



Action Plan for New Orleans: The New American City

January 11, 2006

Bring New Orleans Back Commission

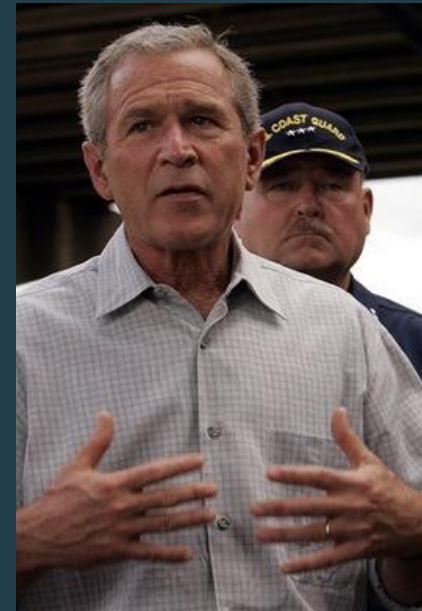
Urban Planning Committee



“ I also offer this pledge of the American people: Throughout the area hit by the hurricane, we will do what it takes, we will stay as long as it takes, to help citizens rebuild their communities and their lives. And all who question the future of the Crescent City need to know there is no way to imagine America without New Orleans, and this great city will rise again.”

President George W. Bush,
speaking in New Orleans at
Jackson Square

September 15, 2005

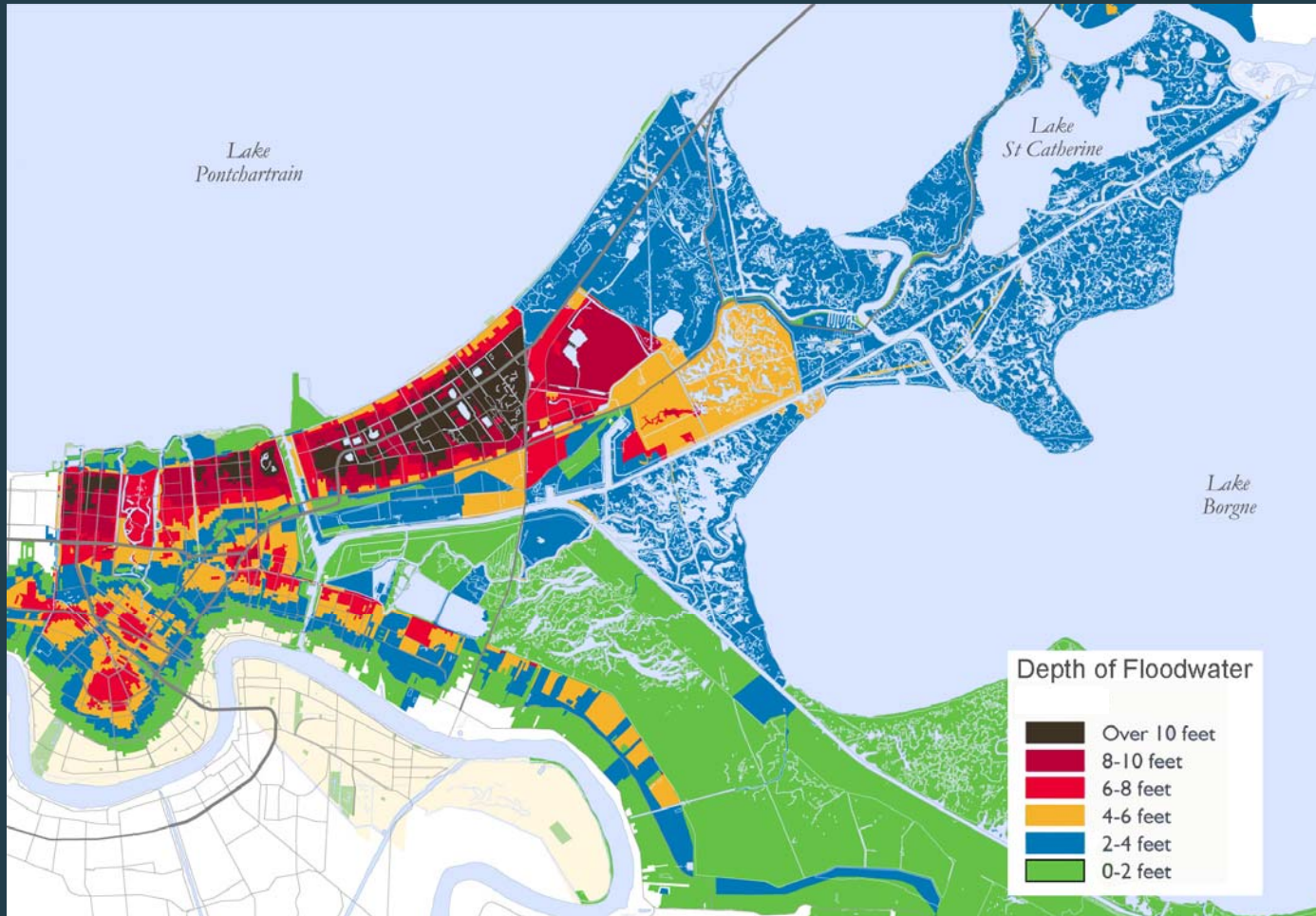


What Happened?

*If not for failures in the levee system,
flooding would have been minimal and short.*

What Happened?

Deep Flooding Over a Long Time



What Happened?

*108,731 households had over 4 feet of flood water;
50% of all New Orleans households.*

Source: GCR



What Happened?

*This is the largest disaster in national memory.
Imagine if it happened in Washington, DC.*

