



**Desire Area
Neighborhood
Planning District 7
Rebuilding Plan**



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Introduction

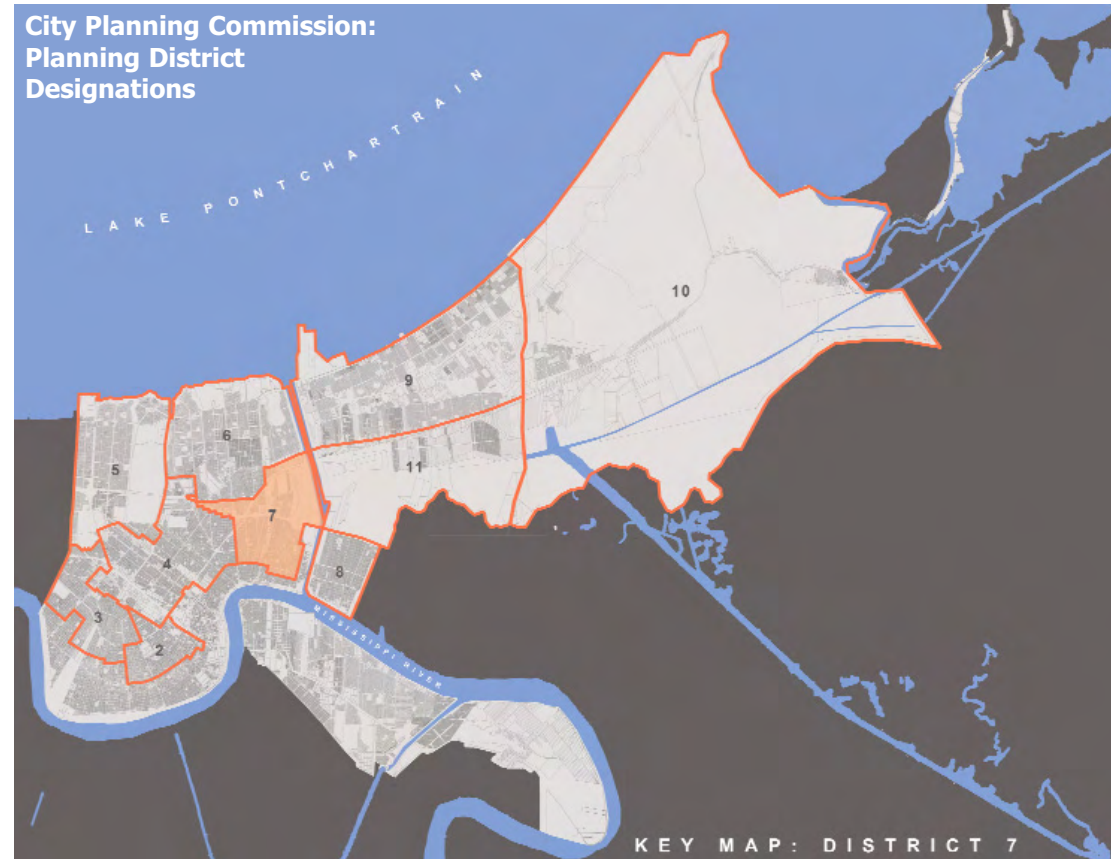
Approximately 100 days after Hurricane Katrina struck, Motion M-05-592 was unanimously passed by the City Council of New Orleans. This motion ensured that community-based, neighborhood-by-neighborhood planning would be central to decisions associated with the recovery of the most devastated areas of New Orleans. The City Council was adamant that the people most impacted by the storm would play a central role in defining the future of their communities. Overall, 47 of the 73 neighborhoods delineated by the City's Planning Commission have had plans prepared as part of this process.

The City Council charged a team of consultants overseen by Lambert Advisory & SHEDO with assisting neighborhoods flooded by Hurricane Katrina in developing revitalization plans that are thoughtful and can be implemented, for incorporation into a citywide recovery and improvement plan to be submitted to the State of Louisiana and federal funding agencies. This document is one of forty-two (42) neighborhood plans that meet that mandate.

Planning District 7, the subject of the following report, includes 4 geographically specific neighborhoods: St. Claude, St. Roch, Florida Area and Desire Area.

Basic assumptions also formed the basis for the Planning District 9 Recovery Plan:

- 1) That a flood protection system will be designed to withstand future catastrophic loss from a 1 in 100 year storm and that this is a commitment by the Federal Government;
- 2) That stringent building codes will be implemented to further limit wind damage;
- 3) That the basic urban structure of the city is sound and that rebuilding will respect this structure;
- 4) That there is an organized, coherent and operable Hurricane Evacuation Program.



Acknowledgements

With grateful appreciation the planning team would like to thank all the residents of District 7 who participated in this planning process and without whose participation this plan would not be possible.

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A. Desire Area Neighborhood

Location and History

The Desire Neighborhood is actually classified as two areas by the New Orleans City Planning Commission: Desire Area and Desire Development. The Desire area is located in the northernmost part of Planning District 7. The Desire Area is bordered by the Industrial Canal to its east, Florida Avenue to the south, Chef Menteur Highway to the north, and the Peoples Avenue Canal and Almonaster Boulevard to the west. The Desire Development is bounded by Higgins Boulevard to the north, Florida Avenue to the south, Piety Street and Desire Street to the west and Alvar Road to the east.

The history of development in the neighborhood is similar to the other neighborhoods in District 7 and dates back to 1899 when Orleans Parish passed legislation to drain various back swamp areas of the city. Between 1900 and 1920, various canals along Franklin, Alvar, and Desire served as a drainage system for the area. From 1919 to 1935 the canals were replaced with subsurface drainage and covered. This made the area more desirable for development and increased the level of railroad development. As the area developed and the Industrial Canal reached completion, light industrial development became increasingly attractive. By 1946, the area was supported by the Gulf Mobile, Ohio Railroad, Louisville and Nashville Railroad,

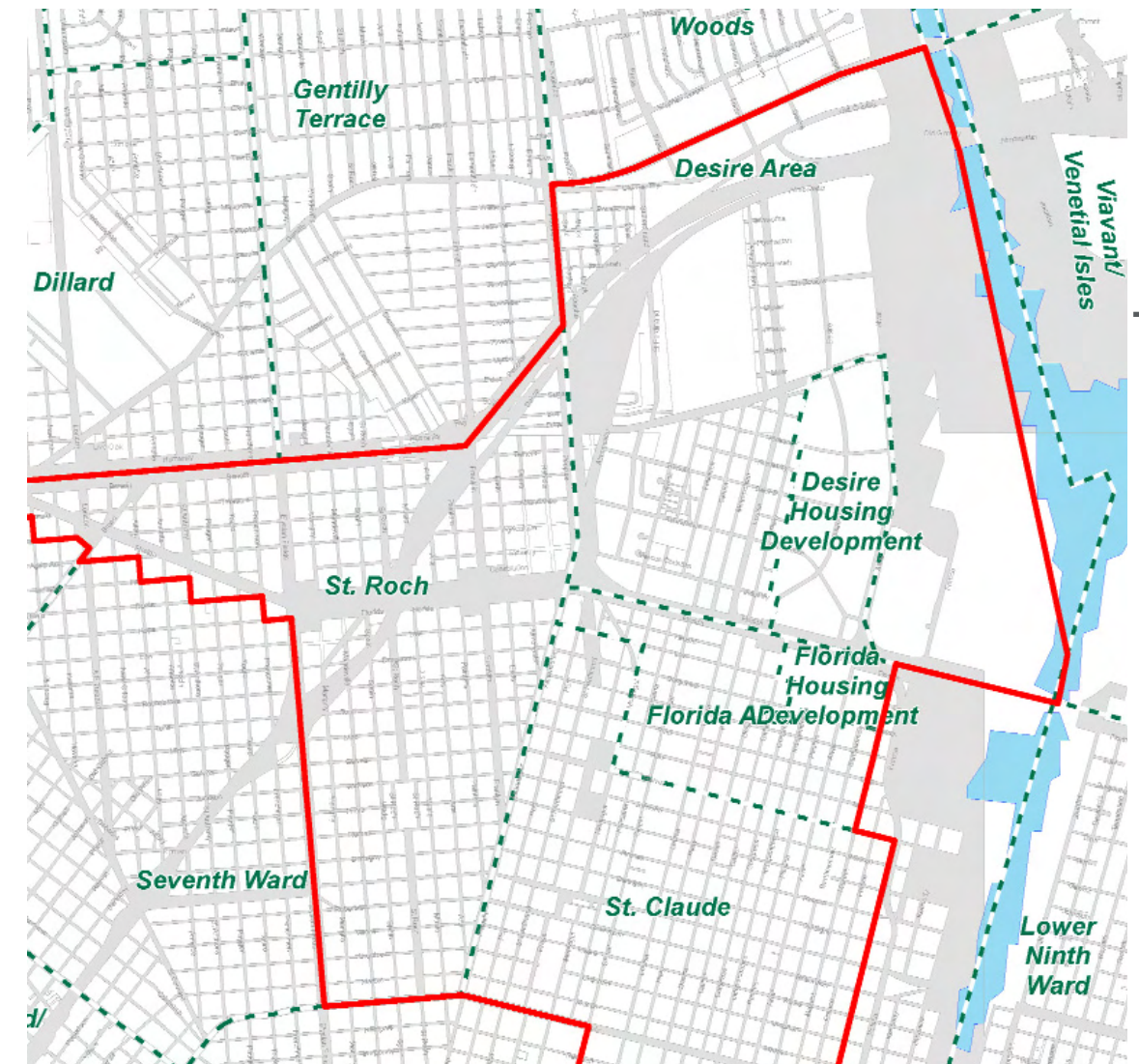


New Orleans and Northeastern Railroad, and the Public Beltway.

In the early 1930's, the Desire Area neighborhood was home to many low income whites that settled in housing units along Almonaster, Chef Menteur, Peoples, and St. Ferdinand. This area is now known as Indian Village. As the area began to grow and the rail system boomed, the area began to become more urbanized. The Desire neighborhood was one of the first to promote African American homeownership. Like in Gentilly, lots were approximately 60 feet by 80 feet and ranged in price from \$3,000 to \$4,000. The Colored Industrial Home and School Association was one of the first major property owners in Desire.

The Desire Development, like the Florida Development, was a direct result of the 1937 Housing Act also known as the Wagner Act. The Desire Development was one of the last developments that was constructed under the Title III program of the 1949 US Housing Program. As part of the Title II program two elementary schools were constructed: Moton and Lockett.

The Desire Development was one of the more poorly constructed developments. In order to cut costs, the structures were built of wood with a brick veneer. The cost savings on initial construction caused major long-term damage. Insurance costs were extremely high since the structures were



Neighborhood Boundaries in District 7 (Above)
Source: City of New Orleans - 1999 Land Use Plan

Image top left to right:

- A: Desire Street Ministries
- B: Sampson Playground
- C: Desire Housing Pre-Katrina



not fire-resistant. Additionally, maintenance and upkeep were very expensive.

The site of the Desire Development was isolated from the rest of the neighborhood. Being surrounded by the Industrial Canal, Florida Avenue Canal and railroad tracks made it almost impossible for residents of the development to interact with their adjacent neighbors. Over the years the development experienced major problems, including physical deterioration, poor maintenance, impoverished conditions, drug-related crime, and documented problems of police brutality and corruption.

In 1995, the Desire Development was awarded a HOPE VI grant structured to improve the living conditions and environment of the development. The site has been since redeveloped as three separate phases known as Abundance Square, Treasure Village, and Savoy Place.

