

Plan for the 21st Century

NEW ORLEANS 2030 1 | EXECUTIVE SUMMARY

new orleans
MASTER PLAN AND COMPREHENSIVE ZONING ORDINANCE



JANUARY 2010



To the Memory of Marshall Truehill

When members of the City Planning Commission, its staff, and the consultant team first asked one another if New Orleans' *Plan for the 21st Century* should include a dedication, the answer was immediate and unanimous: The plan should be dedicated to the memory and life of the Reverend Marshall Truehill, Jr.

Marshall, who grew up in New Orleans' Calliope public housing development, inspired New Orleanians from every neighborhood and livelihood to understand each other better and to work together for a better city. A lifelong advocate for public housing residents, pastor of an interracial congregation, chair of the City Planning Commission, and founding member of City-Works, an organization that fosters civic engagement, Marshall moved all of us who worked on this plan to pursue an equal commitment to "every person and every place" in New Orleans. He was deeply committed to inclusive planning, and planning team members were honored to be present when Marshall received his Ph.D. in planning from the

University of New Orleans in December, 2008. His life, which came to an untimely end on Christmas Day that same month, will inspire generations of New Orleanians to cross lines of diversity and collaborate to build a better community for all.



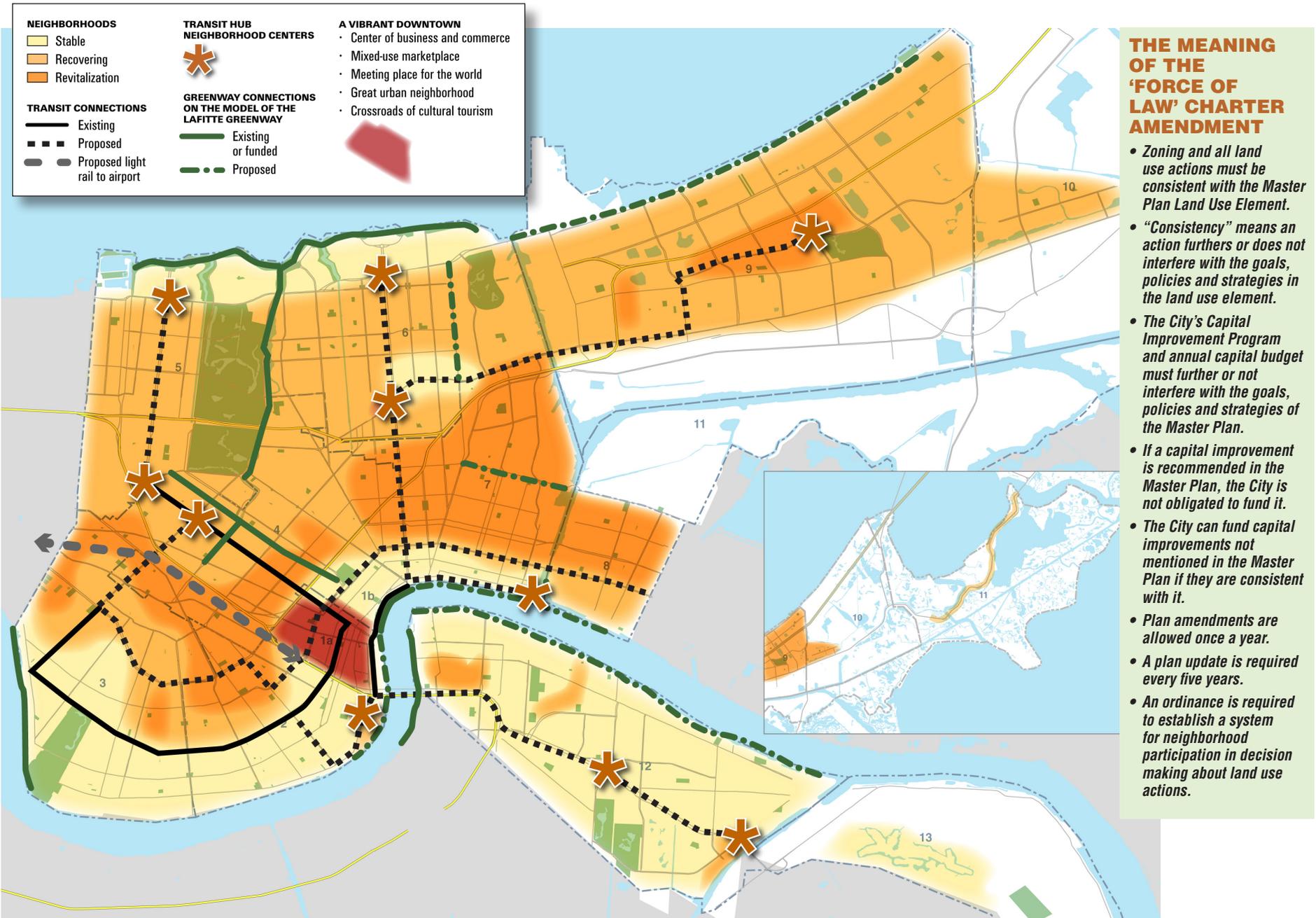
Executive Summary

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Note: All maps within this document are for planning purposed only.

New Orleans' 2030 Plan for...



...the 21st Century: The Essentials

A VISION FOR LIVABILITY

VIBRANT NEIGHBORHOODS

- Public and private improvements tailored to character, conditions and needs of specific neighborhoods
- A blight-eradication program, accountable to the mayor's office, coordinating all agencies and balancing enforcement and incentives to speed redevelopment
- Walkable, mixed-use corridors and commercial centers to serve neighborhoods
- Decent housing for residents of all incomes in neighborhood settings
- A one-stop shop for homeownership and housing assistance

HISTORIC AND CULTURAL PRESERVATION THAT SUPPORTS COMMUNITY

- Preservation and enhancement of the character and quality of every neighborhood
- Broadening the historic-preservation constituency through assistance with affordable preservation and heritage trails to connect cultural history sites

NEW NEIGHBORHOOD CENTERS AT TRANSIT HUBS

- New, compact development at opportunity sites such as Lindy Boggs, with close access to transit, retail and services, and suitable transitions to surrounding neighborhoods

GREEN INFRASTRUCTURE, PARKS AND GREENWAYS FOR NEIGHBORHOODS AND THE WHOLE CITY

- A restored tree canopy covering 50% of the city
- A park within walking distance of every resident
- New and improved river and lake waterfront parks
- Enhanced neutral grounds and greenways to connect the city on the model of the Lafitte Greenway
- Recreation that meets the changing needs of children, youth and adults

A VISION FOR PARTNERSHIPS TO SHAPE A SHARED DESTINY

- **With citizens:** NOLAStat online information warehouse of maps, statistics and city information open to the public; Community Participation Program and planning initiatives in conjunction with neighborhood associations
- **With business and institutions:** Economic Development Public-Private Partnership to coordinate economic development policy in New Orleans and with other jurisdictions

A VISION FOR OPPORTUNITY

A PROSPEROUS CITY WITH AN ENTREPRENEURIAL EDGE

- Expansion of established industries, including tourism, culture, port/maritime, advanced manufacturing, oil/ gas
- Investment in arts and culture with facilities, business training, and neighborhood-based activities
- New systems to transform life-science research results into commercial products
- Facilities and support services for film, TV and music production, and for digital media
- Market analyses, training, incentives and appropriate regulations to nurture new industries: coastal restoration, green energy, sustainable building design and technology

ALIGNMENT OF JOB TRAINING AND JOBS FOR ALL SKILL LEVELS

- A business-school partnership for career preparation
- Close coordination between employers and workforce training programs and among program providers
- Expanded adult education and workforce training

A DYNAMIC SMALL BUSINESS BASE

- Comprehensive business permitting and a one-stop shop
- Streamlined access to disadvantaged-business program

24-HOUR ACTIVITY TO SUPPORT DOWNTOWN'S ROLE AS AN ECONOMIC DRIVER

- Regulations and approaches for distinct districts
- A revised historic-rehabilitation code, like New Jersey's, to facilitate renovation of upper floors on Canal Street
- Establishment of a parking authority and off-street parking program
- Enhanced transit, pedestrian and bicycle access in and around downtown

A VISION FOR SUSTAINABILITY

A RESILIENT CITY

- Multiple-lines-of-defense strategy
- A City Department of Environmental Affairs to coordinate strategy—including policy, mitigation, advocacy, liaison
- A range of protection levels, from a 1-in-400-year event to a 1-in-1,000-year event, as appropriate to conditions
- Public education about risk and federal funding to elevate, relocate and storm-proof buildings
- Exploration of polder and canal systems to manage water
- Natural drainage and stormwater-management strategies
- A Climate Change Policy Group to plan for adaptation to climate change

A CONNECTED CITY OF TRANSPORTATION CHOICE

- Regular road maintenance
- New transit options to connect New Orleans East, the West Bank, Lakeview and Gentilly with downtown, as well as additional routes in the city core
- Enhanced walkability through safe and attractive sidewalks, paths, and intersections for pedestrians
- Designated on-street and off-street bike routes for commuting and recreation

A "GREEN" CITY

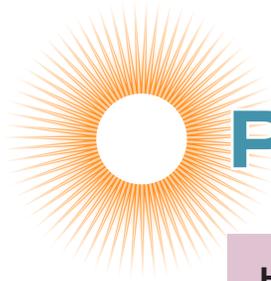
- City leadership in environmental innovation
- Renewable energy adoption—solar, river, wind
- Building retrofits for energy efficiency
- Green building incentives and regulations
- Urban agriculture for food security
- Recycling, composting and waste reduction

A CITY OF EXCELLENT, COST-EFFECTIVE FACILITIES AND SERVICES

- An asset-management system for maintenance of renovated and new public facilities and infrastructure

- **With real estate and housing professionals and citizens:** Housing Working Group to advise on housing policy
- **With nonprofits:** Neighborhood-based clinics and human service centers located in or near civic buildings like schools and libraries





PART I: OVERVIEW

How the Master Plan is organized

The Master Plan contains three volumes. This is Volume I, the Executive Summary. Volume 2, Strategies and Actions, presents a narrative of the strategies and actions recommended to achieve the plan's goals. Volume 3, Context and Appendix, contains an analysis of current conditions and trends, issues identified by the public, the complete set of Neighborhood Character Studies, and an Appendix of background material and resources. The entire Master Plan will be available at www.cityofno.com and through the City Planning Commission (504-658-7033).

A Plan for the 21st Century

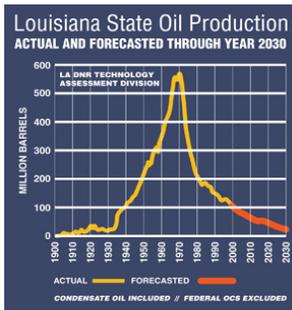
New Orleans has emerged from a crucible of harsh realities unique among American cities. With no model to follow, in this Master Plan the city has invented its own. More than 5,000 New Orleanians have helped assemble this visionary blueprint for moving the city squarely into the 21st century, mixing in equal measure their hard-won experience and their dreams for the future.

Leading the way as the sponsors and stewards of this plan, the citizen members of the City Planning Commission (CPC) insisted that the path to the future begin with the intensive, neighborhood-based planning that followed Hurricane Katrina. They also insisted that every aspect of the Master Plan—starting with its vision—be rooted in a new round of

vigorous public participation. The community responded, and a process that began with widespread complaints of “planning fatigue” ended with a level of community engagement far beyond levels of master plan participation seen in other cities.

Values, policies, and strategies for a proud future

To a surprising degree, a process that began with sharp debate about potentially explosive issues—Should this plan serve people who had returned, those still living outside the city, or new residents eager to help with rebuilding? Should the city’s footprint shrink? Did the city have too much or too little affordable housing? Was “uptown” or “downtown” controlling



New Orleans was a city of over 600,000 people in 1960...

...that suffered economic decline in the 1980s...

...then experienced the worst urban disaster in U.S. history.

But many people returned to rebuild their beloved city better than before.

A series of recovery planning processes helped get the city back on its feet...

...but enormous challenges still remained...

the process?—ended in broad accord as the roughly 5,000 people who participated turned their focus to the values, policies, and strategies that should guide the city’s future.

Consensus and debate

This master plan is no prediction, it is a *plan*. Hard work and difficult decisions remain, and New Orleanians will need to do that work and make those decisions *together* to achieve these goals. The effort already invested in this plan, however, confers a distinct advantage: it allows New Orleanians to speak with one voice of a resolve to build a better city and a willingness to craft effective strategies to implement this resolve. Perhaps even more important, this plan stands as an invitation to broad, energetic participation and debate about the issues that will continue to

shape New Orleans—and a call for the courageous leadership that will translate this debate and dialogue into action that guarantees a brighter future for New Orleans.

A major next step: new zoning

One of the most important steps in implementing the Master Plan will be creation of a new comprehensive zoning ordinance (CZO). After adoption of the Plan, the City Planning Commission will move forward to complete a new CZO, including a zoning map that reflects the policies of the Master Plan. Creation of the CZO will involve a community outreach process similar to the one used to create the Master Plan.



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



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



livability...



opportunity..



sustainability...



and action.

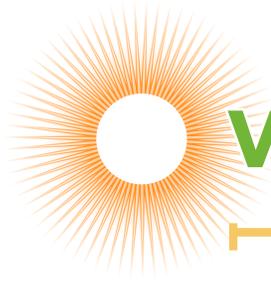
New Orleans in the region



As the urban core of a region that shares many of the opportunities and challenges addressed in this Master Plan, the City of New Orleans must work in tandem with its neighbors to tackle the numerous, complex, interrelated issues that affect all of Southeastern Louisiana. The scale of these physical

and fiscal challenges—restoring coastal wetlands, expanding regional transportation, equitably allocating affordable housing, and delivering adequate health care to all residents—is so vast that no city can hope to address these issues on its own. Only by banding together, particularly through greater intergovernmental

cooperation focused on mastering these and other important challenges, can the communities of Southeastern Louisiana reach their full potential and collectively create a more livable, prosperous, and sustainable region.



What is the Master Plan?

This comprehensive, citywide plan will guide the city's growth for the next 20 years. Building on previous plans for New Orleans and extensive public participation, this plan adapts global best practices to support the goals and objectives of a broad cross section of New Orleanians.

As the city's primary policy and planning document, the Master Plan is designed for the use of elected officials who will adopt it and fund its implementation; appointed officials who will use it as a guide to discretionary decisions; and municipal agency heads charged with implementing the plan and revising other plans to conform with it. The Plan is also of critical importance to the government agencies that are not directly under City control, and to all present and future civic leaders in understanding their constituencies' objectives and framing their own leadership roles. Finally, the plan is a guide

for residents to understand—from a citywide perspective—recent trends, current and future opportunities, constraints, and critical issues that must be addressed if New Orleans is to thrive, and the role that each individual can play in achieving the goals of the Plan.

The Master Plan has three volumes: Volume 1 – Executive Summary; Volume 2 – Strategies and Actions; and Volume 3 – Context and Appendix. The Executive Summary provides a brief overview of the planning process combined with matrices of the goals, strategies and actions in each chapter of the plan. Volume 2 focuses on narrative explanations, by topic, of the strategies and actions recommended to achieve the plan's goals. In Volume 3, the Context section contains analysis by topic of current conditions and trends, as well as brief reviews of what the public said in previous plans and the master plan process about the issues in each chapter.

How does the Master Plan have the “force of law”?

In November 2008, voters approved a city charter amendment that provides specific language that links the Master Plan with the Comprehensive Zoning Ordinance, the capital improvement program and the annual capital budget, and land use actions such as

approvals of subdivision plans, and site plans. The amendment states that zoning and other land use actions must be consistent with the Land Use section of the plan. In addition, the capital improvement program and the capital budget must be consistent with the goals and

policies of the plan. The Master Plan itself does not contain any zoning regulations. Detailed zoning is separate from the plan. The City Council still has final authority over and right of approval of the capital improvement program, the capital budget, and all zoning changes.

Frequently asked questions about the Master Plan

How can I be sure that the Master Plan includes improvements for every neighborhood in the city?

As a citywide plan, this Master Plan is committed to the principle of “every place and every person,” and shows future improvements for every part of the city. The Plan calls for every planning district to have a planner assigned to work with the residents and businesses of that district, identify the improvements needed, and coordinate with public and private agencies to get the work done. Community centers, parks and recreation areas, schools and libraries will be the civic heart of every district and accessible from every neighborhood.

How will the master plan be approved and how can we change it after it is approved?

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

Changes: The law allows and requires opportunities to change the Master Plan to make sure it stays relevant to New Orleans. The Master Plan may be amended once a year through a process that requires public hearings. The

Master Plan must be reviewed and, if needed, updated every five years, with even more public participation required.

What role do the Mayor and City Council have in the implementation and management of the Master Plan?

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

How can implementation of this plan make a difference to me and my neighborhood?

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

How does the plan give everybody the chance to share in economic opportunity?

The Master Plan focuses on strengthening the “building blocks” of a successful economy, linking education and workforce development, support for small businesses and the cultural economy, cultivation of an entrepreneurial culture, promotion of potential new industries with health science and green jobs, and support for the existing successful sectors of the economy.

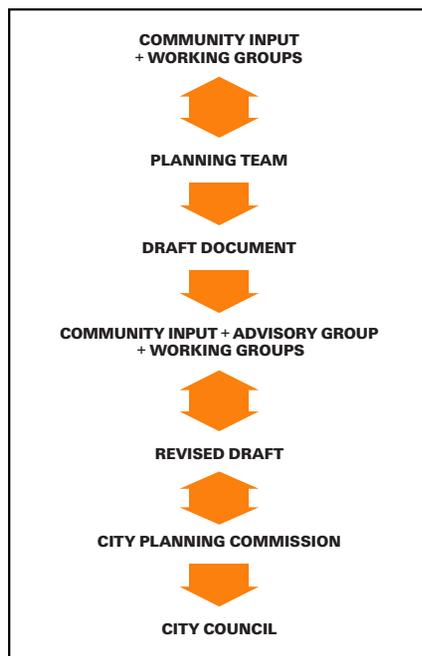
How will the plan help our city bounce back quickly from hurricanes, floods and other disasters?

First, the Master Plan recommends that the City take the lead, through a strong Department of Environmental Affairs, in understanding, communicating, and coordinating everything to do with protecting the city from natural disasters, adapting to climate change, and becoming more resilient. The Plan calls for public facilities that can withstand a 1-in-500-year storm at a minimum and a community discussion on what every level of government and every household can do to become more resilient. The new agency will explore the feasibility of following Dutch models of living with water through a system of beautiful open canals. Finally, the Plan calls for New Orleans to lead American cities in securing a new minimum storm standard of protection and resilience comparable to the minimum standard in Europe and Japan.

Public outreach

Multiple resources and methods were used to engage New Orleanians in the master planning process:

- A project website with information on the Plan and the process; a calendar of events; maps, information, and documents for review; and a mailbox for comments to be sent to the planning team.
- Five citywide workshops held in different parts of the city.
- Two rounds of meetings in Planning Districts to solicit district- and neighborhood-level input.
- Meetings of a Citizens' Advisory Group representing people from all over the city.
- Meetings of Working Groups focused on specific Master Plan topics such as parks or transportation.
- Informal meetings with neighborhood groups and interest groups.
- Use of print, radio, and electronic media, as well as canvassing and other methods to reach the public.



Thousands of participants lent their creativity, values, ingenuity, and hard work to help shape this Master Plan.

Participants raised a broad range of issues. They grappled with the complexities of fighting blight and providing affordable housing while taking into account limited resources and the unique conditions in individual neighborhoods. Many had reservations about the City's ability to enforce laws and implement plans, focusing on the need for information-sharing and accountability. Participants called for expanded transit, support for neighborhood commercial districts, enhanced workforce development and job creation, and new approaches to preservation of historic heritage. Environmental sustainability, from storm resilience to energy efficiency to urban agriculture attracted widespread interest. Residents from every neighborhood had multiple opportunities to review drafts of the future land use map to ensure that it reflected both respect for traditional character and desired changes.



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



Vision: New Orleans in 2030

Livability, Opportunity, Sustainability

The stories the people of New Orleans tell are deeply bound in family, religion, music, race, art, and the city's river delta setting. People share a cultural memory that blends legacies from Europe, West Africa, Native American tradition, and other cultures. They also burnish a line of cultural continuity and continuously renew it. Every aspect of the city's life is shaped today by the strength and richness of this continuity, unique among American cities. This remarkable city and its people have defied wars, booms and busts, and river floods, and now are well on the way to recovering from the devastation of Hurricane Katrina. The purpose of this Master Plan is to carry New Orleans' stories into the future.

Moving forward begins with the recognition that the years of economic stagnation that followed the oil and gas bust in the 1980s created pessimistic stories, as some New Orleanians lost confidence. Many residents saw the city as a place with a golden past it could never hope to recapture. Competition over a shrinking economic pie eroded a sense of shared destiny.

Yet with effective government, a new era of partnerships, and the shared political will to make tough decisions, New Orleans is poised over the next twenty years for a transformation that brings new economic growth, opportunity, and innovation



New Orleans will build its future on a rich cultural legacy and long-standing traditions of creativity, innovation and adaptation to change.

into a city that continues to honor its roots. By 2030, the city will achieve the promise of this vision, adding to its story in tangible, visible and subtle ways.

How will this happen? Hurricane Katrina could have broken the city's spirit, but it did just the reverse. In houses of worship, at dinner tables, and in the aisles of grocery stores in Houston, Memphis and Atlanta, New Orleanians told their Hurricane Katrina stories to each other—often complete strangers—who in turn shared, listened, and were moved. As people found common threads in their stories, they returned and wove them together, finding the collective will to write a remarkable new chapter together: ***New Orleans 2030—Livability, Opportunity, Sustainability.*** This Master Plan contains their voices, hopes and determination. It sets the stage for the stories to come.

New Orleans in 2030

LIVABILITY

ENHANCED QUALITY OF LIFE FOR ALL THAT PRESERVES THE CITY'S CHARACTER

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

OPPORTUNITY

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

In 2030, New Orleans has built on its rich legacy of place and culture and its established industries to strengthen its role as the creative core of its region.



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



New Orleans' role as the region's economic engine will be strengthened by comprehensive workforce-development opportunities and a diversified economy that blends traditional and emerging sectors, including a new generation of creative and knowledge-based entrepreneurs.

It has become an incubator of innovation among river delta cities worldwide. Recognizing that modern economies depend first and foremost on people and their skills, New Orleans has invested in lifelong workforce training, effective and cost-efficient government, and enhanced quality of life.

Better education, expanded job training, workforce readiness, and similar programs have extended new opportunities to native New Orleanians as well. From culture, tourism, and maritime trade, to life sciences and media, to alternative energy and coastal protection and restoration technology, New Orleans has diversified and created a new era of jobs, built both on the skills brought by new residents attracted to the city's creativity and quality of life and the on the innovative work of city natives.

SUSTAINABILITY A MORE RESILIENT CITY WITH SHARED ENVIRONMENTAL RESPONSIBILITY AT EVERY LEVEL

In 2030, New Orleans has become one of America's greenest cities: resource-efficient, environmentally healthy, and resilient. The city's building and zoning codes are national models for preservation and sustainability. The city's success has drawn new regional growth into enhanced neighborhoods from Audubon to a thriving New Orleans East, reversing regional sprawl. A global center of knowledge about managing natural and man-made systems to prevent flooding in low-lying

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



cities, the city now boasts landscaped canals, parks with water features, and shady, tree-lined streets that contribute to its unique beauty while reducing subsidence and managing water from storms.

New Orleans in 2030

A CITY WHOSE CHARACTER CELEBRATES PRESERVATION AND INNOVATION

New Orleans' unique character and timeless quality should be enhanced, not changed. In 2030 the city will offer a choice of neighborhoods, dating from the 18th to the 21st centuries, where tree-lined streets invite walking and where lively commercial districts invite lingering and meeting friends. Well designed new and rehabilitated housing, shaped by city design guidelines and zoning will reinforce the character of existing neighborhoods. Nearby, vibrant new neighborhoods will replace former strip malls and underutilized industrial corridors.

Characterized by three- to five-story buildings— with lofts and other housing above shops,



2009



2030

restaurants, and services, offering residents expanded housing choices— these new neighborhoods will be designed with public spaces to extend the tree-lined character and human scale of the city's historic streets and parks.

A network of street cars, bicycle ways, and other transportation choices tie the city's neighborhoods together. Neutral grounds, filled with thousands of trees, will take on a park-like quality and tree cover will shade 50 percent of the city during hot summer months. The city's "main streets" such as Freret, Newton-



BEFORE

BOTH PHOTOS: PRESERVATION RESOURCE CENTER

Teche (Old Algiers), and Broad Street will be joined by new, walkable main streets in New Orleans East and other parts of the city. The animated farmers markets,



AFTER

The historic character and scale of traditional New Orleans neighborhoods will be preserved, while vacant and underutilized areas will be transformed into new neighborhoods that expand the range of housing choices and provide public amenities such as public open space along the waterfront.

New Orleans in 2030

arts festivals, and performance venues to which these streets play host will draw people to enjoy each other's neighborhoods. St. Claude, North and South Rampart, and O. C. Haley will form a network of main streets that draws

thousands of people on weekends to explore the city's cultural diversity. A beautiful system of blueways—landscaped canals, rain gardens, and water-filled parks—will add a new signature to the city ... and reduce flooding during heavy rains.

Restored historic assets will serve as modern amenities and increase the livability and convenience of New Orleans' neighborhood.

2009



2009



2030



IMAGE: EDAW

2030



This proud historic city's innovative aspirations will also enhance every part of the city. Exciting small businesses will convey the unique spirit of individual neighborhoods. Downtown's skyline will reflect the addition of mixed-use neighborhoods along South Rampart Street and the river near the convention center, cloaked in architecture that embodies New Orleans' 21st-century vitality. Downtown's streets will become livelier as thousands of new residents support restaurants, cafés, shops and galleries. Across the city the

medical district, university campuses, and new neighborhoods will add a 21st-century chapter of architectural and urban design quality. The "reinvented crescent" system of riverfront parks, along with reopened lakefront beaches, will draw people from every walk of life together to enjoy the city's natural setting, renewing the city's tradition of landscape design leadership.

Not by accident will New Orleans have become one of America's most walkable, culturally rich, and intriguing cities in 2030. Its beauty will grow from a partnership between a city committed to planning and a community committed to working together. Heroic efforts by the

New Orleans in 2030

preservation community reclaimed New Orleans' soul when urban renewal was destroying other U.S. cities. Preservationists have been joined by people just as committed: entrepreneurs who celebrate cultural diversity along O. C. Haley and in the emerging arts scene along St. Claude; neighborhood activists who say no to the wrong buildings and developers who work with them to make these buildings right; the untiring champions of neighborhoods like New Orleans East, Gentilly and the Lower Ninth who will not give up; and many others. This kind of partnership between city and community holds the key to building successful 21st-century cities.

New neighborhood commercial centers will serve as community hubs, increase the availability of neighborhood-serving retail, and revitalize commercial corridors such as the I-10 Service Road in New Orleans East (depicted above).





Achieving the vision

The Master Plan seeks to achieve New Orleans' vision at a time when the city faces far more than physical reconstruction. The 2008 charter amendment that gives key elements of the Master Plan “the force of law” signaled that the time had come to move from politics to planning as the basis for shaping the future. Dramatic social and economic changes are creating an era of opportunity for New Orleans not witnessed for five decades. New Orleanians came forward in record numbers during the planning process to express a profound desire for a vision that builds on the city's rich legacy to embrace 21st century innovation. They also made clear that they wanted this planning process, and the plan it created, to make a difference.