Washington, DC area

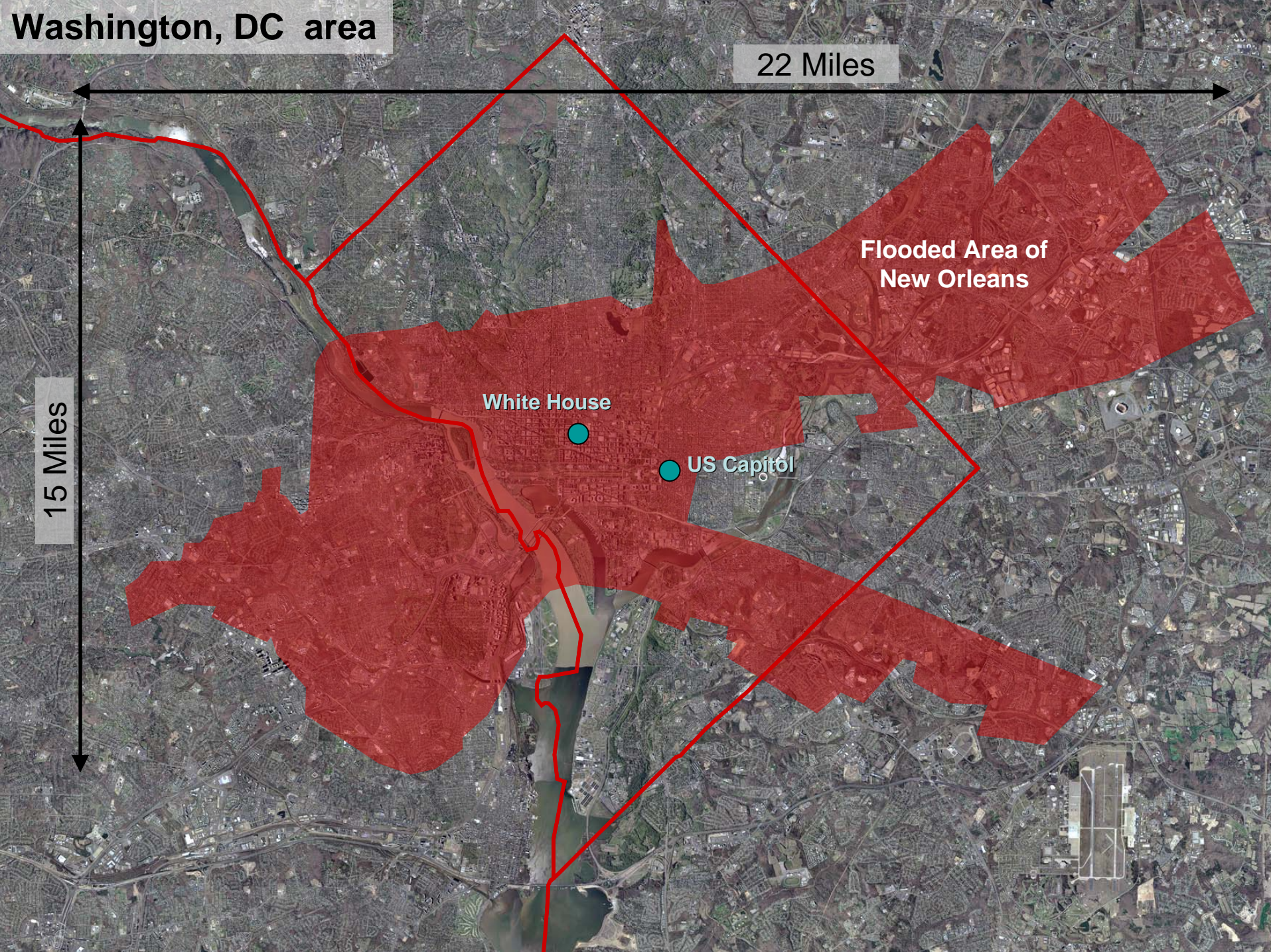
22 Miles

15 Miles

Flooded Area of
New Orleans

White House

US Capitol



Why Rebuild?

*Unlike the rest of the Gulf coast,
only New Orleans has
been protected by an extensive levee system
– it is imperative to protect
this valuable asset.*

Why Rebuild?

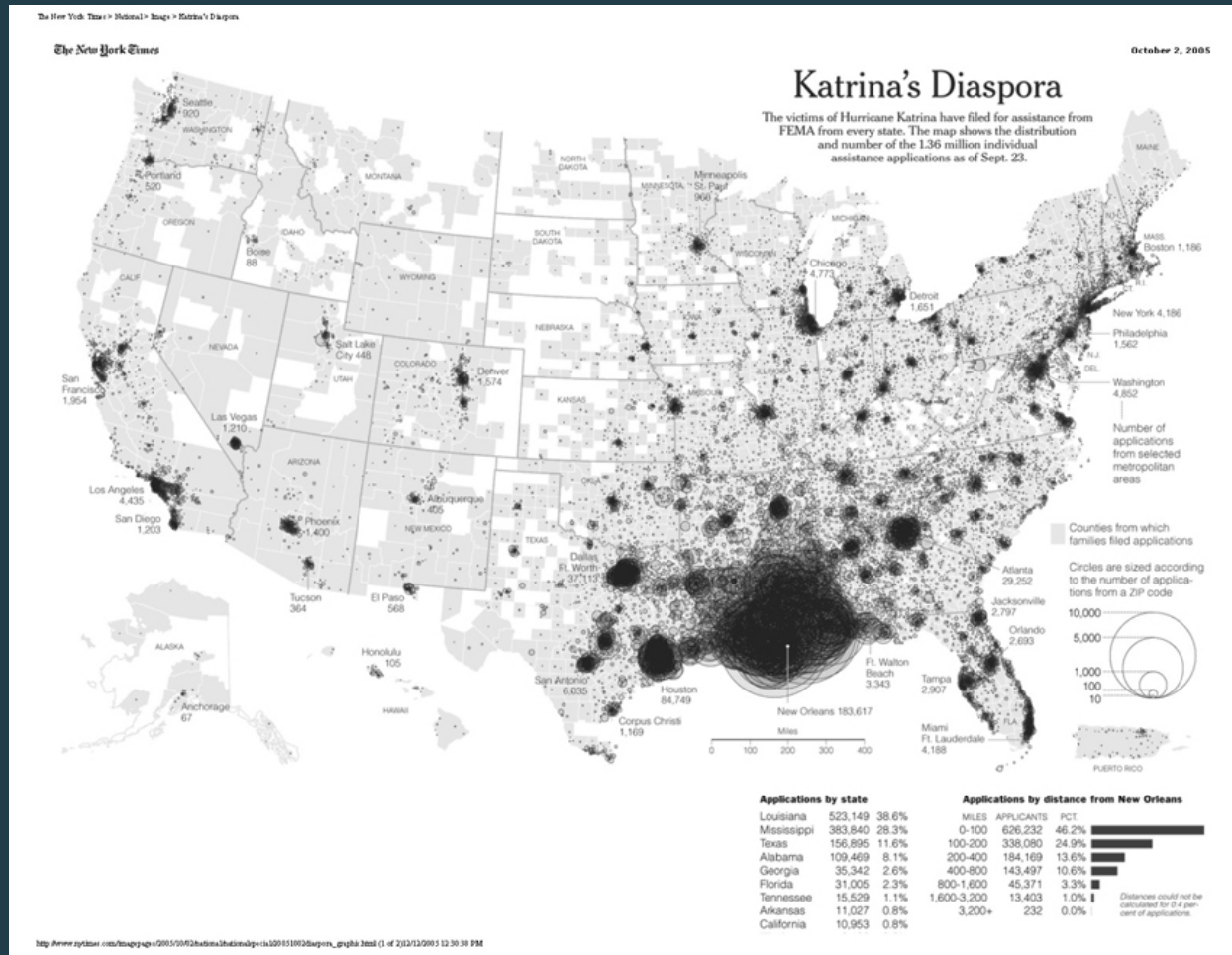
National Economic Importance

New Orleans is the center of a metropolitan area with over \$500 billion in real estate assets, *excluding* petrochemical and other industries.

National Historic and Cultural Importance

19 National Register Districts with 38,000 properties:
as many as 25,000 damaged.

Where Are People Now?



How many people will return short term?

(Lack of housing will be the biggest constraint to return.)

Estimates of population in New Orleans:

January 2006: 144,000

September 2006: 181,000

September 2008: 247,000

Source: RAND Corporation, GCR



Vision

New Orleans will be a sustainable, environmentally safe, socially equitable community with a vibrant economy.

Its neighborhoods will be planned with its citizens and connect to jobs and the region. Each will preserve and celebrate its heritage of culture, landscape, and architecture.

Imagine the Best City in the World

Downtown

bustling with people who want to live, work, eat, shop, experience culture and art, bring their children, and stay.

Neighborhoods

the heart of activity and services, celebrating unique heritage and welcoming the new.

Parks and Open Space

sustainable nature in every neighborhood, linking every part of the city.

Educational / Medical Institutions

employment powerhouses supporting their neighborhoods and energizing the economy.

Connections

beautifully landscaped connections throughout the city and region for pedestrians, bikes, cars, and transit.

What is the City-Wide Framework for Reconstruction?

