reported that they could not effectively represent their community's varied interests; others reported the strain of being "forced" to remain hypervigilant in order to protect their neighborhoods from unwanted planning proposals or development; and project proponents assume that development may involve costly processes and delays and that the approval process may become highly politicized and unpredictable.

Cities with well-structured NPPs report three benefits that would be important for New Orleans:

1. Neighborhoods and developers are more inclined to work together to resolve differences because they have confidence that this work will be reflected in the final development approvals and not nullified by a contentious political process; ***2.*** Increased predictability enhances a city's ability to attract investment and a developer's ability to secure financing; and ***3.*** Neighborhoods have a greater opportunity to think more proactively about the role that both public and private investment can play in accomplishing community goals. Cities with poorly structured NPPs report that formal organizations are not responsive to neighborhood concerns, refuse to work with developers or other project proponents and/or attempt to compete for influence with elected and appointed decision-making bodies.

New Orleans can build on the lessons learned from other cities as well as the community's own work in crafting an appropriate NPP. The CPC staff members who worked on the *New Century New Orleans* plan, a citywide master plan that was not completed before the storm, identified the need for a formal NPP. A decade later, in 2002, the Committee for a Better New Orleans/Metropolitan Area Committee (CBNO/MAC) began research into a NPP model for New Orleans. By 2004, CBNO/MAC had conducted research into other cities' participation programs, held a number of public meetings on the topic, and prepared a draft NPP. In 2003, the Bureau of Governmental Research (BGR) also issued a report calling for increased neighborhood participation in land use decision making in New Orleans.[1]

Post-Hurricane Katrina plans, including the *Bring New Orleans Back* plan, completed in 2005; the *Neighborhood Rebuilding* (Lambert) plans completed in 2006; and the *Unified New Orleans Plan*, completed in 2007, reiterated residents' strong desire for a structure for neighborhood participation. BGR issued a second report in 2006 detailing its recommendations for reform in land use decision making processes; it included an organized system of meaningful input by officially recognized neighborhood organizations.[2] CBNO/MAC revived its initiative to create a NPP in 2007. This initiative, which drew input from community members across the city, calls for a formal structure of district wide councils composed of representatives from officially sanctioned community organizations—organized both by geography and by interest. Both CBNO/MAC and BGR suggested creation of a City office and dedication of resources to support greater community involvement.[3]

In addition to strengthening the legal role of the Master Plan, the November 2008 charter amendment approved by voters requires the city to establish a neighborhood participation system:

> ***Charter amendment section 5-411. Neighborhood Participation.***
> *The City shall establish by ordinance a system for organized and effective neighborhood participation in land use decisions and other issues that affect quality of life. It shall provide for timely notification to a neighborhood of any proposed Land Use Action affecting the neighborhood; it shall also provide the opportunity for meaningful neighborhood review of and comment on such proposals. In addition, it shall provide the opportunity for meaningful neighborhood participation in the formulation of the Master Plan or any amendment thereto.*

CORE PRINCIPLES

In an informal survey conducted as part of this Master Plan, planners polled developers from New Orleans

1 "Runaway Discretion: Land Use Decision Making in New Orleans." Bureau of Governmental Research, 2003.

2 "Planning for a New Era: Proposed Charter Changes for Land Use Decision Making in New Orleans." Bureau of Governmental Research, 2006.

3 http://www.cbno.org/index.html.

and elsewhere in the U.S. with reputations for high-quality projects and a commitment to investing in comparably sized downtowns and urban neighborhoods. Asked if they intended to invest in New Orleans, these developers consistently said "Yes...but not yet." They felt that while New Orleans represents the kind of historic, walkable, and compact city that attracts their interest today, it is "too complicated" an environment in which to develop. In elaborating, they explained that New Orleans lacks a structured way for them (or any developer) to work pro-actively with nearby residents and the City to resolve the inevitable challenges that development poses. Without a process that enabled them to work with communities and city planners as partners before a project begins, they feared that proposals would end up caught in a political tug-of-war that was time-consuming, expensive—and worst of all, not predictable. The risks of developing in New Orleans, they argued, are not yet worth the rewards.

Ironically, in a similar informal survey, neighborhood leaders voiced a complementary message. While they strongly supported the *general idea* of investment in their communities, they worried that residents would not have an effective voice in shaping *specific projects* so that they respected a neighborhood's character and enhanced its quality. In effect, they didn't trust that "the system will work for our neighborhoods."

Trust and predictability are essential qualities for a process that brings the community and project proponents together to create plans, developments, and other land uses that promote the citywide goals of this Master Plan: enhanced livability, opportunity, and stainability. The following five principles are essential to establishing a planning process marked by trust and predictability:

- **Inclusiveness.** *All stakeholders are "brought to the table" at the same time to share information, attempt to resolve differences, and chart a future course.*

- **Public access to information.** *An active commitment on the part of the City to ensuring that the larger community is informed on a timely basis about planning and development projects, zoning issues, and other land use matters.*

  Getting reliable, up-to-date information on planning and land use issues can be difficult in New Orleans. Severe budget cuts in the aftermath of Hurricane Katrina exacerbated problems in providing public communication.

  Many cities have moved well beyond so-called "sunshine" or "open records" laws and make extensive information available online in easily accessible formats, including information about municipal agencies and departments, city agency budgets, and in-process neighborhood or sub-area plans and project proposals (from both private and public sectors).

- **Capacity:** *Civic education and capacity building enables residents and organizations to participate more effectively in decision-making processes that produce projects that meet essential twin tests of enhancing community character and quality and of being feasible.*

  In the years immediately following Hurricane Katrina, significant philanthropic and public investment supported a surge of new community-based organizations, including both neighborhood associations and citywide nonprofit platforms that focused on capacity building, such as the Neighborhoods Partnership Network. National community-development efforts such as the Local Initiatives Service Corporation (LISC) have also invested significantly in bolstering the capacity of local nonprofit development organizations.

  Capacity building and civic education are also needed in public agencies that operate in neighborhood environments. The City Planning Commission continues to be understaffed and underfunded for its current tasks, though CDBG funds have helped support some initial new staff positions on an interim basis. Likewise, other municipal agencies do not always have the resources to do their job adequately.

To be effective, sufficient resources need to be provided not only to the city agencies, but also to the district councils.

Under the citizen participation process (CPP), districtwide councils will serve as effective forums for neighborhood organizations to formalize their involvement, begun in the Master Plan process, in shaping land use proposals.

- **Structure.** *Structured, formal, and accessible processes by which the City receives and responds to community input.*

  Since Hurricane Katrina, structured community review of and input into development issues, including planning and development approvals and the city's capital budget, has generally been limited to participation in public hearings, which are often held during the daytime, when many stakeholders who work are unable to attend. Often, individuals and organizations rely on informal, unstructured channels to a City Council member, or other personal connections, to influence public processes. Those who do not have these relationships, or find them difficult to establish, feel shut out of the system.

- **Transparency.** *City leadership committed to open, transparent government that is responsive to its constituents.*

  Related to the need for better public information is a City commitment to transparency. The difficulty of obtaining information and a lack of clear and open principles and criteria guiding public decision making result in cynicism about public servants.

  A timely process that all stakeholders can count on for community review and city approval of planning and development proposals, changes in zoning, and other land use actions is critical. A perception that a city's planning and development decisions rest on established principles, plans, and policies opens the door for proactive dialog between community members and project proponents. This dialog enables a wide variety of stakeholders to bring issues to the table and resolve differences, which in turn can yield plans, development projects, and other land use actions that both enhance community character and quality and meet essential standards of feasibility.

B Recommendations

New Orleans is embarking on an important journey in creating a formal process for community participation. In the long term, a commitment to constructive community participation will benefit everyone, reducing neighborhoods' distrust of development by early notification and participation in the decision making process. At the same time, the business community's fears will be allayed because, with a collaboration process, there will be fewer surprises to derail development, making projects more predictable and profitable. The process outlined here is intended to provide a clear and effective forum for community engagement in planning, land use and quality of life, and an equally clear path through the development-approval process that is fair to all parties, predictable, and timely. Training and capacity-building, patience during the adoption of new processes, and a willingness to seek common ground will be needed to advance greater spirit of collaboration around development, and to bring about opportunities for neighborhoods to partner with the City for mutual benefit.

Moving to a formal process from a culture of unstructured community participation and opaque processes for land use and development decisions—required by the city charter amendment—and ultimately to

establishing new expectations and norms will take dedicated government leadership, the consistent support of the development and business communities, and a commitment from neighborhood leaders from all racial and economic strata. A new process for reaching land-use decisions must be seen as fair, transparent, and free of racial, class, or other considerations that would undermine its credibility. All participants will need to work together to take incremental steps over several years. Greater public trust will arise from practice and from a growing confidence that City government works with residents and other stakeholders to make land-use decisions that enhance the character and quality of the city and all its neighborhoods while respecting the need for project feasibility. This outcome will represent a substantial cultural shift.

The community participation process outlined below focuses on structured participation in planning and land use decision making, as described in the 2008 charter amendment. CBNO/MAC has called for a NPP that, in addition, would provide for community input into City budgeting and review of City services. Although the Master Plan endorses a longer-term focus on a broad spectrum of issues that shape quality of life, the Master Plan initially recommends that the NPP focus on land use actions for three reasons: it will keep the City on track to meet the charter amendment's schedule of having a basic system approved by ordinance by April 2010; start-up funding is likely to be limited; and, once in place, the NPP can then help shape an expanded vision and identify funding for additional tasks.

Representatives from CBNO/MAC, BGR, the Downtown Development District (DDD), the Neighborhood Partnership Network (NPN), neighborhood and grass roots community organizations, the business community, developers, and City staff have all actively contributed to the organization of the Master Plan's proposed NPP. While some participants initially appeared to hold widely divergent views, a broad consensus emerged around a process, described below, that would enable New Orleans to move forward quickly to establish a formal NPP. One of the first tasks of district wide councils and the City should be to review additional aspects of CBNO/MAC's proposals and ideas floated by other members of the community to determine how the process should evolve.

The structure outlined below is intended to implement the letter and spirit of the principles laid out above. These recommendations draw on extensive work undertaken by the CBNO/MAC NPP and have also been informed by discussions in working groups and with members of neighborhood and grass roots community organizations, the BGR, the business community, developers, and City staff.