Achieving the vision begins with a process that nurtures the sense of shared destiny and the inclusive culture of planning that emerged in the aftermath of Hurricane Katrina. Historically New Orleanians have competed in the political arena along lines defined by race, neighborhood, income, and other differences. The process for creating the Master Plan was itself a tool for inviting people to cross these lines to find shared solutions based on data, technical analysis, trade-offs, and similar qualities in place of the politics of affinity. Shared destiny and a culture of planning will depend on a broad commitment to inclusiveness that extends benefits equitably and establishes the foundation for a broadly-shared political will that supports the tough decisions essential to addressing significant challenges. One of the most important steps, early in this process, was the widespread willingness to craft a plan equally committed to every place and every person in New Orleans.

Addressing the city's real potential requires an accurate assessment of the future that supports an honest confidence. New Orleans faces grave challenges: the impacts of decades of stagnation following the oil bust in the mid-1980s, more blighted and vacant land than any major American city; outmoded and failing infrastructure; an economy that lacks diversity; a large proportion of residents who lack the skills and education to participate in a 21st-century economy; and, of course, the task of protecting itself from rising sea levels. However, New Orleans is entering an era of potential growth that it has not seen for five decades. Like other older American cities, the number of households in the city and jobs in the region is poised to increase significantly over the next two decades. This reversal of fortune is due to new demographic trends that favor historic cities and diverse communities. Failure to grasp this brighter future will create a self-fulfilling prophesy, leading New Orleanians to shrink from the bold vision and strategies essential to achieving the city's potential—and to extend its economic and other benefits across the community.

At every level enhanced livability, opportunity, and sustainability require more effective and efficient city government. Strengthened government can provide essential leadership, in partnership with the business community, universities, neighborhoods, and other key stakeholders in launching critical initiatives. This leadership can extend to effective advocacy at the state and national level for the resources necessary to recover from economic stagnation and storms alike. Ten priorities illustrate the scope and nature of the leadership city government can offer:

1. *Creation of a land use plan that preserves and enhances the quality and character of every neighborhood and district.* The land use plan fosters core qualities of sustainability and public health, invites innovative development in areas that need to change, and sets the stage for a state-of-the-art Comprehensive Zoning Ordinance
2. *Establishment of a city department to devise and advocate strategies for promoting environmental resilience.* These multi-layered strategies should address issues as specific as individual responsibility for elevating houses to questions as broad as regional, state, and national policies and funding for wetlands reclamation.
3. *Acknowledgement that New Orleans faces an unprecedented crisis of blight and vacancy that undermines “dry” neighborhoods and overwhelms “wet” neighborhoods.* Create an integrated mission and work program for NORA, Code Enforcement, the CPC, and related municipal agencies. Work with federal and state government to put in place innovative approaches to land assembly that enable the city to bring neighborhoods back multiple blocks at a time rather than house by house.



Increased municipal capacity to deliver basic services will be essential to eliminating blight and sustaining the city’s recovery progress.



4. *Creative thinking about new structures to stimulate economic development and spread its benefits broadly.* Establish a well-funded and -staffed public-private economic development partnership to spearhead economic diversification and to tap into the region’s competitive strengths in creative industries, cultural tourism, green industries, health care, and other “industries of the mind.” Build regional economic development cooperation. Provide every resident with access to the skills necessary to contribute to, and benefit from, building a contemporary economy.



New Orleans’ ability to attract investment and grow its economy will depend on building and maintaining a highly skilled workforce through broader workforce-development opportunities for residents at all stages of their career life and expanding research connected to competitive industries. Educational institutions will be critical partners in achieving this vision.

5. *Crafting of an integrated transportation strategy to make a compelling case for state and federal support for creating a 21st-century network of roads, utilities, and technology.* This network should replace outmoded and damaging infrastructure such as the deteriorating I-10 Claiborne

expressway and provide New Orleans with infrastructure that supports livability and economic developments, offers transportation choices, integrates land use and prepares the city for an era of expensive energy.

6. *Launching of a program of district planners and additional planning staff for the City.* Strengthen the City's ability to take full planning leadership on all projects that affect New Orleans's welfare and to foster collaborative planning among the City, its neighborhoods, business interests, developers, advocates, and others.
7. *Reinvention of the city's approach to affordable housing.* Create a broadly representative task force that puts housing providers, neighborhood leaders, housing advocates, bankers, developers, and others at the same table. Provide task force members with the data they need to work with the City to shape policy aimed at producing high-quality, mixed-income housing that both serves those in need and contributes to neighborhood quality and character.
8. *Establishment of a formal community-participation program.* This program should provide all residents with a meaningful voice in decisions that affect the quality and character of individual neighborhoods and of the entire city. Strengthen working relationships with state and federal agencies and leaders to communicate more clearly the city's opportunities and challenges, the kinds of help it needs, and the robust steps that municipal government itself is taking.
9. *Conservation and reinforcement of the character of New Orleans' historic and traditional neighborhoods.* Educate people about how to preserve individual houses, provide financial assistance, and take advantage of tax credits and other incentives to encourage people—regardless of means to preserve—to interpret the rich architectural and cultural stories of city and its neighborhoods.

10. *Take advantage of untapped market demand.* Tap this demand to support redevelopment of underutilized "opportunity" sites and corridors as 21st-century neighborhoods that celebrate New Orleans' traditions of mixed-use, walkability, and similar qualities.



District planners within the City Planning Commission office will help continue to build a shared sense of destiny and foster ongoing community participation in decision making.

Shared destiny involves promoting equity

Equity means fairness, equal opportunity, and treating everyone with respect and dignity. It is a concept of fundamental importance to every New Orleanian regardless of background, economic standing, or other kind of difference.

Louisiana's constitution bans racial bias; the city charter states that New Orleans does not tolerate discrimination. Beyond basic fairness, equity today stands as an essential component of economic development: cities that compete most successfully for jobs and investment make sure that no one is denied basic rights and opportunities because of race, age, gender, religion, sexual orientation, or disability.

While usually conceived of in purely economic terms, achieving equity takes many forms.

Employment: Enhancing Workforce Development

The Master Plan outlines strategies for offering people of every education and skill level more opportunities for lifelong education and career development.

Entrepreneurship: Creating an Environment Friendly to Small Business

Ensuring that economic-development initiatives benefit the full spectrum of the community, including small and minority-

owned businesses, will require building the principle of inclusion into all economic development efforts.

Rebuilding: Making Strategic Investments in Neighborhoods According to Condition and Need

Like all American cities, New Orleans must address disparities among neighborhoods by ensuring that each one receives the public investment in facilities and infrastructure it requires in order to thrive. The Master Plan outlines a range of condition-specific strategies for making public policy and investments that take into account differing neighborhood challenges and needs.

Civic: Creating a Business-Friendly Culture Within City Government

A streamlined, business-friendly culture within city government contributes to equity by assuring access to business assistance and services for businesses of any size and instills confidence in both residents and potential investors from outside New Orleans. The Master Plan outlines steps the City can take to build a more transparent, responsive, and fair business climate.

Cultural: Support the Creative Contributions of Every Member of the New Orleans Community

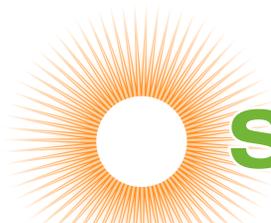
New Orleans music, crafts, arts, and dance programs have

disappeared in recent years. Minneapolis/St. Paul and other cities have initiated programs that focus on using the arts to keep at-risk youth in school and move people into creative roles in the workforce. A New Orleans Cultural Commission or Department of Cultural Affairs could help recapture the human potential lost with these programs—while extending the city's rich cultural legacy and strengthening competitiveness for high-value heritage tourism—by collaborating with nonprofits, schools, and other partners on efforts.

Environmental: Promote Environmental Equity

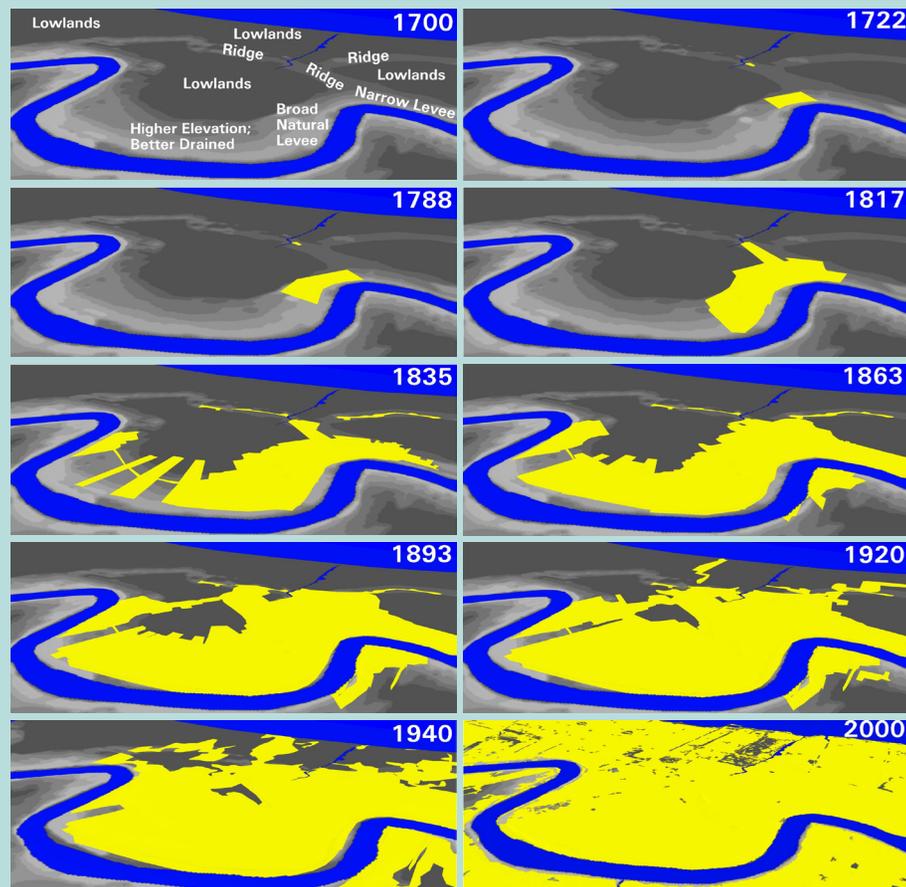
Environmental justice and equity requires that all groups and places should have equal access to environmental goods like clean air and water and that no group or place should bear a disproportionate burden of environmental problems. The Master Plan outlines environmental strategies to benefit all parts of the City.

Cities like Atlanta, Baltimore, and Chicago have learned that when residents don't trust city government to be fair and to serve everybody's needs, residents compete for control of the levers of power rather than joining in community-wide efforts to solve deeply rooted problems. Like all of the Master Plan's core policies, those related to equity should be monitored annually, and these and other cities offer effective models of how that can be done.



Setting the stage

NEW ORLEANS, 1700–2000: MORPHOLOGY OF URBAN GROWTH



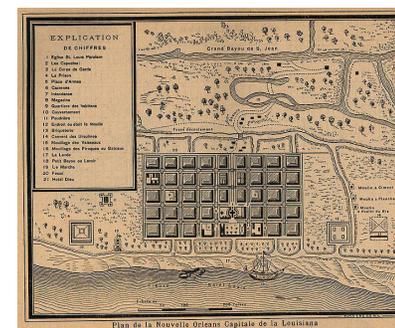
In these maps created by Tulane’s Richard Campanella, yellow indicates the general extent of New Orleans’ urbanized area, based on historical maps from selected years (used by permission).

The Master Plan has been shaped by the varied and interwoven dimensions of New Orleans’ context: its rich history, recent planning legacy, the challenges of protecting a river delta city from the impacts of rising sea levels, shifting economic and social dynamics, and the unique character of its diverse neighborhoods.

History: 1718 to 2005

New Orleans became the capital of French Louisiana because it had a plan: a grid of 66 blocks with a central plaza to set off the church and governor’s palace (today’s French Quarter, which served New Orleans until a disastrous fire in 1788). Over time, the 19th-century city expanded largely upriver as planned suburbs were carved from plantations, platted and urbanized.

A legacy of cultural diversity and tradition of innovation. The early mix of European and then American settlers and involuntary immigrants imported as slaves from Africa, created a cultural and racial diversity that formed an ethnic and racial geography—French, Spanish, and Creole in the French



New Orleans’ first city plan laid out a street grid on the military model of French and Spanish colonialism in 1721. This map of 1728 shows the grid in what became the French Quarter.

Quarter, Americans across Canal Street and in subdivided plantations in Uptown, and former slaves and other immigrants in lower-lying areas.

As it grew into a port of worldwide significance, New Orleans' self image became more international than that of most American cities. While it did not develop the planning



Canal Street about 1900

tradition that emerged in industrializing northern cities, New Orleans earned a progressive reputation early in the 20th century. Modernization efforts—street car lines, the Industrial Canal, “slum” clearance (demolition of Storyville), expansion of streets and subdivisions toward the lake, and most notably, the huge

drainage system designed and built between 1896 and 1925 that dramatically improved public health, raised property values citywide, and shaped the 20th-century city.

Preservation and urban renewal. Modernization produced its own reaction, a planning initiative that launched the national preservation movement and creation of the Vieux Carré Commission in 1936. Later, New Orleans embarked on an era of urban renewal—I-10 obliterated the historic African-American commercial district, and streetcars except for the St. Charles line were discontinued; blocks of the Tremé neighborhood were demolished to create Louis Armstrong Park. The oil and gas boom in the 1970s and 80s drove high-rise development downtown. Yet by the mid-1980s more of the city's historic core remained intact than in virtually any other major American city. Planning for the 1984 World's



While the proposed Riverfront Expressway was defeated by French Quarter activists, the I-10 expressway destroyed a vibrant North Claiborne Avenue. Transforming the expressway into a beautiful boulevard will reverse one of the mistakes of urban renewal.

Fair emphasized preserving and enhancing much of the downtown's traditional character.

Rebuilding the economy on the city's cultural legacy.

After 1960, newer tree-lined neighborhoods such as Gentilly, Lakeview, and New Orleans East continued to expand, but New Orleans did not diversify and entered the 1980s more dependent than most American cities on federal aid. The dual impact of the oil and gas bust and declining federal funding devastated the city's economy after 1985. New Orleans turned to its heritage and by 2005, according to the Bureau of Labor Statistics, tourism ranked as one of the city's largest employers and the city's creative industries were among its fastest-growing.



Building on the city's extraordinary cultural traditions is critical to enhancing economic opportunity and quality of life and to maintaining New Orleans' legacy as a cultural capital of the nation.

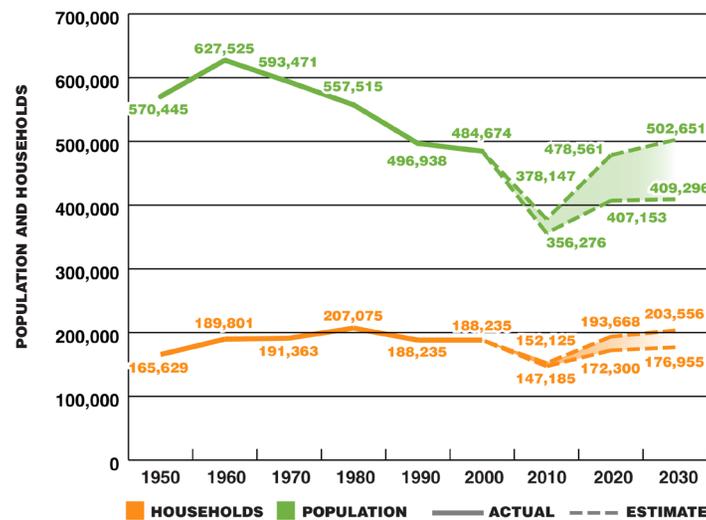
Cataclysmic storms and ongoing recovery. The aftermath of Hurricanes Katrina and Rita in 2005 brought devastation unprecedented among U.S. cities, and the toll of the evacuation will never be fully understood. By many measures, recovery has been remarkable: As of December, 2008, New Orleans had regained more than 70% of its pre-storm population and jobs. At the same time, a diminished tax base forced the municipality to reduce its work force by one-third even as recovery added complex new tasks. Rebuilding of the hospital infrastructure—an integral part of the health care industry, which employed one-eighth of the city’s pre-hurricane population—has not moved out of the planning stage. Almost one-third of the city’s residential property still sits vacant or blighted.

Economic and social context

1985–2005

The oil and gas boom, which ended abruptly in 1985, masked underlying weakness in a regional economy still heavily dependent on the port: lack of investment in education and infrastructure, limited investment capital, and a failure to duplicate the efforts of other regions that diversified their economies. While New Orleans’ population had declined from its 1960 peak and some of this loss stemmed from “white flight,” much of the decline reflected shrinking household sizes rather than an absolute drop in numbers of households. From 1980 to 1990, the number of households in New Orleans declined by more than 9% and median family income fell by more than 12% in comparison to median income for the United States as a whole. The vacancy, blight, and poverty that evoked so much concern before Katrina stemmed largely from this decade of stagnation. During the 1990s, however, census data show that the city’s population stabilized: the 12,000-person decline between 1990 and 2000 was entirely due to smaller household sizes. During the same period, the number of households inched upward from 188,235

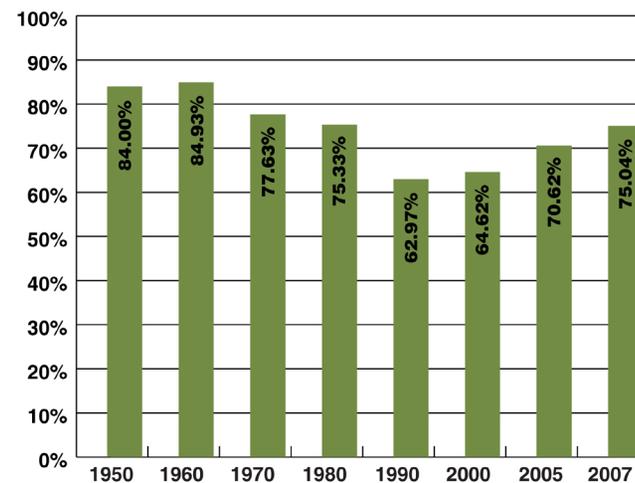
POPULATION AND HOUSEHOLDS IN THE CITY OF NEW ORLEANS, 1950–2030



SOURCE OF ACTUAL NUMBERS: U.S. CENSUS BUREAU
SOURCE OF PROJECTED NUMBERS: GCR

Decreasing average family and household sizes since the 1960s has led the overall population of New Orleans to drop in numbers, but the number of total households has remained relatively stable.

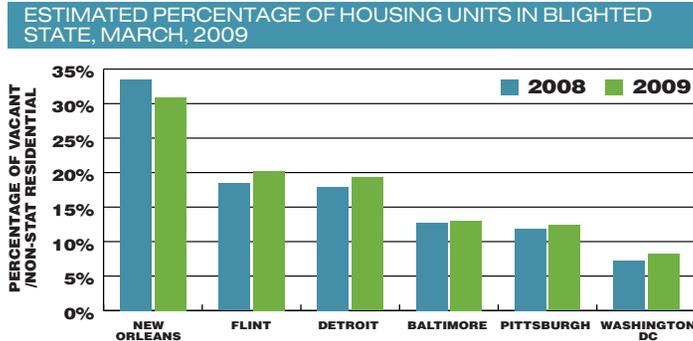
MEDIAN FAMILY INCOME IN THE CITY OF NEW ORLEANS AS A PERCENTAGE OF THE U.S. MEDIAN



SOURCE: U.S. CENSUS AND AMERICAN COMMUNITY SURVEY

Median family income in the New Orleans as compared to national median has generally risen since 2000.

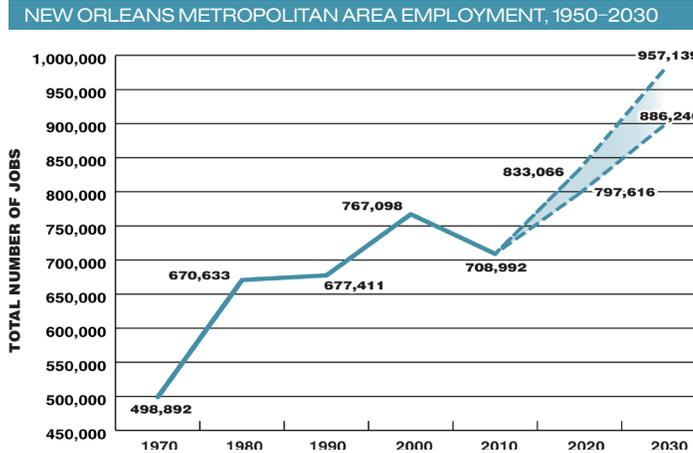
Around one third of New Orleans addresses were vacant or unoccupied as of March, 2009. However, overall vacancy declined in New Orleans between 2008 and 2009, a period in which other U.S. cities showed increases in vacancies.



SOURCE: GNO COMMUNITY DATA CENTER ANALYSIS OF HUD AGGREGATED USPS ADMINISTRATIVE DATA ON ADDRESS VACANCIES. [HTTP://WWW.GNOCDC.ORG/BENCHMARKSFORBLIGHT/INDEX.HTML](http://www.gnocdc.org/benchmarksforblight/index.html). RETRIEVED JUNE, 2009.

Notes: Vacant addresses have not had mail collected for 90 days or longer. No-stat addresses include addresses identified by the letter carrier as not likely to receive mail for some time, buildings under construction and not yet occupied, and rural route addresses vacant for 90 days or longer. In the parishes affected by Hurricanes Katrina and Rita, no-stat addresses include heavily damaged homes that have not been re-occupied.

The number of jobs in the New Orleans Metropolitan Statistical Area (MSA) is expected to return to pre-2000 levels by around 2020.



SOURCE OF ACTUAL NUMBERS: LOUISIANA DEPARTMENT OF LABOR. SOURCE OF PROJECTIONS: GCR

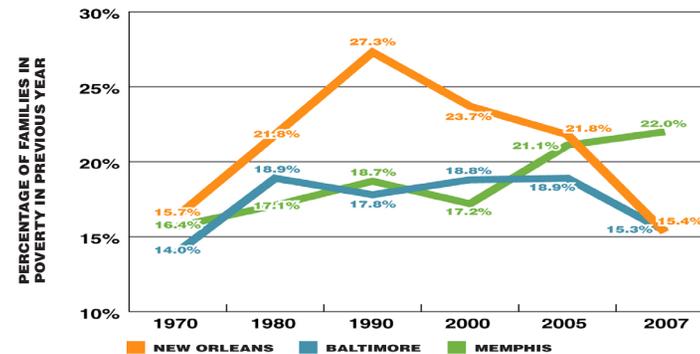
to 188,251, and median family income also increased as compared to the national median.¹

Post-Katrina recovery

The forces driving this reversal of fortune mirrored national trends that grew more apparent during the 1990s. Historic, walkable, culturally rich cities across America saw signs of revival during this period. After years of falling behind their respective regions, cities like Pittsburgh, Baltimore, and Cleveland—and New Orleans—began to increase their share of regional wealth. Growing numbers of “empty nesters,” people aged 25 to 34, singles and households without children, and immigrants in the housing market drove demand for urban neighborhoods. Instead of people following jobs, a reverse pattern emerged. Mixed-use, walkable environments claimed significant market premiums for housing, office, retail and other

¹ U.S. Census Bureau

FAMILY POVERTY RATES: NEW ORLEANS, BALTIMORE, AND MEMPHIS, 1970-2007



SOURCE: US CENSUS AND AMERICAN COMMUNITY SURVEY

Urban economic competitiveness in the 21st century

During much of the period following World War II jobs—and people—moved out of older cities to newer suburbs and regions. Recent demographic and economic shifts, however, have made historic cities like New Orleans more competitive economically. Four trends stand out.

- Singles and households without children increasingly dominate housing markets and have chosen in growing numbers to live in urban neighborhoods. According to urban economist Arthur Nelson, the U.S. already has roughly all the large-lot suburban housing it will need in 2030 but only *half* the closer-in, small-lot and urban housing it will need then.
- CEOs for Cities President Carol Coletta reports that companies increasingly look to where millennials (25- to 34-year-olds) are moving to make investment decisions. These young people increasingly value the ability to live in or near a vibrant walkable downtown.
- Chris Leinberger, a Visiting Fellow at the Brookings Institution who specializes in land use, reports that walkable, mixed-use developments now command a sizable value premium over single-use developments. In addition, urban households with access to public transportation often spend half or less as much of their disposable income on transportation as do “auto-dependent” suburban households.
- Peter Kwass, the Master Plan’s economic development consultant, reports that across America jobs have started to follow educated and skilled workers back into cities, where these workers want to live.

uses. These trends, which continued into this decade, loomed large in New Orleans’ recovery from Hurricane Katrina. Magnified to some extent by a slower rate of return among low-income residents and by recovery dollars flooding into the city, they reflected the city’s growing appeal and stoked a sharp increase in median household income, which has risen two or three times faster than “comeback” cities like Baltimore and Memphis since 2000. Growing wealth has so far had little impact on New Orleans’ diversity: 10% of the current population did not live in the city before Katrina, but the city’s racial composition continues to comprise slightly more than three-fifths African American, one-third white, and the balance Hispanic and Asian.

Looking forward to 2030

“Demographics are destiny,” says development expert Maureen McAvey, a proposition that bodes well for New Orleans. Underlying demographic, economic, and consumer-preference trends—likely to last for up to 25 years—create the potential for a new era of economic growth in New Orleans. They include significant new demand for market-rate housing in the city’s neighborhoods; population growth that could lift the number of city households (and housing units) to a level

approaching its historic peak; 25–35 percent growth in jobs in the region, with accelerated growth in emerging creative and green industries; increasing national awareness of the health benefits of living in walkable communities; and a long-term increase in transportation energy costs (driven in part by rising global competition for energy sources like petroleum that Americans have long taken for granted, expensive energy will make walkable cities with transit options highly desirable places to live). The best practices outlined in the previous section, “Achieving the Vision,” reflect the experience of other cities and can position New Orleans to benefit from these national trends.

Planning

Pre-Katrina

The *New Century New Orleans* master plan, initiated by Mayor Marc Morial in 1990, envisioned many of the goals that New Orleanians call for today. Planning continued with periodic delays over more than a decade, and the CPC was one-third of the way through a detailed, multivolume comprehensive plan before the storm. A draft CZO was commissioned to



While much of the city has returned and rebuilt since Katrina, in 2009 roughly one third of city properties remained vacant. This Master Plan includes as one major focus providing strategies to eliminate blight and restore vacant areas to allow former residents to return to their homes and promote renewal of all areas of the city.

replace the ordinance originally written in the 1970s, but divisions between neighborhood leaders and developers led to its withdrawal in 2002.

