



CHAPTER 7: Implementation

## Implementation Overview

The UNOP planning process results in the publication of two different products: District Plans and the “Citywide Recovery and Rebuilding Plan” (Citywide Plan). The Citywide Plan will be submitted to the City Planning Commission, the City Council and the Mayor for formal approval. Following this, it will be available for the Louisiana Recovery Authority (LRA) to incorporate into the State’s recovery planning. The Citywide Plan will be action-oriented, primarily focused on infrastructure projects designed to hasten the recovery of the City and guide public and private investment decisions. Every recovery project that is identified in the District Plans will also be incorporated into the Citywide Plan and will, therefore, be submitted to the LRA as a potential recovery project.

The recommended projects resulting from the UNOP process may require changes to various City plans and policies. These may include the City’s Master Plan, Comprehensive Zoning Ordinance (CZO), building codes, and capital improvements program. Other implementation issues and recommendations will be articulated in the Citywide Recovery and Rebuilding Plan.

## Implementation Strategy

The initial funding source for implementation of infrastructure projects will come from Congressional funding that is funneled through the Louisiana Recovery Authority. Additionally, some residents have or will receive individual funds through insurance settlements, SBA loans, and Road Home compensation grants to rebuild their homes and businesses. However, none of these sources of funding are expected to be anywhere near adequate to enable the District to fully recover, in the short term, nor achieve their vision in the long term. Further planning, organization, and fundraising efforts are clearly needed. These efforts will be ongoing at the Federal and State levels, as well as at the city level in the form of the recently appointed Recovery Director for the City of New Orleans. Finally, the residents of District 2 recognize that they need to become advocates for their own community.

Overall, the implementation strategy suggests an achievable, balanced, and holistic approach to the District’s recovery. Many challenges face District 2 today. Cities around the country and here in Louisiana are facing budget shortfalls and are cutting down on the outlay and upkeep of their infrastructure and facilities. Private funding is being stretched and is harder to come by to make up the match with public funds. Compared with years past, the steps to move towards implementation will be many and creativity will be needed. For instance, in some portions of the District, certain facilities pre-Katrina era were in dire need to be updated to match the needs of the residents along with systemic problems such as the economic apparatus, the education system and widespread prevalence of blighted and adjudicated properties. Due to costs, limited funds, and proper community planning, the demand for multi-use, multi-purpose facilities in the region is shown through the construction and addition of community venues. Today, with the help of this document, the dedication of residents and volunteers and with the support of the City, the momentum will build and multiply to make the entirety of District 2 vibrant and viable once again.

## Additional Funding for Implementation

After local, state and federal government critical funding and resource allocation decisions have been made by and determined, other resources will be necessary to meet the vision of District 2. Additional funding for the District Recovery Framework Scenario should be raised through private funding sources, donations, and grants leveraged by public federal, state, and local resources. It is recommended that the District develop a funding strategy that is coordinated with the neighborhood organizations to raise the necessary private funds. It is further recommended that the Community either modifies a current allowable position or appointment, or together with the proposed Community Development Corporation (CDC) creates a position as Executive Director, Manager or Specialist in Funding, Marketing, and Special Events to work with the community, Chamber of Commerce and other groups.

## Immediate Needs & Community Initiatives

Concurrent in the minds of the District 2 residents with the funding and implementation of large scale recovery projects are immediate items that will help residents decide and implement their individual and community future. With a long term vision comes the understanding of day to day, immediate, large and small scale projects that need to take place right away.

### Continue Community Neighborhood Leaders Group as District 2 Planning and Advocacy Partnership

#### (immediate action item)

Coordinate community neighborhood leaders group with Planning District B and neighborhood groups to ensure full neighborhood representation, including public housing and the business community. Consider additional representation from Planning Districts 1,3 and 4.

Advocate need for changes in all current and on-going plans, policies and programs.

### Develop district-wide Return and Recovery Office

#### (Immediate to short-term up to 5 years)

The purpose of this initiative is to facilitate the return of residents, monitor the recovery process within the district, advocate city-wide for district recovery plans, projects and policy changes, integrate with and support adjacent district recovery efforts and to monitor on-going studies. The office will be administered by full time staff and reports to both the district wide Planning and Advocacy Partnership, Planning District B and neighborhood groups. Funding for full-time staff should be provided by federal, state, local entities as well as from all neighborhood groups and new additional grant funds.