The Desire neighborhood has several neighborhood parks, churches, schools, and commercial developments. The neighborhood is rich in community and civic history. Some of the most notable fixtures include the Barbara M. Andrews, Barbara Hooker, Willie Polk Jr. Multi Service Center, Sampson Playground, St. Phillip Community Center, the Sidney Collier Campus of the Louisiana Technical College, and the recently added Desire Street Ministries. Neighborhood schools and parks include

Edwards Elementary, Carver Middle and Senior High School, St. Phillip School, Sampson Playground and Magrauer Memorial Playground.

Both the Desire Area and the Desire Development were devastated by Hurricane Betsy in 1965. Saturated with over 6 feet of floodwater, the homes have never been able to fully recover.

Many of the neighborhood's assets were greatly devastated by the flood waters and catastrophic winds of Hurricane Katrina. However, neighborhood residents realize that the winds and waters of Katrina also created an opportunity to uncover some of the neighborhood's forgotten assets.

Images from left to right:

- A: Aerial map of Desire Area**
- B: Desire Housing Pre-Katrina**
- C: Desire Housing - Abundance Square**



Recovery Vision and Goals

The Neighborhoods Rebuilding Plan provides a vision and framework for physical improvements, economic sustainability and community enhancements for the Desire Neighborhood.

Vision

The vision of the Neighborhood Recovery Plan is to restore the quality of life in Desire to the level that existed prior to Hurricane Katrina and to make key improvements to the quality of life in the neighborhood by addressing high crime, large concentrations of blighted and adjudicated properties, poor street conditions, and unsafe health conditions.

The neighborhood was greatly affected by Hurricane Betsy in September of 1965. Like Katrina, Betsy left much flooding and disaster in its wake. It has been the cry of the neighborhood to ensure that they are not excluded in the rebuilding process as they were during the recovery period following Hurricane Betsy.

The Desire Area is also home to the Agricultural Landfill site, the only Superfund site in the country that has been built on. The landfill site was utilized by the City of New Orleans as a city dump for both residential and industrial waste from 1909 until its closure in 1952. Until 1960, the site remained as a sanitary landfill site.

When Hurricane Betsy hit in 1965, the site was reopened for collection of storm related debris. It was officially re-closed in 1966 but many say the dumping continued beyond that point. In 1976 the dump site was covered with sand and soil and redeveloped as several residential neighborhoods known as Press Park, Gordon Plaza, and Liberty Terrace.

The redevelopment of the site included the addition of housing, small businesses and Moton Elementary School. For years after completion of the development, residents complained of health problems. This prompted the Environmental Protection Agency (EPA) to begin an investigation in 1986. Unsatisfied with EPA's results, residents petitioned for retesting in 1993. The site was eventually placed on the National Properties List as a cleanup site. Further investigation indicated that an insufficient amount of soil had been placed on the site.

The EPA-supervised cleanup of the site included the closure of Moton Elementary, removal of the top two feet of soil, placement of an orange plastic barrier, and two feet of new soil. This was not and is not satisfactory to the residents. They have continued to petition to be relocated from the toxic site into a safer environment.

Neighborhood Recovery Goals

The recovery plan is to be used as a tool for the community to ensure that the character of Desire is preserved. The plan provides a list of projects to be implemented in the early, mid-, and long-term recovery phases. The projects identified shall serve as catalysts for the rebuilding of the community. The goal for the Recovery Plan is to carefully identify projects that can be leveraged to benefit the community as a whole, such as:

- Compensation and equitable buyout options for owners of those properties directly affected by the Agricultural Street Landfill;
- Remediation and proper redevelopment of the Agricultural Street Landfill site;
- Improvements and enhancements to the streets, sidewalks, and infrastructure system serving Desire;
- Attractive residential options;
- Enhancements to the architectural character of the Desire neighborhood, with opportunities for the restoration of historic properties;
- Elderly living centers;
- Commercial redevelopment;
- Homeownership programs;

- Recover, expand, and design beautiful open spaces and parks;
- New pocket parks to satisfy the needs of Desire residents;
- Street tree canopy replacement;
- Enhancements to all neighborhood parks and playgrounds;
- Recover, expand, and design schools, churches and libraries; and
- State-of-the-art educational facilities with community centers.

Images from right to left:

- A: Desire Area in Planning District 7
- B: Desire Development under construction at time of storm
- C: Carver Middle School
- D: Helen S. Edwards Elementary School





Planning Process and Neighborhood Participation

In early May, several residents met at the Our Lady Star of the Sea Church to voice their ideas as to how they wanted to see their neighborhood recover. The initial meeting participation drew a crowd of approximately 50 residents. Subsequent meetings attracted larger and more excited crowds, leading to an all-day planning discussion involving over 450 residents of the district.

The community began with a planning process that allowed the residents, business owners, and other stakeholders to determine how their community should return. Design teams were created to help the association leaders understand the basic planning principles in developing recovery plans for their neighborhoods. Individuals took the information gathered at the meetings into individual bi-weekly or monthly association meetings. The neighborhood and district meetings became a conduit for sharing information pertinent for the community's return. Community members began to work together to organize clean-up efforts, debris removal, and to have services restored.

The Community Design Team was made up of residents, business owners, property owners, community-based organizations, city support service providers, and elected officials.

The purpose of the design team was to analyze data, provide neighborhood history, identify neighborhood patterns, and define the characteristics of the neighborhoods.

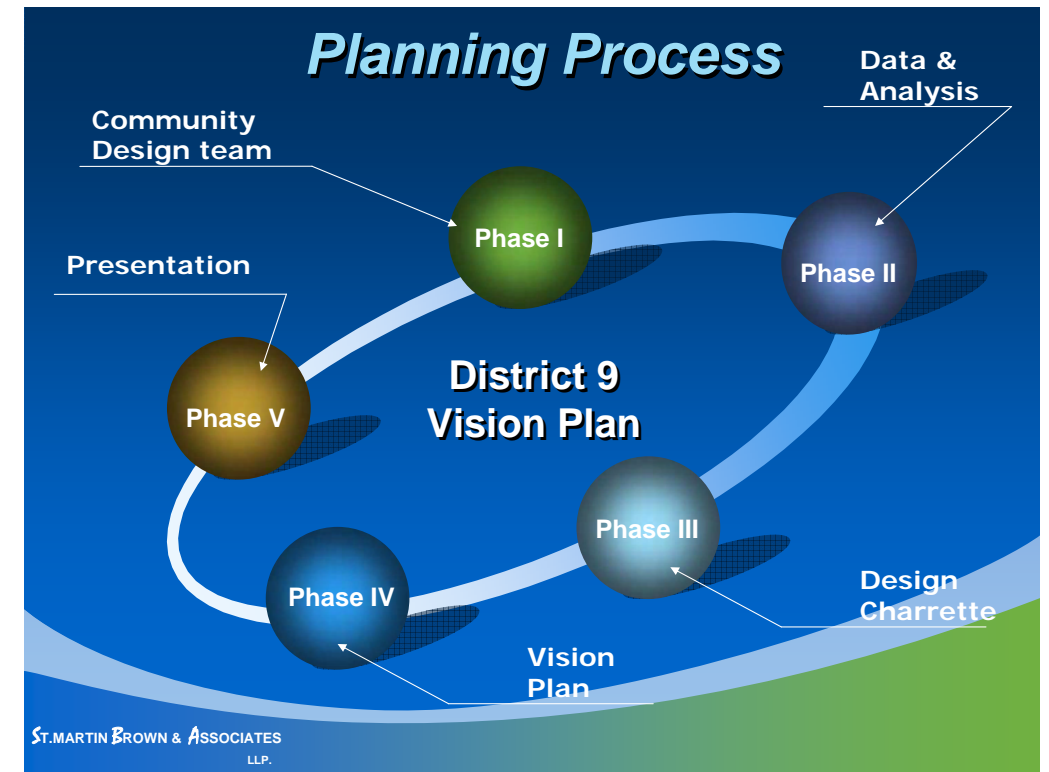
By focusing on the facts generated from the data collected, community members were able to refocus their personal opinions on how the neighborhood as a whole would heal. The design teams evaluated the data and presented recommendations in a series of open district planning meetings.

The first individual neighborhood meeting for the Desire Area and Desire Development was sponsored by Reverend Ben Edwards in conjunction with the Neighborhoods Rebuilding Plans. The meeting was held on a Saturday morning in the heart of the neighborhood. Because there was no electricity, the residents gathered in white open-air tents. They viewed the purpose and goals of the recovery plans in a PowerPoint presentation run on a generator and projected onto a FEMA trailer. The meeting had more than 60 attendees and illustrated the commitment of a community that has traditionally been forgotten.

On July 29, August 17, August 20, and August 27, 2006, larger community meetings, or charrettes, were held at Holy Angels Church (New Orleans), the Holiday Inn Select (Baton Rouge), St. Paul AME

Fellowship Hall (Atlanta), and Texas Southern University (Houston), allowing individual community members to identify issues, opportunities, liabilities, and assets in their neighborhoods. In addition, district planning meetings were used to inform residents of the recovery process and to provide information from local, state, and federal agencies involved in the recovery of New Orleans. Forums were conducted to allow individual community members the opportunity to get answers to questions pertinent to their return home. Surveys were used to gauge the return intentions of residents and business owners displaced throughout the country. The planning process allowed the community to develop projects and target areas. The data collected and community plans made pre-Katrina were used to help set priorities.

Many groups and residents saw the recovery effort as an opportunity for the community to come together and formed more organized committees and neighborhood organizations. One such group was the merger of Churches United for Revitalization and Evangelism (C.U.R.E.) and the Upper Ninth Ward Community Association.



Images from left to right:

A-C: Community Meetings

Image at top:
Diagram of the Planning Process



Planning Efforts Pre-Katrina

In 1994, the City Planning Commission adopted the Local Renaissance District Administration Policy, enabling residents to take a more active role in the city planning process with regard to revitalizing their neighborhoods. This paved the way for neighborhood groups to work with planners and for the Planning Commission staff to draft a Strategic Neighborhood Renaissance Plan. By involving residents as major stakeholders, such plans would be more practical and relevant in dealing with neighborhood problems. The City Council's role became limited to the adoption of the plan, the enforcement of any regulatory adjustments to the plan, and in assisting the residents in monitoring the plan.

On July 9 and October 8, 1998, more than 45 residents met for public workshops at St. Paul's Lutheran Church. The workshops were held to identify pivotal development parcels and land use conflicts in order to help the City Planning Commission in developing a land use map for the district to be incorporated into the 1999 New Orleans Land Use Plan.