A recommendations **summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **getting started**. The **narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions to inform understanding of the goals, policies, strategies and actions are included in Volume 3, Chapter 15.

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RECOURCES	FOR MORE INFORMATION SEE PAGE:
1. All parties affected by public decisions on planning and development have opportunity to build sufficient capacity to understand and act on information.	**1.A.** Provide training and capacity-building resources for residents, community-based organizations, City staff and agencies.	1. Develop a training program for CPC staff and commissioners through courses, resource library.	CPC	First five years	CPC funds	15.12
		2. Support neighborhood-level capacity building and understanding of the land use decision-making process. Develop partnerships with non-profit organizations.	Nonprofit organizations	First five years	Foundation funding	15.13

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE:
2. Establish a formal community input on planning and development decisions in a timely fashion.	**2.A.** Establish a system of district wide councils to	1. Set up interim rules and procedures.	CPC; ~~Neighborhood Public Advocacy~~; consultant	First year	Staff time	15.14
		2. Draft and pass an ordinance.	City Attorney; CPC; Neighborhood Engagement Office ~~of Public Advocacy~~; City Council working in conjunction with the community	First year	Staff time	15.14
			assistance working in conjunction with the community			
	2.B. Provide for Issue Advisory Committees, at the CPC's discretion, in the CPC' rules, regulations and procedures.	1. Amend the CPC's Rules, Regulations and Procedures.	CPC	First five years	Staff time	15.14
	2.C. The City of New Orleans will work with community groups, neighborhood groups and the citizens in general to prepare a NPP ordinance for adoption by the City Council, which implements the letter and spirit of the charter amendment's requirement for a NPP	1. Create a system of pre-application staff and community review for land use actions that require CPC approval.	CPC	First five years	Staff time	15.15
		2. Create a system for public notification that builds on current efforts and includes interested parties and site notice on proposed land-use actions.	CPC	First five years	Staff time	15.15
	2.D. On an annual basis, the NPP system will be reviewed by citizens and city government in order to ascertain any revisions or amendments to the policy statement.	1. Use the NPP process in conjunction with other city agencies to disseminate ~~of~~ and collect information.	NPP; ONE; CPC	First five years	Staff time	15.15
	2.E. Ensure adequate notification and information sharing	1. Provide for procedures in NPP ordinance and amend CPC Rules, Regulations and Procedures.	NPP; CPC	First five years	Staff time	15.15

	for land use actions.					

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE:
2. Establish a formal neighborhood participation program (NPP) that provides a structured and accessible process by which the city receives and responds to community input on planning and development decisions in a timely fashion.	**2.F.** Establish a formal process through which neighborhoods and planning districts can request neighborhood or area plans.	1. Create provisions in NPP development coordinated with District Planners.	CPC/NNP	First five years	Staff time	15.16
	2.G. Establish a formal system for presenting district wide council, issue advisory committee, neighborhood organization, and other stakeholder advisory recommendations.	1. Create a system for recording neighborhood district wide council and other advisory recommendations that augments current public comment procedures and makes them available to the CPC and on the City website with appropriate staff response to advisory recommendations.	CPC	First five years	Staff time	15.16
	2.H. Provide adequate administrative and logistical support for the NPP.	1. Organize the District Planners and other district staff as a group to create an annual budget for the district wide council system and assist the Councils in obtaining funds.	CPC	First five years	Staff time; in-kind donations	15.16
	2.I. Locate the initial NPP system within the CPC (consider transition over time, possibly to the Neighborhood Engagement Office ~~of Public Advocacy or Office of Neighborhood Engagement).~~ 2.J Update the City's official neighborhood boundary maps	1. Establish administrative and logistical support for district-wide councils. Work with neighborhood groups and non-profits using successful models to draw neighborhood boundaries according to public perceptions	NPP CPC, NEO, neighborhood groups, non-profits like CBNO	First year Medium term	Staff time Staff time	15.16
3. Broad public access to timely information about proposed plans and projects.	**3.A.** Use District Planners and other staff as liaisons between the CPC and residents.	1. Strategically assign District Planners and other staff to each Planning District with responsibility for maintaining a network of contacts and relationships and facilitating community review of proposed land use actions in the District.	CPC	First five years	Staff time	15.17
	3.B. Consider Implementing NOLAstat or a similar	1. Reorganize the Office of Technology and hire sufficient programmers to set up a	Mayor's Office, CAO's office	First five years	General fund	15.18

	program to make city information easily available.	NOLAstat system.				

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE:
4. Predictable and timely processes for community review of project proposals.	**4.A.** Provide a regularly updated list of land use actions that are subject to review through the NPP.	1. Establish a process for internal CPC staff review of projects that do not require planning commission actions (*e.g.*, significant state and federal projects) but should trigger review through the NPP.	CPC	First five years	Staff time	15.19
	4.B. Insure that significant publicly funded projects are included in the NPP and stakeholder input is sought from the effected neighborhood or district.	1. Work with other agencies and NPP staff to organize community review of publicly funded projects.	CPC; CAO's office; Project Delivery Unit	First five years	Staff time	15.20
5. A transparent and open process of City decision making on land use, development approvals and capital budget expenditures.	**5.A.** Hold City Planning Commission and other public agency meetings for projects that attract widespread public interest at times that are convenient and accessible to the public.	1. Make CPC hearings more accessible.	CPC	First five years	Staff time	15.20
	5.B. Develop, publish and follow clear policies and procedures for decision making on land use actions.	1. Make CPC staff reports available to district wide councils and put them on the website before relevant public hearings.	CPC	First five years	Staff time	15.20
	5.C. Establish procedures for community input into the CIP program.	1. Seek comment from the district wide councils on the CIP.	CPC	First five years	Staff time	15.21
	5.D. Establish a Neighborhood Improvement Fund for small, neighborhood-generated projects	1. Work with Community Development to organize the Neighborhood Improvement Fund application, criteria and award process.	CPC; Office of Community Development	First five years	CDBG	15.21

Summary
Getting Started

These items are short-term actions that can be undertaken with relatively little expenditure and will help lay the groundwork for the longer-term actions that follow.

- With input from a broad cross section of the community, the City prepares a NPP (neighborhood participation program process) ordinance for adoption by City Council.
- The Office of the Chief Administrative Officer should direct the capital projects office to work in collaboration with the CPC to organize a coordinated process of public review for current and near term public recovery projects that are in progress under the leadership of various public agencies (*e.g.,* Public Works, OFICD, NORA, *etc.*). The CAO's office should require that public recovery project administrators contact the CPC at no later than 25% design to initiate the community review process. The CPC will then involve relevant stakeholders and organize an efficient public review process. (When District Planners are in place, they will help to coordinate public review of recovery projects within their respective districts.)
- Work with appropriate City agencies to organize and identify financial resources for the Neighborhood Improvement Fund awards, as well as developing the award process and criteria.
- Secure permanent funding for ~~District~~ Planner positions within the City Planning Commission and seek to hire staff with strong public-participation experience.
- Conduct neighborhood participation training for CPC Commissioners and staff of any department that conducts public meetings.

CPC ~~district~~ planners will provide technical support that strengthens the ability of community members to take part in shaping planning and development proposals that both enhance community character and meet essential tests of feasibility.

Narrative

Below is a more detailed narrative of the various goals, strategies and actions highlighted in the "Summary" chart.

GOAL **1**

All parties affected by public decisions about planning and development have an opportunity to build the capacity to understand, apply and act upon information pertaining to these decisions.

1.A provide training and capacity-building resources for residents, community-based organizations, city employees, and public agencies to help them better understand their role in shaping planning and development decisions.

Training and capacity building will help neighborhood leaders, City Planning Commission commissioners and staff, and City department and agency staff to implement a more open process of public review of and input into proposed plans and projects. The training for Planning Commissioners required by the charter amendment should include material on public participation.

RECOMMENDED ACTIONS

1. *Develop a training program for CPC staff and commissioners and work with other agencies and non*

profits to support capacity building on the neighborhood level.

Who: *CPC;*
When: *First five years*
Resources: *CPC funds*

> Potential resources include models of capacity building used in other cities. For example:

- In the late 1980s, the City of Richmond (VA) shifted from a top-down model of capital budgeting to a more participatory approach. The City's Department of Housing and Community Development hired consultants to work with municipal planning, housing, and community development staff to devise new ways of working with residents, and to coach neighborhood organizations and civic leaders in working effectively with City agencies. Regular monthly meetings in each of the City's planning districts were established, involving neighborhood leaders and City staff, to discuss City priorities and receive community input. This system has successfully endured for more than two decades.[4]
- The City of San Diego (CA) provides an online training program for everyone involved in community engagement (Electronic Community Orientation Workshop, or E-COW). The training is part of a comprehensive series of community-engagement initiatives guided by a set of policies adopted by the City Council. Information on E-COW is available at http://www.sandiego.gov/planning/community/ecow/index.shtml.

> National organizations such as the American Planning Association offer excellent training courses on such topics as the roles and responsibilities of planning commissioners, building constructive working relationships with community organizations, ethics for planners and commissioners, dispute resolution, zoning in practice, and much more. A number of these course are available on CD-ROM.[5] NeighborWorks America, a national organization that fosters community-based redevelopment, produces scores of well-regarded training programs, including such offerings as *Building Powerful Community Partnerships, Collaborations and Coalitions*. All of these organizations are able to design and conduct trainings on site or via webinars.[6]

> Local non profits organizations have obtained foundation funding for neighborhood capacity building and organization.

2. *Support neighborhood level capacity building and understanding of the land use decision making process. Develop partnerships with non profit organizations.*

Who: *Non profit organizations*
When: *First five years*
Resources: *Foundation funding*

Invite neighborhood and other community organizations to work with district planners and other CPC staff, where appropriate, to obtain information on best practices for community outreach, and similar matters that would enhance organizational effectiveness. The CPC may refer these organizations to local nonprofits that can provide support.

This process in Atlanta brought residents of several neighborhoods together with planners, employers, developers, and environmentalists. All groups worked together to shape proposals that met neighborhood, citywide, and regional goals; won widespread support; and were ultimately adopted. CPC-appointed issue Committees, with a citywide perspective, would work with districtwide councils to achieve a similar outcome in New Orleans.

4 http://www.nw.org/network/training/training.asp. Retrieved June, 2009.

