A Rebuilding Strategy
New Orleans, LA

November 12 – 18, 2005
ULI – the Urban Land Institute
About ULI

- Nonprofit research and education organization with more than 28,000 members
- Mission – provide responsible leadership in the use of land to enhance the total environment
- Publish books, organize conferences and meetings, *Urban Land* magazine, education programs, advisory services program
About Our Process

- More than 50 experts here over 7 days
- Toured the city
- Interviewed more than 300 New Orleanians
- Held town hall meeting attended by more than 250 people – 70 people spoke
- Presentation of key findings and recommendations
Why We Are Here

To develop a rebuilding strategy for the City of New Orleans
Government Effectiveness

Virginia Fields, Manhattan Borough President, New York City
Tom Murphy, Mayor, Pittsburgh, PA
Carl Weisbrod, President Real Estate Division, Trinity Church, New York City
“I also offer this pledge of the American people: Throughout the area hit by the hurricane, we will do what it takes, we will stay as long as it takes, to help citizens rebuild their communities and their lives. And all who question the future of the Crescent City need to know there is no way to imagine America without New Orleans, and this great city will rise again.”

President George W. Bush, speaking in New Orleans at Jackson Square
September 15, 2005
Citizen Rights

- Equitable and speedy redevelopment
- Restored utilities and levees
- Efficient and effective government
- Integrity and transparency in government
- Stronger neighborhoods
- Full and fair compensation for property owners who cannot rebuild on their land
Guiding Principles for Government Effectiveness

- Partnership among governments
- Speak with one voice
- Regional opportunities
- Primary federal funding role
- Building local capacity
Recommendation #1

- Begin redevelopment equitably and without delay
  - Funding: federal assistance is necessary
  - Implementation: Crescent City Rebuilding Corporation
Federal Assistance

- Rebuild infrastructure
- Comprehensive rebuilding plan
- Land assembly and disposition
- Renovation and construction
- Support for local small businesses
- Restoration of the city’s premier medical facilities
- Enhancement of port facilities
- Environmental remediation
- Grants and tax credits for renovation and construction of historic buildings in historic neighborhoods
Crescent City Rebuilding Corporation

- Established by state legislation
- Powers: to be discussed later in presentation
- 7 to 15 member board
  - Appointed by President, Governor, Mayor, City Council
  - No single appointing authority has a majority
  - Key qualifications of board members
- Importance of a high quality CEO
Recommendation # 2

- Restore utility services
  - Immediate congressional appropriation of funds
  - Broaden the electricity rate base
  - Expedite analysis of other utilities
  - Expedite permitting process
Recommendation #3

- Strengthen and empower neighborhoods
  - Planning grants and technical assistance to the city’s neighborhoods
Recommendation #4

- Provide efficient and effective government to all
  - Secure Federal funding for city’s short-term revenue crisis for operating budget
  - Temporary Financial Oversight Board
  - Reform in local government
Temporary Financial Oversight Board

- State legislation – 5-year term
- Receive new funds to restore and maintain a decent quality of life and to avoid municipal bankruptcy
- Oversee and approve city budget
- Approve major contracts
- Withhold or condition new revenue
- Establish financial procedures and reporting requirements
- Recommend and review financing options for redevelopment
Governance

- 7 Member Board
  - 3 members appointed by President
  - 2 by Governor
  - 1 by Mayor
  - 1 by City Council

- Members should have financial expertise in accounting, municipal finance and/or financial management
Recommendation #5

- Fundamental reforms are needed
  - Tax Reform – particularly property tax
  - City Council review of zoning/planning
  - Government Contracting
  - Change City Charter and State Constitution in order to implement necessary reforms
  - Performance Standards (citistats)
  - Publication of Performance Data
Recommendation #6

- Greater integrity, transparency and communication is necessary
  - Create effective audit mechanisms, including an Inspector-General and a Board of Ethics as authorized in the City Charter
  - Better communications and cooperation among elected officials
  - Better communication between public officials and all citizens
Economic Development and Culture

Dr. Philip Hart, CEO, Hart Realty Advisors, Hollywood, CA
Building Capacity for Recovery and Regrowth

- **Rebuild**: Maximize the local benefit of short-term rebuilding
- **Revive**: Get the sectors that showed strength prior to the storm back on their feet
- **Reposition**: Lay the foundation for the long-term growth through diversification and strategic investment
Building Blocks of Economic Development

- Workforce
- Leadership
- Culture
- Equity
- Capital
- Strategy
Small Businesses: Backbone of the Economy

- **Short-term**
  - Top priority: access to capital
  - Outreach
  - Centralize information and resource

- **Long-term**
  - Public/private investment – double bottom line
  - Entrepreneurship
  - Strategic plan for long-term
  - Capacity, priorities
Rebuilding: Local Benefit

- **Short-term**
  - Ensure local, small, and minority business participation, beyond contracting requirements
  - Job-linked training and workforce development
  - Direct links to youth and revamped education and other support systems
  - Outreach to displaced residents
    - Housing and other support systems

- **Long-term**
  - Outcomes: capacity, legacy, wealth
Priorities Reflect Key Sectors

- Port
- Film and television
- Music
- Healthcare and biosciences
- Food
- Tourism and culture
- Special events
- Sports
- Higher education
- Energy
- Retirement
Music

- **Short-term**
  - Bring them back, put them to work – housing, jobs, venues, promotions
  - Ambassadors, tours, events: stay in the national consciousness
  - Sponsorships – focused on national philanthropic support

- **Long-term**
  - WPA for music and arts
  - New Orleans Jazz Orchestra (NOJO)
Bioscience

**Short-term**
- Secure funding for key initiatives: bioinnovation center, cancer research consortium
- Revive NORMC
- Message of confidence to retain and attract key personnel