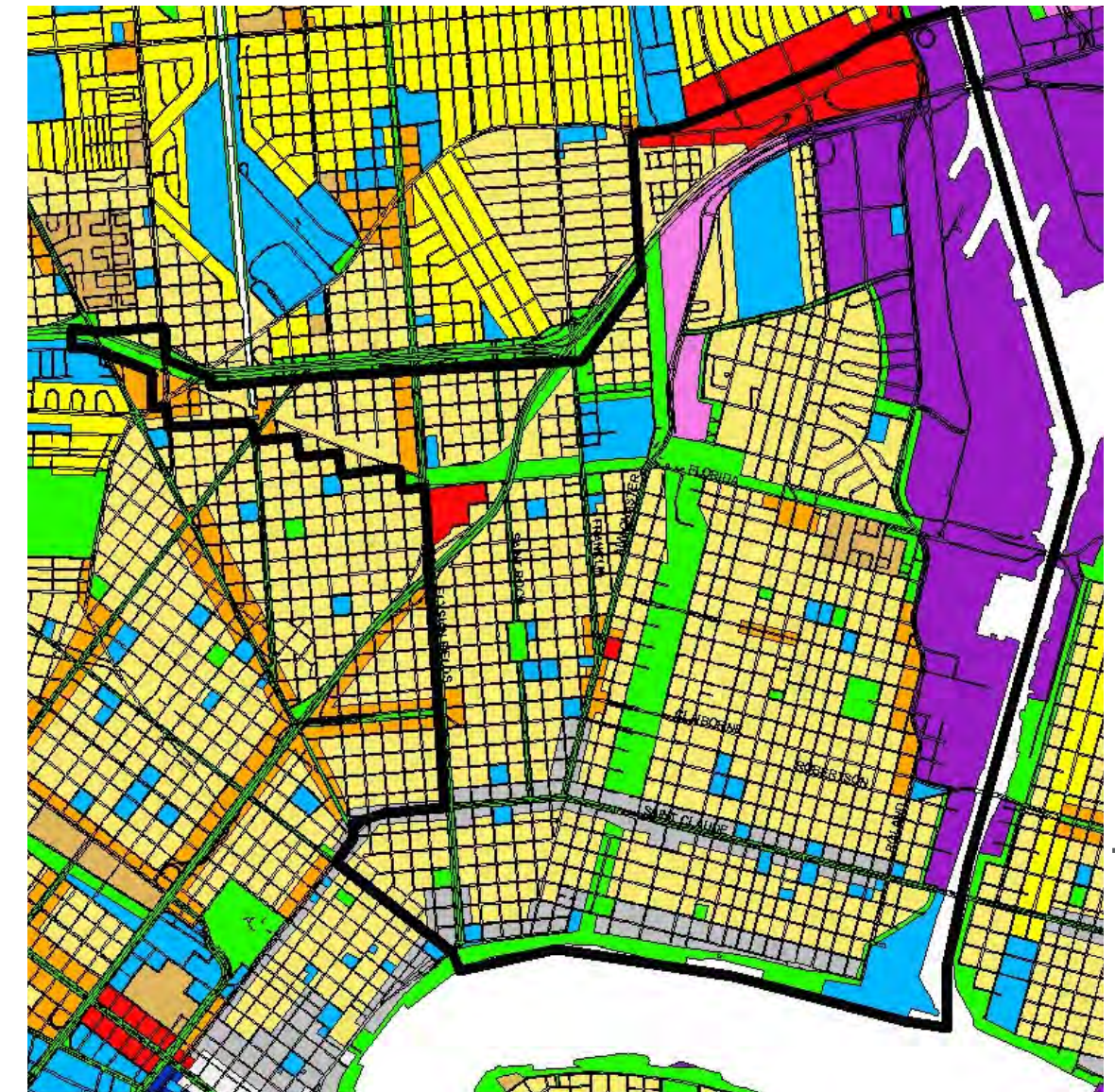
Throughout the workshop several key and pivotal parcels were identified and drafted into a schematic plan. Features of key plan recommendations included the following:

- Increased green space, landscaped buffers, and recreational opportunities
- Parks and green space buffering residential uses in the Desire and Florida sousing areas
- Landscaped transportation corridors – Press Street Corridor, Elysian Fields, St. Roch (above Florida), Franklin Ave., Almonaster, Florida Avenue, and Florida
- New recreation areas and public space
- Neighborhood mixed-use along the Riverfront
- Neighborhood mixed-use on Other Corridors
- Neighborhood and regional commercial corridors
- Consolidation of industrial development
- Reduction of spot zoning, live entertainment, Alcoholic Beverage Outlets (ABOs) and commercial encroachment

In 2002, the Upper Ninth Ward Community Plan was formulated. The plan was sponsored by St. Mary of the Angels Catholic Church, Mt. Moriah Missionary Baptist Church and All Congregations Together (ACT) and authored by the University of New Orleans College of Urban and Public Affairs, with support from more than 15 churches within the neighborhood.

Image top right:

A: Proposed Land Use Plan
Source: City of New Orleans 1999 Land Use Plan



PROPOSED GENERAL LAND USE Planning District 7

- Legend
- Downtown
 - Regional Commercial
 - Neighborhood Commercial
 - Light Industrial/Office
 - Industrial
 - Institutional
 - Parkland/Recreation/Open Space
 - Residential - Single Family
 - Residential - Single and Two Family
 - Residential - Multi-Family
 - Neighborhood Mixed Use
 - Urban Mixed Use

New Orleans 1999 Land Use Plan

City of New Orleans, Louisiana

Prepared By:

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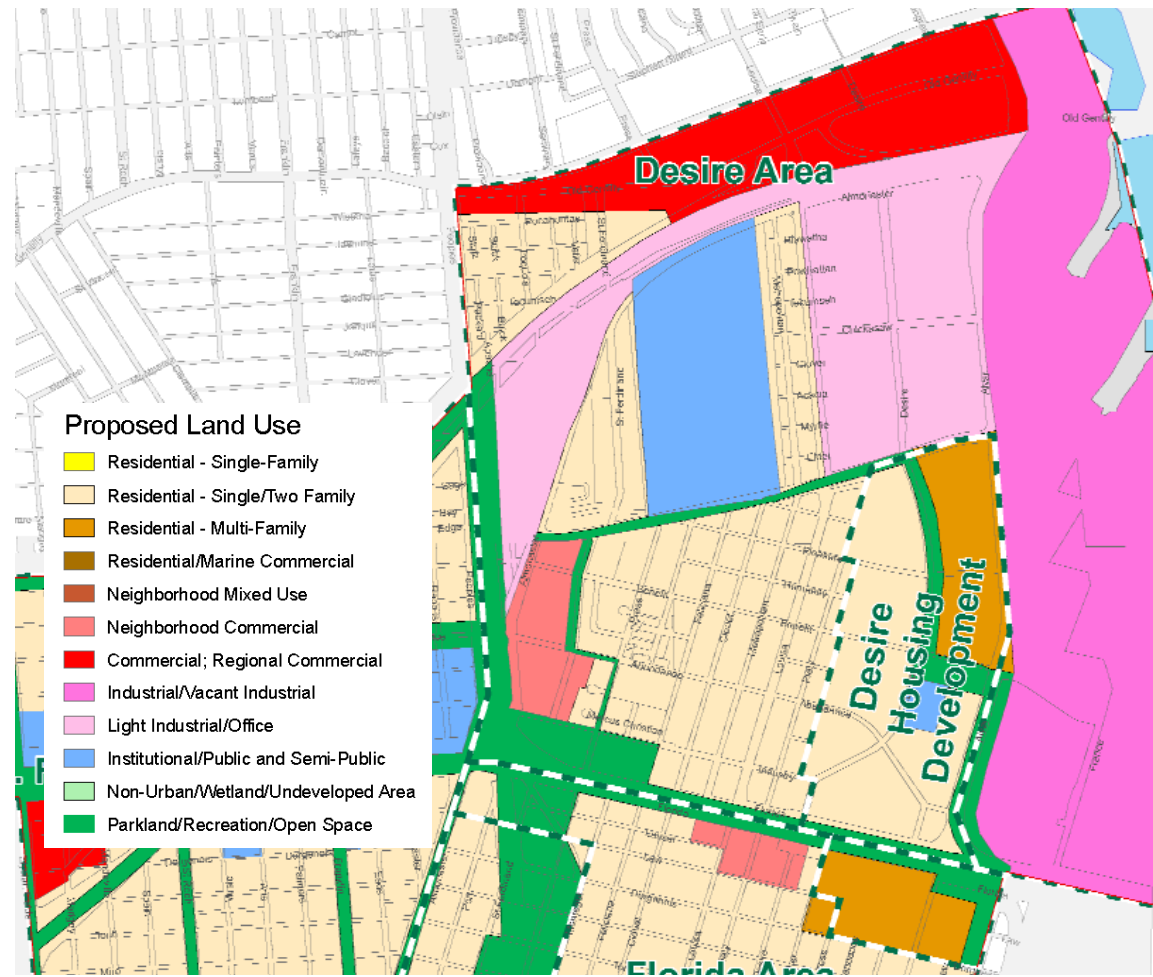
VILLAVASO AND ASSOCIATES

GUNNER AND ASSOCIATES

CITY PLANNING COMMISSION



Desire Area Neighborhood, Planning District Seven



Similar to the process for the 1999 New Orleans Land Use Plan, residents identified issues and provided recommendations in the following topics.

- Coordination and Revitalization efforts
- Housing
- Vacant lots
- Crime and public safety
- Schools
- Economic development
- The old Kohn School site
- Recreation
- Industrial Canal lock replacement
- Public facilities and infrastructure
- Community cohesion
- Transportation and street signage

This information was used as the basis for initial interaction with residents and business leaders of the community.

Images left to right:

A: Proposed General Land Use for District 7 Source: City of New Orleans 1999 Land Use Plan

B: HOPE VI Desire Plan - October 2000

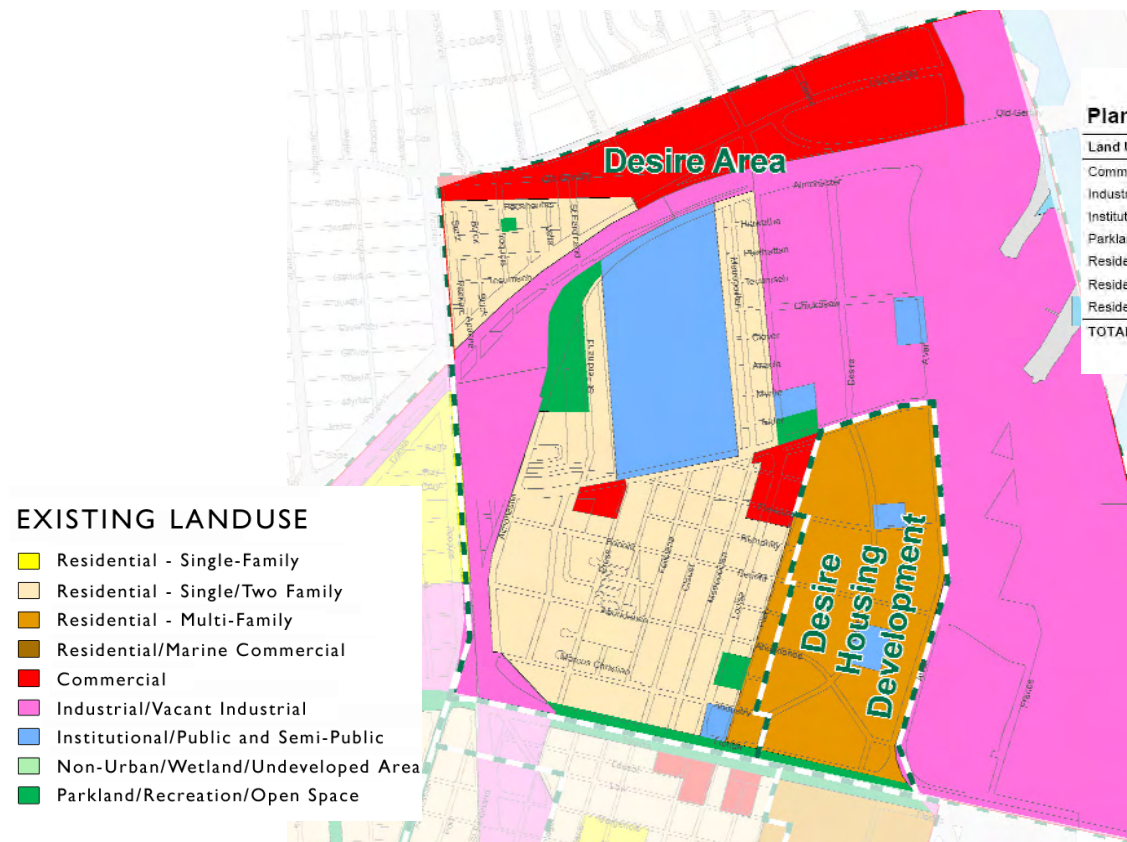
B. Pre-Hurricane Katrina Neighborhood Existing Conditions