5 For more information, see the American Planning Association website: http://planning.org/educationcenter/.

6 For more information, see the NeighborWorks America website: http://www.cpn.org/topics/community/commbuild3.html.

GOAL **2**

Establish a formal neighborhood participation program that provides a structured and accessible process by which the city receives and responds to community input on planning and development decisions in a timely fashion.

2.A Establish a system of district wide councils to serve as a platform for organized discussion of and public input into decision making on land use actions.

RECOMMENDED ACTIONS

1. *Set up interim rules and procedures.*
   Who: *CPC; ~~Office of Public Advocacy~~Neighborhood Engagement Office; consultant*
   When: *First five years*
   Resources: *CPC funds*

2. *Draft and pass an ordinance.*
   Who: *City Attorney; CPC; ~~Office of Public Advocacy~~Neighborhood Engagement Office; City Council*
   When: *First five years*
   Resources: *Staff time*
3. *Implement the organization of the district wide council system.*
   Who: *CPC; ~~Office of Public Advocacy~~Neighborhood Engagement Office; with consultant assistance*
   When: *First five years*
   Resources: *General fund; grant; possible developer fees*

Phase-in formation of the district wide councils concept in conjunction with appointment of district planners. Initially, until all of the district planner positions are funded, it may be necessary to assign more than one planning district to an individual district planner. Participation would occur within the geographical framework of Planning Districts.

2.B Provide for issue Advisory Committees, at the CPC's discretion, in the CPC's rules, regulations and procedures.

RECOMMENDED ACTIONS

1. *Amend the CPC's Rules, Regulations and Procedures.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

Because the CPC periodically addresses land use actions that affect the welfare of the larger city as well as a particular Planning District and will need a formal process for inviting community review, the CPC may establish Issue Advisory Committees based on the model provided by the Riverfront Advisory Committee. The committees would advise the planning commission on planning for unique areas such as the riverfront, on citywide issues, or on plans or development projects of citywide significance:

> The committees would not be permanent

the CPC would work closely with districtwide councils to organize community meetings for reviewing planning, development, and other land use proposals.

but would exist for a period of time established by the CPC.

> The CPC may establish criteria for membership and invite appropriate organizations to nominate members; because the purpose of these committees is to advise the CPC, the Commission would have final approval for all members. Committees focused on geographic areas or citywide issues would meet regularly, but not less than three times a year, to advise the CPC. Committees focused on projects of citywide significance would be urged to meet jointly with the district wide council(s) representing the area in which a project is located; these committees would also be urged to reach joint recommendations with the district wide council.

> The committees' recommendations and comments would be advisory.

2.C The City of New Orleans will work with community groups, neighborhood groups and the citizens in general to prepare a NPP ordinance for adoption by the City Council, which implements the letter and spirit of the charter amendment's requirement for a NPP.

RECOMMENDED ACTIONS

1. *Create a system of pre application staff and community review for land use actions that require CPC approval.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*
2. *Create a system for public notification that builds on current efforts and includes interested parties and site notice on proposed land use actions.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

The ordinance will be based on a policy statement that will address basic issues such as overall structure of the NPP; bylaws and other operating rules for district wide councils, Issue Committees, and any other NPP components. It may include requirements and selection procedures for chairs and any other leadership positions, criteria for membership, quorum requirements for district wide councils, guidelines for training and capacity building, and similar elements. After the first year, the CPC staff, or the staff of the city agency responsible for the NPP, should work with NPP component groups on subsequent revisions and amendments. The NPP ordinance should recognize the organizational disparity between organizations and allow for organizations to build their capacity and understanding of land-use issues. A comprehensive list of these organizations should be developed and maintained by the CPC.

2.d On an annual basis, the CPC system will be reviewed by citizens and city government in order to ascertain any revisions or amendments to the policy statement (referred to in 2C, above). These modifications should improve the implementation of the NPP ad of the principles of inclusiveness, public access to information, capacity, structure, and transparency.

RECOMMENDED ACTIONS

1. *Use NPP process in conjunction with other city agencies to disseminate and collect information.*
   Who: *NPP; CPC*
   When: *First five years*
   Resources: *Staff time*

2.E Ensure adequate notification and information sharing for land use actions.

RECOMMENDED ACTIONS

1. *Provide for proceedures in NPP ordinance and amend CPC Rules, Regulations and Procedures.*
   Who: *NPP; CPC*
   When: *First five years*
   Resources: *Staff time*

The NPP should be a conduit for dispersing information to the community via multiple methods,

including signage, electronic and posted notifications. Criteria should be established to determine thresholds for community meetings.

2.F Establish a formal process through which neighborhoods and planning districts can request neighborhood or area plans.

Neighborhood organizations, other community organizations, and district wide councils may request that the CPC prepare a plan for a specific neighborhood, commercial district, or planning district.

RECOMMENDED ACTIONS

1. *Create a provision in NPP for development of neighborhood or area plans, coordinated with District Planners.*
   Who: CPC; NPP
   When: First five years
   Resources: *Staff time*

2. G Establish a formal system for presenting district wide council and other stakeholder advisory recommendations to the CPC as a matter of record.

RECOMMENDED ACTIONS

1. *Create a system for recording neighborhood district wide council and other advisory recommendation that augment current public comment procedures and makes them available to the CPC and on City website with appropriate staff response to advisory recommendations.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

Through a formalized process, CPC staff will present to the planning commission the official recommendations on planning and development matters submitted by district wide council(s) as well as comments from Issue Committees and, where appropriate, from other significant stakeholders. This report will be formalized as a matter of public record in the record of the CPC hearing at which it is presented. All CPC hearing records will be made publicly available on the CPC website in a timely manner following the hearing.

2.H Provide adequate administrative and logistical support for the NPP.

RECOMMENDED ACTIONS

1. *Organize the District Planners and other district staff as a group to create an annual budget for the district wide council system and assist the Councils in obtaining funds.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

Potential funding sources for district wide councils and training and capacity building include CDBG funds and increased application fees that can be dedicated to support the NPP system. District planners would constitute the primary technical support for the district wide councils initially. In addition it may be necessary to support the district wide councils with logistical support, copying, and similar tasks The return on investment should be significant. Developers should see savings from the new review process, which, in tandem with the new zoning ordinance, should greatly reduce the uncertainty and risk that heretofore characterized the development process.

2.i While the CPC should work closely with the Mayor's ~~office of public Advocacy~~Neighborhood Engagement Office, initially locate the NPP as part of the City planning Commission. As the NPP expands to encompass public

participation in issues other than land use actions, consider alternatives.

RECOMMENDED ACTIONS

1. Establish administrative and logistical support for district wide councils.
Who: *NPP*
When: *First five years*
Resources: *Staff time*

While the Neighborhood Participation Process structure outlined here is intended to provide a structure for neighborhood participation in land use, planning, and development-related decisions—and should naturally be located in the CPC where district planners are also housed—in the long run the NPP may expand to cover non–land-use-related matters such as review of public agencies' plans for delivering services. If the NPP does in fact expand its role beyond planning and development issues, it may eventually make sense to relocate the NPP to the Neighborhood Engagement Office ~~of Public Advocacy~~ or elsewhere in recognition of the important role that district wide councils will play as advocates for city services and related activities. If this change occurs, great care should be taken to maintain the close working relationship between district wide councils, their respective district planners, and the City Planning Commission on planning and development projects, both public and private.

GOAL **3**

Broad public access to timely information about proposed plans and projects and other city information is available.

3.A Use district planners and other staff to serve as liaisons between the CPC and residents.

There should be one district planner for each planning district in the city (with the possibility of assigning a single planner to work with two smaller districts). District planners will serve as active liaisons between (1) Neighborhood and community organizations, institutions, and residents in their respective district(s); (2) the City Planning Commission; (3) district wide councils; and (4) other city agencies with decision-making power.

developers and community members collaborated for six months to shape plans for new development in the Braddock Road neighborhood of Alexandria, VA. the resulting guidelines and zoning allowed significant new development while strengthening the quality and character of the neighborhood of single-family houses and row houses. Under the citizen participation process, in New orleans, districtwide Councils will provide a forum for undertaking similar collaborative work.

The job of a district planner will be to work preemptively with residents and neighborhood organizations and to become the expert on their Planning District and the "go-to person" in City government for stakeholder groups in that district. District planners will inform residents of projects and proposals that might affect them, and inform City agencies of residents' objectives and concerns. In addition to getting to know residents and

their neighborhood associations, district planners must also get to know business owners, landlords, and non-residential property owners.

RECOMMENDED ACTIONS

1. *Strategically assign ~~District~~ Planners and other staff to each Planning District with responsibility for maintaining a network of contacts and relationships and facilitating community review of proposed land use actions in the district.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

The NPP roles and responsibilities for district planners could include:

> Develop and maintain a network of contacts and relationships with the district wide council members, neighborhood organizations, businesses, institutions, and nonprofit organizations in the district.

> Regularly attend meetings of the district wide council and neighborhood organizations.

> Work with district wide councils, neighborhood organizations, and stakeholder groups to develop neighborhood plans and improvement initiatives.

> Keep CPC managers and commissioners apprised of emerging issues and initiatives within the district.

> Work with district wide councils and neighborhood organizations to develop funding proposals for undertaking neighborhood and district plans and planning updates and for implementing neighborhood plan.

> Coordinate production of district wide council reports on applications for conditional use permits or rezoning.

> Serve as liaison with City agencies and related organizations on initiatives or activities that affect stakeholders in the district.

> Facilitate meetings between developers (or municipal agencies) and district wide councils or neighborhood organizations, seeking to broker practical, mutually acceptable responses to community concerns in a timely manner.

District planners can set monthly district meetings to bring information on development issues to the district; listen to concerns and questions; relay information to appropriate City agencies about issues needing attention, and get an answer from a department. Planners could arrange for departments to come out and speak to neighborhoods. District planners would work with districts and neighborhoods in districts to scope and prepare Area Plans ***(see Chapter 5)*** for eventual adoption as part of the citywide Master Plan.

3.B Consider implementing NOLAstat or a similar program that makes city information easily accessible to the public.

RECOMMENDED ACTION

1. *Reorganize the Office of Technology and hire sufficient programmers to set up a NOLAstat system.*
   Who: *Mayor's Office; CAO's office*
   When: *First five years*
   Resources: *Staff time*

> NOLAstat, a comprehensive public information warehouse on the City website described in ***Chapter 16*** should be the ultimate goal for improving the accessibility of public information.