- Flood and Stormwater Protection Plan
- Transit and Transportation Plan
- Parks and Open Space Plan
- Neighborhood Rebuilding Plan

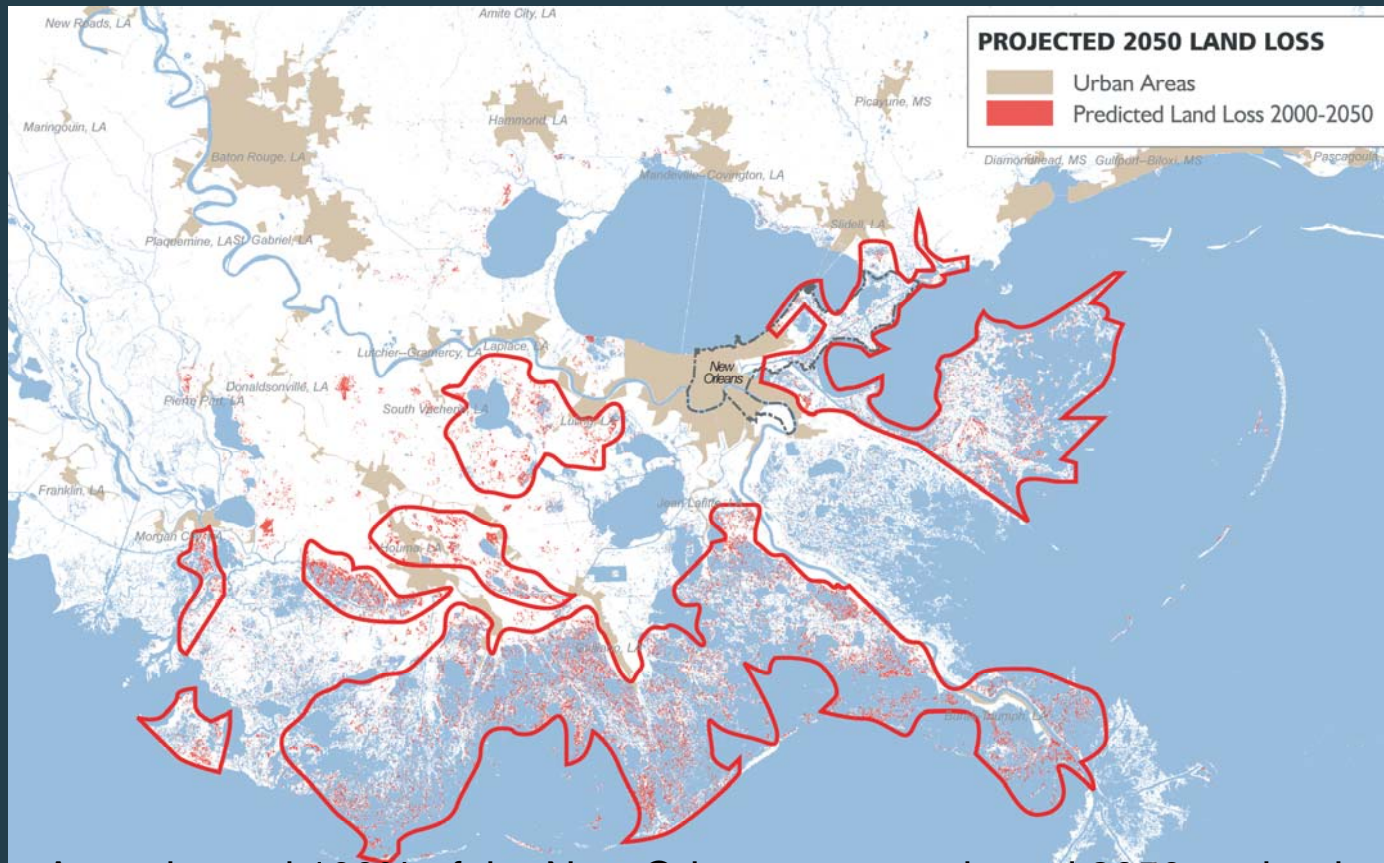
Flood and Stormwater Protection Plan



Flood and Stormwater Protection Plan

- Comprehensive system with multiple lines of defense to protect the city:
 - Perimeter levees
 - Pumping and gates
 - Internal levees with separate pumps
 - Coastal wetland restoration

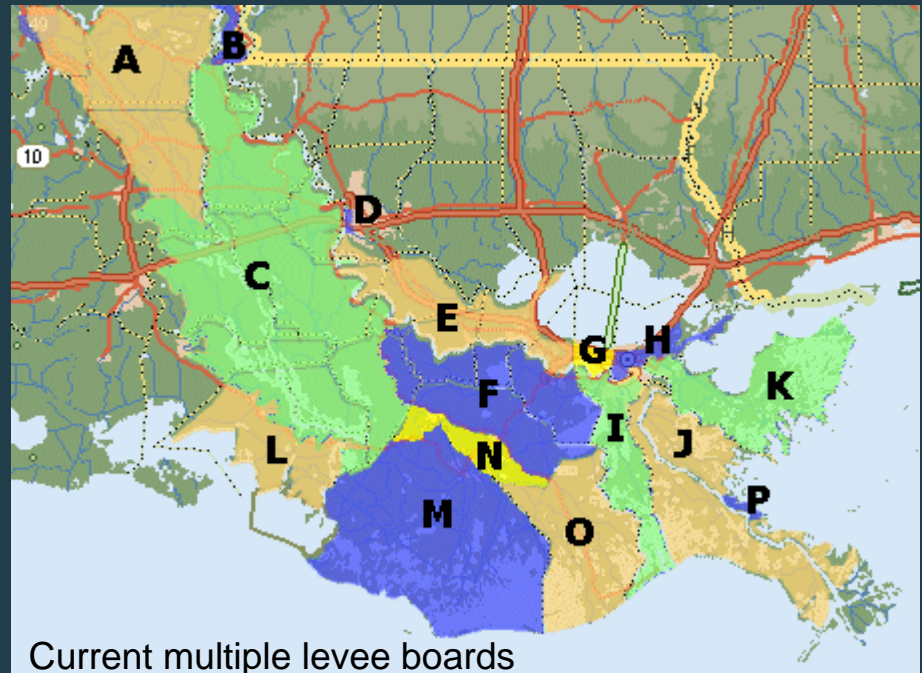
Flood and Stormwater Protection Plan: Reverse Coastal Wetland Loss



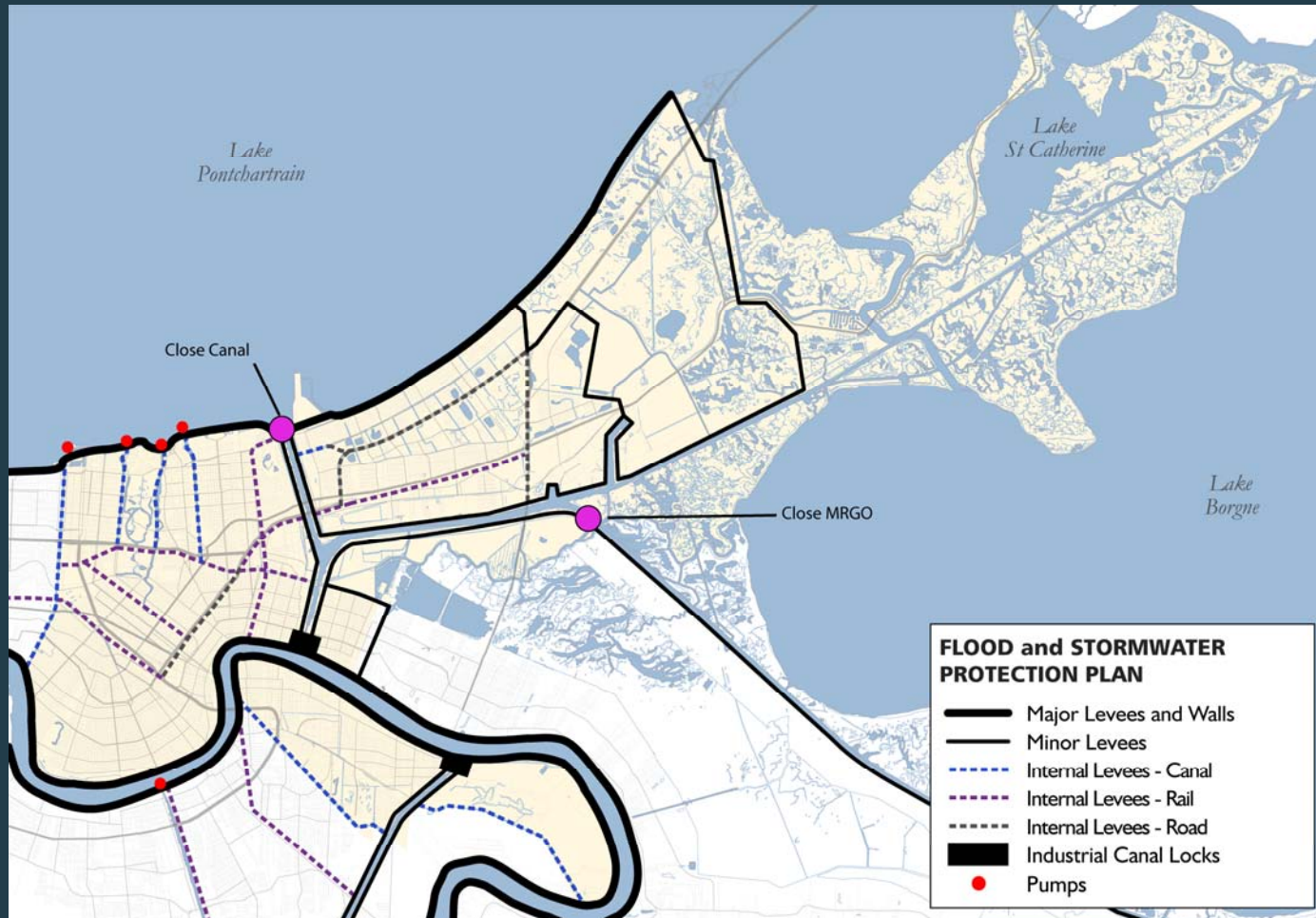
An estimated 100% of the New Orleans area projected 2050 wetland loss occurred in 2005.