**Long-term**
- Enhance tech-transfer capacity
- Forge links to secondary education, foster mentorship
- Design aggressive tax incentives
- Build venture capital capacity
City and Urban Planning

Planning
Infrastructure
Housing
Urban Planning and Design

Joseph Brown, President, EDAW, San Francisco, CA
William Gilchrist, Director, Dept. of Planning, Engineering, and Permits, Birmingham, AL
New Orleans

A City of Character

A City of Soul
Our Goals and Givens

- Flood protection assumptions
- Neighborhood integrity
  - No partially abandoned streets or blocks (the jack-o-lantern syndrome)
- Safe and secure neighborhoods
city of neighborhoods and community facilities
source: Campanella 2002, ULI Analysis

Legend
- 1722
- 1880
- 1920
- 1949
- 2000

city of history
water at the city gates
wetland loss post Katrina
elevation
flood inundation
registered historic districts

source: City Planning Commission of New Orleans
owner occupied housing
Strategy for Action

- Sequential investment areas
- Waters, levees, canals, and strategic open space
- Corridors of connection for compact and cohesive city
- Development sites
topography / ridges / water
connecting corridors
strategic open space
sequence of neighborhood investment zones
economic and housing development sites

- Medical District
- Amateur Sports Complex
- Canal Street Initiative
- Cruise Ship Terminal Expansion
- Mixed Development at East Bank Naval Facility
- Port at Riverfront
- Federal City
- Various Housing and Mixed Use Development
strategy for action
Success - an intense & urgent range of individual to collective actions.
Infrastructure

Warren Whitlock, Director, Construction Coordination, Columbia University, New York City
Three Sequenced Stages of Infrastructure Redevelopment

- **Recovering Stage** – now until August 2006, the one year mark of Hurricane Katrina
- **Rebuilding Stage** – between Year 1 and Year 5 concluding approximately August 2010.
- **Growing Stage** – those years defined as those years from 2010 and beyond with dates such as 2018, the year New Orleans’ tricentennial anniversary.
Louisiana Recovery Authority Smart Growth Principles

- Sustainable development principles should guide infrastructure planning, design and construction
- Allocate environmental risk equitably with respect to socioeconomic diversity
- Phase infrastructure improvements by geographic areas that are most environmentally capable for redevelopment.
Louisiana Recovery Authority Smart Growth Principles

- Rebuild a reliable and safe regional levee system and restore coastal wetlands
- Develop and improve local and regional transportation systems that connect neighborhoods, expands transportation choices and facilitates evacuation
- Establish a regional infrastructure planning process
- Coordinate decision-making for land use and infrastructure planning
Three Design Principles For Infrastructure for New Orleans

- Safety
- Connectedness
- Sustainability
Key Infrastructure Redevelopment Messages

- *Flood protection* – In the near term, the highest priority is to put it back the way it was and prepare for improvements. In the long term, it requires a complete rethinking of the system for an urban setting with links to development.

- *Critical services* – Restore now, but manage to assure reliability and sustainability.
Recovery Stage:
August 2005 - August 2006

- By January 1, 2006 - Entergy reestablishes electrical service to all of the city’s neighborhoods
- By March 1, 2006 - establish benchmarks for toxicity levels
- By June 2006 - develop and implement a protection system for pumps and water treatment facilities
- By August 2006 - stabilize port and water management facilities to enable return of port operations
Rebuilding Stage: 2006 through 2010

- Consolidate multiple levee boards in S.E. Louisiana into a single regional levee board
- Consolidate Tri-parish transit systems into a regional agency
- Developed “multi-level” flood protection plan
- Implemented Rampart Street Car Line
- Begin sustainable building design and enforcement procedures
Growing Stage: 2018 and Beyond

- Develop state-of-the-art intermodal transportation system, including port facilities
- Replant 300,000 trees to reestablish the urban forest
- Develop bigger, wider, multi-layered and neighborhood-based urban protection systems against annual Mississippi flooding, frequent flooding from rainstorms, and infrequent hurricanes
- Reconstruct levees as a multi-layered flood protection system that conforms to urban rather than agricultural design standards and provides the maximum feasible protection
Housing and Redevelopment Recommendations

Tony Salazar, President, McCormack Baron Salazar, Los Angeles, CA
Urgent Housing Actions

- Assessment of existing housing stock
- Form and activate Crescent City Rebuilding Corporation
- Temporary housing/FEMA actions
- Repopulate suitable public housing
- Design guidelines and technical assistance for property owners
- Government actions
- Extend mortgage forbearance period
Rights of New Orleans Property Owners and Renters

- Fair compensation
  - pre-Katrina property values for owners
  - comparable rents for renters

- Equitable redevelopment
  - sufficient resources to rebuild in place or relocate in developable areas
Functions of the Crescent City Rebuilding Corporation

- Buys homes and property
- Purchases and restructures mortgages
- Finances redevelopment
- Land banking
- Bond issuance
- Neighborhood planning
- Foster community development corporations
  - create New Orleans Housing Partnership
- Supports the functions of city agencies
### Examples of Fair Compensation for Homeowners

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<th>Description</th>
<th>Amount</th>
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<tr>
<td>Pre-Katrina value</td>
<td>$100,000</td>
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<tr>
<td>Mortgage</td>
<td>$75,000</td>
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<tr>
<td>Equity</td>
<td>$25,000</td>
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- No insurance
- Not returning
- Rebuilding in place
- Moving elsewhere in New Orleans
Summary

Smedes York, Panel Chair
Four Key Points

- Rebuild first in priority areas
- Work differently for all and have one plan that is fair and equitable
- Form the Temporary Financial Oversight Board
- Form the Crescent City Rebuilding Corporation
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