However, the City should not wait for the full-fledged system to be up and running to enhance the availability of information. Information on proposed projects should be made available on the CPC web page along with the agenda information that is currently made available.

> Use multiple forms of notification to communicate between the CPC and citizens. Other forms of communication should be employed, including on-site notification, electronic notification (including the ability to easily receive comments or feedback) with interested stakeholders and organizations, along with mailed notification. The notification policy should ensure that a broad cross-section of the community receives information.

GOAL **4**

Predictable and timely processes for community review of project proposals.

4.A Provide a regularly updated list of land use actions that are subject to review through the NPP.

RECOMMENDED ACTION

1. *Establish a process for internal CPC staff review of projects that do not require Planning Commission actions but should trigger review through the NPP.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

The following types of projects and proposals would require involvement by the appropriate district planner and community input through the district wide council:

> Plans initiated by CPC or another entity (including state, federal, or other plans that do not require formal planning commission approval—as noted above, the Master Plan recommends that the planning commission hold public hearings for such projects and issue advisory opinions on whether they respect the welfare of the city and its neighborhoods), including but not limited to:
> > Neighborhood and sub-area plans
> > Redevelopment plans
> > Citywide plans (*e.g.,* housing, transportation, historic preservation)
> > Public infrastructure plans
> > Development or redevelopment proposals that will trigger planning commission actions or—based on findings by the CPC staff and approved by the planning commission—proposals that would have significant impacts on the welfare of the city or its neighborhoods (*e.g.,* development proposals by state, federal, or other agencies not subject to planning commission actions).
> > Rezoning and conditional-use submissions.
> > Public housing development or redevelopment.
> > Transportation, public works and street projects and plans, including RTA bus lines and creation or disposition of streets.
> > Proposals that would change the width or carrying capacity of arterials or major streets.
> > Proposed changes in parking capacities, locations, or requirements.
> > Proposals that involve federal funds and thus trigger NEPA requirements for public input. Although CPC involvement in the NEPA process is not required, such projects can have substantial impact on quality of life and land values, both of which are important to the city's

future.
> Periodic updates, revisions or amendments of the Master Plan and/or Comprehensive Zoning Ordinance.
> Capital improvement program recommendations

For large projects, there should be public meetings on the design of identified public projects: one held in the early design stages to gather input, and one held late in the design stage. Another meeting should be held just before a public project enters the construction phase in order to inform neighbors and business/property owners about construction issues and schedules, allow them to voice any concerns, and work on resolving problems.

4.B Insure that significant publicly funded projects are included in the NPP and stakeholder input is sought from effected neighborhoods or districts.

RECOMMENDED ACTION

1. *Work with other agencies and NPP staff to organize community review of publicly funded projects.*
   Who: *CPC; CAO's office; Project Delivery Unit*
   When: *First five years*
   Resources: *Staff time*

City Council, as the City's legislative body, will continue to have authority over changes in the CZO and the zoning map, including zoning changes required for major projects. Amendments and updates of the Master Plan will also require City Council approval. The CPC should submit to City Council its findings that recognize comments from the district wide councils and other key stakeholders, and its own staff's findings.

The CPC should make its professional assessment of land use issues that come before the City Council, including an assessment of how proposed changes are compatible (or not) with the goals, policies and strategies of the rest of the Master Plan.

GOAL **5**

A transparent and open process of city decision-making on land use, development approvals and capital budget expenditures.

5.A Hold City planning Commission and other public agency meetings for projects that attract widespread public interest at times that are convenient and accessible to the public, including working persons, and make the results of meetings available via the City's website in a timely manner.

RECOMMENDED ACTION

1. *Make CPC hearings more accessible.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

Other City agencies should also adhere to these guidelines for meetings open to the public and public hearings whenever possible.

5.B Develop, publish, and follow clear policies and procedures for decision-making processes around land use actions.

RECOMMENDED ACTION

1. *Make CPC staff reports available to district wide councils and put them on the web site before relevant public hearings.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

For projects requiring input through the NPP, the CPC staff report will summarize insights from professional review of a submission, specifically noting its consistency with the Master Plan and Comprehensive Zoning Ordinance, including the advice of the district wide council, Issue Committee (if involved), and comments from other parties that have expressed an opinion on the proposed project. This report is essentially a recommendation for the proposed project to go forward or not, or to incorporate specific responses to public and professional concerns before it can be deemed acceptable. The report will be sent to the relevant district wide council(s) and made publicly available prior to the scheduled CPC meeting at which the application is to be heard.

5.C Establish procedures for community input into the City's capital improvement program.

RECOMMENDED ACTION

1. *Seek comments from the district wide councils on the CIP.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

The charter amendment requires the City to tie its capital improvement program (CIP) to the Master Plan. In current practice, departments are required to indicate if a desired project is referred to in any adopted City plan, and the CPC has a role in collecting departmental budget requests, preparing a 5-year capital improvement program in light of CPC priorities, holding public hearings, and sending its recommended CIP to the City Council. Through a CIP prepared by the chief administrative officer (CAO)'s office, the mayor also sends a CIP to the City Council. ***Chapter 16*** describes procedures for aligning the Master Plan and CIP more closely and for deepening the relationship between the CPC and the CAO's office so that they submit a single document to the City Council. The City's website provides presentations of the main points of the CIP but not the full CIP document.

The CPC should provide capital proposals and documentation to the district wide councils and/or neighborhood organizations in a format that is easily understood at least 30 days before the commission holds public hearings on the CIP. District planners should be briefed by key departments and prepared to facilitate district wide council discussion during that period. Knowledgeable agency staff should be available to meet with district wide councils to discuss major proposed initiatives. The CPC should develop a consistent format for soliciting and documenting district wide council input. When the budget is sent to the City Council for adoption, it should include documentation of compliance with the Master Plan and the perspective of district wide councils.

5.D Establish a neighborhood improvement Fund for neighborhood-generated small projects.

RECOMMENDED ACTION

1. *Work with Community Development to organize the Neighborhood Improvement Fund application, criteria and award process.*
   Who: *CPC; Office of Community Development*
   When: *First five years*
   Resources: *CDBG*

There is growing public interest in seeing greater neighborhood involvement in developing budget priorities, a desirable development over the long term. To begin, the City should set aside annually a small fund for competitive awards to neighborhood groups that propose small improvement projects for their areas. CBDG funds could be an initial source of this funding. Projects would have to enhance quality of life and would be implemented in partnership with the City. Clear criteria for proposals, based on best practices nationally, need to be developed. Tying award amounts to the adoption (and initial project implementation)of an Area Plan would serve as an incentive to create those plans. The "Neighborhood Association Assistance Program" developed by the City, could serve as the pilot version for this competitive grant program. The CPC, with its district planners well-informed about neighborhood issues, would be the appropriate department to administer the awarding of these grants. A number of U.S. cities have such neighborhood-based funding programs.

ATTACHMENT A

Text Amendments to: Chapter 15 (*Note – due to the amendments combining Chapters 12 and 13 – the Implementation and Stewardship of the Plan is now Chapter 15).*

Text changes are noted with additions in **Bold & Underline** and deletions in ~~strikethrough~~.

Volume 2

chapter 15 ~~16~~

STRUCTURES FOR IMPLEMENTATION AND STEWARDSHIP OF THE PLAN

GOAL		POLICIES FOR DECISION MAKERS	FOR MORE INFORMATION, SEE PAGE:
1	***A culture of planning that requires participation in, and approval of, all planning that affects the city's welfare and in which all stakeholders work with project proponents and the city to resolve differences and create successful development outcomes***	1.A. Position the CPC to take the lead in promoting the city's interest in creating a quality urban environment from all development projects. 1.B Develop staffing expertise within the city regulatory and planning review agencies and departments of city government as to issues of design review.	16.8
2	***Enhanced coordination between the CPC, planning staff, community development programs, and other entities that affect the city's physical development***	2.A. Reorganize planning and zoning activities within city government to create a closer relationship between the CPC and implementing agencies.	16.10
3	***Consultation of the Master Plan in making city decisions at multiple levels***	3.A. Make the Master plan a living document.	16.11
4	***Capital improvement plan and capital budget consistent with the Master Plan***	4.A. Ensure capital improvement processes are linked to Master Plan.	16.13
5	***Citywide system for government property maintenance and management***	5.A. Plan for maintenance, repair and replacement of capital assets.	16.15
6	***Improved internal and external accountability***	6.A. Make transparency and public communications an integral part of government operations.	16.16

		6.B. Focus on more consistent and effective enforcement of municipal laws and regulations.	16.17
7	***More tax revenue for the general fund and an improved fiscal situation***	7.A. Seek opportunities to increase municipal revenues and resources for services, programs and facilities over the long term.	16.18

FINDINGS

- New Orleans residents have limited confidence in local government's implementation capacity.
- The City Planning Commission has insufficient staff and funding for ongoing proactive planning.
- Overall fragmentation of municipal government reduces effectiveness and accountability while exacerbating divisions.
- The City has no system to manage its own assets for cost-effective service.
- There is limited information sharing within departments and from department to department.
- City government ~~lacks a culture of~~has made great progress in providing public information and facilitating public participation, but there is more work to do.~~.~~
- Municipal revenues are constrained.

CHALLENGES

- Encouraging information sharing within government and with citizens.
- Providing support for proactive planning.
- Avoiding excessive fragmentation of government.
- Raising additional revenue.

Acronyms

To aid in reading this section, below is a list of acronyms used within the text:

CAO	Chief Administrative Officer
CDBG	Community Development Block Grant
CIP	Capital Improvement Plan
CPC	City Planning Commission
GIS	Geographic Information System
HOME	Home Investment Partnership Program
HUD	(Department of) Housing and Urban Development
LIHTC	Low Income Housing Tax Credit
LSU	Louisiana State University
NORA	New Orleans Redevelopment Authority
OFICD	Office of Facilities Infrastructure, and Community Development
PPP	Public-private partnership
VA	Veterans Administration

A Introduction

The final element in the Master Plan focuses on specific activities and tools that can help ensure the implementation of the Plan and on making the Master Plan a living plan used by city government and its partners in the public, private and nonprofit sectors. This includes discussion of the City's planning process for the capital improvement program, for which the City Planning Commission has responsibility.

