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# A Rebuilding Strategy

## New Orleans, LA

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November 12 – 18, 2005

ULI – the Urban Land Institute

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# 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



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# Why We Are Here

To develop a rebuilding strategy for the City of New Orleans



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# Government Effectiveness

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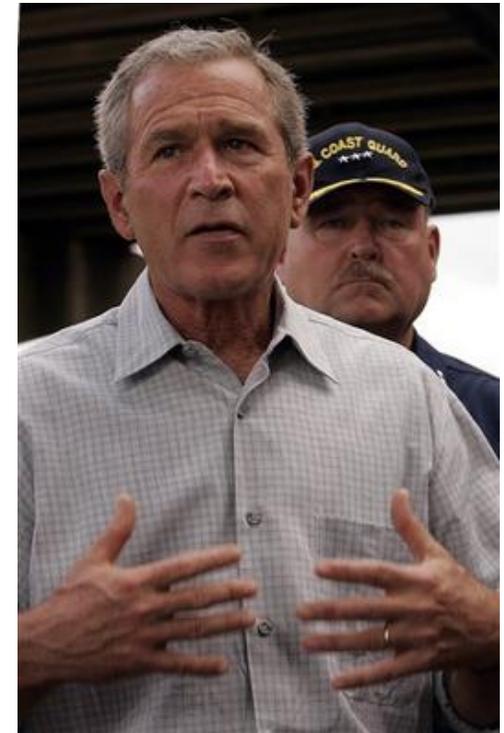
*Virginia Fields, Manhattan Borough President,  
New York City*

*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*



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# 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

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# 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



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# 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



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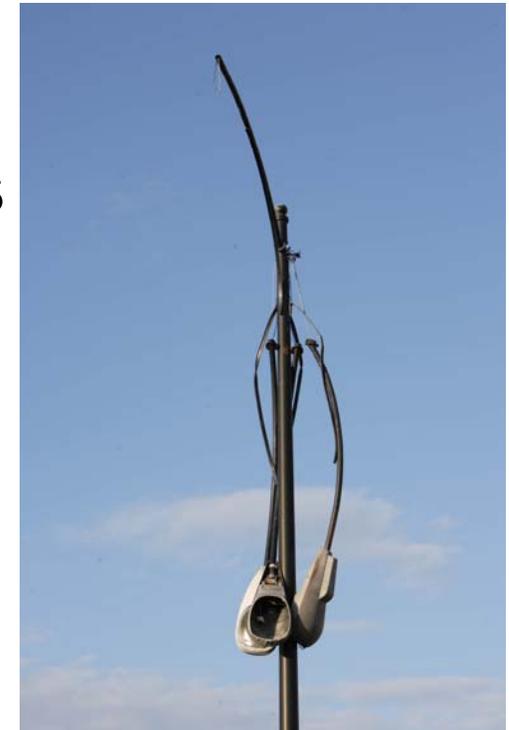
# Crescent City Rebuilding Corporation

- 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

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# Recommendation # 2

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



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# Recommendation #3

- Strengthen and empower neighborhoods
  - Planning grants and technical assistance to the city's neighborhoods

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## 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

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# 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

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# 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

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# 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

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# 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

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# Economic Development and Culture

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*Dr. Philip Hart, CEO, Hart Realty  
Advisors, Hollywood, CA*

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# 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

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# Building Blocks of Economic Development

- Workforce
- Leadership
- Culture
- Equity
- Capital
- Strategy



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# 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

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# 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

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# 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)

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# 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

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# City and Urban Planning

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*Planning*

*Infrastructure*

*Housing*

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# Urban Planning and Design

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*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*



