

Claiborne Corridor Plan:

Leveraging Infrastructure to Build Inter-parish Access and Equity

HUD Challenge / DOT TIGER II Planning Grant Funding Request

Applicant: City of New Orleans

Rating Factor 1: Purpose and Outcomes

1.A. Overview and Purpose of Proposed Work

The City of New Orleans respectfully requests \$3 million in combined HUD Challenge and DOT TIGER II planning funding for the **Claiborne Corridor Plan: Leveraging Infrastructure to Build Inter-parish Access and Equity**. The project will analyze potential infrastructure investments along the inter-parish Claiborne Corridor and its transects to **improve transit; connect housing to jobs, schools and healthcare; manage soil and water; and promote livable communities as economic development**. It will build on past planning by integrating inter-agency partnerships with strong community input. We expect that these efforts will be closely aligned with and leveraged by the joint efforts of the Cities of New Orleans and Baton Rouge to identify opportunities for regional interconnectivity through their joint proposal to the Sustainable Communities Partnership Regional Planning Grant.

Compounding the impacts of decades of disinvestment, recent hurricanes, levee failures and fallout from the BP oil spill frame the particularly complex mix of urban, institutional, socio-economic, and environmental challenges confronting New Orleans. Nevertheless, a spirit of resilience thrives in New Orleans. Committed to their community, residents of the region have fought hard and come far over the past five years – and the region is better for it. In fewer than five years, we’ve built stronger networks and partnerships to tackle problems and brainstorm solutions. Neighborhood non-profit organizations have increased capacity to advocate for and implement programs to fight blight, build houses, and bring neighbors home. We know how to listen to each other and to plan together in a way that all voices are heard. The City has stronger relationships with federal and state government and with its neighboring parishes. We embrace innovative technology, from “green” design to water management and alternative transportation, to ensure healthier and more sustainable communities. This growing focus on environmental sustainability stands to transform the tragedies of Katrina and Rita, Gustav and Ike, the recession, and the oil spill into an economic asset for the region, as we embrace development that is both healthy and equitable.

Grounded in this resilience, vibrant community-based leadership is guiding renewal in almost every neighborhood in the city. This civic energy is resulting in new community solutions to age-old problems, solutions grounded in **equity, environmental sustainability, and economic vitality**. Along the inter-parish Claiborne Corridor, a new vision is guiding catalytic investments and forging potential links between people and opportunity in the form of **jobs, housing, education, and improved quality of life**. Yet, key physical and institutional barriers intimately tied to the City’s decades-long decline hinder the Corridor’s transformation into a vibrant, sustainable regional backbone. These barriers stymie the promise of community and government-led efforts to leverage recent and upcoming investments toward a fully revitalized Corridor.



What is the Claiborne Corridor?

Claiborne Avenue, also known in some sections as U.S. Highway 90, is a central artery in New Orleans that extends across the City and into adjoining Jefferson and St. Bernard Parishes. As it snakes through New Orleans, parallel to the Mississippi River, it touches neighborhoods and landmarks that reveal the recent and past history of the city. As the Louisiana Disaster Recovery Foundation characterizes the area: “The historic tri-parish Claiborne Corridor is a microcosm of demographic, economic, and environmental conditions in the region...[It] traverses New Orleans’ Central Business and Medical Districts, as well as a host of diverse, low-to-moderate income minority communities, including the Lower/Upper Ninth Wards, 7th Ward, Tremé, Central City, and Broadmoor.”¹ Neighborhood snapshots throughout this proposal capture major post-Katrina investments, demographic profiles based on Census 2000 data² and repopulation levels since 2005 as provided by the Greater New Orleans Community Data Center in June 2010.

The neighborhoods of the Corridor **typify the regional synergy of an influx of affordable housing, economic development, and improved transit options** that we seek to further catalyze through the **Claiborne Corridor Plan: Leveraging Infrastructure to Build Inter-parish Access and Equity**. Over half a billion dollars in recent and ongoing **affordable housing investments**, \$2.2 billion in upcoming **hospital and healthcare developments**, \$45 million in **streetcar extensions** and hundreds of millions of dollars in **school, economic and other community development** investments are leveraged by significant and coordinated philanthropic investments totaling millions of dollars, to help local residents and grassroots groups find their voices and advocate for equitable and inclusive policies and practices in the rebuilding. Not only does New Orleans stand to benefit from new cross-cutting efforts and better alignment of federal policies that acknowledge the interdependence inherent in successful metropolitan areas; the comprehensive nature of its challenges demands it. **Here is an immediate opportunity to use HUD / DOT planning grant funds to maximize the impact on surrounding communities.**

Vision for a Sustainable Claiborne Corridor

New Orleans’ best opportunity for a sustainable future lies in our quality of life, the lure of our neighborhoods as places to live, our connection to a deep and intertwined history, and our ability to create new futures. As stated by the 2010 New Orleans Mayoral Transition Housing Task Force, “we must build on our strengths: expressive, rooted architectural craft; rich cultural histories; the long stretch of artists always central to our identity; and the complex character of a unique city that is loved by the world. For New Orleans, our livable communities are the competitive advantage we can draw upon to catalyze our resurgence.”³

Accomplishing this **requires strategic, integrated investments of housing, transportation, water infrastructure, and land use planning to realize full potential in neighborhoods**. In the Claiborne Corridor, this means **ensuring multi-modal transportation options to connect new and existing housing developments and job, healthcare and education opportunities and centers** to lessen the burden of transportation costs on low-income families. A sustainable Corridor includes **new methods of water management**, both to mitigate the threats of subsidence and flooding and to create new public recreation space. It requires **development standards that encourage the use of energy efficient materials and sustainable design** while respecting the City’s rich architectural heritage. Finally, it includes a **re-integration of the City’s neighborhoods across the physical boundary of the Claiborne / elevated I-10 expressway** to promote thriving small businesses and resident leadership. Prosperity depends on people.

¹The Integration Initiative: Fusion 5.0. Louisiana Disaster Recovery Foundation proposal to Living Cities. June 2010. p. 8

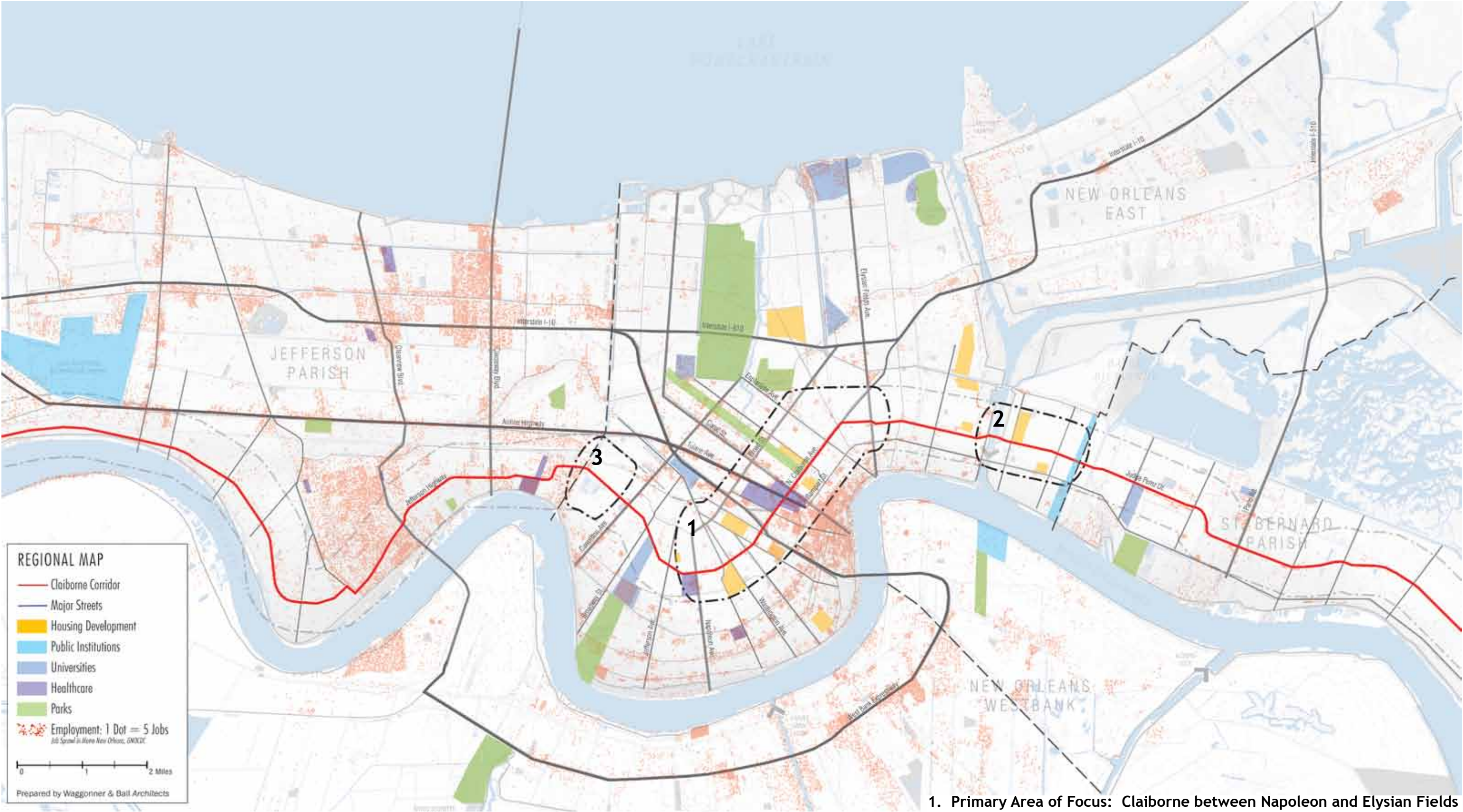
²The City recognizes the limitation of Census 2000 data not only because of the length of time that has passed since the data was collected in 1999 but also because of the significant impacts on socio-economic demographics and population distribution caused by the flooding of 2005.

³New Orleans Mayoral Transition Housing Task Force. 2010. <http://www.transitionneworleans.com/SiteContent/Static/Documents/Housing.pdf> pg 6 <http://www.transitionneworleans.com/SiteContent/Static/Documents/Housing.pdf> pg 6

A Note about Collaboration

Following the announcement of the federal HUD/DOT/EPA inter-agency partnership in 2009, a diverse coalition of community partners and government agencies began to meet to discuss the opportunities to realize sustainable communities in New Orleans (see p. 15 for a list of community partners). Over the course of more than a dozen meetings, the coalition expanded through ongoing outreach to a diverse range of partners. What emerged was a **priority to ensure that the significant affordable housing investments and existing neighborhoods along the Claiborne Corridor are linked to job centers, by leveraging infrastructure investments to connect a regional vision for redevelopment to catalytic projects along the spine of the Claiborne Corridor**. Recognizing that the Claiborne/ elevated I-10 expressway presents a physical and symbolic barrier to achieving connectivity and revitalization in adjacent low-income neighborhoods, the coalition is committed to study the future of elevated expressway.

Map 1: Regional Claiborne Corridor Map



- 1. Primary Area of Focus: Claiborne between Napoleon and Elysian Fields
- 2. Secondary Area of Focus: Lower 9th Ward
- 3. Secondary Area of Focus: Hollygrove

1.B. Activity Description

The City plans to use HUD / DOT planning grant funding to:

- study corridor challenges and opportunities to reunite a physically divided community and strengthen its people;
- develop resident leadership, increasing their planning and implementation capacity through technical assistance; and
- tie workforce and small business development to the Corridor investment opportunities.

Residents have played a role in the planning and implementation of recovery from the floods; this planning process will meaningfully integrate their vision of their communities with its enactment.