As indicated in the 1999 New Orleans Land Use Plan and validated by the Katrina Recovery Planning process there were several key issues that were consistent throughout all of the neighborhoods in the District, including:

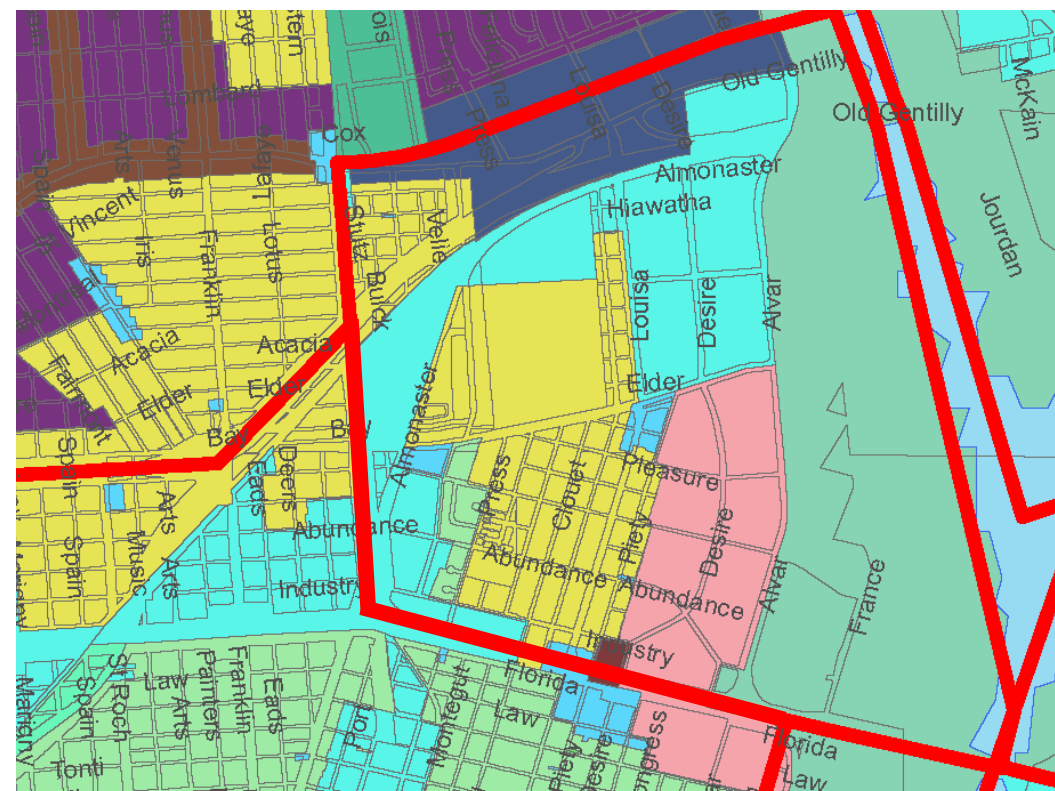
- Blighted and vacant property
- Deterioration along major corridors
- Agricultural Street landfill
- Conflict between industry and adjacent residential
- Intrusion of alcohol beverage and tobacco sales in residential areas
- Noise, littering and loitering
- Truck traffic and parking
- Stolen and abandoned vehicle dumping
- Blighted and vacant property
- "Shade tree" mechanics
- Lack of city facilities and services, such as streets, drainage, sewer and park space.

Land Use and Zoning

A number of different zoning classifications are identified. The Desire Area neighborhood is comprised primarily of single- and two-family residential structures. The area is zoned as RD-2 and RD-3. There are several pockets of institutional and public uses throughout the neighborhood. There is also a large area designated as LI (Light Industrial). Also known as the Gentilly Industrial District, the area between Alvar, Louisa, Almonaster, and

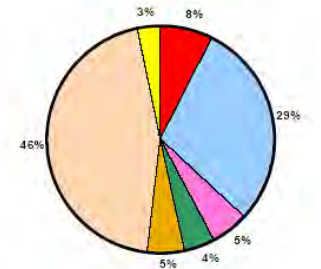


Desire Neighborhood Present Land-Use Map (Above)
Desire Neighborhood Present Zoning Map (Below)
(Source: City of New Orleans 1999 Land Use Plan)



Planning District 7

Land Use	Acreage
Commercial	281.74
Industrial/Vacant Industrial	1,080.51
Institutional/Public and Semi-Public	199.45
Parkland/Recreation/Open Space	162.52
Residential - Multi-Family	193.87
Residential - Single/Two Family	1,856.59
Residential - Single-Family	120.53
TOTAL ACREAGE	3,695.21



Higgins is home to the Orleans Parish Public School Board's central maintenance yard and a bus barn for the Regional Transit Authority. The Desire Development is designated as RM-2, which allows a variety of dwelling types with population density maintained in the high-to-medium range. The Desire Area is comprised of almost 48% home ownership while the Desire Development is strictly low-income public housing.

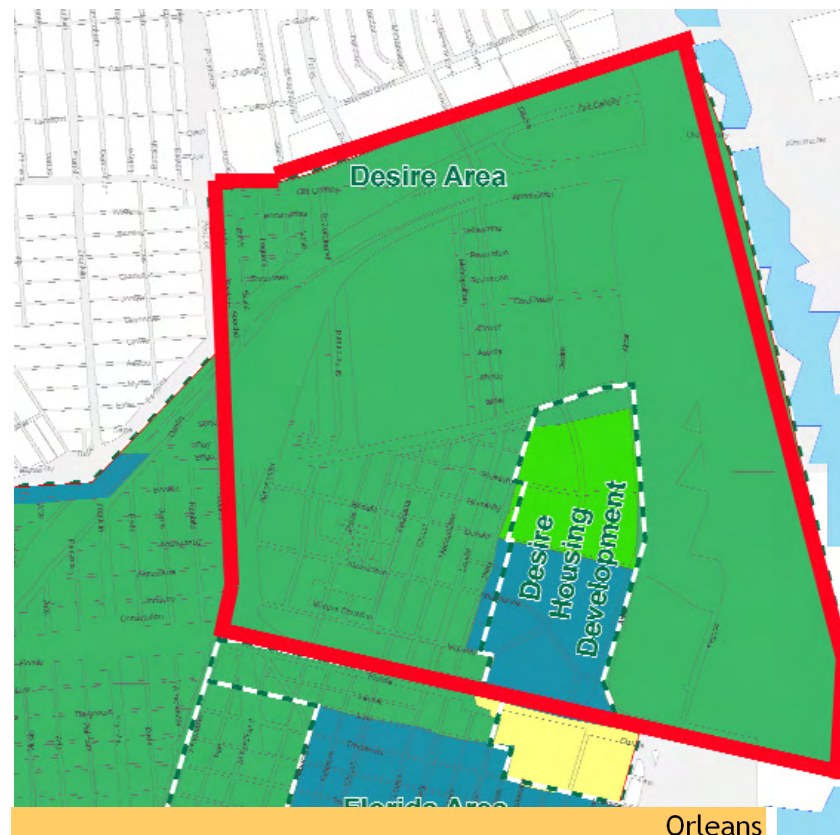
Pre-Katrina Demographic Profile

Age

Based on 2000 Census information, individuals between the ages of 18 and 34 years represented the largest percentage of the Desire Area at 24.5%. The Desire Development is similar as it relates to the 18-34 age group. This percentage is slightly lower than the percentage citywide for the same age categories. The percentage of residents over the age of 65 is higher in the Desire Area (6.3%) than in the City, and lower in the Desire Development (4.4%).

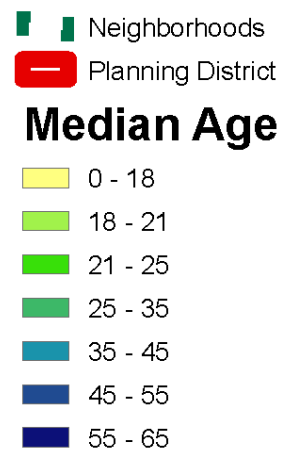
Household Income Distribution

The average household income for the Desire Area (\$27,077) is 38% lower than the City's average. Average household income for the Desire Development is (\$14,392), almost 66% lower than that of the city as a whole.



Age (2000)	Desire Area	Orleans Parish
5 years old and under	8.9%	8.4%
6-11 years old	9.9%	9.2%
12-17 years old	10.3%	9.1%
18-34 years old	24.5%	25.9%
35-49 years old	20.4%	21.9%
50-64 years old	14.3%	13.8%
65-74 years old	6.3%	6.0%
75-84 years old	4.4%	4.2%
85 years old and older	1.0%	1.5%

Age (2000)	Desire Development	Orleans Parish
5 years old and under	10.2%	8.4%
6-11 years old	11.8%	9.2%
12-17 years old	18.0%	9.1%
18-34 years old	23.6%	25.9%
35-49 years old	17.0%	21.9%
50-64 years old	10.9%	13.8%
65-74 years old	4.4%	6.0%
75-84 years old	3.6%	4.2%
85 years old and older	0.5%	1.5%

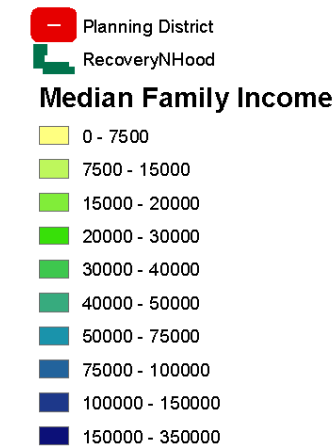


Median Age



Average household income (2000)	Desire Area	Orleans Parish
Average household income for households reporting less than \$200,000	\$27,077	\$43,176
Average household income for households reporting more than \$200,000	\$312,475	\$381,840

Average household income (2000)	Desire Development	Orleans Parish
Average household income for households reporting less than \$200,000	\$14,392	\$35,693
Average household income for households reporting more than \$200,000	\$151	\$381,840



Median Family Income

Type of transportation (2000)	Desire Area	Orleans Parish
Total workers 16 years and over	1,148	188,703
Public bus	24.2%	12.4%
Streetcar	0.0%	0.6%
Taxicab	0.3%	0.5%
Ferryboat	0.0%	0.2%
Other Public transportation	0.0%	0.0%
Car, truck or van	65.9%	76.3%
Bicycle	0.0%	1.2%
Walked	4.9%	5.2%
Other, incl motorcycle	2.4%	0.9%

Type of transportation (2000)	Desire Development	Orleans Parish
Total workers 16 years and over	141	188,703
Public bus	42.6%	12.4%
Streetcar	0.0%	0.6%
Taxicab	0.0%	0.5%
Ferryboat	0.0%	0.2%
Other Public transportation	0.0%	0.0%
Car, truck or van	44.7%	76.3%
Bicycle	0.0%	1.2%
Walked	2.1%	5.2%
Other, incl motorcycle	10.6%	0.9%

Mobility and Transportation

The street patterns for the Desire neighborhood are often short and choppy. Major difficulties residents deal with include the series of one-way streets and severe potholes. Most streets in the neighborhood are continuous for north/south and east/west travel.