Post-Katrina

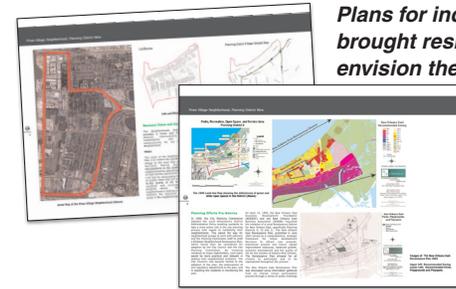
The American Institute of Architects—working with America Speaks, the American Planning Association, and others—organized the Governor’s Conference on Recovery and Rebuilding two months after the storm. Its 700 participants restated the goals articulated in *New Century New Orleans* and added two of their own: New Orleans should emerge from reconstruction as a model for sustainability and innovative approaches to protecting low-lying cities from the impact

of global warming, and its planning going forward should be community-based.

Two rounds of citywide planning in late 2005—a visioning process directed by the Urban Land Institute (ULI) and the city-sponsored Bring New Orleans Back Commission—reaffirmed



New Orleans’ recovery planning solidified convictions that the city should emerge from reconstruction as a model for sustainability.



Plans for individual neighborhoods brought residents together to envision their communities as better than before, with improved public services, revitalized housing, and new amenities for all residents.



District plans provided the basis for appeals to the state and federal government for funding for key rebuilding and recovery projects (including this Master Plan).

these goals. The ULI process raised an important question: Should New Orleans’ footprint shrink? The community and mayor answered “no,” asserting that recovery meant bringing every neighborhood back to life.

In 2006 the Neighborhood Rebuilding Plan (the “Lambert” plan), sponsored by the City Council, and the Unified New Orleans Plan (UNOP), sponsored by national foundations working with the Greater New Orleans Foundation, launched neighborhood-based planning initiatives across the city augmented by plans created by individual neighborhoods. UNOP supplemented this planning work with three citywide forums, which drew thousands of New Orleanians (both resident in New Orleans and displaced to other cities) who affirmed the goals of previous planning initiatives.

Resilience

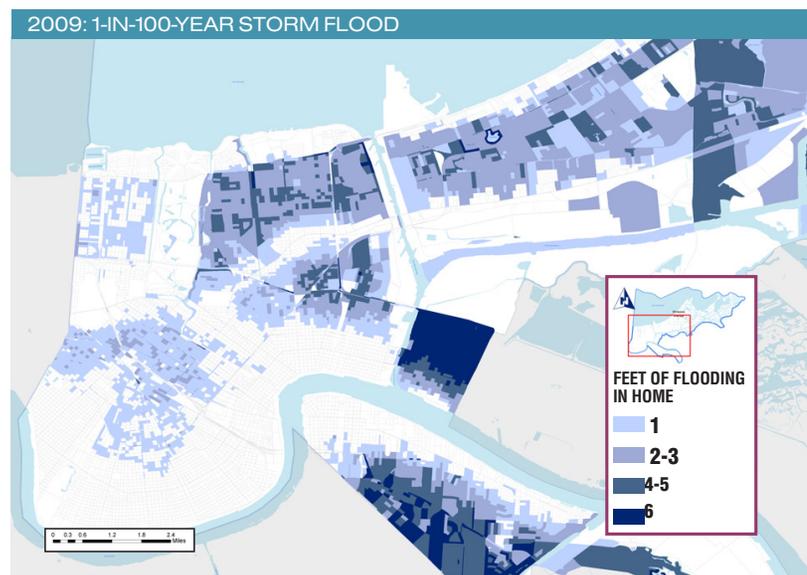
Flood prevention shaped New Orleans. Natural topography protected the city through the 19th century, but 20th-century drainage initiatives—notably A. Baldwin Wood’s landmark plan—opened expansion into low-lying areas. No initiative, however, anticipated rapidly sinking land (predicted to subside another three feet in many parts of the city by 2100) or globally rising sea levels. Of course New Orleans is not the only low-lying city facing increased flood risks; for example along the Northeast coast sea levels are projected to rise two to three feet or more over the next century. The *New York Times* published a map in September, 2009, that showed substantial flooding if New York were hit by a major hurricane.

Hurricane Katrina’s disastrous aftermath triggered a more rigorous approach to structural flood defenses—levees, pumps, and gates—that will mean increased safety for all neighborhoods after completion of the current round of projects (scheduled for late 2011). Engineered defenses alone, however, cannot guarantee the city’s security. The Master Plan instead builds on the work of the Flood Protection Alliance, advisors from the Netherlands, and local experts to recommend multiple, complementary lines of defense against flooding. This begins with adoption of a more stringent resilience standard of withstanding 1-in-500-year and eventually 1-in-1,000-year storms (the current goal is a 1-in-100-year event).

The Master Plan outlines specific non-structural strategies under the city’s active control for meeting higher standards, including creation of water-retention areas throughout the city; elevation of structures above anticipated 1-in-500-year flood heights; and hardening critical infrastructure against the most severe storms. A polder system of secondary, internal levees would further mitigate potential flood damage. Restoring and expanding coastal wetlands is a critical, long-term, part of the solution. The Master Plan calls for New Orleans to approach flood protection as an integrated system rather than a series of



The Master Plan calls for creation of water-management infrastructure that adds to the character of its surroundings. Canals and rain gardens can become integral and appealing features of every neighborhood in the way that Bayou St. John is a cherished feature of the Faubourg St. John.

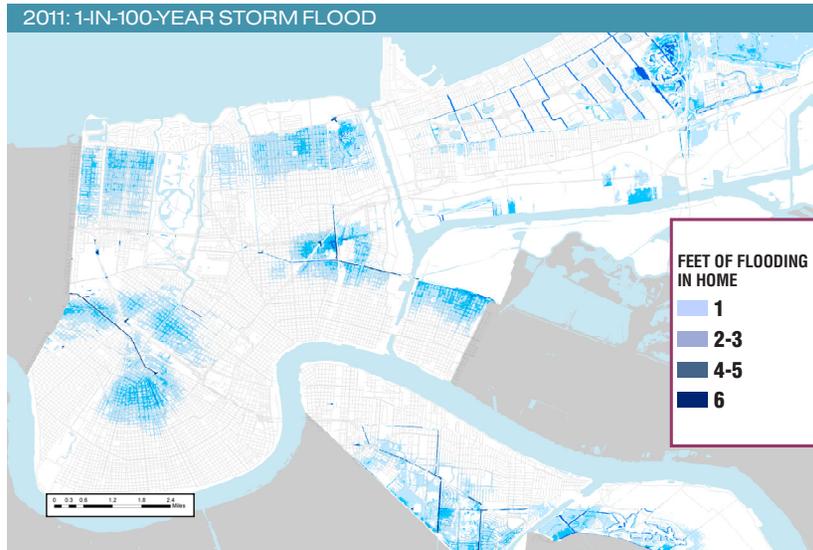


Highlighted areas in this map indicate blocks that must be elevated above Advisory Base Flood Elevation (ABFE) requirements to avoid flooding from a 100-year storm in 2009.

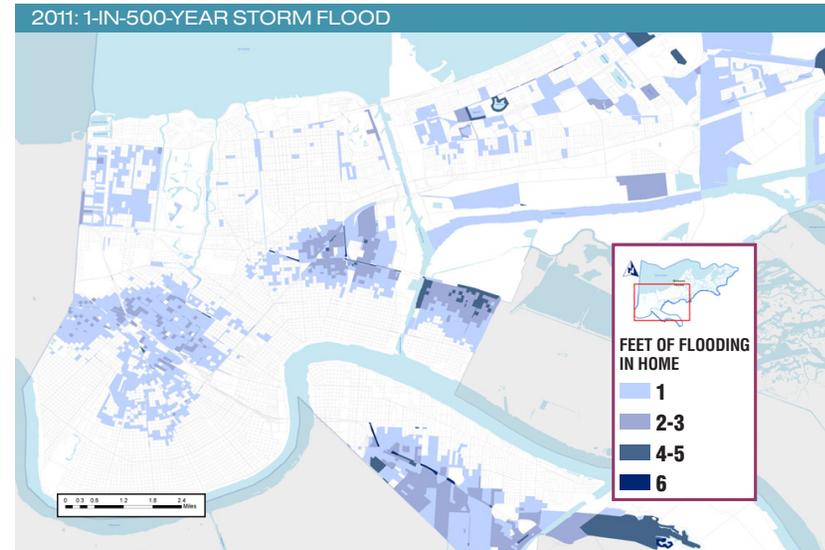
individual projects—all managed to ensure resilience and all guided by the goal of safety.

Breaking with tradition, the Master Plan advocates learning to live with water rather than fight it. If risk is properly managed, water can become a great asset to neighborhoods and their quality of

life, much the way that Bayou St. John is a cherished feature of the Faubourg St. John. The Plan calls for transforming canals and other water-management infrastructure into attractive elements of the urban landscape in a New Orleans where safety and resilience set the stage for long-term prosperity in harmony with water.



This map highlights blocks where houses would need to be elevated to avoid flooding from a 100-year storm after 2011 (projected completion date of the U.S. Army Corps' flood-protection system).



This map highlights blocks where houses would need to be elevated to avoid flooding from a 500-year storm after 2011.

Neighborhood character

New Orleanians identify with their neighborhoods to an extent unmatched in any other American city. More than three-quarters of the attendees at the 2005 Governor’s Conference on Recovery and Rebuilding represented the fourth or later generation of their families to live in New Orleans, and many lived in the same neighborhood as their grandparents. The character of these neighborhoods defines the character of most of the city. The Master Plan documents the defining qualities that characterize the city’s neighborhoods as the basis for design and development standards that will be drawn up during preparation of the Comprehensive Zoning Ordinance.

Pre-Louisiana Purchase

The earliest structures still standing in New Orleans date from the early 18th century to before the Louisiana Purchase in 1803 and show the influence of French and Spanish inhabitants during that time. These earliest areas of development are in the city’s areas of highest elevation, adjacent to the Mississippi River and along natural ridges leading inland from the river’s edge. Creole cottages and brick townhouses with ornate ironwork are typical building types of this era. Many structures are attached townhouses and have



vertically-mixed uses, with residences on upper floors and commercial uses below. Others are single-story buildings spaced close to one another, often with commercial uses interspersed on street corners and major thoroughfares. Jackson Square in the French Quarter serves as this era’s iconic public open space.

Louisiana Purchase to WWII

Neighborhoods built after 1803 and before the World War II era (early 1940s) are located along broad boulevards, many with wide neutral grounds, and rows of street trees with broad canopies—some as old as the streets themselves—are common. Commercial uses are typically found on major streets, though corner stores also occur in residential areas. Houses in these areas reflect a range of architectural influences; the distinctive trait of many neighborhoods of this era is, in fact, their eclectic range of architectural styles. Typical house types include the center-hall cottage, double gallery, Victorian mansion, and the vernacular single and double shotgun. California-influenced styles such as Arts and Crafts, Mediterranean, and Mission Revival can also be found in these areas, complete with California-inspired landscape features such as palm trees. This range of architectural styles, while eclectic from one building to another, nonetheless forms a cohesive fabric. Some areas developed during this era were once swamp land and are prone to flooding, so structures are typically raised above





ground level, creating a fairly uniform setback and street wall. Prominent staircases, street-facing garages, and front porches are also common across all housing styles built in this era.

major boulevards and highways. Large neighborhood parks are also common. Architectural styles vary widely, and range from ranches to substantial suburban mansions.



Post-WWII

Post-World War II neighborhoods were largely developed from large tracts of land subdivided and transformed into new neighborhoods. Developed in the golden age of the automobile, these areas are generally characterized by wider streets, larger lot sizes, and lower densities. Commercial uses in these areas are typically separate from residential areas and found primarily along





PART II: 'THE FORCE OF LAW'

WHAT DOES IT MEAN?

The 2008 charter amendment ensures that City decisions on land use and the expenditure of funds on capital improvements will reflect the recommendations in the Master Plan.

The element of the Master Plan called the Land Use Plan is the centerpiece of “force of law” in the Master Plan.

- All land use actions *must be consistent* with the goals, policies and strategies in the element (section) of the Master Plan called the “Land Use Plan.” The strategies include a set of land use principles, an urban design framework, urban design principles, and zoning principles, all designed to implement the land use goals and policies. **(See Volume 1, pp. 37–47; Volume 2, Chapter 14).**
- Land use actions include:
 - > Comprehensive Zoning Ordinance and all zoning amendments
 - > Preliminary and final approval of subdivision plans and plats
 - > Site plans
 - > Approval of planned unit development or other site-specific development plans
 - > Variances
- “Consistency” means that the land use actions must further, or at a minimum not interfere with, the goals, policies and strategies in the Land Use Plan section of the

Master Plan. In practice this means that land use actions must reflect the distribution of land use categories, densities and intensities on the Future Land Use Map and be informed by the land use, urban design, and zoning principles in the Land Use Plan.

- For all land use actions, the City Planning Commission will make written findings about the consistency of the proposed land use action before rendering its opinion. The findings must include specific reference to the Land Use Element of the Master Plan, in the following categories: Future Land Use Map, goals, policies, and strategies including land use, urban design and zoning principles.

The requirement for land use consistency gives “force of law” to other elements of the Master Plan.

- Implementation of strategies and actions to achieve the goals of other elements of the Master Plan, such as Transportation, Neighborhoods and Housing, Green Infrastructure, and Enhancing Prosperity and Opportunity, will require land use actions that must be consistent with the Master Plan.
- All public projects, and all utility projects (publicly or privately owned) cannot be authorized or significantly altered unless they are consistent with the Master Plan. This conformity will occur through the operation of the Comprehensive Zoning Ordinance and other land use actions—all of which must be consistent with the Master Plan.

- The Future Land Use Map, through the distribution of land uses and densities across the city, will shape the way that these recommendations must be implemented. For example, the Future Land Use Map provides for mixed-use centers with sufficient density to support new transit stations and corresponding zoning consistent with the Future Land Use Map.
- Through enforcement of the consistency requirement in land use actions as related to urban design, the character and design of physical development that results from implementation of strategies and actions to achieve the goals in any element of the Master Plan will be required to be consistent with the Master Plan.

All City-funded capital improvements must be consistent with implementation of the Master Plan.

- The city government’s 5-year Capital Improvement Program and the annual capital budget must be consistent with the goals, policies and strategies in one or more of the Master Plan’s elements. For example, capital improvement projects that involve acquisition of land for parks or transportation rights of way, improvements to community centers, or city investments in capital improvements funded by other entities must be consistent with the Master Plan.
- If a city department proposes a project for the capital improvement program, that project must further or, at a minimum not interfere with, the goals, policies and strategies in the various elements of the Master Plan. Similarly, the annual capital budget must not contain projects that interfere with the goals, policies and strategies of the Master Plan. If a capital improvement is recommended in the Plan, the City is not obligated to fund that capital improvement, but to fund any capital improvement, whether or not it is in the Plan, it must be consistent with the Plan.

- The City Planning Commission will certify that proposed capital projects are consistent with the Master Plan before they are considered for inclusion in the capital improvement program. **(See Volume 1, pp. 51–53; Volume 2, pp. 16.12–6.13)**
 - > The Master Plan provides that City Departments proposing a capital project must prepare a narrative explanation of how the proposed project furthers or does not interfere with specific goals, policies and strategies in the Master Plan. CPC staff will review the narrative and prepare a consistency certification, if warranted.
 - > The CPC staff will provide the consistency certification to the CAO’s office before the capital improvement program is presented to the CPC.
 - > No project will be considered for the city capital program if it is not certified as consistent with the Master Plan.
- The annual capital budget must reflect the approved capital improvement program.
- The City may fund capital improvement projects that do not appear in the Master Plan as long as they are consistent with the Master Plan goals, policies and strategies.
- The Master Plan does not directly govern capital investments made by the state or federal governments, though they typically will consult with local government to make projects consistent with the Master Plan. As Louisiana is a strong home rule state, the City of New Orleans has the authority and may adopt and enforce zoning and building ordinances that affect state projects within city boundaries.¹

¹ See *City of New Orleans v. Board of Commissioners of the Orleans Levee District*, 640 So.2d 237 (La 1994)

The charter amendment requires public and neighborhood participation in land use planning and land use decision making.

- Public participation is required during the preparation and review of the Master Plan and amendments to the Master Plan. The minimum required level of participation was exceeded many times over in the preparation of this Master Plan, including planning district meetings, other forms of neighborhood involvement, citywide public meetings and official citywide public hearings.
- The charter requires establishment by ordinance of a system for effective and meaningful neighborhood participation in decision making about land use and quality of life issues.

The Master Plan incorporates requirements for public and neighborhood participation in planning and decision making.

- The Master Plan includes a section titled “Community Participation Program,” which recommends a basic structure for the neighborhood participation requirement now in the City Charter. The details of this section do not have the “force of law” because the charter requires that the neighborhood participation system be established by ordinance. The Master Plan recommendations on a Community Participation Program (CPP) focus on moving forward to begin institutionalizing a process for neighborhood input on land use decisions. **(Volume 1, pp. 42-44; Volumes 2 and 3, Chapter 15.)** An ordinance will be required to make any CPP legally required.
- If the City Council is not ready to adopt a Master Plan that the CPC has adopted by resolution, it must refer the Plan back to the Commission for revision and a public hearing and comment before it returns to the Council for a final vote.

What else is in the charter amendment that is related to the Master Plan and has the force of law?

- The Master Plan may only be amended once a year and the amendment process must include public meetings and public hearings in the same process used when the Plan was first adopted.
- The Master Plan must undergo a review, with at least one public hearing, every five years to see if amendments are needed.

Full achievement of some aspects of the Master Plan Vision depends on partnerships with groups outside of city government whose actions are not directly controlled by the City Charter.

- Although much of the Master Plan is focused on city government activities, the scope of this Master Plan is much broader.
- Many Master Plan chapters contain goals that can be fully achieved only through collaboration with private, institutional, non-profit and citizen groups outside of city government, as well as other governmental bodies. For example, many of the Plan’s health and human services goals are in this category.
- In many cases, the Master Plan recommends that city government work with non-municipal groups, despite the fact that these actions do not come under the umbrella of the “force of law” charter amendment. For example, establishment of the Public-Private Partnership (PPP) for economic development and implementation of recommendations for the activities of the PPP will involve the actions of partners independent of city government.
- The Master Plan also contains recommendations for actions by non-municipal groups that would contribute

to achievement of Plan goals and the overall vision and encourages city collaboration and incentives to encourage these actions.

- Through land use actions and capital improvements that must be consistent with the Master Plan, as well as

other municipal activities, the City can shape some of the activities of non-municipal groups.

- Full achievement of the Master Plan requires “force of law,” leadership, and partnerships.



The Land Use Plan

New Orleans contains almost the entire continuum of contemporary land use environments—from a wild-life refuge and fishing camps, through suburban-style subdivisions and historic buildings, to modern high-rise buildings. In a broad sense, the city will continue to include these varied environments within its borders. In specific, however, there are many ways in which land use is likely to change over time.

The Land Use Plan sets forth the policy framework for the physical development of the city, providing a guide for city decision makers in directing the pattern, distribution, density and intensity of land uses that will, over time, best achieve the goals for livability, opportunity, and sustainability expressed throughout the Master Plan and provide sufficient land to meet demand for various land uses in the future. The focus of this part of the Master Plan is the Future Land Use Map, which shows the categories of land uses desired over time, and their densities and intensities. The map reflects the land uses that correspond to the long term vision, goals and policies expressed elsewhere in the plan, and it constitutes the most direct link between the Master Plan and the Comprehensive Zoning Ordinance. It is important to note, however, that the Future Land Use Map is not a zoning map and it does not govern design or function. Highlights of the Future Land Use Map include:

- **No change in the overall existing footprint of the city.** New Orleans represents the heart of a much larger region, and focusing regional growth in the city makes sense from the perspective of environmental efficiency and smart growth.
- **Preservation of neighborhood residential character.** Prevailing character, in terms of scale, massing and density, are reinforced so that infill development must be compatible with existing patterns. Community facilities, such as schools and houses of worship, are included within residential neighborhoods, and corner businesses that meet criteria can continue to operate.
- **Mixed-use land use designations for greater flexibility in areas that would benefit.** Underutilized commercial and industrial areas and similar sites are designated as neighborhood centers and main street corridors for medium- to higher-density mixed-use areas that encourage compact, walkable, and transit-oriented development. A downtown mixed-use category sets the stage for tailoring future zoning to preserve and enhance the unique character of different parts of downtown. Larger parcels would require a site master plan, design guidelines and community process to ensure high quality development.

The Land Use Plan and the “Force of Law”

The Land Use Plan is the foundation on which the City will implement the “force of law” provisions of the 2008 amendment to the City Charter:

- All land use actions must be consistent with, or at a minimum, not interfere with, the goals, policies and strategies of the Land Use element of the Master Plan and any future amendments to the Master Plan. This includes

the Comprehensive Zoning Ordinance and any other land development regulations and amendments, including preliminary or final approval of a subdivision plan, site plan, approval of a planned unit development, or a similar site-specific development plan.

- The Master Plan may not be amended more than once a year and the amendment processes by the CPC and the City Council must include opportunities for public comment.
- The City Council is required to provide funding for activities designed to ensure consistency between the Master Plan, zoning and land use actions.

Relating Neighborhood Character and the Land Use Plan

When interpreting land use in New Orleans, it is important to understand the three different neighborhood types detailed in the previous section (pp. 31–32). In addition, a Neighborhood Character Area Study was created to help inform and identify commonalities and differences in the physical character of areas across the city, focusing on more than architectural style to include street organization and size, scale and massing, orientation to the street, and similar urban design features. This study (see Volume 3) will inform design strategies and guidelines for infill and other development, decisions about demolition, and the place-based approach of the new zoning ordinance under development.

The Urban Design Framework in the Land Use Plan

The Land Use Plan in Volume 2 includes a set of general urban design principles to guide future development in the city. These principles are intended to provide property owners and the public guidance on desired characteristics of new development. They focus on the “public realm,” the streets

and other public spaces in the city, and on the aspects of private development that affect our experience of the public realm—for example, how parking is located in relation to pedestrians and building façades. According to the 2008 charter amendment, land use actions must be generally consistent with these urban design principles. Consistent themes within these urban design principles include:

- Design public spaces and the interface between private and public spaces to be pedestrian-friendly
- Manage the impacts of parking on public streets and surrounding neighborhoods
- Encourage lively ground-floor uses in downtown and commercial districts
- Establish gradual transitions between small-scale and larger-scale development
- Ensure harmonious infill by strategies such as respecting scale and massing; maintaining the street wall or setbacks; complementing established rhythms of windows, doors, porches, bay windows, or similar elements.
- Design new neighborhoods by integrating them into existing street grids; establishing transitions in scale and density from surrounding areas; providing usable open space; providing clusters of ground floor retail; establishing development-specific guidelines about building appearance, streetscape, signage, utilities, parking, landscape, sustainability, and materials.

General Zoning Principles in the Land Use Plan

The Land Use Plan in Volume 2 contains a set of objectives and principles connecting the themes in the Master Plan to the new Comprehensive Zoning Ordinance (CZO) that is under development. Three overall zoning objectives are:

- Reinforce the physical character of New Orleans while striking a balance between the need to preserve and the need to innovate and grow. The new CZO is expected to be divided into “places” based on the existing or desired character for an area.
- The purpose and intent of each zoning district will make

clear what type of development would be expected, consistent with the Master Plan policies and future land use map, setting standards for location, size, shape and character of new development and how developments fit together.

- The new CZO will be predictable, understandable and enforceable.

Summary of Land Use Strategies and Actions

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

GOAL	STRATEGY	ACTIONS
Promote smart growth land use patterns in New Orleans and the region.	Preserve the overall character of existing residential areas.	Preserve the overall character of existing residential areas.
		Create an efficient residential land use pattern that addresses the location and intensity of residential development while ensuring housing affordability and choice.
		Revise zoning districts to better reflect the city’s established development patterns. Development patterns in areas built before World War II differ from those in areas developed after the war.
		Integrate development standards into district regulations that preserve established building character in terms of scale, massing, and placement.
		Revitalize challenged neighborhoods with new development that contributes to character and new vitality.
		Promote infill development on vacant lots in existing neighborhoods.
		Ensure that infill buildings fit in harmoniously in existing neighborhoods, but do not require them to copy existing architecture.
		Ensure that new housing built within established neighborhoods is compatible with the scale and character of existing development.
		Establish appropriate transitions between high-impact, medium-impact, and low-impact development.
		Ensure that multifamily housing is sensitive to neighborhood context.
		Create design and development standards for multifamily districts to assure compatibility with larger residential neighborhood around them.
		Respect the scale and massing of buildings in historic areas and other areas where existing scale should be preserved.
		Coordinate zoning districts with local historic designations in order to eliminate conflicts and inconsistencies.
In revitalization areas, extend the positive qualities of existing adjacent neighborhoods into new developments.		

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

GOAL	STRATEGY	ACTIONS
	Promote walkable, mixed-use environments and transit-oriented development.	Create land use categories that allow for a mixture of uses, including residential, retail, and office uses. (See Mixed-Use land use category descriptions and the Future Land Use map pp. 44–45.)
		Create zoning districts for mixed-use development of various scales from lower- to higher-density development.
		Preserve successful existing mixed-use commercial areas.
		Convert suburban-style commercial strips and malls into walkable mixed-use centers.
		Locate mixed-use neighborhood centers with higher-density housing, retail, and other uses on neighborhood edges to draw customers within walking and biking distance of residences.
		Locate higher-density uses at existing and proposed transit stations and hubs for critical mass; locate new transit service to serve higher-density areas.
		Design mixed-use neighborhood centers on large sites, such as underutilized or vacant retail or industrial parcels.
		Integrate large mixed-use sites into the surrounding street grid.
		Establish transitions in scale and density from surrounding areas.
		Provide areas with clusters of ground-floor retail and service uses with residential uses above in mixed-use centers.
		For large mixed-use sites, create development-specific design guidelines that address building appearance, streetscape, signage and utilities, parking design, landscape, sustainability, and materials.
		Provide usable and well-designed open space in mixed-use areas.
		Give high-density uses priority in developing vacant land on higher ground.
	Diversify New Orleans' housing stock in new residential development.	

FIRST FIVE YEARS: 2010–2014

MEDIUM TERM: 2015–2019

LONG TERM: 2020–2030

GOAL	STRATEGY	ACTIONS
	Preserve existing, and create new parks and public spaces.	Ensure that land use categories provide areas for parks and open space. (See Parkland and Open Space land use category description and the Future Land Use map pp. 44–45.)
		Provide for parkland and open spaces to meet the needs of residents.
		Reclaim the river and lake waterfronts for lively public spaces.
		Require, where appropriate, contributions to a network of open spaces through the development-approval process or requirements.
		Accommodate riverfront open space to support the Reinventing the Crescent Plan.
		Require usable open spaces on or off site for new residential units created downtown.
	Preserve and protect environmentally sensitive land and coastal areas.	Ensure a land use category that provides protection for environmentally sensitive and coastal land. (See Natural Areas land use category description and the Future Land Use map pp. 44–45.)
		Protect environmentally sensitive areas, such as wetlands, from adverse impacts to enhance the city's water-storage capacity during storms and increase protection against storm surges.
		Protect and provide open spaces appropriate to conserving the region's natural resources and meeting the needs of its residents.
		Prohibit drainage of remaining wetlands for building except by special permit with mitigation that requires an opinion by the City Office of Environmental Affairs (or proposed Department of Environmental Affairs), or establish a local wetlands ordinance to regulate impacts on wetlands.