This effort consists of **two distinct but interrelated projects** for the Claiborne Corridor. Together, these projects will address existing conditions in the Claiborne Corridor in a way that will forward all six of the Livability Principles outlined in the Sustainable Communities Partnership, and address desired outcomes of the HUD Challenge / TIGER II planning grants.

Project A: Livable Neighborhoods, Revitalized Corridors: Targeted Planning Interventions

The purpose of Project A is to build on the wealth of visioning, strategies and plans developed with strong community input over the past five years. We will perform a gap analysis of these efforts and develop targeted planning interventions to “connect the dots” between planning strategies, and ensure that housing, transportation, and economic and community development investments are catalyzed to create truly sustainable communities.

Using requested planning and matching funds totaling \$1.35 million, the City will work in concert with community partners and government agencies to identify and select areas where the development of strategic, equitable and sustainable planning interventions can have the greatest impact. Together, we will **develop neighborhood and economic development revitalization strategies** in addition to ‘**Complete Streets and Infrastructure**’ policy and design prototypes to address stormwater management, subsidence, multi-modal mobility, and urban design. The lead consultant, with Governance Committee approval, will award sub-grants to local non-profits and neighborhood partners to leverage local knowledge and expertise (see Rating Factor 4 for more on the Governance Committee). These geographic areas of focus emerged after discussions with community partners (see pages 2 and 8):

Primary: The area **between Napoleon Avenue and Elysian Fields Avenue**. This area includes: 1) the commercial heart of Claiborne Avenue, 2) the area impacted by the elevated I-10 expressway, 3) historic neighborhoods that currently confront high blight, vacancy and poverty rates alongside more affluent neighborhoods and the City’s economic core, and 4) significant investments around housing, infrastructure and economic and community development.

Secondary: These areas include **Claiborne Avenue in the Lower Ninth Ward at the eastern edge of the City, and Hollygrove on the western edge**. With flooding after Katrina, Hollygrove continues to confront significant drainage and subsidence challenges. The Lower Ninth Ward faces significant recovery and revitalization challenges in the wake of the 2005 levee failures with the help of strong community engagement and civic activism.

Future: The City and regional partners recognize opportunities for targeted planning interventions **along the entirety of the Claiborne Corridor as it extends into Jefferson and St. Bernard Parishes**. Our intent is to create exportable planning models and strategies developed through this planning process to support future areas of focus.

Project B: Inter-Parish Claiborne Corridor Transportation Plan

The purpose of Project B is to address the need for expanded mobility to link housing and employment centers along the Claiborne Corridor. Using awarded planning and matching funds totaling \$1.8 million dollars, the City of New Orleans will 1) execute a comprehensive data and alternatives study to evaluate the future of the Claiborne / elevated I-10 expressway, and 2) conduct a regional transit line feasibility assessment along the inter-parish Claiborne Corridor. Together, these activities will inform local, regional, state and federal decision-makers and residents to **support a course of action to address an aging highway infrastructure and envision a future with a vibrant regional transit system including a network of pedestrian and bicycle infrastructure, with Claiborne Corridor as the spine that connects housing to jobs with transit**.



S. Claiborne Avenue can best be characterized as an auto-dominated, underutilized commercial corridor.
Photo by Rami Diaz

1.C. Goals

1. Create connections between affordable housing investments and jobs

History / Existing Condition: The Claiborne Corridor features the majority of New Orleans’ post-Katrina mixed-income housing investments (over 2,000 planned mixed-income units), much of the post-Katrina redevelopments undertaken by the Housing Authority of New Orleans, and passes through 18 census tracts defined as “extreme poverty” in the 2000 census³. The Corridor also runs through many of New Orleans’ largest job centers⁴ including the New Orleans Central Business District (over 39,000 jobs), French Quarter (over 17,000 jobs), the New Orleans Medical District (over 16,000 current jobs and \$2.2 billion in new hospital investments) and the Ochsner Medical Facility (over 10,600 jobs). Claiborne Avenue connects four current and three planned hospitals in the tri-parish region.⁵

Impediments to a More Sustainable Community / Problems and Barriers: Efforts to spur economic and housing development have been fractured and uncoordinated. While the Greater New Orleans Community Data Center January 2010 report, “Post-Katrina Commuter Patterns,” states that over 15,500 low-wage workers commute into Orleans Parish and over 13,000 commute out, public transportation does not consistently link the entire Claiborne Corridor within Orleans Parish alone, much less to adjoining Jefferson and St. Bernard Parishes. As one of the region’s few tri-parish thoroughfares, existing transit lines, bicycle and pedestrian pathways and employment centers are not sufficiently aligned to link Corridor residents to opportunity.

Regarding sustainability, failing to properly link economically distressed communities and new mixed-income developments to centers of opportunity increases household transportation costs and commute times for area residents, with disproportionate hardship for the Corridor’s many low-income residents. In addition to increasing equity, well conceived and dependable transport reduces the city’s overall carbon footprint and contributes to improved air quality.

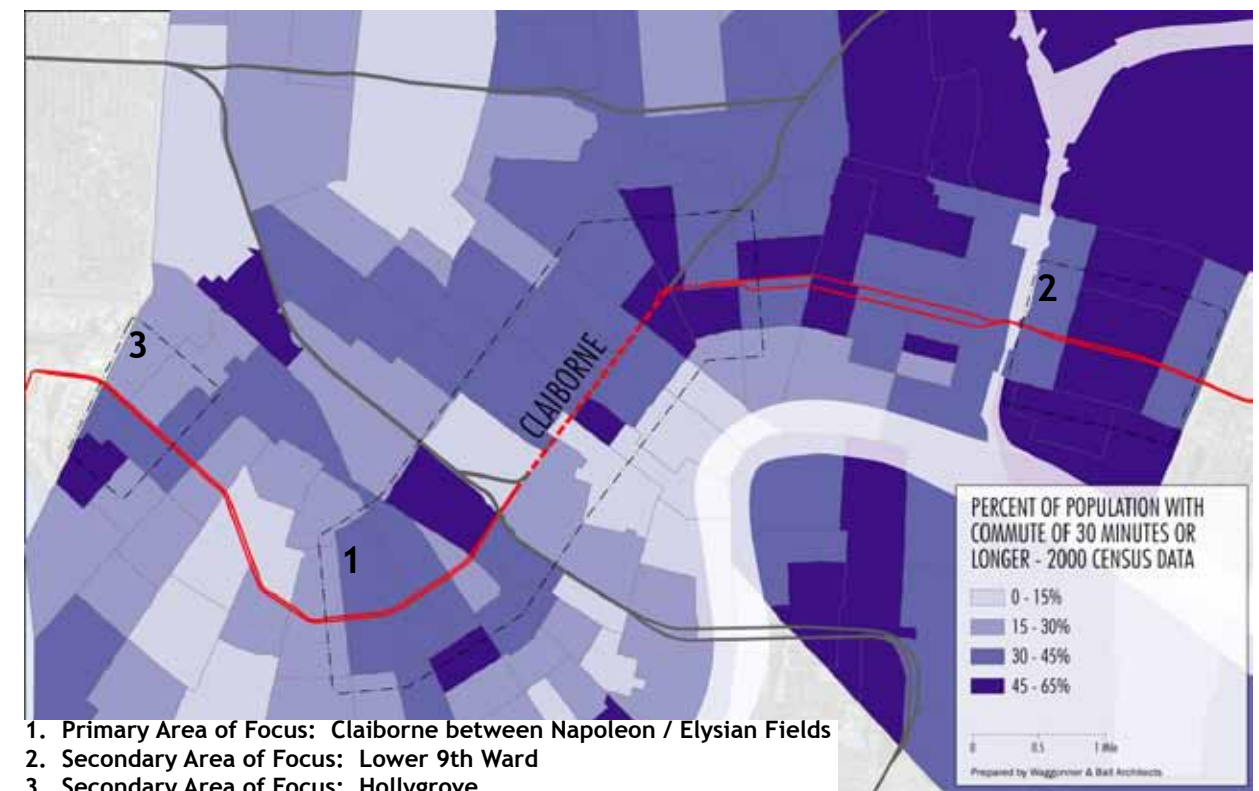
Actions:

- Execute a comprehensive data and alternatives study for the Claiborne / I-10 expressway.
- Prepare a preliminary feasibility report on the implementation of regional transit along the Claiborne Corridor.
- Conduct cross-cutting data-collection in targeted communities along the Claiborne Corridor to form a ‘Complete Streets and Infrastructure’ policy and design prototypes.
- Evaluate the Comprehensive Zoning Ordinance and identify areas where zoning for transit-oriented development is appropriate.

³ Census 2000.

⁴ Map 1 on page 2 reflects the regional location of employment as reported in the July 2010 Greater New Orleans Community Data Center report, “Job Sprawl in Metro New Orleans.” Job numbers also sourced from the report. https://gnocdc.s3.amazonaws.com/reports/GNOCDCJobSprawlInMetroNewOrleans_Revised07122010.pdf

⁵ See map on Page 2 of this document



1. Primary Area of Focus: Claiborne between Napoleon / Elysian Fields
2. Secondary Area of Focus: Lower 9th Ward
3. Secondary Area of Focus: Hollygrove

2. Study alternative futures of the Claiborne / elevated I-10 expressway



N. Claiborne Avenue near St. Bernard Ave.
Photo by Rami Diaz



Claiborne Avenue prior to construction of the I-10 elevated expressway
Photo by Allison Alexander Chase

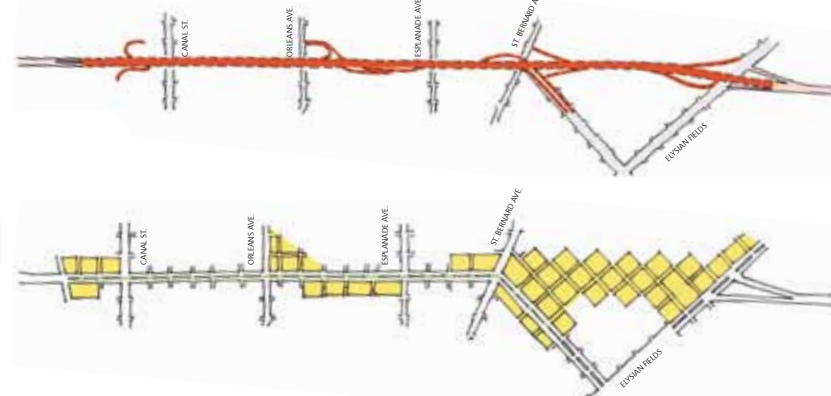
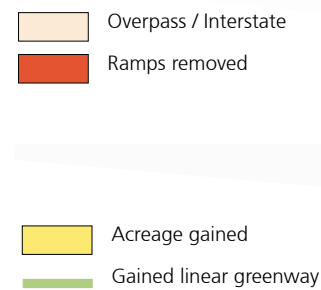


Diagram indicating blocks with redevelopment potential should the Claiborne / elevated I-10 expressway be removed
From UNOP District 4 Recovery Plan

History / Existing Condition: A tale of environmental and social injustice, the history of the Claiborne /elevated I-10 expressway is intimately tied to the overall decline of many of New Orleans' most historically and culturally significant communities. This is exemplified by the almost 75% drop in registered business on Claiborne Avenue underneath the elevated expressway between 1960 and 2000.⁶ The current structure is almost 50 years old, and in coming years will require an estimated \$50 million or more in high-priority maintenance⁷. Under and around the expressway sit the remnants of a once-vital, historically African-American commercial corridor that is plagued by blight and vacancy. Adjacent neighborhoods suffer from high poverty levels: according to 2000 Census, more than half of the residents living in the neighborhoods bisected by the elevated expressway live below twice the poverty threshold (twice the poverty level is a figure commonly used as a rough proxy for a living wage, per the Greater New Orleans Community Data Center).⁸ A host of recent investments in affordable housing, schools and employment centers lie near North Claiborne Avenue. A preliminary report on the future of the Claiborne / elevated I-10 expressway commissioned by the Congress for the New Urbanism and NEWCITY Neighborhood Partnership, and funded by the Ford Foundation and National Endowment for the Arts, found that removing the expressway would not cause significant traffic impacts. However, the topic of the Claiborne / elevated I-10 expressway is a highly sensitive, polarizing issue that elicits emotional reactions from residents throughout the region, and therefore demands a thoughtful and thorough study.