A modest percentage of people in the neighborhood utilize individual vehicles to travel to work (65.9% in Desire Area and 44.7% in Desire Development). However, this is much lower than the average for the city, which is why public transportation is used nearly three to four times as much as it is in the city as a whole.

Upper left: The Median Age Map - Desire Area Neighborhood 2000

Upper right: The Median Family Income Map - Desire Area Neighborhood 2000





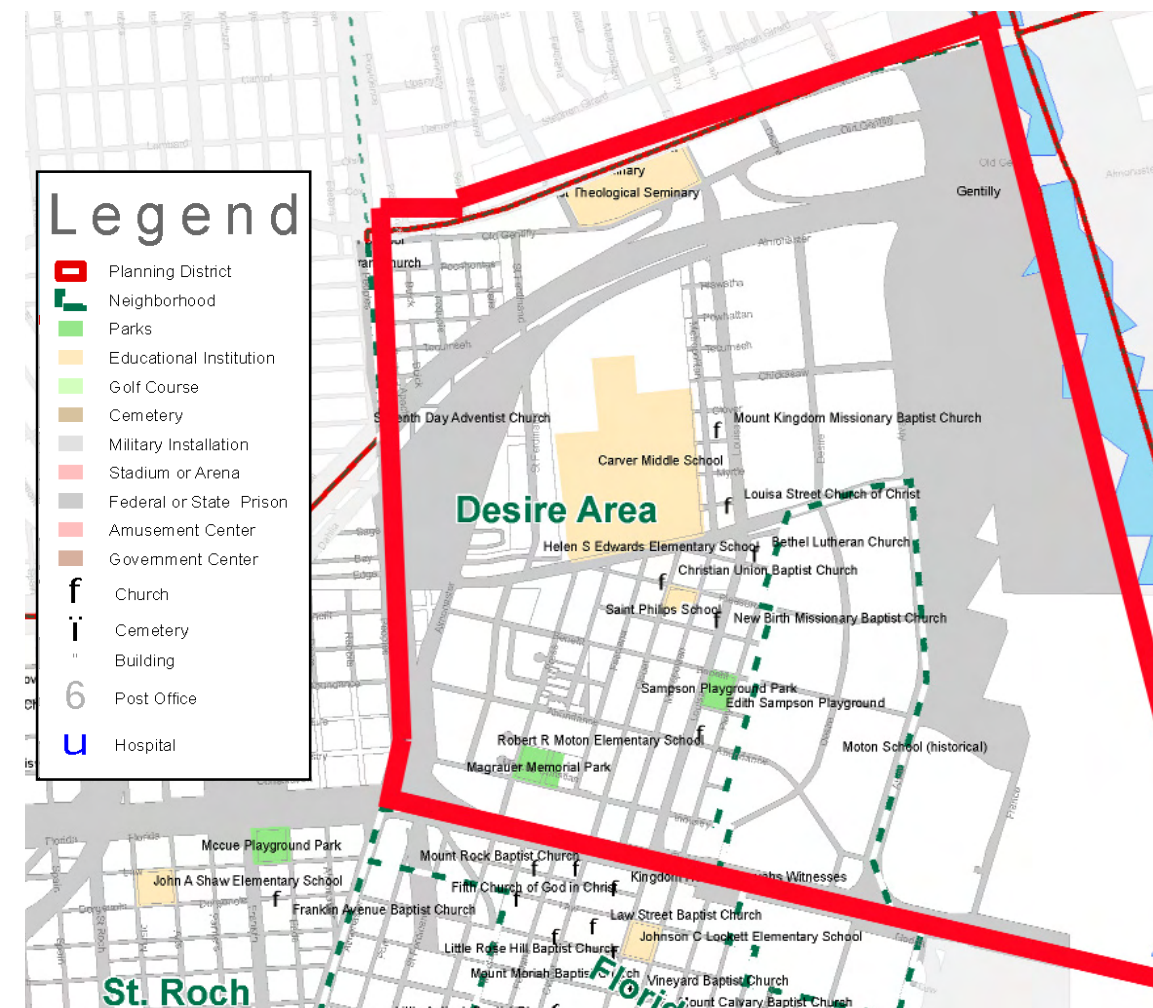
Recreation and Open Space

There are several neighborhood parks and open spaces within the Desire neighborhood: the Alvar Center/ Snowden Play spot, the Carver-Penn Playground, the Bertha Magrauer Center and Memorial Park, and Sampson Playground.

Carver-Penn Playground is located at Almonaster and Metropolitan on a 4.5-acre tract. It has a both a baseball and football field.

Bertha Magrauer Center is located at Press and Industry and is situated on a 4-acre site with a baseball diamond, basketball court, football field, paved sports area, playground equipment and a gym that was being utilized as storage.

Sampson Playground is located on a 1.98-acre tract of land at 3800 Louisa Street. The playground was a supervised NORD site and home to a baseball diamond, basketball court, football field, paved sports area, playground equipment, and pool.



Roadway Hierarchy and Jurisdiction

The roadway hierarchy for the Desire neighborhood is pretty well defined with a series of major and minor arterial streets. Chef Menteur Highway, Higgins Boulevard, Benefit Street, Abundance Street, and Florida Avenue are the major east/west arteries through the neighborhood, while Almonaster, St. Ferdinand Clouet, Desire, Louisa, Piety, Alvar, and France serve as north/south throughways. Of the major arteries, only one is a Federal Highway (US 90 Chef Menteur Highway); all other streets are under the jurisdiction of the City of New Orleans

The Desire Area is bordered by the Industrial Canal to its east, Florida Avenue to the south, Chef Menteur Highway to the north, and the Peoples Avenue Canal and Almonaster Boulevard to the west. The Desire Development is bounded by Higgins Boulevard to the north, Florida Avenue to the south, Piety Street and Desire Street to the west and Alvar Road to the east.

Images from left to right:

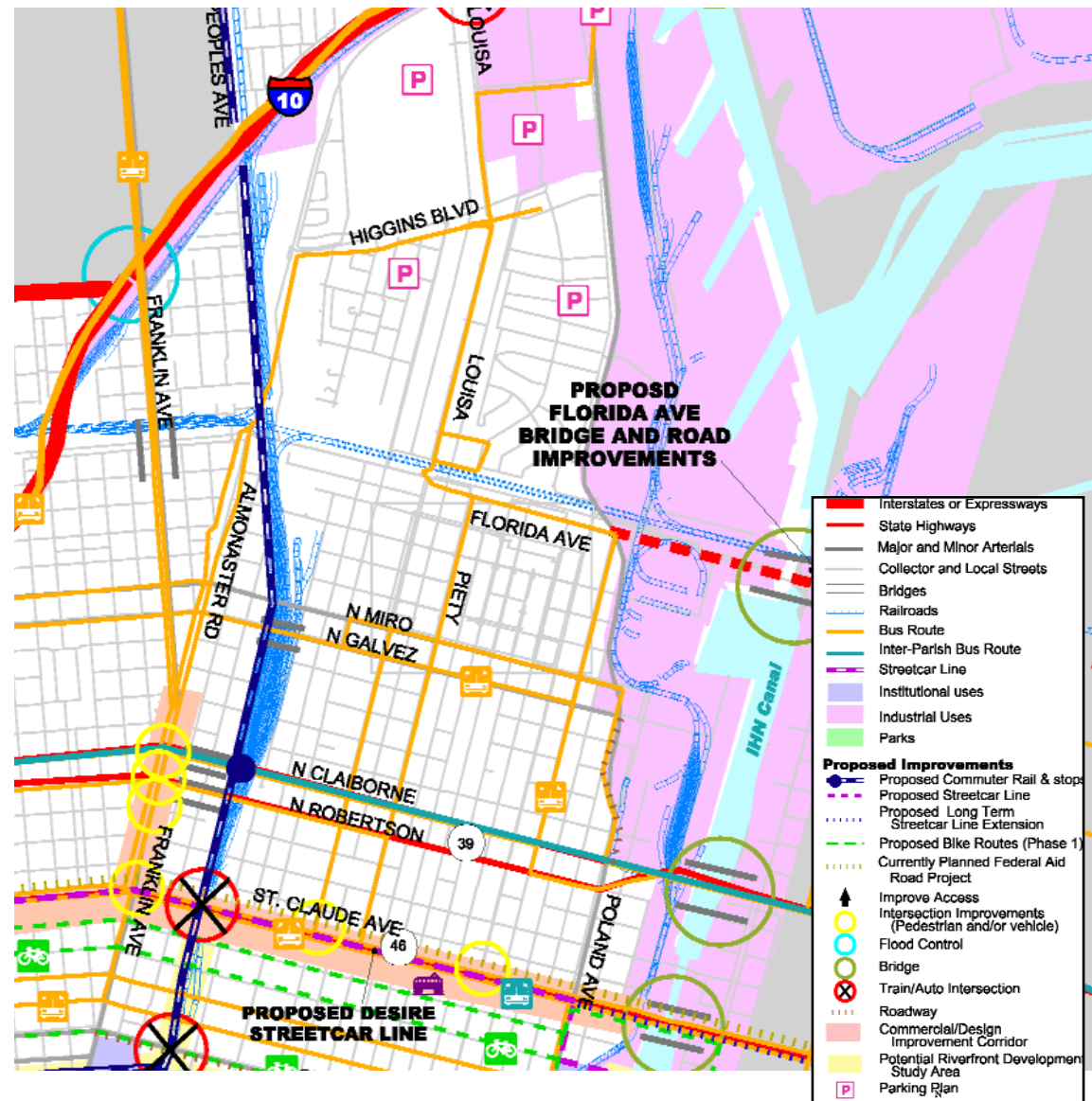
- A: Sampson Playground on Louisa
- B-C: Magrauer Memorial Park and Center
- D: Another view of Sampson Playground Park

Map Center:
Public Facilities Map
Source: City of New Orleans 1999 Land Use Plan





Map Below:
Pre-Katrina Blighted Property in District 7 -
Desire Area



Housing, Architecture and Historic Preservation

The housing stock of the Desire Area has deteriorated over the years. Many of the homes are under the control of single owners that use them as rental properties, the majority of which have been classified as either blighted or adjudicated. The square bounded by Feliciana Street, Piety Street, Higgins Boulevard and Florida Avenue has the highest concentrations. Several abandoned houses have become havens for drug use and crime and have been classified as "crack houses."

The housing architecture in the Desire Area consists primarily of wood frame shotgun doubles and singles. The more recently developed Gordon Plaza, Press Park, and Liberty Terrace are slab on grade ranch style homes. The Desire Development (now known as Abundance Square, Treasure Village, and Savoy Place) consists of single- and two-story doubles, triples and quadplexes.

Although neither the Desire Area nor Development is designated in historical registries, there is a tremendous amount of history within the neighborhood. The Desire area was home to the Free Southern Theater, which produced the controversial play "Ghetto of Desire." The play exposed the poor conditions that many of the residents in the Desire projects faced in their daily lives. It painted the picture of



inadequate recreational facilities, poor street conditions, and inhumane living conditions.

The Desire Development was also the scene of a highly publicized standoff between Black Panthers and the New Orleans Police Department in 1970.