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

GOAL	STRATEGY	ACTIONS
	Adopt sustainable land use and zoning practices.	<p>Promote the use of water conservation and innovative stormwater-management techniques in site planning and new construction.</p> <p>Encourage, and in some cases require, sustainable stormwater-management practices, scaled to the size and character of the site. Current techniques include bioswales, green roofs, and landscaped islands in parking lots that are designed to absorb stormwater.</p> <p>Avoid new development where it would require creation of new infrastructure.</p> <p>Outside of existing residential areas, make residential uses a priority use for higher ground.</p> <p>Preserve land for transportation and drainage rights of way where needed, including rail, multiuse paths (for biking and walking), and canals and water-storage opportunities.</p> <p>Reduce greenhouse gas emissions by promoting the use of alternative energy systems (in the CZO) and increasing transportation choice.</p> <p>Increase access to healthy food at a lower environmental cost by supporting the production, processing and distribution of locally grown food.</p> <p>Allow urban agriculture in appropriate locations.</p> <p>Reduce the urban heat island effect by designing new development in ways that minimize reflective flat surfaces.</p> <p>Include parking alternatives, such as shared lots and parking space maximums, to reduce the amount of paved surface in new development.</p> <p>Establish standards that address the number of bicycles to be accommodated for various land use categories.</p>

FIRST FIVE YEARS: 2010–2014

MEDIUM TERM: 2015–2019

LONG TERM: 2020–2030

GOAL	STRATEGY	ACTIONS
Promote development that can strengthen the city's tax and job base while serving citizen needs and preserving city character.	Preserve land for large employers.	Use land use categories that encourage office development. (See General Commercial and Business Center land use categories descriptions and the Future Land Use map pp. 44–45.)
		Create districts that accommodate large office, medical, and educational employment centers.
		Allow mixed-use development in campus districts.
		Institute planned development review for larger new projects to better integrate them into their context.
		Attract new employers by creating a positive image through appropriate development standards.
		Include new landscaping standards to buffer incompatible uses, screen parking lots and outdoor storage areas, and improve the appearance of sites and street frontage.
		Incorporate a design-review process that informs both the developer and the neighbors of community design standards and operational concerns.
	Preserve land for industrial uses where there are active and prosperous industrial uses.	Ensure that land use categories allow for industrial uses. (See Industrial land use category description and the Future Land Use map pp. 44–45.)
		Create a more stable investment climate by reducing conflicts both within industrial districts and between adjacent non-industrial districts.
		Refine the industrial-district-use lists so that uses appropriate to the desired intensity and market orientation of the industrial district are permitted, rather than requiring a conditional use or text amendment.
		Provide appropriate locations for business and light industrial facilities in settings attractive and accessible to visitors and employees.
		Accommodate a range of industrial development, including standards for research and light industrial/office parks.
		Provide appropriate locations for warehousing, distribution, storage, and manufacturing.
		Review performance standards for industry in establishing uses and evaluating impacts near residential areas.

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

GOAL	STRATEGY	ACTIONS
	<p>Promote clustering of neighborhood retail and services and avoid long corridors of low-density commercial development.</p>	<p>Apply a land use category that allows for and encourages smaller, neighborhood-oriented retail establishments. (See Neighborhood Commercial land use category description and the Future Land Use Map pp. 44–45.)</p> <p>Tailor commercial zoning districts to the form, function, and use of various commercial areas.</p> <p>Revise the current commercial district structure so that district standards are responsive to a district’s purpose and desired character.</p> <p>Create a commercial district specifically designed to accommodate and encourage pedestrian-oriented, walkable, shopping environments.</p> <p>Encourage small-scale neighborhood commercial uses within residential neighborhoods.</p> <p>Create standards within the zoning ordinance for small local business districts located within predominantly residential areas.</p>
	<p>Make downtown a vibrant 24-hour neighborhood and commercial/entertainment district.</p>	<p>Ensure that land use categories specific to downtown are used to encourage a 24-hour live, work, and play environment. (See Downtown land use categories descriptions and the Future Land Use map pp. 44–45.)</p> <p>Consolidate downtown zoning districts to better reflect the mix of places identified in the Master Plan.</p> <p>Support downtown’s economic potential with a commercial district geared to the needs of business.</p> <p>Support downtown’s vitality by creating a mixed-use district that encourages the reuse of existing structures and compatible infill construction and that is characterized by a mix of office, retail, institutional, and residential uses.</p> <p>Support appropriate development adjacent to the Superdome and convention center.</p> <p>Support the demand for mid- to high-rise residential development and make appropriate transitions to the surrounding neighborhoods.</p> <p>Support clustered development of museums and cultural venues by creating a zoning district for these uses and supporting retail and visitor services that promote the arts.</p> <p>Encourage higher-density development around a well-organized urban form.</p> <p>Establish Poydras Street and Loyola Avenue as the “spine” of the CBD, serving as the corridors of highest-intensity development.</p> <p>Create active, attractive street corridors that promote multimodal connections between different areas of the CBD, accommodate transportation access and parking demand, and promote a high level of pedestrian traffic and pedestrian amenity.</p>

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

GOAL	STRATEGY	ACTIONS
Strengthen the city’s public realm and urban design character.	Provide guidance on desired characteristics of new development to property owners and the public.	<p>Establish appropriate transitions between high-impact, medium-impact, and low-impact development.</p> <p>Establish transitions and buffers from retail to surrounding residential areas.</p> <p>Re-knit the urban fabric by introducing safe and attractive pedestrian and bicycle routes, better lighting, landscaping and public art to reduce barriers created by highways and arterial roads.</p> <p>Expand New Orleans’ tradition of lively pedestrian streets to all neighborhoods.</p> <p>Locate building entries to promote safe pedestrian movement across streets; to relate to crosswalks and pathways that lead to transit stops; and to encourage walking, biking and public transit use for employment and other travel around the city.</p> <p>Provide for bicycles lanes, routes and parking.</p> <p>In downtown, establish gradual transitions between small-scale and larger-scale buildings.</p> <p>Limit extensive office uses on ground floors in favor of more lively uses, where feasible.</p> <p>Manage the impacts of parking structures by lining their street-facing sides with active uses.</p> <p>Manage the impacts of surface parking by locating, where feasible, parking in the rear of developments.</p>
	Promote sustainability.	<p>Include parkway tree-planting requirements.</p> <p>Require parking lot landscaping that shades the surface with tree cover to reduce the heat-island effect.</p> <p>Incorporate building elements that improve energy efficiency.</p> <p>Incorporate passive heating and cooling mechanisms into the design of building wherever possible.</p> <p>On buildings that are raised for flood-protection purposes, clad areas below floor level to create a consistent street wall.</p> <p>Create building-siting guidelines for larger developments to allow for passive solar systems.</p>

Future land use categories *

- **Natural Areas**

Natural areas with wetland resources for storm-water storage, public enjoyment, private recreation, and protection of coastal resources.

- **Parkland and Open Space**

Parks, playgrounds, recreation facilities and athletic fields; neutral grounds and passive open spaces.

- **Cemetery**

Cemeteries and accessory buildings.

- **Semi-Rural Residential Single-Family**

Single-family residential development only on large lots (minimum 2 acres). Cluster development that preserves open space and the character of Lower Algiers is preferred.

- **Pre-war Residential Single-Family**

Single-family dwellings on smaller lots, with minimal setbacks, in neighborhoods developed prior to WWII. Traditional corner store/businesses allowed where currently exist or historically operated.

- **Pre-war Residential Low-Density**

Single- and two-family residences with minimal setback requirements, and three- to four-family buildings where currently exist, in areas of the city initially developed before WWII. Traditional corner store/businesses allowed where currently exist or historically operated.

- **Pre-war Residential Medium Density**

Single- and two-family residences, townhouses, and small apartment/condominium structures located on smaller lots in neighborhoods initially developed before WWII. Traditional corner store/businesses allowed where currently exist or historically operated.

- **Pre-war Residential Multi-Family**

Multifamily residential structures with a maximum density of 100 units per acre in areas of the city developed prior to WWII. Taller high-rise structures may be allowed with design guidelines.

- **Post-war Residential Single-Family**

Single-family dwellings located on larger lots with front-

and side-yard setbacks in neighborhoods primarily developed after WWII.

- **Post-war Residential Low-Density**

New development, generally limited to single-family dwellings—with two-family and town house dwellings allowed in planned communities or where currently or previously existed—with front- and side-yard setbacks in neighborhoods primarily developed after WWII.

- **Post-war Residential Multifamily**

Mixed single- and two-family units, and low-rise multifamily residential structures in areas of the city developed after WWII. Maximum of 36 units per acre.

- **Neighborhood Commercial**

Retail and professional service establishments serving local neighborhood area residents.

- **General Commercial**

Larger commercial structures including shopping and entertainment centers typically anchored by supermarkets, department stores or big-box establishments with supportive chain retail.

- **Downtown Exposition**

Convention center, sports/entertainment arenas/complexes and supporting uses such as hotels, and office space.

- **Business Center**

Professional office and light industrial parks (warehouse, distribution, and storage centers) that serve as regional employment centers outside of the Central Business District.

- **Industrial**

Manufacturing, maritime uses, water treatment and transfer, and large warehousing/distribution facilities.

- **Mixed-Use Maritime**

Maritime-related residential, business, fishing camps, boathouses, marinas, yacht clubs, maritime associations, and supporting commercial uses along Chef Menteur Highway, in Lake St. Catherine, and along portions of Mississippi River Gulf Outlet near I-510 and

surrounding harbors along Lake Pontchartrain.

- **Mixed-Use Low-Density**

Low-density mix of residential and neighborhood retail, and limited light industrial uses. Height/mass of new development varied depending on surrounding neighborhood character.

- **Mixed-Use Medium Density**

Medium-density neighborhood centers with residential and commercial uses that transition appropriately into lower-density residential areas. Many structures will feature ground-floor retail with residences on upper floors. Limited light industrial also allowed.

- **Mixed-Use High Density**

High-density mix of residential, office and commercial uses at key, underutilized, transit-adjacent parcels. Many structures will require ground-floor retail with residences, offices or both on upper floors.

- **Mixed-Use Downtown**

High-density office, multifamily residential, hotel, government, entertainment and retail uses to support a vibrant 24-hour live-work-play environment in the Central Business District.

- **Mixed-Use Health/Life Sciences Neighborhood**

Hospitals, offices, supportive retail and residential uses that together create a vibrant neighborhood center. Special attention needed to ensure proper transitions from higher-density corridors to surrounding historic, low-density residential neighborhoods.

- **Institutional**

Hospitals, colleges, universities, military and public detention facilities with large campus-like facilities. (Houses of worship, schools, and public safety not included; these uses are permissible in residential, commercial and mixed-use areas.)

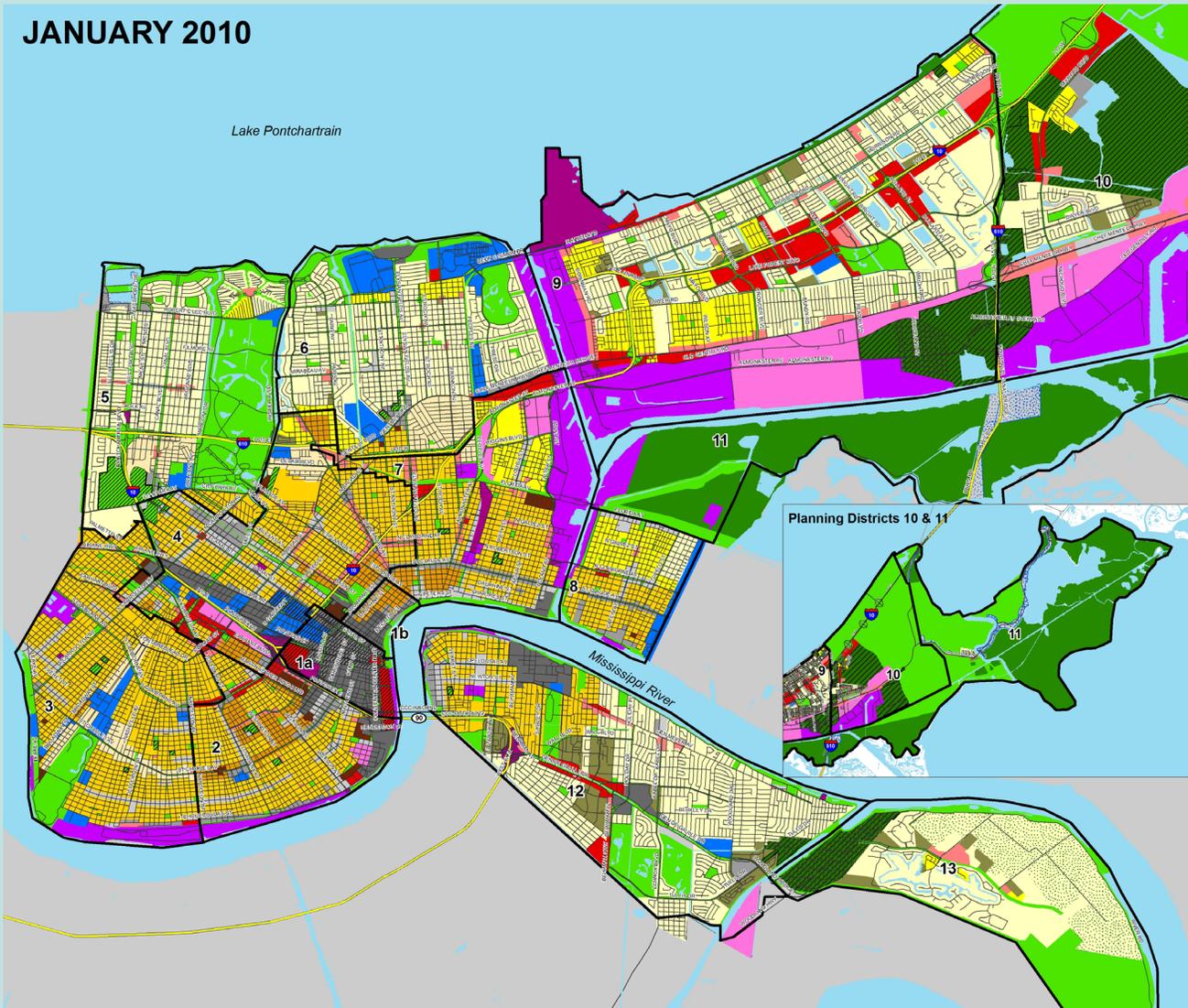
- **Transportation**

Airports (Lakefront Airport), train yards, ferry terminals, and City-owned parking facilities.

* For full land use descriptions, see Volume 2 – Strategies and Actions, Chapter 14.

FUTURE LAND USE MAP

JANUARY 2010



**Future Land Use Map
CPC Staff
Recommendations**
Subject to change

LEGEND



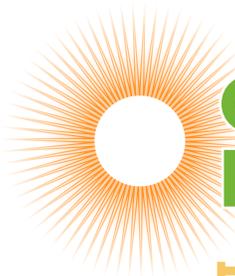
Future Land Use Categories

- Residential Semi-Rural
- Residential Single-Family Post-war
- Residential Low Density Post-war
- Residential Multi-Family Post-war
- Residential Single-Family Pre-war
- Residential Low Density Pre-war
- Residential Medium Density Pre-war
- Residential Multi-Family Pre-war
- Neighborhood Commercial
- General Commercial
- Exposition
- Mixed-Use Low Density
- Mixed-Use Medium Density
- Mixed-Use High Density
- Downtown Mixed-Use
- Mixed-Use Health/Life Sciences Neighborhood
- Mixed-Use Maritime
- Business Center
- Industrial
- Institutional
- Parkland and Open Space
- Cemetery
- Natural Area
- Transportation
- Planned Development Area

- Planning Districts
- Interstates Routes
- Streets
- Water



Source: City of New Orleans GIS



Community Participation Program

The City Planning Commission requested a Master Plan element on community participation even before the 2008 charter amendment was put on the ballot. Approval of the charter amendment by the voters resulted in a mandate for an ordinance to create a structured system of neighborhood participation in land use decision making. The proposed Community Participation Program (CPP) in the Master Plan is intended as a proposal to bring greater transparency to and opportunity for public input into decisions involving plans and projects proposed by private developers and public agencies. An ordinance will be required to establish a CPP.

To be successful, any process must be effective, balanced, predictable, fair and open. In service of these goals, the CPC builds in these components:

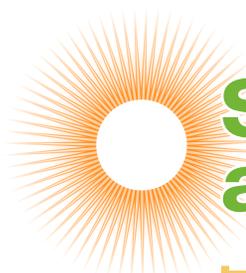
- Timely public access to information.
- Structured community review and input into plans and development proposals.
- District planners who work pre-emptively with neighborhood organizations.
- Training and capacity building to enable all residents to participate constructively in land use decision making.
- A proposed process for review of proposed land use actions such as development proposals and public sector project proposals, as well as sector, area or neighborhood plans.

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

GOAL	STRATEGY	ACTIONS
All parties affected by public decisions on planning and development have the opportunity to build sufficient capacity to understand and act on information.	Provide training and capacity-building resources for residents, community-based organizations, City staff and agencies.	Develop a training program for CPC staff and commissioners through courses, resource library.
		Support neighborhood-level capacity building and understanding of the land use decision-making process. Develop partnerships with nonprofit organizations.
Establish a formal community participation program (CPP) that provides a structured and accessible process by which the city receives and responds to community input on planning and development decisions in a timely fashion.	Develop a first-phase CPP using districtwide councils.	Set up interim rules and procedures.
		Draft and pass an ordinance.
		Implement the organization of the districtwide council system.
	Provide for issue advisory committees at the CPC's discretion.	Amend the CPC's Rules, Regulations and Procedures.
	Establish a formal system for land-use-action review.	Create a system of pre-application staff and community review for land use actions that require CPC approval.
		Create a system for public notification that builds on current efforts and includes interested parties and site notice on proposed land-use action.
	Establish a formal system for presenting districtwide council, standing advisory committee, neighborhood organization, and other stakeholder advisory recommendations.	Create a system for recording districtwide council and other advisory recommendations that augments current public comment procedures and makes them available to the CPC and on the City website with appropriate response to advisory recommendations.
Provide adequate administrative and logistical support for the CPP.	Organize the District Planners and other district staff as a group to create an annual budget for the districtwide council system and assist the Councils in obtaining funds.	
Locate the initial CPP system within the CPC (consider transition over time, possibly to the Office of Public Advocacy).	Establish administrative and logistical support for districtwide councils.	
Broad public access to timely information about proposed plans and projects.	Use District Planners as liaisons between the CPC and residents.	Assign a District Planner and other district staff to each Planning District with responsibility for maintaining a network of contacts and relationships and facilitating community review of proposed land use actions in the District.
	Implement NOLAstat or a similar program to make city information easily available.	Reorganize the Office of Technology and hire two programmers to set up a NOLAStat system.
Predictable and timely processes for community review of project proposals.	Provide a regularly updated list of land use actions that are subject to review through the CPP.	Establish a process for internal CPC staff review of projects that do not require planning commission actions (e.g., significant state and federal projects) but should trigger review through the CPP.
	Insure that significant publicly funded projects are included in the CPP.	Work with other agencies and the CPP staff to organize community review of publicly funded projects.

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

GOAL	STRATEGY	ACTIONS
A transparent and open process of City decision making on land use, development approvals and capital budget expenditures.	Make CPC hearings more accessible	Hold public hearings on projects of major public interest in the evening to allow people who work during the day to attend.
	Develop, publish and follow clear policies and procedures for decision making on land use actions.	Make CPC staff reports available to districtwide councils and put them on the website 60 days before relevant public hearings.
	Establish procedures for community input into the CIP program	Seek comment from the districtwide councils on the CIP.
	Establish a Neighborhood Improvement Fund for small, neighborhood-generated projects.	Work with Community Development to organize the Neighborhood Improvement Fund application, criteria and award process



Structures for Implementation and Stewardship of the Plan

The final element in the Master Plan focuses on specific activities and tools that can help ensure the implementation of the Plan and on making the Master Plan a living plan used by city government and its partners in the public, private and nonprofit sectors. This includes discussion of the City’s planning process for the capital improvement program, for which the City Planning Commission has responsibility.

The Capital Improvement Program (CIP) and the Annual Capital Budget and the “Force of Law”

Projects approved for the City’s 5-Year CIP and the annual capital budget must further, or at a minimum not interfere with, the goals, policies and strategies in the various elements of the Master Plan. However, if a capital project is recommended in the Master Plan, the City is not obligated to fund that capital improvement. The City may fund capital projects that are not in the Master Plan, as long as they are consistent with the Master Plan. The City Planning Commission will create a process to certify consistency with the Master Plan for all projects proposed for inclusion in the CIP and the annual capital budget.

Structures Needed for Implementation

- Adequate staffing and resource for the City Planning Commission to implement the Master Plan in partnership with other city agencies and governmental groups, citizens,

the development and business community, educational and medical institutions, and other nonprofits

- Organization and systems to support the City Planning Commission’s role in the City’s capital improvement planning process
- Reports on a regular basis to the public and elected officials on progress in implementing the plan as well as updates and revisions to the Master Plan
- A citywide system for government property maintenance and management
- Improved internal and external accountability, including through an online public data warehouse (NolaStat)

Working with the State and Federal Governments

This section of the plan also discusses how the Master Plan can help city government in its relationships with the state and federal governments. The Master Plan itself and the implementation of the Plan can play a crucial role in city government’s message to the federal and state governments. Federal commitments to accelerating the Gulf Coast recovery process, to infrastructure financing, and to encouraging green industries and jobs all align with the goals of this plan. Close collaboration with state and federal legislative delegations, as well as directly with the executive, will play a central role in the successful implementation of New Orleans’ Master Plan—as it

does in the success of all older U.S. cities. The Plan's extensive community participation process brings great legitimacy to the consensus on goals and policies in the future. Representatives of diverse interest, from elected officials to business leaders to

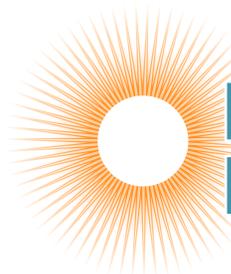
residents, aligned around the same message can have a powerful effect in bringing local concerns into decisions by the state and federal governments.

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

GOAL	STRATEGY	ACTIONS
A culture of planning requiring participation in and approval of all planning that affects the city's welfare	Position the CPC to take the lead in promoting the city's interest in creating a quality urban environment from all development projects.	Provide the CPC with the staffing and other resources necessary to implement the Master Plan.
		Create a system in which all stakeholders work with project proponents and the city to resolve differences and create successful development outcomes.
		Create partnerships with the city's education and other institutions over physical development issues and consider institutional master plans as the vehicle.
		Convene a cross-agency Master Plan Implementation Committee at least three times a year.
Enhanced coordination between the CPC, planning staff, community development programs, and other entities that affect the city's physical development	Reorganize planning and zoning activities within city government to create a closer relationship between the CPC and implementing agencies.	Create an interagency group focused on proactive planning.
		Review the role and position of the CPC in relation to implementation agencies such as Community Development and NORA.
Consultation of the Master Plan in making city decisions at multiple levels	Make the Master Plan a living documents.	Review the plan every five years, as required.
		Review progress on the Master Plan in an annual City Planning Commission meeting and an annual City Council meeting.
		Use the Plan annually in preparing and approving departmental work plans, and the City's operational budget, as well as its capital improvement program and capital budget.
		Use the plan in preparing and approving One-Year and Five-Year HUD Consolidated Plan documents.
		Make a CPC staff member into the Commission's expert on the Master Plan.
		Collaborate more closely with the CAO's office on the CIP.
		Update the Master Plan more thoroughly at least every 20 years.
Capital improvement plan and capital budget consistent with the Master Plan	Ensure capital improvement processes are linked to the Master Plan.	Create a system to certify that capital improvement projects and any other public projects are in compliance with the Master Plan.
		Make the CPC the entity that certifies compliance with the Master Plan.

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

GOAL	STRATEGY	ACTIONS
		Create a system to certify large private projects for compliance with the Master Plan. Publish reports on the progress of capital projects on the city website.
Citywide system for government property maintenance and management	Plan for maintenance, repair and replacement of assets.	Make it a very high priority to establish an asset management system.
Improved internal and external accountability	Make transparency and communications an integral part of government operations.	Create a performance measurement system and information warehouse for city employees and to share with the public (NOLASat).
		Enhance the city's E-government capacity.
		Provide effective and meaningful access to information about municipal activities through website improvements.
	Focus on more consistent and effective enforcement of municipal laws and regulations.	Provide the tools, training, and funding needed for effective enforcement of the City's laws and regulations. Improve the Office of Public Advocacy and the 311 system to report back to citizens on enforcement actions. Give "customer training" to staff who deal with the public and make the quality of interactions with the public part of employee reviews.
More tax revenue for the general fund and an improved fiscal situation	Seek opportunities to increase municipal revenues and resources for services, programs, and facilities over the long term.	Recruit chain retail as anchors to serve New Orleans residents at opportunity sites and increase the tax base, while preserving neighborhood character.
		Commission a study of how New Orleans can strengthen its fiscal position.



PART III: PLANNING RECOMMENDATIONS

The Master Plan covers a wide range of topics that have an impact on the physical development of the city, residents’ quality of life, the economic potential of the city, and the citywide systems that support everyday life and economic activities. This summary sets forth the goals, strategies and actions for each topic covered in the Master Plan, and is divided into several sections:

- **“How We Live”** focuses on four elements critical to the daily quality of life of everyone who lives in New Orleans now and who may come to live here in the future: Neighborhoods and Housing; Historic Preservation; Green Infrastructure, including parks, open space and recreation; and Health and Human Services.
- **“How We Prosper”** concerns economic development. The chapter focuses on important existing, emerging and potential industries and sectors, and analyzes the environment for economic development, including workforce development, research capacity and technology commercialization, entrepreneurial culture and resources, and business-friendly government.

- **“Sustainable Systems”** embraces the citywide systems that support residents and business: city facilities and services; water, sewer and drainage infrastructure; and transportation infrastructure and services. This section also incorporates a focus on managing storm and flooding risks and creating a resilient community that can bounce back quickly from stressful events and adapting to changing risks. The element on Environmental Quality concerns enhancement of New Orleans’ energy efficiency, adapting to potential climate change, and promoting “green” practices of all kinds, including support for locally-based food systems.

More detailed information on the topic-based elements of the Plan can be found in Volume 2—Strategies and Actions and Volume 3— Context.

I. How We Live

Neighborhoods and housing

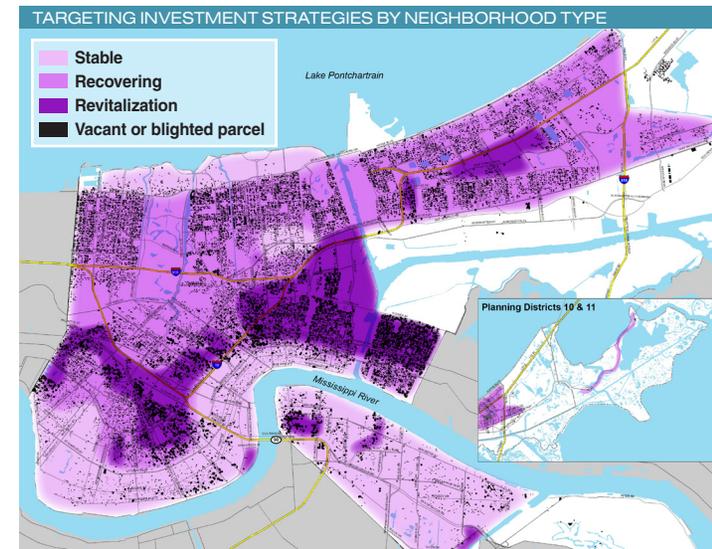
New Orleans is famously a city of neighborhoods—crucibles of culture and cuisine, and networks of family roots. A vibrant network of grassroots activists emerged to rebuild the city in the aftermath of Hurricane Katrina. Neighborhood protection, enhancement and revitalization is the cornerstone of New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

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

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

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

- **A comprehensive approach to eliminating blight.** New Orleans had over 20,000 blighted properties before Hurricane Katrina, with another 30,000–40,000 vacant or blighted properties added since the storm. This is



a complex challenge of widespread patchwork blight combined with pre-Katrina disinvestment. Because the scale of the problem is so great, the city needs a multifaceted but highly coordinated approach that combines traditional tools with innovative solutions.