The Capital Improvement Program (CIP) and the Annual Capital Budget and the "Force of Law"

The city government's 5-year Capital Improvement Program and the annual capital budget must be consistent with the goals, policies, and strategies in one or more of the Master Plan's elements. For example, capital improvement projects that involve acquisition of land for parks or transportation rights of way, improvements to community centers, or city investments in capital improvements funded by other entities must be consistent with the Master Plan. If a city department proposes a project for the capital improvement program, that project must further, or at a minimum not interfere with, the goals, policies and strategies in the various elements of the Master Plan. Similarly, the annual budget must not contain projects that interfere with the goals, policies, and strategies of the Master Plan. However, if a capital project is recommended in the Master Plan, the City is not obligated to fund that capital improvement. The City may also fund capital projects that are not in the Master Plan, as long as they are consistent with the Master Plan. The City Planning Commission ~~will create~~has a process to certify consistency with the Master Plan for all projects proposed for inclusion in the CIP and the annual capital budget.

Structures Needed for Implementation

- Adequate staffing and resources for the City Planning Commission to implement the Master Plan in partnership with other city agencies and governmental groups, citizens, the development and business community, educational and medical institutions, and other nonprofits
- Organization and systems to support the City Planning Commission's role in the City's capital improvement planning process
- Reports on a regular basis to the public and elected officials on progress in implementing the plan as well as updates and revisions to the Master Plan
- A citywide system for government property maintenance and management
- Improved internal and external accountability, including through an online public data warehouse (NOLAStat)

Working with the State and Federal Governments

This section of the plan also discusses how the Master Plan can help city government in its relationships with the state and federal governments. The Master Plan itself and the implementation of the Plan can play a crucial role in city government's message to the federal and state governments. Federal commitments to ~~accelerating the Gulf Coast recovery process, to~~ infrastructure financing~~,~~ and to encouraging green industries and jobs all align with the goals of this plan. Close collaboration with state and federal legislative delegations,

as well as directly with the executive, will play a central role in the successful implementation of New Orleans' Master Plan—as it does in the success of all older U.S. cities. The Plan's extensive neighborhood participation process brings great legitimacy to the consensus on goals and policies in the future.

Representatives of diverse interest, from elected officials to business leaders to residents, aligned around the same message can have a powerful effect in bringing local concerns into decisions by the state and federal governments.

B Recommendations

A recommendations **Summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **Getting Started**. The **Narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions discussion to inform understanding of the goals, policies, strategies and actions are included in Volume 3, Chapter 16.

Summary

FIrST FIvE YEArS: 2010–2014 **MEDIuM TErM:** 2015–2019 **LoNG TErM:** 2020–2030

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE:
1. A culture of planning requiring participation in and approval of all planning that affects the city's welfare	**1.A.** Position the CPC to take the lead in promoting the city's interest in creating a quality urban environment from all development projects.	1. Provide the CPC with the staffing and other resources necessary to implement the Master Plan.	Mayor; City Council; CPC	First five years	General fund; federal funds	16.8 - 16.9
		2. Create a system in which all stakeholders work with project proponents and the city to resolve differences and create successful development outcomes.	CPC through the Neighborhood Participation Program	First five years	Staff time; grants	16.9
		3. Create partnerships with the city's education, arts and culture, recreation and other institutions over physical development issues and consider institutional master plans as the vehicle.	CPC; educational institutions; medical Institutions, Arts Council New New Orleans	First five years	Staff time;	16.9
		4. Convene a cross-agency Master Plan Implementation Committee at least three times a year.	CPC ~~plus the Planning Advisory Committee~~	First five years	Staff time	16.9
	1.B. Develop staffing expertise within the city regulatory and planning review agencies and departments of city government as to issues of design review.	1. Require commissioners for HDLC, VCC, CPC and BZA to undergo training on matters of design review.	HDLC, VCC, CPC, and BZA	First five years	Departmental budgets, commissioner time	
2. Enhanced coordination between the CPC, planning	**2.A.** Reorganize planning and zoning activities within city government to create	1. Create an interagency group focused on proactive planning.	CPC; CAO's Office; senior department leadership	first five years	Staff time	16.10 - 16.12

staff, community development programs, and other entities that affect the city's physical development	a closer relationship between the CPC and implementing agencies.	2. Review the role and position of the CPC in relation to implementation agencies such as Community Development and NORA.	CPC; Mayor	Mediu m term	Staff time	16.11
3. Consultation of the Master Plan in making city decisions at multiple levels	**3.A.** Make the Master Plan a living docu-ments.	1. Review the plan every five years, as required.	CPC	First five years	Staff time;	16.11 -16.12

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FIrST FIvE YEArS: 2010–2014 **MEDIuM TErM:** 2015–2019 **LoNG TErM:** 2020–2030

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE:
3. Consultation of the Master Plan in making city decisions at multiple levels	**3.A.** Make the Master Plan a living documents.	2. Update the Master Plan more thoroughly at least every 20 years.	CPC; City Council	First five years	Staff time	16.12
		3. Review progress on the Master Plan in an annual City Planning Commission meeting and an annual City Council meeting.	CPC; City Council	First five years	Staff time	16.12
		4. Use the Plan annually in preparing and approving departmental work plans, and the City's operational budget, as well as its capital improvement program and capital budget.	Mayor's office and agencies; CAO's office and agencies	First five years	Staff time	16.12
		5. Use the plan in preparing and approving One-Year and Five-Year HUD Consolidated Plan documents.	~~Housing and Neighborhood Development Division~~OCD	First five years	Staff time;	16.13
		6. Make multiple~~a~~ CPC staff members into ~~the Commission's~~ experts on the Master Plan.	CPC	First five years	Staff time	16.13
		7. Collaborate more closely with the CAO's office on the CIP.	CPC; CAO	First five years	Staff time	16.13
		8. Update the Master Plan more thoroughly at least every 20 years.	CPC	Long term	Staff time; grants	16.13
4. Capital improvement plan and capital budget consistent with the Master Plan	**4.A.** Ensure capital improvement processes are linked to the Master Plan.	1. ~~Create a~~Further refine the system to certify that capital improvement projects and any other public projects are in compliance with the Master Plan.	CPC	First five years	Staff time	16.13 -16.14
		2. ~~Make~~ Maintain the CPC as the entity that certifies compliance with the Master Plan.	CPC	First five years	Staff time	16.14
		3. ~~Create a system to certify~~Through the zoning ordinance, ensure that large private projects for compliance with the Master Plan.	CPC	First five years	Staff time	16.14

		4. ~~Publish~~ Continue publishing reports on the progress of capital projects on the city website.	CAO's office	First five years	Staff time	16.15

ATTACHMENT A

FIRST FIVE YEARS: 2010–2014 **MEDIUM TERM:** 2015–2019 **LONG TERM:** 2020–2030

GOAL	RECOMMENDED STRATEGY	RECOMMENDED ACTIONS				
		HOW	WHO	WHEN	RESOURCES	FOR MORE INFORMATION SEE PAGE:
5. Citywide system for government property maintenance and management	**5.A.** Plan for maintenance, repair and replacement of assets.	1. Make it a very high priority to establish an asset management system.	CAO's office	First five years	General fund	16.15 -16.16
6. Improved internal and external accountability	**6.A.** Make transparency and communications an integral part of government operations.	1. Create a performance measurement system and information warehouse for city employees and to share with the public (NOLAStat).	CAO's office	First five years	Grant for setup; general fund and federal funds for operation	16.16
		2. ~~Continue to~~ Enhance the city's E-government capacity.	Mayor; CAO; ~~Office of Technology~~ ITI	First five years	Staff time	16.16
		3. Provide effective and meaningful access to information about municipal activities through website improvements.	Mayor; CAO; ~~Office of Technology~~ ITI	First five years	Staff time	16.16
	6.B. Focus on more consistent and effective enforcement of municipal laws and regulations.	1. Provide the tools, training, and funding needed for effective enforcement of the City's laws and regulations.	Mayor's office; CAO's office; line enforcement agencies	First five years	General fund; grants; federal funds	16.17
		2. Improve the ~~Office of Public Advocac~~Neighborhood Engagement Office~~y~~ and the 311 system to report back to citizens on enforcement actions.	~~Mayor's office; Office of Public Advocacy~~Neighborhood Engagement Office; 311	First five years	General fund	16.17
		3. Give "customer training" to staff who deal with the public and make the quality of interactions with the public part of employee reviews.	CAO's office	First five years	Grants; staff time	16.17
7. More tax revenue for the general fund and an improved fiscal situation	**7.A.** Seek opportunities to increase municipal revenues and resources for services, programs, and facilities over the long	1. Recruit chain retail as anchors to serve New Orleans residents at opportunity sites and increase the tax base, while preserving neighborhood character.	NORA; economic development ~~PPP~~NOLABA ~~; CPC regulatory strategy~~	First five years	Grants; staff time	16.18

	term.	2. Commission a study of how New Orleans can strengthen its fiscal position.	Finance Department	First five years	General fund	16.18
		3. Regularly review the fees generated by City departments to more fully offset the staff time and resources that are necessary to process and review applications.	CAO	Regularly	Staff time	

Getting Started

These items are short-term actions that can be undertaken with relatively little expenditure and will help lay the groundwork for the longer-term actions that follow.

- ~~Prepare for master plan consistency certification in the 2010 CIP process by setting up systems and forms.~~
- Organize a cross-agency Master Plan implementation committee.
- Work with the CAO's office ~~in creating~~to further refine systems for use of the Master Plan in capital planning.

Narrative

Below is a more detailed narrative of the various goals, strategies and actions highlighted in the "Summary" chart.

1. THE POLITICAL FRAMEWORK

The City of New Orleans operates within a framework of state and federal legislation, policies, programs, and developments. It can do little to directly control the actions of state and federal actors. Federal funds and programs come with requirements. State and federal development projects in the city are exempt from zoning. Special districts created by the state pepper the city, and the state controls some aspects of the City's ability to raise revenue. Although the Master Plan does not directly govern these capital investments made by the state or federal governments, they typically will consult with local government to make projects consistent with the Master Plan.

It is the City's responsibility to work effectively with both state and federal governments to protect and enhance citywide and neighborhood interests. The City knows the reality on the ground and must play an essential role in guiding state and federal investment. The Master Plan itself and the implementation of the Plan can play a crucial role in city government's message to the federal and state governments. The Plan's extensive neighborhood-participation process brings great legitimacy to the consensus on goals and policies for the future.