Flood and Stormwater Protection Plan: Unified Responsibility

- Single levee district.
- Corps of Engineers responsible for:
 - regional levee/pumping system
 - fund and build
 - maintain and operate
- Independent and professional oversight entity for Corps of Engineers.



Flood and Stormwater Protection Plan



Flood and Stormwater Protection Actions

Immediate:

- FEMA releases advisory Base Flood Elevation maps within 30 days, and final maps as soon as possible.
- Complete repairs to flood protection system breaches and provide temporary flood gates by June 2006.
- Move pumps to the lake.
- Complete redesign and fund construction of the regional system (including coastal and wetland restoration) that will protect the city from a Category 5 hurricane.
- Close the MRGO and complete Industrial Canal lock system with disaster mitigation funds.

Flood and Stormwater Protection Actions

Longer-term:

- Complete levee protection system upgrade before end of 2007:
“...the New Orleans levee system (will be) better and stronger than ever before.”
- President George W. Bush, December 15, 2005.
- Construct regional protection system.
- Reuse canal edges and canal levees as open space. Replace open canals with box culverts.
- Implement internal storm water management on sub-area basis.

Transit and Transportation Plan



San Jose, CA



Portland, OR

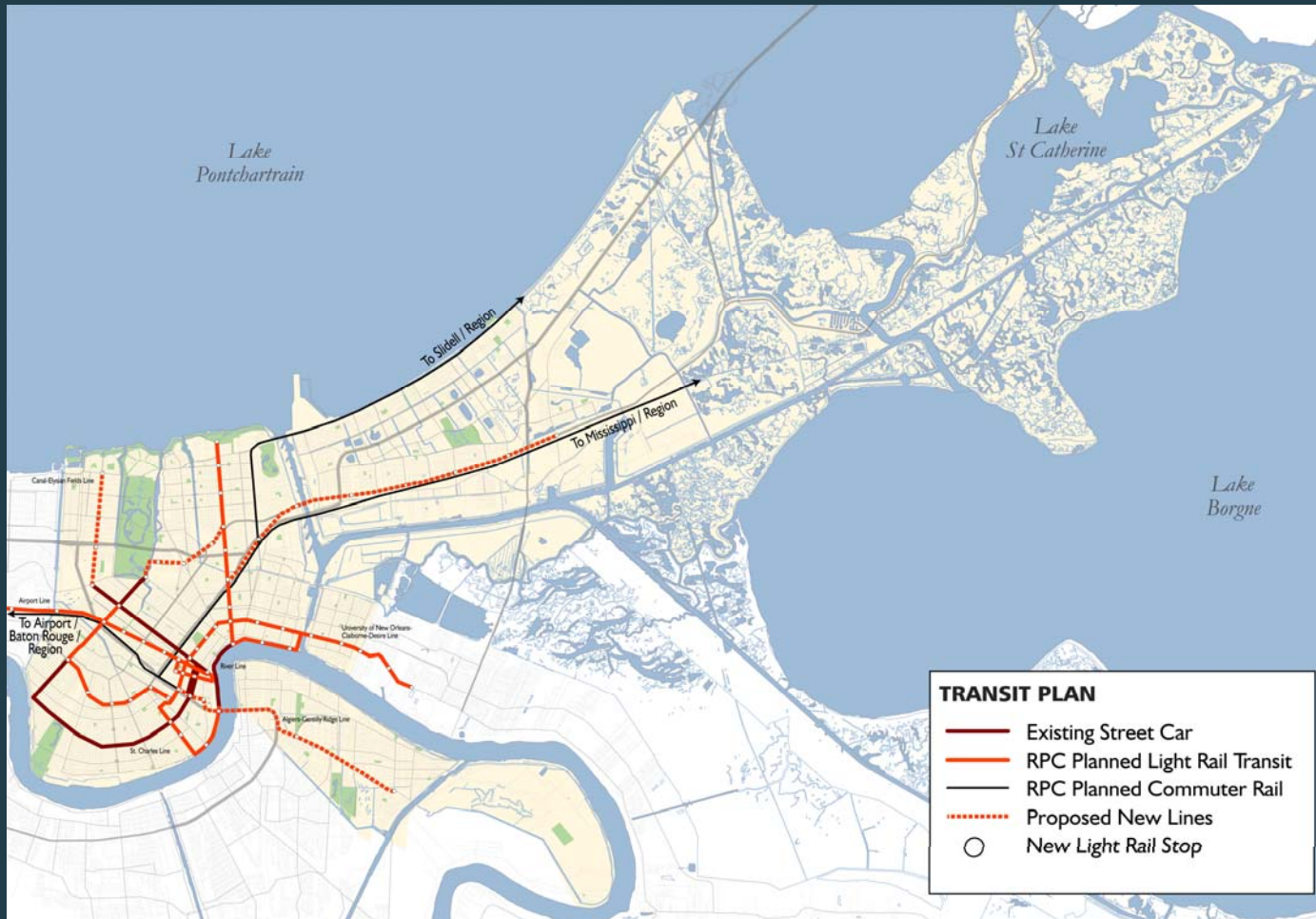
Transit and Transportation Plan

- City-wide, high speed, light rail transit network connects neighborhoods to downtown and other employment centers.
- Light rail transit creates value and is a catalyst for reconstruction and new development.
- Rail transit links city to the airport, Baton Rouge, and the Gulf Coast.
- New roads will be designed with the wide median (*neutral ground*) model for pedestrians, bicycles, transit, and open space.

What Are the National Transit Models?

- Portland, Oregon
 - City-wide and regional connections paid for by bonds and grants.
 - Serves existing population.
 - New lines create incentives for investment and settlement.
- Denver, Colorado
 - Two light rail lines in operation.
 - Five new light and commuter lines approved for implementation.
- Dallas, Texas
 - System partially constructed with higher than expected use.
 - New lines in planning and construction to direct development.

Transit and Transportation Plan



Transit and Transportation Plan



Transit and Transportation Actions

Immediate:

- Repair existing streetcar lines and rolling stock; restore bus service.
- Update plan for transit based on new circumstances.
- Design light rail lines plus rapid transit to the airport, Baton Rouge and the region.
- Secure funding for the rail system.
- Repair and improve streets and associated drainage.

Transit and Transportation Actions

Longer-term:

- Construct connections, jointly with the states of Louisiana and Mississippi, to the airport/Baton Rouge, Slidell, and the Gulf Coast.
- Construct new light rail lines.
- Develop bus rapid transit routes to improve service and connect to high speed, light rail lines.
- As population increases, convert highest use bus rapid transit to fixed rail.