Record and assist the return of residents to district neighborhoods by acting as a one-stop information hub and providing technical assistance to all residents.

Build partnerships with local and national universities for recovery purposes.

Monitor studies such as the city-wide recovery plan; adjacent district recovery; the "road home program" to ensure that the program supports the proposed district recovery plan; the current study of the regional wetlands restoration along Louisiana coast.

Organize volunteer clean-up / tree planting / policing programs / special events.

Organize a "volunteer to help a neighbor initiative to help rebuild homes and locate a repository and distribution structure within the District.

Organize a "good neighbor plan" and a "property task force" to report issues such as illegal dumping and advise about derelict properties and issues such as demolition by neglect.

Office to provide free wireless / internet service for recovery purposes.

### Complete neighborhood-based urban design/land-use plans & studies

#### (Immediate to two years)

Use District Recovery Scenario as framework plan.

Continue to integrate all other studies and plans.

Continue with community driven planning.

Include District-wide representation within neighborhood Planning Committee.

Plans to be based on each neighborhood's unique history and sense of place.

Urban design/land-use plan to have the force of law

Plan to include policy, zoning, design guidelines & implementation plan

Recommendations to be coordinated with funding and marketing strategy

### Consider a District-wide Community Development Corporation (CDC), a Community Land Trust (CLT), or a coordination entity for existing CDC's

#### (long-term)

The purpose of this group is to facilitate the recovery efforts and build local capacity. The CDC will be administered by full time staff, from within the community, and reports to both district wide Planning and Advocacy Partnership, Planning District B and neighborhood groups. The Neighborhood Leaders Advisory Committee, eventually the Implementation Committee would advise and monitor the newly formed CDC. Funding for full-time staff will come from neighborhood groups and businesses. Build partnerships with local universities and funding agencies.

## Action Plan & Recommendations

The most imperative concept to arise from this process is that the community, and the city, should be both proactive and responsive in moving the implementation forward. The following action plan and phasing should be followed, but poised to modify strategies based on projects that might be proposed in the near or distant future by the private sector or larger capital improvement projects posed by the local, state, or federal government which benefit the district. The Community should also coordinate its planned actions with the work with the City, the Recovery Offices at local, state, and federal levels, and refine its schedule to be responsive to the positive activities of others. In essence, implementation should proceed in the categories offered, yet the schedule should remain flexible to accommodate changing conditions, especially where the opportunities to share or leverage construction costs and administration arise.

In general, the community should set a high priority on recovery, immediate needs and improvements supporting individuals and/or private reinvestment that is consistent with the recovery development goals of District 2. This provides the first step to encourage private recovery and improvements and thus anchor private and public reinvestment.

## Implementation Strategy

The recovery process and District Recovery Framework is never complete – it is ongoing. Recovery needs to be sought and completed in a proactive manner. Anticipating housing and business needs and trends; looking for opportunities, monitoring recovery programs and their implementation; evaluating projects for need and value; adjusting the vision and the plan are all part of taking ownership of the process and the sustainability of the community into the future. Continuous advocacy requires a position of ownership and pride within a civil and united District, not just the celebration of success. It does not begin or end with the development of a plan but depends on a vision and a commitment to achieve the unified vision of District 2.

The ultimate implementation of the plan will need to occur immediately from today through a number of means including: marketing, public relations and community outreach for the plan; raising funds from public (federal, state, and local) and private sources (residents, business owners, Community Benefit Agreements, foundations, donors, partnerships, philanthropists); proactive focused direction in implementing the plan or doing so through other entities; and managing the District.

## Additional Funding for Implementation

After local, state and federal government critical funding and resource allocation decisions have been made by and determined, other resources will be necessary to meet the vision of District 2. Additional funding for the District Recovery Framework Scenario should be raised through private funding sources, donations, and grants leveraged by public federal, state, and local resources. It is recommended that the District develop a funding strategy that is coordinated with the neighborhood organizations to raise the necessary private funds. It is further recommended that the Community either modifies a current allowable position or appointment, or together with the proposed Community Development Corporation (CDC) creates a position as Executive Director, Manager or Specialist in Funding, Marketing, and Special Events to work with the community, Chamber of Commerce and other groups.

## Implementation Strategy Phasing

As previously stated, this Recovery Framework is addressing both the immediate and intermediate needs of the community. Moreover, there is a long-term vision. However, projects can be prioritized according to users/community desire, accountability, ease, and available funding or cost sharing.