The Master Plan goals and policies provide the framework for consensus policies and alignment of interests:

- **The City can stake a claim to federal resources, not just because of its past, but because of what it can be in the future.** New Orleans' unique contributions to American culture combined with post-Hurricane Katrina rebuilding needs have been the main threads of the New Orleans story since 2005. This story has served as the foundation of requests for federal assistance. ~~Now the city has a~~The City's Master Plan ~~that~~ opens up strategies for a long-term future of economic growth linked with sustainability and enhanced livability. Federal commitments ~~to accelerating the Gulf Coast recovery process,~~ to infrastructure financing~~,~~ and to encouraging green industries and jobs all align with the priorities and goals of the Master Plan.
- **City housing policy can shape state decisions about affordable housing investments.** ~~Because the City has not had a clear housing policy for years,~~ In the past, the state has often assigned low- income housing tax credits (LIHTC) to projects with an income mix, design character, and location that the City ends up protesting after the fact. Similarly, the City has served as a pass-through for federal housing entitlement funds by sending out a call for proposed projects, rather than working closely with housing advocates and developers to create the best projects possible. The ~~Master Plan's recommendations for creation of a permanent Housing Working Group will result in~~ City is further developing proactive housing policies based on New Orleans actual housing needs and a detailed understanding of sub local markets and physical character, so that LIHTC and other housing subsidies can be applied in ways that enhance neighborhoods. With clear policy guidance based on evidence of

housing need and the support of a diverse working group, City staff can work effectively with state agencies to make sure that New Orleans benefits.

- **The City can shape the physical character of major state and federal investments, despite its limited regulatory authority.** The CPC's responsibility for the physical development of the city makes it the logical leader in ensuring that major investments and developments, such as the LSU Medical Center and VA Hospital, enhance the physical and social character of the city, as well as contributing jobs and economic benefits.

Close collaboration with state and federal legislative delegations, as well as directly with the executive, will play a central role in the success of New Orleans' Master Plan—as it does in the success of all older U.S. cities. Because both state and federal programs and processes have their own bureaucratic and legislative rigidities, the City may need to be persistent and focused in gaining a hearing for its interests. Representatives of diverse interests, from elected officials to business leaders to residents, aligned around the same message can have a powerful effect in bringing local concerns into decisions by the state and federal governments.

2. THE FINANCIAL AND FISCAL FRAMEWORK

As a 20-year plan, ~~New Orleans 2030~~the Master Plan includes many recommendations and strategies. ~~Before~~ After Hurricane Katrina, ~~city finances were tight. The disaster decimated municipal revenue sources, but~~ the city and the region ~~have also~~ received millions in recovery dollars and new investment. ~~Once the~~Now that the disaster-related funds and incentives have been spent, the City will need to make the most of existing revenue sources, generate new sources, and, at the same time, make an effective appeal on the state and federal levels for continued funding to achieve many of this plan's goals.

- Cost savings from operating efficiencies ~~need~~ must continue to be evaluated. Effective and efficient city government and use of resources can be promoted through establishment of a data-based performance-measurement system that would help city leaders identify how to make city government work better. In addition, Master Plan recommendations for coordinated and proactive planning can ensure that the city knows what it wants to do with entitlement funding (CDBG, HOME, and so on) it receives from the federal government, as well as federal transportation funding allocations, and does not allow funds to go unspent.
- The city needs to invest in adequate staff to help it win discretionary funding from government and foundations.
- On the federal level, New Orleans, because of its experience, has the opportunity to take a leadership role in a coalition of cities that will be affected by climate change. Cities like Miami, New York, Boston, and others are at risk, just like New Orleans.
- New Orleans property owners have shown that they are willing to vote for bonds to pay for street improvements and millages for libraries. Bonds, water and sewer rate increases, and similar strategies will have to be considered as part of the funding mix.
- User fees and betterment fees for certain services or improvements can help fund them and also promote desired actions. For example, many communities charge fees for removing more than one bag of trash a week as a way to fund services and to reduce solid waste. Approximately 1,600 U.S. jurisdictions have created stormwater utilities as a means of shifting a portion of drainage and sewerage costs to a user pays model.
- Incentives, such as tax-increment financing, can help attract private investment to desired locations.

GOAL **1**

A culture of planning that requires participation in, and approval of, all planning that affects the city's welfare and in which all stakeholders work with

project proponents and the city to resolve differences and create successful development outcomes

1.A Position the CPC to take the lead in promoting the city's interest in creating a quality urban environment from all development projects.

RECOMMENDED ACTIONS

1. *Provide the planning commission with the staffing and other resources necessary to implement the Master Plan.*
   Who: *Mayor's office; City Council; CPC*
   When: *First five years*
   Resources: *General fund; federal funds*

   For many years, the Planning Commission office has been under-funded and under-staffed. ~~To adequately perform its function,~~The CPC has added staff ~~should include planners~~ with special expertise in areas such as transportation, urban design, and ~~economic development, as well as land use and participatory planning~~stormwater management. ~~This Plan has given a central role to assignment of planners to each Planning District.~~The CPC should also include planners with expertise in housing policy.

2. *Create a system in which all stakeholders work with project proponents and the city to resolve differences and create successful development outcomes.*
   Who: *CPC through the Neighborhood Participation Program*
   When: *First five years*
   Resources: *Staff time; Grants*

   Implement and provide resources for the participation process described in Chapter 15.

3. *Create partnerships with the city's educational and other institutions.*
   Who: *CPC; educational institutions; medical institutions*
   When: *First five years*
   Resources: *Staff time; grants*

   Large institutions, especially the "eds and meds," are critical to the city's economy but they are also especially important as physical anchors to districts and neighborhoods. These institutions have a stake in the community because, unlike businesses, they are identified with the city and are not going to move anywhere. However, the edges of institutions, the impacts that their students or workers have on neighbors, and their plans for expansion, can create conflict and controversy. The CPC should cultivate relationships with the institutions and keep informed about their activities, perhaps by creation of a standing committee on institutional development. Many communities with higher education institutions ask for an annual report to the planning agency in a public hearing in response to a format created by the planning agency, and/or require the creation of an institutional master plan to be shared with the city. ~~In the long term,~~For large institutions, the Comprhensive Zoning Ordinance now requires institutional master plans ~~would be valuable aids to planning~~.

4. *Convene a cross-agency Master Plan Implementation Committee three times a year.*
   Who: *CPC ~~plus members of the Planning Advisory Committee~~and City departments*
   When: *First five years*
   Resources: *Staff time*

   This committee could build on the existing Planning Advisory Committee made up of departmental representatives. The group should meet three times a year, with one of those meetings occurring during the time when the capital improvement program is being prepared. At these meetings, the agenda should be a report on implementation of Master Plan-related

projects, exchange of information about ongoing or new projects, programs and funding sources, and discussion of how to align departmental priorities so that projects and programs can be reinforcing and produce the maximum benefit for the city.

1.B Develop staffing expertise within the city regulatory and planning review agencies and departments of city government as to issues of design review.

1. *Require commissioners for HDLC, VCC, CPC and BZA to undergo training on matters of urban design.*

   Who: HDLC, VCC, CPC and BZA

   When: First five years

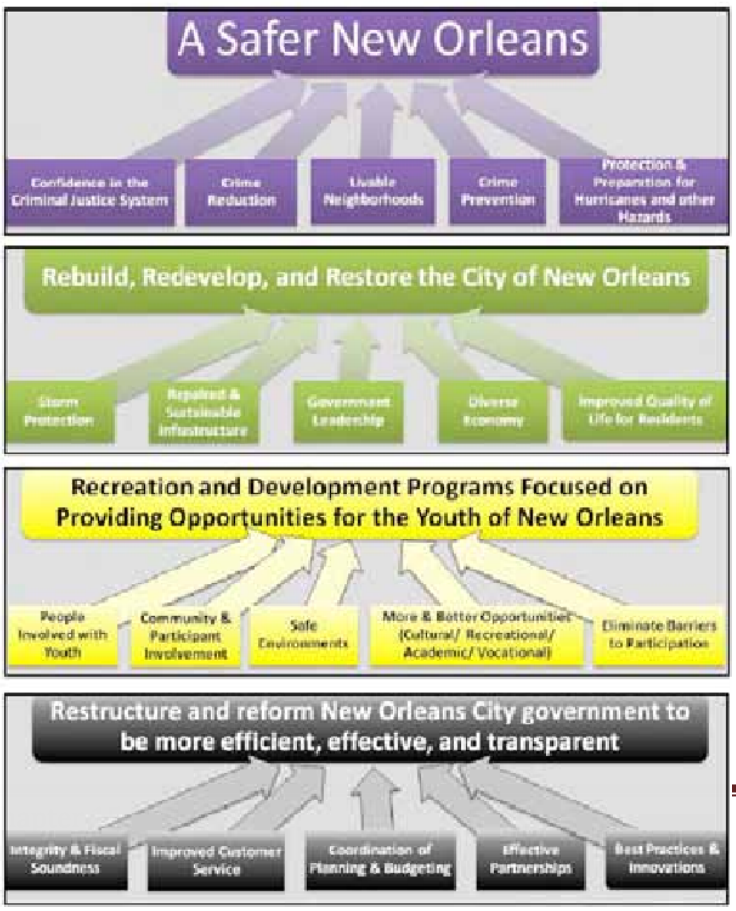
   Resources: Departmental budgets, commissioner time

GOAL **2**

Enhanced coordination between the CPC, planning staff, community development programs, and other entities that affect the city's physical development

2.A reorganize planning and zoning activities within city government to create a closer relationship between the CPC and implementing agencies.

The semi-autonomous status of the City Planning Commission, as provided in the City Charter, is not the way that most successful cities organize planning and land use regulation activities. ***(See for instance the document "Planning Department Organization: Selected Cities," in the Appendix to this Plan.)*** This situation is yet another instance of the numerous ways in which authority and accountability is fragmented in New Orleans local government. The Commission appoints the Executive Director, but that person is paid from funds controlled by the executive, and in fact the Commission has no funding of its own. The fact that the CPC is isolated from agencies that have funding to implement programs and projects results in a tendency to focus primarily on reacting to project proposals and regulatory issues. It makes it more difficult to adopt a citywide planning perspective and to collaborate more effectively with NORA and agencies such as Code Enforcement and Safety and Permits in attacking blight and vacancy. In many cities, planning departments incorporate programs such as CDBG-funded housing rehabilitation and homeowner assistance; historic preservation programs and regulatory bodies; and brownfields redevelopment programs.



