



# Orleans Parish Louisiana

Parish Plan as of Sunday, October 15, 2006

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## Introduction

### Orleans Parish

Nicknamed "The Big Easy," for its laid-back attitude, Orleans Parish might be the most famous mid-sized city in the world. Nestled between Lake Pontchartrain and the Mississippi River, the parish is the most populous in the state. Economic bread and butter come from the millions of visitors per year who join the party at Mardi Gras and Jazz Fest or just soak in the unique cultural mélange.

When asked what they treasured most about their community, Orleans Parish residents responded:

"We treasure our diversity, the historic architecture found throughout, Sundays at the French Market, family day in one of the parks (such as City, Audubon and Joe Brown), the unique food and music, and the people who call Orleans Parish home."

### Orleans Parish - What Happened

On Aug. 29, 2005, Hurricane Katrina struck the eastern part of Louisiana, initially affecting Plaquemines Parish and then covering Orleans, St. Bernard and St. Tammany Parishes before moving northeast to the Mississippi Gulf Coast. The 12-foot storm surge flowed from Lake Pontchartrain into the northern half of the Orleans Parish along the lake. The floodplain of Orleans Parish covers approximately 75 percent of the parish from the lake to the Mississippi River with the highest elevations of the area near the Mississippi River levee, and Gentilly and Esplanade Ridges. The wind speed of Katrina was 120 mph when it approached Orleans Parish; Category 3 force winds lasted for about six hours.

Orleans Parish was placed under a mandatory evacuation on Aug. 28, and almost 90 percent of the population had left the parish by the time the storm hit. By Aug. 30, three levees had broken, including the 17th Street Canal, the New London Canal, and the Industrial Canal, flooding 80 percent of the city. Of those left in the parish, the remainder were evacuated from the city through local and federal efforts. There were approximately 800 deaths in New Orleans as a result of Katrina and the subsequent flooding of Orleans Parish. (1)

(1) This number is uncertain given that people are still missing or deaths have not been officially noted because it has not been possible to notify next of kin.

### PLANNING PROCESS FOR LOUISIANA LONG-TERM COMMUNITY RECOVERY

This Parish Recovery Planning Tool offers a look at how Long-Term Community Recovery (LTCR) planning works and how it has been developed in Louisiana. Included in this section are overviews of recovery strategies development, a summary of planning tools — some of which have been developed in Louisiana in response to Hurricanes Katrina and Rita, and a look at Louisiana public and community input into LTCR planning.

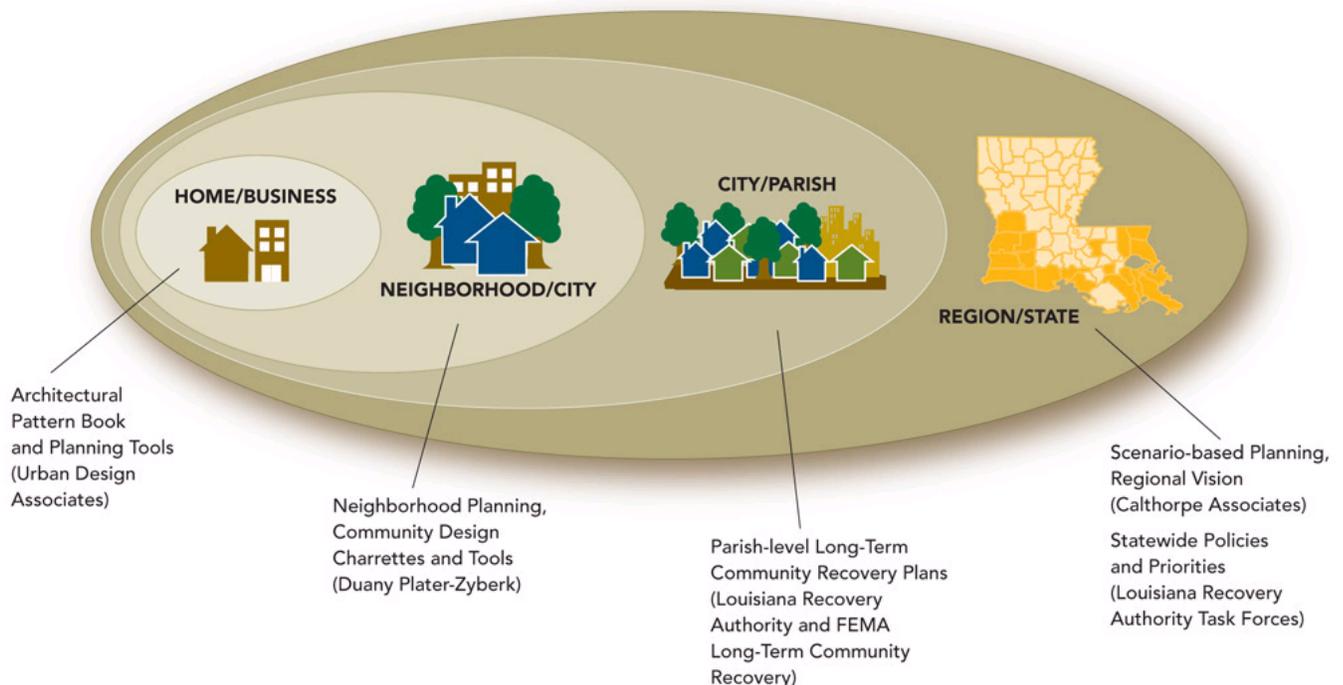


Louisiana has embarked upon the most ambitious recovery planning efforts the country has seen. Widespread damage caused by Hurricanes Katrina and Rita and multiple levee failures in New Orleans resulted in the worst natural disasters in U.S. history. More than 20 parishes are affected displacing over 1.4 million Louisiana residents across 50 states, many of whom have yet to return. More than 1,000 lives were lost; 217,000 homes and 18,000 businesses were damaged. Today, Louisiana faces the challenge of rebuilding one of the country's most historic cities, a host of treasured communities across southern Louisiana, and an economic and housing infrastructure that in some parishes has been totally wiped out. The return of small businesses, governmental facilities and services are critical to Louisiana's recovery. The restoration of acres of damaged or destroyed agricultural crops and fields as well as environmentally fragile waterways and wetlands that protect the Louisiana coast add to the recovery challenge facing the state. Ports, oil and gas drilling sites and shipping lanes that support energy and transportation needs for the country need to be restored as well.

### LOUISIANA RECOVERY PLANNING

Louisiana Long-Term Community Recovery planning is about developing a sustainable, long-term vision for storm-affected communities so that rebuilding will provide better protection for Louisiana citizens, improve our communities and preserve those things most treasured by our people. LTCR planning in Louisiana is a partnership between the Louisiana Recovery Authority (LRA) and the U. S. Department of Homeland Security's Federal Emergency Management Agency LTCR team. The LRA is Governor Kathleen Blanco's leadership team for Louisiana recovery.

## LOUISIANA RECOVERY PLANNING MODEL



As the cornerstone for the state's overall recovery planning strategy, the LTCR planning process is assisting Louisiana government and community leadership in identifying high recovery value projects that can make the most of the recovery dollars to be invested in communities and the state. Parish teams that

include state and federal planning partners were established across southern Louisiana and worked with local governments to develop customized recovery planning products and processes that are heavily dependent upon public input. More than 400 professionals were brought to the state through this partnership to work on Louisiana's recovery effort.

## LOUISIANA SPEAKS: PUBLIC AND COMMUNITY INPUT TO RECOVERY

Long-Term Community Recovery planning is about people and the communities in which they live. Public involvement and input is critical to the success of LTCR.



LOUISIANA SPEAKS is the public face of the LRA and federal planning partnership. It brings together Louisiana citizens, federal agency technical staffs, local and regional planning bodies, citizen committees, non-profits and local, state and national industry experts to identify and address Louisiana's long-term recovery needs and opportunities.

An important public input component of the process is a *community visioning* process that solicits broad representation of the local community so that recovery needs are thought about differently from pre-existing community needs and immediate disaster relief. Long-term needs are captured and recorded through a series of input activities. The Louisiana LTCR planning process involves local community and state leadership at every level and includes workshops, community meetings, public open houses, draft plan reviews, neighborhood *charrettes* and regional plan visioning.



It is important that every voice be heard as key decisions and funding priorities are set for Louisiana's disaster recovery. To that end, LOUISIANA SPEAKS hosted a series of events and engaged in several data collection activities to reach as many Louisiana citizens as possible to solicit input into the planning and visioning process. To date, over 10,000 Louisiana citizens have participated in the Louisiana LTCR planning process. Through the use of survey instruments, traditional media and alternative outreach, and with the help of local United Way chapters, the Salvation Army, United Council of Churches and Volunteer Organizations Assisting Disasters, more than 80% of Louisiana citizens displaced by the hurricanes had an opportunity to share their thoughts about Louisiana recovery.

### OUTREACH EFFORTS INCLUDE:

**PARISH "SCOPING" MEETINGS.** Post-hurricane meetings were held by federal technical teams with parish and local officials to begin the parish-by-parish needs assessment process.

**GOVERNMENTAL WORKSHOPS FOR RECOVERY PLANNING.** Parish and local officials together with state and federal technical teams use GIS maps and other planning tools to envision a new future for each affected area.



**LOUISIANA RECOVERY PLANNING DAY.** With the help of the American Society of Landscape Architects, American Planning Association, American Society of Civil Engineers, Urban Land Institute, the National Trust for Historic Preservation, American Institute of Architects, International Economic Development Council and the Federal Emergency Management Agency's Long-Term Community Recovery Planning team, 37 *Open House* events were held simultaneously in 20 southern Louisiana parishes, five in-state and 12 out-of-state cities to solicit input from Louisiana citizens about their vision for parish and state recovery. More than 4,000 Louisiana citizens participated, sharing their ideas for rebuilding their neighborhoods and communities. Events reminded the nation about critical issues and needs facing Louisiana.

**PHONE SURVEY, ONE-ON-ONE INTERVIEWS, STAKEHOLDER PRESENTATIONS AND ON-GOING CONTACT.** More than 3,000 Louisiana citizens have participated in phone surveying to offer their input to Louisiana LTCR planning. Many community leaders have participated in one-on-one interviews. Recovery planning presentations and on-going contacts have been made to community stakeholder groups — economic development teams, chambers of commerce, civic groups, non-profit organizations and others. Parish LTCR teams continue on-going community contact.

In addition to events hosted by LOUISIANA SPEAKS, several communities are engaged in their own planning process through **LOCAL COMMUNITY RECOVERY TASK FORCES** or **RECOVERY COMMITTEES**.

Perhaps the most visible of these is the **Bring New Orleans Back** committee. The LTCR planning process provides assistance and support to local task forces and/or committees, and continues to provide planning tools and technical expertise through the parish recovery teams.

Additional citizen and local government input continues through **NEIGHBORHOOD PLANNING CHARRETTES I, II AND III** conducted in Lake Charles, Erath, Delcambre, Abbeville and Arabi.

**REGIONAL PLAN WORKSHOPS** allow another opportunity for community involvement in the planning process.

### Orleans Parish - Community Involvement Executive summary

Involving stakeholders is a key strategy in reaching out to community and neighborhood groups that meet regularly to discuss redevelopment. The support of local officials and administrative agencies is also important, as they will contribute to agency plans for recovery in topical areas. A third strategy is providing active technical assistance to groups working to identify possible strategies that could lead to outside funding.

#### Stakeholders

- Local government administrative officials (mayor, chief administrative office, director of Economic Development, director of Housing, director of City Planning, director of Office of Emergency Preparedness, chief technology officer, director of utilities, director of streets (public works), Safety and Permits, New Orleans Redevelopment Authority, and other officials at the sub-department-head level.
- Staff personnel of agencies like City Planning, Capital Projects, Environmental Affairs, Safety and Permits, Office of Emergency Preparedness,



Council Research, Utilities, Regional Transit Authority, Regional Planning Commission and the Port of New Orleans.

- Regional Planning Commission for New Orleans (MPO for region)
- Several educational groups working on individual school projects, representatives of the Council of Non-profit Agencies, Greater New Orleans Foundation, GNO, Inc. (regional chamber of commerce), Downtown Development District and the Public Affairs Research Council.
- The team met with Mr. Joe Canizaro, a local developer working actively in BNOB, several upper-level business members of BNOB, Bureau of Governmental Research, Committee for Better New Orleans, head of New Orleans Housing Finance Authority, staff and director of Louisiana Housing Finance Authority, director of Neighborhood Housing Services.
- The team met with officials of Greater New Orleans Education Foundation (Frank Williams), school board members Landrieu and Moran; attended meetings of state group convened to assess New Orleans Public Schools, including superintendent of Education Picard, BESE Board member (Jacobs), and representatives of Alvarez and Marsal (receivers for New Orleans Public schools).

#### Local Committee/Task Force

- The Bring New Orleans Back (BNOB) Committee was formed by Mayor Ray Nagin on Oct. 10, 2005. The committee participated in the Louisiana Recovery Conference (Nov. 11-20, 2005) BNOB then split into sub-committees: Urban Planning, Education, Economic Development, Government Effectiveness, Cultural Affairs, Health and Human Services and Infrastructure. The subcommittees met over a three-month period (November 2005-January 2006). BNOB maintains a Web site and invites comments on content. The full committee met in January 2006 to receive the subcommittee final reports, which were then given to the mayor. All meetings were open to the public. Mayor Nagin has the final report and is deciding which recommendations he wishes to recommend as part of his plan for the city.
- A full listing of all persons who were involved in the BNOB Committee or one of its subcommittees is available on the Web site ([www.bringneworleansback.com](http://www.bringneworleansback.com)).
- ESF-14 personnel attended all BNOB meetings and kept notes that were ultimately distilled into project form by category. These recommendations generally form the basis of Long-Term Community Recovery projects being sent to the LTRC plan production team.
- All meetings were led by local officials elected by their counterparts. ESF-14 did not take a lead role and was not asked to do so. Our role was to note which projects were brought up, discussed and agreed upon for inclusion.
- BNOB presented its final report on Jan. 27, and the materials were given to Mayor Nagin.

#### Input Events

- Parish scoping meetings began on Nov. 1, 2005. An LRA-organized event occurred at New Orleans City Hall on Jan.17, 2006, with about ten city officials in attendance.
- Orleans Parish held a two-day event in coordination with the Jan.21 Louisiana Recovery Planning Day (LRPD) held throughout the state and at outside locations. The first day was held at the Dryades YMCA adjacent to the central business district and attracted a continuous flow of 600 visitors. Many surveys were filled out and good conversations and connections ensued. The second day was a less-publicized but important event to bring LRPD to essential personnel living on cruise ships in the New Orleans harbor. Approximately 50 persons participated formally, but quite a number simply perused exhibits without signing in. In addition, most of the input gathered from out-of-state events was from Orleans evacuees.

#### Day-to-day interaction with decision-makers and the public

- Parish team members met daily with local government officials to offer technical assistance, help with joint problem solution and gather information that is used in plan production.
- Parish team leads met regularly with city and non-governmental leaders to discuss activities of common concern. Our mission is to plan with local government officials. Team members work at this on a daily basis with very good results.
- Orleans Parish has not yet established a storefront location but has recently moved its offices to a much more accessible city location.

#### Local plan implementation leadership

There have been numerous discussions with community and neighborhood leaders as to the need for them to convene and discuss the futures of their neighborhoods. The BNOB announced a four-month neighborhood planning process to start on Feb. 20 after the submission of the mayor's final digest of the BNOB plan. This seems to be shifting to a series of focus groups with neighborhood leaders citywide. The team has been supportive of an open and fair planning process that allows for public input and also meaningfully involves the city council and the city planning commission (CPC). We are prepared to help digest submitted reports and to assist in drafting implementation legislation for CPC to submit to the City Council at the appropriate time.

No specific individual or office has been identified as a principle point of contact for implementation. It is unlikely that any one person or agency will be identified due to the complexity of the disaster response in New Orleans. ESF-14 has a downtown office to which LTRC materials will be sent and disseminated.

#### Summary

Our assessment of elected-official concurrence with LTRC planning is high. Assessment of public concurrence is difficult to ascertain due to dispersion of much of the population and the political uncertainties of planning during a mayoral and council election, which will be held on April 22. As team community relations associates attend meetings, there is a growing sense that ESF-14 is an asset and is increasingly being looked to as a resource for the future.

[View the Parish Summary Page from Louisiana Planning Day \(PDF\)](#)

## RECOVERY METHODOLOGY

Recovery planning is complex. With a wide variety of needs, limited resources and as many opinions as to what is important as there are people, Long-Term Community Recovery (LTRC) planning can be even more complex. The LTRC planning process uses a step-by-step method to identify, evaluate and prioritize needs, define projects and develop implementation strategies.



**RECOVERY NEEDS.** Disaster events disrupt the normal functioning of a community. The extent of damage differs for each event, and in each disaster the affected region, state, country and community has varying degrees of resources and capabilities available to address recovery needs. Planning professionals, in partnership with local community leadership and citizens, assess community damage and recovery capability to determine the impact of disaster-related destruction. The assessment process identifies recovery needs that exist within pre-disaster community growth and development needs. Defining disaster-related impacts and needs creates a community base line.

An example of a disaster impact could be, "We lost 75% of our affordable housing." An identified community need could be, "We need to rebuild affordable housing."

**RECOVERY PRIORITY ISSUES.** Certain recovery needs are more immediate than others — either they help "jump start" community recovery efforts; they are necessary before other projects can be done; or they have an immediacy that must be recognized. After identifying recovery needs, LTCR professionals work with community members to prioritize needs. Sometimes recovery needs are further complicated by additional issues that require consideration. For example, a community might identify a need to "rebuild affordable housing," only to find that flooding or storm erosion has reduced the amount of land available for building. While priorities are different from parish-to-parish, Louisiana residents who participated in Open House events agreed on several key issues. The following are among Louisiana citizens' top three recovery concerns:

- better hurricane protection and levees
- development of new housing
- restoration of coastal areas

**RECOVERY GOALS.** Establishing a community vision and goals is an important step in the LTCR process. It provides a structured framework that helps to guide recovery policies and the development of recovery programs and projects. Vision and goals also act as a standard the community can use to evaluate the progress of its recovery efforts and the amount of work still needed. Recovery vision and goals are informed by public input. Planning professionals help communities identify community recovery goals and those are confirmed through additional public input. Using the housing example, a community vision might be, "We value diversity." A community goal might be, "We need to create 100 units of low-income housing in the downtown area by January 2007."

**RECOVERY PROJECTS, PROGRAMS AND POLICIES.** Clearly defined recovery projects, programs and policies aid communities in leveraging external funds (from foundations, philanthropists and other funding sources) and as a base from which to apply for government funds (Community Development Block Grants as an example). Projects are ranked according to recovery value (high, moderate, low or community interest) and the ranking further aids in obtaining funding. Recovery values are objective and determined by applying an evaluation methodology that includes a determination of how well each meets stated goals and its relationship to the overall recovery effort. A more complete description of the Recovery Value Tool, which is used to establish project recovery value, is found in the RECOVERY PLANNING TOOLS section of this website.

Recovery projects included in the Parish RPT are ones that directly address needs resulting from the disaster and are additional to those already planned through other programs.

Recovery projects are assigned a recovery value using a standardized methodology found in The Long-Term Community Recovery Planning Process: A Guide to Determining Project Recovery Values. Higher recovery value projects are consistent with community recovery visioning and goals, focus on overall community recovery and can achieve multiple recovery benefits.

The RPT is a dynamic instrument; as new community needs are identified the Parish RPT will be able to reflect those changing conditions. Project modifications are still occurring. Parish RPT enhancements and refinements are ongoing.

**RECOVERY IMPLEMENTATION STRATEGIES AND FUNDING SOURCES.** The final stage in the process involves the development of an implementation strategy that outlines funding resources and processes to accomplish recovery projects. Using a Strategic Recovery Timeline (SRT), communities can plan how projects will be completed and track progress. More information on the SRT can be found in the Recovery Planning Tools section of this website. It is important to recognize that several recovery projects, programs or policies may be required to meet a single recovery goal, and projects can meet multiple goals.



## Parish Recovery Goals

### Orleans Parish--Priority Issues

The following bullets highlight the key issues determined by Orleans Parish planning efforts by recovery sector. These issues are preliminary. Community input is currently underway and many plan reports have not yet been released. Therefore, the following items are subject to change as more information is revealed in Orleans Parish.

#### Economic and Workforce Development

- Restore and foster small businesses throughout the parish.
- Restore and rejuvenate the tourism industry.
- Increase opportunities for returning workers as a way to both increase quality of life and spur the city's economic revival.
- Lower the unemployment rate.

#### Environmental

- Restore city parks and recreational areas.
- Link neighborhoods with parks and community centers.

#### Flood Protection and Coastal Restoration

- Restore areas that have been eroded and build structures to minimize future erosion.
- Minimize the risk of future flooding in New Orleans and surrounding areas.
- Restore and protect valuable coastal wetlands.

#### Human Services

- Reestablish human service programs for existing and returning residents.

#### Education

- Restore primary and secondary educational facilities throughout the parish.
- Restore and improve the educational curriculum in the parish.
- Restore institutions of higher education within the parish.
- Rebuild schools to include traditional and non-traditional education facilities.

#### Public Health and Healthcare

- Restore and improve all health care facilities including clinics, hospitals, and emergency care.
- There is extremely limited access to primary care services in the New Orleans region.
- Limited infrastructure is available for temporary, transitional, or permanent health care facilities.
- Medical care facilities are strained financially due to the dramatic increase in the cost of caring for the uninsured.
- The need for mental health services exceeds the region's capability to provide care. SAMHSA estimates 43,000 individuals will require mental health care post-Katrina.
- The ability to deliver high quality care in the New Orleans area is hindered by a severe lack of qualified medical personnel.

#### Transportation and Infrastructure

- Economic recovery has been hindered by damage to port and maritime facilities.
- Sewer and water lines in different zones of the city were severely damaged and need repairs.
- The loss of sewerage may cause long term public health issues for the residents of New Orleans.
- The sewer system may not be able to meet demand as residents return home.
- Millions of gallons of potable water are lost through leaks in the water system every day.
- The economic recovery of Orleans Parish is hindered by the lack of safe and functioning infrastructure.
- Underground utility lines and electrical wiring are compromised.
- The existing street drainage system is inadequate.
- Streets need to be brought up to DOTD safety standard.
- Mass transit systems need to be restored and expanded.

#### Housing and Community Development

- Increase the new housing construction rate in the city.
- Restore/rehabilitate damaged but repairable housing throughout the city.
- Increase awareness of the availability and benefits of the National Flood Insurance Program (NFIP).
- Increase the range of housing options and related services for persons with special needs (elderly, disabled, homeless).
- Address and prioritize the need for affordable housing options.
- Increase the availability and quality of owner-occupied housing.
- Allow the restoration/rehabilitation of existing non-residential buildings as mixed use residential/commercial.
- Neighborhood treasures such as historic buildings should receive priority funding and attention.

- The city and neighborhoods need basic decision making information to understand whether residents intend to return to their homes.

## Orleans Parish - Local Recovery Vision

### Community Vision

In five years, the Crescent City will be a cohesive re-integrated community with:

- New and improved critical infrastructure to include Category 5 levee protection, restored coastal wetlands, and funds to maintain each
- Improved public services including communications, energy, and health
- Sustainable, equitable and transparent approaches to rebuilding
- A diversifying economy to sustain a growing and educated population
- A commitment to revival using principles of Smart Growth to insure a balance of recovery and long term sustainability.

### Equitable economic growth

- New Orleans will have a diverse economy that encompasses both traditional and emerging industries and services, fosters new and small business growth, and supports a cooperative regional framework.
- New Orleans will have strong neighborhood commercial centers and more effectively link its component neighborhoods into a cohesive mutually supportive economic entity.
- The New Orleans workforce will have the training opportunities to become qualified for the post hurricane mix of employment opportunities.
- New Orleans will work to see that each citizen has a living wage, reasonable benefits and a decent home from which to improve their lives.

### Public services that contribute to "quality of life"

- New Orleans will create a modern high performing public education system as a key component in its rebuilding
- Health services in New Orleans will be rebuilt in a manner that ensures equitable access and improved service for all residents, and supports economic growth in the parish.
- New Orleans Water and Wastewater systems will be restored to provide services in an efficient and environmentally sensitive manner.
- New Orleans will reestablish a multimodal transportation system taking advantage of opportunities to create a pedestrian friendly system that accommodates bicycles, automobiles and mass transit.
- New Orleans will rebuild and enhance its enviable system of parks, green areas, and cultural spaces.

### A planned and designed community that advances livability

- New Orleans will preserve the best of its past while accommodating future needs for redevelopment and redefinition.
- New Orleans will be noted for its mixed income, mixed use neighborhoods.
- New Orleans neighborhoods will foster diversity and social equity.