Additionally, rather than strictly place projects on timelines, they should be determined by leveraging of resources, financial and otherwise. Projects may move forward or be delayed according to funding opportunities or leadership. As such, the following projects are preliminary phasing. Their order and priority are subject to change.

## Immediate to Short Term Strategy

### Recommendations to be initiated and/or completed within two (2) years:

Incentivize Continued Recovery & Expansion of Health Care Industry	Develop Moderate & Affordable Housing Incentive Program	Reinstate Jackson Ferry Service (within 1 year)
Establish & Implement a Small Business Recovery Loan Program (SBA Plus) for Business Retention	Develop & Incentivize Senior Citizen Housing	Study the Feasibility of Police Security Sub-Stations and Programs in the District
Develop & Implement a Comprehensive Workforce Program	Develop an Amended Lot Next Door/Consolidation Program	Develop and Implement a "District Community-Based Youth at Risk" Recovery Program
Relocate Port of New Orleans Terminal to Uptown Complex at Napoleon Avenue	Develop a Renter Assistance Program	Complete Comprehensive Study of Schools
Conduct Tchoupitoulas Mixed-Use Corridor Study	Renovate Existing C. J. Peete Housing	Restore Existing Parks, Pocket Parks, Playspots & Recreational Centers
Remediate Saratoga Incinerator Site & Determine Redevelopment Option	Develop Recommendation for New Housing at C. J. Peete	Rehabilitate Edgar B. Stern Tennis Center
Create a District-wide Business Plan	Renovate Existing or Provide New Lafon Elementary School	Develop a "Green Streets" Program
Complete an Independent Third Party Study of Flood Risk	Develop Recommendation for New Housing at W.J. Guste	Complete District Park System Study
Develop a Voluntary Incentive-based Rain Garden Program	Develop Recommendation for New Housing on HANO Scattered Sites	Study the Expansion & Delineation of Historic Districts
Develop a Voluntary Incentive-based "FEMA Plus" Home Flood Mitigation Elevating Program	Create Residential & Commercial Neighborhood Architecture Pattern Book for Neighborhoods and Corridors	Create Neighborhood Urban Design Plans for the District
Develop a Voluntary Incentive-based Premium Plus Home Flood Mitigation Relocating Program	Develop a Voluntary Incentive-based Energy Efficiency & Sustainable Materials Program	
Develop and Implement a Voluntary Incentive-based Hurricane & Flood Building Program	Re-Open Fully Functional St. Charles Streetcar Line (by end of 2007)	
Develop a Safe Havens, Passive Survivability & an Evacuation Program	Develop Recommendations for New Citywide Light Rail/Streetcar System with Multi-Modal Nodes	
	Develop Appropriate Transit Schedule and Vehicle Types for RTA Bus Lines	

**Recommendations to be initiated and/or completed between two (2) to five (5) years:**

Revitalize South Claiborne Avenue as a Transit Oriented Mixed-Use Corridor

Develop & Implement Neighborhood Commercial Building Program

Construct New Downtown Medical Complex

Revitalize Oretha Castle Haley Boulevard as a Mixed-Use Arts & Cultural Corridor

Develop a Civil Rights Museum on Oretha Castle Haley Boulevard

Develop a Business Incubator in Central City

Facilitate Mixed-Use Development in Lower Garden District

Organize & Fund an Arts & Cultural District Council

Provide Category 5 Hurricane & Flood Protection (flood wall and levee study; drainage basin one outfall canal pumps; Melpomene pumping station and canal study, compartmentalized levee system study)

Develop the Voluntary Incentive-based Rain Garden Program

Construct New Housing at C. J. Peete

Construct new Housing at W.J. Guste

Construct New Housing on HANO Scattered Sites

Reinstate and Repair District-wide Basic Infrastructure and Public Works Services

Complete New Citywide Light Rail/Streetcar System with Multi-Modal Nodes

Implement the "Green Streets" Program

**Recommendations to be initiated and/or completed between two (2) to ten (10) years:**

Implement Comprehensive Category 5 Levee Protection (over 5 years and beyond 10 years)

Implement Amended Lot Next Door/Consolidation Program

Implement Voluntary Incentive-based Energy Efficiency & Sustainable Materials Program