(Examples of other organizational structures can be found in the Appendix.)

SOuRCE: CITy Of NEw ORLEANS 2009 ADOPTED BuDgET

A graphic from the 2009 City Budget. The document does not indicate how these goals were chosen.

As OFICD is replaced with a Community Development department or agency, the role and relationships of the CPC within city government should be reviewed. Powerful options that would give planning more weight include combining Planning with Community Development or with the Redevelopment Authority.

RECOMMENDED ACTIONS

1. Create an interagency group focusing on proactive planning.
Who: *CPC; CAO; Senior leadership*
When: *First five years*
Resources: *Staff time*

In the aftermath of Hurricane Katrina, Planning Commission jobs and capacity were slashed and have only slowly been replaced. The Planning Commission was only tangentially involved in the post-storm recovery plans, despite the fact that the charter gives the Commission a specific role in post-disaster planning. In addition, during the recovery period, the Office of Recovery Management/OFICD and agencies working with OFICD, such as NORA, took on much of the proactive planning role that normally would be the province of the city's planners.

Barring significant reorganization of City agencies (discussed below), the implementation of the Master Plan and further proactive planning will have to take place through collaboration of a variety of city departments and agencies. Planning Commission staff today are sometimes not informed about initiatives originating elsewhere in city government that have an impact on the physical development of the city—a situation that appears to be a common problem for other departments as well. For example, the graphic titled "A Safer New Orleans," and reproduced here from the City's 2009 budget document, does not seem to have been shared with other planning processes going on at the same time.

The City Planning Commission works with a Planning Advisory Committee made up of agency representatives, but this group is focused on responding to specific project proposals. In order to engage in cross-agency forward thinking, the Planning Commission should convene an interagency proactive planning committee made up of representatives of the CAO's office and senior management with responsibility for forward thinking, not technical staff. The group should meet three times a year, with one of those meetings occurring during the time when the capital improvement program is being prepared. At these meetings, the agenda should be a report on implementation of Master Plan-related projects, exchange of information about ongoing or new projects, programs and funding sources, and discussion of medium- and long-term planning. During the course of the master plan process, it became evident that the CPC is often not aware of the existence of master plans and policies created by other departments, despite the CPC's role in capital project planning.

2. *Review the role and position of the CPC in relation to implementation agencies such as Community Development and NORA.*
   Who: *CPC; Mayor's Office*
   When: *Medium term*
   Resources: *Staff time*

The heightened importance of the CPC's role on the CIP process makes greater consultation with CAO's office more urgent. The CAO and the CPC need to agree on how to use the Master Plan effectively in the capital planning process. The CAO's office should be involved in discussions about Master Plan certification of proposed CIP projects.

GOAL **3**

Consultation of the Master Plan in making city decisions at multiple levels

3.A Make the Master Plan a living document.

Because a Master Plan is much more than the Land Use element and the Future Land Use Map, it is important to create systems and procedures to ensure that it is used to guide decision-making in city government and that it is evaluated regularly to see if strategies are working and if it continues to reflect community goals. Individuals move in and out of city government and the day-to-day demands on the attention of elected officials and staff can push the plan into the background as

a decision-making tool. Successful implementation of the New Orleans Master Plan will require coordinated activity from many municipal departments, from elected leaders, and from partners

in the private and nonprofit sectors. Accordingly, the following measures are recommended.

RECOMMENDED ACTIONS

1. *Review the plan every five years, as required.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time; grants*

   The 2008 master plan charter amendment requires a mandatory five-year review of the plan:
   Mandatory Review. *At least once every five years, but not more often than once per calendar year, and at any time in response to a disaster or other declared emergency, the Commission shall review the Master Plan and shall determine, after one or more public hearings, whether the plan requires amendment or comprehensive revision. If amendment or comprehensive revision is required, the Commission shall prepare and recommend amendments or comprehensive revisions and readopt the plan in accordance with the procedures of this section. The Commission shall hold at least one public meeting for each planning district or other designated neighborhood planning unit affected by amendments or revision in order to solicit the opinions of citizens that live or work in that district or planning unit; it shall also hold at least one public hearing to solicit the opinions of citizens from throughout the community. In addition, it shall comply with the requirements of any neighborhood participation program that the City, pursuant to Section 5-411, shall adopt by ordinance.*

   In the five-year review, the process should include a summary of progress made on implementing the Plan, unforeseen circumstances—both opportunities and obstacles—that affect implementation, and a review of the overall vision, goals and policies of the Plan. The public should then be asked to confirm, revise, remove or add to these aspects of the Plan.

2. *Update the Master Plan more thoroughly at least every 20 years.*
   Who: *City Council; CPC*
   When: *First five years*
   Resources: *Staff time*

   Many communities update their comprehensive plans every ten years, but at a minimum, the Plan should be thoroughly updated at least every 20 years. This should include a major public participation process and detailed attention to every plan element.

3. *Review progress on the Plan in an annual City Planning Commission meeting and an annual City Council meeting.*
   Who: *City Council; CPC*
   When: *First five years*
   Resources: *Staff time*

   Whether or not there are any amendments being proposed, a public review of how the City is using the Plan, the way Plan objectives have shaped decision-making, successes and obstacles to implementation, and new circumstances that may affect the Plan's goals and principles will keep the Plan current as officials and the public are reminded of its contents.

4. *Use the Plan annually in preparing and approving departmental work plans, and the City's operational budget, as well as its capital improvement program and capital budget.*
   Who: *Mayor's office and agencies; CAO's office and agencies*
   When: *First five years*
   Resources: *Staff time*

The city will be using the new Plan for capital improvement programming. A number of cities also use their master plans in the annual budget process and in development of departmental

work plans. Among other things, this helps to ensure a certain level of understanding throughout city departments of what is in the Master Plan and how it is being implemented. A statement of how the work plan reflects the priorities of the Master Plan should be required.

5. *Use the plan in preparing and approving One-Year and Five-Year HUD Consolidated Plan documents.*
   Who: *~~Housing and Neighborhood Development Division~~OCD*
   When: *First five years*
   Resources: *Staff time*

   The required plans for HUD formula grants should also be consistent with the Master Plan and a statement on how the work plan reflects the Master Plan should be required.

6. *Make multiple~~a~~ Planning Commission staff members into the Commission's experts on the Master Plan.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

   ~~An e~~Experienced planners in the CPC's Comprehensive Planning Division should become the department experts on the Master Plan, so that the Commission can respond to questions and documentation issues rapidly. ~~This person would also be~~The Comprehensive Division is in charge of mandated reviews and updates of the plan.

7. *Collaborate more closely with the CAO's office on the CIP.*
   Who: *CPC; CAO*
   When: *First five years*
   Resources: *Staff time*

8. *Update the Master Plan more thoroughly at least every 20 years.*
   Who: *CPC*
   When: *Long term*
   Resources: *Staff time*

GOAL **4**

Capital improvement plan and capital budget consistent with the Master Plan

4.A Ensure capital improvement processes are linked to the Master Plan

The 2008 charter amendment requires that the city's 5-year capital improvement program and annual capital budget be consistent with the goals, policies, and strategies in one or more of the Master Plan elements, but does not give any guidance on how consistency is to be measured.

The Master Plan sets forth a vision for New Orleans' future, a set of goals, strategies, and action steps to implement the strategies and achieve the goals. As a citywide policy plan intended to give broad guidance for decision making over the next twenty years, it does not, in its current form, enumerate a large number of specific capital projects. Rather, the plan focuses on policy and organizational initiatives to more effectively achieve the goals, and it identifies the kinds of projects that are preferred, given the goals of the plan. As the Master Plan is reviewed and revised over the years, and as area/neighborhood plans are adopted as part of the plan, the Master Plan may include more specific project information. This will also depend on implementation of recommendations to make the city's financial policies, plans and operations more transparent.

RECOMMENDED ACTIONS

1. ~~*Create a*~~*Further refine the system to certify that capital improvement projects and any other public projects are in compliance with the Master Plan.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

   The Master Plan embraces a multitude of topics. By creating a system of compliance documents, the City will not only go through a thorough process of assuring consistency with the Master Plan, it will be able to demonstrate that process and that compliance to the public. This does not have to be excessively burdensome; it simply requires documentation that the Plan was consulted and the aspects of the plan deemed to provide compliance. Because the Master Plan is a policy plan, there are many general categories of goals, policies, and strategies under which a variety of capital projects would legitimately reside.
   Compliance with the Master Plan does not mean that a specific type of capital project must be named in the plan. However, if the connection between the project and the plan is not obvious, it will be necessary to provide an explanation of how, for example, this project furthers a goal, carries out a policy, or is part of a strategy. These compliance documents should accompany the capital program when it goes to the Mayor's office and the City Council, and, for accepted projects, should be put on the Planning Commission web site for public review.

   As part of the CIP process, departments proposing capital projects must prepare a narrative explanation of how the project furthers or does not interfere with the goals, policies, and strategies of the Master Plan, and make available to the CPC any departmental master plans or other relevant documents, so that the CPC can evaluate how their plans fit into the city's overall master plan framework. The CPC should collaborate more closely with the CAO's office on the CIP. Capital projects are subject to the City's stormwater management requirements and these are reviewed for incorporation of best practices. A subsidence vulnerability statement is also desirable, but may require additional data gathering and development of procedures.

   ~~> CPC to collaborate more closely with the CAO's office on the CIP~~

2. ~~*Make*~~ *Maintain the City Planning Commission* ~~*as*~~ *the entity that certifies compliance with the Master Plan.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

   Once an agency creates a Master Plan compliance document for a project, Planning Commission staff should review it and prepare a consistency certification, if warranted. The CPC staff will provide the consistency certification to the CAO's office before the capital improvement program is presented to the CPC. If the project is not certified, then the department can resubmit, if desired, or take the project out of the proposed capital program. The department can also appeal to the Mayor, who should then hear both sides before making a decision.