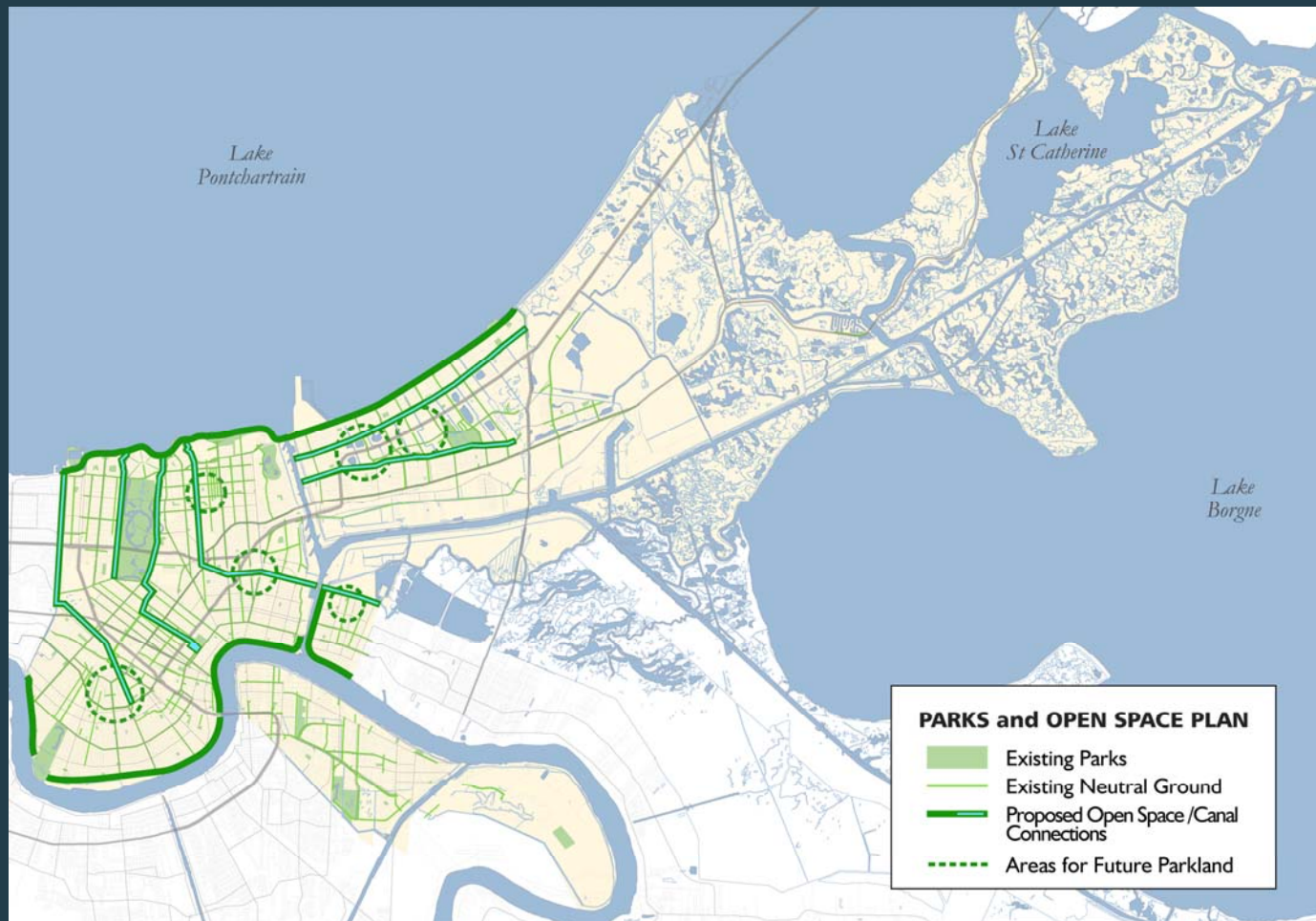
Parks and Open Space Plan



Parks and Open Space Plan

- Parks in every neighborhood.
- Multi-functional parks and open spaces connect neighborhoods and employment.
- Use canal edges and covered canals as open space amenities.
- Parks are part of internal stormwater management system.

Parks and Open Space Plan



Parks and Open Space Actions

Immediate:

- Update Park and Open Space element of the Master Plan.
- Identify properties that can become part of the system and begin assembly.
- Secure funding for park restoration.

Longer-term:

- Complete acquisition of necessary properties and implement plan.



Rebuilding Neighborhoods Plan



What Makes a Great Neighborhood?

- Family, friends and neighbors.
- Built on neighborhood history and culture.
- Respectful of historic block patterns, architecture, and landscape.
- Mixed income communities with a diversity of housing types.
- Parks and open space connected to a city-wide system.
- City-wide accessibility through transit.
- Neighborhood centers that provide a high quality of daily life.

The Neighborhood Center Model

- Neighborhoods are the centers of activity and daily life.
- Neighborhoods require sufficient population to support the equitable and efficient provision of public facilities and services.
- Every neighborhood must have:
 - Basic infrastructure: roads, drainage, utilities, services
 - Public schools
 - Cultural and community facilities
 - Places of worship
 - Health facilities
 - Park and open space within an easy walk
 - Convenience retail
 - Access to public transit

Illustration of the Neighborhood Center Model



How Do We Rebuild Neighborhoods?

Reduced population and City revenue require a new approach.

- Provide immediate temporary housing to enable citizens to return.
- Establish neighborhood planning teams to start work February 20, 2006; complete plans by May 20, 2006.
- Consolidate neighborhoods with insufficient population to support equitable and efficient service delivery.
- Provide facilities and services to population concentrations in the most efficient manner possible.
- Recognize publicly subsidized housing as an asset and address with HUD where appropriate.

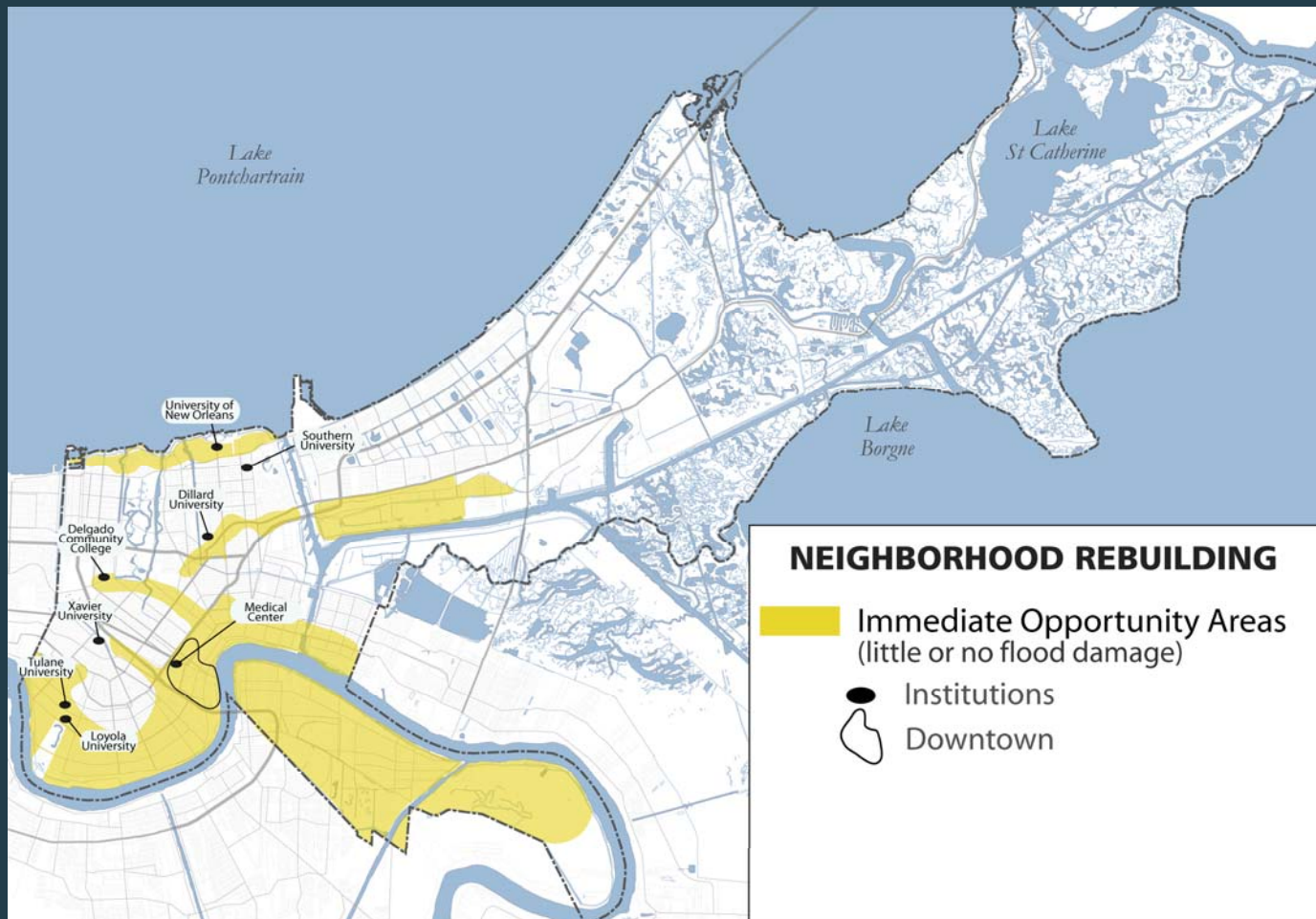
Opportunities for Neighborhood Rebuilding