Impediments to a More Sustainable Community/Problems and Barriers: The aging expressway infrastructure creates barriers dividing neighborhoods from employment and destination centers and limits opportunities for economic development. Regarding sustainability, without first determining the future of the elevated expressway, efforts to equitably revitalize the blighted commercial corridor and develop regional transit will be, quite literally, under a crippling shadow of uncertainty.

Proposed Actions:

- Execute a comprehensive data and alternatives study to evaluate the future of the Claiborne / elevated I-10 expressway.
- Provide decision-makers with a clearly and robustly developed preferred alternative, created through an extensive public engagement process.

⁶ Smart Mobility Inc. and Waggoner & Ball Architects. "Restoring Claiborne Avenue: Alternatives for the Future of Claiborne Avenue." P. 8. July, 2010.

⁷ <http://www.city-data.com/bridges/bridges-New-Orleans-Louisiana6.html>

⁸ Greater New Orleans Community Data Center analysis of the 2000 Census: Percent of people living below twice the poverty threshold by Census block group in Orleans Parish. <http://www.gnocdc.org/mapping/docs/Poverty.pdf>

3. Strategically tackle blight and vacancy

History / Existing Condition: With a city population that has been shrinking since its peak in the 1960s, many New Orleans neighborhoods along the Claiborne Corridor were struggling with issues of blight and vacancy prior to Hurricanes Katrina and Rita. The catastrophic flooding of 2005 exacerbated this issue. The good news is that the overall number of blighted and vacant properties has dropped by 35 percent since 2007, as homeowners and landowners have rebuilt their properties with the help of recovery dollars, and large-scale redevelopments have been completed.⁹ Yet, excessive blight and vacancy remain a reality for many of the low-income communities lining the Claiborne Corridor, hindering revitalization.

Impediments to a More Sustainable Community/ Problems and Barriers: With an estimated 50,000-plus blighted or empty residential addresses and over 5,200 blighted or empty commercial addresses, New Orleans has the highest ratio of vacant-to-total addresses of any city in the country.¹⁰ Three of the most historic and culturally significant neighborhoods that align Claiborne have been slow to recover to pre-Katrina occupancy levels: only 63% of pre-storm population has returned to Tremé/Lafitte, 78% has returned to Central City, and only 24% to the Lower Ninth Ward.¹¹ According to the National Vacant Properties Campaign, "no matter how the phenomenon manifests itself, the increasingly profound effects of vacant properties are the same: lower tax revenues, higher municipal costs, and serious environmental and public health consequences. Before communities can plot their comeback, they must address the scourge of vacant properties."¹² Regarding sustainability, blight and vacancy present both economic and environmental challenges to neighborhoods and cities, lowering the tax base, increasing crime activity, impeding economic development and harming the quality of life for the city's residents.

Proposed Actions:

- Execute cross-cutting data compilation and analysis in targeted neighborhoods to identify opportunities for redevelopment. Develop a toolkit of revitalization strategies and identify funding mechanisms to use vacant, blighted, and empty lots for affordable housing, commercial development, water and soil management, urban agriculture and green space, and other uses.
- Develop strategies, including land-banking, to acquire, maintain, aggregate, and/or dispose of vacant and blighted parcels and promote the necessary policy changes. Determine strategies to preserve long-term affordability in revitalization efforts, such as shared equity models that build upon existing local efforts.

⁹ Greater New Orleans Community Data Center and The Brookings Institution. "The New Orleans Index at Five: An Overview of Greater New Orleans—From Recovery to Transformation" www.gnocdc.org

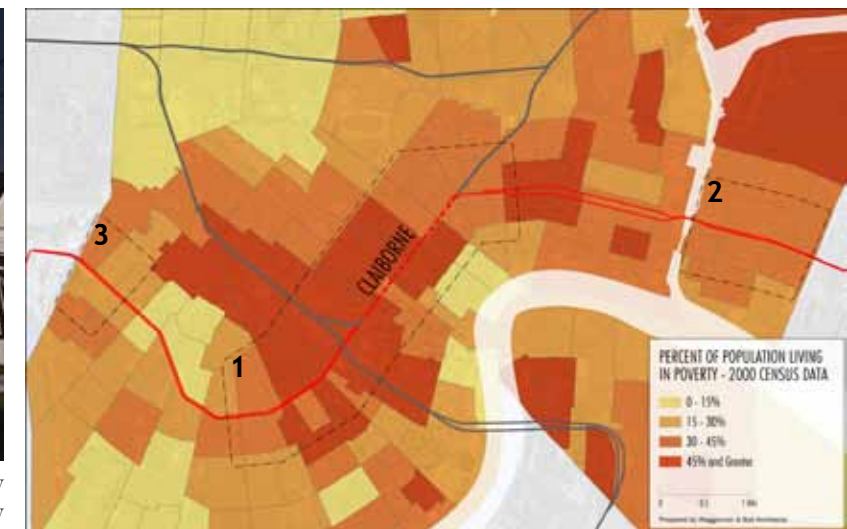
¹⁰ Plyer, Allison. "Benchmarks for Blight: How Does New Orleans Compare to Other Cities in Terms of Unoccupied Residential Addresses?" May, 2010. <http://www.gnocdc.org/Benchmarks-forBlight/index.html>

¹¹ Plyer, Allison. "Neighborhood Recovery Rates: Resiliency of New Orleanians Shown in Neighborhood Repopulation Numbers." July, 2010. <http://gnocdc.org/RecoveryByNeighborhood/index.html>

¹² "Reclaiming Vacant Properties: The Intersection of Sustainability, Revitalization and Policy Reform," National Vacant Properties Campaign, www.vacantproperties.org



Blight in Central City
Photo by Shawn Escoffrey



1. Primary Area of Focus: Claiborne between Napoleon / Elysian Fields
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4. Advance a culture of interagency and public-private sector coordination and collaboration

History / Existing Condition: A large number of government, private, and community entities are active in revitalization efforts in neighborhoods lining the Claiborne Corridor and across the city. At the neighborhood organization level particularly, several neighborhoods and organizations are collaborating in new ways post-Katrina to accomplish significant recovery victories. However, their efforts are not always matched by those of government agencies. The city suffers from a history of local government agencies that work in silos and lack policy alignment on topics of blight, vacancy, water management and infrastructure repairs. A recent report by a local government watchdog reveals the need for institutional collaboration and coordination: “None of the citywide planning processes conducted since Katrina has yielded a substantive analysis of local infrastructure needs, much less concrete priorities.”¹³ The report goes on to say, “While the new City administration has inherited dire needs, it also has the opportunity to improve the situation. Improvement begins with coordinated planning and execution of a strategy to meet New Orleans’ infrastructure needs.”¹⁴

Impediments to a More Sustainable Community/Problems and Barriers: At the local government level, lack of policy and implementation alignment leads to ill-informed, inefficient and sometimes competing policy efforts, and creates further inefficiencies in the effective use of already-scarce resources. At the neighborhood organization level, exciting initiatives that have emerged to better coordinate these efforts have been met by a marked lack of a unifying vision and coordinated institutional policies and strategies to ensure effective use and leveraging of public and private resources for economic and community redevelopment. Regarding sustainability, without a unifying vision and a coordinated approach, government and its partners will miss the opportunity to maximize the impact of current investments in both affordable housing and economic centers of the Corridor -- and thus hinder work to connect the people who live in neighborhoods adjacent to nearby jobs and opportunity. This impediment will also hinder prospects for furthering HUD’s overall goal of using housing as a platform for improving other outcomes.

Actions

- Create both a formal Governance Committee and a Project Advisory Committee to oversee the planning work outlined in this proposal. The formal governance entity, with representatives from key government agencies and community partners, will have decision-making authority. The broader Project Advisory Committee, representing federal, state and local government entities as well as a range of community partners, will have advisory capacity, and will serve as an important link to ensure full input and open lines of communication with a full range of stakeholders. (see Rating Factors 3-4, p. 12-15, for more information.)
- Create a cross-cutting ‘Complete Streets and Infrastructure’ policy and neighborhood revitalization strategy to ensure maximum coordination of local government agencies and public/private partners in planning and implementing public right-of-way improvements in the Corridor.

¹³ Bureau of Governmental Research. “*The Price of Civilization: Addressing Infrastructure Needs in New Orleans.*” August 2010. Page 1 www.bgr.org

¹⁴ Ibid, p. 13

Neighborhood Snapshot: Tremé-Lafitte



Businesses along N. Claiborne Avenue
Photo by Rami Diaz

The first neighborhood for free people of color in the United States and the birthplace of jazz, Tremé is a community with incredible cultural resonance. A diverse neighborhood dating back more than 200 years, the oak-lined Claiborne Avenue was the cultural and economic epicenter of the Tremé, and is the stage for Mardi Gras Indian celebrations that still happen every year. The business corridor was deeply scarred in the 1960s by the elevated expressway that was constructed in the Avenue’s wide, tree-covered median. With many long-time residents still living in the neighborhood, Tremé remains a vibrant, resilient community with deep cultural roots, on the brink of meaningful and lasting recovery. The \$400 million redevelopment of the former Lafitte Public Housing Project calls for one-for-one replacement of public housing units to create 1,500 mixed-income on-site and scattered-site homes and apartments throughout Tremé and Lower Mid-City. The \$12.8 million Lafitte Greenway is a planned, 3.1-mile linear green space that will convert a largely derelict strip of land along a former rail line into a park and trail connecting the Mississippi River to Lake Pontchartrain.

Socio-Economic Demographic Overview

Census 2000 - People Living in Poverty: 56.9% / Black or African-American population: 92.4% / White 4.9%
GNOCDC July 2010 - Neighborhood Repopulation: 63%

5. Manage stormwater runoff and subsidence



Claiborne Avenue circa 1930
New Orleans Public Library City Archives/Louisiana Division



Typical street flooding in New Orleans caused by heavy rain
Photo by Rami Diaz

History / Existing Condition: New Orleans’ location in the Mississippi River Delta creates a unique set of urban and environmental challenges. High ground along the Mississippi River (15-20 feet above sea level) gradually slopes towards the center of the city (6-8 feet below sea level) where former swamps and marshes were drained with the installation of the city’s drainage system in the early 20th Century. South Claiborne Avenue is located at the edge of the former marsh and is near sea level. Several iterations of the ‘Dutch Dialogues’¹⁵ have been carried out resulting in specific recommendations for a “safety first” approach that views water and green infrastructure as an asset to enhance livability and quality of life for New Orleans’ residents, while also protecting the city from flooding. The New Orleans Sewerage and Water Board’s five-year capital plan calls for \$2.3 billion in drainage infrastructure projects; a funding shortfall of \$534.5 million is anticipated.¹⁶

Impediments to a More Sustainable Community/Problems and Barriers: New Orleans’ existing drainage network is overburdened; localized floods caused by heavy rain events are a common reality for many neighborhoods across the city causing continuous property damage and financial burdens for New Orleans residents. Flooding can be attributed in part to the closed, subsurface drainage network that has little capacity for water storage. Increasing pumping capacity or conduit size has been, and remains, the typical approach to improving the current system. As a consequence of constant pumping, groundwater is removed from the porous, organic soils. Subsidence results, exacerbating localized flooding events, damaging subsurface and surface infrastructure and creating excessive potholes. Additionally, stormwater runoff is not mitigated and pollution is flushed directly into Lake Pontchartrain. As a result, traditional infrastructural approaches to address these problems require constant maintenance, and therefore have become economically and ecologically unsustainable.