Parish Goals	
Environmental	<ul style="list-style-type: none"> <li>• Restore and improve 1100 acres of City Park by Spring 2011.</li> </ul>
Housing and Community Development	<ul style="list-style-type: none"> <li>• Address the housing shortage by providing assistance to rebuild up to 134,000 damaged or destroyed rental units and rehabilitate up to 67,000 owner occupied homes; including quality, affordable housing options for approximately 30,000 displaced senior residents and 17,000 displaced low income families by the end of 2008. Appropriate and required mitigation measures will be included in this assistance.</li> <li>• Allow mixed use development, and restore and protect 33,000 historic and culturally significant buildings by April 2007.</li> </ul>
Economic and Workforce Development	<ul style="list-style-type: none"> <li>• Strengthen the areas of the city where small and minority businesses begin, grow and mature.</li> <li>• Strengthen and restore tourism to pre-storm levels within three years.</li> <li>• Target assistance for small and emerging industries and firms.</li> <li>• Revitalize older and underutilized areas of the downtown.</li> <li>• Increase the number and quality of the local labor supply.</li> <li>• Diversify employment so that there is a greater share of manufacturing and light industrial employment and Orleans at least holds its share or gains as a percent of the region.</li> </ul>
Public Health and Healthcare	<ul style="list-style-type: none"> <li>• Re-establish medical infrastructure and quality services by 2010.</li> <li>• Ensure the minimum adequate access to behavioral health services, standard for which is one full-time mental health provider per 9,000 people, and one full-time substance abuse counselor per 4,200 people.</li> <li>• Re-establish comprehensive primary care services through a neighborhood-based service delivery model by 2010.</li> <li>• Re-establish 2 medical school programs by August 2006.</li> </ul>
Transportation and Infrastructure	<ul style="list-style-type: none"> <li>• Reestablish the parish's roadways and traffic management to efficiently accommodate traffic through the city by 2007.</li> <li>• Stimulate a swift revitalization of commercial and residential neighborhoods while encouraging access between communities across the waterway by 2010.</li> <li>• Reestablish the regional Mass Transit System in order to provide efficient, safe, and environmentally friendly public transit services to nearly 220,000 individuals in New Orleans by 2008.</li> </ul>

	<ul style="list-style-type: none"> <li>• Relocate existing deep draft port facilities, tenants, and industries of the Port of New Orleans in order to provide a safer and deeper port for the movement of up to 50 million tons of cargo per year by 2008.</li> <li>• Collect data on damages to the sewer and water delivery systems in order to accurately quantify water loss.</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Design and restore an educational system conducive to educational excellence; a system that promotes student success and equity in access to educational services. Reopen 56 schools by August 2008.</li> </ul>
Human Services	<ul style="list-style-type: none"> <li>• Improve organizational capacity of nonprofit organizations in the Greater New Orleans area. Re-establish services to meet needs of families impacted by the storm by 2007.</li> </ul>
Flood Protection and Coastal Restoration	<ul style="list-style-type: none"> <li>• Create or restore 4,000 acres of critically located coastal wetlands and other habitats that buffer and protect communities and infrastructure in Orleans Parish and southeast Louisiana.</li> <li>• Build structures to serve as storm surge buffers. These structures will significantly reduce storm surge and protect coastal wetlands.</li> <li>• Develop alternatives to levees to protect the city from flooding.</li> </ul>



## Recovery Projects

Sector	Project Name	Recovery Value
Environmental	Rebuild JM Bartholomew Municipal Golf Course	Low Recovery Value
Environmental	Rebuild New Orleans Urban Forest	Low Recovery Value
Environmental	Restore City Park	Moderate Recovery Value
Housing and Community Development	Catholic Charities Housing Development	Low Recovery Value
Housing and Community Development	Construct Mary Queen of Vietnam Sr Housing Project	Moderate Recovery Value
Housing and Community Development	Implement Permanent Housing Dev. Strategy	Moderate Recovery Value
Housing and Community Development	Salvage Architectural Artifacts	Low Recovery Value
Housing and Community Development	Unified Neighborhood-Based Recovery Planning	Moderate Recovery Value
Economic and Workforce Development	Establish Sector-Based Business Incubators	High Recovery Value
Economic and Workforce Development	Expand Cruise-Ship Terminal	Moderate Recovery Value
Economic and Workforce Development	Feasibility of new East/Central Industrial Park	Low Recovery Value
Economic and Workforce Development	Recovery of Neighborhood Business Districts	Moderate Recovery Value
Economic and Workforce Development	Redevelop Canal Street	High Recovery Value
Economic and Workforce Development	Workforce Development	Moderate Recovery Value
Public Health and Healthcare	Full Restoration of Two Medical Schools	High Recovery Value
Public Health and Healthcare	Implement Elements of the LADHH Plan	Moderate Recovery Value
Public Health and Healthcare	Medical Needs Assessment for Orleans Parish	Moderate Recovery Value
Public Health and Healthcare	Reactivate Medical Research Center in Orleans	Moderate Recovery Value
Public Health and Healthcare	Restore Neighborhood Comprehensive Primary Care	Moderate Recovery Value
Transportation and Infrastructure	Conduct Detailed Engineering Study of Flooded St.	Community Interest
Transportation and Infrastructure	Conduct Hydraulic Analysis and Leak Evaluation	Moderate Recovery Value
Transportation and Infrastructure	Establish Regional Traffic Management Center	Community Interest
Transportation and Infrastructure	Institute Regional Commuter Rail Network	Moderate Recovery Value
Transportation and Infrastructure	Reconstruct Downman Road	Low Recovery Value
Transportation and Infrastructure	Relocate and Expand Port of New Orleans Terminals	High Recovery Value
Transportation and Infrastructure	Replace and Widen the Almonaster Bridge	Moderate Recovery Value
Transportation and Infrastructure	Restore and Improve Public Transit Services	High Recovery Value
Education	Renovate Priestley School	Moderate Recovery Value
Education	Re-open New Orleans Charter Science & Math H.S.	Low Recovery Value
Human Services	Increase Crisis & Information Call Center Capacity	Community Interest
Human Services	Restart St Mark's Community Center Program & Camp	Low Recovery Value
Flood Protection and Coastal Restoration	Divert Fresh Water to Bayou Bienvenue	Low Recovery Value
Flood Protection and Coastal Restoration	Prepare a Secondary Flood Protection System Study	Low Recovery Value
Flood Protection and Coastal Restoration	Protect East New Orleans Land Bridge Shore Line	Moderate Recovery Value
Flood Protection and Coastal Restoration	Restore Wetlands Through Improved WW Treatment	Moderate Recovery Value
Flood Protection and Coastal Restoration	Stabilize NO East Landbridge Hwy 90 Bank	Moderate Recovery Value

## Recovery Sectors

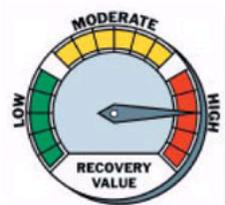
The ability to view projects by Recovery Sector (areas of specific interests) facilitates collaboration between similar projects within a parish, or among multiple parishes. The nine Recovery Sectors were developed using the framework established by the Louisiana Recovery Authority (LRA), the Office of Gulf Coast Recovery and the Federal Emergency Management Agency's Long-Term Community Recovery team. Local residents; state, local and federal governments; community stakeholders; nonprofits and private industry can compare local recovery projects with recovery projects in neighboring parishes or parishes across the state.



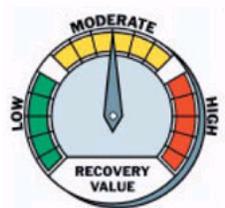
<p><b>Environmental</b> Projects intended to restore/rehabilitate ecological systems damaged as a result of the hurricanes. Air, water, and soil quality restoration and preservation, as well as the use of energy efficient building materials and smart growth principles fall under this sector.</p>	<p><b>Housing and Community Redevelopment</b> Includes single and multi-family rebuilding and repair projects. Projects that focus on public space, redevelopment of downtowns, historic districts, neighborhoods, specialized zones, planned unit developments and land-trusts are included. Also included is rebuilding non-public components of the built landscape including mixed-use, office, and retail developments.</p>	<p><b>Economic and Workforce Development</b> Includes projects that create jobs, reduce poverty and stimulate private sector investment. Projects for small businesses, minority or women-owned businesses, small business incubators, the creation of economic empowerment or enterprise zones are included. Workforce development includes workforce training, job placement assistance, and work mentoring programs.</p>
<p><b>Public Health and Health Care</b> Includes projects whose focus is on improving public health. Projects for hospital or clinic upgrades, ambulances, and any public/private medical service improvement are included.</p>	<p><b>Transportation and Infrastructure</b> Transportation includes projects involving pipelines (natural gas, oil), maritime navigation, roads, and transit railways. Infrastructure includes projects involving utilities – water, wastewater (sewer), gas, electricity, and telecommunications.</p>	<p><b>Education</b> Includes projects that focus on rebuilding or improving school infrastructure, improving curriculum, or training for teachers. Projects for adult education are included, as well as programs for general education at the pre-kindergarten through high school level. Programs for higher education - community colleges and universities - are included. assistance, and work mentoring programs.</p>
<p><b>Human Services</b> Includes projects related to elder care, mental health services, alcohol and drug rehabilitation, services for the poor, and any other social program that doesn't fall under another category.</p>	<p><b>Public Safety</b> Includes projects dealing with police, fire, emergency preparedness, or prisons.</p>	<p><b>Flood Protection and Coastal Restoration</b> Sector includes both built and non-built solutions that are designed with hurricane or flood protection as the primary consideration. Levees, flood gates, strategies to replace sediment, and strategies to encourage wetland growth and vegetation are included.</p>

## Recovery Values

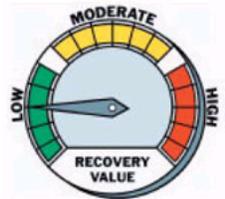
Projects are assigned a "Recovery Value" based on their ability to help jump-start a community's recovery from a natural disaster or incident of national significance. Projects that positively contribute to recovery typically address a broad range of issues that promote a functioning and healthy economy, support infrastructure optimization, and encourage provision of a full range of housing opportunities. Predicated on a series of general criteria, each project in a LTCR plan was assigned a High, Moderate or Low Recovery Value, or fall into the "Community Interest" category.



High Value recovery projects are directly related to storm effects; address multiple affected areas/sectors; have likely funding sources and high local support; and hence provide the most storm recovery benefit.



Moderate Value recovery projects are more limited in scope, span, impact or benefits. They have limited support or benefits and less definable outcomes.



Low Value recovery projects are more indirectly linked to the disaster or damages, have little community support.



**Community Interest**

Community Interest recovery projects may have significant local support, but do not have any relationship to the disaster, would not produce results within five years, or do not produce identifiable benefits to promote recovery.

However, a community may want to complete a project that has high visibility and strong community support but a moderate or community interest recovery value in order to have an immediate success and sustain the community interest and support for LTCR.

## Key Projects by Sector

Key Projects By Sector

Orleans Economic Development Corporation

### Project Name

Rebuild JM Bartholomew Municipal Golf Course

### Recovery Value

Low Recovery Value

### Goal

Restore and improve 1100 acres of City Park by Spring 2011.

### Sector

Environmental

### Scope

A celebration was planned for October of 2005 to mark the completion of improvements to the Bartholomew Golf Course and to celebrate the 50th year of the Pontchartrain Park neighborhood. Tragically, Hurricane Katrina devastated both the golf course and neighborhood. The golf course was designed and constructed by Joseph M. Bartholomew, Sr., a nationally recognized golf course architect and the first African-American golf course architect in the country. Mr. Bartholomew designed a number of courses in his long career, but he considered Bartholomew Golf Course his crowning achievement. The course is at the center of Pontchartrain Park, which is the name of both the 198 acre park and the subdivision built to provide housing for the emerging African-American middle class; as prejudice and segregation laws kept them out of other new subdivisions being built after the war. Both the golf course and the neighborhood prospered and played a significant role in the cultural history of New Orleans. As it neared the 50 year age criteria, Pontchartrain Park was in the process of being nominated for inclusion on the National Register of Historic Places.

Due to the flood waters that inundated this area for weeks, the course will need a total renovation. The irrigation system, including sprinkler heads, controllers and pumps, were destroyed and need to be replaced. The lagoons, which provide the water for the irrigation system, silted in and would be dredged. Due to the flood waters, extensive erosion and subsidence occurred on the course and high salinity levels have been found in the existing soil. A cap of a USGA approved soil mix would be placed over the greens and tees and an appropriate fill material be placed over the fairways. After grading and leveling, the course would be sprigged with selected hybrid Bermuda grasses and allowed to grow-in for full coverage. The driving range would also be repaired in the same manner. New trees would be planted to replace those lost from the wind and flooding. Downed fencing would be replaced. The flood damage to the clubhouse, cart barn and maintenance building would be repaired to bring these facilities back to an operational condition.

It appears that the city will only recoup a fraction of the total cost of repairing the golf course and clubhouse from FEMA's Public Assistance (PA) program. Other sources of funding will be needed to restore this course to a playable condition.

Engineering & Design: \$75,000

Construction: 5,925,000

Source: New Orleans Department of Park and Parkways

### Estimated Costs

\$ 6,000,000

Key Projects By Sector  
Orleans Economic Development Corporation

### Project Name

Rebuild New Orleans Urban Forest

### Recovery Value

Low Recovery Value

### Goal

Restore and improve 1100 acres of City Park by Spring 2011.

### Sector

Environmental

### Scope

The urban forest in New Orleans was severely devastated by Hurricane Katrina's winds and flood waters. It is estimated that approximately 40,000 public trees under the jurisdiction of the New Orleans Department of Parks and Parkways growing in parks, along the City's extensive network of neutral grounds (medians) and within the public right-of-way were lost due to the storm. These trees are being cleared, leaving greenspace littered with stumps where trees once stood.

FEMA does not offer public assistance for replanting of trees and turf and rebuilding the urban forest. With the City's limited resources, it might take another generation to rebuild the City's green infrastructure. With funding assistance from the Louisiana Recovery Authority and a concerted effort, we are projecting that a significant amount of rebuilding could be done in 5 years.

The first step in the process would be development (with extensive citizen input) of a master plan for restoring and improving the 2000 acres of public greenspace, detailing and quantifying numbers and costs of stumps to be ground, fill and hydro-seeding needed to restore the turf and trees (by species) to be planted. A plan for phasing installation as well as specifications and bid documents would be prepared. One year of maintenance would be required to insure the establishment of the new trees.

#### Phase I: Tree Assessment and Removal/Pruning

Cost: \$\_\_\_\_\_ (Waiting for cost)

(Source: Mark McAlpine, Operations Manager, Hoover Tree Experts)

#### Phase II: Tree Master Plan

Cost: \$ 150,000

(Source Keith Bleicher, Department of Park and Parkways)

#### Phase III: Tree Planting

Cost: \$ 2,000,000

(5,000 trees calculated at \$400/tree; 2"-3" cal / 8'-10' each installed)

(Source of tree planting estimate: NO Park & Parkway Commission)

Administrative project staffing needs: \$150,000

(three years of project management)

An additional landscape architect would be hired at the Department of Parks and Parkways to coordinate the project. The remaining funds would allow for stump removal; filling, grading and turf restoration; and the planting of trees

### Estimated Costs

\$ 8,000,000

## Project Name

Restore City Park

## Recovery Value

Moderate Recovery Value

## Goal

Restore and improve 1100 acres of City Park by Spring 2011.

## Sector

Environmental

## Scope

New Orleans' City Park is one of the country's oldest and largest urban parks. With the first parcels acquired in 1854, its 1,300+ acres dramatically illustrate the challenges and successes of the city's remarkable history.

The park is important to the quality of life of everyone in the region and its health and vitality is important to every citizen and employer. The Park has a significant economic impact on the region which will be dramatically threatened if the Park is not adequately restored.

The Park accounts for a total spending impact of over \$100 million dollars. Over 1,350 jobs are directly related to City Park. City Park creates a "halo" effect on surrounding property values increasing the value of surrounding property by a total of nearly \$400 million dollars. State and local governments receive annual tax revenue of approximately \$11 million dollars due to the operation of the Park. In a full year of normal operations the park receives over 1.0 million visitors making 11 million visits.

City Park currently does not receive any city operating support, which is the bulk of the other large parks.

A master plan for City Park was completed in March 2005. The vision and plan were developed with extensive input from the public and an examination of other great public parks such as Central Park and Balboa Park to learn about trends in park planning and current thinking regarding programs and facilities appropriate to great regional parks.

Park improvements will allow the facility to be financially self sufficient, properly maintained and will offer an extensive array of programs and cultural educational experiences to the public to commemorate the 300th anniversary of the founding of the City of New Orleans.

To date, City Park has raised approximately \$3.0 million from foundations, corporations and other entities. Those funds have been used to substantially restore the garden, buy a few pieces of equipment lost in the storm and help maintain staffing.

The park was a veritable botanical garden (in fact, housed one) before the storm and its restoration even if done in stages will send a most important message to residents back and dispersed that one of the most important cultural and environmental elements of the city is coming back.

Public Assistance (PA) funding will assist in restoring storm related damages and are not included in this project. Where possible, some of these funds will be used to contribute to the funding of projects identified in the master plan, building the park back better than before to meet the needs of the 21st Century.

## Tasks

- Of 4000 trees, 1000 were lost immediately after the storm. It is estimated that another 1,000 have died or are in the process of dying. These trees are not covered by any existing FEMA program. An additional 500 trees are proposed to be planted as part of this task.
- The picturesque lagoons in the park need to be flushed out and damaged connector pipes and some dredging and planting included in this task.
- Restoration of the golf course will provide needed revenue to sustain the facility without city funding. This task includes restoring 3 golf courses, building a new golf clubhouse, replacing equipment and a maintenance facility and repairs to the driving range, new irrigation system, electric and the like.
- Restoration of the sports stadium will attract new visitors to New Orleans. This task includes electrical repair, field replacement with artificial surface, renovations to concessions facilities, bathrooms in both Tad Gormley and Pan American Stadiums.
- Construction of Tri-Centennial Place includes the relocation of the tennis complex that was damaged by recovery vehicles after the storm, construction of a spray park, infrastructure repairs, an amphitheatre, great lawn and skate park.

## Budget

Remove stumps and dead trees, plant 500 new species \$1,000,000

Restoration of lagoon system \$2,500,000

Renovations and replacement of damaged shelters \$2,000,000

Restoration of golf complex \$21,000,000

Restoring and Improving sports stadiums \$4,000,000

Construction of Tri-Centennial Place \$12,500,000

\$43,000,000

## Estimated Costs

\$ 43,000,000

Key Projects By Sector  
Orleans Economic Development Corporation

### Project Name

Catholic Charities Housing Development

### Recovery Value

Low Recovery Value

### Goal

Address the housing shortage by providing assistance to rebuild up to 134,000 damaged or destroyed rental units and rehabilitate up to 67,000 owner occupied homes; including quality, affordable housing options for approximately 30,000 displaced senior residents and 17,000 displaced low income families by the end of 2008. Appropriate and required mitigation measures will be included in this assistance.

### Sector

Housing and Community Development

### Scope

Catholic Charities plans to build a total of 7,700 housing units in the Orleans Parish area. Of this total, 6,500 units are scheduled to be rental homes and apartments in an attempt to address the area's shortage of affordable housing. Catholic Charities proposes to repair and rehabilitate 1,200 of 2,700 existing units that were damaged in the storm and are not in use. This proposed work effort represents 3.6% of the total housing recovery goal (approximately 45% of affordable housing target).

The impact of the storms on the housing stock of New Orleans was devastating. The current estimate is that 44,040 owner-occupied homes were severely damaged or destroyed from flooding and winds; 78,810 rental housing units were severely damaged or destroyed from flooding and winds; 22,569 owner-occupied homes received minor to major damage from flooding and winds; 55,534 rental housing units with minor to major damage from flooding and winds.

These proposed projects will increase the new housing construction rate in the city. They will also improve access to affordable housing for approximately 5% of the displaced residents of New Orleans who are renters. This housing program helps low income families. This population is estimated at 103,000 displaced residents or 30% of the 365,000 displaced residents of New Orleans who are believed to fall below the poverty line.

The vision for the New New Orleans promotes development of mixed income, mixed use neighborhoods, building on the well-established traditions seen in the oldest parts of the city. These neighborhoods will be venues for fostering diversity and social equity.

### Tasks

Budget  
\$650,000,000 (6,500 housing units)

### Estimated Costs

\$ 650,000,000

Key Projects By Sector  
Orleans Economic Development Corporation

### Project Name

Construct Mary Queen of Vietnam Sr Housing Project

### Recovery Value

Moderate Recovery Value

### Goal

Address the housing shortage by providing assistance to rebuild up to 134,000 damaged or destroyed rental units and rehabilitate up to 67,000 owner occupied homes; including quality, affordable housing options for approximately 30,000 displaced senior residents and 17,000 displaced low income families by the end of 2008. Appropriate and required mitigation measures will be included in this assistance.

### Sector

Housing and Community Development

### Scope

The scope of this project is to construct a 300-unit senior housing center on a 28-acre site owned by the Archdiocese of New Orleans. The Mary Queen of Vietnam Church sponsored a design charrette that resulted in two site plan designs and two proposals for redeveloping an existing business corridor. The senior housing facility will combine independent living, assisted living, and nursing home care in one facility; this will include hospital and emergency services for the residents.

According to demographic statistics from FEMA and the U.S. Census Bureau, from the New Orleans area there are approximately 30,000 displaced persons 65 and older. This project directly addresses this storm impact by targeting a new housing development for the senior community.

The vision for the New Orleans promotes development of mixed income, mixed use neighborhoods, building on the well-established traditions seen in the oldest parts of the city. These neighborhoods will be venues for fostering diversity and social equity. In the Vietnamese community, as well as others, elderly people are a valued asset and are an important part of families and neighborhoods. Respected for their experience and wisdom, elderly residents are an integral part of this society.

Envisioned as a state of the art facility, this center will incorporate innovative technology and mitigation techniques in the design and construction process. The project site lies between the existing business corridor and the neighborhood houses and will serve as a link between these two areas to encourage walking and bicycling. This project will create extensive park grounds since the site contains an existing wetland area, which is very important to this community, who wish to see it protected and preserved.

According to the proposal advertising the first design charrette, New Orleans East is home to over 8,000 Vietnamese Americans living in a tightly knit community since 1975. Hurricane Katrina has severely damaged homes and neighborhoods, but the community is determined to return and rebuild. Much of the recovery work is complete; now the community is looking towards long-term planning and redevelopment.

Development of the existing site as a trailer site for 199 travel trailers is currently underway. FEMA will install infrastructure that will be permanent and reusable for the permanent development of the site. Also in the community, at least twenty-four businesses have sprung back to life, including restaurants, grocery stores and even a dentist office. This along with the five-hundred signatures provided to Entergy to convince the utility company to restore power to the neighborhood are vital proof that this community is not only viable, but also determined in their intentions to return and to flourish. This will provide other communities in the immediate area and the region an example of how and why they should rebuild as well.

### Tasks

Surveys, design fees, construction budgets, master plan, phasing plan

Existing wetlands – assessments, impact studies? What is involved with ACE?

Construction timeline (include 18 months for FEMA trailer site)

### Phasing & Budget

\$20,000,000 to construct new facility

### Estimated Costs

\$ 35,000,000

## Project Name

Implement Permanent Housing Dev. Strategy

## Recovery Value

Moderate Recovery Value

## Goal

Address the housing shortage by providing assistance to rebuild up to 134,000 damaged or destroyed rental units and rehabilitate up to 67,000 owner occupied homes; including quality, affordable housing options for approximately 30,000 displaced senior residents and 17,000 displaced low income families by the end of 2008. Appropriate and required mitigation measures will be included in this assistance.

## Sector

Housing and Community Development

## Scope

This project provides transitional staffing and technical assistance support to the Housing and Redevelopment agencies of the City of New Orleans to revive and expand pre-disaster housing production and rehabilitation programs in the City to city-wide levels needed to address the extraordinary demands for affordable housing created by the Hurricanes Katrina and Rita. This project will build on the successful pre-disaster experiences of the smaller and limited scope programs the City had developed in conjunction with the lending and non-profit communities and will provide an enlarged mechanism to address the need for housing production, estimated to be 134,000 housing units and 67,000 home-owner units.

This program will build upon current initiatives of Neighborhood 1 and NORA, and utilize the non-profit and CDC network to expand existing programs into a city-wide strategy for permanent housing.

This multifaceted project will implement a redevelopment effort to assist in the rebuilding and repairing of residences, and expedite the conversion of blighted and adjudicated properties to safe and affordable housing. This strategy will protect the neighborhoods of New Orleans and avoid sporadic redevelopment. This will have a broad reaching, positive impact on the post-disaster recovery of the New Orleans economy by providing housing and rehabilitation assistance to those returning to live and work in the city. This strategy will build upon existing housing initiatives that target low- to moderate-income members of the community, especially renters and first time home buyers. This project creates a strategy to achieve approximately 60% of the housing goal by expanding existing limited programs to encompass the entire parish.

The Permanent Housing Development Strategy is a combination of programs that, together, will help stabilize the housing market in New Orleans, help residents to purchase or repair their homes, and low-moderate income renters to find affordable housing. It has three parts: 1) provide subsidies for residents to purchase new homes in the city; 2) provide assistance to rehabilitate damaged properties; 3) support non-profit organizations to purchase, rehabilitate and rebuild properties that are abandoned and blighted.

The Strategy will be implemented through the New Orleans Redevelopment Agency and Neighborhood 1, which serves as the City's Housing and Neighborhood Development Department. It will also utilize existing partnerships with non-profit housing agencies, lending institutions and developers, of which the city has a strong network. Activities supported and promoted by this project will be consistent with proposed homeowner assistance programs at the local, state and federal levels. In fact, these programs already exist in some form at this time, and are supported by multiple levels of government. There is a solid foundation for the implementation of this project in existing organizations, however their capacity and funding is limited, and therefore they cannot address the full range of issues in the post-disaster environment. Existing programs need to be expanded in their scope and capabilities in order to address the complete range of housing needs critical to the recovery of the parish. Additional staff also needs to be provided for the City housing organizations.

Due to the damage and destruction to the tax base of the city, there is a need to fund staffing and support operations for the housing agencies for a transitional period. This will fill a gap in capacity of the agencies and affiliated organizations to counteract the impacts of their loss of approximately 70% of their support. The City and the housing redevelopment agencies do not have the capacity at this time to address the full needs of the Parish.

Housing is a pressing concern in the parish. The population of Orleans has dropped from over 460,000 to under 190,000, in large measure because people do not have places to live. Almost 113,000 homes were destroyed or substantially damaged by the storms and their aftermath. Another 26,000 homes sustained major damage.

Housing affordability is also a problem that must be solved in order for the City to recover. Due to the high demand and low supply of adequate housing, prices are rising and pushing many previous residents out of the market. This is not only unfortunate for individuals; it will hamper the rebuilding of the City by slowing the repopulation and altering the fabric of the culture.

Without intervention, the housing market will be unstable. In some impacted neighborhoods populated by low and moderate income owners and renters there will be a significant threat of abandonment of properties if owners cannot afford to repair them. If there is not enough market demand for houses in a particular area of the City due to loss of population or lack of resources by the pre-disaster residents, abandoned homes and empty lots will not be redeveloped, causing pockets of blighted and abandoned properties. This reduces the safety and quality of life in neighborhoods, as well as reduces property values. As a result, the City will be burdened with the cost of demolishing the homes and potentially maintaining lots, in addition to the loss of tax base and tax revenue, and probable increases in crime in the localized area. These are public expenses the City can scarcely afford.

This project will support two priorities of the City: encouragement of home ownership, and the return of long time residents. This program will build upon current initiatives of Neighborhood 1 and NORA, and utilize the non-profit and CDC network to expand existing programs into a city-wide strategy for permanent housing.

### Home Purchase Assistance:

Part of the project implementation strategy is creation of a loan fund to assist home purchasers. Once started, the loan fund should be self-sustaining and is anticipated to continue to make loans in the near term as well as in the future. The primary beneficiaries will be low- and moderate-income residents. Loan products will be designed to meet the needs of residents not eligible to participate in the state and federal programs.

The City will work with established non-profits to administer the loan funds, and work with buyers to provide rehabilitation services for abandoned property ranging from loan oversight to construction management for buyers. The nonprofits will work with local banks to offer low interest loans that might be paired with conventional mortgages, depending on borrower qualifications and financial capacity. The specifics of the program will be tailored to individual buyers based on the income level of the applicant, but there will be two primary types of assistance:

- 1) Down payment assistance loans – Zero percent, deferred interest loans specifically targeted to cover all closing costs for a conventional or special home purchase loan for qualified borrowers. This assistance must be repaid by the time the applicant sells the property in the future. The maximum loan amount is anticipated to be around \$3,000.
- 2) Soft Second Mortgages – It is anticipated that soft second mortgages may be available for up to \$40,000 to qualified borrowers purchasing a homeowner occupied dwelling. For moderate-income buyers, the loans will have terms expected to be in the range of four to six percent interest, with 30-year fixed rate amortization schedules. For low-income buyers, the loans will offer reduced interest rates, even zero percent interest loans that are deferred until sale.

Prior to close of the loan, the home purchaser will be required to complete homeowner training which will consist of a six week class offered at a nominal fee. This program would educate homeowners on Smart Growth, energy efficiency, and environmental issues and put homeowners in touch with existing programs such as Energy Star rebates and mortgage assistance. Incentive plans would be developed to encourage homeowners to use these initiatives where there is not already a financial incentive. See attachment for a sample curriculum.

### Home Rehabilitation Assistance:

The project will provide low interest loans to low/moderate income residents to repair damaged homes through a partnership between local banks, the city, and local non-profit housing corporations. The interest rate for these loans is expected to vary between one and seven percent based on the income of the applicant. Loan amounts are expected to vary in a range from \$1,000 to \$20,000. The project will also provide technical assistance and project management to help owners repair their house. Neighborhood Housing Services of New Orleans currently has a similar program on a limited scale and can be used as a model for this city-wide initiative. Their program offers the following elements:

- Conduct a thorough inspection of the house that results in a summary of needed repairs and an accurate estimate of how much they will cost.
- Write detailed specifications and provide clear drawings so both the owner and the contractors understand the work to be done.
- Help the owner find quality contractors who work at reasonable prices.
- Provide regular inspection of the work and advise the owner on how to deal with the "unexpected."
- Provide professional management of the records for the project.

Empty Lot and Abandoned Property Redevelopment(Single-family and Multi-family sites):

In cases where there is no readily-discernible market demand for an abandoned property or lot that is owned by the city, a non-profit or CDC can be given the opportunity to redevelop the property. The city will partner with, and provide assistance to, CDC and non-profit housing agencies in order to either rehabilitate or construct new houses on these abandoned or blighted properties. The redeveloped property can then either be sold or rented out in order to recoup costs and continue the program, depending on the agency involved.

Priority steps include:

- Conduct survey of vacant and underutilized properties. Identify ownership and development plans.
- Group similar properties and offer to nonprofit developers so new houses can be built.
- Provide subsidies as necessary to redevelop properties.

This project is proposed to fund both the loan and grant funds needed to assist homeowners and non-profit developers, and also provide funds for staffing and support of the implementation of this project through the first 36 months of operations.

Estimated Costs

\$ 10,000,000

Key Projects By Sector  
Orleans Economic Development Corporation

Project Name  
Salvage Architectural Artifacts

Recovery Value  
Low Recovery Value

Goal  
Allow mixed use development, and restore and protect 33,000 historic and culturally significant buildings by April 2007.

Sector  
Housing and Community Development

Scope  
This project will create and fund a program designed to provide for the demolition and salvage of historic buildings (pre-1950) deemed structurally unsound, immovable, etc. that have been identified for demolition by the City. This program will provide a mechanism to help maintain the distinct character of New Orleans historic architecture by providing authentic and reusable materials to the construction market. It will work in conjunction with existing non-profit salvage and resale programs at New Orleans Habitat for Humanity's Project ReStore and the Green Project, as well as Delgado Community College.