- Immediate Opportunity Areas
- Neighborhood Planning Areas
- Infill Development Areas
- Targeted Development Areas

Immediate Opportunity Areas

- Areas with little or no flood damage.
- Downtown concentration of commercial, medical, residential, cultural, entertainment, and hospitality activities.
- Institutions with immediate needs.
- Actions:
 - Identify vacant and underutilized property for new construction.
 - Expedite permits for repairs and construction of new housing.
 - Provide/support community and cultural facilities and services.
 - Assist educational/health institutions address immediate needs.
 - Begin repair/reconstruction using current rules and regulations.

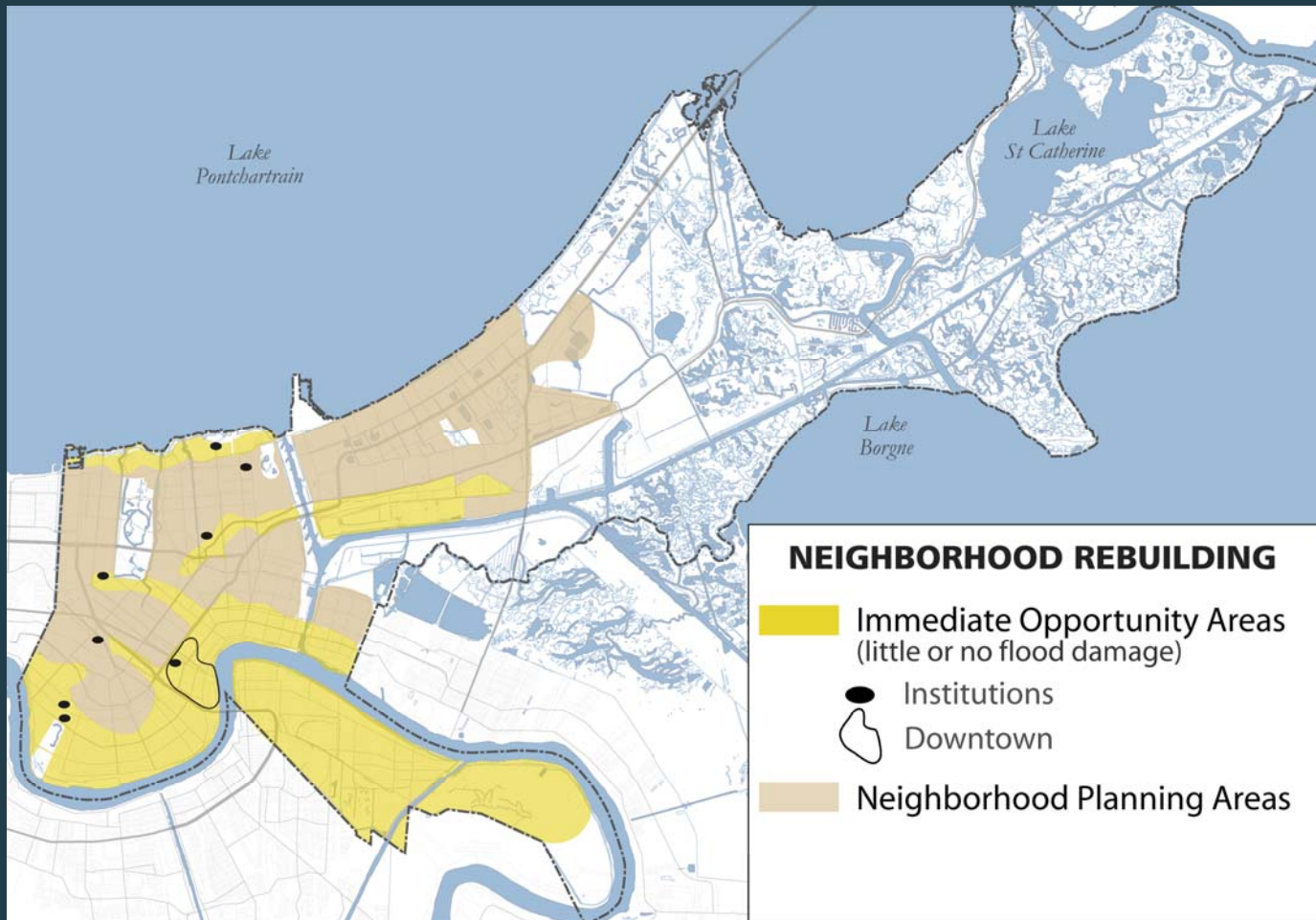
Immediate Opportunity Areas



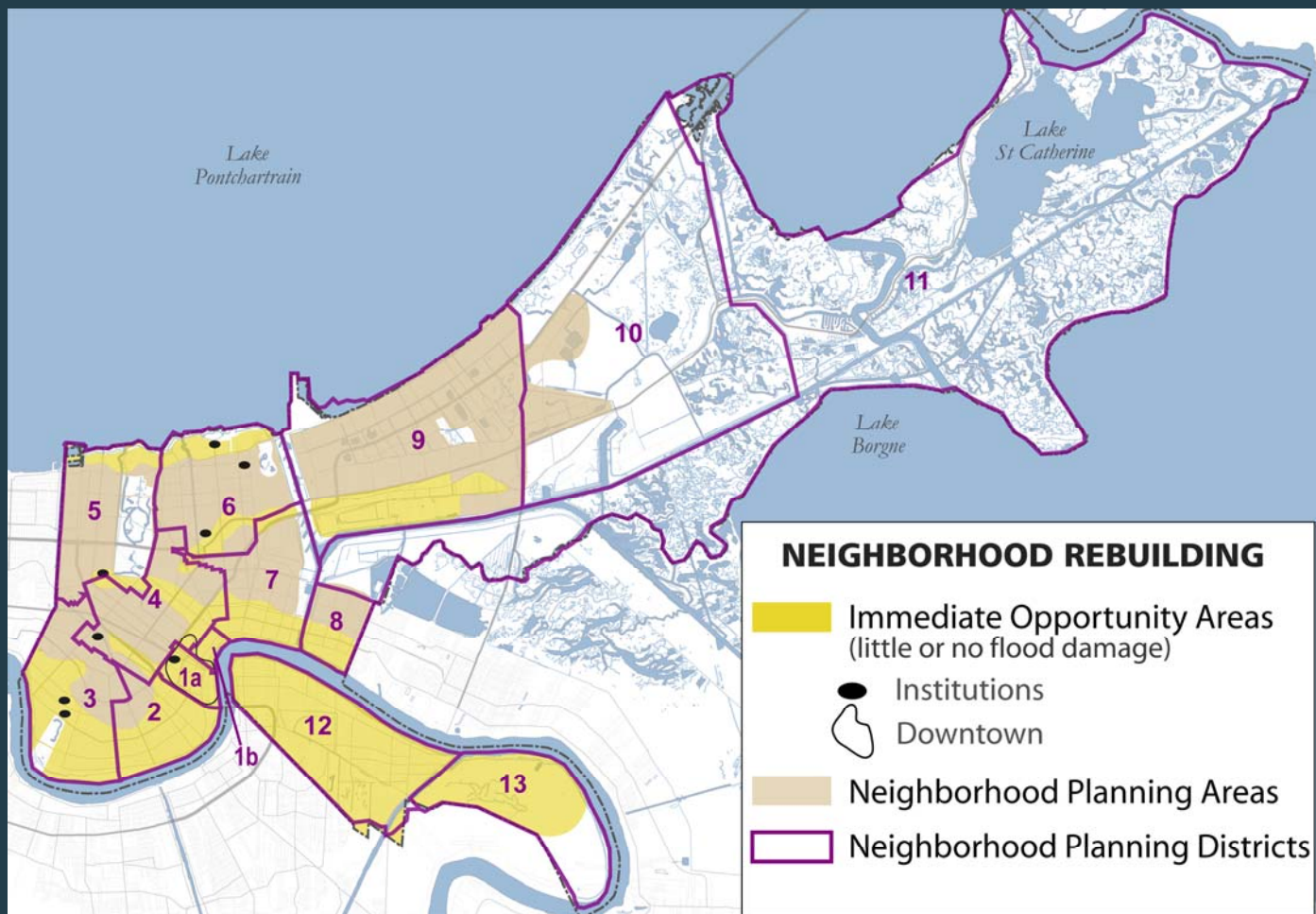
Neighborhood Planning Areas

- These areas contain deeply flooded and heavily damaged properties.
- Actions:
 - Conduct neighborhood planning process to determine future of the areas.

Neighborhood Planning Areas



Neighborhood Planning Process