Proposed Actions:

- Develop a ‘Complete Streets and Infrastructure’ policy and design prototypes to comprehensively address subsidence, stormwater management, multi-modal mobility, and urban design.
- Develop stormwater best management practices that respond to local soil and groundwater conditions; incorporate into the Comprehensive Zoning Ordinance.
- In connection with the development of a land banking strategy, identify areas suitable for water retention projects.

¹⁵ “The ‘Dutch Dialogues’ workshops are the outgrowth of extended interactions between Dutch engineers, urban designers, landscape architects, city planners and soils/hydrology experts and, primarily, their Louisiana counterparts.” www.dutchdialogues.com

¹⁶ Bureau of Governmental Research. “*The Price of Civilization: Addressing Infrastructure Needs in New Orleans.*” August 2010. Page 2-3.

1.D. Proposed Outcomes

Travel changes

- A ‘Complete Streets and Infrastructure’ policy and design prototypes, including bicycle and pedestrian infrastructure, will ensure that the neighborhoods surrounding the Corridor encourage bicycle and pedestrian travel, to both job centers and transit links.
- A study of the various alternatives for the Claiborne / elevated I-10 expressway will result in preferred alternative.
- A preliminary identification of preferred modes and potential station locations for a regional transit line along the Claiborne Corridor will help clarify future options for enhancing regional mobility.

Impact on affordability and accessibility

- A preliminary feasibility report for regional transit will provide the City with a roadmap to connect housing and employment centers along the Claiborne Corridor.
- A ‘Complete Streets and Infrastructure’ policy and design prototypes will increase accessibility and reduce household transportation costs.

Economic development

- The development and implementation of strategies to promote infill development, land recycling and private-sector investment along the Claiborne Corridor will strengthen economic and neighborhood revitalization efforts.
- The identification of catalytic small business, retail, and community anchor development projects will help leverage pre-existing economic development initiatives.
- The alignment of planned infrastructure investments with the City’s MBE/WBE/DBE goals will build and/or enhance workforce development pipelines.
- A focus on maximizing the positive impact of current federal, state, local, private and philanthropic investments will better leverage scarce resources for economic and workforce development.

Improvement to the state of repair of infrastructure

- A study of the Claiborne / elevated I-10 expressway will result in the identification of a preferred alternative for infrastructure improvements around the aging expressway.
- A ‘Complete Streets and Infrastructure’ policy and design prototypes will drastically increase the efficiency and benefit of the City’s capital investments, and incorporate both multi-modal traffic needs and water management strategies.

Environmental benefits

- The cross-cutting incorporation of water and soil management throughout both projects will address stormwater runoff and subsidence.
- The targeted planning interventions will consider urban agriculture, enhanced open space, stormwater retention, “green” building strategies, and alternative energy generation to promote green infrastructure development.
- The targeted planning interventions will incorporate considerations of public health.
- These combined projects will result in a significant reduction of greenhouse gas emissions towards the City’s 2020 carbon reduction target.

Increased participation and decision-making

- A meaningful public engagement process, diverse Governance Committee, and Project Advisory Committee (PAC), and focus on transparency will ensure an open planning process.
- The inclusion of community partners and residents on the Governance Committee will include traditionally marginalized persons in decision-making processes.
- A comprehensive public involvement plan will guide all grant activities. Partnerships with community groups, public meetings, and a well-maintained website and email database will reach a broad array of residents, including those traditionally excluded in planning processes.

Capacity-Building and Knowledge-Sharing

- The awarding of sub-grants to local non-profits and neighborhood partners will build the capacity of local organizations to participate in federal grants, and leverage local knowledge and expertise.
- As described in Rating Factor 4, the creation of a PAC and five seats on the Governance Committee from the PAC will share knowledge amongst partners, so that key personnel responsible for grant implementation coordinate cross-programmatic, placed-based approaches.

Expand Cross-Cutting Policy Knowledge

- The cross-cutting data collection and analyses for the primary and secondary areas of focus will allow the selected data partner to widely disseminate valuable information and set a new standard for data driven decision making at the neighborhood and city level.
- Data partner review of collected cross-cutting information and reports produced in projects A and B will expand cross-cutting policy knowledge.

1.E. Performance Measures & Benchmarks to Measure Progress / Impact

Public Engagement: To ensure a transparent process that encourages public participation, benchmarks will include: 1) regular local planning meetings in high poverty communities and attendance at those meetings, 2) regular internal reviews by lead consultant and Project Advisory Committee to ensure that input from meetings is integrated into plans; 3) integration of local plans from these communities with the larger plan; 4) diversity of representative organizations and neighborhoods in PAC; 5) direct responses to questions and concerns identified in public outreach; and 6) varied geographic location of public outreach meetings.

Expert Engagement: Participation and advice of HUD / DOT / EPA representatives will be solicited throughout the study and outreach process, especially around the Claiborne / I-10 elevated expressway study. As alternatives of this study are being evaluated, national expert input will be sought to objectively evaluate alternatives. Benchmarks will include: 1) number and variety of expert evaluators; 2) incorporation of input; 3) number of consultations with advising federal agencies.

Inter-Agency Collaboration: Key to success of this grant will be the willingness of government agencies to break down silos and plan for the most effective use of their collective resources. Benchmarks will include: 1) the signing of inter-agency Memoranda of Understanding and Cooperative Endeavor Agreements around a variety of topics, 2) attendance at inter-agency meetings, 3) change in policies and programs, and 4) level of commitment in on-going implementation efforts.

Public-Private Collaboration and Coordination: The Governance Committee and the Project Advisory Committee are committed to working together to ensure a new model of collaboration. Benchmarks will include: 1) regular participatory evaluations of governance, community engagement, and planning progress for equity; 2) diversity of organizations and neighborhood representation of the PAC; 3) development of PAC subcommittees, 4) attendance at PAC and Governance Committee meetings, and 5) number of decisions made by Governance Committee that result in policy changes at respective agencies.

Implementation of Actionable Plans: Detailed funding opportunities, necessary policy changes, and implementation priorities will be initiated within 36 month period.

Neighborhood Snapshot: Central City



Former C.J. Peete Public Housing
Photo by Shawn Escoffrey



Harmony Oaks Redevelopment
Photo by Shawn Escoffrey

For 170 years, Central City has been home to the many immigrant and working class populations of New Orleans’ history – German, Irish, Italian, Jewish, and now African-American residents. South Claiborne Avenue bordering Central City was a once-thriving commercial district. Both the Corridor and the neighborhood have experienced decades of disinvestment and decline since the advent of the interstate and suburbanization; the neighborhood suffers from concentrated poverty, a high level of criminal activity, and excessive blight and vacancy. However, major recent investments, including three public housing redevelopments totaling almost \$450 million, \$35 million in construction of new schools, a \$14 million new neighborhood center with early childhood education and a library, and new commercial activity along the historic Oretha Castle Haley Boulevard present opportunities for renewal.

Socio-Economic Demographic Overview

Census 2000 - People Living in Poverty: 49.8% / African-American: 87.1% / White 9.9%
GNOCDC July 2010 - Neighborhood Repopulation: 78%

Neighborhood Snapshot: Lower 9th Ward

Claiborne crosses the Industrial Canal just south of where a levee breach caused some of the most devastating flooding and tragedy in the wake of Hurricane Katrina. The Lower 9th Ward, while suffering from decades of disinvestment, also enjoyed one of the highest rates of homeownership before the storm, and was home to many of New Orleans' working musicians and artists, including Fats Domino.

A number of national and local non-profit organizations are helping homeowners to rebuild and providing new affordable housing opportunities expected to create over 200 new homes and apartment units, many of which are LEED platinum certified. Funding from the Neighborhood Stabilization Program supports the work of the New Orleans Redevelopment Authority and three non-profit partners to develop over 100 new single-family homes, some of which will be part of the City's first residential community land trust. One of the oldest military bases in the country, Jackson Barracks was established in 1834 and is currently undergoing a \$325M renovation to repair and enhance the site after extensive damage from Hurricane Katrina. Meanwhile Martin Luther King Charter School and Carver High School represent over \$40 million in school reconstruction to catalyze neighborhood redevelopment with a community center and library.



Rebuilding in the Lower 9th Ward
Photos by Matthew Rufo

Socio-Economic Demographic Overview

Census 2000 - People Living in Poverty: 36.4% / Black or African-American: 98.3% / White 0.5%
GNOCDC July 2010 - Neighborhood Repopulation: 24%

1.F. Consistency with Existing Plans

Plan for the 21st Century: New Orleans Master Plan 2030:

- “Sustainability – a more resilient city with shared environmental responsibility at every level” is one of the three underlying principles of the city's new Master Plan. The other two are livability and opportunity. (Executive Summary, p. 15)
- All parties affected by public decisions about planning and development have sufficient opportunity to build capacity to understand, apply, and act upon information pertaining to these decisions. (Chapter 15, Goal 1)
- Enhance connectivity, reduce barriers and improve attractiveness of neighborhoods, commercial sites and public spaces while addressing mobility. (Chapter 11, Goal 2)
- Conduct planning studies to determine the feasibility / advisability of removing the I-10 Claiborne Avenue Expressway to St. Bernard Avenue to improve neighborhood and land use quality and connectivity, which emerged as key ideas for revitalizing North Claiborne Avenue. (Chapter 11, Goal 2, Strategy C and Goal 3)
- Enhance coordination between planning, community development, and other entities that affect the city's physical development. (Chapter 16, Goal 2)
- Advance enhanced character and livability for neighborhoods, with investments to improve quality of life. (Chapter 5, Goal 1)

Unified New Orleans Plan:

- Fund a study and removal of the I-10 as a “high recovery value” project. (District 4 Recovery Plan)
- Coordinate multiple agencies for infrastructure repair. (District 4 Recovery Plan)
- Commercial revitalization of Claiborne Corridor focused on strategies for attracting commercial investment, redeveloping vacant and underutilized land, creating new connections between neighborhoods, and removing the I-10 expressway. (District 4 Recovery Plan)
- Revitalize South Claiborne Avenue as a transit-oriented, mixed-use corridor. (District 3 Recovery Plan)

Louisiana Speaks Regional Plan:

- Focus Public Investment into Developed Areas and Centers. (Goal 1, Section 4, Action 4.1)
- Revitalize Key Community Corridors. (Goal 1, Section 4, Action 4.2)
- Identify and Clear Obstacles to Infill Development. (Goal 1, Section 4, Action 4.7)
- Bolster Development in Rural Communities and Urban Neighborhoods. (Goal 2, Section 4, Action 4.8)

1.G Alignment with Livability Principles

Provide more transportation choices: Projects will result in clear direction for future improvements and/or removal of the Claiborne / I-10 elevated expressway, a regional transit line along the Corridor and “Complete Streets and Infrastructure Policy,” all of which will promote multi-modal transportation options for the Claiborne Corridor.