- **Reinvention of the city's approach to housing.** The city needs a housing policy focused on building community and neighborhoods rather than projects or developments—whether for market-rate or below market rate housing. This will require a thorough understanding of the new dynamics of all segments of the New Orleans housing market since

the storm; an inclusive approach to setting policy that reaches out to neighborhoods and housing professionals; a planning context that sets the physical framework for housing activities; and capacity building for both the public sector and community-based groups such as community development corporations. Housing policy should be multifaceted, taking into account the need of residents who have returned since the storm, welcome and facilitate the return of former residents who wish to come back to the city, and welcome newcomers to New Orleans.

- **Enhancing neighborhood commercial districts and residents' access to retail and services.** Strategic location of civic uses to anchor local commercial areas, recruitment of supermarkets to better serve residents, provision for neighborhood corner stores where they are desired by residents, support for small business and merchants, and public investments that promote walkability can enhance neighborhood commercial areas.
- **Neighborhood-level plans and audits tailored to specific areas.** A system of district planners will work with residents, businesses and other stakeholders to create plans, coordinate implementation, and organize community process around development proposals.

Housing markets

Between 1980 and 2009 New Orleans lost roughly 60,000 households (families or individuals who live in the city). By aggressively implementing actions identified in this Master Plan, New Orleans could position itself to attract these households back over the next 20 years and generate an influx of new households that could banish most blight and vacancy from the city's neighborhoods.

What is the New Orleans housing market like today?

A market study covering the next seven years—completed for this Master Plan—indicates that more than 20,000 households have an interest in existing and new housing in New Orleans each year, including net new “market rate” demand for as many as 3,000 units of unsubsidized housing—if the City implements strategies for redeveloping blighted and vacant property, fixing infrastructure, diversifying the economy, and similar recommendations contained in this plan. If the City fails to act, net new demand will likely only reach about half this number.

Housing demand has shifted toward younger singles and couples—good news for New Orleans. These demographic groups help diversify economies and often seek out the older neighborhoods that have struggled since the 1980s. Younger households tend to prefer lofts, apartments and condominiums

in renovated houses or new buildings, and smaller or attached single-family houses. Families with children and empty nesters tend to prefer attached and detached single-family houses. Looking at the entire market, interest in ownership should continue to represent slightly less than half the market, while demand for high-quality, market-rate rental units (particularly from better-off younger households and families with children) should increase substantially in comparison to recent decades.

As in virtually every U.S. city, demographic trends point to a growing population of homeowners in New Orleans who will want to sell single-family houses as they age. The supply of younger buyers will grow more slowly, and one statewide study suggests the two trends will produce an over-supply of single-family houses beginning about 2013. Rising interest in urban living works in favor of New Orleans' neighborhoods, but the growing imbalance between sellers and buyers underscores the need to make improvements such as those identified in this plan to enhance the city's ability to compete for new residents.

FREQUENTLY ASKED QUESTIONS

How have American housing markets changed over the past 30 years...and is New Orleans different? The number of younger and single households has increased dramatically, to more than half the market in

Housing markets

Over the next five to seven years. . .

Where people who want housing in New Orleans come from:

57%
ORLEANS PARISH

17%
SURROUNDING REGION

5%
REST OF LOUISIANA

21%
BALANCE OF THE U.S.

Kinds of households that will make up the housing market:

17%
EMPTY-NESTERS & RETIREES

32%
TRADITIONAL & NON-TRADITIONAL FAMILIES

51%
YOUNGER SINGLES & COUPLES

Anticipated demand for market-rate housing:

WITH LIMITED ECONOMIC DEVELOPMENT AND NO SIGNIFICANT INCREASE IN RESOLVING BLIGHT AND VACANCY

about 1,500 units per year

WITH EFFECTIVE ECONOMIC DEVELOPMENT AND EXPANDED EFFORTS TO RESOLVE BLIGHT AND VACANCY

up to 3,750 units per year

the two don't compete with each other. The housing proposed for opportunity sites appeals to households that want convenience, vibrancy, mixed-use, and new design. Initial market studies show near-term demand could fill a total of 5,000 to 6,000 units on these sites. While this represents only a small percentage of likely demand over 20 years, it accounts for a significant slice of

many cities, including New Orleans. While roughly three-quarters of households seeking housing in 1970 included children, today their proportion has shrunk to roughly one-quarter, and this trend holds true for New Orleans. Additionally, only one in ten younger households wanted to live in or close to downtown just a decade ago; that share has risen to one-third. The housing market in 2010 will be much more diverse in terms of the kinds of housing people seek, and more households will seek out urban neighborhoods—characteristics that will likely hold true over the 20 years of this plan.

Can every neighborhood in New Orleans compete in a growing market? Yes. In a market best described as “diverse,” households will seek new

and old neighborhoods across the city. In addition to the factors noted above, providing a broad range of housing options, including high-quality rental and ownership at a variety of price levels, will accelerate redevelopment.

Does every empty lot need to be redeveloped to refill neighborhoods? No. The Lot Next Door program, a general preference for larger units, replacement of some flooded multifamily complexes, and other influences mean that some neighborhoods can come back with fewer households.

Why develop lofts and other new housing on “opportunity sites”? Won't this new housing just siphon demand from existing neighborhoods? No,

demand over five to seven years. Developing these sites to capture this potential market will support local businesses, expand the citywide tax base, and strengthen existing neighborhoods, making them more competitive.

How do other cities make mixed-income housing successful? First, they emphasize high-quality design that enhances the character of “host” neighborhoods. Second, they mix market-rate, moderate, and lower-income units, which keeps the market-rate component competitive under the market conditions that prevail in each neighborhood. Third, they involve local residents in planning the developments.

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

GOAL	STRATEGY	ACTIONS
Enhanced character and livability for neighborhoods, with investments to improve quality of life	Tailor policies and programs to maintain and enhance the physical , economic social and cultural character and diversity of existing residential neighborhoods.	Use zoning to guide the scale and character of new infill to fit in with the character of established residential areas.
		Use zoning to ensure appropriate transitions between established residential areas and redevelopment of underutilized sites.
		Create design guidelines to assist existing and new property owners in improving, expanding or constructing new development.
		Explore adoption of incentive zoning to provide community benefits from large developments.
		Create sidewalk notification, enforcement and betterment programs
		Continue to upgrade streetscapes of major streets
		Create a program to notify property owners about their sidewalk maintenance responsibilities and offer a betterment program to promote sidewalk repair and maintenance in neighborhoods.
		Continue to support and promote a diversity of public social and cultural events throughout the city.
		Promote neighborhood associations and community activities to encourage neighborhood identity.
	Establish systems to enforce quality of life regulations and eliminate nuisance businesses.	Create a ticketing system with fines for quality of life offenses.
	Develop a protocol for dealing with businesses that are incompatible with residences and with “nuisance businesses” while appropriately protecting due process.	Convene meetings between business owners and neighborhood residents to seek resolution of issues.
		Enhance industrial and commercial performance standards (limits on noise, dust, vibration and other impacts) in the zoning code.
		Change the code to tie alcoholic beverage outlet licenses to both location and operator /owner to require new approval at a transfer of operation or ownership.
		Disseminate information to neighborhood associations on potential legal approaches.
	Fund and staff a system for proactive planning on the neighborhood and district level.	Enhance the Comprehensive Planning Division with an Area Planning Program with district planners.
	Engage neighborhood residents, businesses and other stakeholders in proactive planning connected to the citywide Master Plan and citywide policies.	Create Area Plans for planning districts and neighborhoods.
Engage neighborhood groups and students to perform “Neighborhood Audits” of the public realm to aid in targeting resources for public improvements.		
Provide a structured community information and participation process.		

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

GOAL	STRATEGY	ACTIONS
<p>Redevelopment of blighted and vacant properties in all neighborhoods, including accelerated redevelopment of flooded neighborhoods.</p>	<p>Accelerate redevelopment of blighted and vacant sites through a comprehensive blight elimination program under unified management.</p>	<p>Hold public hearings, when needed, in the evening to enhance the opportunity for public participation.</p>
		<p>Coordinate and organize the blight eradication programs and activities of the several agencies involved in the Mayor's office - with a specific person reporting directly to the Mayor focused on this goal.</p>
		<p>Improve code enforcement.</p>
		<p>Substantially increase staff and funding for NORA and other relevant agencies.</p>
		<p>Create a comprehensive city property information database that includes information on blighted and vacant properties as well as other data.</p>
		<p>Establish annual inspections for rental properties and for houses at time of sale.</p>
		<p>Establish a registry of properties vacant for six months or more.</p>
		<p>Expedite procedures for site control of blighted and vacant properties including the code of enforcement lien foreclosure process.</p>
		<p>Provide incentives to owners, such as a limited-period tax abatement, to assemble (including scattered-site assembly) and redevelop sites in recovery and revitalization areas with reasonably strong markets.</p>
		<p>Pursue land assembly to create larger, contiguous parcels for community amenities or efficient development, and to facilitate targeted block-by-block redevelopment</p>
		<p>Explore land readjustment as a land assembly and redevelopment option.</p>
		<p>Work with neighborhood groups, nonprofits, and faith-based organizations to establish Community Land Trusts to act as land banks and potential affordable ownership housing developers.</p>
		<p>Continue the Lot Next Door Program, including credits for fencing or landscaping adjacent properties.</p>
		<p>Explore the pros and cons of property-tax initiatives or vacant property surcharges to promote redevelopment of vacant properties.</p>
		<p>Require property liability insurance for all owners.</p>
<p>Place redevelopment covenants, design and performance standards, and any special use or other appropriate restrictions on properties sold at tax sales by NORA or other government entities for redevelopment.</p>		
<p>Clarify through public process the criteria for historic property rehabilitation or demolition, using the Neighborhood Character Area Study to inform decisions.</p>		
<p>Use Neighborhood Audits to prioritize problem properties for code enforcement or demolition.</p>		

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

GOAL	STRATEGY	ACTIONS
Access to retail and services from all neighborhoods	Revitalize existing neighborhood commercial districts and create new compact, mixed-use neighborhood centers on underutilized commercial and industrial land.	Fast-track the creation of a one-stop shop and comprehensive resource guide to opening and operating a small business in New Orleans.
		Facilitate “Rapid Reconnaissance Plans” for neighborhood commercial districts to identify and prioritize immediate needs.
		Locate civic uses within or adjacent to neighborhood commercial districts to serve as anchors where feasible.
		Focus cultural uses, events and development opportunities to strengthen neighborhood commercial districts, where feasible.
		Promote the development of business or merchants’ associations to serve as the voice of business owners in specific commercial districts.
		Create opportunities for context-sensitive commercial reuse of underutilized commercial buildings.
		Develop a façade improvement matching grant program or revolving loan fund for neighborhood commercial areas.
	Develop design principles and standards for all districts that permit a mix of land uses and neighborhood commercial districts.	
Access to retail and services from all neighborhoods	Launch a supermarket/grocery store recruitment program.	Commission a market analysis for supermarkets with a plan illustrating feasible sites and identifying potential incentives (including the Fresh Food Retail Incentives Program).
	Include neighborhood commercial development in the activities of the proposed economic development public-private partnership (PPP)	Establish a PPP group that would focus on marketing, programming and other approaches to revitalization of neighborhood commercial districts.
Reinvented housing policies to support quality neighborhoods and meet the diverse housing needs of all households.	Create a New Orleans Housing Working Group to guide and coordinate city housing strategy.	Bring together people knowledgeable about housing as a working group charged with advising on housing policy for the city.
		Collect and analyze housing data to monitor diverse housing markets and housing needs.
		Develop performance measures to monitor housing needs and the extent to which needs are being met for reporting in a monthly cross-agency meeting and annual public report.
		Establish an annual public meeting on housing policy and priorities.
	Work with state and federal housing agencies, as well as national nonprofits, to communicate local housing needs and priorities.	
Reinvented housing policies to support quality neighborhoods and meet the diverse housing needs of all households.	Provide resources to restore housing in all neighborhoods affected by flooding and/or disinvestment, with appropriate flood protection measures.	Seek additional federal funding to close gaps between Road Home funding plus insurance and recovery needs for homeowners.

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

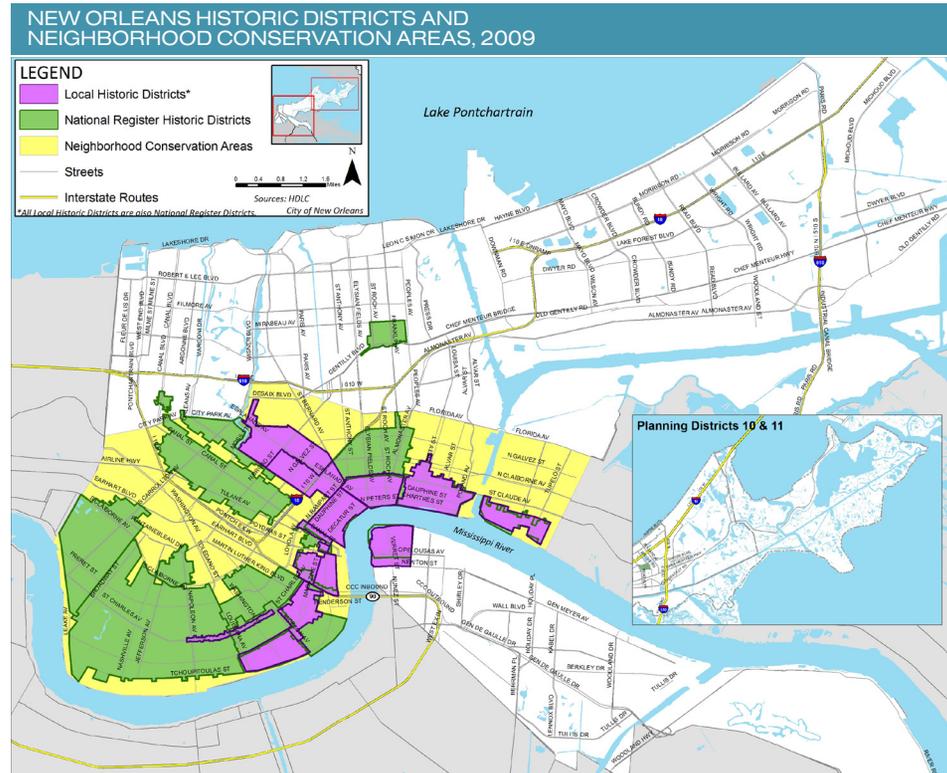
GOAL	STRATEGY	ACTIONS
		Support restoration of single-family housing and return to commerce of rental housing in 1- to 4-unit buildings, with appropriate flood protection measures.
		Monitor the progress of the Small Property Owners Road Home and facilitate technical assistance to property owners.
		Identify key indicators of neighborhood revitalization, monitor the indicators and hold quarterly cross-agency Neighborhood Coordination Meetings.
	Aggressively implement and enhance existing funded housing programs.	Expend current housing funding as expeditiously as possible, using the advice of the Housing Working Group when it begins meeting.
		Implement a system of performance standards and strict monitoring for developers, contractors and others who receive housing and community development funds from the City.
		Strengthen the City's home repair program through technical assistance to property owners, staff training, program marketing, and contractor certification.
		Establish a One-Stop Homeownership Center.
		Monitor the status of affordable homeownership programs to appropriately target funds.
		Support development of supportive and transitional housing for homeless or at-risk households.
		Pursue additional housing funds if needs continue after expenditure of current funding.
Maintain and expand market rate housing choices.	Provide zoning for a wide range of market rate housing choices.	
Evaluate the full toolbox of housing production strategies as conditions warrant and as appropriate to particular neighborhoods.	Assess the value of management bonds, incentive zoning, transfer of development rights, a local affordable housing trust fund, employer assisted housing programs and similar strategies.	
High capacity public sector and community-based groups, such as community development corporations, to provide housing responsive to the changing housing needs of current and future residents	Provide training for city housing staff and for members of the Housing Working Group.	Send staff to national housing conferences; organize staff participation in webinars and similar activities; provide informational materials and training for the Working Group.
	Foster a network of strong neighborhood-based community development corporations through capacity building efforts.	Facilitate training for nonprofits who already produce or could have the capacity to produce housing.

Historic Preservation

In 2018, New Orleans will celebrate 300 years as a unique and vibrant urban place, and few American cities match its extensive and living historic character. As of June 2009, New Orleans had over 140 landmarks and 17 districts listed on the National Register of Historic Places. Recognition by the US Department of the Interior for listing on the National Register is an honor, but it does not have any effect on a property owner’s right to modify or even demolish a listed property. There are approximately 37,000 buildings in the National Register Districts. The French Quarter is a state-designated historic district under the jurisdiction of the Vieux Carre Commission, while the Historic District Landmarks Commission has jurisdiction over 14 locally-designated historic districts and landmarks. As of mid-2009, there are 406 designated or nominated local historic landmarks. Buildings in the Vieux Carre and local historic districts, as well as local historic landmarks, are subject to design review of proposals for exterior alterations. A larger area, comprising land south of I-610 on the East Bank, the historic districts on the West Bank, and all present and future National Register historic districts, has been designated as the Neighborhood Conservation District. Proposals to demolish buildings in the Conservation District must be reviewed for historic significance and other characteristics.

The Master Plan focuses on expanding the meaning, constituency, and overall benefit of historic preservation:

- Embrace preservation of cultural heritage within the mission of historic preservation.
- Provide opportunities to make preservation affordable to property owners in all neighborhoods with buildings of historic or “conserving” value.
- Strengthen partnerships to coordinate historic preservation initiatives with neighborhood revitalization, economic development, and sustainability.



Historic preservation can further economic development and sustainability

Historic neighborhoods give New Orleans a competitive edge. The majority of New Orleans residents value their city's character and heritage, yet economic development interests often view historic preservation efforts as overly restrictive, bureaucratic obstacles that factor into the city's stagnant economy. Converging market forces and demographics, however, have made cities with historic character—walkable neighborhoods of historic housing peppered with locally owned stores, “main streets,” and unique cultural attractions—the most desirable places to live and do business. Since these forces will continue to shape the economic environment until at least 2020, protecting and restoring the character-giving elements of New Orleans' historic neighborhoods will be critical in giving the city a distinct edge in competing globally for talent, business, and investment.

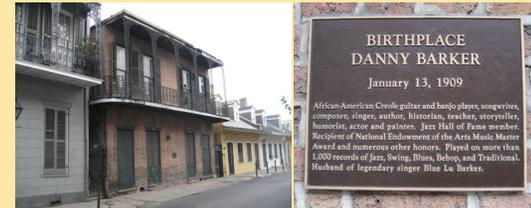


Converging market forces and demographics have made cities with historic character—walkable neighborhoods of historic housing peppered with locally owned stores, “main streets,” and unique cultural attractions—the most desirable places to live and do business in America.

First steps. Partnerships between economic development interests (both public and private) and historic preservation initiatives will help leverage the city's historic assets into a key driver of economic growth. In addition, partnerships between historic preservation and neighborhood revitalization initiatives will support a more holistic approach to preservation that emphasizes all aspects of neighborhood character—not just individual buildings—and strengthen the viability of New Orleans' beloved neighborhoods for both current and future residents.

Heritage Tourism. Growing New Orleans' heritage tourism sector represents an opportunity for the city to capitalize on its wealth of historic and cultural assets to expand the city's tourism economy and spread its benefits to a broader cross-section of New Orleans. Heritage tourists seek authentic experiences “off the beaten path,” typically staying longer and spending more money than other visitor market segments. New Orleans contains a wealth of potential heritage beyond current popular tourism destinations. The city's six Main Streets programs, for example, promote historic restoration, marketing and small business development; these districts should be seen as potential heritage tourism destinations.

Cultural Economies. Neighborhood-based arts and entertainment venues provide opportunities for creating heritage tourism destinations, generating jobs, and enhancing quality of life. The 19 Cultural Products Districts established by the state Department of Culture, Recreation and Tourism in 2008 provide state tax credits to support the purchase and restoration of historic



Heritage tourists seek authentic experiences “off the beaten path” and typically stay longer and spend more money than other visitor-market segments. New Orleans contains a wealth of opportunity for expanding heritage tourism into less-traveled areas of the city.

structures by artists and others. The heritage tourism task force should work with these districts to promote and develop them as tourist destinations “off the beaten path.”

Sustainability. Historic preservation is a key strategy to reduce greenhouse gas emissions because existing buildings embody energy that has already been expended in construction. Because of New Orleans' national visibility as a treasure house of historic architecture in an environmentally vulnerable location, the city could become a national model for sustainable preservation by its 300th anniversary in 2018.

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

GOAL	STRATEGY	ACTIONS	
Historic preservation initiatives are supported by a broad range of constituents who share a common vision.	Create a community-based, comprehensive citywide preservation plan informed by a broad range of constituencies and interests.	Convene a Preservation Plan Committee.	
	Develop the plan.	Use consultant assistance and a committee of stakeholders including non-preservation groups from traditional neighborhoods.	
	Ensure that historic preservation values and interests are coordinated with economic development groups and ethnic and cultural groups.	Ensure cross-representation of interests in initiatives, redevelopment efforts, in advisory committees and planning events.	
	Develop principles or guidelines for contemporary design in historic areas.	Convene a committee of architects and preservationists to advise regulatory and neighborhood groups.	
Historic preservation initiatives support and invigorate neighborhood revitalization.	Support and develop cultural heritage destinations in less-traveled areas and expand visitor access.	Convene a Heritage Tourism Task Force, potentially as part of the economic development PPP's group on tourism.	
		Develop resource materials on heritage tourism for visitors.	
		Capitalize on the tricentennial to market heritage tourism.	
	Support and promote preservation-based economic development in historic areas.	Facilitate city or corporate support for Main Streets and Cultural Districts.	
		Offer incentives such as streamlined project approval by the HDLC for projects that also support locally-based economic development.	
	Foster relationships with neighborhood-based housing and community development initiatives to stimulate preservation as part of overall neighborhood revitalization.		Work with neighborhood organizations and NORA to identify blighted historic properties at risk of demolition.
			Provide funds from federal programs to rehab historic homes.
			Advocate for and participate in the continued development of the Magnolia Streets program.
			Consider design guidelines for areas in the Neighborhood Conservation District.
			Encourage adaptive reuse of existing historic structures through zoning, a database, city choices.
New Orleans is a model of “green” sustainable historic preservation.	Develop a “Sustainable Preservation” plan and pilot projects.	Form a committee to create a framework and funding request from sustainability and preservation organizations.	
		Support and promote deconstruction as an alternative to demolition.	

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

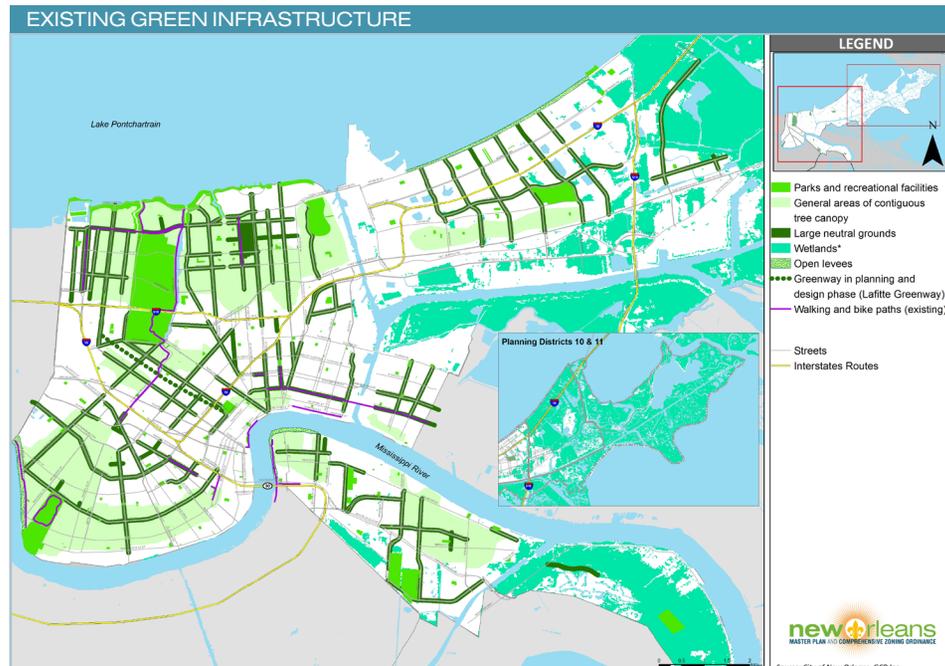
GOAL	STRATEGY	ACTIONS
Acquiring and renovating an historic structure is feasible and affordable.	Provide accessible, user-friendly information and resources.	<div style="background-color: #90EE90; padding: 2px;">Create a one stop shop for historic rehab resources.</div> <div style="background-color: #90EE90; padding: 2px;">Ensure that building materials are accessible and affordable.</div>
	Support workforce development initiatives in traditional crafts.	<div style="background-color: #90EE90; padding: 2px;">Work with Delgado Community College and other providers.</div>
Historic preservation information and administration is enhanced and streamlined.	Expand communications and information sharing with agencies and the public.	<div style="background-color: #FFD700; padding: 2px;">Use the Neighborhood Character Area Study to inform decision making by the NCDC.</div>
		<div style="background-color: #FFD700; padding: 2px;">Remind property owners in local historic districts on a regular schedule of benefits and responsibilities.</div>
		<div style="background-color: #FFD700; padding: 2px;">Provide as much information as possible on the HDLC web site.</div>
		<div style="background-color: #90EE90; padding: 2px;">Consider co-locating HDLC and CPC.</div>
		<div style="background-color: #ADD8E6; padding: 2px;">Extend the FEMA survey to all historic areas of the city.</div>

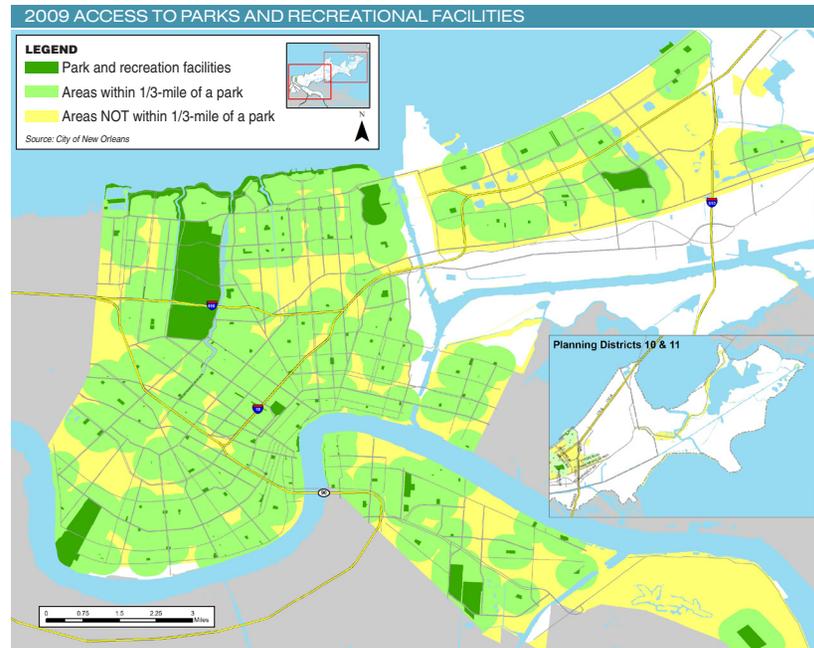
Green Infrastructure

Excellent parks, recreational resources for adults as well as children and youth, and access to water and nature are key ingredients of the quality of life city dwellers desire in the 21st century. New Orleans' system of parks, open spaces, and recreation resources is one of its most important assets. Excluding the 22,000 acres of Bayou Sauvage National Wildlife Refuge, the city had approximately 3,000 acres of park land in 2009, more than many southern cities, with parks generally well-distributed throughout the city. Today, the traditional elements of park and recreation planning are situated within the broader concept of "green infrastructure." This includes the network of parks, tree-lined streets, bike trails and pedestrian paths, river and stream corridors, waterfronts, and urban wilds of the city. Responsibility for New Orleans' green infrastructure system is divided among a number of public and nonprofit entities, making coordination a challenge.