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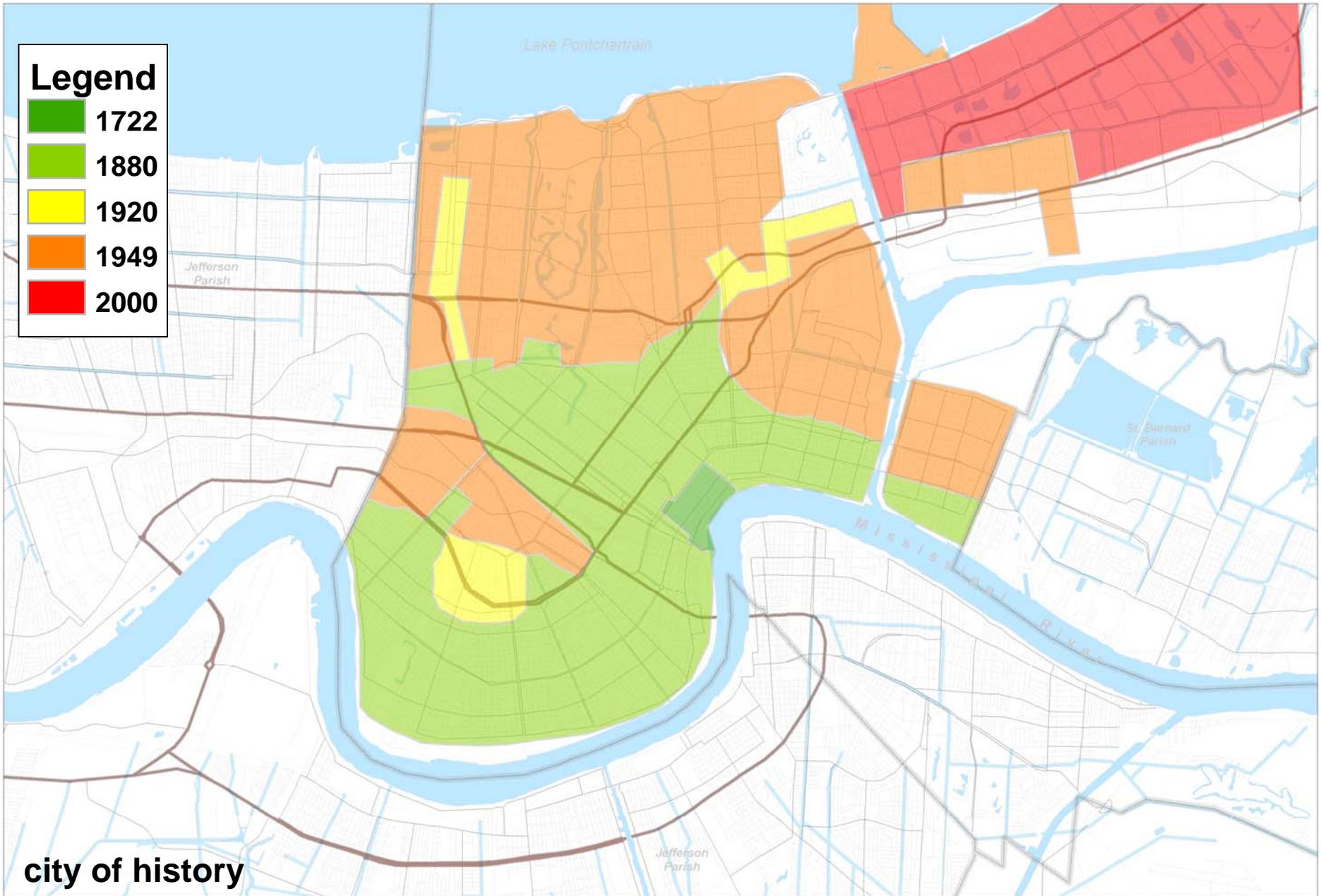
# Our Goals and Givens

- Flood protection assumptions
- Neighborhood integrity
  - No partially abandoned streets or blocks (the jack-o-lantern syndrome)
- Safe and secure neighborhoods