Images from left to right:
A: Almonaster at Interstate 10
B: Old Desire Housing Project
C-D: New Housing in Abundance

Map left: City of New Orleans -
Transportation Master Plan Element,
2004

C. Hurricane Katrina Neighborhood Impacts

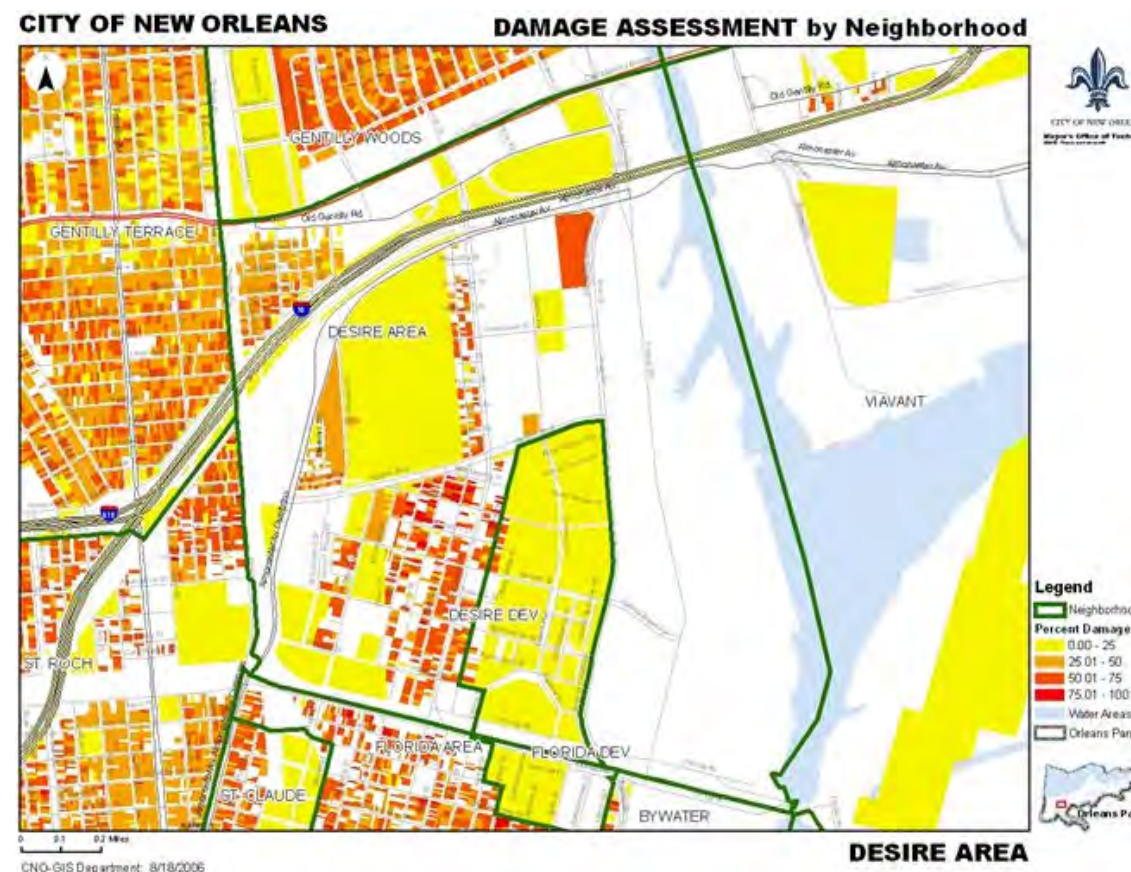
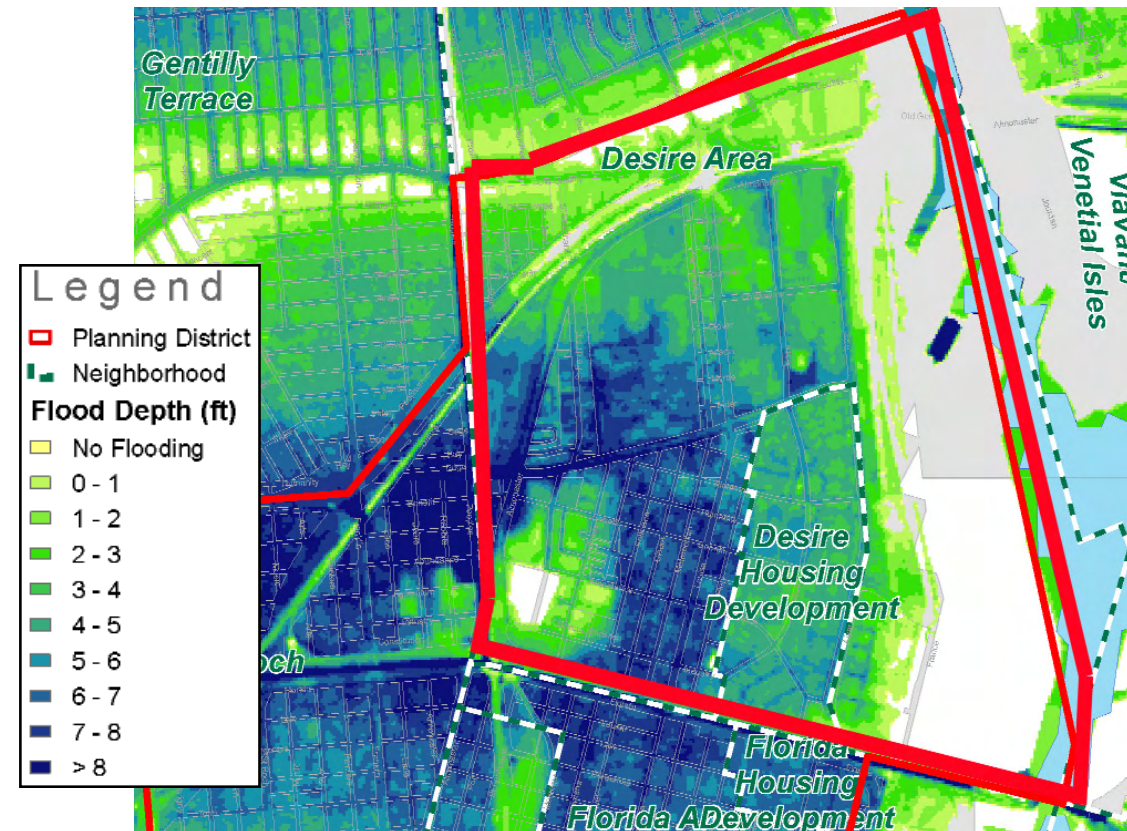
Extent of Flooding

Flood water depths ranged between 6 and 8 feet in much of the Desire neighborhood. Because the renovated Desire Development is composed of single- and two-story structures, only the first floor units received flood waters. For those that were slab on grade, the outcome was different – waters easily reached the roof. Many of the residents of the Desire neighborhood had to be evacuated from rooftops and or waded through waist- and even neck-high water to reach higher ground.

Flooding in and around the Agricultural Street Landfill Site caused many residents concerns over potentially deadly toxins. Testing has indicated that the some areas show benzopyrene levels at more than 50 times that allowable by the EPA. These areas have since been fenced off and remain off-limits.

Wind Damage

Apart from the flooding of homes, Hurricane Katrina's winds damaged a substantial number of homes, in particular the roofing systems. Katrina's winds also uprooted a substantial number of trees on private property, street rights of way and neutral grounds. This resulted in damage to the streets, curbs, and sidewalks. The siding at the Desire Development peeled away from the concrete block-reinforced structures.



Damage Assessment

Residential Damage Assessment

More than 45 percent of the residential properties in the Desire neighborhood were deemed substantially damaged according to the Damage Assessment Data received from the City of New Orleans. The Desire Development has not reopened Post Katrina and represents a housing stock of nearly 425 units. Because this area represents one of the poorest areas of the city, many of these residents make up the Diaspora of New Orleans that has not been able to return home due to a lack of jobs and affordable housing.

Homes damaged over 50% will have to meet the 1984 Base Flood Elevation (BFE) or be elevated to the Advisory Base Flood Elevation (ABFE) as adopted by the City of New Orleans.

Commercial Properties Damage Assessment

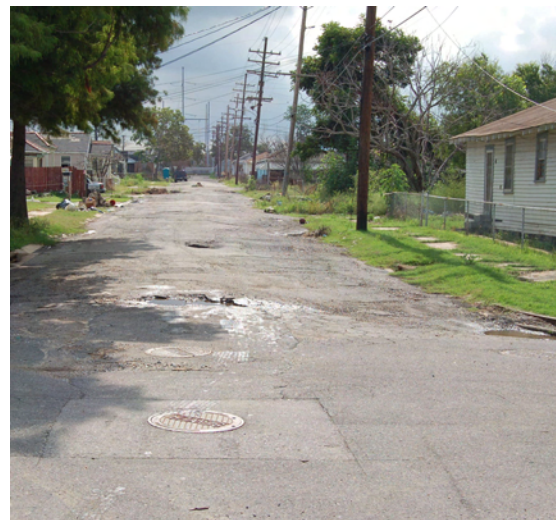
All commercial properties within the flooded areas sustained a significant amount of flood damage. The commercial areas along Louisa Street and Piety received the most flooding and have since not been able to return to the neighborhood.

Image top right:
A: Industrial Canal Lock

Desire Area Neighborhood Flood Damage Map showing inundated areas of the neighborhood (above). Source: City of New Orleans - April 2006

Desire Area Neighborhood Damage Assessment Map showing the extent of the damage to neighborhood structures (below). Source: City of New Orleans - April 2006





Infrastructure

The infrastructure for the Desire neighborhood was severely damaged.

Telecommunications:

The majority of the underground telecommunications lines were damaged due to corrosion from the saltwater. Bellsouth and Cox are currently replacing their copper infrastructure with fiber optic systems. The above ground lines were battered by Katrina's winds and downed trees.

Power:

Entergy has been able to restore 100% of the lighting and power services for the neighborhood. They are continuing to bring service to individual structures on a daily basis.

Water & Sanitary Sewer:

The sanitary sewer and water system in the Desire neighborhood received major damage. The New Orleans Sewerage and Water Board is identifying and repairing leaks and breaks in the system daily. The lift station and pump stations serving the neighborhood are at 100% capacity.

Streets and Storm Sewer:

The streets system was heavily damaged by not only flood waters but from subsidence of compact fill used to support street surfaces as well as recovery vehicles and debris contractors working on streets

not designed to hold heavy traffic and equipment. Over 8,600 linear feet of 86,000 linear feet of streets in the Desire Area have been designated as failed or in poor condition and are in need of major repair. (I don't quite understand this sentence) Katrina's debris has also resulted in clogged street drains and catch basins. The neighborhood also faced poor street conditions and potholes pre-Katrina. This was an issue not only in Desire, but city-wide.

The Desire Development is considered private parcels and therefore not under the jurisdiction of the City of New Orleans. This property is under the jurisdiction of the Housing Authority of New Orleans. However 1,300 linear feet of the 1,900 linear feet immediately surrounding the development have been deemed as failed or in poor condition.

Signage and Way-Finding:

Over 85% of the street signage is missing within the Desire neighborhood. These street signs are critical for way-finding, reconstruction recovery and emergency services.

Most importantly, the majority of the stop signs and traffic signals at key intersections and streets are either missing or damaged, creating a substantial traffic danger and hazard.



Images from left to right:

- A: Flooded Buses at RTA
- B: Street in Desire Area
- C-D: Abundance Housing Damage due to Katrina





Sidewalks / Pedestrian Circulation:

Even though the majority of the neighborhood travels by vehicular means, residents expressed their desire for pedestrian travel. The tree canopies allowed for shaded passageways and walkable communities. However, Katrina’s wind uprooted trees, causing major damage to sidewalk systems. In addition, debris contractors have substantially damaged sidewalks and curb and gutter systems as they remove storm related debris from the neighborhood.