This program will provide an opportunity to save valuable historic building components such as windows and doors, ridge tiles, wood flooring, etc. as well as distinct decorative elements such as brackets, moldings, baseboards, etc. Another important component of this program is the link to the Delgado Community College current degree offering for Architectural/Design Construction Technology and the proposed Workforce Development Program. One component of the salvage operation will include photographic and illustrative documentation of building components, similar to the Historic American Buildings Survey (HABS) program administered by the National Park Service and housed at the Library of Congress. This documentation portion of the program may be offered as part of the curriculum for this degree, and allow the college to build a database of drawings and photographs that could aid in the reproduction of the limited supply of authentic elements. This database of community design reference guides would be available to architects, historians, homeowners, construction trades, etc. as a reference tool for building projects that incorporate historic elements. The proposed Workforce Development program includes construction trades that could benefit from the documentation efforts, providing patterns and models for reproduction of components. These trades would also have the opportunity for on-the-job training in careful demolition and salvage operations, as well as to learn about historic construction techniques and methods important in the New Orleans area restoration efforts. This historic construction specialty is a valued skill nationwide.

There are approximately 40,000 historic buildings in the state of Louisiana eligible for placement on the National Register; over 33,000 of those buildings are located in New Orleans. 70% or approximately 23,000 of these buildings in New Orleans are owner-occupied residences. Hurricane Katrina damaged over 66,000 owner-occupied homes in the city. Flooding and wind damage occurred in every neighborhood and historic district. It is safe to assume that damage occurred to a significant number of historic buildings.

A key component of the vision of New Orleans' future is the concept of preserving the best of the city's past while accommodating future needs for redevelopment and redefinition.

This project will help assure the rebuilding process maintains a commitment to preserving and incorporating the historic uniqueness of the community into recovery construction, which is a significant attraction for tourists. Tourist spending has a positive impact on historic preservation related economic development. This program will improve on pre-disaster conditions by improving awareness of historic preservation in underserved communities

This project can have significant impact on the low-moderate income segment of the community that may own historic properties by providing affordable building components to individuals and communities that may not have access to expensive replacement or repair materials. Restoration is normally very expensive; however, many low-mod income neighborhoods still express a desire to save the historic architecture of their neighborhoods. By utilizing the trade school and non-profit networks for resale, retail prices will be minimal.

This program will augment efforts towards developing a hazard mitigation plan to implement historic preservation considerations per FEMA 386-6 How-to guide.

Smart growth principles addressed by this project include fostering distinctive, attractive communities with a strong sense of place by highlighting cultural assets through this program. Also, maintaining defined communities with the visual cues created by the retention/reuse of historic building components. This will be essential considering that many neighborhoods in New Orleans will be entirely new. This project also addresses the Smart Growth principle of strengthening and directing development towards existing communities by creating a program that helps facilitate existing home renovation by providing historic material resources that might not be available otherwise, and supporting community-based organizations involved in revitalizing neighborhoods.

This program is consistent with the City of New Orleans Historic Preservation Plan as well as the recommendations of the State of Louisiana's cultural economy report Louisiana: Where Culture Means Business. Both of these documents were completed pre-Katrina. There have been several recent news articles discussing neighborhood, city agency, and non-profit groups concerns about demolition of historic buildings and the possibilities of more focused salvage operations. There is also a reported interest in further development of the types of job training programs described herein.

#### Tasks

1. Identify target properties slated for demolition by working with Dept. of Safety & Permits and the HDLC.
2. Establish demolition, documentation, and construction trade program component at Delgado Community College. Determine if existing campus facilities are adequate to house new and expanded programs; include assessment of equipment needs and adequate storage space for study items.
3. Establish system to dismantle, catalog and store salvaged artifacts. Utilize existing warehouse spaces at Project Green and Habitat for Humanity to greatest extent possible. Storm damage to these structures may need repair.
4. Provide for resale of artifacts to be used in renovation/restoration projects around the city. Use of artifacts for new construction projects would be secondary but encouraged, especially where stock of items exceeds availability of rehab projects.

#### Phasing & Budget

Planning Effort: 4 weeks to prepare for implementation of Task 1  
Budget: \$50,000

Task 1: 4 weeks for start-up to target first 100 properties  
Budget: \$50,000

Task 2: 12 weeks to establish and begin programs, including recruitment of students  
Budget: \$300,000

Task 3:  
Budget: \$100,000

Task 4:  
Budget: \$100,000

Estimated Costs

\$ 1,000,000

## Key Projects By Sector

Orleans Economic Development Corporation

### Project Name

Unified Neighborhood-Based Recovery Planning

### Recovery Value

Moderate Recovery Value

### Goal

Address the housing shortage by providing assistance to rebuild up to 134,000 damaged or destroyed rental units and rehabilitate up to 67,000 owner occupied homes; including quality, affordable housing options for approximately 30,000 displaced senior residents and 17,000 displaced low income families by the end of 2008. Appropriate and required mitigation measures will be included in this assistance.

### Sector

Housing and Community Development

### Scope

It is clear there is a need for the city to develop a strong, viable, fast-track recovery plan that can be implemented by local government, with help from state, federal, private and non-profit partners. Due to the catastrophic and multi-system nature of the disaster impact, a unified and comprehensive approach must be taken to most effectively address the complex inter-relationships between problems and solutions at the individual neighborhood, district, city and regional levels.

The harsh reality of the disaster is that the City of New Orleans has been devastated as a result of the hurricanes. Its population has been reduced to half its previous level and much more than half of its housing and business resources have been rendered non-functional. Damage and disaster impacts, both direct and indirect, extend across all urban systems in the New Orleans metropolitan area.

Numerous efforts have taken place throughout the City of New Orleans to plan for the community's recovery. This activity has occurred in many neighborhoods under independent initiative as well as within a more coordinated framework under the Bring New Orleans Back Commission. In addition, the statewide Long-Term Community Planning process, organized and facilitated by the Louisiana Recovery Authority (LRA) in coordination with FEMA Long-Term Community Recovery, has provided a parish-level framework for recovery planning and identified a beginning set of disaster-related needs, goals and projects that can serve to jump-start recovery and rebuilding in New Orleans. Neighborhood design charrettes have also taken place in a number of neighborhoods including Gently and Village de L'Est (New Orleans East).

The recovery planning process should not only synthesize and build upon efforts already underway, but also be designed such that the City Planning Commission and departmental staff can forward the resulting plan to be considered for adoption by the City Council and Mayor. This project will accomplish this end result by using a neighborhood-based recovery planning process.

The Neighborhood-Based Recovery Planning Project will be implemented in two (2) phases. Phase I will produce a scope of work to define the planning effort, and fund drafting, vetting and the approvals process activities. Phase II is the implementation phase that will fund the planning efforts in the 72 neighborhoods within the 13 planning districts.

This project supports Phase I of the Neighborhood-Based Recovery Planning Project (NBRPP) which will develop the scope of work. The Phase I work of drafting and vetting the scope of work and obtaining approval for the Neighborhood-Based Recovery Planning process will fall to the City of New Orleans Department of Planning. This Phase I document(s) will have to be approved by the Mayor's office and City Council of New Orleans, Bring New Orleans Back, LRA, and other empowered reviewers and participants before implementing Phase II if this planning effort is to be truly successful.

Phase I is expected to produce a scope of work that will assure a process that complies with the following concepts of Neighborhood-based Recovery Planning. The Plan should provide guidance to the public, private and non-profit sectors on how to improve on pre-disaster conditions by ensuring that rebuilding and recovery efforts are smarter, safer and stronger. A coordinated process should also support the best leveraging strategies for the multitude of resources, both technical and financial, that can contribute to the recovery process. Mitigation, disaster-resistance and risk-reduction should be a thread considered throughout the entire planning process.

Phase I of this project will initiate a process of unifying and consolidating recovery planning efforts throughout the city which must begin immediately. The scope of work will take into account that planning may not occur concurrently in all neighborhoods, as some neighborhoods have already begun their individual planning processes, and therefore may be more prepared at this time than others.

Phase II will implement the actual process of Neighborhood-Based Recovery Planning for New Orleans / Orleans Parish. Phase II will integrate all recovery planning efforts for New Orleans / Orleans Parish into a unified, consolidated and coordinated process that will comprehensively address post-disaster needs and engage stakeholders at all levels – neighborhood residents, community leaders, civic associations, foundations, the non-profit sector, private sector, universities, and local, state and federal government.

This two phase process will assist the City to achieve the recovery vision of New Orleans to be a well-planned and designed community that advances livability for all residents.

The Disaster Recovery and Rebuilding Plan should have three (3) components in its completed form. These are:

1. A Community Baseline;
2. Rebuilding Scenario(s); and
3. An Action Plan (includes funding and implementation strategy).

The scope of work for the Neighborhood-Based Recovery Plan (Phase I) should encompass the targeted sectors around which the LRA has organized its Task Forces, and the Office of the Federal Coordinator for Gulf Coast Rebuilding has organized Working Groups. The framework must also be able to be integrated into the elements identified in the City of New Orleans Master Plan. A synthesis of these sectors/elements results in the following twelve (12) categories:

1. Housing, Community Redevelopment and Historic Preservation
2. Transportation and Public Transit
3. Flood Protection and Storm Water Management
4. Parks and Open Space
5. Utilities / Municipal Services
6. Schools / Education
7. Healthcare / Medical
8. Human Services
9. Institutions (cultural / religious / educational)
10. Environmental/Coastal Management
11. Economic and Workforce Development
12. Public Safety and Emergency Preparedness

Key tasks that this project is designed to achieve in Phase II of the work effort include:

1. Assure citizen involvement by local and displaced residents;
2. Reduce or eliminate the loss of life and property in future disasters through hazard mitigation;
3. Serve as a dynamic living document that can be updated as conditions change;
4. Provide the tools and framework necessary to secure sources of funding;
5. Provide a diverse range of housing alternatives to meet the needs of all residents;
6. Achieve sustainable balance between redevelopment and preservation;
7. Promote sustainable growth management practices and repopulation strategies;
8. Maintain and enhance the character and quality of life throughout the city;
9. Ensure that neighborhoods have access to viable and attractive commercial districts;
10. Build on the planning efforts currently underway in numerous neighborhoods.

There are six (6) key deliverables that the Phase I scope of work will require this project to provide to New Orleans. These are:

1. A Disaster Recovery & Rebuilding Plan for the City of New Orleans with corresponding graphic documents; District Plans for each of the thirteen areas defined

by the City of New Orleans; and Neighborhood Plans for all 72 defined neighborhoods (see map).

2. A standardized format and framework for the collection, management and analysis of planning data and information that can be maintained by the City as the official repository.
3. Minutes from all neighborhood, district and city-wide meetings stored in acceptable electronic format.
4. Updated property and land use information to be placed in an excel format for input into the City's GIS system.
5. Results by neighborhood from surveys concerning the number of residents that may be returning and those desiring to leave – submitted in an excel database format.
6. A website identifying a neighborhood based asset inventory and GIS database.

Once initiated, the work effort for Phase I is expected to take 30 days including approval time. Phase II should have a target of completing integrated planning activities within 6 to 7 months.

#### Funding

Phase I - this project - is being funded using local funds. Each participant in the Phase I process will be donating the time and support it gives to the effort from its own funds. The cost and support of City personnel will be borne by the City of New Orleans. The costs of staff and consultant time developing the Phase I scope of work and coordinating this effort with all the various interested stakeholder participants is included as well as administrative efforts to gain approvals and implementation of Phase I work in preparation for initiating Phase II of the work. The value of this effort from the group of participants is estimated to be \$40,000.00.

There is strong local support for this project as evidenced by the New Orleans City Council passing a resolution to fund the Phase II activities with a \$2.9 million allocation from CDBG monies. The Rockefeller Foundation has also committed to fund the Phase II recovery planning activities with a grant of \$3.5 million dollars.

#### Estimated Costs

\$ 40,000

## Key Projects By Sector

Orleans Economic Development Corporation

### Project Name

Establish Sector-Based Business Incubators

### Recovery Value

High Recovery Value

### Goal

Target assistance for small and emerging industries and firms.

### Sector

Economic and Workforce Development

### Scope

As a result of the disaster, small businesses have declined by approximately 60% with a projected loss in jobs reaching 150,000. The small business sector which previously provided 40% of total employment needs to be revived. Sector-based incubators will advance a speedy recovery to the revival of small business by promoting the cluster of resources to maximize efficiency and success rates in growing small businesses by 100% of pre-disaster accounts within 5 years. Incubators will also allow these small enterprises increased access to capital and technical assistance for sustainability purposes and as potential community development catalysts. The Mayor's Office of Economic Development considers sector-based incubators as part of the critical infrastructure for the recovery of New Orleans. Similar to the devastation on small business, the disaster also incapacitated 81% of the non-profit sector in Orleans Parish. Because non-profits are often recognized as the 1st line of defense in times of crisis, efforts to re-establish capacity should occur concurrent to re-population efforts as well as to the revival of small business. As of February 2006, a survey by the Urban Institute reported that a mere 19% of the 177 responding non-profit organizations were fully operational. Damages precluding the remaining organizations from operating include: flooded facilities, destroyed communications equipment, displaced board and staff members, cancelled fundraising events, and an inability to locate clients.

To assist with recovery and restoration of non-profits, The United Non-Profits of New Orleans has been formed. This newly organized entity of functioning non-profits came together to promote development of a cooperative community of non-profits that would allow the devastated organizations to come together and share resources under one roof as an innovative approach to business incubation. The proposed entity will be named Nonprofit Central. United Nonprofits of New Orleans will serve as the fiscal agent and will lease the common facility that will house the non-profit coop. The facility is located at 1824 Oretha Castle Haley Blvd and is known as the Handleman Building in the historic Central City neighborhood. Over \$500,000 has already been committed from various private foundations and the project needs an estimated \$120,000 in seed capital to begin operations.

This project also encompasses four (4) traditional business incubators that will house start-ups intended to operate as for-profit enterprises. Two of the four facilities require funding for the final construction phases and the other two require planning and construction funding. The for-profit incubator facilities include: the New Orleans BioInnovation Center (NOBIC), Louisiana Artworks, Louisiana Culinary Arts Institute and an Small Business Entrepreneurial Center to support business incubator activities. Each of these incubators will serve as a dynamic model for a sustainable, efficient business operation. Each will allow small emerging businesses to operate in a nurturing environment designed to help small start-up businesses share experiences and conduct business with one another, thereby reducing the risk involved in a business start up. An incubating business environment will also allow the start ups to gain access to facilities and equipment otherwise unavailable or unaffordable, and to create an awareness of the financial and technical services and assistance that is available as well as information about how to access those services. In addition, there will be a continuation of business consulting which will include financial and capital planning, and general business planning, as well as professional assistance in matters such as accounting and taxes, marketing and advertising, exporting, procurement contracts and legal issues. Flexible market rents will be available to lower overhead expenses. However, the minimum contribution to overhead costs from the incubated businesses is not intended to cover the costs of operating the facilities; instead, fundraising campaigns for private support will be the likely solution for the on-going funding gaps.

The BioInnovation Center is at the heart of the Medical District Development and requires \$3 million of additional funding to complete the construction phase of a 135,000 s.f. renovated warehouse located at 1441 Canal St; the total construction cost is \$30 million. NOBIC is expected to create 200 jobs, mainly in research and lab tech positions. It will initially serve as a place for phase 1 and phase 2 clinical testing, and eventually take on phase 3 testing, which could mean creating numerous samples of pharmaceutical products. The ultimate goal of the center is to put researchers on the path to commercialization so that locally created biotech companies will buy technology and services from other local industries.

Similarly, the Louisiana Artworks incubator needs \$4 million in additional funding to complete construction of a 90,000 s.f. multiple arts facility that will provide shared and individual studio artist space, retail shops and office space for the Louisiana Artists Guild and the Arts Council of New Orleans; the total construction and renovation cost is estimated at \$29 million. The facility is located at the corner of Howard Avenue and Carondelet Street and involves new construction and the restoration of an existing, early 20th century historic structure. The mission of the project is to encourage growth of small arts businesses and low-to-mod income artists by providing facilities, public access and marketing strategies needed to successfully transition from artist to entrepreneur.

The Entrepreneurial Center (small business empowerment incubator) and the Culinary Arts Institute, a food processing technology incubator, are both in the conceptual phase and will first require a feasibility and economic impact study. Unlike NOBIC and the Louisiana Artworks incubators, sites have not yet been determined for the Entrepreneurial Center and the Culinary Arts Institute.

For all of the incubators, a low-interest loan program may be available through HUD Section 108 funding, if approved. The Section 108 Program will be administered by the Mayor's Office of Economic Development, and a citizens Board of Directors will be responsible for developing the loan parameters and structure. Banks and other qualified lenders will act as loan originators and nonprofits will act as program counselors to all loan applicants. If Section 108 funding is not available, private seed capital will be pursued to assist businesses with start up costs.

All of the amenities provided by the business incubators, including the low-interest loan program, are intended to increase company visibility within the community, a key aspect in the viability and sustainability of each business' success upon graduation from the incubator environment. The non-profit coop is likewise a critical aspect in ensuring viability of the for-profit enterprises due to the very nature of the business incubators' reliance on non-profit partnerships. Moreover, the business incubators, both non-profit and for-profit, are likely to generate the commercial activity within the planned neighborhood business districts. As such, these incubators will fuel the neighborhood recovery plans advocated by both the Mayor and the the New Orleans City Council.

### Estimated Costs

\$ 94,120,000

## Key Projects By Sector

Orleans Economic Development Corporation

### Project Name

Expand Cruise-Ship Terminal

### Recovery Value

Moderate Recovery Value

### Goal

Strengthen and restore tourism to pre-storm levels within three years.

### Sector

Economic and Workforce Development

### Scope

The project will convert the existing storm damaged Poland Avenue Berth 4 and 5 Wharf and Berth 4 Shed into a 74,000 square foot cruise terminal building with associated ground level, outdoor parking, security, moorings, site work, utilities, articulated passenger gangway, and other appurtenances that meet federal guidelines for international cruise terminals. In addition, this cruise-ship terminal will retain its neo-industrial style, while featuring exhibits from the history, cultural, and social components of the community. This project was ready to proceed into final design when hurricanes hit and the State re-allocated funds for implementation. The project requests \$10,000,000, the \$6.3 million that the State had re-allocated due to Katrina and Rita, plus the remainder that the State funding that would have been requested by the Port for completion of the project, as well as an adjustment in construction costs due to labor and materials cost escalation due to the effects of the storm.

### Project Impact on Goal

In 2004, the Port of New Orleans handled over 800,000 passengers at its Julia St. Cruise Terminal and was on track to reach 850,000 passengers for 2005 until Hurricane Katrina. Prior to the storm, the Port was focused on increasing its share of the growing cruise segment of the tourism industry by targeting a capacity of nearly 2 million passengers by 2010. In response to the demand, the Port, with its own funds, began building the \$37 million Erato Street Cruise Terminal, which is slated to open in fall of 2006.

Also, beginning in 2004, the Port has invested \$1,000,000 in preliminary engineering, public/community involvement, and studies of the feasibility of creating a third cruise terminal at the existing Poland Avenue Wharf located less than two miles from the French Quarter and other tourist destinations. By August 2005, all preliminary engineering and architectural studies, economic feasibility reports, community outreach meetings, and environmental assessments were completed as the project started to embark on final design for construction. The project was to be funded up to \$6.3 million for 2005 with the remainder of the funds to be provided in 2006 by the State of Louisiana through a capital outlay appropriation. In the aftermath of the storm, state funding has been diverted to projects outside of Orleans Parish and the project has no assurance of an immediate source of construction funds that would allow construction to begin and the terminal to operate in late 2007 as previously planned. The port will use revenues generated by docking, supplies, operations and parking to cover costs of operation and maintenance of this project.

Prior to the storm, New Orleans was the fastest growing cruise port in the United States. Acknowledging their customers' fascination for New Orleans, cruise lines, such as the Norwegian, Carnival, and Royal Caribbean Lines, have already committed to return to the port in October 2006. New business, such as Princess Cruise Lines, has recently agreed to make four cruises out of New Orleans in December 2006 through January 2007. Due to lack of availability at existing cruise terminals, the Poland Avenue Wharf and Shed will be used for these four cruises by providing temporary accommodations to facilitate the embarkation/disembarkation of passengers for these four sailings.

Documented research indicates that in 2004 alone, cruise ship passengers in New Orleans directly spent over \$97 million locally. Each passenger diverted to a competing port represents about \$250 in direct, local spending in New Orleans. Therefore, every opportunity lost because there is no available cruise ship terminal in New Orleans represents a direct economic loss to the local hotel, restaurant, and tourism industries of nearly \$650,000 per ship per visit. The benefit of port-of-call visits by cruise ships is tourism spending; the benefit of home-porting cruise ships is that the ships are supplied here and the crew spends their wages at local businesses while passengers between arrivals and departures. The International Council of Cruise Lines "Annual Economic Report: 2005" estimated that there were 5,046 jobs in Louisiana directly related to the operations of the Port of New Orleans' cruise-ship business. The projected increment of cruise-ship passengers that would be accommodated by the redeveloped Poland Ave wharf is between 130,000 and 195,000 passengers a year. At that level, an additional 800 to 1200 employees in the local economy would be associated with this enterprise or 16-25% more employment than current levels.

### Recovery Project Description

The basis of this project is two types of damage: actual storm damage to the facility and diversion of previously committed State funds to other State projects in areas not impacted by the storms. The State withdrew funds, due to a shortage that resulted from the storms, that would have implemented the re-development of the old out-dated wharf into a modern cruise-ship port-of-call and homeport facility. The funds were re-allocated after the Port invested the State's first \$1,000,000 to perform feasibility and design studies and after the Port spent its funds for community outreach and planning. Without this expansion of the cruise ship terminal capacity the New Orleans economy will miss the economic flow of passengers' spending, direct and indirect employment, crew expenditures and support services that 130,000 to 195,000 annual visitors would bring to the tourism, visitors, convention and hospitality industries in New Orleans and the region.

In addition, there was direct storm damage to the Poland Avenue wharf. The damage sustained will cost over \$155,000 to repair. This facility was originally built to supply military vessels nearly 75 years ago and is not suited to current the operations of cargo shipping. The Port has considered other uses, but many of those uses would not be viable or they would impose negative impacts from industrial uses on the surrounding neighborhood. The conversion of this wharf into a cruise-ship terminal will enhance and increase the viability and commercial potential of the Bywater-Faubourg-Marigny area of NOLA. This area blends into the French Quarter and its many visitor-tourist assets. The demographics of these neighborhoods is mixed with many low and moderate income households. This is an area of New Orleans that has begun to improve itself both commercially and as a place of residence. This project would be a part of the improvement of this neighborhood, encouraging in-fill construction and redevelopment of the neighborhood in proximity to the other older parts of NOLA. This is a project that would contribute to 'smart growth' policies. The expansion of tourism and facilities, such as the cruise-ship terminal, is consistent if not mentioned specifically in City and community plans, including the Master Plan for Economic Development; Master Plan for Tourism Development, the Bring New Orleans Back Plan and in regional strategies for economic development.

This project results from several meetings of the public, elected officials, and businesses in the neighborhood held by the Port to request feedback on what the residents wanted. The resulting ideas were the basis for numerous studies and plans for the Poland Avenue wharf. A charrette was conducted by the American Institute of Architects in 2004 with community leaders in general, and the neighborhood groups in particular, to design the cruise-ship terminal concept. The Port was ready to commence construction of this terminal with the State capital improvement grant when the hurricane struck, and the State withdrew the funds; both the \$6.3 million dollars allocated and approved in 2005, and the remainder of funds from the state that would have completed the facility in 2006.

The economic substance and track record of the Port will add credibility to the potential for not only redeveloping the Poland Avenue Wharf and Shed into a cruise ship terminal, but also for the Port to generate additional, new revenue from charges to the cruise lines for various berthing expenses and the revenue from operating 500 space parking lot for the passengers. Past investments in container and cruise terminal facilities have left the Port with little debt capacity for this facility, which is the reason the State had agreed to fund the facility in 2004-2005.

### Budget

The budget for this project is estimated at \$11 million. This budget includes \$1,000,000 used for the initial planning, design, infrastructure, community involvement, demographic economic impact studies. The remaining \$10,000,000 is the current request to implement the project. Specifically included are:

- conversion of the existing cargo shed into a passenger terminal,
- improvements to the wharf structure,
- an on-site parking lot, utility upgrades,
- bank stability improvements,
- lighting, fencing, security, signage, landscaping, and
- an articulated passenger bridge.

The project would be bid in one public bid package for construction and one procurement package for furnishing the passenger bridge. Contracts, funding, and project management would be provided by the Port of New Orleans staff and their consultant team. The full project includes \$1 million in planning and design already appropriate by the State and spent by the Port; the diverted \$6.3 million from the initial phase of construction to be financed by the State in 2005; and an additional \$3.7 million to fund what the State was going to be asked to fund in 2006, as well as price escalations for construction cost increases as a result of hurricane induced labor and materials shortages.

### Background

Currently New Orleans' terminals are at a capacity even when the new facility at Erato St is brought on line. The size of ships calling on New Orleans has increased, reducing practical docking space at existing facilities. The port can no longer offer homeport advantage to new cruise lines. In discussions with other lines (the three largest cruise lines already call New Orleans home) it is only a matter of time before they want to bring ships here if terminal space is available. The Port has had ongoing discussions with Holland America Line, Princess Cruises and MSC Cruises.

At its current capacity, the cruise industry in New Orleans brings into the area approximately 8% of the total tourist population of the City. A recent economic impact study commissioned by the Port of New Orleans indicates that 80% of the passengers coming for a cruise will stay in the City for approximately 1.5 nights before or after a cruise, and account for approximately 118,000 hotel nights in the City, about 10% of the total from the convention business. Additionally, the cruise industry contributes approximately \$190 million in spending in the City. New Orleans is a proven commodity in the cruise industry, and it requires additional facilities to meet the growing demand for cruise products. By creating a third cruise ship terminal, the Port of New Orleans will be able to accommodate requests from international cruise lines seeking New Orleans as a homeport and/or port of call. Peak demand days are Friday, Saturday, and Sunday, times which are already obligated to cruise lines that have been committed to New Orleans for many years. With the hotel/restaurant/tourism industry representing a substantial source of revenue to the local economy, failure to satisfy the demand for cruise ship terminals represents a significant lost opportunity to not only this industry, but also to other sectors. Surveys of passengers indicate other sectors that benefit, such as retail stores, cultural and recreational attractions, casinos, the Louis Armstrong Airport, and local transit. People want to come to New Orleans, and, as a result, in the past five years the ships operating out of New Orleans have averaged over 103% occupancy year round.

The Port of New Orleans was scheduled to receive \$6.3 million in cash in 2005 and a line of credit via the State of Louisiana Office of Facility Planning for construction of this project in order to convert the cargo shed into a terminal, provide on-site parking, and other minimal infrastructure improvements to begin operations. Additional funds were to be requested from the State in 2006 through 2008 to provide the remaining improvements, including an articulated passenger gangway that is the standard in the cruise industry. It has not been determined at this time when or if the Port will receive any funding from the State for this project. The Port's self-generated funds and bonding capacity have been committed to the \$37 million Erato Cruise Terminal at a time when revenues declined due to the impact of the storm on the Port's business volumes.

In addition to meeting the operational needs of embarking and disembarking passengers, the Poland Avenue Cruise Terminal will showcase the unique history of the working riverfront and the adjacent, historic Bywater-Faubourg-Marigny Neighborhood. This terminal will be a catalyst for renewing the neighborhood, highlighting its many artists and restaurants, and opening the upstream section of the riverfront to the public. It is envisioned that local artwork and musicians can be showcased to the passengers, and local businesses can promote pedestrian traffic to their stores and restaurants. The Regional Transit Authority is receptive to extending the riverfront streetcar line such that cruise passengers could easily venture to the French Quarter and beyond.

An investment in construction of the Poland Avenue Cruise Terminal will encourage private investment in the community and be an anchor for responsible riverfront development. As news spread about the project prior to the storm, property values started to rise and many who could not afford property in the French Quarter or Faubourg Marigny became interested in Bywater. The promise of a cruise terminal development that would respect the area's unique charm and history, while being a catalyst for economic development, was recognized and embraced by many. The most common concern of residents was that the Port make adequate provision for the intermittent arrival and departure traffic via Poland Avenue. Elected officials have been very supportive of the project and have endorsed the project at public meetings and in the State legislature.