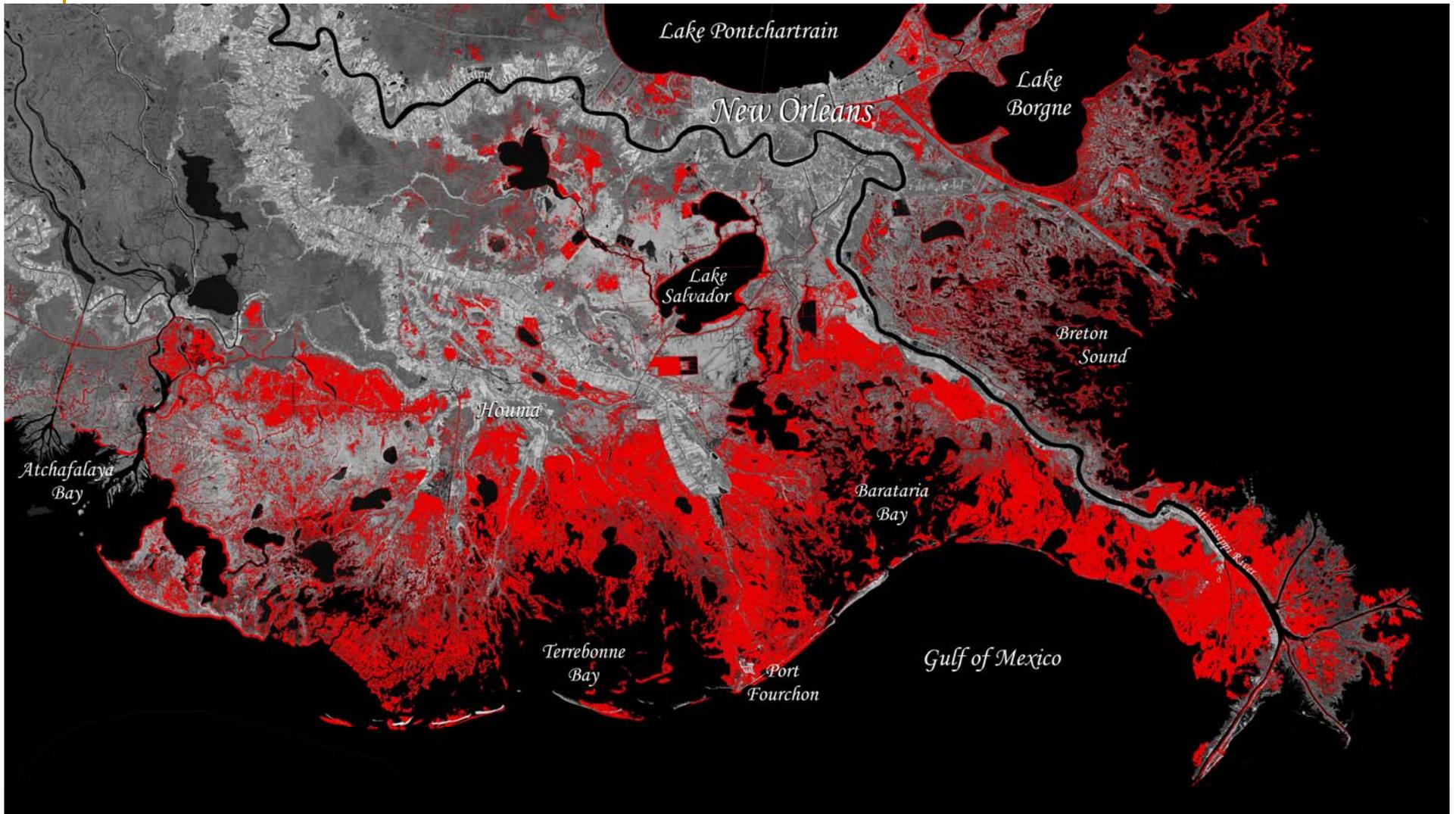


city of neighborhoods and community facilities

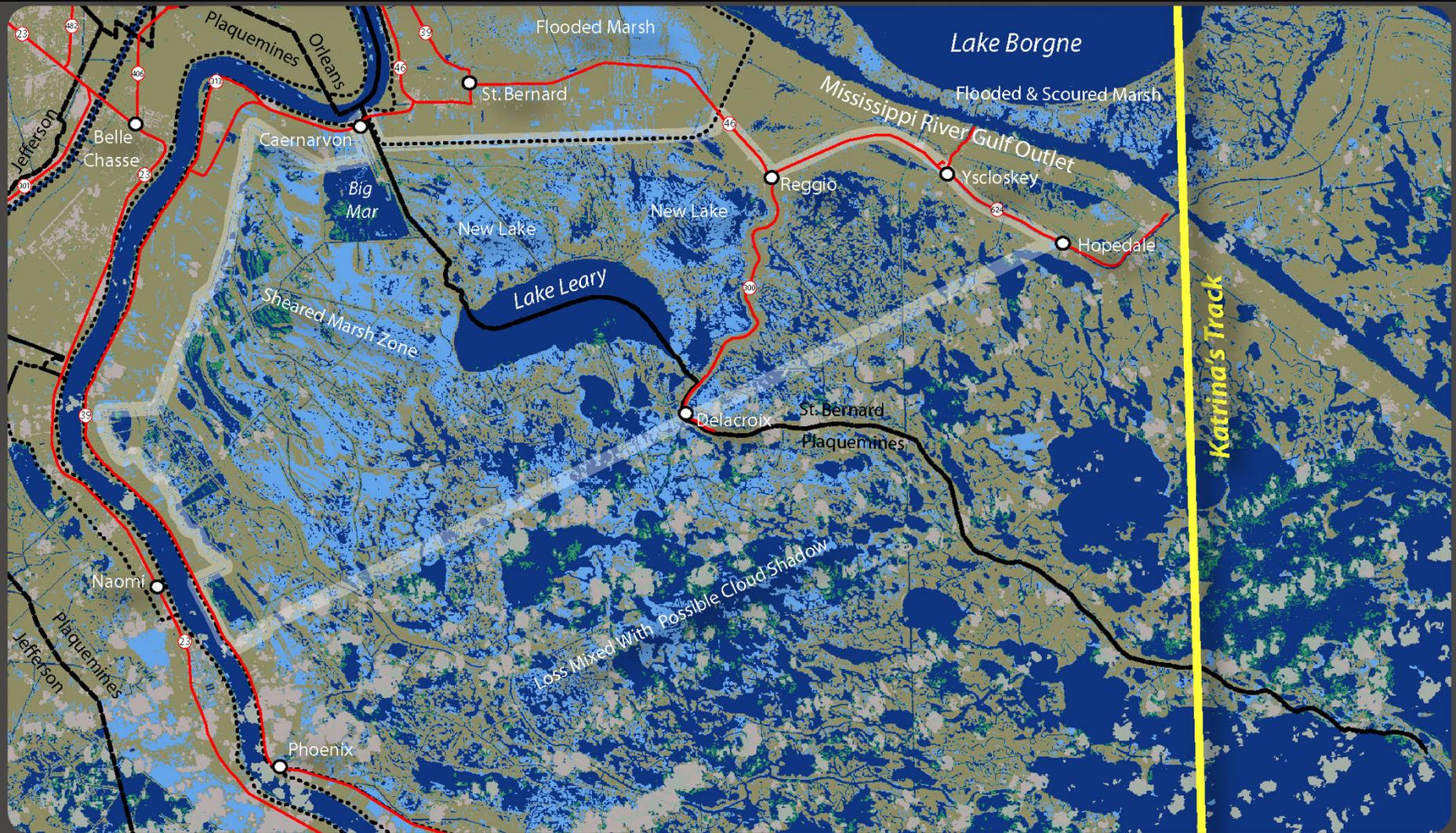




## water at the city gates

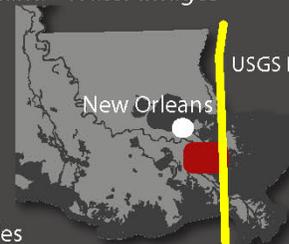


# wetland loss post Katrina



Change Map November 7, 2004 to September 7, 2005 Based on Classified Landsat Thematic Mapper 5 Satellite Land - Water Images

- Trend Area
- Land
- Water
- Potential Land Loss - Includes flooded marsh, sheared/eroded marsh, and scoured marsh
- Land Gain or Clouds
- Unvegetated Area and Clouds
- Main Levees
- Parish Boundary
- Towns
- State Highways



USGS National Wetlands Research Center  
Coastal Restoration Field Station  
Draft: September 13, 2005