The Master Plan focuses on maintaining and enhancing the city's green infrastructure through:

- Protecting resources
- Expanding access to parks, recreation and to waterfronts
- Creating open space connections through greenways and blueways throughout the city
- Ensuring that recreation meets the changing needs of youth and adults
- Strengthening financial and operational support to ensure high levels of maintenance and programming
- Expanding partnerships





A system of canals and waterways—or “blueways”—could increase water storage capacity while providing a new park for residents, as along Elysian Fields, above.



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

GOAL	STRATEGY	ACTIONS
Protection of remaining wetland areas inside and outside the levee system	Ensure that land use and zoning categories for wetlands and coastal areas promote wetland preservation	Include in the new CZO.
	Establish regulations and enforcement systems to protect wetlands.	Enact a City wetlands protection ordinance defining wetlands, prohibiting drainage of wetlands, and regulating impacts with a defined distance of wetlands.
	Seek conservation solutions for wetlands.	Discuss options with Bayou Sauvage and environmental organizations.
Restoration and expansion of the city's urban forest to reach 50 percent tree canopy by 2030	Promote tree planning on both public and private property.	Require tree planting as part of commercial or mixed-use development, where appropriate.
		Inventory the city's public trees and overall tree canopy.
		Prepare a tree-canopy GIS layer and analyze it with appropriate software to track anti-pollution and stormwater management values.
		Prepare a street tree master plan to plant street trees throughout the city.
		Prepare a GIS layer with street trees and neutral grounds vegetation.
		Restore and plant new trees and neutral ground vegetation.
		Promote tree preservation on private property.
		Improve the city's tree and vegetation protection ordinance (Chapter 106, Article IV).
		Work with utility companies to develop a protocol for conflicts and to develop a public information document.
		Identify priority areas for planting, species, best practices, <i>etc.</i>
	Restore and plant new trees in parks and neutral grounds.	Continue to work with nonprofits who donate trees to the city and develop a donation program, with attractive markers to indicate the donations.
		Create tree nurseries on city-owned vacant land for public plantings and, if feasible, for donation to property owners.
	Promote tree preservation and planting on private property.	Include trees in landscape standards in the new CZO.
		Work with nonprofits and neighborhood organizations to encourage private tree planting on vacant properties.
		Encourage homeowners and other property owners to plant trees on their property.
	Establish stormwater management planting practices in public green spaces.	Replace most lawn areas in neutral grounds and street swales with shrubs and groundcover.

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

GOAL	STRATEGY	ACTIONS
A commitment to no net loss of park land	Establish systems to ensure that the city does not lose acreage dedicated to parks.	Require enhanced public review of disposition of public parkland and apply any funds from sales of parkland to acquisition of new parkland.
		Evaluate any public property identified for sale for suitability as a park or recreation site.
		Create a Parks Trust Fund within the Capital Projects Fund to receive funds for acquisition and improvement of parkland.
A park within walking distance—approximately one-third mile—of every New Orleans resident	Balance passive and active uses of parks and public spaces.	Provide walking paths, seating, and programming (activities such as concerts, festivals, <i>etc.</i>) in parks and neutral grounds that are not managed by NORD in order to ensure that residents can and will use them.
		Provide some passive and unprogrammed areas in recreation-focused parks managed by NORD.
		Make improvements in safe walking routes to parks.
		Create new parks or recreation sites in areas where there is no park within walking distance and for access to resources of citywide importance, such as the river and lake waterfronts.
More public access to waterfronts	Create parks and public spaces along the Mississippi River and Lake Pontchartrain.	Complete the new park on the riverfront. Enhance park land along Lake Pontchartrain, including Lincoln Beach.
	Enhance the amenity value of canals and drainage facilities when possible.	Include analysis in feasibility studies.
More green connections throughout the city	Create linear parks and greenways for multi-use pathways	Use neutral grounds, levees, canal edges and rail lines as potential greenway connectors. Connect people to parks and neighborhood destinations by tree-lined “Green Streets” and coordinate the network with transit stops and bike boulevards. (See Chapter 13) Work with the Regional Planning Commission and other groups to connect with regional pathways such as the multi-state Mississippi Trail.
	Explore the feasibility of daylighting canals that have been covered over and creating additional canals for water storage and amenity.	See Chapter 14 for more detailed discussion.
	Explore the creation of “blueways” as designated water recreation routes and other boating opportunities	Inventory opportunities and work with local boating groups.
	Maintenance existing parks, green spaces, and recreational sites to a high level	Establish expanded maintenance criteria.

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

GOAL	STRATEGY	ACTIONS
	Work with partnership groups to enhance maintenance.	Encourage partnership groups to assist in maintenance.
Multi-use indoor/outdoor recreation centers within 5 miles of every resident	Create 10 indoor pools at existing centers.	Identify sites and invest in pools.
	Coordinate recreation resources with schools and other community and human services.	Meet regularly with non-NORD providers to streamline services.
Year-round recreation opportunities for children, seniors, and adults	Provide recreational opportunities appropriate to the demographics of the surrounding neighborhoods.	Provide more youth-oriented programs in neighborhoods with higher numbers of households with children.
		Continue to focus on 40 supervised playgrounds to be sports program hubs.
		Work with private programs and the Council on Aging to develop more senior programs.
		Promote youth and adult fitness through facilities and programs.
		Provide dog parks through a community process where there is high demand.
Recreation offerings that meet changing citizen needs	Regularly monitor the recreation needs of all segments of the population.	Survey residents through the internet and more rigorous methods on a regular basis to keep up with changing recreation needs and desires.
		Provide for more individual activities as well as team sports and classes.
More effective coordination and cost-effective management of park and recreation resources and programs	Coordinate park and recreation resources and activities throughout the city.	Establish an inter-agency parks and recreation coordinating group for all relevant city, nonprofit, private, and parish agencies.
Citizen participation in decision-making about parks and recreation	Survey both park and recreation users on a regular basis.	Require instructors to use evaluation forms in classes.
		Use the web page for surveys; free web-based survey utilities are available.
	Conduct a scientific survey every 10 years.	
	Establish a system for community input in park and recreation design and improvements.	
	Prepare and update a full parks and recreation master plan regularly.	Update the plan every 10 years, including a full public participation element.
Consistent and adequate level of maintenance, operations and programming on a per capita basis		Provide a consistent and adequate per capital operating budget.
		Continue to work with partnership groups and grant makers to supplement funding.
		Pursue joint use agreements with public and private entities who own land that could add to park and recreation opportunities.
		Establish fees appropriate to the program and level of community or individual benefit and reserve fees for park and rec uses.

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

GOAL	STRATEGY	ACTIONS
Expanded partnerships to support park and recreation resources and programs		Expand park and neutral ground Friends' groups; Booster groups; and hire a volunteer coordinator.
Effective marketing of the municipal park and recreation system to citizens and visitors	Provide user-friendly communications, including an interactive website, an annual report, consistent signage and similar efforts.	Improve the web pages, provide an annual report, and consistent signage.

Health & Human Services

A robust and integrated system of health care and human services contributes to quality of life by promoting competitiveness, productivity and livability. While Louisiana performs poorly on many measures of overall health, and socioeconomic disparities in health outcomes persist in New Orleans, access to health care among New Orleans residents has increased since Hurricane Katrina with the proliferation of community-based clinics and most New Orleans children have health insurance. Lack of affordable day care and insufficient after school programs affect children and youth, while at the other end of the age continuum the priority needs for senior citizens are affordable medications, transportation assistance and daytime programming and care. The city has higher rates of homeless persons than most other U.S. cities. Criminal justice reform initiatives and police efforts are directed at the city's high crime rate.

The Master Plan focuses on organizing the physical and spatial aspects of providing health care and human services to New Orleans residents, as well as coordinating programs and initiatives. Non-governmental agencies provide most of these services, but city government can shape and assist the provision of services by designating and promoting locations for facilities, as well as leveraging funding to promote program coordination and efficiency.



IMAGES: ST. THOMAS COMMUNITY HEALTH CENTER. WWW.STTHOMASCHC.ORG.

St. Thomas Community Health Center in the St. Thomas/Lower Garden District area of New Orleans is among the largest and most comprehensive primary care facilities serving both insured and uninsured patients in the New Orleans area.



IMAGE: GNO UNITED WAY

Dozens of nonprofit organizations – many founded since Hurricane Katrina – offer a broad array of services.

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

GOAL	STRATEGY	ACTIONS
Neighborhood-based centers, that coordinate and deliver a broad range of health and human services catered to the populations they serve and are accessible to all residents	Coordinate partnerships between health and human service providers and owners/tenants of publicly-accessible facilities to provide for the location of multiple health and human service providers in shared locations.	Create and maintain a database of publicly-accessible facilities that could house health and human service providers. (Could be part of a larger Asset Management System—see Chapter 16)
		Use current data on population and service needs to identify underserved areas and locate new multi-service centers (MSCs) and other health and human service providers in areas of greatest need.
		Offer incentives to property owners and tenants of potential shared use facilities to accommodate health and human service providers.
	Provide for the location of MSCs and other needed health and human service facilities - including supportive housing - in zoning and other land use regulations.	Consult with homeless housing providers (UNITY and others) and other service delivery agencies in creating new regulations.
	Involve neighborhood and community groups and other stakeholders in decisions about the location and development of MSCs, and the type of services that should be provided.	Use Community Participation Program to ensure meaningful community input.
Coordination of health and human service delivery across the continuum of care	Support and promote ongoing initiatives to convene a citywide health care consortium and a citywide human services consortium.	Ensure full participation of all relevant public agencies in consortia meetings and initiatives.
	Streamline City-administered grant funding processes for health and human services.	Convene all grant administering offices to establish a more efficient application and granting process.
	Support the development of a coordinated system of record-keeping, intakes and referrals throughout all levels of health care service provision.	Convene a task force to streamline citywide service referral and directory services.
	Prioritize support and funding for health and human services that provide comprehensive case management and/or coordinated care across disciplines and over time.	Advocate for the completion of the Neighborhood Place at Mahalia Jackson School. Implement ACT teams and support other resources that increase the availability of comprehensive case management.
A robust continuum of health care and human services, including preventative care, that is accessible to all residents	Ensure continued funding and support for community-based health clinics, including their certification as Patient-Centered Medical Homes.	Advocate for increased federal, state and private funding.
	Support and enhance efforts to increase health insurance coverage for all residents.	Advocate for increased funding and expanded eligibility for public insurance programs.

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

GOAL	STRATEGY	ACTIONS
		Provide support and funding for local outreach programs to identify and enroll eligible residents in available insurance programs.
	Prioritize funding and support for programs that increase the health and developmental outcomes of children.	Direct public funding to expand programs such as the Nurse Family Partnership, Head Start, Healthy Start, and other programs that increase the health of children.
	Expand mental health and addiction care services and facilities to meet current and projected need.	Advocate for increased state funding for DHH and MHS for mental health services, including expanded ACT teams and permanent supportive housing.
		Coordinate with the Behavioral Health Action Network to identify and target areas of need in mental and behavioral health and addiction treatment.
		Work with BHAN and other initiatives to facilitate partnerships between service providers to offer mental health services through existing community clinics and other health care facilities.
	Support and enhance preventative and public health education and programs.	Form a public health education and outreach committee as part of the citywide health care consortium.
Develop additional hospital facilities and emergency health care services and infrastructure according to data on projected population and need.	Convene a hospital and emergency care advisory group to facilitate the aggregation and use of data in hospital and emergency health care planning.	
Access to fresh, healthy food choices for all residents.	Establish and promote fresh produce retail outlets within walking distance of all residents.	Identify areas that are underserved by fresh food access.
		Remove zoning and regulatory barriers to farmers' markets and other temporary/mobile fresh food vending.
		Provide incentives for small neighborhood food stores to stock fresh produce in underserved areas.
		Encourage and assist farmers' markets to accept food stamps and Seniors/WIC Farmers' Markets Nutrition Program coupons.
		Support urban agriculture and community gardens.
High quality child care and learning opportunities beyond basic education that are accessible to all children	Expand afterschool and youth programs to serve all New Orleans children.	Pursue increased funding from state and federal sources for afterschool and youth programs.
		Increase outreach to provide Child Care Development Fund vouchers to all who are eligible.
		Provide for the location of needed child care and afterschool facilities in zoning and other land use regulations.

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

GOAL	STRATEGY	ACTIONS
		Provide support and incentives to child care service providers to become accredited through both national and state accreditation programs. Prioritize new program development in areas of greatest need. Support workforce development programs that train professional childcare workers.
High quality supportive services for the elderly that are accessible to all elderly residents	Expand elder care facilities and services in areas of greatest need.	
	Provide affordable paratransit service for seniors.	Advocate for increased funding for paratransit from RTA. Provide public funding for taxi vouchers for low-income seniors.
A robust continuum of care for homeless individuals and families, centered on permanent supportive housing	Provide additional funding and support for outreach and safety net services for homeless persons.	Advocate for increased funding at state and federal levels.
	Provide for the location of permanent supportive housing, emergency shelters and daytime service centers for the homeless in land use and zoning.	Incorporate in CZO.
A criminal justice system that is effective, efficient, and just	Support and expand community-based crime prevention programs that target high-risk populations.	Convene a focus group within the citywide human services consortium to develop programs and policies around community-based crime prevention.
	Expand alternative sentencing, diversion, and community corrections programs for nonviolent offenders that emphasize comprehensive rehabilitation.	Redirect criminal justice funding to support community corrections as opposed to incarceration.
		Expand workforce readiness opportunities for people with criminal records.
	Support and expand Community Policing and neighborhood involvement in crime prevention.	Investigate a state Community Corrections Act or similar legislation to provide funding for community corrections programs.
Work with neighborhoods to identify crime-related blight and call in enforcement. Prioritize funding for Community Policing and new satellite police stations.		

II. How We Prosper

Enhancing Prosperity and Opportunity

New Orleans is a city whose workforce encompasses musicians and artists, hotel workers, oil and gas engineers, professors, port workers—and life science researchers, space ship builders, and digital media entrepreneurs. The city is in an economic transition, still relying on many of its traditional industries while fostering emerging sectors. The economic development section of the Master Plan identifies and describes New Orleans’ important economic base industries—established, emerging, and potential—as well as the building blocks of economic prosperity that create the environment for development of human capital and new enterprises. New Orleans’ ability to grow, promote and sustain the processes of innovation, trade, and investment—its capacity to produce—is the key to achieving shared and sustainable economic growth. This capacity to produce is a function of the community’s human resources, entrepreneurial climate, physical infrastructure, economic institutions, and general quality of life, as well as how they are put to use. These are the building blocks of the economy.

- **Human capital building blocks:** high quality education and workforce training at all life stages; cultural and recreational amenities; and vibrant, safe, convenient, and environmentally sustainable neighborhoods.
- **Entrepreneurial culture building blocks:** a robust academic research base; aggressive transition of new technology into the marketplace; a risk-oriented investment

community; a critical mass of professional services and technical assistance; appropriately designed and priced physical space; ample opportunities for networking and collaboration

- **Additional economic building blocks:** physical infrastructure to support a variety of industries; efficient and cost-effective local government and regulations

Economic base industries are the key to wealth creation and economic prosperity. They sell their products and services to business and consumers from elsewhere—regionally, nationally, and internationally—which brings new income that creates jobs and increases business as it circulates within the local economy. Over the next 20 years, the city must continue to support its established industries, while nurturing emerging and new industries where New Orleans has a competitive advantage:

- **Established industries:** tourism, arts and culture, maritime trade, advanced manufacturing, and oil and gas
- **Emerging industries:** life sciences, media and film
- **Potential industries:** segments of alternative energy technology, coastal protection and restoration technology, and advanced building technology

Supporting culture and the arts in New Orleans

In New Orleans, culture is a way of life, a calling, a business, and an industry.

World-renowned as the crucible of jazz and other American arts, the neighborhoods of New Orleans continue to nurture musical, visual, performing, culinary, and traditional artists, as well as traditional cultural activities in social clubs. Many of today's artists are natives of the city, but others are drawn to this fertile cultural ground from all over the world. New Orleans' culture is one of the pillars of the tourism industry, but individual artists and cultural groups often struggle to survive as artists. Moreover, innovative arts- and culture-related industries like film and digital media are creating new opportunities in the cultural economy.

What can the City do to give more robust support to the arts and culture community?

- **Recognize its critical role in New Orleans economy:** This Master Plan recommends that



the cultural economy be one of the industry working groups convened inside the New Orleans Economic Development Council to develop a coordinated strategy.

- **Assist cultural organizations and artists in securing outside funding:** Include culture and the arts in the city's grant-seeking and grant-making system.
- **Make sure the regulatory system and community development programs encompass the special requirements of artists:** Assist artists in accessing affordable housing; encourage arts projects to apply for community development funds for neighborhood development projects, especially within Cultural Products Districts; ensure that artist live-work situations are permitted in appropriate zoning districts.
- **Create a city Cultural Commission or Department of Cultural Affairs:** A commission might be modeled on the San Francisco Arts Commission, which in 2008 spent about \$5 per person in

San Francisco on six neighborhood cultural centers, community arts and education programs, a civic design review commission, and a program



they call Cultural Equity Grants, which focuses on celebrating "the City's vast ethnic diversity and variety of cultural traditions" and includes grants to individual artists, programs and projects, and professional development, as well as other initiatives.

As part of a focus on neighborhood quality of life and local economic development, City support for the arts can be most effective at the neighborhood level, nurturing the grass-roots cultural and artistic expression unique to New Orleans and ensuring its continuation into the future.

A 21st-century downtown marked by a unique blend of preservation and innovation



The president of CEO's for Cities notes that cities with vibrant downtowns “out-compete” others in attracting investment and jobs, in part because housing in their regions has proven to be a better investment; educated workers necessary for economic diversity seek regions with vibrant downtowns; conventions that build bridges to other cities seek venues in lively and historic downtowns; and the tolerance for diversity that serves as a litmus test for many companies flourishes in healthy downtowns.

New Orleans is increasingly successful in these and other dimensions. More important, downtown is New Orleans’ birthplace and common ground.

Dedicated stewardship—and active engagement by a substantial residential population—continue to preserve and enhance a rich mix of historic and cultural amenities, reinforcing downtown as a regional economic engine that fosters investment in the medical district; fast-growing creative and green “industries of the mind”; higher-value

“cultural tourism”; and similar benefits. Market support exists to double downtown’s residential population over the next seven years and create new neighborhoods along the South Rampart corridor and on the vacant Convention Center expansion site.

The Downtown Development District’s collaborations with the Canal Street Development Corporation, the French Quarter and other partners are critical to taking steps essential to achieving the downtown’s full promise:

- Bring Canal Street’s historic theaters and upper floors back to life with a rehabilitation building code and targeted financial incentives (recouped as investors respond to public leadership).
- Restore the historic former Charity Hospital and nearby buildings to create a vibrant seam with the medical district.
- Manage development in all of the historic districts to preserve their integrity and character.
- Animate key walking streets like Julia, Magazine, and Royal to encourage convention and Superdome

event attendees, French Quarter visitors, medical district employees, Warehouse District gallery visitors, and others to explore other parts of downtown. In the process, all of downtown will become more competitive as a place to live, work, shop, visit, and invest.

- Aggregate land to set the stage for creation of new mixed-use downtown neighborhoods, and work with the Iberville public housing residents on further planning.
- Undertake a series of transit and other transportation initiatives to enhance connections to the city’s neighborhoods and the larger city and region.

As this Master Plan is being completed, the mayor has raised the issue of the need to rebuild City Hall or find a replacement. Over the longer term this move offers New Orleans the opportunity to plan for a vital new civic center and city hall that can emerge as a national symbol of New Orleans’ spirit, energy, and inclusiveness...and make an important contribution to downtown’s vitality.

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

GOAL	STRATEGY	ACTIONS
A strong, effective public-private partnership to retain, maintain, recruit and expand the economic base	Establish and fund the public-private partnership (PPP). Organize the PPP to support the development of economic base industries.	Secure a 3- to 5-year funding commitment by the City and the private sector.
		Identify and hire industry experts.
		Establish working groups for each economic base industry.
		Develop a business retention and expansion program with a database, visitation program, response system.
		Partner with GNO, Inc. on business recruitment by supplying GNO with needed information for its recruitment activities.
		Work with city agencies and others on appropriate regulations, redevelopment opportunities, capital improvements, transportation investments, and education.
		Retail and attract educated and skilled workers at all levels through broadened efforts such as internships, a marketing campaign, potential financial or housing incentives.
		Include lifestyle preferences of young professionals in housing, urban design and transportation planning.
Local government that supports high quality of life by delivering cost-effective and efficient services to both businesses and residents	Make the city a safe, more reliable city in which to live, work and play by ensuring basic service delivery.	Engage young people in civic activities and cultivate new leadership.
		See chapters on services and infrastructure, housing and neighborhoods for more details.
Preservation and expansion of established industries	Preserve and expand the tourism industry.	Increase funding for tourism marketing efforts, identify new market development and marketing targets, and increase coordination among city tourism organizations.
		Improve Canal Street through implementation of the Canal Street Redevelopment Plan, including targeted regulatory changes and financial incentives.
		Improve connectivity in downtown and among tourist areas with transit and pedestrian improvements.
		Augment the perception and reality of safety in tourist areas.
		Strengthen workforce development programs in hospitality and retail.
		Invest in new tourism and attractions that complement current offerings, such as the theater district and heritage tourism.
	Preserve and expand the arts and culture industries.	Market the city as an arts and cultural center to locals, visitors, potential visitors, and arts competitions.
Market and invest in state-designated Cultural Products Districts.		

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

GOAL	STRATEGY	ACTIONS
		Establish a Cultural Commission or Department of Cultural Affairs to advise the city and focus on neighborhood-based cultural activities, and to work with established cultural organizations such as the Arts Council.
		Develop additional cultural facilities and venues by expanding public art, redeveloping performance spaces, enhancing programming, and neighborhood cultural spaces.
		Promote more comprehensive and coordinated cultural workforce and entrepreneurship training.
		Encourage policies to make the city appealing to creative professionals, such as affordable housing options, income tax credits, and marketing.
	Preserve and expand the port and maritime industries.	Support the Port with enhanced coordination with the city and economic development organizations.
		Invest in Port infrastructure while preserving neighborhood quality of life.
		Pursue value-added activities on Port-owned industrial land through a market study, a strategic plan for the Industrial Canal, and increased coordination with the New Orleans Regional Business Park (NORBP).
		Advocate for a cohesive state policy on port investments.
		Secure financing and construct a new cruise ship facility at Poland Avenue.
	Preserve and expand advanced manufacturing.	Monitor and advocate for continued NASA commitment at Michoud Assembly facility.
		Recruit NASA subcontractors to the NORBP, including through improvements to the business park.
		Enhance the city-university relationship to promote research-based economic development through rebuilding and adding engineering programs.
		Expand training for skilled trades on the model of the Advanced Manufacturing Center at Northrup Grumman
Preserve, expand and modernize the oil and gas industries.	Strengthen research and commercialization of advanced, environmentally sustainable oil and gas technologies.	
Fostering of emerging industries to expand economic opportunity	Expand the medical and life sciences industry.	Secure full funding for entities in the Medical District and provide planning leadership for the Medical District.
		Advocate to maintain and expand state funding for higher education and research in the life sciences.

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

GOAL	STRATEGY	ACTIONS
		Develop support systems to help local entrepreneurs commercialize life sciences technologies and establish more effective technology transfer mechanisms within research institutions.
	Expand the film, video and digital media industries.	Retain and attract creative talent through marketing, incentives, workforce development and professional networks.
		Develop facilities and support services for the film, television and music production industry, including site identification, regulation, and permitting.
		Provide business startup and entrepreneurial assistance services, especially for digital media.
Nurturing the development of new industries that capitalize on new market opportunities and the city's competitive strengths	Support development of coast protection and restoration industries.	Attract firms involved in coastal protection and restoration.
		Prepare higher education and workforce training programs to fill jobs in these industries at all levels.
	Support development of green energy industries, such as river, solar and wind energy.	Conduct a market and competitive analysis to validate green energy opportunities.
		Train workers for green energy industry jobs.
	Provide incentives and regulatory conditions for location of research and production in hydrokinetic, solar, and wind energy.	
	Support development of a sustainable building design and construction industry.	Promote advanced construction methods through regulatory incentives, marketing, and research.
A well-educated and skilled workforce and state-of-the-art workforce development programs	Maintain and strengthen the role of higher education in economic development.	Advocate for sufficient funding for public colleges and universities.
		Enhance communication and cooperation between higher education and key industries.
	Ensure that every student graduates from high school with basic work skills or is prepared for post-secondary education.	Establish a Business-School Partnership for Career Preparation that involves all schools and community based career preparation programs.
		Establish an early college program in high school.
	Expand and improve coordination of the adult workforce development system to more effectively meet the needs of both workers and employers.	Expand sites and technical education programs for adult workforce training, career development services.
		Establish workforce Centers of Excellence in key economic base industries, like the Advanced Manufacturing Center of Excellence.
		Establish a construction trades pre-apprenticeship program.
		Improve coordination among providers and integrate client services.
		Establish a workforce development working group in the PPP.