The Port of New Orleans has been a player in the modern cruise ship industry since 1984, but did not start to become a major player until 1993 when Carnival Cruise Line discovered it. In 1994 New Orleans welcomed 135,000 cruise passengers, and started growing at a rapidly expanding pace, and in 2004 it reached 734,643 cruise passengers. All indications point to New Orleans surpassing the 1 million mark in 2008. Hurricane Katrina may delay that goal a year or two, but the major factor affecting the potential growth of the cruise industry in New Orleans is the lack of passenger terminal facilities in the port.

The cruise industry continues to grow at a rapid pace. Six new vessels were delivered in 2005, and the fleet is scheduled to add at least another 22 vessels by 2009. The number of passengers has shown a steady 8% growth per year, and the industry calculates that it has only tapped approximately 10 million of the traveling/vacationing American public. With the continued growth of the industry, the ships have to be placed in more markets and in ports with a history of being able to accommodate the ships, both physically and in terms of putting passengers onboard.

#### Estimated Costs

\$ 10,000,000

## Key Projects By Sector

Orleans Economic Development Corporation

### Project Name

Feasibility of new East/Central Industrial Park

### Recovery Value

Low Recovery Value

### Goal

### Sector

Economic and Workforce Development

### Scope

This project explores the feasibility of developing a new industrial park in the central and eastern areas of Orleans parish that were flooded during the hurricanes. The project will begin a process to generate spaces for increased employment within the parish, encourage diversification of the economy and expand the tax base. The analysis will determine market support and identify the physical design and infrastructure requirements, including appropriate size of the industrial park and/or parcels. The project will help develop recommendations for a market responsive tenant mix for a competitive industrial park, identify and evaluate alternative potential locations, and select and/or recommend appropriate sites/locations for a new industrial park(s) that will assist in the City's efforts to diversify the economic base. The Brownfield Economic Development Initiatives Grant program of EPA will be examined for potential funding of preliminary development costs, infrastructure design, and site clean up. In addition, other funding sources and financial strategies for public-private partnership and implementation will be considered.

Many areas of the City of New Orleans were flooded for several weeks. Many commercial and industrial buildings and businesses were left inoperable. Some areas were fouled by the flooded waters or previous industrial or commercial activities. The current local economy rests on an employment and tax base concentrated in several industries: tourism (hotels, restaurant, conventions, retail, entertainment, cultural or arts organizations and facilities), national and international trade, oil, chemical and natural resource extraction and processing, along with bio-medical/educational facilities.

The economic development strategy for Orleans Parish recovery includes activities that will lead to diversification of the local economy. In order to diversify, the community will have to gain businesses, employment and investment in manufacturing, warehouse and distribution, light industrial, assembly, equipment service and repair. In addition, Orleans parish will have to provide viable locations and investment opportunities in the central city that are at least as attractive as sites/locations and investment opportunities in suburban areas of the metropolitan area and other areas of southeastern Louisiana.

This project is consistent with the City of NOLA's Master Plan for Economic Development, the Renaissance Plan for East Orleans and the Bring New Orleans Back Plan. The redevelopment of existing and possibly "brownfields" areas is also consistent with "smart growth" principles for land use and community planning and sustainable use of urban resources. It is also consistent with public policies to develop employment opportunities, increase the opportunities for retaining or attracting business, and revitalize deteriorated neighborhoods of the city, especially those of low and moderate income demographics. In addition the project is consistent with the Regional Planning Commission's efforts and initiatives for economic development of the seven parish region.

The purposes of this project are:

- to begin the process to invest in a high quality modern industrial or business park in Orleans parish;
- to determine market support, a viable location, design adequate modern infrastructure, and explore alternative public-private funding arrangements;
- to provide pre-investment planning to form a viable public-private partnership for development of a light industrial or business park; and
- alternatively to market and sell the investment opportunity and recoup the investment funds.

The pre-investment activities may involve a brownfields assessment, funding and remediation. The total cost of this project is \$300,000: \$250,000 for consulting work and \$50,000 for city staff management of the project. The cost of this project is somewhat high for a consulting study but there are two reasons for that: the 'brownfields' aspect will require more intensive analysis of sites and the study is meant to be comprehensive and wide ranging geographically so that the city may use the data and information for many years. This project could be completed in less than a year and would be phased during that year. The result would be a clear and specific strategy to redevelop and industrial area, to find potential investment partners, and have employment spaces on line within 2-3 years. The study will take less than a year, and implementation of its recommendations should take between two and three years.

There are two general areas of NOLA that will be the focus of this project: the central areas north of the downtown and the eastern areas that are adjacent to the Industrial Waterway and the Inter-coastal Waterway. Many portions of these areas are already designated for redevelopment from previous industrial and resource processing uses and identified as 'brownfields'. Many of the areas of eastern and central Orleans Parish were flooded. Some may require extensive remediation before investment may occur. Other areas of New Orleans are older, deteriorated, commercial-industrial areas that were also flooded, but may not require significant remediation. Business operations were disrupted or abandoned. Many of the parcels in these latter areas could be assembled, older buildings demolished, brownfields cleaned-up, and infrastructure up-graded or newly installed. Not only will these re-investment activities attract, expand and retain businesses, but employment opportunities will be generated in areas close to local residents and the existing strengths of the local economy. Much of the existing stock of industrial-commercial buildings in areas near the center of the city is under utilized. Many of these areas are composed of many smaller lots and holdings that are no longer attractive to modern businesses.

Other sites in the eastern portions of Orleans parish were also flooded. In this area, there are apt to be more available larger parcels, some the result of businesses that were flooded and that may not return. The challenge of developing viable and market supportable industrial sites within older central cities is land assemblage, site clean-up and re-investment in infrastructure so that the sites can compete with sites in greenfields of the market area. The sites/locations in central and eastern Orleans parish are close to existing transportation hubs, heavy industrial facilities, and potentially affordable housing opportunities, or close to concentrations of low and moderate households. Investing in these older and/or under utilized areas is consistent with modern land use and economic development policy as well as 'smart growth', infill rather than sprawl.

### Estimated Costs

\$ 300,000

## Key Projects By Sector

Orleans Economic Development Corporation

### Project Name

Recovery of Neighborhood Business Districts

### Recovery Value

Moderate Recovery Value

### Goal

Diversify employment so that there is a greater share of manufacturing and light industrial employment and Orleans at least holds its share or gains as a percent of the region. Strengthen the areas of the city where small and minority businesses begin, grow and mature.

### Sector

Economic and Workforce Development

### Scope

The purpose of this project is to provide a program and funding for a series of neighborhood business district recovery (NBDR) projects in Orleans parish. The project will fund NBDR grants in Orleans that will be made to certain neighborhood entities to plan for and implement strategies that will lead to improvements in the neighborhood business districts of the city. Included in the funding is an amount for city staffing (two positions) to manage the program for three years, depending on the success of the program and requirements of the funding source(s) the funding and program could be continued by the city. The NBDR grants will be competitive, based on known factors that are associated with successful neighborhood revitalization programs throughout the nation. The NBDR program will be an extension of, and coordinated with, city-wide housing and neighborhood planning programs in the thirteen planning districts of Orleans Parish. There is no specific data yet on the extent of businesses or jobs lost by separate neighborhoods. Typically neighborhood business districts, commercial corridors, and older in-city shopping centers contain concentrations of small and/or minority businesses. Much of the social history and cultural fabric of the City of NOLA resides in its neighborhoods. This program will help preserve and improve these socio-cultural aspects of Orleans parish.

Vast areas of the Orleans Parish, were inundated with flood waters as a result of the hurricane Katrina and breached levees. These areas of the City are the location of many businesses, a substantial proportion of which are small, individual, and/or minority owned. Many of these businesses have been rendered inoperable by the combination of flooding and loss of market, as most of the customers were residents and were evacuated from the city. This NBDR program has implications for both LTRC economic and workforce development initiatives, i.e., providing employment and business opportunities for recovery, housing, neighborhood and community development programs, not to mention the need for re-population and increased tax base. The NBDR program has important implications for the recovery of New Orleans, as a whole and its role as the central regional city. Viable residential areas are made up of not just adequate and quality housing, but also a whole range of public and private facilities and service providers. Residents will not be attracted back nor retained in the damaged areas of New Orleans unless there are retail shopping and service businesses, and employment opportunities available. Often the retail employment opportunities are entry level training opportunities for younger workers.

The NBDR program will be implemented by City of New Orleans staff who will:

- design the specifics of the program,
- implement a competitive process to identify and select five projects in separate neighborhoods,
- manage the program and provide, directly or through other organizations and agencies, technical assistance for the five business districts,
- mobilize city and other public resources to assist the program
- provide support for the neighborhood business district planning and community involvement processes required,
- design programs that will mobilize public-private partnership and funding opportunities
- report on progress and challenges regularly to city leaders
- staff an advisory committee of successful business persons, including bankers, community organizations and others, who will make policy recommendations to the city regarding the organization, management, and direction for operation and implementation of the current and future extensions of the neighborhood business district recovery program.

The NBDR program is consistent with the City of NOLA's Master Plan for Economic Development, Master Plan for Tourist Development, the Bring New Orleans Back Plan, and several existing neighborhood plans, as well as the emerging initiatives for development in the Regional Planning Commission's economic development strategies. Economic redevelopment and recovery of the central city's commercial and retail areas is consistent with 'smart growth' for land use, transportation, and community development policies. Infill development, urban mixed used, medium to high density development, such as already exists in some parts of NOLA, is consistent with sustainable resource and community development strategies.

Since the 1970's, many business districts throughout the United States have either consciously or with federal, state or local assistance from public and private organizations, revitalized themselves. Typically this process has happened in deteriorated neighborhoods of older cities. In addition, there are a growing number of older shopping centers that have been repositioned, rehabilitated, and redeveloped by their private owners. The set of characteristics that have been associated with these success stories includes, but may not be limited to:

- funding and technical assistance provided by HUD, EDA, SBA, the Department of Interior's Main Street program, or state and local or foundation resources,
- demonstrated market support for retail, service and other businesses,
- viable number of businesses and property owners willing to invest and operate in the neighborhood
- stock of buildings with potential to rehabilitate, and/or sites that are amenable to infill with new buildings and businesses
- major employers, organizations or institutions (such as hospitals, headquarters/corporate offices, educational institutions) that are not neighborhood retail and service businesses, but are large employers and major property owners who participate in and support the NBD's planning process
- effective and energetic overall management and organization provided by an entity representative of the business and property owners and surrounding community
- noticeable infrastructure and private investment
- availability of adequate parking or transit
- active participation of the surrounding community and integration with housing, community development, historic preservation, public/social services, and other proactive programs for community revitalization, and finally
- consciously following a specific multi-faceted multi-year strategic plan.

There have been many variants of the same general approach to neighborhood business district revitalization and recovery, as is appropriate for communities in different settings.

The NBDR programs grants should be allocated based on a competitive program that provides the NBDR grants to local organizations that are viable and capable of managing community and business involvement and effectively managing financial resources and advocating for their neighborhood. The NBDR program grants will be awarded for a one year long neighborhood planning process and one year of initial implementation of specific projects that are identified in the planning process. The NBDR grants will be used for consulting and technical assistance. The NBDR process for each grantee must include the following components:

- an economic, demographic and real estate market analysis that establishes the strengths, weaknesses, opportunities and threats for the NBD, and identified potential market support for current and future business and/or development opportunities in the neighborhood;
- an urban design and physical planning analysis, including traffic and infrastructure analysis;
- financial and funding strategy for key and catalyst projects to spur recovery in the business district
- identification of organizational and financial resources for public-private partnerships;
- an inclusive community business and property owner neighborhood involvement process;
- phasing and implementation strategy
- identification of specific recovery projects for implementation
- a viable widely representative organization of business and property owners and constituent groups that is able to lead and implement the neighborhood business recovery process.

The selected neighborhood business district recovery areas may be:

- discrete and identifiable neighborhood business districts,
- commercial corridors, such as St. Claude, North Claiborne, Freret Street, Oretha Castle Haley Boulevard, and Broad Street,
- neighborhood or community shopping centers are also eligible if they include the businesses in the commercial areas that surround them and are in a neighborhood which has other neighborhood planning, housing, and/or community development activities on going.

Preference should be given to neighborhoods with concentrations of low and moderate households, and business districts outside of the central business district.

The budget of the two-year long initial neighborhood business district recovery program is \$6,400,000, based on:

City Staff Support \$300,000

Community Involvement Support \$100,000  
Five NBDR one-year Planning Grants \$1,000,000  
Five first year implementation grants \$5,000,000  
Total: \$6,400,000

First Year \$1,200,000  
Second Year \$5,200,000  
Total: \$6,400,000

The \$300,000 will provide staffing by the City's Neighbourhood One program, the office in the City of NOLA that is responsible for housing and neighborhood programs.

#### Estimated Costs

\$ 6,400,000

Project Name  
Redevelop Canal Street

Recovery Value  
High Recovery Value

Goal  
Revitalize older and underutilized areas of the downtown.

Sector  
Economic and Workforce Development

#### Scope

The City of New Orleans had been a major tourist attraction for admirers of historic architecture, unique food and cultural celebrations---reviving these community assets is critical to economic development activity. A major thoroughfare for tourism is along the Canal Street Corridor which spans approximately 1.6 miles within the Central Business District (CBD). Approximately 10,000 hotel rooms, 3,000 of which were in the CBD, have been placed out of service as a result of the storms; directly related to the loss in hotel availability is the significant decrease in convention bookings with the New Orleans Convention & Visitors Bureau reporting FY 2007, 2008 and 2009 bookings at 138, 88 and 54, respectively. In 2004 the NOCVB reported that it hosted 953 conventions. As of July 2005, there had been 885 conventions. Leisure and Hospitality, the major economic driver accounting for 40% of total employment in Orleans Parish and 30% of local revenues pre-disaster, needs to be restored by comprehensive improvements along Canal Street including streetscape, mixed-income housing, mixed-use developments, parking, upscale retail and employment opportunities. These improvements will strengthen tourism as an economic development activity by increasing foot traffic along the corridor, thereby increasing revenues for recycled use within the CBD for maintenance of the tourist attractions along Canal Street.

As part of the Canal Street Development Strategy, the below mentioned projects will revitalize the Canal Street Corridor, known as the anchor of the New Orleans hospitality industry. The revitalization efforts will be focused on upgrading the retail mix of small businesses along Canal Street through business retention and recruitment activities, conducting a feasibility study of 1 million square feet of upper floor vacant space for potential residential and mixed-used developments, recruitment of businesses to the corridor from outlying areas to occupy vacant ground floor space, streetscaping and physical infrastructure improvements, and the creation of a world-class entertainment district. Also, a study of parking expansion opportunities will be conducted to support the new improvements. All of these improvements, including more parking in the Central Business District, are intended to restore the cultural attractiveness of the Canal Street Corridor as a key generator of tourism revenues through the construction of a new, pedestrian-friendly, welcoming public environment along Canal Street.

A critical focus of the Canal Street re-development will be the restoration of a vibrant entertainment district in the area surrounding the intersections of Rampart Street and Basin Street. Because this area borders the Medical District and the Iberville housing development, a balanced approach to comprehensive neighborhood-based planning will be undertaken to ensure a fair, but adequate, transformation to the proper mix of new restaurants, night clubs, museums, shopping and other entertainment uses, while maintaining accessible affordable and mixed-income housing, job training, improved infrastructure and more parking.

Complementary to both the Medical District Development and an Entertainment District near Upper Canal is the proposed Community Lifestyle Improvement Center Development (CLIC). This project would kickstart revitalization under the Master Plan for the Bienville Corridor, a 60-square block area anchoring the Canal Street Corridor. The scope encompasses redevelopment of a 6-story structure that would house an oncology center, health food market/cafe, ambulatory surgical center, cancer control unit, medical offices, health/fitness/nutrition center, chronic disease intervention center and a recovery atrium.

Similarly, the proposed Louisiana Music Experience project is a viable prospect for the entertainment district; it is currently being explored by local sponsors to assess the feasibility of developing a cultural and entertainment complex that will promote, celebrate and honor the rich musical heritage of New Orleans. The project would fund elements of a business plan including the market feasibility analysis, estimate of potential attendance and revenues; facility design, engineering analysis and cost estimates; program development; explore alternative organization and management structures; evaluate existing theaters and venues for potential renovation and restoration; assess alternative funding sources and financial strategies and partnerships. Pending the results of these steps and implementation of a viable management organization, funding would be used to facility development and one year of operations.

In addition to the Upper Canal Street redevelopment efforts bordering the Medical District, this project will also address riverfront access at the lower end of the Canal Street Corridor. Infrastructure reconfigurations will be studied to connect Canal Street to the riverfront. Also, the vacant parcels that divide the riverfront from Canal Place will be studied for improved connectivity through exploration of redevelopment opportunities. The reconfigurations and redevelopment will have a direct impact on tourism by improving accessibility to attractions along the river, as well as providing a clear route from the corridor to such attractions as the Aquarium and Spanish Plaza.

To support the implementation of all of the aforementioned plans for development along the Canal Street Corridor, the DDD is requesting an amendment to recent legislation adopting the International Building Code. The Code does not however address rehabilitation of existing buildings, particularly those of historic character. Therefore, adoption of a rehab sub-code is necessary to encourage investment in existing neighborhoods and to support reuse of existing buildings. The rehab code would also improve upon pre-disaster conditions by making restoration a more attractive option than new construction. This would also support smart growth principles. Smart growth recognizes connections between development and quality of life. It leverages new growth to improve the community. The features that distinguish smart growth in a community vary from place to place. In general, smart growth invests time, attention, and resources in restoring community and vitality to center cities and older suburbs. New smart growth is more town-centered, is transit and pedestrian oriented, and has a greater mix of housing, commercial and retail uses. All of these factors are identified in the Canal Street Redevelopment project. Because these improvements can be undertaken simultaneously, this entire project can be successfully implemented in approximately 18 months. Therefore, the City of New Orleans can expeditiously reap the benefits of this project, said benefits including a positive impact city revenues through property taxes, sales taxes and occupational taxes, in addition to increased employment opportunities through this comprehensive redevelopment. Thus, by achieving these aesthetic and development improvements along the entire Canal Street Corridor, these projects will also bring reality to the vision of the Canal Street Development Strategy.

Estimated Costs  
\$ 47,100,000

## Key Projects By Sector

Orleans Economic Development Corporation

### Project Name

Workforce Development

### Recovery Value

Moderate Recovery Value

### Goal

Increase the number and quality of the local labor supply.

### Sector

Economic and Workforce Development

### Scope

While the 7-parish New Orleans metro area population declined 32% following the disaster, Orleans Parish alone lost 61% of its population. This significant loss in population has resulted in a distorted share of the lost market and economic impacts throughout Orleans Parish. The Orleans Parish workforce, in particular, has been severely diminished. The unemployment rate of displaced evacuees is nearly five times that of returning evacuees. Therefore, employment opportunities are key to repopulating the City of New Orleans and re-establishing the tax base.

The Workforce Development Programs project will advance an innovative workforce development system comprised of business, education and government to foster a competitive economy by increasing the New Orleans regional labor pool of training and available workers by 250% within the next five years. The programs will be established by creating sector-based training and career ladder initiatives. Career ladders will be developed at the high school level incorporating underemployed individuals with a specific emphasis on public housing residents, and addressing underemployed workers through incumbent worker, on-the-job training programs. Multi-tiered job training programs will focus on the local economy's key existing and emerging industries through sector-based workforce development in manufacturing, construction, banking and finance, bio-sciences/healthcare and music and film in efforts to grow the Greater New Orleans regional economy by providing substantial employment opportunities to the citizens of New Orleans and the bordering parishes. Through diverse targeted sectors of the economy, a broad range of wage-earning opportunities will be afforded to a regional labor pool, thereby providing an impetus for vast economic development through business retention, recruitment and expansion opportunities.

The New Orleans East Career Center had been the focal point of workforce development pre-disaster. This facility along with 2 other similar facilities were part of the Workforce Investment Board's (NOWIB) neighborhood-based expansion campaign for sector-based initiatives. The NOWIB had begun to carry out its vision to cooperatively work in partnership with the educational system and the economic development strategies of the region through its career centers. As such, the NOWIB focused its attention on adult literacy, public education and increased support for economic development and influence on the local economy. With all of the centers being destroyed by Hurricane Katrina, the workforce development system will have to be re-established from the ground up.

This project will include the following tasks:

1. Develop and staff a local workforce investment board;
2. Rebuild a state-of-the art One-Stop Career Center to house comprehensive workforce service providers including pre-employment training providers, high school occupation skills training providers, adult education providers, collateral human services kiosks and other labor market information sources;
3. Build a state-of-the-art Digital Media Training Center;
4. Funding for a high school career awareness program in construction & architecture at the Priestly School located along a city block with borders at Leonidas, Birch, Green and Joliet Streets in New Orleans in efforts to continue the mission of neighborhood-based programs linking education and economic development;
5. Implement a technology-based mobile workforce unit to optimize access, delivery and management of sector-based job training;
6. Create on-the-job training programs for 1,000 employees annually in each of the targeted sectors;
7. Provide short-term training for restoration efforts, including intensive services that will allow unemployed individuals to attain personal self-sufficiency.
8. Establish programs for individuals with careers in transition, including matching funds for WIB-based Individual Training Accounts.
9. Develop a higher education training consortium in support of employer-based training programs;
10. Purchase/Lease the necessary machinery and equipment to create a sector-based workforce development system; and,
11. Provide ongoing program evaluation through monitoring and compliance measures.

There are 2 prospective locations for the One-Stop facility. One location is an old Albertson's supermarket that can be purchased for \$5 million. The other facility is located at 300 North Broad Street and can be leased along with renovation costs at \$300,000. The Priestly School is a direct link to the One Stop and will be utilized to provide high school occupation skills training in construction and architecture, as well as a night school for adult education in the same. The Priestly facility is located in the Carrollton neighborhood with renovation costs at \$10 million. Initial enrollment is expected at 100 students with state funding being available for operating costs of \$680,000; full enrollment projections will address 9th through 12th grade with a total of 400 students and state funding of \$2,720,000 for operating costs. The school portion of this project requires both renovations and programmatic funding for career awareness youth programs, adult education and adult training programs in construction careers; the K-12 education will be administered by the Priestly Charter School, a 501(c)(3) organization, and the Department of Education. The remaining portions of this project will be administered through funding support from Job 1 and/or Region 1 of the local Workforce Investment Board, the Department of Labor, the Department of Health and Human Services, as well as non-profit funding and private investments.

### Estimated Costs

\$ 57,000,000

## Key Projects By Sector

Orleans Economic Development Corporation

### Project Name

Full Restoration of Two Medical Schools

### Recovery Value

High Recovery Value

### Goal

Re-establish 2 medical school programs by August 2006.

### Sector

Public Health and Healthcare

### Scope

This project supports the full restoration of the two medical schools respectively: Louisiana State University and Tulane University. Each medical school has a related teaching hospital adjacent to its campus. Both teaching hospitals serve as major employers in the region and are key to the survival of the medical schools. Moreover, unlike most other universities in Louisiana and the Gulf South region, Tulane can boast an excellent Health Sciences Center located in the same city as its undergraduate/graduate campus. Beyond the direct academic and economic impacts the medical schools have on the region, both universities will serve as partners in a greater bio-sciences medical district.

A major component of the restoration strategy is the construction or securing of space and facilities for the universities. Damages from hurricanes Katrina and Rita on Tulane's campus include flooding of buildings, the breakdown of sewer plants, failure of power plants, roof damage to many buildings, and looting of facilities. LSUHCSD damages included 25 feet of water in building basement areas, failure of generators, loss of research projects, roof damage, looting of hospital equipment and pharmaceuticals, wall damage, and generator damage to include but a select areas.

Since Katrina, Tulane University has cut back 132 faculty members, and eliminated several programs in order to remain open. LSU Medical School made similar cuts. Medical Center of Louisiana (LSU Health Sciences Center) sought assistance from FEMA on the issue of providing trailers to house returning staff. The Universities have cut programs like Tulane's renowned Engineering School; experienced looting; poaching of teaching faculty members by other universities; and even had their bond ratings lowered by Moody's Rating Service. The full restoration of the two medical schools is a means to the local recovery vision of Orleans parish for the following reasons:

- o The jobs of the medical schools are high salaried and support a higher end of the local housing market.
- o Families of medical personnel attend and support private and parochial schools to a much greater degree than other families.
- o Families of medical personnel pay higher income taxes, property taxes, and consumption taxes.
- o Families of medical personnel support local charities and non-profits very strongly.
- o The services provided by the teaching hospitals affiliated with the universities provided the greatest degree of Time Sensitive Care Delivery Systems.

This project is closely linked and plays an important role with other projects addressing the recovery and further development of the medical district such as the redevelopment of the LSU/Tulane Cancer Research Center, a human development center and a public health laboratory. A forensic center, a 200-room hotel and medical conference center on Canal Street, and an expansion of Tulane's hospital are also expected to be part of the medical district's development. In addition, there are plans to build a new Charity Hospital, one of the oldest continuously operating hospitals in the nation with a basis for treating the indigent. Two locations are being considered for the \$600 million hospital. Meanwhile, Tulane will move many classrooms and offices affiliated with its School of Medicine to newly leased space in the 1555 Poydras St. office building. The move frees up space in the Hutchinson Memorial Building School of Medicine at Gravier and LaSalle streets for a \$6 million transformation into laboratories and research space.

The existing biomedical sector already employs about 25,000 people downtown, said James Hardy, director of technological development for LSU Health Sciences Center. With the new district in place, that number could jump to 30,000 sustainable jobs by 2010. In the year to date, biomedical researchers at Tulane and LSU have come up with more than 100 medical products, techniques, instruments and procedures that could be patented, licensed and manufactured. Additionally a marketing program would create regional interest in the bio-science district which the medical schools will reside.

### Estimated Costs

\$ 100,000,000

## Project Name

Implement Elements of the LADHH Plan

## Recovery Value

Moderate Recovery Value

## Goal

Ensure the minimum adequate access to behavioral health services, standard for which is one full-time mental health provider per 9,000 people, and one full-time substance abuse counselor per 4,200 people.

## Sector

Public Health and Healthcare

## Scope

This project will implement the Ambulatory Care and Behavioral Health elements of the Louisiana Department of Health and Hospitals Hurricane Recovery Plan (DHH Plan, March 2006) for Orleans Parish. While all elements of the Hurricane Recovery Plan are important and should be implemented, only the Integrated Ambulatory Care Service Delivery Sites and Behavior Health Care Services fit the mission of Long-term Community Recovery. The Ambulatory Care program will provide safety net clinic sites to meet the needs of existing and returning residents, and increase access to pharmacies and public information services. The Behavioral Health Care services will re-establish inpatient psychiatric capacity, ambulatory and emergency evaluation services to meet the population needs post-Katrina; re-establish community support/wrap around services.

During Hurricane Katrina the health care industry sustained extensive damages and losses. Eighty-eight critical and non-critical care facilities were damaged in Orleans and 3 adjoining parishes, with an 80% inpatient staffed bed capacity reduction by November 2005. The parish lost over 70 safety net clinics, 70-85% of the area's private sector physicians, adult and child psychiatric beds, pharmacies, and behavioral health services. In particular need are mental health care substance abuse facilities and programs. Current estimates show that between 25-30% of the hardest hit populations will experience significant mental health issues requiring professional care, which would be five times higher than the number of clients served before the hurricane. There is an anticipated increase in demand for substance abuse treatment but there are no facilities to address this issue.

The Integrated Ambulatory Care Service Delivery Sites programs will be implemented in the following three phases:

Phase one: Immediate. This phase will utilize existing clinics as integrated delivery until new sites are developed. Sites include:

- Four existing/permanent sites to be operated by EXCELth, New Orleans Health Department, St. Thomas Community Housing Clinic.
- Six new permanent or reopening sites, including the Medical Center of Louisiana New Orleans, Tulane, and LSU.

Phase two: Short-term

- Develop or continue a minimum of 15 mobile delivery sites to be operated by MCLNO, Daughters of Charity, EXCELth, NOHD and TULANE; Seven to eleven of the mobile clinics will augment available stationary sites.
- Implement demonstration project that links all area 340B-eligible entities and 340B pharmacies, allowing for a network of safety net clinics and pharmacies. The demonstration project would rebuild 2 new clinics to replace ones that were lost;
- Develop a funding pool for diagnostic services; and convert Hutchinson clinic to a lab/specialty service clinic.