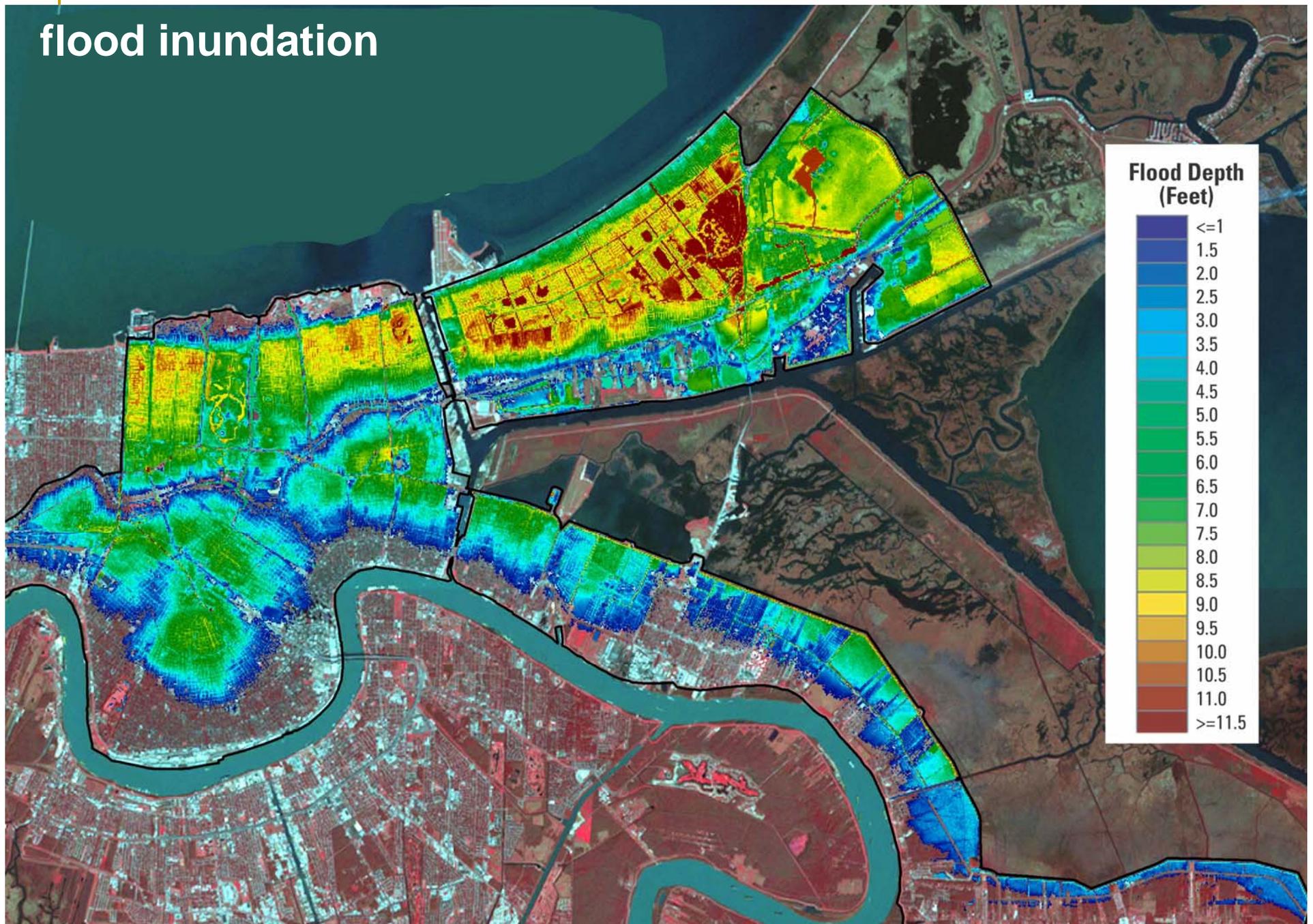




elevation



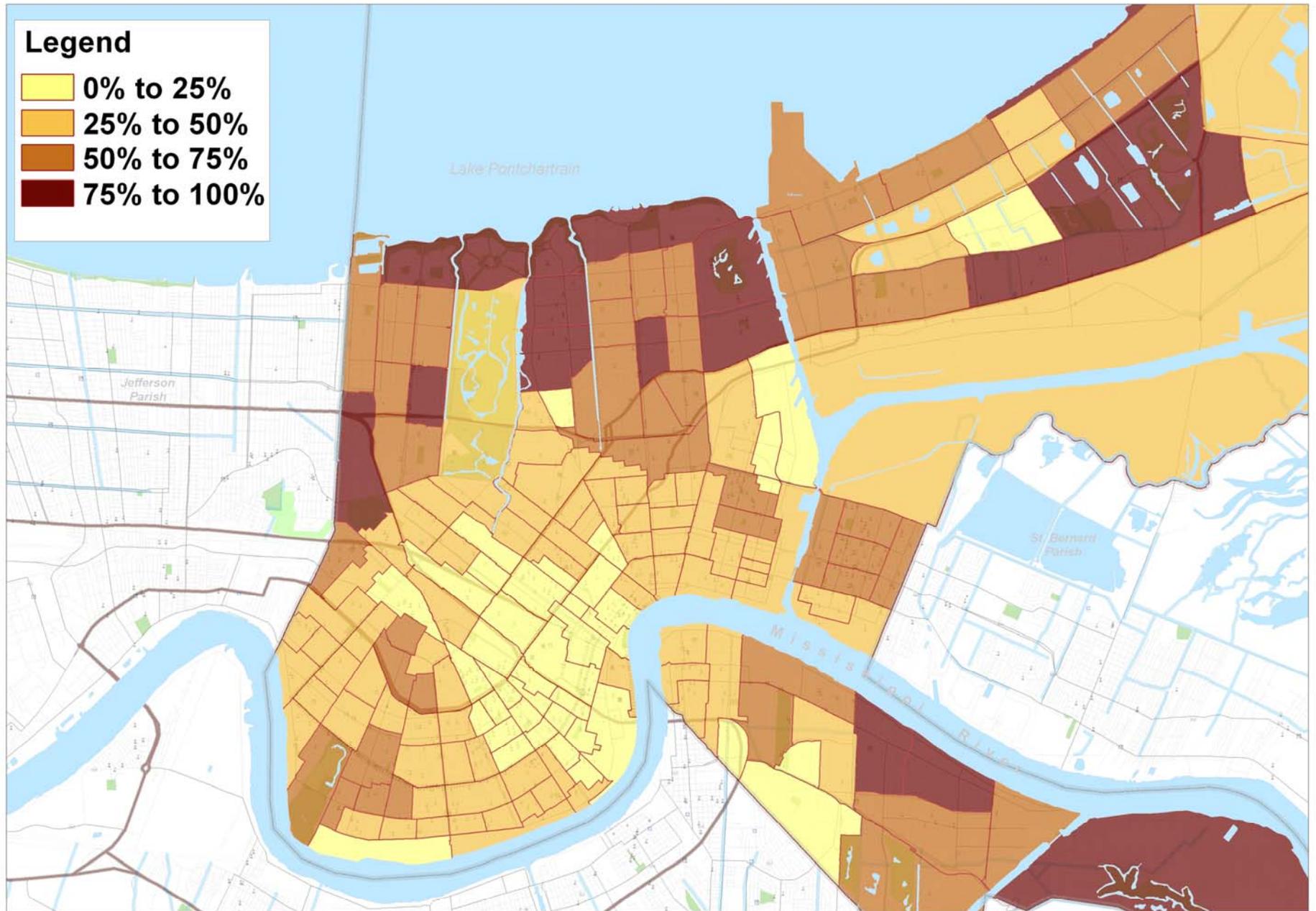
# flood inundation





registered historic districts





**owner occupied housing**



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# 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