Complete District Park System Study

Study the Expansion & Delineation of Historic Districts

Complete Neighborhood Urban Design Plans for the District

Pre-Katrina, **District 2, New Orleans, Louisiana and the Gulf Coast was living on “borrowed time.”** Many residents would admit that one day the “big one” would come, but with this New Orleanian myth came a belief that the City’s levees were actually protecting the City and residents. As now all too well-known, these mammoth man-made protection systems were a false sense of hope. In other words, **the levees were a false sense of resilience.**

As alluded to in the Recovery Scenario Chapter, the foundation and physical **urban structural resilience is already present** with the existing street hierarchy and neighborhoods. The street network and neighborhoods need not change. **Lacking Pre-Katrina was a social resilience between these neighborhoods across the District, not just between “high” ground and “low” ground or “wet” land and “dry” land but also within neighborhoods themselves.**

However, a most promising result has emerged within this Recovery Planning Process:

the element of a social resilience.

It seems as if the disaster of Katrina has led to the understanding that neighborhood groups need to come together to achieve an holistic and resilient future. The various Public Meetings, Neighborhood Leaders’ Meetings, and casual meetings with residents have begun to bring the community together in a civil way to move well forward past Pre-Katrina conditions of District 2.

The final Public Meeting was spent not only discussing and debating the recovery and community improvement projects of the Recovery Scenario, but maybe more importantly the community addressed the issues of **District-wide leadership, advocacy and implementation**, as noted earlier by the recommendations earlier in this chapter.

**This cohesion of interests and residents** across the District certainly will bestow a strong form of resilience to prepare the community for future disasters.

Therein lies the key to this Recovery Framework for District 2. It is the **will of the community to come together under common visions and goals** to make District 2 what it truly can be...one of the most unique and fascinating set of neighborhoods not only within the City of New Orleans and State of Louisiana, but the Nation.



## District 2 Rebuilding Program

Recovery Projects & Program Initiatives	Primary Financial			Primary Project Sponsor (including partnerships)							Necessary Level of District / Neighborhood Organization or Leadership					Ongoing Management and Operations Required					Timescale		
	Public	Private	Foundations	Federal	State	City	Institutional	District/Neighborhood	Individual Prop. Owner	Public / Private Partnership	Not Required	Strong Neighborhood/District Association	CDC	Planning for Parish-Controlled Property	BID or Comparable Organization	Federal	State	City/Region	Institutional/CDC/BID, etc.	District/Neighborhood	Within 2 Years	2-5 Years	2-10 Years
<b>1 Economic Recovery</b>																							
A	Revitalize South Claiborne Avenue as a Transit Oriented Mixed-Use Corridor	X	X		X	X	X			X		X	X	X		X	X		X			X	
B	Develop & Implement Neighborhood Commercial Building Program	X	X				X		X			X		X			X		X			X	
C	Incentivize Continued Recovery & Expansion of Health Care Industry	X	X		X	X	X					X					X	X			X		
D	Establish & Implement a Small Business Recovery Loan Program (SBA Plus) for Business Retention	X	X	X	X		X			X		X		X			X				X		
E	Develop & Implement a Comprehensive Workforce Program	X	X	X			X	X	X			X						X			X		
F	Relocate Port of New Orleans Terminal to Uptown Complex at Napoleon Avenue	X							X				X					X			X		
G	Revitalize Oretha Castle Haley Boulevard as a Mixed-Use Arts & Cultural Corridor	X		X			X		X	X				X				X				X	
H	Develop a Civil Rights Museum on Oretha Castle Haley Boulevard	X		X					X			X		X				X				X	
I	Develop a Business Incubator in Central City	X	X	X			X	X	X			X						X				X	
J	Facilitate Mixed-Use Development in Lower Garden District	X	X				X						X									X	
K	Conduct Tchoupitoulas Mixed-Use Corridor Study	X		X					X			X							X		X		
L	Remediate Saratoga Incinerator Site & Determine Redevelopment Option	X	X							X		X									X		
M	Organize & Fund an Arts & Cultural District Council		X	X					X			X							X			X	
N	Create a District-wide Business Plan		X	X					X			X							X		X		
<b>2 Hurricane / Flood Protection</b>																							
A	Provide Category 5 Hurricane & Flood Protection	X			X						X				X	X	X					X	
B	Complete an Independent Third Party Study of Flood Risk	X					X				X						X				X		
C	Develop and Implement a Voluntary Incentive-based Rain Garden Program	X			X	X	X				X						X				X		
D	Develop & Implement a Voluntary Incentive-based "FEMA Plus" Home Flood Mitigation Elevating Program	X			X	X	X				X						X				X		