Phase three: Long-term

- develop primary comprehensive care delivery sites in neighborhoods where people return or build, including physical and behavioral health;
- provide marketing/public information that focuses on prevention in the community; and
- case management where patients are linked to available resources and provided chronic disease management.

The Behavior Health Care services outlined in the plan are met by funding 15 programs and rebuilding or constructing facilities to achieve four functions:

- Re-establish inpatient psychiatric capacity to meet post-Katrina population needs. Utilize existing capacity to create an interim 20-bed adult inpatient unit to provide emergency health care services until permanent facilities and greater capacity can be secured.
- Re-establish ambulatory and emergency evaluation services to meet the population needs post-Katrina - Coordinate the development of partial hospitalization, day treatment, assertive community treatment (ACT), community-based outpatient facilities and services to mitigate needs for hospitalization.
- Re-establish community supports/wrap-around services. Coordinates strategies for group homes, assisted living, and supervised independent homes. Focuses on mild to moderate behavioral health problems and special populations through schools and other primary care settings with appropriate providers.
- Preventive Services - community education, media campaign, outreach to be incorporated in regional plan.

This project is consistent with the vision of the community. The LA DHH Plan was developed through a thorough and strategic process for assessing community needs, incorporating local grassroots efforts in a coordinated approach. The methodology included population-based needs assessments, coordination of existing plans and planning efforts, health system needs, existing services, resource gaps and strategies. The plans are the product of three months of intensive work from the local community, state and federal officials. Forty-four different partners participated in the recovery process, from non-profits and faith-based groups, to education organizations and for-profit groups. Citizen and local planning groups also participated in the process.

## PROPOSED BUDGET

Ambulatory Care: Budget projections were done for 19 facilities.

Total costs for approximately 41 physicians, 20 mid-level providers and all necessary support staff: \$21,344,003

Other operational expenses: \$11,853,231

Revenue generated from patient care: \$15,031,696

Other funding already secured (contributions/donations, federal Section 330 grand, federal EIS and national grants, regional foundation grants): \$3,742,353

Financial gap for ambulatory care: \$14,422,185

## Behavioral Care:

### Capital Needs

Costs to rebuild, equip, and furnish five (5) substance abuse Clinics (each at 15,000 sq. ft): \$14,644,725

Equipment and furnishings for Detox Services, Adult ACT program, Partial Hospital program, PCT program, Integrated/Co-Located Primary Care Treatment, five

(5) Substance Abuse Clinics and Housing-Independent Living Apartments: \$1,970,086

Total: \$16,614,811

### Operational Needs

Salaries to cover personnel necessary to all 15 programs: \$32,520,532

Other operational expenses for Detox Services, Adult ACT program, Partial Hospital program, PCT program, Integrated/Co-Located Primary Care Treatment, five

(5) Substance Abuse Clinics and Housing-Independent Living Apartments total: \$35,316,049

Total= \$51,931,860

## Estimated Costs

\$ 66,354,045

## Project Name

Medical Needs Assessment for Orleans Parish

## Recovery Value

Moderate Recovery Value

## Goal

Re-establish medical infrastructure and quality services by 2010.

## Sector

Public Health and Healthcare

## Scope

The Medical Needs Assessment for Orleans Parish is necessary as a direct result of the physical damage caused by Hurricanes Katrina and Rita. Hurricane Katrina damaged 88 critical and non-critical care facilities in Orleans Parish and the three parishes adjoining Orleans. There is an increasing demand for health care services as people are returning to the neighborhoods.

Medical facilities are critical to the health and safety of all citizenry during essential times such as natural disasters/emergencies. Following the hurricanes, limited infrastructure was available for temporary, transitional or permanent health care facilities to provide adequate health care services in the region, especially to the uninsured and underinsured population.

Hospitals play a significant role in addressing vital health status challenges that may be acute in nature (hurricanes) or chronic. Hospitals also provide specialized training, education, and disaster preparedness opportunities for public service individuals and emergency operations personnel.

The Medical Needs Assessment of needs study will be comprised of discrete, but corresponding studies:

- o Time Sensitive Care Delivery Systems
- o Mental Health
- o Neighborhood Primary Care and centralized Non-Primary Health Care
- o Respite care, hospice care, rehabilitation, long-term care, long-term acute care, and
- o Hospital Funding Risk Crisis

Population redistribution and facility issues that have surfaced as a result of Hurricanes Katrina and Rita. There is a need to assess the community's needs and develop a strategy for meeting medical requirements in a cost-effective manner.

The proposed assessment will address the Parish standards for top quality health care, as well as the capability of medical facilities to meet these standards.

This assessment will build upon work already underway by the Louisiana Recovery Authority Public Health & Health Care task force and is expected to take six to twelve months to complete. The ensuing assessment will provide the region and Orleans Parish with a strategy for providing the community with state-of-the-art medical care. This direction might include building new facilities, adding to the current structures, or constructing additions to the existing buildings.

Specific issues to be addressed by the study might include but are not limited to:

- o Population redistribution due to the disaster;
- o Challenges to the existing medical facilities' ability to meet the community's health care needs;
- o The ratio change of "non-insured" patients after the disaster;
- o The mental health capabilities provided and the benefit to the State's Mental Health Program;
- o Possible partnership or collaborative opportunities; and
- o Relationship to health care network

The study will also address non-primary health care services that span the continuum of care such as radiology (including mammography and digital MRI, day surgery, laboratory, etc.). Other points of access for citizenry include respite care, hospice care, long-term care and long-term acute care. Their component relationship to the referral network for citizenry will be assessed. While this may be a separate study, it supports other studies being conducted in Orleans Parish under the umbrella of health care and social services. The design is such that the citizenry, at the conclusion of the planning process, will have the necessary tools to address current health care needs and facilitate the implementation of projects.

This study will address issues and needs concerning strategy, operations, the physical plant, resource gaps and existing services in a post-Hurricane Katrina environment. Many parishes proposed hospital expansion related recovery projects given the levels of damage to the health care delivery systems in the region as a whole. However, Orleans suffered a collapse to the entire physical structure of the public health system. Prior to approving and implementing these individual parish projects, it is critical to look at the totality regional needs and ensure that the combined projects result in a cost effective regional solution.

## Estimated Costs

\$ 250,000

## Key Projects By Sector

Orleans Economic Development Corporation

### Project Name

Reactivate Medical Research Center in Orleans

### Recovery Value

Moderate Recovery Value

### Goal

Re-establish 2 medical school programs by August 2006.

### Sector

Public Health and Healthcare

### Scope

The reactivation of the Medical Research Center in Orleans Parish represents a two phase project. The first phase is a collaboration of Children's Hospital, LSU Health Sciences Center, Tulane University Hospital and Clinic, and the University of New Orleans in the New Orleans Medical District. The second phase involves the recovery of the infrastructure of the medical district. There are 65 miles of streets within the Medical District Redevelopment area that need to be repaired. This project will study the conditions of the roads and repair or reconstruct 4 miles of commercial streets in the Medical District.

#### Phase I

Prior to Hurricane Katrina, the New Orleans Medical District was building a framework for entrepreneurial success. Louisiana State University (LSU), Tulane University (TU) and the State of Louisiana formed the Louisiana Gene Therapy Consortium and the Louisiana Cancer Research Consortium to leverage the universities' research strengths to attract additional research dollars from the National Institutes of Health. The State of Louisiana also provided support for the creation of a 60,000 square foot (sf) New Orleans Bio-innovation Center (NOBIC) to cater to the bioscience community and to assist in the commercialization of university-based technologies. Hurricane Katrina temporarily halted the majority of construction activities in the Medical District, but the Bio-innovation Center continues to move forward and is projected to open in late 2007. The needs in Phase I represent support for 60 to 80 personnel slots in the research personnel. The Information Technology manager, Grants Business Manager, Laboratory Support Staff and the Animal Caretaker will cooperatively to support researchers in phase one.

Hurricane Katrina destroyed the research capabilities, tools and facilities of these institutions. An initial survey by the National Institutes of Health suggests that Katrina impacted approximately 300 federally funded projects at New Orleans colleges and universities, cumulatively valued at more than \$150 million, including 153 projects at Tulane and others at Louisiana State University (LSU). These include the Bogalusa Heart Study of cardiovascular risk factors, and ongoing studies of AIDS, cancer, and other conditions. Reactivation of the Medical Research Center, a best practices model, will provide a strong base on which to revive a thriving medical research industry, which will then contribute to the economic and workforce development of the Medical District of Orleans Parish.

Hurricane Katrina caused the largest single loss of medical staff and biomedical research lab staff in the history of the nation. The loss of homes and employment caused many health care professionals to move into neighboring communities and surrounding states. When the power went out and back-up generators failed at a Tulane laboratory, cryo-preserved tissue samples collected since 1973 in the Bogalusa Heart Study thawed and became useless for all but DNA analysis. The epidemiology and clinical research community may have suffered the most damage due to loss of power to below 70-degree freezers and scattering of their staffing populations. Many researchers are facing severe disruption of their projects over the next 3 to 5 years.

Many biomedical research labs were severely damaged during the storm and researchers and staff were displaced. The reactivation of the Joint Medical Research Center is consistent with the Orleans Parish Vision Statement in that it contributes to the quality of life for all residents of Orleans Parish. It is also consistent with the economic vision for development a diversified workforce. The project will impact the housing market because of the need to support additional university staff and students as well partnerships with Regional Planning Commission.

This project is consistent with the goals and objectives within the Technology Subcommittee of the Bring New Orleans Back Commission (BNOB), which states the need to "develop a bioscience master plan that defines a scientific and commercial roadmap toward the creation of a complete bioscience economy for the New Orleans area by bringing together expert thought leaders in the field." The medical district was also supported through the BNOB work in the Economic sector. In the private sector, New Orleans has been the base for over 1000 Phase 1-1V clinical studies in the previous 20 years. The Joint Medical Research Center, combined with the private sector research sector, sets an overall a climate for continuous health care.

While not identified by field in the Louisiana Department of Health and Human Services Hurricane Recovery Plans (3.06), medical research is a fundamental part of the education of residents at the university level. This plan recognizes the need for identifying the resources for rebuilding the health care services for Orleans and Louisiana, and research is one of those resources.

The Regional Planning Commission (RPC) has received grants from FHWA to prepare engineering and infrastructure plans for the bio-medical district. The RPC has also received grants from EDA to explore the strategic economic development aspects of restoring and enhancing this cluster of medical- and health-related research, and clinical economic activities and facilities in central Orleans Parish. The additional partners in the research teams, including the Research Institute for Children (RIC), and a joint collaboration between Children's Hospital, LSU Health Sciences Center, and the University of New Orleans, evidence community support. This collaboration had outside grant support in 2005 that totaled \$2.6 million. EDA presented a check for \$300,000 to the RPC to coordinate a collaborative medical district recovery and technology commercialization strategy. The RPC will work jointly with the Downtown Development District (DDD), Greater New Orleans, Inc., LSU Health Sciences Center (LSUHSC), Tulane University and other institutions to create and execute a strategic economic recovery plan. More support is anticipated to come from federal grants and further university collaboration as it matures. The Orleans Parish medical community has a rich history of medical research from both the university and private sectors.

#### Phase II

For phase two, there are two square miles of streets within the Medical District Redevelopment area, representing approximately 65 miles of street. These commercial and residential streets were all flooded as a result of Hurricane Katrina and remained flooded for over two weeks. Many of the streets may appear undamaged and thus may appear as though no permanent repairs are required. Physical and structural damages to the roads caused by the flooding were compounded as heavy military vehicles and debris removal trucks passed through the streets of the New Medical District. The additional stresses, combined with damages from the hurricanes could lead to shortened road life, pavement failures and potentially jeopardize citizen safety. Access to the hospitals and clinic in the area are critical for emergency and public safety vehicles.

To determine the full impact of the hurricane and recovery vehicles, each street in the district using the following type of equipment and technologies:

- Ground-penetrating radar that aids in detection of problems beneath the surface before they become visible.
- Lasers that detect lateral and longitudinal ruts.
- Video logging that evaluates curb and gutter, sidewalk, signs, streetlights, etc, in addition to the road surface.
- Special lighting to enable use during periods of low ambient lighting and provide consistent video imagery.
- Profilometers to provide quantifiable pavement roughness data based on international standards
- GPS location for ease of linking condition data to DOS database.

The Medical District street evaluation will be the top priority of the Detailed Engineering of Flooded Street project.

#### Phase 1

##### BUDGET

##### Support:

-Four (4) research support personnel

(compensation and fringe benefits) in the following areas:

- 1) Information Technology Manager- \$75,000
- 2) Grants Business Manager- \$56,000
- 3) Laboratory Support Staff - \$44,000
- 4) Animal Caretaker- \$35,000.

##### Other Support

10 @ \$30,000 per investigator (\$20,000 equipment and \$10,000 supplies) \$300,000

Additional direct funding the recovery of genetic materials by using forensic methods \$75,000

Miscellaneous supplies and services \$75,000

total \$660,000

Phase 2

BUDGET

Cost and Schedule:

Schedule for study: 9/1/06 to 12/31/06 \$400,000

Estimate to repair/reconstruct one mile of street: \$2M-\$5M,

Commercial Streets (estimate): 4 miles = approximately \$14M. A more precise cost will be determined after the study is completed and precise repair and reconstruction and improvement needs are known.

Estimated Costs

\$ 1,060,000

## Project Name

Restore Neighborhood Comprehensive Primary Care

## Recovery Value

Moderate Recovery Value

## Goal

Re-establish comprehensive primary care services through a neighborhood-based service delivery model by 2010.

## Sector

Public Health and Healthcare

## Scope

This project addresses damage to primary health care services in Orleans Parish. The restoration of primary care services will be achieved through neighborhood level clinics and will be prioritized based on repopulation patterns.

The destruction of the outpatient clinics of the Medical Center of Louisiana at New Orleans (MCLNO) and other public and private clinics means that neighborhood-level facilities providing primary and preventive care services have been lost. Moreover the significant loss of primary and preventive care services that were provided by MCLNO University Hospital, which remains inoperable, has left an additional and substantial gap in services for the community. The capacity of the primary care services system has also been dramatically decreased by the substantial loss of private health care service workers through the displacement of medical personnel. br>br>The scope of this project is comprehensive in nature, addressing multiple aspects of preventive and primary care as well as changes that will occur in the sector over time. The project includes:

- Re-establishment of primary care services through August 2007 for sites not included in the Social Security Block Grant supplement for primary care;
- Restoration of lost services from September 2007 – August 2010 (after Social Security Block Grant supplement is exhausted);
- The determination of need for replacement primary care clinic facilities and services to bridge gaps in services;
- Delivery of related services, including dental, lab, x-ray and pharmacy services.

br>

The project supports a phased approach for re-establishing services as population returns to Orleans Parish, and will inform and be informed by the neighborhood planning process; see the "Neighborhood Planning Project". This project includes both the re-establishment of pre-Katrina clinics as well as the addition of new clinics as primary and preventive care services formerly provided through hospitals are migrated to the neighborhood level. This change in the service delivery model is innovative and was championed before Katrina in "The Framework for a Healthier New Orleans" which was endorsed by provider institutions, academics, and the city, and has also been recommended in various recovery strategies for Orleans including the Bring New Orleans Back Final Report.

It is anticipated that the following regions will require neighborhood comprehensive primary care as repopulation occurs: Bywater/ Upper 9th Ward; Central City; Mid-City; Uptown; Algiers; Gentilly; New Orleans East; Lakeview; and Lower 9th Ward. Seven primary care clinics are currently operating in Orleans, and planning for two clinics sites has already commenced for the Bywater and Gentilly neighborhoods, and more will follow.

The phases for project implementation are:

### Phase I:

- Establish local laboratory services, including X-ray, to address differential in services noted within the health care safety net (for indigent and uninsured residents and transients).
- Establish safety net pharmacy to address the increased needs of indigent and uninsured population.
- Increase safety net dental services to address lost capacity and increased numbers of indigent and uninsured population through mobile dental units strategically positioned throughout the community.
- Establish quality of care monitoring and interventions, to assure consistent, high quality care, including temporary teams of volunteers that augment local services as they rebuild.
- Establish information and communication technology linkages among providers that will build the foundation for sharing of electronic medical records, surveillance statistics, and rapid notice throughout the community regarding disease outbreaks, trend data and supported referrals to secondary and tertiary health care facilities.

### Phase II:

- Continue augmentation of laboratory and pharmacy services to address the differential of indigent and uninsured residents and visitors.
- Establish new/replacement permanent facilities to deliver primary care, dental services and behavioral health services in strategic neighborhood sites consistent with the return of residents to the area, based on socio-economic needs and insured status.
- Maintain quality of care monitoring and interventions to assure consistent, high quality care.
- Expand IT capacity to permit complete implementation of a network shared between providers and the rest of the medical community that supports electronic medical records, surveillance statistics, and rapid communication throughout the community regarding disease outbreaks, trend data and supported referrals to secondary and tertiary health care facilities.

Specific information on clinic sites and projected needs is included in two attachments. For a list of currently operating primary care sites please see the "Primary\_Care\_Site\_Worksheet.doc" attachment. For information by Planning District on projected needs for primary care physicians, mental health workers and service delivery sites over the next 12-24 months (projected population needs based on severity of damage to homes and population under 200% of federal poverty guidelines) please see "Primary\_Care\_Needs\_by\_Planning\_District.pdf"

## Estimated Costs

\$ 87,000,000

Key Projects By Sector  
Orleans Economic Development Corporation

### Project Name

Conduct Detailed Engineering Study of Flooded St.

### Recovery Value

Community Interest

### Goal

Reestablish the parish's roadways and traffic management to efficiently accomodate traffic through the city by 2007.

### Sector

Transportation and Infrastructure

### Scope

This project proposes to conduct a detailed engineering analysis of Orleans Parish streets flooded during hurricanes Katrina and Rita to facilitate an in-depth understanding of the repairs and improvements needed. The study will identify roadways that have failed or will more than likely fail due to submersion in saltwater for an extended period of time. It will be the prime source for recommendations regarding repair and reconstruction of damaged roadways. Use of this study, in conjunction with similar studies of other critical infrastructure such as sanitary sewer and potable water systems, will promote the orderly recovery of residential and commercial areas of the Parish. It is the intention of this project to align itself with city plans to identify and incorporate bike paths and sidewalks where applicable.

Eighty percent of New Orleans City Streets were flooded and remained under water for up to two weeks. Many of the roadways may appear undamaged and thus may appear as though no permanent repairs are required. Physical and structural damages to the roads caused by the flooding were compounded as heavy military vehicles and debris removal trucks passed through the streets of New Orleans during the response and recovery efforts. The additional stresses, combined with damages from the hurricanes could lead to shortened road life, pavement failures and potentially jeopardize citizen safety. Removing the surface to effect base repairs and the repaving will be expensive but necessary and early detection may be more cost effective. This projects is compatible with the city of New Orleans and is part of the Regional Plan "RPC-2004" and stands as priority for revitalization of the area. The funding for this project is leveraged by the city bonds and other federal and regional funding mechanism. It will furthermore encourage to attract communities and businesses to contribute to the project for the benefit of their communities.

In order for Orleans Parish to make a full recovery, a comprehensive approach to transportation and infrastructure repair and upgrade must be implemented to promote and facilitate neighborhood revitalization attempts and encourage economic development. City streets need to be brought up to safety and Louisiana Department of Transportation and Development (LADOTD) standards to provide adequate transportation infrastructure.

Prior to the damages from Hurricanes Katrina and Rita last year, many streets in Orleans Parish needed repairs and this detailed assessment will allow improvement of pre-hurricane conditions and recommendations will be offered for road repair and reconstruction.

The following type of equipment and technologies will be used to conduct this study:

- Ground-penetrating radar that aids in detection of problems beneath the surface before they become visible
- Lasers that detect lateral and longitudinal ruts
- Video logging that evaluates curb and gutter, sidewalk, signs, streetlights, etc. in addition to the road surface
- Special lighting to enable use during periods of low ambient lighting and provide consistent video imagery
- Profilometers to provide quantifiable pavement roughness data based on international standards
- GPS location for ease of linking condition data to GIS database

### Estimated Costs

\$ 2,500,000

## Key Projects By Sector

Orleans Economic Development Corporation

### Project Name

Conduct Hydraulic Analysis and Leak Evaluation

### Recovery Value

Moderate Recovery Value

### Goal

### Sector

Transportation and Infrastructure

### Scope

This project will assess the damages to all water and sewer lines, sewage lift stations and will perform a hydraulic analysis to assess the facility damages and determine demographic changes. Completion of this project will determine the extent of damage and will recommend the repair program that will be needed.

The Sewerage & Water Board of New Orleans (SWBNO) owns and manages the sewer and water systems and has been under a Consent Decree with the Federal Environmental Protection Agency (EPA). The EPA was concerned that the city has not managed its sewer system in violation of the Federal Clean Water Act. Prior to the storm the city had analyzed the entire East Bank system and had made significant improvements to correct the system thus meeting the EPA expectation.

As a result of the flooding caused by Hurricane Katrina the majority of the sewer and water systems in New Orleans were surcharged for over two weeks. The result of the surcharge caused the piping systems to retain flood waters and debris that it was not designed to handle. As a result of this flooding and prolonged submergence of the piping systems, numerous leaks and breaks have occurred. It is anticipated that the flooding caused by Hurricane Katrina has also damaged the repaired portion of sewer system that were completed by SWBNO before the storm.

The assessment and subsequent repair of the damages considered under this project is essential to promote future economic growth, provide health and safety, and enhance the quality of life in the parish.

Sufficient quantity and safe water supply and effective sewage collection system provide reassurance to the returning residents, businesses and prospective future residents of a safe secure community. New housing projects are supported at all economic levels. An effective water distribution and sewage collection system is assured with this project thereby avoiding future development decision and funding processes.

This project is broken down into three (3) distinct segments.

1. Wastewater Collection System.
2. Water Distribution System
3. Establish a Leak Management System

Segment 1. Wastewater Collection System in three phases:

- Phase 1) Damage assessment of gravity sewer lines.  
Phase 2) Hydraulics analysis.  
Phase 3) Clean/Repair the sewer lines.

Damage Assessment of gravity sewer lines:

- A) Systematic manhole to manhole inspection using truck mounted pumping and Roding equipment. The inspection of the sewers will include Closed Circuit TV (CCTV) inspection, dye testing and smoke testing if necessary.
- B) Development of a Safety Procedures Document for entry into confined space containing toxic gases.
- C) Removing manhole covers (if present) and do a visual inspection of the manhole interior. Determine if each section is open by pumping water through the line.
- D) Survey manhole pipe inverts and establish if settlement has occurred.
- E) Logging the results of the inspection on the SWBNO's Cassworks system.
- F) Send the results of the findings to the sewer maintenance department who will repair directly or contract the repair work.

Hydraulics Analysis:

- A) Complete hydraulic calculations and develop a Model network to estimate capacities of pipes.
- B) Develop flow requirements for pipelines based on recent revisions to service areas and demographic change.
- C) Complete a report on the hydraulic capacities of networks and design condition flow requirements.
- D) Provide recommendations for all hydraulic capacity based sewer replacement or parallel additions.

Clean/Repair the sewer lines:

"Under a separate contract, FEMA and SWBNO have awarded a contract for the cleaning of the East Bank Sewer lines. This work is underway and the scope is not included here. It is anticipated that the contractor will have determined the location and extent of the damage and submit a damage report to the SWBNO showing the location and the extent of the damages. Therefore, that report will be used to repair the damaged sections."

Segment 2. "Water Distribution System" consists of the following actions:

- A) Water lines will undergo pressure leak testing to determine line integrity.
- B) Existing pipe networks will be traced from drawings and systematically tested with mobile pressure testing equipment, either air or water.
- C) Large areas will be isolated and tested.
- D) Failure of leakage tests will require smaller area isolation and testing until a particular leak source is found.
- E) Hydraulic analysis will consist of developing an estimate of daily and hourly water needs for each supply zone and then comparing to the capacity of existing water storage facilities, treatment works, distribution piping and pumping equipment. Recommendations for replacement, repair and expansion of the facilities will be documented along with a cost estimate for all added or replaced piping and equipment.
- F) Depending on the rate of leakage, the size of line and the material of construction, the failed lines would be recommended for local repair, replacement, or relining.

Segment 3 "Establish a Leak Management Program" consists of the following actions:

- A) Divide the city into districts.
- B) Install meters at each district so that the SWBNO could determine how much water is entering the district.
- C) Using water meters and acoustic signals, the SWB will be able to pinpoint, prioritize and repair leaks.
- D) Findings would then be entered into the Cassworks work-order system.

The benefits of this approach would allow the SWB to identify and prioritize the leak repair in a more restricted area; reduce the cost of chemicals and electricity used in treatment; conserve water as a valuable resource; reduce cost to treat water that would infiltrate into the sewer or storm system; and reduce the possibility of water contamination.

Costs and timeline:

- Phase 1: Complete Damage Assessment  
Phase 2: Sewer Hydraulic Analysis 8/1/06 to 8/1/07 \$525,000  
Phase 3: Water Hydraulic Analysis 8/1/06 to 8/1/07 \$525,000  
Phase 4: Leak Detection Design 8/1/06 to 2/1/07 \$300,000  
Phase 5: Leak Detection Implementation 8/1/07 to 2/1/09 \$20 M  
Phase 6: Sewer Cleaning (Costing to be determined after study)  
Phase 7: Sewer construction (Costing to be determine after study)

### Estimated Costs

\$ 21,350,000

Key Projects By Sector

Orleans Economic Development Corporation

Project Name

Establish Regional Traffic Management Center

Recovery Value

Community Interest

Goal

Reestablish the parish's roadways and traffic management to efficiently accomodate traffic through the city by 2007.

Sector

Transportation and Infrastructure

Scope

This project will construct a new Traffic Management Command Center located in Orleans Parish. The Center is regional and will increase traffic management capacity by coordinating emergency traffic management and improving incident response. The center will be instrumental during hurricane evacuations by reassigning exit strategies and announcements to reduce congestion.

This project will establish a central location to coordinate, integrate and process traffic information from the Metropolitan Region (including but not limited to Jefferson and the New Orleans Emergency Management Centers, plus St Charles and St. John Parishes) into one regional Traffic Management Center. Implementing this project will help to leverage recent investment by the state and parishes in state of the art traffic management equipment designed to gather traffic information on a real-time basis. The proposed Traffic Management Center will coordinate the operations of public safety, transit, public works/transportation, and media agencies to more effectively respond to incidents, inform the public of traffic situations/alterations and to manage evacuations procedures using dynamic real-time information from the signals, video detection and CCTV installations.

This project will construct a Regional Transportation Management Center to service both the New Orleans and Jefferson Parish Emergency Management Centers and process the data from the signals, ramp detectors, and CCTV system. The TMC will establish regional links (with public safety, transit and the public) and redundant signal technology to manage network for congestion and incident management purposes during disaster events.

The TMC will manage the VMS and CCTV technology; establish protocols (architecture) for communications with JeT, RTA, Police, Fire, EMS and Media.

Cost and Timeline:

The cost of this project is estimated at \$9,000,000 by RPC section III.F. This project can be implemented in 36 months.

Estimated Costs

\$ 9,000,000

Key Projects By Sector  
Orleans Economic Development Corporation

Project Name  
Institute Regional Commuter Rail Network

Recovery Value  
Moderate Recovery Value

Goal  
Reestablish the regional Mass Transit System in order to provide efficient, safe, and environmentally friendly public transit services to nearly 220,000 individuals in New Orleans by 2008.

Sector  
Transportation and Infrastructure

Scope  
This project offers a cost-effective solution to address employment needs, environmental concerns and improve the quality of life in the New Orleans Metropolitan region. This project involves the construction of a commuter rail and associated facilities to connect New Orleans with Jefferson, St. Tammany and East Baton Rouge Parishes. This project existed in the preliminary stages pre-hurricane and was in the MPO Regional Transportation Plan and other local and regional plan documents. However the situation has greatly changed post disaster, further necessitating the need for a commuter rail for the recovery of the region. The primary importance has emerged as a population of 100,000 individuals from New Orleans has resettled to Baton Rouge and other surrounding Parishes. This is essential for the recovery of the region as many evacuees from New Orleans must commute in order to return to their homes and jobs. The traffic has become extremely congested, and hinders the economic and residential recovery of the area, as well as increases air pollution and other environmental concerns. Additionally, this rail line can be used for future evacuation, and increase economic opportunities for the low-moderate income population and other transit-reliant population groups. The low income population of New Orleans will have access to public transportation. A commuter rail will make the area more attractive for businesses and individuals to locate, spurring the economic recovery and repopulation of New Orleans.