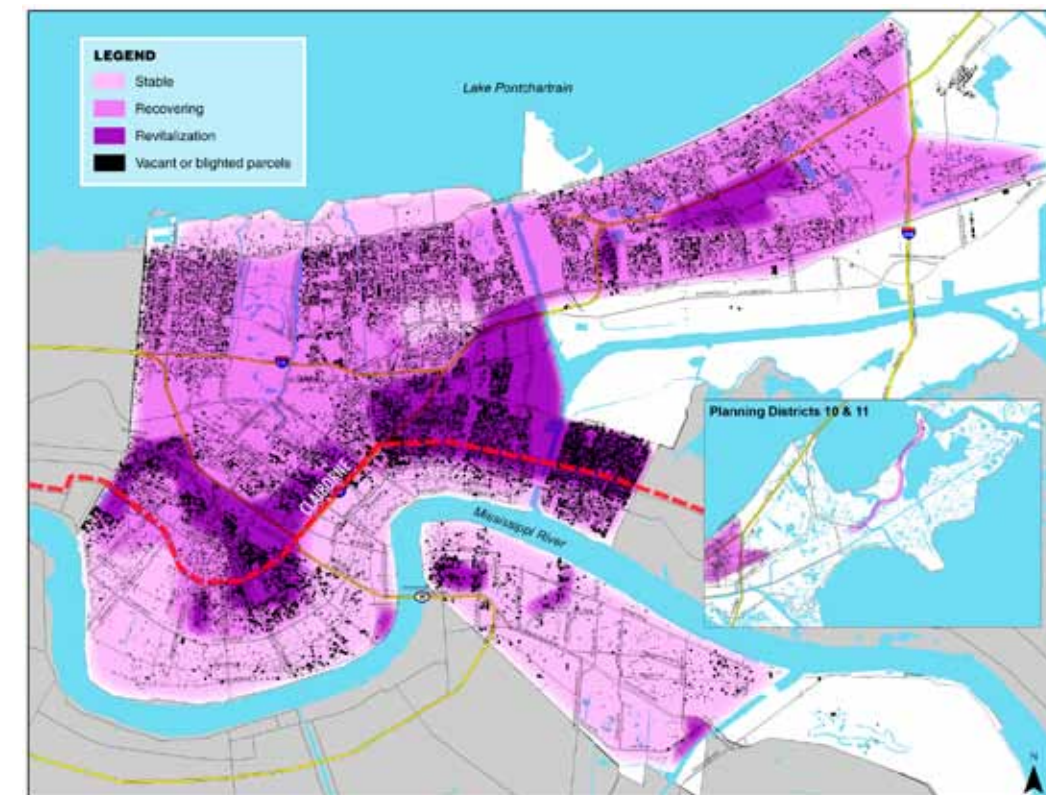
Promote equitable, affordable housing: Targeted planning interventions, regional transit and improved public right-of-way infrastructure that promotes multi-modal mobility around the majority of the city's major affordable, mixed-income housing investments and in many of its most economically distressed neighborhoods, will help to lower the combined cost of housing and transportation. We will develop a place-based housing strategy for future development that considers the impact of the Claiborne / elevated I-10 expressway, commercial development, and aggressive blighted property redevelopment strategy. We will ensure that new economic opportunities in the Corridor include both current and future residents.

Enhance economic competitiveness: Targeted planning interventions include an economic revitalization strategy for Claiborne Avenue that promotes small business development and major retail recruitment, and a land banking strategy to identify opportunities to aggregate parcels into developable lots. Zoning will be re-considered to incentivize revitalization along the corridor, linking major housing investments to jobs centers such as the variety of existing and forthcoming medical facilities lining the Corridor.

Support existing communities: Planning efforts toward realizing the Claiborne Corridor's potential to be a regional spine of mixed-income housing and job centers will help revitalize many of its existing neighborhoods. The expressway infrastructure overshadows the existing Tremé-Lafitte, Tulane-Gravier, 7th Ward and Central Business District neighborhoods and physically divides communities. Identification of opportunities for catalytic investments in neighborhoods along the Corridor will promote revitalization. A coordinated housing policy will include assurances for long-term affordability to retain existing residents as the neighborhoods are revitalized.

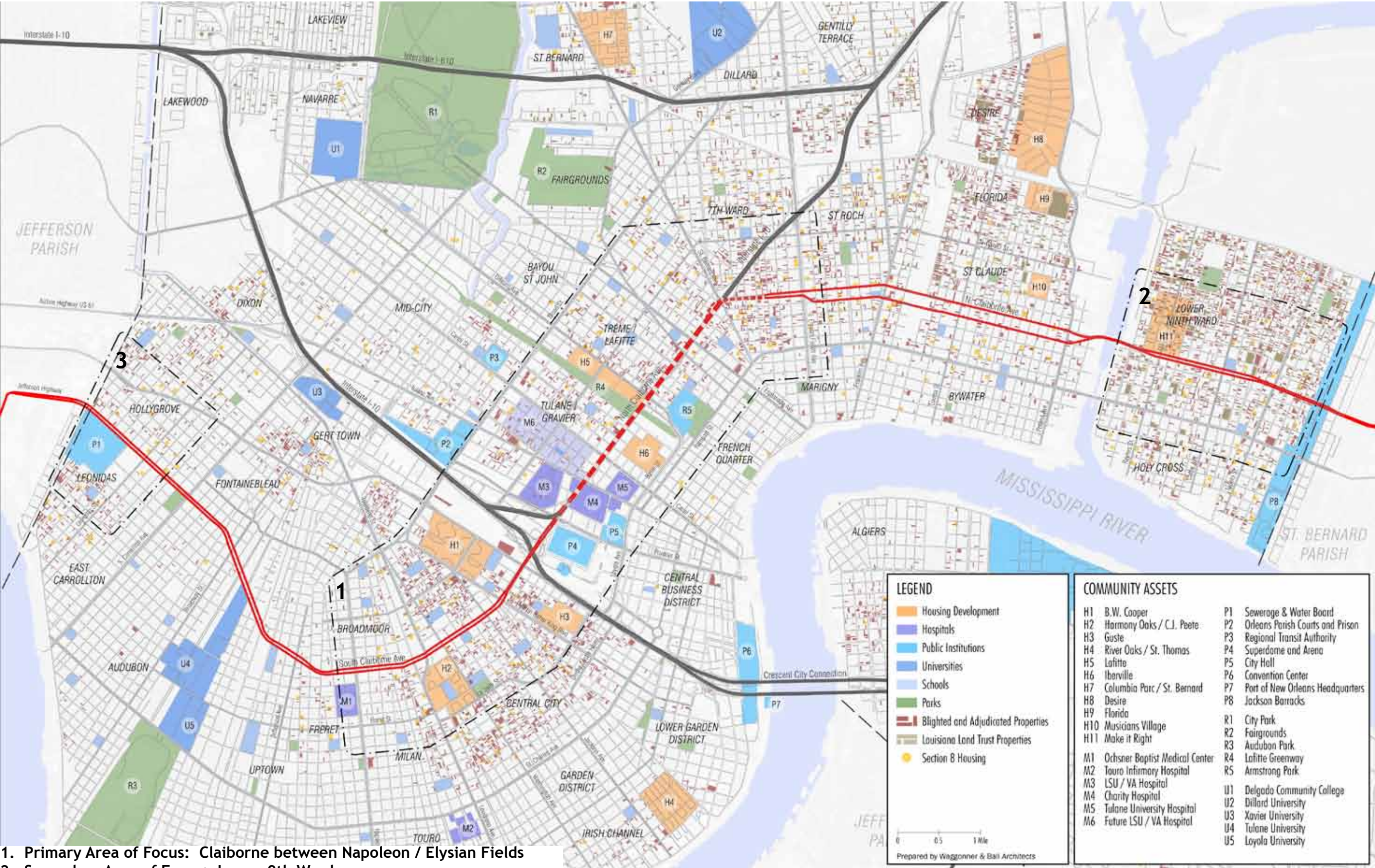
Coordinate policies and leverage investment: Interagency and public-private collaboration fostered through this grant can create dynamism of street-transit grid, commercial-residential connectivity, strengthening of inter-modal transit throughout the corridor, managing flood hazards, and fostering greater economic inclusion.

Value communities and neighborhoods: New Orleans is known for the arts and cultural heritage of its neighborhoods, yet key issues such as flooding, subsidence, mobility, and sustainability must be resolved in order to promote a sustainable, equitable future. These challenges will be addressed in an integrated manner through Projects A and B guided by resident and neighborhood input.



The New Orleans Master Plan designates areas of the City as stable, recovering, and in need of revitalization and offers different strategies unique to the needs of each of these community types. Neighborhoods adjacent to the Claiborne Corridor are primarily designated in the revitalization category necessitating interventions to reverse trends of blight, vacancy, disinvestment and population loss.

Map 2: New Orleans Claiborne Corridor Map



- 1. Primary Area of Focus: Claiborne between Napoleon / Elysian Fields
- 2. Secondary Area of Focus: Lower 9th Ward
- 3. Secondary Area of Focus: Hollygrove

Rating Factor 2: Work Plan

2.A. Work Plan

The work plan presented below reflects an abbreviated version of a more fully developed, comprehensive document. In some instances, portions of the more robust work plan are featured to show areas where innovative approaches will be employed. The comprehensive work plan is available upon request.

Task 0: Coordination

0.1-0.4: Develop Project Advisory Committee (PAC)—Develop Governance Committee—Municipal Official Meetings

Outputs: Coordinate public, private and community partners to serve on committees and working groups to inform and advise the Governance Committee (see Rating Factor 4).—Convene government agencies and community partners into a decision-making Governance Committee that will identify areas for targeted planning interventions, allocate resources, set goals, settle disputes and steer the project development process—Ensure implementation of grant in line with HUD/DOT/EPA best practices / solicit technical assistance when necessary

Task 1: Study Management and Administration

1.1 - 1.4: Develop RFP—Release RFP—Evaluate Proposals—Select / Hire Consultant Team and Data Partner

Output: Governance Committee selects consultant team to complete projects with support of PAC

Task 2: Public Involvement Plan Development

The lead consultant, with Governance Committee approval, will award sub-grants to local non-profits and neighborhood partners to leverage local knowledge and expertise. In such cases, we will utilize a fixed-fee deliverable contract.

2.1: Public Involvement Plan: Develop a Comprehensive Public Involvement Plan to sustain stakeholder involvement and support and takes advantage of pre-existing community forums.

2.2-2.5 Public Outreach Meetings—Website Development/Maintenance—Ongoing Communications—Email Database

Output: Comprehensively planned and uniformed practice and procedure for equitable civic engagement, with a focus on reaching rarely heard voices in targeted neighborhoods

PROJECT A: Livable Neighborhoods / Revitalized Corridors: Targeted Planning Interventions

Task A.3: Project Kick-Off

A.3.1: Identify Goals, Objectives and Preliminary and Secondary Areas of Focus

Output: Governance Committee selects nodes, transects and districts for targeted planning intervention within primary and secondary areas of focus

Expanded Detail on Task A.4

Data

- Utilities
- Socio-Economic Characteristics
- Existing Land Use
- Existing / Proposed Zoning
- Vacant / Blighted Land / Ownership
- Capital & Recovery Projects
- Streetscape / Street Renovation Projects
- Private Real Estate Development Investments
- Community Facilities and Resources
- Philanthropic Investments
- Social Service Investments
- Fresh Food Retail Outlets and Access
- Job/Workforce Development Opportunities
- Public Right-of-Way Conditions
- Soil Types / Groundwater and Surface Water
- Hazardous Waste Sites / Brownfields
- FEMA FIRM Maps / FEMA Repetitive Loss Data
- Historical Subsidence Data
- Cultural/Arts/Music Assets

Plans

- Water Management Strategy
- Lafitte Greenway Master Plan
- Drainage Master Plan
- New Orleans Master Plan
- Unified New Orleans Plan
- Comprehensive Zoning Ordinance
- Greater New Orleans Biosciences Economic Development District Master Plan
- NSP2
- Hazard Mitigation Plans
- Louisiana Speaks
- Library Master Plan
- Neighborhood Plans
- Regional Transit Authority Expansion Plan
- Recovery School District Master Plan
- Louisiana Disaster Recovery Foundation’s Fusion 5.0 Initiative
- HUD Consolidated Plan

Task A.4: Data and Plan Collection and Compilation

A.4.1: Data Collection

A.4.2: Synthesize Existing Plans

Outputs: Aggregated and publicly-available G.I.S. shapefiles—Comprehensive report on traditionally disjointed community data for study area with particular focus on target areas

Task A.5: Analysis

A.5.1-5.9: Urban Design—Vacant/Blighted Land—Market Conditions—Drainage Analysis—Subsidence—Bicycle/Pedestrian and Transit Infrastructure—Community Resources & Access—Fresh Food Access—Job Centers/Workforce Development Opportunities

Outputs: Technical Analysis Report, Maps, Graphics and Tables—Neighborhood Planning Asset, Gap, and Implementation Analysis—Neighborhood Urban Design Report

Task A.6: Preliminary Strategy Development

A.6.1: Develop Complete Streets and Infrastructure Policy and Design Prototypes

A.6.2: Neighborhood and Economic Development Revitalization Strategy

Outputs: Codifiable policy on “Complete Streets and Infrastructure” for public, PAC review—Toolkit of community-specific revitalization strategies for public, PAC review

Task A.7: Implementation Design

A.7.1- 7.4: Identify Policy Impediments—Phased Timeline Development—Identify Funding Mechanisms—On-Going Governance Structure Development

Output: Necessary government and public input to implement policy and strategies

Task A.8: Prepare Final Report

Output: Final report to be used as basis for institutionalization of policy and strategies.