Neighborhood Planning Process and Schedule

- Neighborhood planning process will be conducted in all neighborhoods.
 - Form neighborhood planning teams for each Neighborhood Planning District and start work by February 20:
 - Neighborhood residents
 - Planner/urban designer
 - Historic preservation expert
 - City Planning Commission representative
 - Environmental/public health consultant
 - Mitigation planner
 - Finance expert
 - Administrative/technology support
 - Community outreach
 - Reach out to displaced residents by internet and other means.

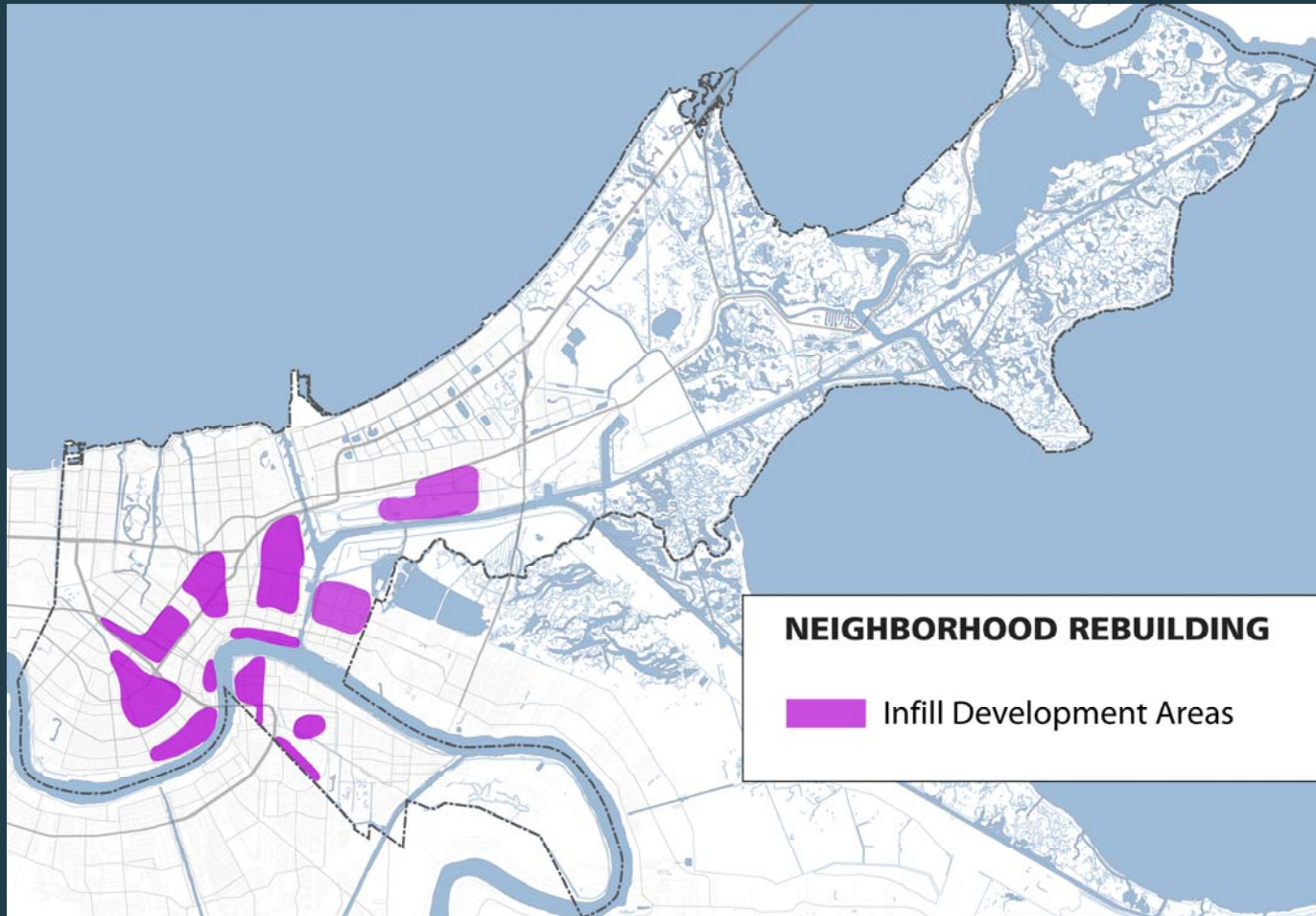
Neighborhood Planning Process and Schedule

- Neighborhood plans will be guided by:
 - Neighborhood center model
 - Residents committed to return
 - Population needed to support facilities and services
 - Structural and environmental safety
 - Neighborhood history and culture
- Neighborhood plans completed by May 20, 2006:
 - Land use and density/intensity
 - Public facilities and services
 - Phasing
 - Property acquisition plan
 - Development guideline controls