HOW WE LIVE

HOW WE PROSPER

SUSTAINABLE SYSTEMS

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

GOAL	STRATEGY	ACTIONS
An entrepreneurial culture	Support the development of new entrepreneurial ventures.	Complete the BioInnovation Center as a symbol of entrepreneurial infrastructure.
		Conduct an early stage capital study to identify needs and sources or pre-seed, seed and venture capital financing for the region.
		Ensure the availability of commercial space for startup ventures.
A vibrant, local small business base	Sustain and grow the city's small- and micro-business base.	Improve coordination of small business assistance services.
		Organize and streamline a comprehensive business permitting process and create a one-stop shop with dedicated staff.
		Improve access to public contracting opportunities through developing common policies and procedures, joint communications tools, a single qualification process for targeted programs.
A 24-hour downtown to support its role as an economic driver	Revitalize downtown and Canal Street and transform downtown into a thriving , mixed use urban center.	Engage NORA to pursue public private partnerships and land assembly in critical locations to expedite infill development.
		Adopt a historic rehab code, modeled on New Jersey's, to facilitate the renovation of upper floor space on Canal Street.
		Continue to market tax credits and other incentives to property owners.
		Continue aggressive code enforcement to ensure code compliance.
	Enhance transit, pedestrian and bicycle access to and within downtown.	Implement the Downtown Development District Downtown Mobility and Parking Study, including establishment of a parking authority and coordinated off-street parking program.
		See Chapter 11 for additional downtown transportation enhancements.
	Make investments to public parks, buildings and other facilities to attract private investment.	Secure funding for the Reinventing the Crescent park on the river.
		Continue improvements to public spaces and buildings such as Armstrong Park and Municipal Auditorium.
		Redevelop Iberville public housing to create a new, mixed income community.

III. SUSTAINABLE SYSTEMS

Community Facilities, Services and Infrastructure

New Orleans infrastructure and many community facilities, such as police and fire stations, libraries and community centers, were severely damaged or destroyed in the aftermath of Hurricane Katrina and federal funding is supporting millions of dollars in investments in new and rehabilitated facilities and infrastructure.

The Master Plan emphasizes co-location of community facilities and incorporation of resiliency, energy efficiency and green building techniques. Community-serving facilities should be combined, where possible, in centralized locations within neighborhoods—forming a nexus of community facilities and services. Many facilities can be designed for flexible uses: schools and police stations can have community meeting rooms; schools can share clinics with the surrounding neighborhood; libraries can accommodate adult learning centers. Renovation of existing facilities and construction of new ones should be executed to increase resiliency, mitigate future storm damage and reduce recovery time after a storm event or other emergency. Like older cities all over the country, New Orleans' aging infrastructure,

some of which has elements nearly 100 years old, needed very costly improvements estimated at \$6 billion even before the storm. While many repairs and replacements require traditional hardened solutions, there are also opportunities to explore innovative non-structure solutions to enhance cost-efficient rehabilitation of the system.

Every neighborhood will see facility and infrastructure improvements as a result of the recovery-related capital improvement program, but the full value will depend on the City's capacity to maintain these investments over the long term. Establishment of an asset management system for City-owned properties is a high priority recommendation of the Master Plan.

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

GOAL	STRATEGY	ACTIONS
Water, sewer and drainage infrastructure repaired, upgraded, safe and resilient	Rebuild the city's water, sewer and drainage system to add resiliency, improve efficiency, and preserve public health.	Develop funding strategies combining federal, state, local bond and local rate financing.
		Review the tradition of providing free water to all government bodies.
		Establish a priority ranking system to resolve existing drainage problems and communicate the priorities and rationale to the public.
		Pursue innovative, nonstructural solutions for treating effluent and managing stormwater, including a stormwater management unit.
		Continued needed improvements as provided for in the Sewerage and Water Board Master Plans.
Public safety services and facilities that meet best practices standards for all areas of the city	Make all public safety facilities state of the art and with integrated services.	Improve facilities, infrastructure and service capacity, including design to withstand Category 5 storms at a minimum.
		Require mandatory interagency management teams and training for all first responders.
	Implement a more robust community policing program and overall communication with the public.	Continue to implement the Brown Report's Strategic Action Plan's recommendations on community policing.
		Organize systems to assure support from other agencies for community policing efforts, such as code enforcement, liquor licensing, and so on, including ticketing for quality of life offenses.
		Continue to collaborate with other justice system entities in development information sharing and efficient communications.
		Enhance the public communications office for more effective communication with the public.
		Improve the quality and accessibility of information on the department's website.
	Continue to pursue implementation of the Fire Department Master Plan.	Recruit highly qualified personnel, including multilingual candidates.
		Review training programs and procedures and rebuild the training facility adjacent to the NASA Michoud facility when funds are available.
		Establish an apparatus lease program and increase the number of front line response apparatus.
		Repair water hydrants to allow faster and more access to water supply.
		Meet best practice requirements for staff vehicles.

Community Facilities, Services and Infrastructure

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

GOAL	STRATEGY	ACTIONS	
	Enhance the EMS program.	Develop and operate a GIS mapping system or similar program and explore use of other software, such as electronic patient care reports.	
		Consult other cities for EMS best practices, such as Washington DC and Boston.	
		Create an 24/7 call center with an EMS supervisor to support EMTs in the field.	
		Provide advanced training and continuing education (through partnerships with local universities) and incentives for increased performance.	
		Locate EMS stations strategically to provide appropriate care for each area of the city.	
	Improve customer service and response tracking in the Community Information/311 office.	Train 311 operators to answer common questions directly rather than refer callers to other departments.	
		Create a community information center interactive web site with frequently asked questions, links to departments and outside resources.	
		Provide a 311 email form where citizens can select any city service, not just reporting potholes, code violations, debris and dumping.	
Cost, efficient, resource-efficient, well-maintained public facilities and services	Create a network of public facilities and service clusters to function as neighborhood civic centers.	Seek to co-locate city services with public schools, clinics, and similar services.	
		Provide a library system accessible to all neighborhoods with libraries that function as centers of learning and centers of community.	
	Reference recommendations from the Library Master Plan in neighborhood civic center planning.	Provide a variety of services and amenities, such as conference rooms, interior cafes, multimedia facilities, etc., to attract more patrons.	
		Seek partnerships and new funding sources to enhance facilities and services.	
		Provide meeting and program spaces in all but the smallest locations.	
		Involve citizens in planning library design and operations .	
	Establish an asset management system for all city property and facilities, including streets, to be fully operating in 2015.	Make establishment and implementation of an asset management system, including training and ongoing upkeep of the system, a high priority.	
		Where feasible, combine school facilities with other community-serving functions like libraries and health centers.	
	State of the art public school campuses and facilities accessible to all neighborhoods	Promote collaboration among city agencies, community and neighborhood groups, and the school board in implementation of the School Facilities Master Plan.	Ensure that elementary schools are within walking distance of neighborhoods and high schools have access to public transit.
			Ensure city and community input in planning for projects to expand school land or facilities, or adaptive reuse of school lands or facilities no longer needed.

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

GOAL	STRATEGY	ACTIONS
Up to date justice system facilities and programs that include a focus on the rehabilitation of offenders for re-entry into society	Rebuild and expand justice facilities in ways that contribute to commercial district and neighborhood vitality.	Keep Civil Courts downtown in order to contribute to downtown's health as an office and civic center.
		Continue to establish and expand best practice programs of alternative sentencing and rehabilitative justice.
		Continue efforts to enhance communications and information sharing within the justice system.
Energy efficiency and utility service reliability and reasonable cost	Reorganize incentives to utilities and to households and business to emphasize conservation, reliability and reasonable cost.	Expand implementation of the Energy Smart New Orleans Plan.
		Adopt a regulatory system that decouples utility revenue from electric consumption.
		Adopt a Renewable Portfolio Standard.
		Adopt an energy efficient portfolio standard.
		Explore options for a long-term plan to harden transmission lines and bury overhead utilities.
State of the art telecommunications infrastructure, including broadband, fiber optic, wireless and cable	Enact regulations and pursue contracts that result in the highest level of cost-efficient service for businesses and individuals.	Make capital investments and implement strategies to ensure the resilience of the city's communications and telecommunications.
		Develop a Telecommunications Policy Working Group to guide city policy.

Transportation

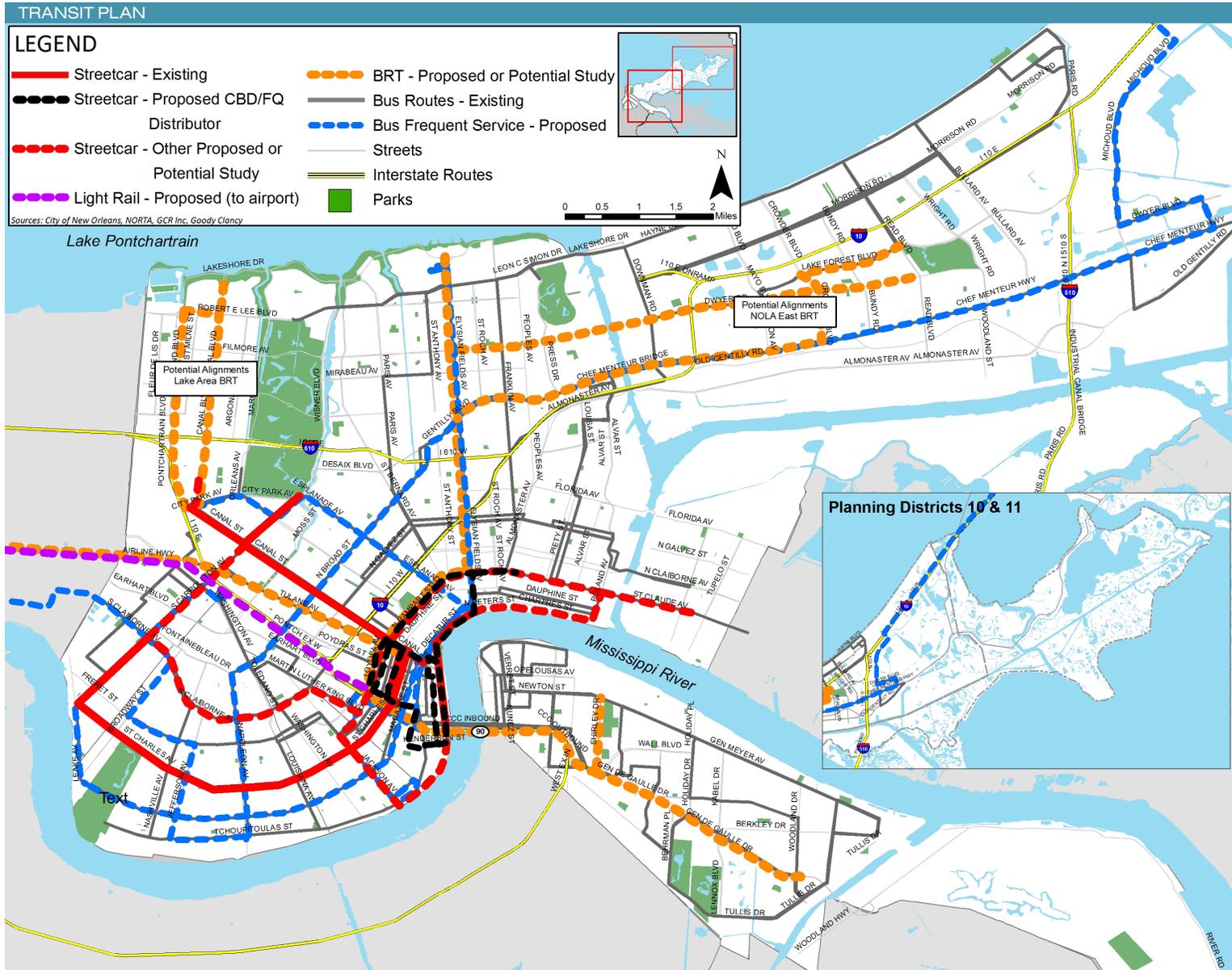
New Orleanians get around the city by all transportation modes—foot, car, bicycle, bus, streetcar, and ferry. Although much of New Orleans is a walking city, car travel still tends to dominate, particularly in areas built after 1960. Public transit is typically seen as for tourists, in the case of streetcars, or as transportation of last resort.

The most successful urban places in America offer a variety of ways to travel around the city. They also connect land use policy to transit investments. Because of its dense street grid and existing transit lines, New Orleans has the foundation to become a truly multimodal community. The agencies with major responsibility for transportation facilities in New Orleans are the City's Department of Public Works (DPW); and the New Orleans Regional Transportation Authority (RTA). The Regional Planning Commission (RPC) is responsible for coordinating planning and allocation of federal transportation dollars on a regional basis. DPW has responsibility for all streets (except federal and state highways), street lights, traffic and street signs, traffic signals, drain lines, catch basins and manholes, and parking management. Funding from the general fund and parking control has historically been inadequate for street maintenance, so maintenance becomes a capital expenditure funded through bond referendums. The RTA is a state agency created to take over the private company that ran the bus and streetcar system until 1983. In a public-private partnership, operating management of the system was contracted to Veolia Transportation in 2009.

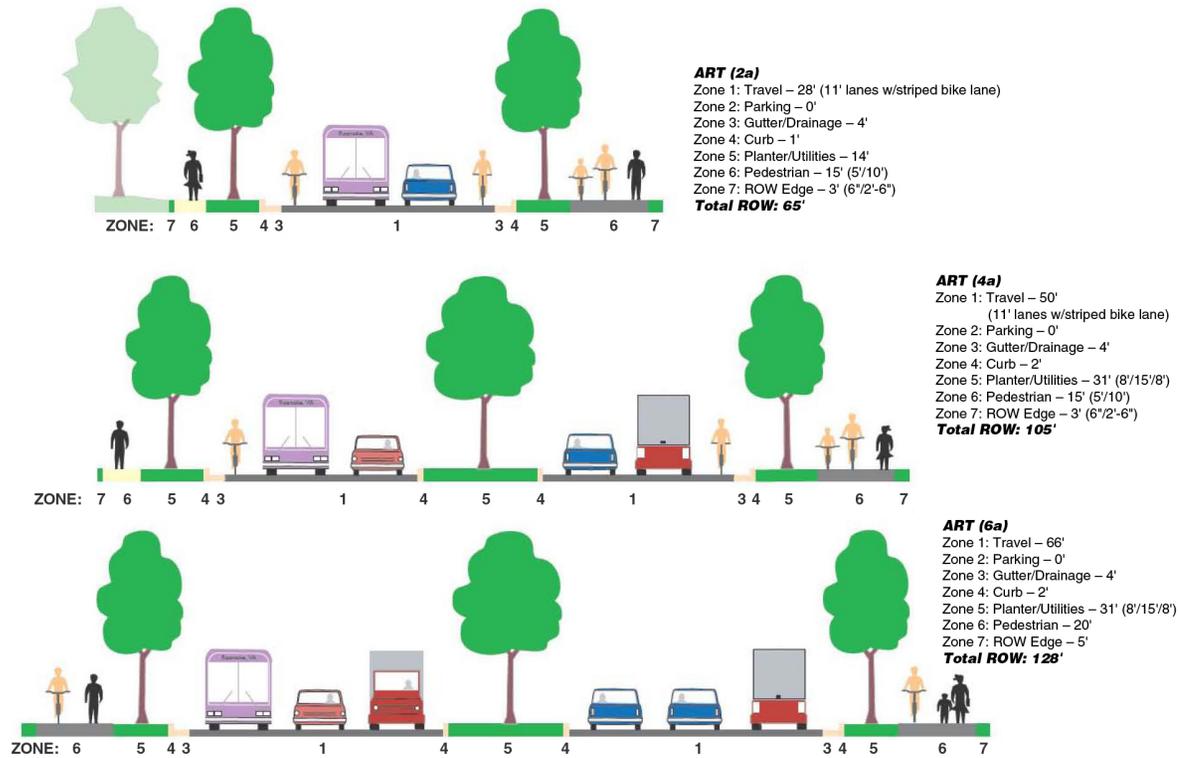
Master Plan recommendations for transportation focus on fixing streets and bridges that need repair; providing

transportation choice; enhancing inter-city transportation; and managing freight transportation systems. These priorities include:

- Integration of land use and transportation policies so that higher-density land uses are coordinated with existing and future transit hubs
- Study replacing the I-10 Claiborne Expressway with a boulevard that would knit neighborhoods back together
- Ensuring that New Orleans receives and uses all federal transportation funds allocated to the city
- Identifying and publicizing criteria for road and bridge improvements and coordinating improvements with other infrastructure projects
- Establishing a pavement management program as part of an overall asset management program
- Establish a “complete streets” policy to provide for pedestrians and bicycles, as well as vehicles on major streets
- Invest over time in a premium transit system to provide greater reliability, comfort, and amenities
- Continue improvements to Louis Armstrong New Orleans International Airport
- Support proposals for passenger rail to Baton Rouge and high speed rail along the Gulf Coast
- Integrate the needs of the port, freight-rail, and truck traffic to mitigate neighborhood impacts while supporting the needs of goods transport and distribution

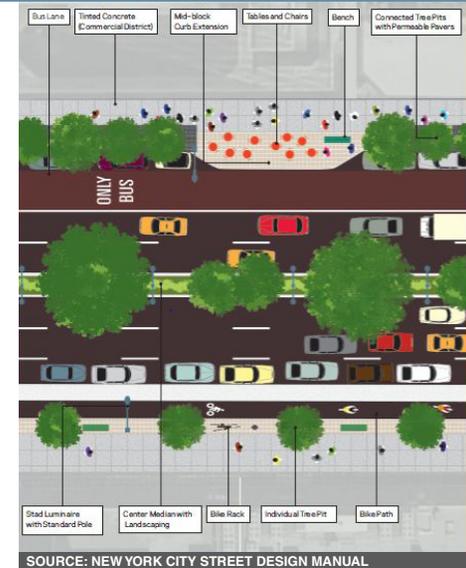


EXAMPLES OF "COMPLETE STREETS" GUIDELINES



City of Roanoke, VA
 Street Design Guidelines

Cities around the world—from small towns to the largest cities—have adopted “complete streets” policies to make streets safer and more functional, convenient, and enjoyable. The complete streets approach focuses design and operation on enabling safe access for all users. Pedestrians, bicyclists, motorists, and transit riders of all ages and abilities must be able to move along and across a complete street safely. Street-design guidelines such as these can help ensure that street improvements include street trees and landscaping, bicycle and transit lanes, and widened sidewalks wherever possible.



SOURCE: NEW YORK CITY STREET DESIGN MANUAL



SOURCE: NEW YORK CITY STREET DESIGN MANUAL

FIRST FIVE YEARS: 2010–2014

MEDIUM TERM: 2015–2019

LONG TERM: 2020–2030

GOAL	STRATEGY	ACTIONS	
<p>Fix it First: Continued investment in rebuilding and then maintaining roads and bridges</p>	<p>Repave or reconstruct all damaged streets within the city, whether from Hurricane Katrina or pre-existing conditions.</p>	<p>Work with RPC to ensure that New Orleans receives and uses all federal transportation funds allocated to the city.</p> <p>Secure additional federal funds to continue post-Hurricane Katrina repairs.</p> <p>Make the public aware of street repair costs and criteria used to develop a priority list of repairs through public communications and meetings.</p> <p>Advocate for a statewide “fix it first” policy to direct state road funding toward road maintenance and repair, not new exurban road projects.</p> <p>Prepare another street repair bond when current bond funding is spent.</p> <p>Explore increasing parking revenues.</p>	
	<p>Monitor conditions and advance projects to address problems before they get larger and more expensive to fix.</p>	<p>Implement a pavement management system as part of an overall city asset management system.</p>	
	<p>Coordinate road repairs with other infrastructure projects to increase efficiency, limit infrastructure costs, and preserve roadway quality and operations.</p>	<p>Coordinate with the Sewerage and Water Board to implement drainage and natural stormwater management systems (bioswales, rain gardens) as streets are reconstructed and repaved.</p>	
		<p>Improve upon existing protocols to coordinate with utility companies for major road repairs to ensure the simultaneous repair of sub-surface infrastructure, including the possibility of a permitting process with fees and sanctions.</p>	
		<p>Secure a cooperative endeavor agreement with Entergy to place above-ground utilities underground as roads are being comprehensively repaired.</p>	
		<p>Integration of land-use decision making with transportation projects</p>	<p>Establish a permanent transportation planner position for the CPC.</p>
	<p>Coordinate higher-density land uses with existing and future transit hubs to support walkable, mixed-use, transit-oriented neighborhoods.</p>		<p>Create area land use plans and associated zoning to allow transit-oriented development at appropriate locations and where the RTA is making investments.</p>
			<p>Locate, design and maintain bus stops as neighborhood amenities located close to business/public space.</p>
<p>Advance projects that enhance connectivity, reduce barriers, and improve attractiveness of neighborhoods, commercial sites, and public spaces while addressing transportation mobility.</p>	<p>Begin planning studies for the removal of the Claiborne Avenue Expressway to St. Bernard Avenue.</p>		
	<p>Ensure safe access to transit stops and other major travel generators.</p>		
	<p>Develop landscape design requirements for pedestrian walkways in parking lots.</p>		
<p>Modify regulations to encourage infill development that supports a vibrant pedestrian environment.</p>	<p>Modify zoning regulations to ensure that new development respects and is oriented to the pedestrian.</p>		
	<p>Establish Traffic Impact Analysis guidelines that look beyond the development site for pedestrian generators and linkages.</p> <p>Identify transit location criteria that support pedestrian comfort and safety for access to and waiting for transit.</p>		
<p>Establish policies that encourage efficient management of parking and encourage alternative travel modes where they exist.</p>	<p>Modify off-street parking requirements to enhance parking efficiency, improve urban design quality and encourage walking and alternative forms of transportation through reduced off-street parking ratios, encouragement of shared parking, requiring off-street parking to the rear or side of buildings, and other strategies.</p>		

FIRST FIVE YEARS: 2010–2014

MEDIUM TERM: 2015–2019

LONG TERM: 2020–2030

GOAL	STRATEGY	ACTIONS
Roadways that integrate vehicle transportation with bicycling and walking	Establish and adopt a “Complete Streets Policy” that moves people and freight safely by integrating various transportation modes.	Adopt Complete Streets Guidelines for internal and consultant design engineers in project development and require consultants to have complete streets training.
		Evaluate sidewalk repair and maintenance ordinances and develop mechanisms for enforcement and betterment system options for property owners.
		Prioritize pedestrian improvements for intersections, including ADA accessibility requirements, in areas with transit, pedestrian destinations, and high concentrations of children and elderly.
		Fund a permanent position within DPW to track and guide multimodal accommodation in all projects, and coordinate with a transportation planner in the CPC, once one is hired.
	Develop a pedestrian plan for the city.	Identify trends, facility needs and other criteria in pedestrian places.
	Provide significant infrastructure investment to make major boulevards and corridors more attractive and pedestrian friendly particularly at transit stops.	Develop and adopt guidelines to improve the quality of the pedestrian environment throughout the city.
		Seek Safe Routes to Schools federal funding for walk-to-school programs and improvements.
		Implement comprehensive streetscape upgrades to those boulevards not receiving recovery funding
	Provide significant infrastructure investment to make neighborhood streets more attractive and pedestrian-friendly.	In coordination with street repaving projects, improve pedestrian conditions.
		Review and update ADA Transportation Plan for public right-of-way.
		Implement traffic calming infrastructure along neighborhood streets, as needed.
	Develop a bicycling strategy.	Develop a system and procedures for regular maintenance of sidewalk infrastructure.
		Identify trends, facility needs, and other criteria.
	Create a comprehensive, connected citywide network of bike lanes, multi-use paths, and bike boulevards.	Establish a Bicycle Advisory Committee.
		Develop the Lafitte Greenway as a key bicycle and pedestrian corridor.
		Review previous bicycle plans and studies and add new bike lanes and facilities in a phased manner.
		As streets are being repaved, ensure that planned new bike facilities are provided.
		Develop standards and guidelines for bicycle facilities.
		Create a plan for a network of bike boulevards on quieter neighborhood streets.
	Provide fixed infrastructure to encourage bicycling as an alternative mode of transportation.	Where feasible, extend and create levee-top paved bike paths.
Provide ample bike racks and/or lockers on public rights of way at key activity nodes.		
Provide improved on-site bicycle storage and other amenities at public buildings.		
Develop a public bike rental program, modeled on Paris’ Velib and other successful programs, with public bike kiosks throughout the city. Work with RTA’s new managing group Veolia.		
Develop programs that address enforcement, education and encouragement.	Coordinate with NOPD to better enforce bicycle laws for both bicyclists and motorists.	

HOW WE LIVE

HOW WE PROSPER

SUSTAINABLE SYSTEMS

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

GOAL	STRATEGY	ACTIONS
		<p>Improve tracking, analysis, and dissemination of crash data to guide funding to address problem areas.</p> <p>Encourage and support events including Bike to Work, No Car Days, Celebrity rides, <i>etc.</i></p> <p>Produce informational brochures and programs to encourage bicycling as a mode of transportation and to improve safety and drivers' awareness of bicyclists.</p> <p>Encourage on-site bicycle parking facilities and locker rooms in development projects.</p> <p>Develop an alternative to the registration and waiver of liability requirement for use of bike racks on RTA buses.</p>
Fast and efficient mass transit supported by transit-oriented development	Enhance the quality of RTA rolling stock and fixed infrastructure.	<p>Continue to replace older RTA buses with newer, more comfortable buses that are more fuel efficient and have lower emissions.</p> <p>Continue to repair flood-damaged, red streetcars in order to restore a full fleet of streetcars.</p> <p>Continue to install benches and shelters at more transit stops throughout the city and improve access and amenities at major transfer points.</p>
	Improve the frequency and convenience of existing bus and streetcar service.	<p>Implement capital improvements such as signal priority technology, more efficient fare collection/boarding techniques, and the consolidation of stops to reduce travel times and improve efficiency.</p> <p>Use state of the art transit technologies to improve customer communications, offer transit priority on busy streets, improve access to and use of transit fare media, and reduce dwell time at stops.</p> <p>Reduce headways along major transit routes to less than 10 minute intervals during peak periods.</p> <p>Examine the feasibility of major upgrades in headways and operating hours along routes with historically less frequent service.</p> <p>Extend operating hours along both major and minor transit routes to accommodate residents with off-peak work hours and to better serve weekend entertainment destinations.</p>
	Enhance the ease, convenience and overall experience of using transit for both frequent and occasional riders.	<p>Provide a user-friendly guide to the transit system for tourists and new transit users.</p> <p>Improve the RTA website to allow for interactive scheduling, trip planning and real-time bus location, accessible from desktop computers and mobile devices.</p> <p>Provide transit route maps and schedules at every bus and streetcar stop.</p> <p>At major transfer points and intersections, install real time technology to inform riders when the next bus or streetcar will be arriving.</p>
	Improve the existing bus network by extending bus routes, creating new bus routes, and consolidating certain routes.	<p>Create a new bus route to link the universities in uptown New Orleans (Xavier, Tulane, Loyola) to the Magazine Street Corridor and modify existing routes, if needed, to serve middle schools and high schools.</p> <p>Implement minor capital and intersection improvements along Decatur Street in the French Quarter to improve travel times of buses traveling along Decatur.</p>

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

GOAL	STRATEGY	ACTIONS	
		Create extensions and minor modifications to existing bus routes (<i>e.g.</i> extending Magazine route to the foot of Carrollton Avenue) to better connect major bus and streetcar lines.	
		Examine the feasibility of consolidating redundant and/or underperforming routes for additional service on more principal routes still within walking distance.	
		Consolidate separate upriver/downriver routes (Elysian Fields/Magazine and Airline/St. Claude, for example) to allow for more frequent, seamless upriver/downriver travel.	
		Work with adjacent parishes to extend RTA routes to key employment and activity nodes outside of Orleans Parish (<i>e.g.</i> Claiborne bus to Ochsner Hospital in Jefferson Parish).	
	Invest in new rail, streetcar, and bus rapid transit (BRT) infrastructure by obtaining federal and local funding.		Create criteria to evaluate all streetcar expansions.
			Study the feasibility of constructing a distributor and trunk line system in the CBD and the French Quarter to improve connectivity for residents, workers, and tourists.
			Identify and preserve right-of-way for future streetcar/BRT/light rail connections to avoid loss of space through the placement of improvements.
			Construct a streetcar line extension along Carrollton Avenue to link the Canal/Carrollton spur and St. Charles streetcar lines.
			Study feasibility for Bus Rapid Transit (BRT) streetcar or light rail routes between the CBD, New Orleans East, West Bank, Gentilly and Lakeside neighborhoods.
			Study feasibility of an upriver and downriver extension of the existing Riverfront streetcar line in support of transit-oriented development sites.
			Study a St. Claude Avenue streetcar line from Canal Street to a transit hub at the Industrial Canal.
			Study the feasibility of additional streetcar or light rail routes within the city, including the Elysian Fields corridor, Claiborne Avenue, and an extension of the proposed St. Claude Avenue line east of the Industrial Canal to establish and preserve needed right-of-way.
	Better market transit service to increase percent of people who use transit.		Market fixed route and paratransit service to the elderly and the disabled community.
			Market transit alternatives to university students and faculty.
			Work with universities to develop discount fare passes for students, faculty, and staff.
			Work with public schools to restore the contract for transit passes for middle and high school students.
	Create forms and entities for agency coordination and consolidation to improve transit service delivery and sustainability.		Create staff transit working group from each jurisdiction to collaborate on actions needed to support transit and eventually create an integrated regional system.