Police / Fire:

Desire is serviced by the Fifth District Police Station. It is located at 3900 North Claiborne. Residents have expressed extreme concerns about the crime in the neighborhood. The station did receive flood waters and has since made minor repairs allowing for the station to be utilized again.

The neighborhood is also serviced by the Third and Fourth Fire District. Engine 6 / Ladder 3 are located at Old Gentilly and Louisa and Engine 8 is located at Desire and Florida. Both were damaged by flooding and wind and are in need of minor repairs.

Parks and Open Space

All of the parks within the Desire neighborhood were significantly damaged. In addition, the tree canopy and

landscaping on major corridor neutral grounds sustained damage. Most are overgrown with weeds and debris.

**Civic Facilities:
(Church and Community Facilities)**

All of the civic facilities within the Desire neighborhood were damaged. Many of the facilities have begun restoring their properties with their own resources and help from the community. There are no public libraries in the neighborhood. The closest library is the Alvar branch located in the Bywater neighborhood. There were two community centers (Magrauer and Desire Street Ministries) in the neighborhood.

Churches served as a vital part of the neighborhood and have continued to do so post-Katrina. Many of the churches have returned and are serving as conduits for mental and spiritual support as residents rebuild their homes and lives.

Schools and Universities:

There are three public schools, Carver Middle, Helen S. Edwards and Robert R. Moton Elementary Schools, one private school, Saint Phillips, and one higher education institution in the Desire neighborhood. All received major damage and none has reopened.

Image right to left:

- A: Carver Middle School
- B: Helen S. Edwards Elementary School
- C: Desire Street Ministries



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D. Neighborhood Rebuilding Scenarios

The recovery plan will follow the existing neighborhood urban plan and organization, with special emphasis on restoring and enhancing the residential quality of the Desire neighborhood and its retail commercial and civic areas.

A number of basic assumptions support the overall neighborhood rebuilding effort. These assumptions are:

- A flood protection system will be designed to withstand future catastrophic loss from a 1 in 100 year storm and that this is a commitment by the Federal Government;
- Stringent building codes will be implemented to further limit wind damage;
- That there is an organized, coherent and operable Hurricane Evacuation Program; and,
- That the basic urban structure of the city is sound and that rebuilding will respect the basic urban structure of the City.

The rebuilding scenario is based on the assumption and fact that the basic urban structure of the District and the neighborhood is sound and that long-term property value enhancement is dependent upon the maintenance of the urban pattern and layout of their neighborhood and community. Additionally, the following

strategies and site specific improvements should be implemented.

- Formulate policies and actions for the clean-up and maintenance of the community's public realm and private parcels to create an adequate, healthy environment that allows the orderly repopulation of the neighborhood and that projects an image of cleanliness and order needed to further aid community faith and momentum for the reconstruction process.
- Identify and implement public sector financed Early Action projects to act as catalysts for neighborhood reconstruction. These include the following.
 - Fair and equitable buyout and relocation options for the residents living on or near the Agricultural Street Landfill site.
 - Essential public facilities and programs identified in the Neighborhoods Rebuilding Plan and other planning efforts and documents.
 - Implementation of key catalytic recovery projects to spur commercial development in the Desire neighborhood and Planning District 7, such as the development of small business incubator center along Louisa Street.
 - The restoration and improvement of neighborhood park and open space to

address not only the damage caused by Hurricane Katrina, but to also turn them into the community assets that these parks were and can become.

- The construction of bike and pedestrian paths throughout the neighborhood turning them into the community assets that neighborhood has so desired.
 - The reconstruction of the water and sewer system by the City of New Orleans Water and Sewerage Board, and its continuous monitoring by the citizens of Desire and District 7.
 - Reconstruction and new construction of the damaged street and sidewalk infrastructure.
- Assistance and guidance in undertaking key, district-wide projects such as:
- *Mitigation and redevelopment of the Agricultural Street Landfill site;*
 - *Development of elderly housing options within Desire if a block of blighted or adjudicated land parcels becomes available;*
 - *Recovery of all pre-Katrina blighted and adjudicated properties; and*
 - *Renovation and re-population of Abundance Square, Treasure Village and Savoy Place housing sites.*

Neighborhood Repopulation

The neighborhood repopulation process appears to be a lot slower in Desire than in other areas of the city. This is mainly due to the inability of the Diaspora to find employment and affordable housing in the city. According to data received from the City of New Orleans Mayor's Office of Technology, fewer than 29% of the structures within the neighborhood have been applied for rebuilding permits. Many of the properties were rental and under control of single ownership. Many of the renters are not able to return due to the properties not being renovated.

Through the planning process smaller neighborhood associations within Desire have been meeting bi-monthly and, in some cases weekly, to discuss recovery related issues and visions. Pre-Katrina demographic information illustrated nearly a 7.5% decrease in population throughout the district. ACORN housing, a community activist group, has been working very closely with the Diaspora to get critical information and progress to those unable to return.

Desire, including the Development, has a total housing stock of approximately 1,800 residential units. As of August 26, 2006 almost 575 units are either occupied or under renovation.





E. Neighborhood Recovery Plan

The Desire Neighborhood Recovery Plan proposes to revitalize based on a series of strategic initiatives that have been identified by the residents of Planning District 7, including the Desire neighborhood.

Strategic Initiative No. 1: Promote efficient, long term growth within Desire.

Establish boundaries for areas that are available for intense development activity compared to those areas that require sensitive development, such as Brownfield or Superfund sites.

Development small business incubators along Louisa Street, allowing for a mixture of commercial, residential, and recreational uses.

Strategic Initiative No. 2: Maintain a balanced yet diverse and dynamic pattern of land uses that maintain a quality of life in Desire.

Encourage the development of compatible land uses, avoiding mixtures of incompatible uses in close proximity to each other.

Encourage the creation of districts that include recognizable identity and clustered development of compatible land uses.

Encourage more green space and open



Images top to bottom:

A: Existing damaged street conditions

B: Proposed street improvements / beautification project with proposed resurfacing, new drainage, street trees, street lighting and crosswalks



space areas within the primarily residential neighborhood.

Strategic Initiative No. 3: Utilize, revitalize, and maintain the urban areas of Desire while strengthening the economic capacity and quality of life in Desire.

Enhance existing green space and commercial areas.

Encourage infill development within the existing urbanized area, including demolition and rehabilitation of all substandard structures and underdeveloped property.

Strategic Initiative No. 4: Develop and implement suitable zoning classifications.

Structure overlay zoning districts that restrict heavy truck traffic and alcohol and tobacco sales within a 1-mile radius of schools and parks.

Strategic Initiative No. 5: Develop and implement policies, regulations, and processes that represent the vision of each neighborhood.

There is no better individual or group to ensure that the recovery of a community or neighborhood is fairly represented than

the neighborhood itself. It is recommended that an advisory board be created, with representation from each of the neighborhood associations within Desire to ensure that the Recovery Plan continues to incorporate the needs and requests of the community.

Neighborhood associations within Desire should continue to meet bi-monthly with their residents and monthly with elected officials, the business community, and neighborhood associations outside of the Desire neighborhood to review, comment on, and update the recovery plans.

Strategic Initiative No. 6: Implement Housing Recovery Initiatives.

A number of housing initiatives are proposed as part of the Neighborhoods Rebuilding Plan and are presented in the overall policy element of the plan issued under separate cover. Below is a summary of these policies.

LOT NEXT DOOR

The principal thrust of redevelopment programs and policies that encourage the speedy redevelopment of neighborhoods must match various government powers and financing tools to the local housing and real estate market conditions. A key question will be how to most effectively encourage the redevelopment of homes

and residential lots that fall into public ownership. The "Lot Next Door" program is one of a series of proposed housing policies that have been developed as part of the Neighborhoods Rebuilding Plan and takes direct aim at some particular market hurdles that slow the redevelopment of many of these properties. In its simplest form the Lot Next Door program will offer homeowners who are committed to redeveloping their homes, the ability to purchase publicly owned adjoining properties prior to these properties being offered to any other buyers. This option would be provided should the property end up in public ownership either through the adjudication process or through the sale of the property to a public entity through the Road Home or other public acquisition program.

ELDERLY MODERATE INCOME CONDOMINIUM ROAD HOME TIE-IN

It has become quite apparent through the neighborhood planning process that senior households, which have the strongest ties to the community and have expressed the strongest voices for rebuilding and returning to the City, also face some of the most significant challenges in redeveloping or rebuilding their homes. First, there are many areas of the City that had a high concentration of elderly homeowners (Lower Ninth, Pontchartrain Park, and Lakeview) that sustained substantial damage and which will require the demolition and reconstruction of many

homes. Historically, the challenges of dealing with contractors, permit inspectors, lenders, etc. have proven particularly difficult for elderly households after they have experienced similar trauma. Additionally, there are a substantial number of areas of the City including Lakeview and areas of Gentilly, where rebuilding homes with damage in excess of 50 percent will require the total reconstruction at three feet above grade or the Base Flood Elevations, whichever is greater. Many of these homes will have to be raised close to one story making them a difficult housing product type for people with physical challenges.

Elderly homeowners are clearly a special group with specific needs, and currently there are no programs targeted to this subgroup of homeowners. A targeted elderly homeowner program, which will allow elderly households to tie their Road Home grant to senior specific elevator multi-story condominium projects to be developed throughout the City, is needed. There has been wide support for dedicated multi-family senior housing product in many parts of the City, but particularly in areas where younger homeowners have aging parents living nearby. In some cases, there may be a need to increase the grant amount or provide a low interest loan to the household if there is a gap between the value of the buyout (and insurance proceeds) and the market value price of the condominium unit.

Images left to right:

Proposed designs for State of the Art School Facility





Image bottom:
Project List for Desire Area Neighborhood

USE OF SECOND GENERATION FUNDS AND EXPANSION OF HOME PURCHASER ASSISTANCE PROGRAMS

One of the principal issues that has come up repeatedly in neighborhood meetings is how properties that end up in public ownership either through the adjudication or buy back process are going to be resold in the marketplace. While the Lot Next Door program provides one method for recycling lots in the market, there are going to be numerous lots that are not acquired by next door neighbors that are going to have to be sold to third party purchasers.

Assuming that there are few new regulations associated with developing housing (i.e., some requirement that certain units must be homeownership vs. rental) it is likely that the value placed on many properties for sale will determine how quickly that property will be rebuilt for housing.

Additionally, and realistically, there are a variety of neighborhoods throughout the City where reducing the cost of a lot or unit to essentially zero will not be enough to ensure the redevelopment of the property. These are generally those neighborhoods where land values were quite low prior to Hurricane Katrina and homes were not built unless there was significant targeted public assistance related to construction.

Given the different market factors influencing the redevelopment of housing in different neighborhoods, there are a variety of strategies that will have to be employed with regard to the sale of lots acquired through the acquisition program on the open market. These strategies include the following.

- Recycle second generation proceeds from higher income neighborhood property sales to properties in neighborhoods where values are lower. This will ensure that more housing redevelopment dollars will follow to low-income areas than could otherwise have been imagined prior to Katrina.
- Sell adjacent lots and blocks of lots in public ownership to experienced for-profit and not-for-profit developers when not purchased through the Lot Next Door program.
- Re-sell properties at fair market value and reduce price of lots only when very specific policy objectives are being met, such as providing for mixed-income housing in a neighborhood.