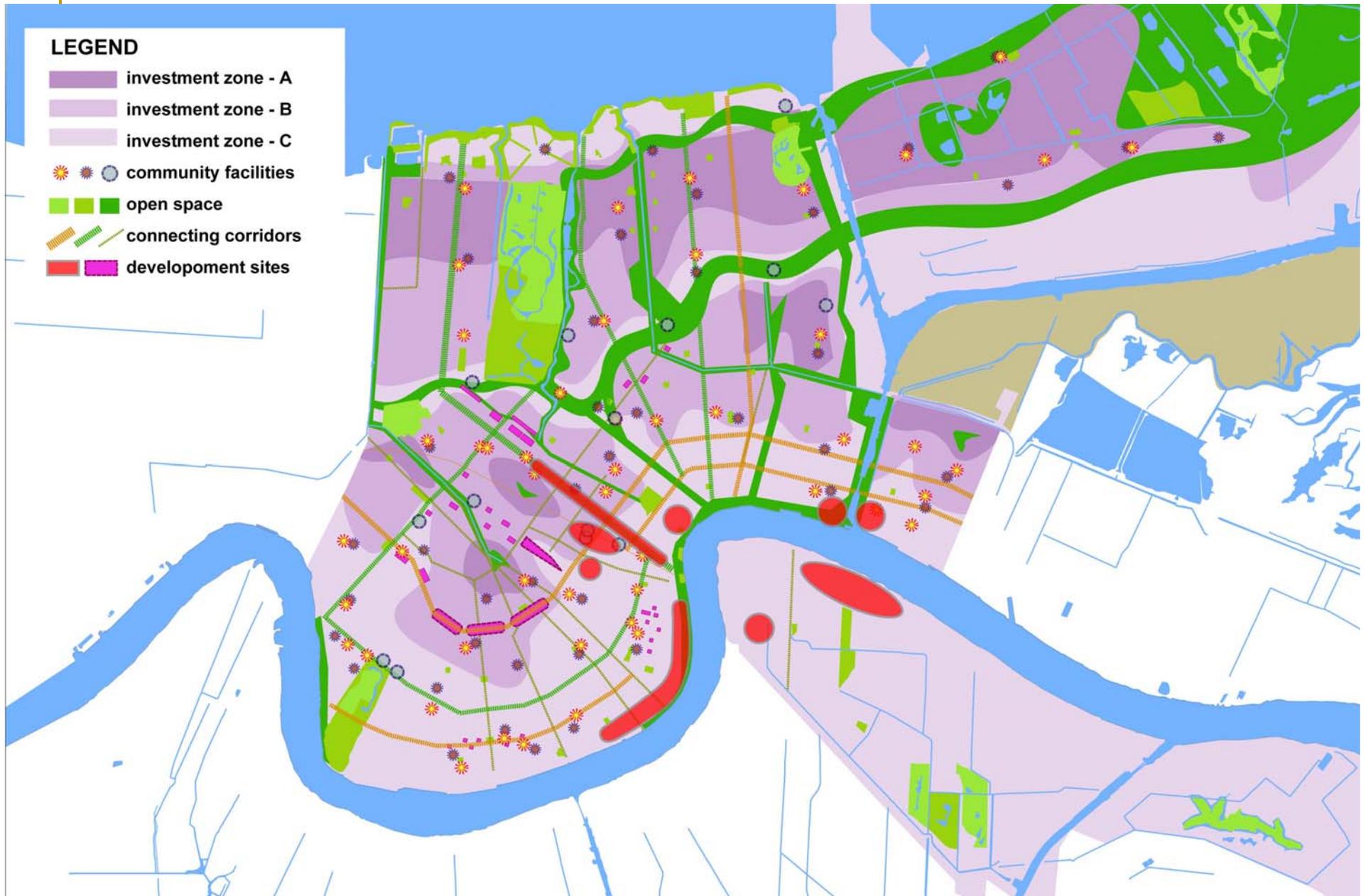


# economic and housing development sites



- 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.*

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# Infrastructure

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*Warren Whitlock, Director, Construction  
Coordination, Columbia University, New  
York City*

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# 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.

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# 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.

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# 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

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# Three Design Principles For Infrastructure for New Orleans

- Safety
- Connectedness
- Sustainability

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## 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

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# 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



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# 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

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# Housing and Redevelopment Recommendations

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*Tony Salazar, President, McCormack  
Baron Salazar, Los Angeles, CA*

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# 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

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# 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

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# 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

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## Examples of Fair Compensation for Homeowners

Pre-Katrina value	\$100,000
Mortgage	\$ 75,000
Equity	\$ 25,000
No insurance	

- Not returning
- Rebuilding in place
- Moving elsewhere in New Orleans





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# Summary

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*Smedes York, Panel Chair*

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# 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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