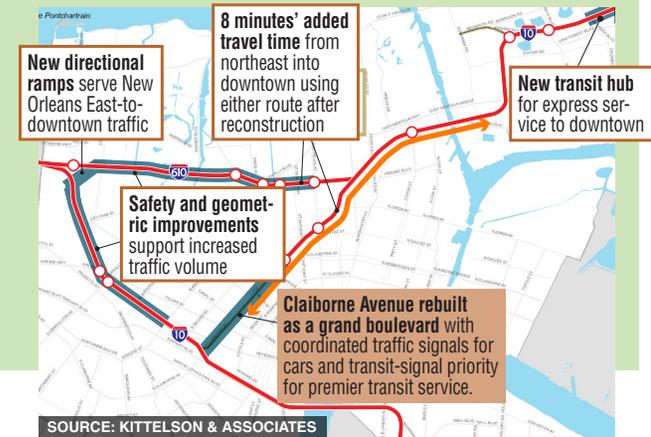
FIRST FIVE YEARS: 2010–2014
 MEDIUM TERM: 2015–2019
 LONG TERM: 2020–2030

GOAL	STRATEGY	ACTIONS
Enhanced intercity transportation with upgraded airport, better passenger rail service, and ultimately regional high speed rail	Preserve and enhance Louis Armstrong New Orleans International Airport as the preeminent airport facility in the state.	Complete improvements to airport terminals and expand terminals, as needed.
		Develop a passenger rail connection between the CBD, LANSOIA, and Baton Rouge.
	Support and advocate for federal and state funding for high-speed rail and regional lines between New Orleans and other communities.	Work with elected leadership to promote high-speed rail and to reinstate the New Orleans/Jacksonville route.
		Identify a priority location for pedestrian access and visibility for a UTP streetcar stop as part of streetcar system expansion plans.
Improve connectivity and the environment for users of the Union Passenger Terminal.	Make improvements to the station.	
	Commission an independent review of the arguments for and against the Inner Harbor Canal Lock project to resolve community issues.	
Freight transportation systems that serve the economy while respecting neighborhoods	Support capital improvements that are needed to keep the Port of New Orleans competitive while protecting quality of life.	Initiate a formal community outreach and planning effort to present the improvements.
		Pursue federal funding for the Gateway Plan, including adequate funding for the implementation of community mitigation and improvement projects.
	Refine and implement the New Orleans Rail Gateway Plan to improve railroad safety.	Conduct a comprehensive review of the designated truck route system and update as needed.
		Conduct systematic outreach to trucking companies on approved truck routes.
	Continue to refine truck routes and truck parking requirements while improving education and enforcement.	Include standards, practices and procedures in the plan.
Ensure that the City's hazard mitigation plan contains sufficient standards for the movement of hazardous materials by truck and rail through the city.		
Transportation infrastructure that is resilient to flooding and other natural hazards.	Make capital investments and implement administrative strategies to ensure the resilience of the city's transportation infrastructure against future hazards.	Ensure that a thorough, timely, regularly updated plan is in place to secure bus and streetcar rolling stock from flooding.
		As transportation facilities are renovated, ensure that critical building systems are elevated and that facilities are hardened against flood and wind damage.
		Minimize potential flood damage by using resistant techniques and materials in road and drainage repair.

Study the feasibility of replacing the I-10 Claiborne Expressway with a boulevard that can knit neighborhoods back together

The possibility of removing the elevated I-10 Claiborne Expressway would have multiple, widely recognized benefits: it would right a decades-old wrong committed in the name of urban renewal; it would enhance the livability and character of adjacent neighborhoods like Tremé; it would promote investment in the neglected blocks along the expressway; and it would set the stage for restoring historic Claiborne as a grand, tree-lined boulevard. Concerns focus on the ability to move the I-10's current traffic through the city without overwhelming neighborhood streets, serve downtown's traffic needs, and

avoid widening other expressways such as I-610. The process of replacing the expressway would begin with feasibility and environmental-impact studies, largely funded through federal grants, to address these concerns and insure that the transportation, economic, social, environmental, and other benefits of removing the expressway outweigh the considerable costs. These studies would start by determining the sizable costs of maintaining the aging overpass and would identify alternatives.

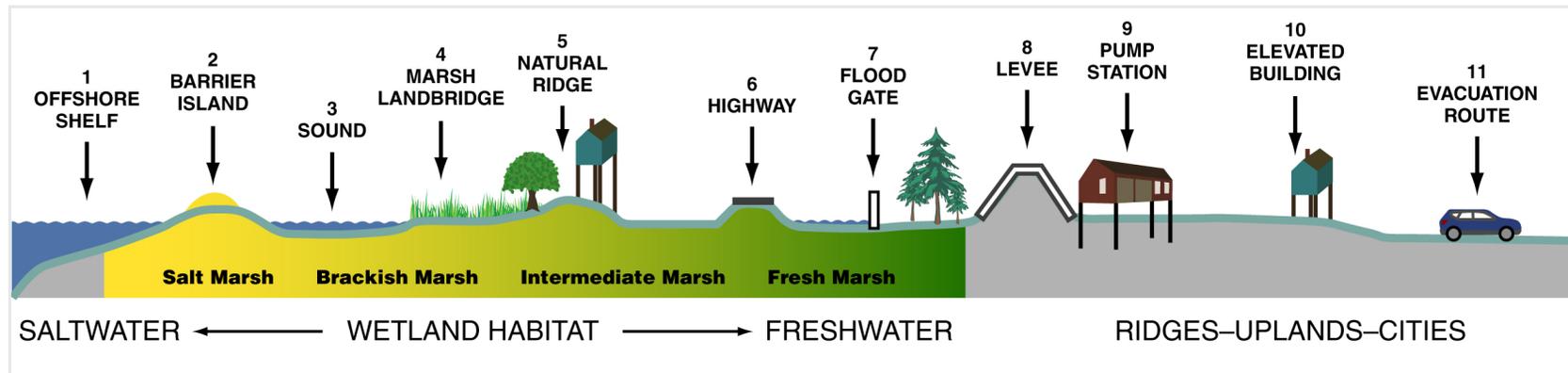


Resilience: Living with Water and Natural Hazards

New Orleans has always depended for its existence and prosperity on its location in a place prone to storms, floods, and other natural challenges. Understanding and managing risks to secure opportunity and value was critical to the city's growth and cultural development, allowing it to become one of the world's great cities. Hazard mitigation is legally defined as "any sustained action taken to reduce or eliminate the long-term risk to human life and property from hazards." To be effective, hazard mitigation must be targeted to all classes and types of hazards and it must be comprehensive in its approach, integrated in its implementation, and mindful of the community interests it wants to protect or enhance. In the 21st century, the language of hazard mitigation is coupled with the concept of "resilience." Resilience is shown

by a community's ability to anticipate hazards, to reduce overall vulnerability, and to respond and recover from hazard events. In addition, resilient communities also need to be able to learn and adapt to changing conditions and risks.

The Master Plan focuses especially on storm and flood hazards, as the most significant facing New Orleans. The City has begun to develop its own expertise on hazard mitigation and resilience and must expand this capacity. Technical expertise within city government must be combined with broad community dialogue and understanding about probabilities, managing risks, and the interrelated responsibilities of individual households, city government, and state and federal governments.



SOURCE: LAKE PONTCHARTRAIN BASIN FOUNDATION

The multiple-lines-of-defense strategy is a methodology to design flood control and wetlands restoration that employs both manmade and natural features to ensure protection against hurricane surges.

Priority issues in the plan include:

- Community process and discussion about risks and mitigation options, including standards for buildings and neighborhoods
- A Department of Environmental Affairs and strengthened capacity for hazard mitigation and floodplain management
- Planning for climate change in adopting standards and techniques to meet resilience standards
- Advocacy for higher protection standards and a comprehensive and holistic coastal restoration plan on the model of the Everglades Restoration Plan
- Comprehensive stormwater management systems that include natural drainage methods and potential use of Dutch-style canals as amenities
- Regulatory approaches where needed to ensure resilience in new building and financial assistance for retrofitting of existing buildings

Water planning in New Orleans

Living with the Water

South Louisiana, like the Netherlands, must adapt to the threats inherent in living on a subsiding delta. This is not an either/or proposition: it is an ordering principle. "Safety first" is the key organizing water-management principle in the Netherlands, as it must be here. History repeatedly shows the folly of living in a delta, where disasters are common. To ignore, however, the water's magic, the unique, abundant opportunities that can and should be exploited for economic, societal, and cultural gain is equally foolhardy. New Orleans has turned its back on its water—and thus its nature—viewing water as a menace or nuisance, yet historical connections to water still exist within the city. Navigation and drainage canals and bayous have been covered, walled, and hidden, but their restoration is feasible because rights of way still exist and are unencumbered. Bayou St. John is a vivid example of an attractive, historic waterway that could serve as a model for future canal restorations. Both safety and amenity from water are crucial to a future in which New Orleans is robust, vibrant, and secure.



Marsh restoration, St. Bernard Parish Planning (1)



Louisiana

The Netherlands



Potential typical Neutral Ground with canal



Potential London Avenue Canal



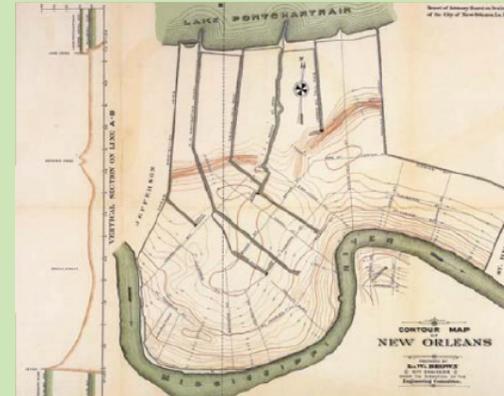
Carondelet Canal turning basin, 1900 (2)



Same Site, 1994 (2)



Oude Haven, Rotterdam, the Netherlands (2)



Contour map of New Orleans, 1895 (3)

All images courtesy of Waggonner & Ball Architects and taken from *Dutch Dialogues*, except as noted:
 (1) St. Bernard Parish Planning, Waggonner & Ball Architects
 (2) Richard Campanella, *New Orleans, Then and Now*
 (3) *Charting Louisiana: 400 Years of Maps*

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

GOAL	STRATEGY	ACTIONS	
Holistic community standards of resilience from hurricanes and other hazards.	Create an effective community process and collaboration with the Army Corps of Engineers, regional stakeholders, and the state to have a dialogue about storm probabilities, risk, protection levels, and hazard mitigation options in order to reach a community consensus on resilience standards.	Ensure that there is adequate and ongoing education and outreach to the public about current risk levels from hurricanes and other hazards.	
		Develop aims for revised building standards, building techniques, community facilities investments and land use practices to reflect the community standards for resilience.	
		Include adaptation to climate change and sea level rise in planning for resilience.	
	Advocate for a minimum 500-year protection level and comprehensive coastal wetlands restoration.	Promote completion of 100-year protection by the Army Corps of Engineers (ACE) as promised in 2011.	Advocate for the comprehensive plan similar to the Everglades Plan and recommended priority actions expected but not received from the LACPR.
			Create a regional coalition for funding to implement a comprehensive protection system with a 500-year or more standard and a full range of non-structural measures.
			Study feasibility of the polder system.
			Advocate for expedited release of funds for coastal restoration from the federal-state royalty agreement on offshore leases.
			Streamline policy coordination and wetlands permitting among the state, ACE, and local government.
	Expand the coordination and implementation of coastal restoration efforts in Orleans Parish.	Update the Coastal Management Plan.	Explore the potential of funding local wetlands protection and restoration projects with carbon sequestration, “cap and trade” credits.
			Develop an inventory of property outside the levees and all wetlands in Orleans Parish.
			Ensure consistency between the CPRA plan, the Bayou Sauvage Master Plan, the City’s Master Plan and land use regulation.
			Create a local wetlands protection ordinance.
			Create an improved inventory of wetlands in Orleans Parish to inform land use policies and coastal restoration efforts.
			Resolve any property and subdivision issues in areas outside the levees through a property inventory and acquisition of paper subdivisions.

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

GOAL	STRATEGY	ACTIONS
	Develop a Stormwater Management Plan that will provide technical expertise, identify best management practices, and establish minimum requirements to control the adverse effects of stormwater runoff for all new development and capital improvements.	Convene a working group of city agencies to co-author the stormwater management plan.
		Establish stormwater management best practices in design and construction of public buildings, including pervious materials and green roofs.
		Study the feasibility and cost of retrofitting drainage canals as landscape amenities (“blueways”).
		Advocate for Corps to provide full pumping capacity for the city’s outflow canals.
		Modify zoning and subdivision regulations to encourage on-site storage and infiltration of stormwater and the use of pervious pavement, green roofs and similar strategies.
		Retrofit green open space for stormwater management.
		Study the feasibility of using the river to manage groundwater levels and reduce subsidence.
A resilient city working towards a future in which evacuation would rarely be necessary	Create a Department of Environmental Affairs by expanding the current agency and strengthen hazard mitigation and floodplain management capacity.	Expand the responsibilities, staffing and funding of the city’s Environmental Affairs agency to serve as the central policy development office for the city’s resilience and other environmental strategies.
		Support and strengthen the city’s professional Hazard Mitigation Unit.
		Strengthen the city’s floodplain management capacity in the Department of Safety and Permits.
	Adapt building to respond to hazard risks.	Design new public facilities and retrofit existing facilities to make them hardened and resilient to wind and flooding.
	Adopt regulations to make new development hazard resistant and resilient.	Continue to work with FEMA to ensure that DFIRM requirements after 100-year protection is complete accurately reflect risk.
		Subject to analysis, supplement DFIRM requirements with more stringent local mandates, where appropriate.
	Secure additional funding to assist property owners with costs of flood and storm proofing.	Secure additional grants.

HOW WE LIVE

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SUSTAINABLE SYSTEMS

Environmental Quality

Many New Orleanians have embraced the recovery and rebuilding process as an opportunity to build better—a chance to create a healthier, more environmentally sustainable city. The public and private sectors, individual residents, and grassroots organizations increasingly take “green” and resource-efficient approaches to their redevelopment activities. Innovative and cutting-edge practices in green enterprise, planning, and design have begun to emerge all over the city. As the nation’s attention turns increasingly to the economic, ecological and health benefits of cleaner, more sustainable and more energy-efficient development and lifestyles, New Orleans is poised to become a national leader in these trends.

The Master Plan focuses on strategies to incorporate environmental quality in a variety of spheres:

- Environmental leadership through creation of a full Department of Environmental Affairs and implementation of the GreeNOLA Plan.
- Development of a citywide Climate Action Plan
- Promotion and enhancement of sustainable development patterns through land use policies that emphasize transportation choice, walkability, compact development, and green infrastructure
- Expansion of renewable energy through implementation of the Energy Smart New Orleans Plan and other strategies
- Resource conservation and waste reduction through reuse, recycling, and energy efficiency in everyday practices
- Promotion of green building practices in municipal facilities and through incentives and regulation
- Support for urban agriculture and community gardens
- Remediation of contaminated sites and measures to prevent pollution

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

GOAL	STRATEGY	ACTIONS
ENVIRONMENTAL LEADERSHIP		
National and international recognition of New Orleans as a leader in sustainable urbanism	Create Department of Environmental Affairs.	Expand responsibilities (see Chapter 12) and provide increased funding for staff.
	Support and promote exemplary local sustainable practices.	Establish a certification award for businesses that illustrate exemplary sustainable practices.
		Establish an annual showcase of local best practices in sustainability.
	Develop ecotourism in New Orleans.	Create tourist guides and materials that promote green buildings and ecological tours.
Establish a Director of Ecotourism position, possibly within the Convention and Visitor's Bureau (CVB).		
CLIMATE CHANGE		
Citywide preparation for future climate change and reduced contribution to global warming	Complete a citywide Climate Action Plan.	Establish a Climate Change Policy Advisory Group.
	Become a designated Department of Energy Clean City.	OEA apply for Clean City status.
SUSTAINABLE DEVELOPMENT PATTERNS		
A physical environment characterized by Smart Growth patterns of development	Encourage mixed-use, walkable and "bike-able" neighborhoods.	Allow mixed uses in land use and zoning in strategic locations such as around transit nodes.
		Encourage infill development and preservation of historic, walkable neighborhoods.
		Repair sidewalks, street lighting, and provide streetscape enhancements to encourage pedestrian activity.
	Encourage the development and use of alternative forms of transportation.	Expand the range of available transportation choices, including a comprehensive network of bike paths and upgraded public transit.
ENERGY EFFICIENCY & RENEWABLE ENERGY		
Energy efficiency, resource conservation and waste reduction in everyday practices	Ensure that homes, commercial buildings, and public facilities are "weatherized" and energy-efficient.	Continue to fund, implement, and improve the Energy Smart New Orleans program.
		Perform an energy efficiency survey of all public buildings and facilities.
		Establish an energy management fund to provide capital for energy efficiency improvements to public facilities.
Expanded renewable energy technology development, production and use	Provide support and resources to start-up companies in renewable energy technologies.	Continue to support the Solar America Cities Program to accelerate the adoption of solar technologies.
		Provide for the unique spatial and infrastructural needs of high-tech industries in land use and zoning.
		Provide tax and other incentives to start-up companies in renewable energy technologies.

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

GOAL	STRATEGY	ACTIONS
	Promote and facilitate small-scale production of renewable energy on individual properties.	Reduce zoning and other legal barriers to small-scale renewable energy production. Support and promote community purchasing initiatives to reduce the cost of purchasing and adopting renewable energy technologies. Promote the use of solar- and wind-generated energy as resilient to flooding and disasters. Provide residents and businesses with accessible, user-friendly information about renewable energy. Establish a Power Purchase Agreement and feed-in tariffs between small power producers and Entergy.
	Expand the use of renewable energy sources by public utilities.	Promote Entergy's Geaux Green program.

New Orleans can be a leader in climate change policy

Among the greatest challenges facing the global community is adapting to a warming planet and reducing the human activity that has already begun to change climates worldwide. With urban areas responsible for roughly 75 percent of global greenhouse gas emissions,¹ the leading contributor to climate change, cities such as New York, Chicago and Portland, Oregon (and many others) have addressed the challenge head on by adopting comprehensive climate action plans that spell out city-level policies for reducing carbon emissions and for reducing, offsetting, or preventing other manmade contributions to global warming.

New Orleans has taken several important steps towards becoming a greener, more sustainable city, including a pre-Hurricane Katrina audit of municipal greenhouse gas emissions, and recent City Council adopted initiatives that aim to make the city more sustainable (the GreenNOLA plan), and individual households and businesses more energy efficient (the Energy Smart program.) Building on these and other important efforts, the city now has a

¹ City of Portland Bureau of Planning and Sustainability, <http://www.portlandonline.com/osd/index.cfm?&c=ebijg>

unique opportunity to combine its recovery with increased steps toward a more prosperous and sustainable future by creating its own comprehensive Climate Action Plan. Such a plan can establish the city as the environmental leader for Louisiana, the entire Gulf Coast, and other low-lying regions worldwide. Due to its varied character and geography—from downtown and dense historic neighborhoods to auto-oriented post-war developments to remote maritime communities—New Orleans could develop and export climate-change policies and strategies applicable to communities both wet and dry, and of varying sizes and scales.

A Climate Action Plan for New Orleans should lay out policies to cut emissions from municipal operations dramatically. It should also offer tools and incentives to help residents and businesses alike live and prosper in a more environmentally friendly manner. Plan components should include, but not be limited to:

- development of a comprehensive set of policies and strategies designed to reduce emissions from government operations;
- commitment to purchasing municipal electricity from renewable sources;

- reduction in municipal energy and fossil-fuel consumption through adoption of LED technology for street signals, and conversion of the entire municipal fleet to hybrid and electric vehicles;
- investment in new technologies such as river turbines, wind and solar power, and biofuel technology to increase local energy production from renewable sources.
- development of comprehensive, premium transit service and a bike system, both of which will help reduce automobile trips and emissions.
- education of residents and business and support systems to help both become more “green.” (i.e., training in how to calculate a building’s or person’s “carbon footprint” and teaching strategies for reducing or offsetting their impact);
- widespread planting of trees throughout the city to provide shade, reduce heat-island effects, and absorb CO₂; and
- introduction of a zoning code that not only allows but actively encourages the use of green building features such as green roofs, use of recycled construction materials, solar and wind power, rain gardens and increased permeable surfaces.

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

GOAL	STRATEGY	ACTIONS
		Adopt renewable energy standards for all city facilities as part of the Climate Action Plan. Advocate for the adoption of a renewable portfolio standard for the State of Louisiana.
GREEN BUILDING		
A built environment that illustrates best practices in sustainable building and design	Establish voluntary and mandatory green building standards.	Establish a Green Building Task Force to propose amendments to the building code.
		Amend the building code to include mandatory green building standards.
	Require all municipal facilities to adopt sustainable building practices.	Coordinate municipal facility construction projects and negotiate cost-efficient purchases of energy-efficient materials and equipment by purchasing them in large quantities.
		By city ordinance, require all municipal facilities to adhere to an established standard of sustainable building practice.
		Study options for “greening” City Hall.
URBAN AGRICULTURE, GARDENING, AND OPEN SPACE		
Ample opportunities for all residents to participate in and benefit from urban agriculture and community gardening	Support and promote urban agriculture and community gardening on public and private property.	Remove zoning and regulatory barriers to urban agriculture.
		Encourage food growing on public and private property that is compatible with the character of surrounding neighborhood, from the backyard garden to the entrepreneurial farm, through partnerships with private and nonprofit partners.
		Perform an inventory of possible gardening sites and determine their suitability for gardening (e.g. perform soil contamination tests).
		Make blighted and adjudicated property available to private and nonprofit partners who agree to maintain the land as public community gardens.
		Explore community orchards as an interim use for vacant land.
		Provide incentives such as city assistance in debris removal or reduced water fees to encourage reuse of vacant properties for urban agriculture.
		Establish schoolyard greening programs.
Enhancement of the environmental value of urban green spaces	Promote restoration of native plants in natural areas and public rights of way that are not suitable for pedestrian or recreation access. Incorporate the concept of the tree canopy as habitat in the city’s urban forestry program. Introduce sustainable methods in park maintenance and operations.	Incorporate native plantings in natural area and public rights of way where appropriate.
		Raise public awareness through publications and education programs
		Use alternatives to pesticides and herbicides, recycled and recyclable materials, solar panels, artificial turf for intensively used athletic fields, natural lighting and ventilation when possible.

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

GOAL	STRATEGY	ACTIONS
SOLID WASTE		
Reuse of materials, facilities and structures wherever possible	Consider renovating and reusing existing public facilities or other available buildings before constructing new buildings wherever possible.	Establish and utilize standard procedures for performing cost-benefit analysis of adaptive reuse options when acquiring new facilities.
	Promote and facilitate adaptive reuse of underutilized buildings.	Provide for adaptive reuse possibilities in land use and zoning.
	Facilitate deconstruction as an alternative to demolition, and promote reuse of salvaged building materials wherever possible.	Coordinate with demolition processes to provide for deconstruction wherever feasible for buildings slated for demolition.
Resource conservation and waste reduction in everyday practices	Encourage recycling and composting in homes, businesses, and institutions.	Fully restore city recycling facilities.
		Require all municipal facilities to provide recycling.
		Provide recycling receptacles in public places.
		Allow limited composting on residential properties.
	Promote sustainable practices in municipal operations.	Develop a composting facility and provide city-wide composting service, including curb-side pick-up.
		Implement a green procurement policy.
		Offer rewards to City employees who commute by walking, biking, or public transit.
	Ban or tax the use of plastic bags in stores.	Replace the city's vehicle fleet with hybrid and/or fuel-efficient vehicles.
		Convene a task force to build support for a ban or tax on plastic bags.
	Increase public awareness of sustainable practices.	Continue to improve the OEA website to provide public information.
Partner with other public agencies and community organizations to provide educational information and outreach on sustainable living.		

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

GOAL	STRATEGY	ACTIONS
ENVIRONMENTAL HEALTH		
Soil, water and air free from toxic contamination	Prevent illegal disposal of hazardous waste.	Provide proper disposal services for hazardous waste items, including residential curbside pick-up.
		Provide adequate code enforcement of environmental health hazard protections.
		Provide public education about the causes and effects of environmental contamination.
	Identify, remediate and redevelop contaminated sites and buildings.	Provide public education about environmental contaminants and available resources for remediation.
		Create and maintain a database of environmental hazards and conditions.
		Identify and apply for federal, state, and other funding to remediate brownfields and other contaminated sites.
		Provide increased funding and support for lead remediation initiatives for homes, schools, and gardens.
		Explore neighborhood-based projects to remove toxins from contaminated vacant land using plantings.
		Provide free or reduced-cost soils testing to individual property owners and residents.
		Regularly monitor closed landfills to ensure that they are not causing pollution or hazards.
		Continue strict environmental monitoring of the Gentilly Landfill.

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Conclusion

New Orleans is still in the midst of recovery from the aftermath of Hurricane Katrina as this Master Plan is being written. This is not at all surprising—experience has shown that it takes an average of ten years for cities to recover from catastrophes. New Orleans 2030 is a Master Plan to take New Orleans through the recovery period and into a new future.

Livability, prosperity, and sustainability—the overall themes of the Master Plan—are at the foundation of all communities in the 21st century. In New Orleans, these themes infused the many goals and policies in this plan that have their roots in the recovery plans created in 2006–2007. Implementation is beginning on many of them as the city rebuilds public facilities damaged by the storm. But as a 20-year plan, the Master Plan also looks forward to attaining new ambitious goals.



GOODY
CLANCY

ARCHITECTURE
PLANNING
PRESERVATION

WITH

CAMIROS
MANNING ARCHITECTS
GCR

BRIGHT MOMENTS
CONCORDIA
CREATIVE INDUSTRY
MARK DAVIS
EJP CONSULTING
FERNANDEZ PLANS
JULIEN ENGINEERING
KITTELSON
MT. AUBURN ASSOCIATES
PEREZ, INC.
VILLAVASO & ASSOCIATES
W-ZHA
ZIMMERMAN/VOLK