Task A.9: Implementation

Output: Act on recommendations for final report.

Expanded Detail on Task A.6

Land Banking: Develop strategy to acquire, maintain, aggregate, and/or dispose of vacant and blighted parcels

Green Infrastructure: Develop strategy to enhance neighborhood sustainability through green infrastructure, new construction and retrofit best practices, water management, urban agriculture, alternative energy generation, enhanced mobility

Catalytic Revitalization Projects: Identify, support and leverage catalytic revitalization projects

Urban Design: Develop urban design guidelines building off historic fabric

Commercial Revitalization: Develop commercial corridor revitalization plan that ensures access for small businesses and is in close coordination with Fusion 5.0 initiative

Community Resources: Develop strategy to increase access to and services provided by community resources and plan for expanded service where needed. Align transportation access and community services so that transit dependent populations have access to healthy food, health clinics, and recreation activities to improve health outcomes

Public Art: Identify opportunities for development of public art installations, including but not limited to bus stops, corridor and neighborhood signage initiatives, etc.

Job Centers / Workforce Development Opportunities: Develop strategy to increase local access to job centers and enhance and/or expand workforce development services to such sectors as arts & culture, infrastructure construction and procurement, healthcare industries

Neighborhood Affordability: Develop strategies to preserve neighborhood affordability. Consider Community Land Trusts and other strategies

PROJECT B: Inter-parish Claiborne Corridor Transportation Plan

Task B.3: Project Kick-Off

B.3.1-3.2: Identify Goals, Objectives, and Evaluation Criteria—Solicit Local and Regional Feedback to Inform Issues for Further Study and Analysis

Output: Officially defined project practices and procedures and identification of thoughts, ideas and concerns regarding the Claiborne/I-10 Expressway

Task B.4: Data and Plan Collection and Compilation

B.4.1-4.12: Previous Reports and Studies—Currently Planned or Programmed Transportation Improvements—Existing Highway and Roadway Features—Existing Traffic Volumes—Corridor Travel Time and Delay Runs—Accident Data—Pedestrian & Bicycle Facilities and Corridors—Transit Services—Land Use, Development and Environmental Data (See Task A.4)—Integrity of Claiborne/I-10 Elevated Expressway, and Other Key Infrastructure—Evacuation Routes—Multimodal Freight Routes

Output: Prepare 'Data Collection Technical Memorandum'—GIS shapefiles

Task B.5: Existing Conditions and Transportation System Analysis

B.5.1-5.10: Evaluate and Coordinate Review of Travel Demand Model—Existing Traffic Operations for Claiborne/I-10 Corridor—Traffic Forecasting—Origin and Destination—Accident—Roadway Geometry and Physical Characteristics—Bicycle and Pedestrian Facilities and Corridors—Qualitative ADA Compliance—Transit System—Mobility Performance Assessment for Transit Dependent Populations—Land Use, Development and Environmental Analysis

Outputs: Existing Conditions Report—GIS Shapefiles—Technical Procedures—Graphics / Table

Task B.6: Alternatives: Development and Evaluation

B.6.1-6.4: Develop Alternatives Considering Transit—Alternatives Evaluation—Comparative Summary Matrix—Evaluation and Preferred Alternative Selection by La DOTD, RPC, Mayor's Office, etc.

Alternatives may include but are not limited to:

1. No change
2. Maintain and upgrade existing infrastructure and add transit
3. Maintain and upgrade existing infrastructure without adding transit
4. Remove some or all of the I-10 elevated expressway and add transit
5. Remove some or all of the I-10 elevated expressway without adding transit

Outputs: Comparative summary matrix —Preliminary report of the feasibility of rapid regional transit along the Claiborne Corridor

Task B.7: Preferred Alternative Refinements

B.7.1-7.2: Refinements and Further Detail to Preferred Alternative—Optimize Preferred Alternative Traffic Operations

Output: Update to specific features (vision, mobility, cost, benefits) of preferred alternative

Task B.8: Preliminary Regional Transit Feasibility

B.8.1-8.5: Kick-off Meeting between N.O. Regional Transit Authority, Jefferson Transit, and Saint Bernard Urban Regional Transit—Identify potential station locations—Analysis of mode alternatives—Preferred mode selection—Deliver report to transit agencies

Output: Preliminary report identifying potential modes, station locations, alignment and next steps for a regional transit line along the inter-parish Claiborne Corridor

Task B.9: Implementation Design

B.8.1-8.3: Phased Timeline Development—Identify Funding Mechanisms—On-Going Governance Structure Development

Output: With assistance from PAC, Mayor's Office develops implementation plan.

Task B.10: Prepare Final Report

Output: A master document able to thoroughly inform local, regional, and national decision-makers as the Mayor's Office takes the lead on setting a course of action for the Claiborne/I-10 Elevated Expressway and the future of regional rapid transit along the Claiborne Corridor.

Task B.11: Implementation

Output: Act on recommendations from final report. Perform environmental analysis in compliance with NEPA.

Expanded Detail on Task B.6.2

Evaluate each alternative under the following framework:

Transportation Performance

- Measures of effectiveness
- Safety analysis
- Street reconnection analysis
- Pedestrian and bicycle accommodation
- Transit impact analysis
- Mobility challenges
- Emissions impacts

Visioning & Design Issues

- Conceptual layout plans
- Drainage evaluation
- Preliminary construction assessment (maintenance of traffic, access to adjacent properties, and utility relocations, etc.)
- Expected land consumption or gains
- Preliminary construction cost

Socioeconomic Impact Analysis

- Potential implications of the alternatives on area business sales and employment, land use (commercial, industrial, residential by general type of each), tax rateable, and local population groups
- Consider environmental justice and economic impacts on low-income, elderly, minority, or other disadvantaged groups
- Effects on neighborhood and community cohesion, social resources, community facilities, potentially displaced households and businesses, right-of-way costs, and conformance to local plans

Economic criteria



- Quantitative user benefits and costs
- Quantitative and qualitative effects on development potential and municipal taxes including additional land and sales capture potential and increased effective reach to regional labor force
- Impacts on businesses, jobs and commercial development potential



N. Claiborne Avenue near Elyisan Fields
Photo by Rami Diaz

2.B. Project Completion Schedule

TASK	DESCRIPTION	Prior to Start	Year 1												Year 2												
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
Task 0	Coordination (PAC / Governance Committee Development)																										
Task 1	Study Management and Administration																										
	PAC and Governance Committee Review Proposals																										
	Governance Committee selects consultant team																										
Task 2	Public Involvement Plan Development																										
	Public Involvement Implementation																										
PROJECT A: Livable Neighborhoods: Targeted Planning Interventions																											
Task A.3	Project Kick-Off																										
	PAC identifies potential target areas																										
	Governance Committee selects target areas, allocates resources																										
Task A.4	Data and Plan Collection and Compilation																										
	Study area wide																										
	Target areas																										
	Public Outreach Meetings																										
Task A.5	Analysis																										
	PAC and Governance Committee Update																										
Task A.6	Preliminary Strategy Development																										
	Public Outreach Meetings																										
Task A.7	Implementation Design																										
	Pilot Projects																										
	Governance Committee approves implementation																										
Task A.8	Prepare Final Report																										
Task A.9	Implementation																										
PROJECT B: Inter-parish Claiborne Corridor Transportation Plan																											
Task B.3	Project Kick-Off																										
	PAC and Governance Committee Kick-Off Meeting																										
	Public Outreach																										
Task B.4	Data and Plan Collection and Compilation																										
Task B.5	Existing Conditions and Transportation System Analysis																										
Task B.6	Alternatives: Development and Evaluation																										
	PAC and Governance Committee evaluate alternatives																										
	Public Outreach																										
	Mayor determines preferred alternative																										
Task B.7	Preferred Alternative Refinements																										
Task B.8	Regional Transit Feasibility																										
Task B.9	Implementation Design																										
Task B.10	Prepare Final Report																										
Task B.11	Implementation																										

Key:		Decision-Making Benchmarks
		Public Outreach Meeting Dates

A Note on Public Engagement

Public engagement and input is the foremost value of this process. Incorporated throughout, public engagement provides iterative feedback at every point in the planning process. The Project Advisory Committee is charged with holding the Governance Committee accountable to residents. In addition to direct public outreach budgeted above, sub-grants will be awarded to neighborhood organizations and community partners to carry out neighborhood planning and community organizing.

2.C. Budget / Uses of Funds

BUDGET		PLANNING	PUBLIC INVOLVEMENT	TOTAL
Grant Administration		\$360,000		\$360,000
Combined Project Tasks		\$20,000	\$50,000	\$70,000
Task 0	Coordination (PAC / Governance Committee Development)	\$0		\$0
Task 1	Study Management and Administration	\$20,000		\$20,000
Task 2	Public Involvement Plan Development		\$50,000	\$50,000
PROJECT A		\$1,235,000	\$110,000	\$1,345,000
Task A.3	Project Kick-Off	\$50,000		\$50,000
Task A.4	Data and Plan Collection and Compilation		\$50,000	\$250,000
Task A.5	Analysis	\$200,000		\$450,000
Task A.6	Preliminary Strategy Development	\$425,000	\$50,000	\$475,000
Task A.7	Implementation Design	\$70,000		\$70,000
Task A.8	Prepare Final Report	\$40,000	\$10,000	\$50,000
PROJECT B		\$1,600,000	\$225,000	\$1,825,000
Task B.3	Project Kick-Off	\$25,000	\$100,000	\$125,000
Task B.4	Data and Plan Collection and Compilation	\$350,000		\$350,000
Task B.5	Existing Conditions and Transportation System Analysis	\$350,000		\$350,000
Task B.6	Alternatives: Development and Evaluation	\$400,000	\$100,000	\$500,000
Task B.7	Preferred Alternative Refinements	\$150,000		\$150,000
Task B.8	Regional Transit Feasibility	\$200,000		\$200,000
Task B.9	Implementation Design	\$75,000		\$75,000
Task B.10	Prepare Final Report	\$50,000	\$25,000	\$75,000
TOTAL		\$3,215,000	\$385,000	\$3,600,000

Neighborhood Snapshot: Broadmoor

On low-lying ground in the middle of New Orleans, Broadmoor was only substantially developed beginning in the early 20th century, after improved drainage was initiated. Home to low and middle-income residents living in double shotgun, Spanish and mission revival homes, Broadmoor flooded badly in the aftermath of Hurricane Katrina in 2005. Though planners suggested that the neighborhood be turned into park land, residents led the recovery of their neighborhood by helping neighbors repair their homes, identifying vacant property, developing a \$27 million LEED certified charter school, and partnering with the New Orleans Redevelopment Authority, Salvation Army, Louisiana Housing Finance Agency, and City of New Orleans to repair and rebuild over 100 homes in the neighborhood.