Phase I:  
Institute and operate a commuter rail service on the existing KCS rail corridor which runs from the Greater Baton Rouge area past Louis Armstrong International Airport, terminating at the Union Passenger Terminal in New Orleans CBD. The scope currently includes the use of three trains with an initial 600-passenger capacity to be supplied and operated by Amtrak, the construction or adaptation of multiple stations along the corridor, and the development and/or upgrading of multiple parking facilities at these station locations. This will provide an essential option for commuters, and will also be the primary means of evacuating transit dependent populations from the New Orleans metropolitan area. Congress has already identified and appropriated funding in SAFETEA-LU to upgrade the Union Passenger Terminal to improve access to the building site for disabled persons. Renovation and restoration of this 1950's era train station will provide a superior level of service and serve as the termination point for the proposed New Orleans/Baton Rouge commuter rail. The building is historically significant in the city, and contains murals by the artist Conrad Albrizio. Conrad Albrizio is a recognized artist who worked throughout the Gulf Coast region, and few examples of his work remain in tact.

This phase of the project will help to alleviate some of the East-West traffic from Baton Rouge through East Jefferson, New Orleans Central Business District, and Slidell by diverting person trips from auto to transit. It will assist in westward evacuation of large population in Jefferson and the City of New Orleans. The project will purchase new commuter rail cars to run between major commercial cities of Louisiana. The rail way infrastructure already exists as it is currently used by Amtrak. The project will eventually build a few stations along the way and fully restore and upgrade the historical Union Passenger Terminal in New Orleans damaged during Hurricane Katrina.

Phase II:  
This phase of the project will help to alleviate some of the East-West traffic between East St. Tammany and New Orleans CBD by diverting person trips from auto to transit. The rail component uses a combination of existing rail corridors which parallel the I-10 highway corridor. The project will offer connectivity to some of the areas frequently used by the commuter population and will assist in eastward evacuation of large populations in Jefferson and the City of New Orleans.

This I-10 commuter rail project utilizes the existing eastern segment of rail connecting with the New Orleans/Baton Rouge Commuter Rail and part of the region's Gulf Coast Commuter Rail program extending into Mississippi. The project will operate on a former passenger rail corridor, providing a critical commuter connection and non-auto evacuation route to points east from the cities of New Orleans to Slidell and Picayune. This project will utilize existing rail and consists of two New Orleans Area terminals and two suburban alignments. The two New Orleans terminal areas encompass a route from the Gentilly along the Riverfront to a new station near the downtown convention center. The second terminal alignment would use the Norfolk Southern Back Belt, also from Gentilly west towards downtown, using the UPT tracks and terminal near Howard and Loyola Avenue. It will use a combination of private and municipally-owned facilities to assemble a network stretching from the I-12 at US Highway 11 interchange in Slidell to one of two terminals in Downtown New Orleans, the Union Passenger Terminal or a new facility on the Mississippi River near Canal and Poydras Streets. Project phasing involves: purchase of rolling stock, designation of operator (possibly AMTRAK); upgrade of terminals, signals and grade crossings; development of Transit Oriented stations and parking lots.

The entire project will provide transit-oriented development opportunities at terminal locations; upgrading of terminals to support inter-modal operations and develop critical parking facilities to support commuter options. The UPT portion of this project would be a catalyst for development opportunities in the part of the CBD. It advances Smart Growth principals and reduces urban sprawl in that it addresses a critical need to provide an alternative mode of transportation. This project is expected to create 600 jobs for services and technical support. The number of jobs will be enhanced by related services in and around each station.  
Cost and timeline:

Phase I  
Cost of 15 lines X 3 cars each = 45 cars at \$1,500,000 is \$67,500,000  
Cost of 4 Engines at \$7,000,000 each is \$28,000,000  
5 stations along the way at \$8,000,000 is \$40,000,000  
Total cost of upgrading Union Terminal \$8,000,000  
Total cost of Phase I is estimated at \$143,500,000  
Timeline for this Project is estimated to be 30 months

Phase II: unknown at this time

Estimated Costs  
\$ 143,500,000

Key Projects By Sector  
Orleans Economic Development Corporation

### Project Name

Reconstruct Downman Road

### Recovery Value

Low Recovery Value

### Goal

Reestablish the parish's roadways and traffic management to efficiently accomodate traffic through the city by 2007.

### Sector

Transportation and Infrastructure

### Scope

This project will assess and repair flood damages sustained by Downman Road as a result of Hurrricanes Katrina and Rita, as well as implement proposed landscape and screening improvements. Downman Road is a 2 mile primary collector in eastern New Orleans and was a heavily used corridor before the storm. There is need to immediately repair this road as it serves several economic engines of the region, including the New Orleans Lakefront Airport. Restoring full capacity Downman Road has become a regional priority since the storm because it serves industries and businesses in that are important to the economy. In addition to repairs, this project calls for the road to be enhanced with landscaping, tree planting, bus shelters, turnarounds, and beautification to match its significant role as the main access to the New Orleans Lakefront Airport serving the residents and several local business parks.

During Hurrricanes Katrina and Rita, segments of the road were submerged under 6 feet of water for a substantial amount of time. The damages caused by flooding were structural and pulled the asphalt off the foundation. The physical damages were compounded when heavy Military vehicles and debris removal trucks started to pass through the city immediately after the storm. Downman Street is included in the New Orleans Master Plan 2004 to be brought up to safety and DOTD standards in order to return it and the businesses and residents to working order.

Prior to the storm, the Lakefront Airport served as the primary general aviation portal of the region. In addition to the 280 aircraft based at the Lakefront Airport (2002), the airport handled 29,960 visiting private aircraft each year, with a combined total of 107,854 passengers, the largest number of any Louisiana airport. Directly supporting activities of this facility, the repair of Downman Road is essential to the economic recovery of the region. Downman Road not only serves vehicle traffic to the airport, but it also provides access to several port facilities, industrial uses, and business parks located along the Inner Harbor Navigation Canal, as well as to smaller scale businesses serving low- to moderate-income neighborhoods in the area. In addition, this road provides access to I-10 east, the primary evacuation route for nearby residents.

Downman also serves as a collector street for the low and moderate income neighborhoods in the area. It is their main assess to I-10, U.S. 90, and other employment nodes. Police, Fire and Emergency vehicles would use Downman Road to service Lakefront Airport and the surrounding neighborhoods.

This project was included in the New Orleans Master Plan 2004, and has become a priority for Regional Planning Commission due to the damage sustained by Hurricane Katrina.

The cost of hurricane damage repair and improvements of this Road is estimated at \$9,000,000 over an eighteen months period.

### Estimated Costs

\$ 9,000,000

## Project Name

Relocate and Expand Port of New Orleans Terminals

## Recovery Value

High Recovery Value

## Goal

Relocate existing deep draft port facilities, tenants, and industries of the Port of New Orleans in order to provide a safer and deeper port for the movement of up to 50 million tons of cargo per year by 2008.

## Sector

Transportation and Infrastructure

## Scope

This project consists of three separate components that will repair, rebuild and relocate maritime facilities of the Port of New Orleans, enabling the Port to be a viable economic component to the New Orleans metropolitan area. These components include:

- 1) Relocate to the Mississippi River those industrial/commercial businesses that were damaged by the storm and require deep draft water access for their operations
- 2) Relocate to the Mississippi River the Jourdan Road Terminal frozen commodity terminal and the France Road Container Terminal that were damaged by the storm and require deep draft water access for their inter-modal operations
- 3) Build a new breakbulk cargo terminal on the west bank of the Mississippi River in Jefferson Parish to meet the growing demand for general cargo trade.

The Port of New Orleans facilities sustained much damage in the heavy winds of Hurricane Katrina. Fortunately, the Mississippi River terminals did not sustain any flood waters, and there was only limited damage to cargo transit sheds, wharves, container cranes, and electrical equipment. The facilities on the IHNC and MRGO, unfortunately, did not fare as well, as the canals were inundated and the levees were over-topped. Flood waters of over 10 feet caused serious damage to the Port facilities, and the flooding also produced siltation that reduced the navigational depth of the MRGO from 36 feet to 22 feet. As this is a recurring problem, Congress suspended dredging of the MRGO until the ultimate future of the waterway can be determined, which is anticipated to extend over the next 18 months. This reduction in navigational depth is such that maritime facilities served by deep draft vessels in eastern New Orleans are no longer able to use the waterway. As a result, seven maritime facilities including two terminals and five businesses in eastern New Orleans are no longer accessible to the deep draft vessels that are necessary for operations. Lack of facilities to cater the incoming cargo has caused loss in business as the number of vessels coming to the port dropped from 1,189 to 178 in November 2005. Without this access, these companies will be forced, at a minimum, to leave New Orleans, if they are not closed entirely. This has an enormous effect on the economy in the area, both through tax income for the Cit and employment for local residents. Companies of these facilities account for 1,000 direct jobs and 9,000 indirect jobs.

New Orleans is one of America's leading general cargo ports. The Port of New Orleans transports cargo from trade partners all over the world. This cargo creates \$16.9 billion in annual earnings and \$2.8 billion in federal tax revenue. On a regional level, the Port of New Orleans supports 52,000 jobs in the New Orleans Metropolitan Area and contributes \$4.4 billion in earnings, \$6 billion in spending, and \$112 million in taxes. The new terminal is anticipated to have 200 employees and generate \$5 million in annual earnings benefiting the state.

## Components

The Port of New Orleans is currently in a short-term recovery stage. They are trying to rebuild the existing facilities where possible in order to return operations to their previous state. However, in order to be fully operational, the following projects also need to be pursued concurrently, even with the ongoing general rebuilding.

- 1) Relocate to the Mississippi River those industrial/commercial businesses that were damaged by the storm and require deep draft water access for their operations.

In order to retain the following tenants, new facilities will be constructed on existing Port property on the Mississippi River. The companies impacted by the draft limitation include Bollinger Ship Repair, Southern Scrap, Buzzi Unicem, and Vulcan Materials. The total relocation of these tenants and industries amounts to \$133 million. The individual cost to construct new Port terminals on the Mississippi river and relocate each business is as follows:

Bollinger Ship Repair = \$35 million with a moving timeline of 6 months  
Southern Scrap = \$20 million with a moving timeline of 6 months  
Buzzi Unicem = \$75 million with a moving timeline of 6 months  
Vulcan Materials = \$3 million with a moving timeline of 6 months

- 2) Relocate to the Mississippi River the Jourdan Road Terminal frozen commodity terminal and the France Road Container Terminal that were damaged by the storm and require deep draft water access for their inter-modal operations

The draft limitation has most significantly impacted two of the seven terminals that comprise the Port of New Orleans: the France Road Terminal located on the west bank of the IHNC, and the Jourdan Road Terminal on the east bank. Together these terminals represent 45% of the pre-Katrina container capacity of the entire Port of New Orleans.

The France Road Terminal is a 110-acre container terminal. At its peak of container operations, France Road Terminal Berths 1 through 6 handled 300,000 TEUs (Twenty Equivalent Units). This terminal is the only area available among the Port of New Orleans facilities to handle expansion and growth of the container business over the next 10 years. The loss of capacity at the France Road Terminal hinders the growth of inter-modal commerce for the Port of New Orleans and the region. As this is the case, it is essential to relocate this facility. Relocating this facility will cost approximately \$100 million.

The Jourdan Road Terminal serves as the base of operations for New Orleans Cold Storage (NOCS). NOCS has recently invested \$10.5 million to convert the general cargo facility at Jourdan Road Terminal into a cold storage complex. In doing so, NOCS has grown its workforce by 70% over a four year period (2000-2004), employing over 200 warehouse workers and longshoremen. This highly successful business reached a five year sales target in 18 months. Due to the limited draft of the MRGO, NOCS has been forced to truck cargo from the Jourdan Road Terminal to ships docked on the Mississippi River where vessel draft is not an issue. The additional expenses incurred in time, fuel, equipment and work hours significantly impacts efficiencies of NOCS, thus inhibiting the company's business. As a result, it is essential to relocate this facility in order to resolve the inefficiencies being endured by the company. Relocating this facility will cost approximately \$75 million.

The best solution to rebuild the regional economy and preserve economic activities in Louisiana is to relocate the France Road and Jourdan Road Terminals to the Mississippi River. For the Port of New Orleans to survive in a highly competitive market, the relocation of these facilities is imperative.

- 3) Build a new breakbulk cargo terminal on the westbank of the Mississippi River in Jefferson Parish to meet the growing demand for general cargo trade. Approximately 81% of the Port's transit shed capacity is currently being utilized, and is projected to be at 95% capacity shortly through two conversion projects. The relocation of facilities from the IHNC and MRGO is consuming the only available areas for expansion that exist for the Port. Conversions of existing breakbulk facilities are also already occurring in order to accommodate other types of cargo and other growing industries such as cruise terminals and container cargo. These two actions will limit expansion opportunities for the Port of New Orleans within the existing footprint on the east bank of the Mississippi River in the City of New Orleans. In order to allow for the growing need for general cargo trade, the Port needs to expand onto the west bank of the Mississippi River in Jefferson Parish over the long term. These plans should remain flexible for development of a general purpose breakbulk facility or a facility to handle specialized commodities. The total construction cost of this project is estimated to be \$77 million, and consists of a 150,000 square foot transit shed and 10 acres of outside marshalling yard area that can accommodate 360,000 tons of cargo annually. This expansion will provide an additional 200 jobs, and \$186,000,000 in total net benefit, which more than accommodates the expense.

## Project cost and timelines for each phase:

1. Relocate to a Mississippi River location those industrial/commercial businesses that were damaged by the storm and require deep draft water access for their operations. \$133M. The timeline for this phase would be from 7/06 to 9/06.
2. Relocate to MS. River the Jourdan Road Terminal frozen commodity terminal and the France Road Container Terminal that were damaged by the storm and require deep draft water access for their inter-modal operations at \$175 M (France Road \$100 M; Jourdan Road Frozen Commodity Terminal \$75 M). The timeline for this phase would be 10/06-10/07.
3. New Break-bulk Cargo Terminal 150,000 Square feet facility and 10 acre marshalling yard at \$77 M. The timeline for this phase would be 1/08 – 12/09

Total Cost: \$385 M

Site Evaluations: 3 months  
Engineering Design: 12 months  
Construction: 18 months

This project is part of LA DOTD's Special Appropriations Request (October 2005) and the final report developed by the Bring New Orleans Back Commission (March 2006). This project is also part of a report developed by the Port of New Orleans to be presented to the Louisiana Recovery Authority (March 2006).

#### Estimated Costs

\$ 385,000,000

## Project Name

Replace and Widen the Almonaster Bridge

## Recovery Value

Moderate Recovery Value

## Goal

Stimulate a swift revitalization of commercial and residential neighborhoods while encouraging access between communities across the waterway by 2010.

## Sector

Transportation and Infrastructure

## Scope

This project will replace the existing two-lane Almonaster Bridge with a new four-lane vertical lift span bridge, and eliminate two rail crossings. The project will also widen the approach from two to four lanes making Almonaster Boulevard a continuous four-lane divided highway. This project will provide safer and more efficient truck and auto access to the New Orleans Business and Industrial District (NOBID) and to port-related facilities serving the Inner Harbor Navigation Canal (IHNC). The Almonaster Avenue Bridge, also known as the L&R Railroad Bridge, is a Strauss Heel-Trunnion bascule bridge which carries two tracks of the SCX Transportation Railroad and one lane of Almonaster Avenue in each direction across the IHNC. The two freight rail tracks comprise a critical link in CSX Transportation's main line connection between Jacksonville, FL, and the west coast of the United States. In the closed to navigation position, the bridge has no vertical clearance for marine traffic. In the open to navigation position, the bridge provides approximately 93 feet of horizontal clearance and unlimited vertical clearance. The present 93 feet of horizontal clearance is far less than the two bridges immediately north of the Almonaster Avenue Bridge on the IHNC. Both the I-10 high-rise bridge and the Danziger Bridge provide a minimum of 200 feet of horizontal clearance.

During the Hurricane, the bridge was damaged by storm surges and a collision with a passing barge. While repairs have been made to allow rail access, vehicle traffic is still limited to one lane. The current bridge is one of four remaining bascule bridges that cross the IHNC, all of which were constructed nearly 85 years ago. Long past its design life, the Almonaster Bridge is subject to frequent breakdowns and maintenance. There was a great need for upgraded mechanical and electrical systems pre-disaster, and the further damage to the bridge warrants full reconstruction rather than simple repairs.

Before the hurricane, replacing the aging Almonaster bridge was cited by the Louisiana Department of Transportation and Development as the State of Louisiana's most pressing inter-modal project because it links a part of the east/west rail service through New Orleans (see project information at <http://63.243.21.120/html/index.asp>). The storm damage only strengthens the need for the proposed improvements. This roadway is essential to vehicular, rail, and maritime access in New Orleans. As it exists, it is a critical choke point in vehicle, rail and maritime movements, which the new design would greatly improve. The increased lane capacity will reduce congestion from traffic exiting from I-10 eastbound to the NOBID east of the bridge.

The new bridge will be constructed along the same alignment as the existing bridge; however the approach will be shifted to the south side of the CSX tracks, thereby eliminating two rail crossings. The new roadway and double lift span bridge will accommodate four vehicle lanes, two tracks for freight rail, a bicycle lane, a pedestrian walkway, and will increase horizontal clearance for maritime traffic from 93 to 200 feet, and increase vertical clearance to 126 feet when it opens for ships to pass through. The vehicular span will have an additional 9 feet of elevation than the railroad span in a closed position, reducing the number of interruptions of vehicle traffic by 20%. The current span is the narrowest point on the IHNC at 93-feet, making it the choke point for maritime movements along the IHNC, whereas the new 200-ft clearance will be similar to other modern bridges on the canal. The addition of bike paths provides safe access for the bicyclists who use the area frequently to train for races. Repairing this bridge will provide an opportunity for greater access to and mobility within the IHNC and promote economic recovery of the region.

The new bridge will also provide an alternative to travel across the IHNC for police, fire and emergency vehicles in order to provide efficient service to the low and moderate income communities in the area.

The project is broadly supported by the Gentilly and Pontchartrain Park communities (residential and freight interests) because it will aid in rebuilding the economic base and tax base of the parish, both of which were greatly devastated by the storms. It has been stated through public meetings with the NOBID Board that the improvement of this bridge and approach will greatly enhance the property values near the western end of NOBID, protecting the interests of current businesses and attracting new businesses to the area (see meeting minutes at <http://63.243.21.120/html/index.asp>). It has already been through design, a feasibility study and an Environmental Assessment, therefore it can be completed relatively quickly compared to many transportation projects that have arisen since the storm.

## Cost and timeline:

Phase 1: Environmental Impact 8/1/06 to 2/10/07 at \$1,000,000

Phase 2: Design 4/1/07 to 10/1/08 at \$1,500,000

Phase 3: Construction 12/1/08 to 6/1/10 at \$6,500,000

## Estimated Costs

\$ 90,000,000

## Key Projects By Sector

Orleans Economic Development Corporation

### Project Name

Restore and Improve Public Transit Services

### Recovery Value

High Recovery Value

### Goal

Reestablish the regional Mass Transit System in order to provide efficient, safe, and environmentally friendly public transit services to nearly 220,000 individuals in New Orleans by 2008.

### Sector

Transportation and Infrastructure

### Scope

This project will reinstate public transit service and upgrade the system to take advantage of new technologies and meet the needs of the change in population post-Katrina. This will include altered and extended lines, hybrid buses and environmentally-friendly vehicles.

During Hurricane Katrina the regional transit network sustained a total of \$770 million in damages. The Regional Transit Authority lost 197 of the 371 buses, 31 of the 64 streetcars, and 2 of 3 maintenance facilities. Only 30 of the 59 pre-existing routes are currently being run on both the east and west banks, with only 6 streetcars and 30 buses. The RTA is operating on a severe shortfall of funds as 55-60% of the budget is based on sales tax which has dropped significantly since the hurricane. As per a recent Bring New Orleans Back (BNOB) report, there has been a significant decrease in ridership, down from 855,000 to 70,000 passengers a week. The funding and ridership issues are exacerbated by the projections that the population, and therefore the taxes, will not be returning to their full extent in the near future. Alternative funds must be pursued, and a change in service levels and routes should be assessed in order to adapt to the changing situations.

Re-establishing transit service in the area is critical in revitalizing the regional economy and providing services to the returning population. It is essential that the large population of transit-dependent and low to moderate income residents have the ability to access economic (work, shopping, recreation, etc.) and educational opportunities. Prior to the hurricanes, the RTA had one of the highest ridership rates in the nation. However, there were several much needed improvements at the time to address the declining ridership and existing air quality issues, and these now gain special importance as the entire transit system is being readdressed. The need for new transit carriers have been part of the Regional Planning Commissions 2004 plans and the city of New Orleans plans for several years. RTA has repeatedly appealed for new vehicles in their plans.

Phase I: Repair 31 streetcars and upgrade 62 buses to energy efficient vehicles and environmentally clean transit carriers.

While PA funds might be available to replace buses, FEMA will only pay the depreciated value of the bus at the time of flooding. The average bus was 6.3 years old at the time of flooding, and had depreciated significantly from its original purchase price. To meet the City of New Orleans vision of providing cleaner, more fuel-efficient public transit, the RTA would like to replace some of its lost fleet with more energy-efficient carriers which are more expensive than conventional buses. The New Orleans region is considered a maintenance area for ozone compliance by the Louisiana Department of Environmental Quality. This means that there were previous air quality problems, and while they are currently in compliance, the situation is being monitored. If they fall out of compliance federal transportation funding may be reduced greatly. One way to improve the air quality is to decrease vehicle miles and increase the use of public transit. This can also be doubly affective through the use of cleaner public transit vehicles.

This project will build upon the assistance already committed by FEMA and will phase in the purchase of fuel-efficient vehicles and will reinstate the necessary routes as evacuees return to their neighborhoods. This phase can be implemented quickly as no right-of-way acquisition, operating agreements or other complicating issues are involved.

The cost of each hybrid bus is: \$ 600,000  
Possible funding from FEMA: \$ 200,000  
The difference in cost is: \$ 400,000 X 62 buses  
Total gap in budget is: \$ 24,800,000

The cost of each Streetcar is: \$ 1,000,000  
Possible funding from FEMA: \$ 300,000  
The difference in cost is: \$ 700,000 X 31  
Total gap in budget is: \$ 21,700,000

Phase II: Assess route and service adjustments

A main issue at this time is that ridership is still uncertain until an assessment is completed to determine where people are returning, how many are returning, and which segments of the population are most in need of the service. A study is currently underway to determine the priority service areas. It is believed, however, that a more regional system will be necessitated due to the large percentage of evacuees which may remain in other parishes but continue to work in Orleans, and those that are operating under a financial hardship and have increased need for public transit. Operations must be reorganized in order to meet this change in situations in addition to the repair of buses, streetcars, facilities and lines that is already in progress. This is an opportunity to address the changing needs of the city and new technologies available to improve the health and quality of life of the people of New Orleans and the region. Once the assessment is completed, the service levels and areas can be adjusted to better suit the returning population.

Replacement and extension of streetcar lines in addition to buses adds to the tourism economy and the beautification and charm of the city. New Orleans is known for the streetcars, which are historic and part of the charm for visitors. New Orleans is home of the oldest continuously running streetcar service, including 35 historic streetcars. They run along the most traveled tourist areas, providing not just convenient transportation but also an attraction for visitors and enhanced quality of life for the locals. Streetcars are the preferred transit method, as they reduce air pollution, are more attractive, reduce street congestion and are a unique attraction to new Orleans, and therefore have a higher level of ridership. The proposed study should include specifically the viability of extending the streetcar lines along the following routes in addition to the alteration of routes system-wide:

- Into the 9th ward along Rampart and St. Claude, connecting with Poland Ave and the Riverfront Line.
- Extend the Canal St. line on So. Carrollton Ave to connect to the St. Charles line at Claiborne Ave.
- Extend Canal St. line on Canal Blvd to the Lake
- Add a line on Elysian Fields from the River to the Lake
- Extend the riverfront line to Jackson Ave, Claiborne Ave and CBD loop
- Connect the Canal line to a new Gentilly Blvd line and Chef Menteur Hwy.

Extension of these lines provides greater access for the transit dependant, as well as enhances economic development opportunities and alternate options in congested or limited vehicular areas.

### Estimated Costs

\$ 46,500,000

Key Projects By Sector  
Orleans Economic Development Corporation

## Project Name

Renovate Priestley School

## Recovery Value

Moderate Recovery Value

## Goal

Design and restore an educational system conducive to educational excellence; a system that promotes student success and equity in access to educational services. Reopen 56 schools by August 2008.

## Sector

Education

## Scope

This project simply calls for funding (\$10,000,000) to renovate the Priestley School building and gymnasium so that it can be converted into the Priestley School of Architecture and Construction (PSAC) for the 2007-2008 school year. The project will renovate the infrastructure (foundation, plumbing, electrical and mechanical) of the three-story Alfred C. Priestley School main building on Leonidas Street in the Carrollton neighborhood of uptown New Orleans. The adjoining gymnasium will be renovated and cleaned of all remaining hazardous material. The building's envelopes will be improved with new roofing, doors, windows, and masonry tuck pointing. New interior finishes will be updated and the entire facility will be wired for the 21st century technology and be brought to code compliance. Site improvements will create secure parking, outdoor space for construction trades and community activities and landscaping.

On October 29, 2005, the Priestley School of Architecture and Construction was granted a five-year Type I charter by the Orleans Parish School Board. PSAC is a nonprofit organization, incorporated in the state of Louisiana. 501c3 tax-exempt status will be applied for in Spring 2006. A lease agreement between the OPSB and PSAC for use of the Priestley School building is included as part of the charter agreement.

The charter was granted in the wake of Hurricane Katrina as New Orleans struggled to rebuild a school system. But pre-Katrina, a group of Carrollton neighborhood citizens had worked for over a year with the goal of opening a charter school at the abandoned Priestley school site.

Priestley will operate as a charter high school organized around the fields of architecture and the construction trades. Small learning communities will be developed at industry field sites in support of the curriculum. Opportunities for development of such sites are particularly abundant in post-Katrina New Orleans. In addition, mentoring programs using mentors from architecture and construction professions have received enthusiastic community support. Prior to Hurricane Katrina a similar career magnet school - Rabouin High was located at 727 Carondelet Street in the Central Business District of New Orleans. This site is currently closed due to damages from Hurricanes Katrina and Rita. Rabouin's mission was to provide a high school education with an emphasis on vocational training. Targeted academics were reinforced by exposing students to job-shadowing, internships, and community service experiences. Boh Brothers Construction Company was the school's library sponsor/benefactor. The Orleans parish School Board web site (<http://www.nops.k12.la.us/SchoolWebs/Rabouin.htm>) shows a pre-Katrina enrollment of between 700 and 750 students. Statistics reported by The Public School Review web site (<http://www.publicschoolreview.com>) show 719 students and 36 teachers (reflects years 2001-2003). As a result of the hurricanes these students and teachers were displaced and no longer have an opportunity to participate in supplying skilled tradespersons to aid in the recovery of the area. The proposed Priestley School of Architecture and Construction responds to this need.

According to the McGraw-Hill Construction Report, Hurricane Katrina ranks as the costliest natural disaster in U.S. history. It is estimated that flood damage will require the repair and rebuilding of 184,000 homes in Orleans, Jefferson and St. Bernard parishes alone. According to the Times-Picayune, October 13, 2005, demand for all construction-related trades and professions has sky-rocketed in the post-Katrina building frenzy, and will continue to be strong for many years to come. Jim Henderson, senior vice president for workforce training for the Louisiana Community and Technical College System, states that, "Before Katrina struck, construction was already a high-growth, high-demand industry in Louisiana, with a work force of 127,170 and projections of growth to over 160,000 by the year 2010. Meeting this unparalleled surge in demand, post-Katrina, will be critical to rebuilding the state."