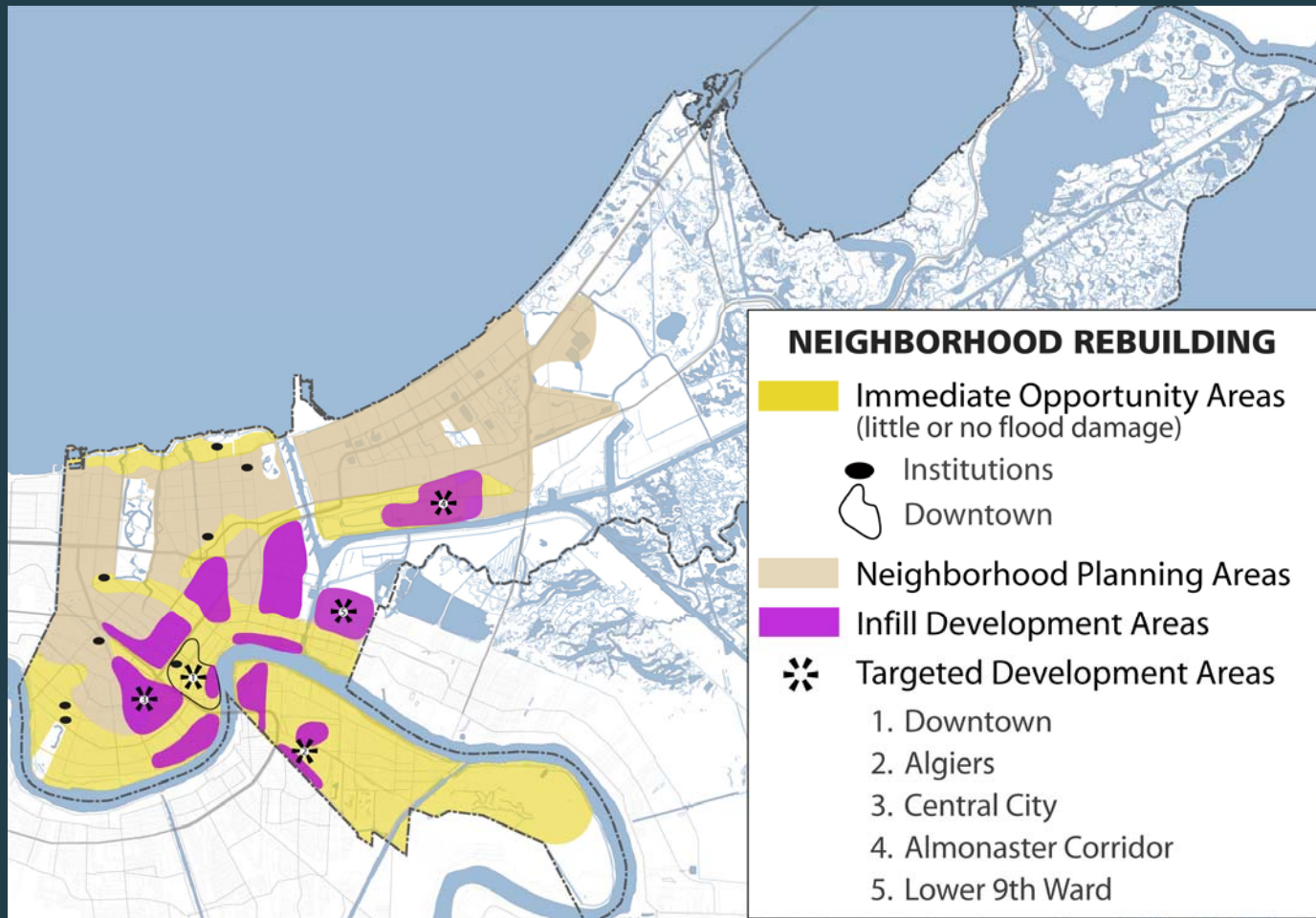
Infill Development Areas

- Private and publicly-owned land, blighted and adjudicated properties, and underutilized sites on high ground, or those requiring demolition and clearance, that can be developed with houses, commercial, and institutional uses.
- Actions:
 - Consolidate public and private ownership.
 - Prepare development plans.
 - Issue developer requests for proposals and select developers.

Infill Development Areas



Neighborhood Rebuilding Strategy



Next Steps

1. Immediately form the Crescent City Recovery Corporation (CCRC).

- Amend City charter to accommodate the CCRC.
- Determine the best vehicle to create the CCRC:
 - State legislated redevelopment commission with non-political governance that can form and delegate authority to affiliated corporations, or
 - Amend NORA governance, policies, and procedures to accommodate the CCRC formation, or
 - Recommend modification to the Baker bill to establish a subsidiary entity with the powers required for the CCRC.

- CCRC Powers:
 - Receive and expend redevelopment funds.
 - Implement redevelopment plan.
 - Buy and sell property for redevelopment, including use of eminent domain as a last resort.
 - Issue bonds.
 - Coordinate with and enhance City Planning Commission capacity.

- CCRC Governance

- Board with 7 to 15 members:

- No single appointing authority has a majority.
 - Board membership based on qualifications.
 - Staggered terms.

- CEO and staff competitively selected based on qualifications.

- Ten year life span.

Next Steps

- 2. Aggressively support a modified Baker bill to accommodate buy-out of homeowners in heavily flooded and damaged areas for 100% of pre-Katrina market value, less insurance recovery proceeds and mortgage.**
- 3. Advise the City to not issue any permits to build or rebuild in heavily flooded and damaged areas until:**
 - Advisory Base Flood Elevations have been issued by FEMA
 - Neighborhood planning teams have completed their plans and made recommendations to the City
 - Adequate and efficiently delivered utilities and city services are available.

Next Steps

- 4. Immediately begin the neighborhood planning process with completion of neighborhood and consolidated city-wide plans by June 20, 2006.**
- 5. Design the rapid transit system. Aggressively pursue and secure funding commitments for the rapid transit system by no later than January 1, 2007.**

Next Steps

6. Develop finance programs to assist homeowners, business owners, and investors to implement the Recovery Plan:

- Tax credit incentives.
- Below market interest rate loans.
- Identify and provide favorable gap financing.
- Assure CDBG grants are utilized in an efficient manner.
- Identify institutions that will “adopt” neighborhoods to provide funding not available from other financial sources.

Next Steps

7. Provide predictable development rules and link to the Recovery Corporation:

- Recommend a new Master Plan to the City.
- Give it the force of law through a charter change.
- Cause the revision of the Zoning Ordinance and development code to implement Master Plan.
- Place land use authority with the City Planning Commission.
- Make administration fair and consistent.
- Prepare interim development design guidelines.
- Create a design review commission.
- Protect integrity of National Register Historic Districts.

Next Steps

8. Identify and facilitate financially responsible developers to develop large numbers of houses quickly in Target Development Areas.

What Will It Cost?

	<u>ESTIMATED COST</u>	<u>SOURCE</u>
Heavily flooded/damaged home acquisition	\$12 billion	CDBG, Baker bill, FEMA Public Assistance
Demolition and site remediation	\$700 million	FEMA HMPG mitigation, CDBG
Public infrastructure/transit (including airport line, but not Baton Rouge or Gulf coast)	\$4.8 billion	US DOT(FHWA, FTA), FEMA, CDBG
Damaged public buildings	\$413 million	FEMA
CCRC operations (\$1 Million/year for ten years)	\$10 million	Other
Reconstruction/long term recovery planning	\$5 million	FEMA
Parks and open space:	to be determined	FEMA mitigation



Schedule

January 20, 2006:

- Start formation of neighborhood planning teams; refine scope of work and schedule.
- Start data collection and analysis for neighborhood plans and city-wide coordination.

February 20, 2006:

- Neighborhood planning teams start work.
- Neighborhood plans coordinated city-wide.
- Plan to identify committed returning residents.

Schedule

March 20, 2006:

- Complete identification of residents committed to return.

April 20, 2006:

- Funding for residential buy-out passed by Congress (by April 10th).

May 20, 2006:

- Neighborhood plans completed.
- Continue city-wide neighborhood plan consolidation.

Schedule

June 20, 2006:

- Consolidated BNOBC plan recommended to City Planning Commission.

August 20, 2006:

- Complete financial analysis and secure funding for reconstruction.
- Begin property acquisition.
- Begin neighborhood reconstruction.

Key Recommendations

- Cause Louisiana Recovery Corporation (Baker bill) to buy heavily flooded/damaged homes at 100% pre-Katrina market value, less mortgage and insurance recovery.
- Aggressively pursue neighborhood planning and implement recommendations.
- Do not issue building permits in heavily flooded/damaged areas.
- Create the Crescent City Recovery Corporation.
- Start major housing construction in Target Development Areas.
- Design, fund, and construct high speed transit.

Vision

New Orleans will be a sustainable, environmentally safe, socially equitable community with a vibrant economy.

Its neighborhoods will be planned with its citizens and connect to jobs and the region. Each will preserve and celebrate its heritage of culture, landscape, and architecture.

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January 11, 2006

Bring New Orleans Back Commission
Urban Planning Committee



Urban Planning Committee

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