3. ~~*Create a system to certify*~~*Through the zoning ordinance,* ~~*evaluate*~~*large private projects for compliance with the Master Plan.*
   Who: *CPC*
   When: *First five years*
   Resources: *Staff time*

   ~~Although p~~Private projects ~~will be~~are subject to the zoning ordinance, ~~it would also be valuable to have a system where by private projects that are seeking CPC approval of land use actions have to show how they are consistent with the Master Plan. This can be done by~~

~~including a~~

~~brief narrative on how the proposed project conforms to the Master Plan in terms of a variety of issues~~which should be consistent with the Master Plan in terms of a variety of issues~~,~~ including neighborhood character and housing policy, transportation, green space, energy efficiency, resilience and stormwater management and so on~~, in applications for approvals~~.

4. ~~*Publish*~~ *Continue publishing regular reports on the progress of capital budget projects.*
   Who: *CAO's Office*
   When: *First five years*
   Resources: *Staff time*

   Make information available on the City's website.

GOAL **5**

Citywide system for government property maintenance and management

5.A Plan for maintenance, repair and replacement of assets.

Asset management involves taking care of the physical systems and structures (including, for example, streets, buildings, and trees) owned by the City and its agencies. In order to make the most cost-effective decisions while maximizing service, public managers need to know how much annual maintenance is needed, the service life of the asset, and how it can be calculated. Answers to these questions can drive decisions on whether and when to maintain, repair or replace assets. A number of software systems connected to GIS are available that are designed to keep track of the condition of assets and support decision making about maintenance and replacement.

The Government Finance Officers Association recommends the following steps for creating a system for capital maintenance and replacement.[1]

> Develop and maintain a complete inventory of all capital assets in a database (including GIS), including information such as location, dimensions, condition, maintenance history, replacement cost, operating cost, *etc.*

> Develop a policy for periodic evaluation of physical condition.

> Establish condition and functional performance standards.

> Develop financing policies for maintenance and replacement and consider earmarking fees or other revenue sources.

> Allocate sufficient funds in the capital program and the operating budget for routine maintenance, repair and replacement.

> Prepare an annual report on capital infrastructure including:
  > Condition ratings for the city
  > Condition ratings by asset class and other relevant factors
  > Indirect condition costs (for example, events like water main breaks that indicate condition)
  > Replacement life cycle by infrastructure type
  > Year to year changes in net infrastructure asset value
  > Actual expenditures and performance compared to budgeted expenditures and performance

> Report trends in spending and accomplishments in the CIP. New Orleans in recent decades has suffered from an inability to maintain many of its assets, often resulting in higher replacement

costs. The hundreds of millions of federal dollars currently being invested in public assets in New Orleans do not yet have an asset management system attached to them. The City has commissioned a report on setting up an asset management system but has not implemented it.

1 GFOA, *Capital Maintenance and Replacement (2007) (CEDCP)*, Recommended Practice brief. www.gfoa.org.

RECOMMENDED ACTION

1. *Make it a very high priority to establish an asset management system.*
   Who: *CAO's office*
   When: *First five years*
   Resources: *General fund*

   With the huge investment in new facilities now underway in New Orleans, it would be tragic for the city to be left without the capacity to prioritize its resources for maintenance and upkeep. According to the CAO's office, a study concluded that an asset management system would initially cost approximately $3 million. Training and staff activities to maintain the information database would be additional over time. However, asset management systems are known to save communities money over the long term, so the system would more than pay for itself eventually.

2. Create an interagency maintenance plan for stormwater management and green infrastructure assets.

   Who: CAO, S&WB, Parks and Parkways, NORA, public park administrators
   When: First five years
   Resources: General fund, federal grants

   Because best practices for stormwater management in a subsidence prone city like New Orleans dictate the use of landscape elements to retain water and allow for infiltration, it is important that these installations receive adequate maintenance. The City now requires private developers to demonstrate a financial commitment to operations and maintenance. The city can streamline and improve maintenance of green infrastructure installations on public land through coordinated standards, scheduling, training, contracting, etc. across departments. This entails:

   >A centralized inventory of green infrastructure installations and comprehensive maintenance schedule.
   >Determining the agency or agencies best suited to house green infrastructure maintenance technicians.
   >Identifying a protocol for interagency cost-sharing if applicable.
   >Assessing the potential for meeting opeations and maintenance by contracting with the private sector.
   >Identifying a certification credential and/or skills combination desired and sharing this information with area community colleges and workforce development agencies

GOAL **6**

Improved internal and external accountability

6.A Make transparency and communications an integral part of government operations.

RECOMMENDED ACTIONS

1. *Create a performance measurement system and information warehouse for city employees and to share with the public.*
   Who: *CAO's office*
   When: *First five years*
   Resources: *Grant for setup; general fund and federal funds for operation*

   A number of cities have instituted performance measurement systems throughout city

government. ~~Local activists in New Orleans are working on the framework of a system they call "NOLAStat," which would be~~The City has implemented performance measurement systems modeled in part on Washington's CapStat system—~~currently~~ seen in 2009 as the best model for both municipal performance accountability and information sharing and usable internally by the city to enhance performance as well as being made available to the public. ~~It appeared in the 2009 budget as an unfunded priority.~~ ***(For more information on model performance measures and data systems, see Volume 3, Chapter 16.)***

2. *Continue to ~~E~~enhance the city's E-government capacity.* ***Who:*** *Mayor; CAO; ~~Office of Technology~~ITI* ***When:*** *First five years*
   Resources: *Staff time*

   ~~Provide ordinances in more prominent and less hidden locations on the website and provide more forms and methods of conducting city business online. Although it has been improving, the City's web site remains difficult to navigate, even for experienced users; contains information that is years out of date; is poorly organized; and does not provide good search utilities~~The City has taken numerous steps to improve its E-government capacity. Applications are available online. The Property Viewer provides many layers of information. The One Stop App website allows citizens, propery owners and developers to track permits and citations online. NoticeMe provides notice of public meetings. LAMA allows inter-departmental processing of applications and communications.

3. *Provide effective and meaningful access to information about municipal activities.*
   Who: *Mayor; CAO; ~~Office of Technology~~ITI*
   When: *First five years*
   Resources: *Staff time*

   ~~Governments~~ The City is~~are~~ increasingly making available significant amounts of information about operations, facilities, staff, resources, and activities to the public over the internet. ~~The City's web site can be difficult to use and it continues to include extremely outdated information.~~

   ~~Instead of information protocols that cover all departments, each department or agency appears to be able to decide, for example, whether they will provide the names and contact information for staff and citizen members of boards, and the amount and nature of the information they provide about their departments. The user interface should be tested to make sure that it is easily understood by all kinds of users. Establishment of the NOLAStat system and other improvements will require taking a fresh look at how the city's technology systems are organized and operated. Current systems are not consistent with best practices.~~ ***(See Volume 3, Chapter 16 for more information.)***

6.B Focus on more consistent and effective enforcement of municipal laws and regulations.
Throughout the Master Plan process, at every meeting, citizens called for more effective enforcement of city regulations and pointed to enforcement lapses as a reason to withhold confidence that implementation of the Master Plan could make a difference in the future. Enforcement and accountability should be priority values for creating a more livable and prosperous New Orleans.

RECOMMENDED ACTIONS

1. *Provide the tools, training and funding needed for effective enforcement of the City's laws and regulations.*
   Who: *Mayor; CAO; line enforcement agencies*
   When: *First five years*

Resources: *General fund; grants; federal funds*

Visible enforcement of city laws is critical to confidence in the city's future. Certain kinds of enforcement actions can involve fees or fines, which then can fund the training and tools needed.

2. *Improve the Neighborhood Engagement Office ~~of Public Advocacy~~ and the 311 system to report back to citizens on enforcement actions.*
   Who: *Mayor; Office of Public Advocacy; 311*
   When: *First five years*
   Resources: *Staff time*

   When citizens alert 311 to the need for enforcement, they should be offered the opportunity to receive a response from the relevant department within one month of the complaint. Resolution of the problem may not be possible within a month, but the response should provide information on what the city has done to investigate the problem, what steps are legally open to it, and what the city plans to do. Electronic forms are now available on the city website to make reporting easy. The 311 office should also be copied on any response and should keep a database with open complaints that require resolution. The system of "trouble tickets" common among many manufacturers may serve as a model. Municipal governments that have these systems find that citizens are very grateful to get a response and be informed—even if it means that they find out that resolution may require court action, or take longer than they would like. Responsiveness and communication are very much appreciated.

3. *Give "customer training" to staff who deal with the public and make the quality of interactions with the public part of employee reviews.*
   Who: *CAO's office*
   When: *First five years*
   Resources: *Grants; Staff time*

   Regular training to enhance staff-public interactions can remind staff of how to deal with the public.

GOAL **7**

More tax revenue for the general fund and an improved fiscal situation

7.A Seek opportunities to increase municipal revenues and resources for services, programs, and facilities over the long term.

RECOMMENDED ACTIONS

1. *Recruit chain retail to serve New Orleans residents and increase the tax base.*
   Who: *NORA; ~~economic development~~Economic Development, ~~PPP~~NOLABA; CPC; regulatory strategy* ***When:*** *First five years*
   Resources: *Grants; Staff time*

   Build on the opportunity site analyses in the Master Plan creating, as appropriate, market studies, limited incentives, and focused recruitment efforts.

2. *Commission a study of how New Orleans can strengthen its fiscal position.*
   Who: *Finance Department*
   When: *First five years*
   Resources: *General fund*

   The study should include:
   > Analysis of collection of revenues and opportunities to increase collections.
   > Potential cost-efficiencies in delivery of government services.
   > Study of all licenses, permits, fees and fines to identify potential increased revenues, and new approaches to revenue. Some communities develop criteria that help explain why some services have fees attached to them and others do not. For example, recreational activities whose purpose is primarily to benefit the individual should be more fee based than recreational activities that have a clear social basis benefiting the entire community.
   > Study of utility rates under the control of the City Council and whether incentives for conservation (and lower bills) could be tied to higher rates.
   > Identification of potential state and federal funding opportunities for appropriate projects and the internal resources needed to access these opportunities in a cost-effective way.
   > Implementation strategies taking account of political, state constitutional, constituency-building, legislative aspects of the various approaches.

3. *Regularly review the fees generated by City departments to more fully offset the staff time and resources that are necessary to process and review applications.*
   Who: *CAO*
   When: *Regularly*
   Resources: *Staff time*