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E	Develop & Implement a Voluntary Incentive-based Premium Plus Home Flood Mitigation Relocating Program	X			X	X	X											X			X					
F	Develop and Implement a Voluntary Incentive-based Hurricane & Flood Building Program	X			X	X	X											X			X					
G	Develop & Implement a Safe Havens, Passive Survivability & an Evacuation Program	X			X	X	X											X			X					
H	Hardening of Utility Service & Street Infrastructure Program	X			X	X	X											X			X					
<b>3 Housing Recovery</b>																										
A	Develop & Implement Moderate & Affordable Housing Incentive Program	X					X						X					X			X					
B	Develop & Incentivize Senior Citizen Housing	X					X						X					X			X					
C	Develop & Implement an Amended Lot Next Door/Consolidation Program	X					X						X					X			X					
D	Develop a Renter Assistance Program	X					X						X					X			X					
E	Renovate Existing C. J. Peete Housing	X			X								X					X			X					
F	Construct New Housing at C. J. Peete	X			X								X					X					X			
G	Construct new Housing at W.J. Guste	X			X								X					X					X			
H	Construct New Housing on HANO Scattered Sites	X			X								X					X					X			
I	Create Residential & Commercial Neighborhood Architecture Pattern Book for Neighborhoods and Corridors	X		X			X		X	X			X	X	X			X	X	X	X					
J	Develop & Implement a Voluntary Incentive-based Energy Efficiency & Sustainable Materials Program	X		X			X		X	X			X	X	X			X	X	X					X	
<b>4 Public and Private Infrastructure and Utilities Recovery</b>																										
A	Reinstate and Repair District-wide Basic Infrastructure and Public Works Services	X					X						X	X	X			X	X	X	X					
<b>5 Transportation Recovery</b>																										
A	Re-Open Fully Functional St. Charles Streetcar Line	X					X							X				X			X					
B	Create New Citywide Light Rail/Streetcar System with Multi-Modal Nodes	X			X	X	X							X				X					X			
C	Develop Appropriate Transit Schedule and Vehicle Types for RTA Bus Lines	X					X							X				X			X					
D	Reinstate Jackson Ferry Service	X					X							X				X			X					
<b>6 Community Services Recovery</b>																										
A	Renovate Existing or Provide New Lafon Elementary School	X				X	X	X					X					X			X					
B	Study the Feasibility of Police Security Sub-Stations and Programs in the District	X					X		X				X	X	X	X		X			X					

Recovery Projects & Program Initiatives		Primary Financial			Primary Project Sponsor (including partnerships)						Necessary Level of District / Neighborhood Organization or Leadership					Ongoing Management and Operations Required					Timescale					
		Public	Private	Foundations	Federal	State	City	Institutional	District / Neighborhood	Individual Prop. Owner	Public / Private Partnership	Not Required	Strong Neighborhood/District Association	CDC	Planning for Parish-Controlled Property	BID or Comparable Organization	Federal	State	City/Region	Institutional/CDC/BID, etc.	District / Neighborhood	Within 2 Years	2 - 5 Years	2 - 10 Years		
C	Develop and Implement a "District Community-Based Youth at Risk" Recovery Program	X		X			X	X	X			X					X	X		X	X					
D	Complete Comprehensive Study of Schools	X				X	X	X				X		X			X	X				X				
E	Restore Existing Parks, Pocket Parks, Playspots & Recreational Centers	X			X		X					X						X				X				
F	Rehabilitate Edgar B. Stern Tennis Center	X					X					X						X				X				
G	Develop and Implement a "Green Streets" Program	X		X			X		X			X	X		X			X				X				
H	Complete District Park System Study	X		X			X					X						X				X				
I	Study Locations for Neighborhood Libraries	X		X			X		X			X						X					X			
<b>7 Historic Preservation / Urban Design</b>																										
A	Study the Expansion & Delineation of Historic Districts		X	X			X	X	X			X	X		X			X	X	X		X				
B	Create Neighborhood Urban Design Plans for the District	X	X	X			X		X			X	X		X			X	X	X		X				