Strategic Initiative No. 7: Identification and Promotion of Early Action Projects

There are several key early action projects that the residents of Desire would like to see, including the following.

- Repair of neighborhood infrastructure, inclusive of major arterial streets and roadways
- Supplemental education programs for both youth and adults
- Remediation of the inadequate drainage on many of the neighborhood streets
- Fair and equitable buyout and relocation options for the residents living on and near the Agricultural Street Landfill site
- Restoration of adjacent neighborhood services such as grocery stores, banks, gas and service stations, pharmacies, and drug stores
- Additional neighborhood street lighting
- Grant programs for all neighborhood churches and faith-based organizations
- Demolition of the Carver Middle and High Schools and construction of new state-of-the-art school and community center
- Renovation of Louisiana Technical School for construction and rehabilitation training
- Renovation and reopening of St. Phillip School
- Immediate restoration and redevelopment of New Desire HOPE VI Revitalization project, which includes Abundance Square (Phase 1A), Treasure Village (Phase 1B) and Savoy Place (Phase II) and will consist of 425 units of single family homes and duplexes that capture the unique architectural style of New Orleans
- Economic development of sites as listed in Strategic Initiative No. 8 below

Strategic Initiative No. 8: Promote and Monitor the Implementation of Key Recovery / Redevelopment Parcels and Projects

Plan Elements Key Recovery and Development Projects

- Build an elderly mid-rise condominium complex through acquisition of concentrations of blighted and adjudicated properties.
- Conduct an economic development and comprehensive study for the redevelopment of abandoned industrial sites within the Gentilly Industrial District to create mixed-use facilities with small business incubators.
- Conduct an economic development and comprehensive study for the redevelopment of the Agricultural Street Landfill site into a public golf course similar to Bunkers in Anaconda, Montana. (Only if equitable buyout and relocation options are afforded)
- Conduct an economic development and comprehensive study for the future development of a pedestrian and bike path along Almonaster Boulevard and Florida Avenue.



Land Use and Zoning

- Enforce current zoning.
- Creation of Renaissance (urban design) Corridors along Louisa Street

Parks and Open Space and Landscape Architecture

- Restoration of all existing neighborhood parks
- New neighborhood pocket park at Derbigny and Bartholomew. Park should be equipped with playground equipment, water fountains, water feature, and paved play surface.
- New linear park along Almonaster Boulevard
- Tree enhancements along major thoroughfares such as: Almonaster, Louisa, and Higgins.
- Neighborhood identification signs at entrances to all neighborhoods and subdivisions, with locations to be determined by active neighborhood associations.

Transportation and Public Transit

The recovery transportation strategies and planning objectives mimic those of the 2004 New Orleans New Century Master plan and the Upper Ninth Ward Community Plan. Key major transportation projects include:

- *Repair and improve mobility of the key thoroughfares and enhance the existing street infrastructure through coordinated efforts with the Department of Public Works, RTA, and LADOTD to ensure efficient lasting repairs.*

- *Promote pedestrian and bicycle pathways, primarily along Almonaster Boulevard and Florida Avenue.*

- *Investigate the opportunities for reestablishing the Desire Streetcar line, extension of riverfront streetcar line.*

- *Add benches and pedestrian lighting along designated pedestrian routes.*

Public Transit improvements as proposed by the Regional Transit Authority.

Housing, Architecture and Historic Preservation

The Desire neighborhood is comprised of a mixture of single family and multi-family homes. It is the desire of the neighborhood to maintain and enhance the existing character of the primarily residential neighborhoods and encourage low-rise elderly condominium sites. Due to the mixture of residential zoning throughout the Desire Area neighborhood, all of the housing programs listed above are applicable as the neighborhood recovers. It is recommended that

neighborhood associations draft covenants that will maintain the integrity and the architectural character of the housing stock.

Begin the immediate repairs and new construction to the Abundance Square, Treasure Village, and Savoy Place at the old Desire development site to assist in providing affordable housing to those who are still displaced. These housing options would hopefully provide opportunities for residents to become part of the rebuilding process.

Utilities and Municipal Services

As Desire recovers in the rebuilding process, it is essential that utilities and municipal services be addressed immediately. Traffic signals and signage need to be addressed immediately as they are critical to way-finding not only for residents of the Desire neighborhood but for recovery contractors working in the area.

Garbage collection needs to be managed in the same manner as any other neighborhood within the City of New Orleans. Response times from police, fire and other city services needs to be quicker and more reliable.

Drainage within the neighborhood is inadequate, often leading to extensive

flooding during torrential rainfalls. All existing street drains need to be cleaned and flushed and additional drainage installed to accommodate the current inadequate areas.

Additional street lighting should be installed to increase safety in the area.

All damaged sidewalks and curbs should be repaired and/or missing curbs installed.

Human Services and Community Facilities

Throughout the neighborhood planning process it became evident that healthcare was a primary concern for the residents of the neighborhood. There is a lack of healthcare facilities in the area. Affordable healthcare should be provided and low-income residents welcomed.

Currently the only gymnasium is utilized as a storage container. The only public swimming pool has been abandoned and neglected, creating a magnet for mosquitoes.

The state-of-the-art schools proposed at the Carver Middle School site would also allow for a much-needed gymnasium and should serve as a community center for the neighborhood as it recovers.

Images left to right:





F. Implementation and Funding Strategies

Funding Matrix

The connection between the Neighborhoods Rebuilding Plan and potential funding sources is graphically represented by the Implementation Priority Matrix. The costs estimates are provided on an order-of-magnitude basis. As such, variations as to the scope of the project could result in variations in the final cost of construction.

In the process of cost analyses, consultations were carried out with the City of New Orleans Public Works Department to identify general cost guidelines typically used for the calculation of street improvements and reconstruction. Other sources of cost identification included the Means Cost Data and our team's professional experience inside and outside New Orleans.

Acronyms

FEMA: Federal Emergency Management Agency
 CDBG: Community Development Block Grant
 HUD: U.S. Department of Housing & Urban Development
 USACE: U.S. Army Corps of Engineers
 CIP: Capital Improvement Plan
 LRA: Louisiana Recovery Authority
 SWB: Sewage & Water Board
 LHFA: Louisiana Housing Finance Agency
 HANO: Housing Authority of the City of New Orleans
 HOME: HUD Low Income Housing Program
 EDA: Economic Development Administration
 TIF: Tax Increment Financing
 NMTC: New Market Tax Credits
 BID: Business Improvement District
 FHWA: Federal Highway Administration
 FTA: Federal Transit Administration
 LDOT: Louisiana Department of Transportation
 NGO: Non-Government Organizations

NEIGHBORHOODS REBUILDING PLAN DESIRE AREA IMPLEMENTATION PRIORITY MATRIX																				
PROJECTS & PHASE	POTENTIAL FUNDING SOURCE(S)																			
	CRITICAL (1) NEEDED (2) DESIRED (3)	FEMA	CDBG/LRA	OTHER HUD	USACE	CITY CIP	SWB	LHFA	HANO	HOME	EDA	TIF/GO BONDS/NMTC	BID	SPECIAL TAXING DISTRICT	FHWA/FTA	LDOT	PRIVATE FOUNDATIONS	ORLEANS LEVEE BOARD	OTHER GOVERNMENT & NGO'S	CAPITAL FUNDING NEED/GAP
Early Action Plan																				
Capital Projects																				
Demolish & Rebuild Carver Middle and High School	1	•	•												•		•			\$27,000,000
Renovate Louisiana Technical College	1	•	•												•		•			\$4,500,000
Rehabilitate Mcgrauder Park	1	•	•												•		•			\$165,000
Rehabilitate Sampson Park & Playground	1	•	•												•		•			\$200,000
Rehabilitate FP Jackson Park & Playground	1	•	•												•		•			\$165,000
Repair / Replace all damaged street signs	1	•	•																	\$85,000
Repair / Replace all damaged Traffic signs & signals	1	•	•																	\$115,000
Repair all surface streets	1	•	•												•		•			\$8,500,000
Street Trees @ Almonaster Blvd	1	•	•																	\$195,000
Street Trees @ Louisa Street	1	•	•																	\$175,000
Street Trees @ Higgins Blvd	1	•	•																	\$175,000
Subtotal: Capital Projects																				\$41,275,000
Recurring Operations																				
School Operations	1																			
Clean Street Drains	1																			
Park Operations	1																			
Housing Initiatives and Other Policies																				
Effectuate Property Owner Buyout of Gordon Plaza / Agriculture Subdivision approximately 265 homes	1																			
Rebuild Abundance Square Development	1																			
Urban Corridor @ Louisa St	1																			
Establish grant programs for Neighborhood churches including Desire St. Ministries Properties	1																			
Establish no truck routes	1																			
Establish No Alcohol Sales Districts	1																			
Address pre-Katrina blighted lots	1																			
Mid Term Plan																				
Capital Projects																				
Pedestrian & Bile path along Almonaster	2		•			•														\$115,000
Create Neighborhood Park @ Piety and Industry	2		•			•									•		•			\$225,000
Create Neighborhood Park @ Derbigny & Barthelomew	2		•			•									•		•			\$225,000
Demolish and rebuild Multi-purpose building @ Piety and Industry	2	•	•			•									•		•			\$1,250,000
Neighborhood Identification Signs	2		•			•														\$45,000
Subtotal: Capital Projects																				\$1,860,000
Recurring Operations																				
Park Operations	2																			
Housing Initiatives and Other Policies																				
Infill housing @ vacant residential lots	2																			
Remediate Gordon Plaza Subdivision	2																			
Long Term Plan																				
Capital Projects																				
Create Neighborhood Park @ Louisa and Florida	3		•			•														\$185,000
Linear Park along Almonaster Blvd	3		•			•														\$350,000
Add curb and gutter system for all streets	3		•			•														\$7,500,000
Subtotal: Capital Projects																				\$8,035,000
Recurring Operations																				
Park Operations	3																			
CAPITAL PROJECTS TOTAL																				\$51,170,000





No single source of funding or financial plan will be capable of dealing with the capital improvement needs for total redevelopment and reconstruction of all the neighborhood projects and needs. However, the funding matrix included in this report shows different funding sources that could be made available for specific projects and it should be expected that layering of multiple sources of funding will be required in most cases. The ability to obtain these funds will rest with the City of New Orleans and neighborhood groups and advisory committees.

Each matrix matches proposed projects with potential funding sources identified through the planning process and while not exhaustive in its scope, it serves as a guide to where funds could originate. Substantial financial commitments by federal and state entities are a vital ingredient in the recovery effort and will provide the necessary economic infrastructure to attract the private investment required to create stable and vibrant communities.

Each funding matrix, based upon consultation with neighborhood residents through the community meeting process, also ranked projects based upon priority of need with regard to recovery: "Early Action/Critical"; "Mid-Term/Needed"; and "Long Term/Desired". This ranking provides a general guide as to what communities believe are the most important priorities with regard to revitalization and redevelopment.

Finally, there are a variety of items or initiatives listed on the funding matrix where a capital cost can not be attached or determined without further study, but the community believed needed to be a central part of the plan. These include:

- Undertaking specific further studies to determine the actual cost to governmental entities for certain public/private initiatives (for which we have noted the cost of the study);
- Housing initiatives for which there may be dollars already allocated through the Road Home, LIHTC, private funding sources, or other sources but where the additional gap in funding is impossible to determine at this point;
- Other policies, including land use and zoning regulations, which the community believed to be in the short and long term interest of the community; and
- Recurring operations (i.e., expanded police patrols, library operations, park operations, etc.) that either tie to certain capital improvements or are important to the health of the community through the expansion of existing services.