Of the 188,251 housing units in Orleans Parish counted in the 2000 census, 134,564 (71.5%) were damaged in Hurricanes Katrina and Rita. Of these 105,323 (55.9%) sustained major or severe damage according to the United States Department of Homeland Security. In uptown New Orleans, 69% of owner-occupied and 54% of rental units sustained damage. In Mid-City 75% of units were damaged; in Lakeview 83%, in Gentilly 85%, in Bywater 77%, in the Lower 9th Ward 93%, and in New Orleans East 99% of all units sustained damage. As a result of this unprecedented level of destruction in Orleans Parish, all its surrounding parishes, and the entire Gulf Coast region, the demand for construction trades people will be enormous for many years.

The project is a cooperative effort of the Carrollton United Neighborhood Association, Goodwill Industries of Southeast Louisiana, the United Way for the Greater New Orleans area, Tulane University, the Associated General Contractors of Louisiana, Hibernia/Capital One National Bank, First NBC Bank, the construction trade unions and the many architectural, design, engineering and construction firms that are participating business partners. The Board of Directors of the Priestley School Architecture and Construction, on which representation of all the partnering entities sit, has the responsibility for issuing RFP's bid selection and oversight of the project.

A preliminary capital budget estimate has been developed for renovation of the Priestley School building. It is estimated that full renovation and readiness of the building will cost between \$8,000,000 and \$10,000,000, based upon an estimate post-Katrina by a general contractor. This project simply seeks to get funding (\$10,000,000) to renovate the buildings: Priestley School and its gymnasium. A detailed business plan has been developed (highlighting projections ranging from student enrollment to operating budget), board of directors formed, and community support heightened post-Katrina.

## Estimated Costs

\$ 10,000,000

## Key Projects By Sector

Orleans Economic Development Corporation

### Project Name

Re-open New Orleans Charter Science & Math H.S.

### Recovery Value

Low Recovery Value

### Goal

Design and restore an educational system conducive to educational excellence; a system that promotes student success and equity in access to educational services. Reopen 56 schools by August 2008.

### Sector

Education

### Scope

This project would enable the reopening of the New Orleans Charter Science and Math High School to a full 8 hour school day, in a new building that is safe from future flooding. The school, which was originally housed on the Delgado Community College campus, was flooded with 3-4 feet of water for three weeks and is now inoperable. Construction of the new school building in the Mid City neighborhood of New Orleans, on Marconi Drive was underway with funding from the State of Louisiana at the time of the storm. This site was also completely destroyed by Hurricane Katrina (photos attached).

The recovery goal for the education sector is to design and restore an educational system conducive to educational excellence; a system that promotes student success and equity in access to educational services; to reopen 56 schools by August 2008. This project achieves 75% of the recovery goal.

The New Orleans Charter Science and Math High School uses the model that equipping students with the solid skills needed to ensure their success in college and in the globally competitive workplace is possible. Pre-Katrina the then New Orleans Science and Math High school partnered with the cities Job 1 Workforce Development Program and the Jefferson Parish Workforce Development Office to provide Computer Network Certification training courses to adults and children alike, making the school an asset to students and the community at large. In 2004, two students that attended the New Orleans Science and Math high school were featured in an issue of Ebony Magazine that hailed them as two of the Top 10 Hot Entrepreneurs of the Year.

The New Orleans Charter Science and Math High School is unique, in that it is one of two Science and Math High Schools in the nation with an open admissions policy. Before Hurricane Katrina, the school provided high quality science, math and technological education to 86% of the city of New Orleans' population eligible for free and reduced lunch. This population, the cities' poorest residents, was also the most adversely affected by the storm.

State funding is still available to build the new school but additional funding would be needed to raise the new building. Post-Katrina, Science & Math was granted a lease through August 2006 by the State Department of Education on an old elementary school building site in the Uptown neighborhood of New Orleans. The Uptown facility does not provide the state-of-the-art science and computer laboratories required for the lab-based school curriculum. If the school remains in its temporary location, a long term lease needs to be negotiated and retrofitting of the school building will be necessary to equip the building to accommodate an 8 hour school day. A food service facility and science and computer lab are needed to ensure continued quality science, math and technological education to returning students.

The building in the Uptown location on Nashville Avenue, a 72,000 square foot facility on 3 acres of land would be an added asset for residents returning to the neighborhood. With state-of-the-art labs constructed on the second and third floors, ample protection from future flooding and innovative energy technologies, and facilities for outreach training for the community, this school site would be a feature of a renovation in the heart of Uptown. The location also places the school in close proximity to its educational partner, the Audubon Zoo. The school is accessible to three public transit lines in either location.

If the Mid City location is chosen, the new building will serve as an anchor for the rebuilding of the devastated Mid City and Gentilly neighborhoods. There is funding currently in place for over 50% of construction costs for the new facility on the Delgado campus, but additional funding will now be required to rework the design to elevate the structure; to add classrooms and lunch facilities to accommodate the full day program; to add workforce training areas for IT and robotics; and to incorporate innovative energy efficient systems - appropriate statements for a science program - that had to be removed from the original project due to cost constraints.

Funding has been identified from several sources as the school is now chartered and has garnered a lot of community support.

### TASKS

#### Planning

- Initially, the school must analyze the options for a permanent facility, considering the changes wrought by the storm. Consultation with project partners, principally the State Department of Education for Allen School and Delgado Community College for the new construction, to determine which site is most productive for the Science & Math program. Funding will also be a factor in determining the most logical project.

#### Planning Phase

June - August, 2006 \$40,000

#### Program Design and Construction Plans

- Plans for either facility will have to incorporate storm mitigation features such as elevating facilities and will have to provide labs, recreation and food service facilities appropriate for a full day program. Energy efficiency options will be evaluated and selected on the basis of both cost savings and value as a model for other projects.

#### Program Design/Construction Plan Phase

September - December, 2006 \$ 500,000

#### Construction Phase

January, 2006 - January, 2007 \$ 10,000,000

#### Staff Development

- Due to the storm the school lost two thirds of its original staff due to displacement. The founding Principal's pre planned retirement is scheduled for June 2007. Therefore a program of intense recruiting and training of both faculty and administration is imperative in order to maintain the high performing program.

Staff Development Phase \$ 1,000,000

PHASING and BUDGET TOTAL \$ 11,540,000

### Estimated Costs

\$ 11,540,000

Key Projects By Sector

Orleans Economic Development Corporation

Project Name

Increase Crisis & Information Call Center Capacity

Recovery Value

Community Interest

Goal

Improve organizational capacity of nonprofit organizations in the Greater New Orleans area. Re-establish services to meet needs of families impacted by the storm by 2007.

Sector

Human Services

Scope

The Via Link Crisis and Information Call Center is seeking funding to increase its capacity to respond to the increased volume of disaster related mental health and human service calls.

Pre-Katrina there was a staff of 16 full and part time counselors. The call center will have to replace 60% of its staff including the Call Center director, post-Katrina. Many of the center's staff remain displaced. The center is working to increase staff to adequately address growing needs, especially mental health needs. The prolonged displacement of residents, limited housing and other basic human service needs have contributed to an increase in call volume by as much as 15%. It is anticipated that calls related to mental health will likely increase with the upcoming Hurricane season, as people experience post traumatic stress related mental health issues.

The Via Link Call center receives calls through the nationally designated number for easy access to community resources, 2-1-1 providing crisis intervention, suicide prevention and referral services to the Greater New Orleans and surrounding 12 parish area (Jefferson, Lafourche, Livingston, Plaquemines, St. Bernard, St. Charles, St. Helena, St. John, St. Tammany, Tangipahoa, and Washington).

Calls also come into the Via Link Call Center locally, regionally and nationally from the COPE line and the National Suicide Prevention Lifeline. The call center operates 24 hours a day, 7 days a week. This requires that three 8 hour shifts be covered, 7 days per week. Adequate staffing requires 20 counselors, clinical counseling supervision support and training, a call center director and agency administrative book keeping and technology support.

Pre-Katrina Via Link also served as a community resource database which contained over 2,400 nonprofit and governmental resources in the New Orleans Area. The center has updated 700 of its resources post-Katrina. Over 80 resources are added daily. Accurate and up to date information is critical to Call Center counselors and the many community professionals helping people rebuild their lives.

Estimated Costs

\$ 1,137,124

## Project Name

Restart St Mark's Community Center Program & Camp

## Recovery Value

Low Recovery Value

## Goal

Improve organizational capacity of nonprofit organizations in the Greater New Orleans area. Re-establish services to meet needs of families impacted by the storm by 2007.

## Sector

Human Services

## Scope

This project calls for funding to restart St. Mark's Community Center's very successful after school programs and summer camp, which served over 300 children annually before Hurricane Katrina caused the displacement of students and staff and changed funding priorities. For 2006-2007, the community center lost its confirmed funding (grants) for its programs from sources such as the Dept. of Education, Dept of Social services, and New Orleans Recreational Dept. Post-Katrina, its grants have been pulled as agencies cope with the need to reorganize and to rebuild its operations as well as donations and in-kind contributions have declined. Moreover, one of its vans was stolen and the other was damaged by the storm. This project would also work cooperatively with the Non-Profit Resource Center that would serve as a one-stop shop for non-profit organizations. Nevertheless, students and staff are steadily returning, the center needs to revive these programs. The center receives calls from families everyday inquiring about the start-up of its programs again. Feedback from most families is that they are unable to return home without the availability of summer and after-school programs for their children. To bring families back, St. Mark's parent organization, the Women's Division of the General Board of Global Ministries of the United Methodist Church are bringing in volunteer relief teams to gut and restore homes.

For nearly a century, St. Mark's Community Center has provided extensive recreational and educational programs for kids from 8-18 years old (primarily those from single family households) through various after school programs and its summer camp (which always fills up and has a waiting list.)

Over the years, St. Mark's Community Center had varied programs operating simultaneously, including an after school program, summer camp, a mentoring program for teenage girls, a tutoring program for elementary school children, and a music program. The community and its programs are highly visible and easily recognized within the community. In fact, the center and its programs were featured on WWL-TV in 2003. Its programs fosters a healthier and safer community by addressing key issues that directly impact the community and surrounding areas: pregnancy prevention, drug and alcohol prevention, leadership training, academic interests, development of job skills, and much more. For example, last year to date, the teen pregnancy rate among girls participating in its Girls' Mentoring program is 0%, one of its many success outcomes. St. Mark's Community Center recreational and educational programs need to be brought back for the physical and emotional healing of kids citywide who were storm victims. This project includes restarting the following programs for up to 500 children each year during the next few years: (1) reading, writing, and comprehension [includes homework assistance and refining skills]; (2) computer training [few students have home computers and have limited access in the class, to help them improve their skills and research for reports]; (3) arts and crafts; (4) recreation; (5) mentoring [includes lessons in conflict resolutions and job skills]; (6) music [includes instrument training, instrument repairing, vocal training, and using a recording studio; and (7) dance and drama.

This project also aims to include identification of program mentors, redevelopment of program materials damaged by the storm, reestablishment of community partnerships, program advertisement and redevelopment of the program registration process. This project scope also includes the repair and/or replacement of the van used by to transport children and the purchase of two additional vans with the expected increase in attendance. Project will help the children regain a sense of normalcy by bringing structure into their lives. The program includes an assessment of the children and their families to help determine the need for counseling. Many of these families will require counseling to better cope with the trauma of the storm itself and the resulting displacement from their homes and communities. Likewise, this project would also work cooperatively with the Non-Profit Resource Center that would serve as a one-stop shop for non-profit organizations. An evaluation model will be put in place to assess the program accomplishments, challenges and to measure program outcomes.

St. Mark's has always been available to help uplift the people in their community. It is an anchor that provides stability in kids' lives that are often unstable and frequently uprooted. Reinstating its programs will help bring hope to the children.

### Phasing:

1. Acquire funding and gather supplies and other resources
2. Recruit program mentors and other staff members
3. Advertise available programs
4. Enroll students into the programs

St. Mark's Community Center seeks help post-Katrina. It has experienced approximately \$450,000 in funding losses due to Hurricane Katrina (see attachment for breakdown of funding losses):

(1) Girls' Mentoring Program-\$186,700; (2) Boys' Mentoring Program-\$162,000; (3) Hansberry Tutoring Program-\$70,000; (5) After-school Program-\$25,000; (6) St. Mark's General Fund/Donations-\$10,000; and (7) Building Repairs Donations-\$16,000

## Estimated Costs

\$ 450,000

Key Projects By Sector  
Orleans Economic Development Corporation

### Project Name

Divert Fresh Water to Bayou Bienvenue

### Recovery Value

Low Recovery Value

### Goal

Create or restore 4,000 acres of critically located coastal wetlands and other habitats that buffer and protect communities and infrastructure in Orleans Parish and southeast Louisiana.

### Sector

Flood Protection and Coastal Restoration

### Scope

This project will stimulate marsh creation and fresh water flushing into a natural bayou that only receives fresh water during rain events. The increase in natural marsh growth will help protect nearby communities and infrastructure by providing a wind and surge break. By introducing freshwater back into Bayou Bienvenue, a process that would be accomplished by allowing fresh water from the Mississippi River to mimic the natural hydrological function of the Bayou prior to the construction of the lock in 1927, this will lower salinity levels in the Lake Borgne area. High salinity levels have an adverse effect on marsh areas and lead to erosion of coastal areas and minimize the friction effect these marshes have on storm surges. These marshes will be stronger and will be able to withstand effects of winds and wave action produced by storms. This project by itself needs to be part of a comprehensive strategy to build wetland, reduce coastal erosion, and lower salinity levels in areas affected by the construction of the Mississippi River Gulf Outlet (MRGO) channel. All residents of the Lake Pontchartrain basin will benefit from having improved coastal areas and the easiest way to start this is to reinstate natural hydrological processes.

This project can be accomplished in a couple of ways depending on the U.S. Army Corps of Engineers' (USACE) long term plan for the lock at the intersection of the Inner Harbor Navigation Canal (IHNC) and the Mississippi River. The idea is to allow the flow of freshwater from the Mississippi River back into Bayou Bienvenue. This can be accomplished with the current lock control structure by allowing flow through the lock when there is an outgoing tide. This would essentially pull water from the river and out into the IHNC and out into Lake Borgne via the MRGO channel. The second option is to actual build a series of culverts under Florida Avenue and use valves to divert fresh water from the Mississippi River into Bayou Bienvenue directly. The third option is dependent on a new lock being constructed. If it is constructed, this project could build a diversion canal that would tie into the remnants of Bayou Bienvenue and allow the flow of freshwater into the back marshes.

### Estimated Costs

\$ 10,000,000

Key Projects By Sector  
Orleans Economic Development Corporation

### Project Name

Prepare a Secondary Flood Protection System Study

### Recovery Value

Low Recovery Value

### Goal

Develop alternatives to levees to protect the city from flooding.

### Sector

Flood Protection and Coastal Restoration

### Scope

This project assesses the feasibility of creating secondary flood protection within the city. The creation of cells within the levee system so that if there were a break of the main levee system it would minimize the flooding to the interior of the city. The BNOB group and SWB have agreed to a layout that would utilize the rail lines and highway system in order to utilize these existing high ground structures. There are many options and possible alignment corridors that would need to be studied to determine which cells would provide the most protection to the community as a whole. These roadbeds, as delineated on the attached photographs, serve to divide the city into thirteen separate areas, seven west of the Industrial Canal (when tied to outfall canal walls), four in New Orleans East, and two in the Lower 9th Ward/ St. Bernard. Flooding in one area would not spread unimpeded to the others.

This secondary flood protection is termed compartmentalization, and is used extensively by the Dutch. If this system of compartmentalization had been in place during Katrina, Mid City, Uptown, the CBD, and Old Metairie may have remained dry even with the breaks on the 17th St., London, and Industrial Canals. During Katrina, most of these tracks were above the flood level. The study will also determine what tracks need to be elevated in order to form solid cells. However, water was able to go under the tracks through a total of eleven underpasses and a number of drainage and sewerage lines. These gaps must be closed to help form a continuous levee. The underpasses

include;

I-10 at the cemeteries;

Canal Blvd.;

Marconi Ave.;

St. Bernard Ave.;

Paris Ave.;

Gentilly Blvd. near I-610;

N. Broad (Hwy. 90) near London Ave.;

Gentilly Blvd. at the Baptist Seminary;

Press Drive at Leon C. Simon;

Downman Road at Lakefront Airport; and

Golf cart path in City Park.

The study will determine the best way to isolate these underpasses while still allowing vehicular traffic to use the roadways.

### Estimated Costs

\$ 500,000

## Key Projects By Sector

Orleans Economic Development Corporation

### Project Name

Protect East New Orleans Land Bridge Shore Line

### Recovery Value

Moderate Recovery Value

### Goal

Create or restore 4,000 acres of critically located coastal wetlands and other habitats that buffer and protect communities and infrastructure in Orleans Parish and southeast Louisiana. Develop alternatives to levees to protect the city from flooding.

### Sector

Flood Protection and Coastal Restoration

### Scope

The East Orleans land bridge includes over 45,000 acres of wetlands all in Orleans Parish.

This project is to address the critical needs of the fragile New Orleans East Land Bridge. The project will protect the shoreline and also use dredge materials to back fill areas that have lost fill and disappeared from sight. Most of Orleans parish is ringed with a levee system however this area has no protection to speak of and the need for rehabilitation projects is urgent. Areas to be Rehabilitated : 1) Point aux Herbes 2) Chef Pass 3) Alligator Point 4) Sawmill Pass 5) Hospital Wall. This project will restore the critical needs of the fragile New Orleans East Land Bridge. The project will protect the shoreline and also use dredge materials to back fill areas of subsidence and erosion to restore. Orleans Parish had significant flooding with 80% of the city being under water. The parish suffered a loss of 5.3 square miles of wetland area during Hurricanes Katrina and Rita.

### Estimated Costs

\$ 30,000,000

Key Projects By Sector  
Orleans Economic Development Corporation

### Project Name

Restore Wetlands Through Improved WW Treatment

### Recovery Value

Moderate Recovery Value

### Goal

Create or restore 4,000 acres of critically located coastal wetlands and other habitats that buffer and protect communities and infrastructure in Orleans Parish and southeast Louisiana. Develop alternatives to levees to protect the city from flooding.

### Sector

Flood Protection and Coastal Restoration

### Scope

The city's main sewerage treatment plant located near Bayou Bienvenue in east New Orleans was seriously damaged from Hurricane Katrina. This project will leverage funding from a variety of sources including the Hazard Mitigation Grant Program (HMGP), Public Assistance (PA), Environmental Protection Agency (EPA), Delta Regional Authority (DRA) and Community Development Block Grant (CDBG) to restore and improve the city's infrastructure into a world class, internationally recognized treatment facility that protects the public health. This project will be sustainable, use less fuel and reduce operation and maintenance costs to the city by approximately \$2 million per year while improving over 5,000 acres of threatened wetlands in the East Orleans Landbridge that act as a defense against hurricanes for all of the lands surrounding Lake Pontchartrain including New Orleans, St. Tammany, Tangipahoa, Jefferson and St. John the Baptist Parishes.

This project is proposed to be implemented in phases as follows:

#### Feasibility Study: \$500,000

A Feasibility Study will identify the extent and specific costs and phasing of the project. This study will take 12 months to complete and will identify any ownership issues, wetlands loading and assimilation rates, average flows and projected construction costs.

#### Implementation: \$150 million

Implementation is expected to be phased in over a 3-5 year period based upon the Feasibility Study. Since this facility sustained damage as a result of H. Katrina, and the city is currently under a consent decree to improve the existing facility, immediate repairs are needed to bring the existing plant into compliance.

Additional phasing will expand the scope of the project to increase the footprint of the facility, expand the capacity of the plant and convert the facility to a wetlands assimilation project. Discharge from the facility will be rerouted from the Mississippi River to the marshes to the north.

### Estimated Costs

\$ 150,500,000

Key Projects By Sector  
Orleans Economic Development Corporation

### Project Name

Stabilize NO East Landbridge Hwy 90 Bank

### Recovery Value

Moderate Recovery Value

### Goal

Build structures to serve as storm surge buffers. These structures will significantly reduce storm surge and protect coastal wetlands. Develop alternatives to levees to protect the city from flooding.

### Sector

Flood Protection and Coastal Restoration

### Scope

This project is to address the critical needs of the fragile New Orleans East Land Bridge. Use natural and man made structures to serve as storm surge buffers. These structures will significantly reduce storm surge and protect coastal wetlands. Orleans Parish had significant flooding with 80% of the city being under water. The parish suffered a loss of 5.3 square miles of wetland area during Hurricanes Katrina and Rita. All of these damages occurred on the New Orleans Land Bridge because it lies outside of the hurricane protection system levee. This project proposes to use used barges as breakwaters. These barges will provide modular levees/modular habitats that support a restored habitat that was lost to the area decades ago. These "islands" will break hurricane storm surge and wind thus protecting HWY 90 evacuation route, the industries and fishing fleet and the nearby communities in St. Tammany and Orleans. The impact on the goal will vary depending on how many barges are deployed in the area. A series of sanitized sunken barges could provide a stable core for the islands. Since empty barges only have a draft requirement of about 2 feet, the empty barges can be moved into position with little or no dredging. Once in place, holes can be cut into the barges to allow them to stay in position on the bottom of the marsh. For additional stability, the barges could be "pinned" in place with piles. Once securely placed, the process of filling the barges with concrete debris from the demolition activities in the neighboring communities could begin. For greater stability, the concrete debris can be interspersed with lifts of clean sediment to fill the pore spaces between the blocks of concrete. Barges could be sequentially filled from the shoreline outward. Once the concrete material is completely installed along one arm of the "island" the concrete and sediment operations could shift to the other "island" arm. Meanwhile, the process of "island" building could continue in the islands filled with concrete and sediment. These "islands" could then be covered with a clay cap completely covering the barges.

### Estimated Costs

\$ 3,400,000



# Implementation

## Implementation Guidelines

*"A beginning is the time for taking the most delicate care that the balances are correct."*  
- Frank Herbert, Dune

The process of preparing this plan spanned six months. The implementation process, to be successful, will require a longer commitment. Although the magnitude of the challenge may be daunting, it is worth considering that each decision – large and small – is now made easier by the direction given by the plan. In addition, decision makers will be able to grasp the interconnectedness of issues and solutions, and act decisively and with greater confidence. To insure that implementation proceeds in an orderly and coordinated fashion, it is important to adopt a process which clarifies tasks, responsibilities and timelines. The diagram on the following page illustrates a sample process which is applicable to this plan. It identifies a step-by-step procedure which, if followed, will maintain the integrity of the plan and produce tangible results.

### BEGINNING

The first phase of an implementation program is critical. Excitement generated by expectations of the plan's positive impact is at a peak and enthusiasm is high. In order to maintain this momentum, it is essential to program some very visible successes early in the implementation process. The best strategies involve aligning plan implementation with current projects that support established goals so that:

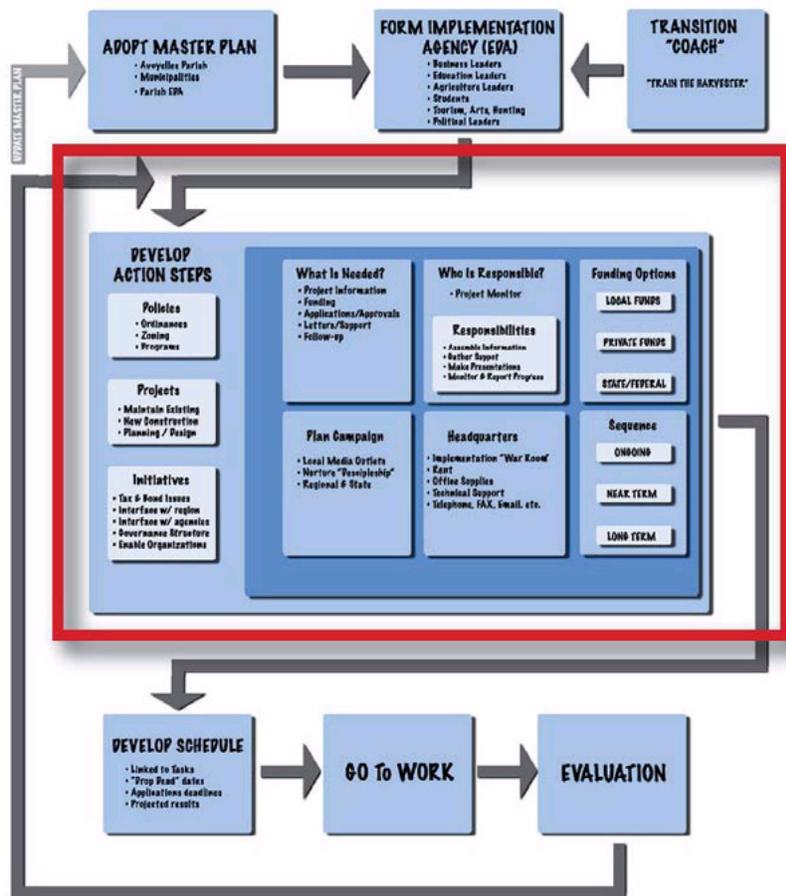
1. The ongoing projects can benefit from the new energy of the plan; and
2. The community sees positive results flowing from the implementation process.

The Allen Parish Recovery Plan has some distinct advantages along these lines because there are several ongoing projects and efforts which can become part of this process. The phasing sequence table on this page illustrates the projects and initiatives identified during the master plan divided into three categories – ongoing efforts, near-term projects and long-term projects. Among the ongoing projects are several which are already funded and are in development. Others are awaiting funding to proceed. Concentrated efforts on these ongoing projects would almost guarantee a successful beginning to the implementation phase.



### THE PROCESS

The following is a description of the implementation process along with the diagram mentioned earlier. It is meant to serve as an example of the kind of issues which need to be addressed as the implementation moves forward. Some adjustments will have to be made according to the municipalities, and by other civic groups and subdivisions so that they can lend support to implementation efforts and use the plan to guide and enrich their ongoing efforts.



Step 1: Formal Adoption of the Recovery Plan – This is an important step because it gives validity to the plan and enables local officials to use it when seeking support from both private and public agencies. It would also be advantageous to have it adopted by the parish’s

Step 2: Form Implementation Team – The reason many plans fail to achieve their goals is a lack of responsibility for implementation. Therefore, once the plan is adopted, the next step is to officially gather a group who will be tasked with monitoring its implementation. This group should be diverse in composition (see diagram examples) and should include people and entities that have the skills and passion necessary to accomplish the task. The team should be made aware of the duration of their participation as well as the responsibilities and rewards of participation. The responsibilities will be outlined in the following steps. In the initial phases it may be advisable to contract all or part of this work to a professional “coach” or consultant if resources can be made available. As resources permit, permanent staff should be hired to coordinate and generate implementation efforts.

Step 3: Develop Action Steps – This part of the process should be approached with deliberation and commitment. There are several intermediate activities within this step.

First, the team must identify which initiatives and projects are most urgent. These can then be prioritized and divided into “ongoing”, “near-term” and “long-term” efforts. In the early stages it is important that selections include some projects which:

- will have a highly visible positive impact in the community;
- have a high probability of success;
- involve a wide cross section of the community; and
- will build confidence and increase the capacity of the community to take on more difficult tasks.

Next, a strategy is developed that attempts to identify the assets required to affect the desired results. As shown on the chart, at least three major issues need to be addressed:

- What is needed? (i.e. project data, research, planning, funding, etc.);
- Who will be responsible and what their responsibilities will be? (i.e. assemble a committee, compile required information, determine costs, secure applications, monitor progress, make presentations)
- If necessary, where the funding will come from?

Next, it is important to identify a variety of funding sources and to focus on building mutually advantageous partnerships between local, regional, public and private sources. Local funds might come from municipal funds, parish funds, the Tourism Commission, the Chamber of Commerce, area foundations, etc. Private funds can come from area businesses, individuals, Indian tribes, families, etc. State and federal funding sources might include the Corps of Engineers, Land and Water Conservation Service, Transportation Department, Department of Natural Resources, Wildlife and Fisheries, DoTD, Economic Development Council, etc.

It is a mistake to become totally dependent on grant funding. Rarely are these funds available without a local match, and the reporting and accounting for their use is often very time-consuming.

Next, a public information campaign should be organized which will allow the team to communicate its efforts, successes, and delays to the community. Ideally, this step will help attract willing volunteers who will join in the overall effort, help keep expectations high and insure the integrity of the effort.

The final item is a "nuts and bolts" issue. In order to coordinate this effort, establishing a centrally located implementation headquarters should be a high priority. It will help guarantee a unified effort that is well coordinated among the various participants and help to avoid confusion in the community. This will require some expenditures for communications and office supplies.

Step 4: Develop Schedule – Once the preceding step is well defined, the team should agree upon a realistic schedule linked to the specific tasks required. The schedule should include:

- application deadlines,
- "drop dead" dates on essential intermediate tasks, and
- projected result timelines.

This schedule will be very important to engage the local media and to maintain the support and enthusiasm of the community during what can be a very long process.

Step 5: Go to Work – This terminology does not imply that no work is involved in arriving at this point. Rather, it is used in order to stress the importance of being well organized before attempting to tackle a complicated project. At this step, the work required should be well understood and can be approached in a coordinated fashion which will enhance the possibility of success and limit frustration. Maintaining a "can do" attitude among the team will be important as will providing consistent communication with all stakeholders.

The communication function is crucial to maintaining trust and insuring the continued investment of public funds. Successes should be celebrated and problems honestly disclosed so that expectations are realistic.

Step 6: Evaluation – The evaluation step serves two purposes:

1. Allow the team to report successes, assess progress, and share information.
2. Revise work plans in order to incorporate new strategies and abandon fruitless pursuits (events outside the control of the team may occur which can substantially change the direction and schedule of individual efforts.)

Another important aspect of the evaluation is to maintain the confidence of the team and illustrate progress. Evaluations should be scheduled on a quarterly basis for all efforts and may need to be more frequent for faster-moving projects.

As shown on the chart, the evaluation marks the completion of one cycle of the implementation process. The process begins again at Step 3: Develop Action Steps and continues to cycle again. Some projects may stay in the cycle many times before they are accomplished while others are in and out in a single cycle.

In addition, it is important to consider that as projects are implemented and needs change, it will be necessary to revisit and update the plan. Plan updates, depending upon the success of implementation efforts, should be scheduled as soon as two years and no more than five years after completion.

#### ADDITIONAL IMPLEMENTATION RESOURCES

Please see the Appendix for additional implementation tools including a Guide to using the Parish Recovery Planning Tool, Funding for Recovery Projects resources.

# APPENDIX



## Appendix

### Disaster Impact and Needs Assessment

The impact of Hurricanes Katrina and Rita were significant. The following discussion reveals the overall impact of the storm from not only wind and rain, but the extensive flooding as well for Orleans Parish. The data supplied is provided by a series of studies conducted from after the storm until April of 2006. It should be noted that some information is not yet available due to lack of residents to the city and the limited capacity of the city government. More information will be supplied as it becomes available.

#### Community Development and Housing

##### Population and Impacts

Within a 100 mile area along the gulf coast, Hurricane Katrina's damage due to high winds and storm surges resulted in significant devastation, but flooding, largely resulting from breached levees and flood walls, affected the greatest number of people. As much as 80% of the streets of New Orleans flooded impacting 77% of the city's population (FEMA 2/11/2006). Initially after the storm, the city was completely evacuated. Residents began to return in late September. In February 2006 it was estimated that approximately 181,400 (out of approximately 484,000) people were living in Orleans Parish (Louisiana DHH Bureau of Primary Care and Rural Health 2/2006). It is anticipated that a little over half of the pre- hurricane population will be living in New Orleans by 2008 (Bureau of Governmental Research).

##### City Finances

Given the population loss of the city, city finances have been compromised. General fund figures for 2005 shows city revenues at \$375 million while for 2006, general fund revenues are expected to be \$186 million, or a decrease of 50%. In addition, tax collection for the city is anticipated to decline by 58% falling from \$260 million in 2005 to \$109 million in 2006. Projections for 2007 show a \$138 million deficit for the fiscal year. Total debt for the city is anticipated to be almost \$1 billion by the end of 2006 (Bureau of Governmental Affairs and Public Research Council of Louisiana).

##### Housing

Pre-disaster, there were approximately 180,382 homes occupied in Orleans Parish, according to the Department of Housing. An estimated 55% of households were owner occupied pre-Katrina and had lived in their units for twenty years or more (Census 2000). According to the U.S. Department of Housing and Urban Development, 44,040 owner occupied homes were severely damaged or destroyed from flooding and/or winds. Concurrently, 78,810 rental units were destroyed or severely damaged as well. In terms of minor damage, 22,569 owner occupied homes and 55,534 rental units were impacted. Lastly, approximately 66,600 owner occupied housing units were damaged by the storm and of this number, 16% did not have flood insurance. In terms of rebuilding, approximately 16,000 permits have been issued by City Hall as of March 2006. Rebuilding efforts are taking place throughout the city; however, the most impacted areas have slow housing recovery such as Lakeview, Gentilly, New Orleans East, and the Lower Ninth Ward. (For a complete table, click [here](#)).

One of the most recognizable aspects of Orleans Parish is its historic properties. Storm damage impacted an estimated 25,000 historic properties, according to a Bring New Orleans Back (BNOB) Urban Planning Committee report. Further, at least ten of the City's twenty-nine historic districts encompassing half of the parish have suffered extensive flooding. A survey conducted by the Historic District Landmarks Commission found 115 buildings in seven historic districts seriously damaged and more than 56 were compromised. However, at this time, a complete survey of the 38,000 historic districts properties has not been undertaken.

##### Flood Recovery Guidance

Advisory Base Flood Elevations (ABFE) for Orleans Parish were issued by FEMA in April 2006. Assessing flood hazards in Orleans Parish is challenging due to the existence of numerous flood control facilities. These facilities experienced damage of varying degrees throughout southeastern Louisiana as a result of Hurricanes Katrina and Rita, and the U.S. Army Corps of Engineers (USACE) is on an aggressive path to repair and improve the flood control system. The USACE is on schedule to have repairs to damaged areas completed by June 2006, to have all federal levees constructed to authorized heights by September 2007, and to have fully authorized levels of protection and improvements to the system completed by 2010. Although USACE improvements to the flood control system will make Orleans Parish safer than it was before the storms, they will not eliminate the potential for flooding. In fact, based on analyses recently completed by the USACE, the flood control system will not meet the standards necessary for providing protection against the 1% annual chance (100-year) flood, which is also referred to as the base flood. The National Flood Insurance Program (NFIP) uses the base flood as the standard for floodplain management.

FEMA and the USACE have worked together to develop flood hazard data and formulate recommendations to be considered by State and local governments as they begin to make recovery decisions. For areas in the Parish located within existing levees, FEMA has determined that eventual levee certification is likely. FEMA recommends the following: new construction and substantially damaged homes and businesses within a designated FEMA floodplain should be elevated to either the Base Flood Elevation (BFE) shown on the current effective Flood Insurance Rate Map (FIRM) or at least three feet above the highest adjacent existing ground elevation at the building site, whichever is higher; and new construction and substantially damaged homes and businesses not located in a designated FEMA floodplain should be elevated at least three feet above the highest adjacent existing ground elevation at the building site.

In addition to the recent USACE storm surge modeling, FEMA has also developed these recommendations based on the height and integrity of the levee system expected to be in place by September 2007. Although FEMA is confident in the results from this current assessment, the agency will continue to monitor progress made with regard to levee improvements, findings from other ongoing studies, and enhancements to the agency's understanding of the probability of flooding in this area. FEMA will adjust the recommended flood elevations as necessary as the agency prepares updated FIRMs for Orleans Parish and its incorporated areas.

A FEMA coastal model study of hurricane storm surge flooding and levee flood protection is already underway at USACE, and FEMA intends to have an updated preliminary Flood Insurance Study (FIS) and updated FIRMs for coastal areas of Orleans Parish.

Although the information provided here is advisory, communities should consider its use for rebuilding in a safer manner. For additional information, community officials, residents, and other interested parties can access the [FEMA website](#) for these flood recovery advisories or the [Louisiana website](#).

#### Economic Development

Based on the Bureau of Labor Statistics' findings, the New Orleans metropolitan area experienced a 30% reduction in the civilian workforce between December 2004 and December 2005. A sub-set within this finding is the severe workforce reduction in local government services at the City of New Orleans, a finding, in part, directly linked to housing shortages. In total the City of New Orleans has laid off 3,000 classified and unclassified workers post-disaster (Bureau of Governmental Research and Public Affairs Research Council of Louisiana).

According to the Bring New Orleans Back Commission Economic Development Plan, only 70% of businesses in the region are operating post-disaster. It is unknown at this time how many of those displaced businesses will relocate to the region and New Orleans in particular. In its Canal Street Improvement Plan, the Downtown Development District (DDD) proposed to improve office space occupancy rates in the DDD pre-disaster; however, the need probably

exists in the Central Business District (CBD) in its entirety, especially in light of the post-disaster recovery efforts. By improving occupancy rates, the city may also be able to capitalize on highest and best use opportunities in residential development.

The Bio-medical community accounted for 72,555 jobs in the region pre-disaster. Post-disaster, the bio-medical community is operating at 40% of its pre-storm level. Tulane University cut an estimated 180 jobs at its Medical School, which is currently housed at Baylor University in Houston until July 2006. The BNOB Healthcare Report referenced the need to identify staffing demands for both primary care and subspecialties; to satisfy these demands, the report further referenced the need to create incentives for healthcare professionals to work in Orleans Parish.

Hospitality accounted for 15% of total local employment and generated \$5 to \$8 billion in gross revenue annually, which accounted for 30% of local tax revenues (Bring New Orleans Back Economic Development Report and the State's Tourism Office). Post-disaster, there has been a significant reduction in tourism activities with a direct impact on restaurant and hotel sales. In 2004 the New Orleans Convention & Visitor's Bureau reported that it hosted 953 conventions. As of July 2005, there had been 885 conventions. Presently, the Conventions Bureau has booked only 206 convention meetings in New Orleans for the year 2006; the projections decline for year 2007, 2008 and 2009 with 138, 88 and 54 meetings currently booked, respectively.

The Conventions Bureau reports a parallel economic decline in the hotel industry with the decline in convention bookings. In addition, the number of hotel rooms has also shrunk dramatically post-disaster. Prior to Hurricane Katrina, there were 38,364 hotel rooms in the New Orleans metropolitan area; only 22,100 rooms are currently available. In the downtown area of New Orleans alone, there were 24,000 hotel rooms pre-disaster; only 16,400 hotel rooms in downtown are available post-disaster. The number of operating hotels available pre- and post disaster are 140 and 90, respectively. Of that total, 119 hotels were in downtown New Orleans and 29 have been closed. The Downtown Development District reports that the Ritz Carlton (450 rooms), Fairmont (900 rooms) and Hyatt (1,000 rooms), three of the largest operating hotels, are closed until late 2006 or early 2007.

An anticipated 170 of the total 360 full-time jobs at the Convention Center will likely be lost post-disaster. The Convention Center reopened on April 1, 2006, which will begin to have a direct, positive impact on local airports, hotels, restaurants and economic benefits.

According to the Bring New Orleans Back Economic Development analysis, the Cultural Economy accounted for 11% of all jobs in New Orleans and has a direct impact on the hospitality industry. The Film Industry was an emerging economic driver pre-disaster and had recently added 1,000 jobs to the New Orleans economy.

The New Orleans Downtown Development District (DDD) included in its Canal Street Improvement Plan the creation of an Entertainment District to serve as a rebirth of cultural activity in New Orleans and as a supplemental revenue source for both the hospitality and tourism industries. The proposed Entertainment District comprises a five block area near the intersection of Canal and Basin Streets with 625,740 sq. ft. of space, including upper and ground levels. The economic impact of the proposed Entertainment District has not yet been determined, but the DDD has identified 110,000 square feet of available ground floor space for new restaurants, night clubs, museums, retail and other entertainment uses. In addition there is over 160,000 square feet of upper level space that can be converted for supporting functions such as administrative offices or adapted to residential or hotel occupancy.

#### Transportation and Infrastructure

##### Streets and Bridges

Due to the heavy weight and the duration of the flooding throughout the parish, many roads and utilities were damaged. Up to 80% of the streets were underwater for up to two weeks in some areas requiring significant repair. In addition, military trucks and debris removal and construction vehicles have further damaged many parish streets. Some streets, such as Downman Road, remained submerged up to six feet for up to two weeks.

Many bridges were also damaged by the storm making some of them impassable for more than a month after the hurricane. The bridge between New Orleans East and Slidell was severely damaged where most of the bridge was removed from its foundation, but it was repaired within a month of the storm. The Louisiana Department of Transportation reported that the Almonaster Bridge, which spans over the Industrial Canal, was damaged from the storm raising questions as to its ability to be traversed safely.

##### Port of New Orleans

Post-disaster there has been a severe reduction in port activity resulting from damage to Mississippi River Gulf Outlet (MRGO); the Port of New Orleans is also experiencing competitive threats from Port of Houston and Port of Mobile. The estimated damage at the Port of New Orleans is \$400 million. Because of the damage at the port, the number of vessels dropped from 1,189 in August 2005 to 178 in November of the same year resulting in a loss of tonnage from 19 million to three million, according to the Port Authority of New Orleans. However, according to the Office of the Federal Coordinator, the port is operating at its pre-Katrina status despite the fact that only 85% of its workers have returned. In addition, navigational depth of MRGO was reduced from 36 feet to 22 feet post-Katrina. Thus far, Congress has suspended operations for up to 18 months wherein businesses along the canal have suffered significant business setbacks.

##### Mass Transit

Flooding in Orleans Parish resulted in the loss of 197 buses and 31 streetcars, according to the Regional Transit Authority (RTA). Coupled with facility damage, it is projected that damage estimates for the RTA is up to \$770 million. Further, the St. Charles streetcars, which are a significant tourism attraction, are not expected to operate completely until 2007; however, the Canal Streetcar line is currently operational.

##### Utilities

Immediately after Katrina, most of the city's utilities were inoperable. Water, sewage, electricity, and gas services were not available in non-flooded areas for several weeks. For those areas with flooding, most of the sewage and water facilities along with electric and gas lines were damaged according to the Sewerage and Water Board and Entergy. In November 2005, non-flooded areas had restored utilities and open gas stations, according to FEMA. But, in those areas with flooding, services were intermittent with the hardest hit regions having no infrastructure support. By February 2006, a majority of the city was provided with sewage and water, electricity, gas stations, and natural gas service. But, New Orleans East and the Lower Ninth Ward remain without utilities as of April 2006 (FEMA 4/2006).

In addition to public utilities, pumping stations were also impacted by the flood wherein equipment was damaged. Further, according to the Sewerage and Water Board, many of the sewer lines in the city suffered as a result of the pressure of standing water and their integrity remains questionable.

#### Flood Protection and Coastal Restoration

After Katrina, 60% of the levees and floodwalls systems were weakened or breached and 48% (34 of 71) pumping stations were damaged. The Army Corps of Engineers have undertaken improvements, and according to the Office of the Federal Coordinator, most of the contracts (55 of 61) awarded for levee rebuilding have gone to New Orleans. Additionally, the storm accelerated erosion rates outside of the levee system, especially in areas in New Orleans East, thus impacting wildlife and storm surge protection for the future. For more information, click [here](#).

#### Environmental Management

Given the extensive flooding throughout the Parish, the local environment was impacted not only by salt water but also chemicals found in the floodwaters. The EPA and the Louisiana Department of Environmental Quality conducted water and soil samples after the flood to determine if there were contaminants present that might pose a risk to residents or the environment. Twenty-five samples were taken per zip code region and tests were conducted to determine what or if chemical compounds were present. Overall, lead was the most frequent metal compound found in the soil, which is not necessarily due to flooding given the high levels of lead commonly found pre-Katrina. Diesel and oil-type petroleum hydrocarbons were also commonly found, which were attributed to surface runoff from roadways and parking lots in combination of releases of petroleum products from vehicles submerged in floodwaters. Pesticides were also found in the soil at higher levels than usual but non-threatening and this was attributed to garden care products submerged in floodwaters as well. In general, the sediment/soil testing results show little to no health risk in the areas impacted by Hurricane Katrina (for more information, click [here](#)).

White goods such as refrigerators, freezers, air conditioners, washers and dryers, were collected throughout the Parish as many were damaged from floodwaters. To this date, almost a half million white goods have been collected in Orleans Parish and up to 165,000 small engines such as lawn mowers and leaf blowers (U.S. Army Corps of Engineers).

Flooding also impacted many of the parks and golf courses throughout the Parish. City Park, the largest park in the city, suffered damage on the total 1,100 acres. This included the golf course, trees, and gardens. Over 1,000 trees were damaged or toppled. It was estimated that \$43 million will be needed to rebuild the park (New Orleans City Park 2/2006).

#### Public Safety

Immediately after Katrina, police, fire, and EMS services were compromised. Facilities and vehicles were damaged as well as the loss of employees due to evacuation. Communication services were also damaged such that phones and internet services through land or cellular options were unavailable. In addition, wireless technology was not available due to the loss of towers making communication during the storm extremely difficult if not impossible at times.

Overall, after the storm, 19 police facilities and 34 fire facilities were damaged. By November, most neighborhoods throughout the city had police and EMS services restored, but with augmentation from the National Guard. At the same time, fire services were often delayed due to equipment loss, which resulted in delayed responses (FEMA).

#### Human Services

##### Health and Medical Services

The health and welfare of residents in the New Orleans area has been significantly impacted by Hurricane Katrina. Facilities are severely damaged and health care workers are displaced, many having lost their homes. Months after Katrina passed through New Orleans; most residents still access health care services from only one trauma center and a handful of volunteer medical clinics that have opened in the Parish.

Prior to the hurricane, Orleans Parish had extensive health care infrastructure including 23 hospitals, six of which were acute care hospitals. More than two months after Katrina, only one care facility was operating. The number has since risen to three, all with acute care capabilities (Department of Health and Human Services 2/2006). Of the 13 primary and specialized care clinics operated by the New Orleans Health Department, only two facilities have reopened, and of the 90 safety net clinics operating before the storm, only 14 are open (DHH 2/2006)

The closure of the Medical Center of Louisiana at New Orleans (MCLNO), which included Charity and University Hospitals, has particularly impacted health care for low-income residents and the uninsured. MCLNO represented about two-thirds of inpatient care to uninsured patients (Kaiser Commission on Medicaid and the Uninsured 2005). The closure is also significant to higher education in the region. MCLNO sponsored more than half the graduate medical education residencies for physicians, nurses and other health professionals in the state (LSU Health Care Services Division 2005).

Getting to and from hospitals and health care facilities became more difficult as well. Emergency medical transportation needs were previously served by 15-17 EMS units. The parish now relies on seven EMS units. Discharging patients with special needs safely from hospitals is hindered by the shrunken number outpatient care facilities which formerly included seven psychiatric hospitals and 31 outpatient behavioral health sites. Post-Katrina those services are now represented by 64 inpatient beds, and 24 behavioral health sites. Elderly residents who need care have been particularly impacted by the damage. Fifty-three nursing homes operated in Orleans, Jefferson, Plaquemines, and St. Bernard Parishes before Katrina. Only six remained operational after the storm (Louisiana DHH).

One consequence of the displacement of health care workers from the area is a reduction in medical services offered. Over 2,600 physicians served the metro area before the storm, but today the number stands at around 1,200, operating at partial capacity. By February 2006, two of 76 pharmacies reopened after the storm, and five dental chairs were served by a handful of the 259 pre-Katrina dentists (Louisiana DHH)

City and state agencies serve an important role in planning for the recovery of health and human services in the region are currently operating with a small staff and often without the technical support necessary. The New Orleans Health Department, the Department of Social Services, and the Office of Public Health lost many of their facilities to flooding and much of their staff have been displaced (Bring New Orleans Back Commission).

##### New Orleans Public and Private Schools

Pre-Katrina, there were 118 public schools operating in Orleans Parish, educating approximately 66,000 students. The New Orleans Public Schools system had been assessed and the majority of schools were deemed as failing by State of Louisiana Department of Education assessment standards. The Board of Elementary and Secondary Education (BESE) took over 102 school sites under the Recovery School District (RSD), and the New Orleans School Board was given control of 16 sites. The Archdiocese, other religious and private schools accounted for another 60 operating school buildings, with an estimated enrollment of 25,000 pre-Katrina.

Six months after the storm, 17 public schools have reopened where 14 operate as charter schools. Approximately 14% of the pre-Katrina enrollment, or 8,303 students, are attending public schools. In the private sector, 37 of the 54 schools operated by the Archdiocese have reopened. Total public and private enrollment in the city equals about 30% of the pre-hurricane level.

##### Culture and Arts

Cultural capital is one of the most significant attractions to Orleans Parish for both residents and tourists. According to the State's Tourism Office, the State of Louisiana and the City of New Orleans invested approximately \$2 million in the nonprofit cultural economy of the city in 2003, and generated:

- 10,000 creative economy jobs;
- \$45.5 million in spending by arts organizations;
- \$259 million in spending by arts audience; and
- \$17 million in city tax revenue.

Many cultural institutions suffered extensive damage either through flooding or from loss of artists and musicians from displacement. After the storm, approximately four-thousand plus members of the cultural community were forced to leave and many are unable to return at present. Fewer than ten

percent of the musicians remain in the city. Further, seventy-five percent of the city's 260 nonprofit cultural institutions museums, arts centers, and performance halls remained closed as of November 2005. In addition, 80% of the 750 commercial arts enterprises such as music clubs, art galleries and recording studios suffered from either wind or flood damage. Uninsured damage to cultural properties, arts business and artists now exceeds \$80 million. Financial losses for social aid and pleasure clubs, Mardi Gras Indian tribes, and second line companies are conservatively estimated at over \$3 million ([New Orleans Rebirth: Restoring the Soul of America November 2005](#)).

#### References and Relevant Web Sites

[Current Housing Unit Damage Estimates: Hurricanes Katrina, Rita, and Wilma. February 2006.](#) U.S. Department of Housing and Urban Development's Office of Policy Development and Research.

[Flood Recovery Guidance. April 2006. FEMA.](#) Click [here](#) or [here](#).

[Hurricane Katrina – Adjusted Population Estimates.](#)

[Hurricane Katrina: Social-Demographic Characteristics of Impacted Areas.](#) November 2005. Congressional Research Services and Library of Congress.

[Hurricane Recovery Plans.](#) March 2006. Louisiana Department of Health and Hospitals. Published Document.

[Katrina Index: Tracking Variables of Post-Katrina Reconstruction.](#) April 2006. The Brookings Institution. Available at

[Louisiana Rebirth: Restoring the Soul of America.](#) November 2005. Louisiana Department of Culture, Tourism, and Recreation.

[Municipal Bankruptcy In Perspective.](#) April 2006. Bureau of Governmental Affairs and the Public Affairs Research Council of Louisiana.

[Progress Made: A 6-Month Update on Hurricane Relief, Recovery, and Rebuilding.](#) February 2006. Office of the Federal Coordinator for Gulf Coast Rebuilding.

[Rapid Population Estimate Project.](#) January 2006. City of New Orleans.

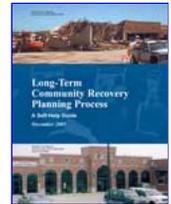
## RECOVERY PLANNING TOOLS

Suites of planning products are used to ensure appropriate technical support and planning consistency, allowing parish and sector planning views as well as a comprehensive platform from which to view regional and statewide projects. Those tools include:

**Self-Help Guide** – The Self-Help Guide was produced and rolled out in Louisiana for use in Louisiana's disaster recovery and later for nationwide disaster recovery response. It is designed to assist those communities that have planning capacity and capability to recover from the disasters' impact. "Self-Help" communities can benefit from the experience and best practices captured from 12 previously successful long-term recovery pilot initiatives and incorporated into the Self Help Guide.



**Recovery Value Tool** – Communities face many challenges following a disaster, including determining where recovery resources are to be best invested. The Recovery Value Tool guides federal, state and community planning teams in determining the recovery value of project ideas as they are identified by the community by using a systematic evaluation methodology to categorize projects as high, moderate or low recovery value. A fourth category, community interest projects, may not have a significant recovery value but may be of important interest to the community. Recognizing that tough choices must be made during the rebuilding effort, the Tool facilitates planning and implementation activities for those high recovery value projects that can have a catalytic effect on a community's recovery. The Recovery Value Tool was created with the input of federal partners and developed from the experience and best practices captured from 12 previously successful long-term recovery pilot initiatives. It is currently being implemented across Louisiana, and will also be adopted for future disaster response in other areas of the country.



**Parish Recovery Planning Tool (RPT)** – The Parish Recovery Planning Tool provides a transparent and collaborative forum for recovery planning and implementation. The site allows federal and state agencies, local parish governments, the general public and displaced Louisianans access to the planning process. The site identifies current project candidates for recovery, including Stafford-eligible projects, provides the option to sort them by parish or by sector, and offers a list of available funding resources. The Parish RPT is an on-going tool that will benefit parish, regional and state planning for years to come.

### Parish Recovery Planning Tool



### Strategic Recovery Timeline



The Strategic Recovery Timeline (SRT) is a project management tool that clarifies the complex relationships and inter-dependencies between the multitude of recovery activities, decision points, program deadlines and parish recovery projects. Developed by the Louisiana LTRC team, the SRT enables users to make timely decisions and illustrates responsibility for particular recovery-related activities. The SRT shows the sequence of events and decisions that need to occur before others. It also facilitates scenario analysis where decision-making, sequencing, duration of activities and inter-dependencies can be modified to show the potential impact of changes resulting from legislative, agency or other stakeholder actions. Because it facilitates analysis and recovery decision-making by clearly showing critical paths and milestones that impact the "windows of recovery opportunity," the SRT is a critical component of LTRC planning activities. An SRT is being completed for five of the most heavily devastated parishes (Cameron, Jefferson, Orleans, Plaquemines and St. Bernard). The SRT will be continually updated to incorporate new information and changes regarding recovery activities.

## SELECTION CRITERIA

As part of the Parish Recovery Planning Tool (RPT) planning process, a project review team went through projects identified by parish teams to determine their relevance to recovery. In addition they evaluated a projects ability to help jump-start a community's recovery from a natural disaster or incident of national significance.

During this process, some projects were identified that, while viable projects in their own right, are not recovery projects. These projects are not currently included as a part of the Parish RPT and funding and implementation assistance should be pursued through other, more relevant funding sources.

#### Categories of Non-Recovery Projects

##### Hospital projects

Specific hospital projects were not included in the current plan because hospital capacity must be assessed for regional needs. As a prerequisite to including specific hospital projects in the Parish Recovery Planning Tool, a study of hospital capacity and needs for each region is included in the plan. Each Parish

should submit Recovery projects based on the results of the study. Parishes should pursue specific mitigation or Public Assistance hospital projects through established FEMA programs.

#### Levee projects

Because of the damage from storm surge flooding in many parishes, elected officials and citizens have emphasized the importance of improved flood protection in many public meetings held as part of the long-term community recovery planning process. Often, increased flood protection is seen as a necessary step to spurring recovery of flooded areas. Levee projects are generally already in the process of being studied or executed by the U.S. Army Corps of Engineers. However, these levee projects fall outside the scope of the recovery planning process due to their inherent scope of work, magnitude, cost, timing and the regulatory process for these types of projects. This plan does not exclude levees from future consideration. Concerned citizens and the parish government are encouraged to continue their dialogue with the U.S. Army Corps of Engineers and the State of Louisiana as flood protection and security are enhanced across the state.

#### General Capital Improvement projects: Not related to recovery

Generally, local government entities are responsible for constructing and maintaining their public infrastructure - streets, sewers, water, and other structures. This public infrastructure needs regular maintenance and periodic upgrades or repairs on these systems and facilities. These public infrastructure projects should be included in the local government budget and capital improvement programs. Road widening and other roadway improvement projects may additionally be covered by the Louisiana Department of Transportation and Development's State Transportation Improvement Plan.

#### Public Assistance projects: Direct storm damage repair

Much of the damage to public facilities caused by the storms will be covered under FEMA's Public Assistance program, which reimburses parishes and municipalities for repairs and cleanup. These projects are not included in the Parish RPT, but represent a significant part of the recovery of any community.

#### Hazard Mitigation projects: Avoiding future storm damage

In addition to direct repair, buildings and other structures damaged by storms should be repaired to a higher standard that will be more resilient to future storm damage. FEMA's Hazard Mitigation program provides funds for removing structures from flood zones, buying out homes in the flood zone, and repairing to higher storm standards. Mitigation projects were not included in the Parish RPT unless they were part of a larger Recovery Project.