Recently improved Broadmoor neutral ground (median)
Photo by Karley Frankic

Socio Economic Demographic Overview

Census 2000 - People in Poverty: 31.8% / Black or African Americans: 68.2% / White: 25.8%
GNOCDC July 2010 - Repopulation: 76%

Rating Factor 3: Leveraging and Collaboration

3.A. Match: Letter of Firm Commitment

The City of New Orleans is pleased to present this letter of firm commitment of matching resources from a variety of public, private and non-profit partners in support of the **Claiborne Corridor Plan: Leveraging Infrastructure to Build Inter-Parish Access and Equity**. This letter **demonstrates through broad support, that a match superseding the twenty percent required in the Notice of Funding Availability will be provided**. In total, a 29% cash match is provided, with \$858,500 already committed and \$25,000 additional monies anticipated to be committed outside of the allotted time frame. The City of New Orleans will continue reaching out to partners for additional funding, to ensure that there are ample matching funds to carry out our work plan.

As a note, Orleans Parish has an estimated per-capita income of \$21,985 relative to the metropolitan average of \$24,289 and the national average of \$27,466.¹

Organization	Level of Commitment	Designation of Funds	Federal Funds?	Organization's Responsibilities	Type of Organization	Made Available (Grant month)
Office of Community Development, City of New Orleans	\$400,000	Unrestricted	Yes	Lead applicant	Local Government	Month 1
Office of Cultural Economy, City of New Orleans	\$150,000	Public Enhancement	No	Lead applicant	Local Government	Month 1
Greater New Orleans Foundation	\$175,000	Unrestricted	No	PAC and Rotating Seat on Governance Committee	Philanthropic	Month 1
Louisiana Disaster Recovery Foundation	\$100,000	Unrestricted	No	PAC and Rotating Seat on Governance Committee	Philanthropic	Month 1
NEWCITY Neighborhood Partnership (Contributed by Providence Community Housing)	\$25,000	Unrestricted	No	PAC and Rotating Seat on Governance Committee	Neighborhood Partnership	Month 3
NewCorp Business Assistance Center	\$5,000	Unrestricted	No	PAC	CDFI	Month 3
Office of Councilmember Kristin G. Palmer District C	\$2,500	Unrestricted	No	Rotating Seat on Governance Committee	Local Government	Month 9
Office of Councilmember Stacy Head District B	\$1,000	Unrestricted	No	Rotating Seat on Governance Committee	Local Government	Month 9
Urban Land Institute	\$25,000	Pending approval of application				

*Individual commitments of match can be produced upon request.

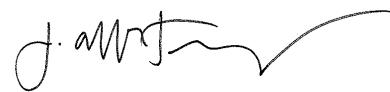
¹ 2006-2008 American Community Survey 3-Year Estimates



Mitchell J. Landrieu
Mayor, City of New Orleans



Scott Hutcheson
Advisor to the Mayor, Cultural Economy - Percent for Arts



Albert Ruesga
President and CEO, Greater New Orleans Foundation



Flozell Daniels,
President and CEO, Louisiana Disaster Recovery Foundation



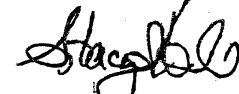
James R. Kelly
President and CEO, Providence Community Housing



Vaughn Fauria
President, NewCorp Business Assistance Center



Kristin Gisleson Palmer
District C Councilmember, City of New Orleans



Stacy Head
District B Councilmember, City of New Orleans

3.B. Leveraging Recent and Planned Investments

Among the primary reasons the City of New Orleans and its partners wish to focus this grant opportunity along the Claiborne Corridor is to ensure that the billions in current and planned investments along the Corridor are integrated, and that their benefits are maximized. Below are brief descriptions of these significant leveraged resources. Many other assets along the corridor are identified on Maps 1 and 2 on p. 2 and 8 of this application.

VA and University Medical Center Complex

On June 25th, the U.S. Department of Veterans Administration broke ground on a **\$1 billion** new hospital located adjacent to the planned site of the **\$1.2 billion** L.S.U. University Medical Center near downtown New Orleans. Together, these new hospital complexes will provide much needed health care and an estimated 4,500 jobs to the already important downtown medical job center.

Facilities and Infrastructure

On August 18th, the City of New Orleans unveiled a large number of FEMA- and D-CDBG-funded priority infrastructure projects ready for implementation. Over **\$63.2 million** of these investments are located within the Claiborne Corridor. These recent and implementation-ready investments include **\$46.5 million** in Community Facilities, **\$7.6 million** on the bicycle & pedestrian Lafitte Greenway, and **\$9.1 million** in streetscape enhancement and commercial corridor revitalization projects.

Big Four Affordable and Mixed-Income Housing

The primary area of focus along the Claiborne Corridor features three of the “Big Four” former public housing projects that have been/are being redeveloped post-Katrina.

- The new Lafitte development will include **\$400 million** in federal, state, local, private, and philanthropic planned investments to build 1,500 new mixed-income homes and apartments both on and off-site in the Greater Tremé neighborhood. 275 units are currently completed or under construction.
- The Harmony Oaks (formerly C.J. Peete) development includes over **\$168 million** in federal, state, local, private, and philanthropic planned investments to build 460 new mixed-income on-site rental units and 50 off-site homeownership units. To date, 158 rental and 8 home ownership units have been constructed.
- The **\$142 million** planned redevelopment of BW Cooper will feature 400 new mixed-income units. More so than the other Big Four, redevelopment efforts have been set back significantly due to current hold up in the extension of Go Zone tax credits. Even so, **\$22 million** have already been invested in horizontal infrastructure.

Schools

The Recovery School District (RSD) of Louisiana is currently in the first phase of an ambitious plan to renovate and revitalize the majority of New Orleans’ public schools. The RSD has already completed work on two new schools within the primary area of focus for this grant totaling over **\$43.7 million**. In the first phase of its Master Plan, the RSD has investments totaling over **\$91.6 million** to renovate or build five state of the art schools within primary and secondary areas of focus.

NSP2 and the New Orleans Redevelopment Authority

As the lead of a broad consortium of partners, the New Orleans Redevelopment Authority received almost **\$30 million** to acquire, redevelop, or demolish foreclosed, abandoned, or blighted properties. Four of the target zones for these funds (Broadmoor, Central City, 7th Ward and Lower 9th Ward) are within the area of focus for this proposal, with one closely bordering it (Tulane Avenue Area). In total, over **\$12 million** has been allocated to partner organizations who will redevelop 112 single family homes, 142 multi-family units and acquire 8 parcels by February 2012.

Philanthropic Investment

Private philanthropic investment has created a solid basis for equitable community renewal and provides a pool of willing co-investors with experience, relationships, and a stake in the long-term success of the city. With over **\$3.5 billion** in contributions in just the six months following the storms, the charitable response to hurricanes Katrina and Rita was the largest in the nation’s history. Most of these funds, like federal dollars, went toward immediate relief, but institutional foundations were early investors and have focused on strategies to support the long-term revitalization of the city. The commitment has been broad and diverse, and a wide array of national and local foundations has invested and collaborated on a full range of issues facing the city. A recent accounting estimated a minimum of **\$230 million** of philanthropic support since Katrina already invested toward the long-term recovery of New Orleans.

In addition to supporting community solutions, local foundations are active in the development and implementation of public policy, especially to ensure opportunity for those who have been historically disenfranchised. Such engagement has helped ground development strategies, both philanthropic and public, in local realities and context. Foundations also experiment with strategies to build local capacity in the public sector and have played the key role in seeding the charter school movement and the education reforms underway in the city.

Rating Factor 4: Capacity

4.A. Overview: Leadership and Implementation Team

The City of New Orleans will successfully carry out the proposed work plan through **strong partnerships**, the **transparent procurement of needed professional services** and **equitable civic engagement**. We propose a three-pronged leadership approach, including a **Governance Committee** with decision-making authority, a **lead consultant** who will report to the governance committee, and a **Project Advisory Committee**. The **grant administration chart** included on this page delineates key leadership responsibilities and work flow. Also included here is a **Memorandum of Understanding** that serves both as an explanation of the Governance Committee, as well as a demonstration of commitment to fully participate by the Committee's anchor institutions. The final page of this section lists the support of elected officials and key government agencies. It also lists the **diverse set of partners** who have been involved in the formation of this application, who fully support its submittal, and who are interested in joining the Project Advisory Committee.

Project Advisory Committee

As was noted in Factor 1 of this application, the proposed work plan was formulated with the input of a broad coalition of partners. The City will continue to leverage the expertise and insights of local partners by convening a Project Advisory Committee to support and inform the Governance Committee in the implementation of the proposed work plan. This committee will give open access to all interested local partners from all sectors. Occasionally convened as an entire group to elicit general feedback, the committee will most often be split into specific working groups to allow PAC members intimate access to the lead consultant and governance committee as they focus by geographic and topical areas.

Procuring Needed Professional Services / Allocating Resources / Staffing

The City intends to bring on a key internal staff member to oversee the implementation of the proposed work plan. As is made clear in the administration flow chart, work plan, and budget, the majority of data collection, analysis, strategy development, and reporting will be overseen by a lead consultant procured by the grant Governance Committee. The lead consultant will ensure that all subcontracts to qualified professional firms, local non-profits and neighborhood partners are fully integrated and avoid redundancy in efforts between the tasks of projects A and B. This lead consultant team will carry out its work in close coordination with the Governance Committee, PAC working groups, and will oversee efforts to develop and implement the comprehensive public involvement plan.

Sweeping Reforms of City Contracting

On June 3rd, Mayor Landrieu signed Executive Orders that enact sweeping reforms of city contracting procedures. Highlights of the reforms that will apply to any contracting done as part of this proposal include:

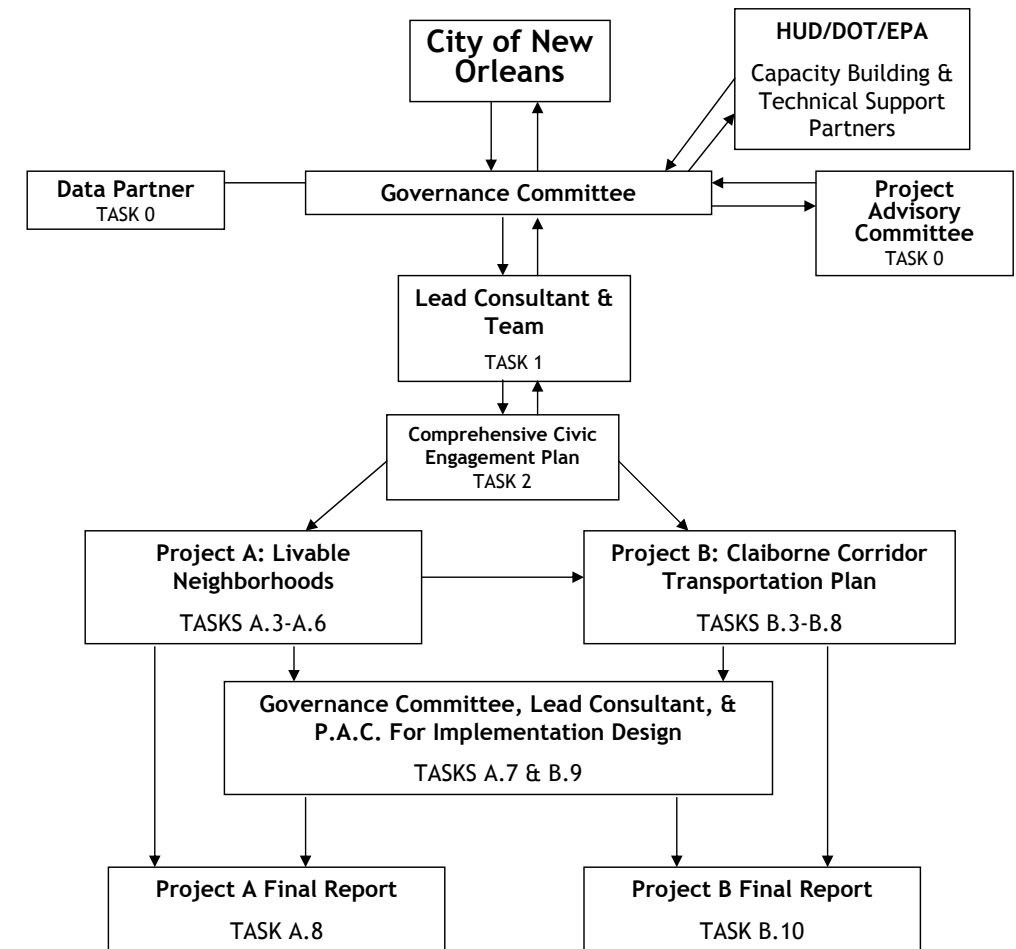
- Establishing a Chief Procurement Officer, who is an experienced professional in large-scale public procurement
- Removing the Mayor from the selection process
- Creating a Provisional Certification Program to expand the pool of DBEs that can immediately compete for city business
- Commissioning a disparity study to determine the gap that exists between the availability of DBEs and the utilization of such businesses by the city
- Requiring on-going disclosure of subcontractors
- All documents, including evaluations of selection committee, are public
- Institutionalizing the role of the Inspector General in the contracting process

Setting Goals and Settling Disputes

As mentioned earlier, the City of New Orleans is fully committed to a collaborative and integrated approach to the implementation of the proposed work plan. Tasks 0, A.3, and B.3 in the work plan on pages 9 and 10 denote points at which the City of New Orleans will look to the Governance Committee and PAC to set specific goals, objectives and evaluation criteria moving forward.

Understanding that certain features of the work plan, particularly The Claiborne Corridor Transportation Plan in Project B, will likely require equitably settling disputes between partners, the 15-seat Governance Committee is designed to give access and empowerment to a broad range of partners, capable of representing different view points and interests. By ensuring open PAC access to Governance Committee proceedings, the City of New Orleans believes that all disputes will be resolved in a transparent, equitable manner.

4.B. Organization of the Implementation Team



Neighborhood Snapshot: Hollygrove

With less than a century of history, the predominantly African-American neighborhood of Hollygrove has already been home to several major musical talents. A slight majority of the houses in this working-class neighborhood are owner occupied, but the singles and doubles flooded following the levee failures in 2005. In addition to small neighborhood businesses, the new Hollygrove Market & Farm has worked to increase access of fresh, local produce to Hollygrove and the surrounding neighborhoods. Through a twice weekly produce market, community gardens, and mentor farmers, the organization is providing residents with an affordable option for fresh, local produce as well as resources and space to cultivate their knowledge of growing healthy food.

Socio Economic Demographic Overview

Census 2000 - People in Poverty: 28.4% / Black or African Americans: 94.7% / White: 2.6%
 GNOCDC July 2010 - Repopulation: 73%



Children at the Hollygrove Farm
 Photo by Jim Hobbs

4.C. Memorandum of Understanding (MOU)

To Establish the Claiborne Corridor Plan Governance Committee

This Memorandum of Understanding (MOU) is intended to establish a collaborative governance model to guide ongoing investment opportunities and planning initiatives along the inter-parish Claiborne Corridor in the Greater New Orleans area.

An emerging commitment to public-private integration has the potential to transform low-income communities and connect massive investments in housing, education, community development and infrastructure with future employment opportunities to drive the long-term economic development of the City and region. With the full support of its partners, this governance body will convene a) philanthropic partners b) public agencies and funds, c) private sector dollars and developers, and d) community residents to plan for and drive development in historically underserved but promising neighborhoods.

Currently, we take as our region and its environs the neighborhoods, transects and nodes along the Claiborne Corridor, prioritizing historically disadvantaged but promising neighborhoods that are located in or near the historic and physical center of the City or on key routes in the city.

We will do this by leveraging financial investments and expertise to strategically guide a planning process outlined in the Claiborne Corridor Work Plan (“work plan”).

Goals and Objectives

[1] GOVERNANCE: This MOU reflects a pioneering governance model with leadership shared among public and private partners and oversight provided by a Project Advisory Committee of community residents (“PAC”) to ensure accountability and transparency and to create a learning community for long-term systems and community transformation.

[2] LEVERAGING DOLLARS: We will leverage federal grant funds with additional public and private funding to support integrated planning for current investment and future redevelopment in core city neighborhoods along the Claiborne Corridor.

[3] BUILDING MORE EQUITABLE POLICIES: Led by the City of New Orleans, we will engage other public partners to transform planning processes to ensure support for equitable development and to shape and enforce good policy around these development opportunities. We will work to build local nonprofit and community organizational capacity to seek development projects that meet the needs of their communities.

This model of governance is nationally significant and transformative in the following ways:

[a] By illustrating that historically challenged cities such as New Orleans can reposition themselves as healthy, progressive communities committing to sustainable development;

[b] By showing that localities can take the lead on development in a smart, sustainable way;

[c] By revealing that cities with problematic histories of racial and economic inequality can nonetheless become the hubs of thriving metropolitan centers.

This MOU does not create enforceable legal obligations, but rather is an expression of intent by the signatories to work with one another as partners to meet the objectives outlined above and in the agency action plans. Nothing in this agreement is intended, nor shall it act in any way to alter, impede, or interfere with the agencies carrying out their regulatory and legal responsibilities or their individual missions. This agreement does not allow the governance team to speak on behalf of an individual agency on a particular issue without the agency’s express consent. Financial impacts are to be considered and addressed individually within each agency.

Areas of Agreement

Purpose

Through the MOU, the members of the Claiborne Corridor Plan Governance Committee will establish a common agenda and contribute in-kind or financial resources to work together in a consistent manner to create an environment that supports the goals and objectives of planning process and our community. Benefits of working together include increasing effectiveness by sharing knowledge and resources, minimizing duplication of effort, and addressing issues and concerns at a regional level.

Governance

Those who represent public agencies on the Governance Committee will be joined by five voting representatives of community-based organizations: one (1) representative of a cultural and arts organization, one (1) representative of community philanthropy, one (1) representative of a development district, and two (2) representatives of neighborhood organizations. The latter four representatives will be selected by the Project Advisory Committee and all Governance Committee meetings will be open to members of the Project Advisory Committee for observation and comment.

Changes to the Agreement

Amendments or additional appendices may be developed and implemented by written agreement of all of the signatories at any time without renegotiating the entire MOU. Through an amendment to this MOU, new parties may join the governance committee by agreeing to the provisions in this MOU and by adding the appropriate signatures to this document.

Effective Date of Agreement

This agreement is effective August 23, 2010 and remains in effect indefinitely unless modified or revoked by all parties. Any party may choose to terminate its participation in the agreement with a 30-day written notification to the remaining parties.

Agreements


The signatories agree to coordinate and collaborate through Sustainable Communities Partnership to create a unique forum for bridging historically divided sectors, in particular, to:

1. Coordinate planning efforts and resources to plan for strategic redevelopment along important transects and within neighborhoods along the Claiborne Corridor;
2. Catalyze and fortify viable projects within historically underserved communities to encourage and trigger additional development;
3. Leverage planning efforts with additional public and private funding;
4. Cooperate, collaborate, and share information related to agency planning processes and priorities;
5. The CEO of each participating agency shall appoint staff with content expertise to monitor implementation of the areas of agreement, and to make recommendations to that CEO;
6. The governance team will mutually agree upon time intervals to meet to discuss and the goals, objectives and current progress to support the Memorandum of Understanding;
7. CEOs and appointed staff members will meet together at least quarterly to review a progress report in these areas of agreement; and
8. The Governance Committee will seek the advice and welcome the input of the Project Advisory Committee.

Authorizing Parties

*Starred parties will be selected by the Project Advisory Committee



Mitchell J. Landrieu
Mayor, City of New Orleans



Justin Augustine,
CEO, Regional Transportation Authority



Paul Vallas,
Superintendent, Recovery School District


Arnie Fielkow,
Council President, New Orleans City Council


Marcia St. Martin
Executive Director, N.O Sewerage & Water Board


Robin Keegan,
Executive Director, Louisiana Office of Community Development


Yolanda Rodriguez
Director, N.O. City Planning Commission


David Gilmore,
Administrative Receiver,
Housing Authority of New Orleans


*Philanthropic Representative

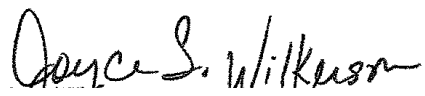
*Neighborhood Organization Representative

*Neighborhood Organization Representative

*Development District Representative

*Cultural and Arts Organization


Walter Brooks
Executive Director, Regional Planning Commission


Joyce Wilkerson
Executive Director, New Orleans Redevelopment Authority

4.D. Capacity as Exemplified by Recent Experience

Project planning and implementation, including the involvement of low-income persons

For the past five years, New Orleans has been a city of planners – New Orleanians have “earned their stripes” tackling tough urban planning issues in the wake of the 2005 devastation. Through several citywide, long-term planning initiatives around both recovery and long-term sustainability, the City has actively engaged its residents, including those traditionally excluded by past planning efforts. Both through internal procedure and by reaching out to key community partners, the City has also demonstrated its commitment and capacity to engage low-income persons, particularly those living in the primary and secondary areas of focus for this grant, residents of public housing, minorities, and other socially and economically disadvantaged individuals. Below are three examples of the City’s commitment and capacity to lead equitable projects to develop plans, codes, development strategies and projects.

1) 2030 New Orleans Master Plan & Unified New Orleans Plan: As a primary stakeholder in both plans, the City of New Orleans partnered with key community leaders and philanthropic partners, such as the Greater New Orleans Foundation and Louisiana Disaster Recovery Foundation. More than 10,000 people were involved in the UNOP recovery planning process in the two years after Katrina.¹ In the case of the New Orleans Master Plan, the City directly contracted with a qualified professional consultant to ensure quality work and broad and equitable civic engagement. The public process included a formal structure of committees whose members were appointed by the City Planning Commission, and then opened to volunteers, and informal opportunities for public engagement that included interviews and small focus groups, meetings with communities of interest (business, environment, historic preservation, Latino and Vietnamese organizations are examples), and guided tours of neighborhoods by members of the consulting team.² The Master Plan was adopted by the City Council on August 12, 2010. As recommended by the Master Plan, the City Planning Commission will assign staff for each planning district to serve as liaisons between the CPC and residents.

2) Mayor Mitch Landrieu is committed to effective, transparent, and data-driven decision-making by government that invites the input of its citizens and local, state, and federal partners. In this vein, the Mayor has welcomed HUD’s offer of technical assistance to the City’s Office of Community Development. Outside of this grant opportunity, the Mayor has also prioritized the integration of public agencies to promote cross-cutting collaboration and avoid the replication of efforts. Furthermore, he has led an effort to conduct seven public meetings across the City to engage the City’s residents in “Budgeting for Outcomes” to ensure the priorities of residents are reflected in the 2011 City budget. Three of the meetings were held in the Tremé, Central City, and Lower 9th Ward neighborhoods, historically African-American communities designated as economically distressed by the 2000 Census.

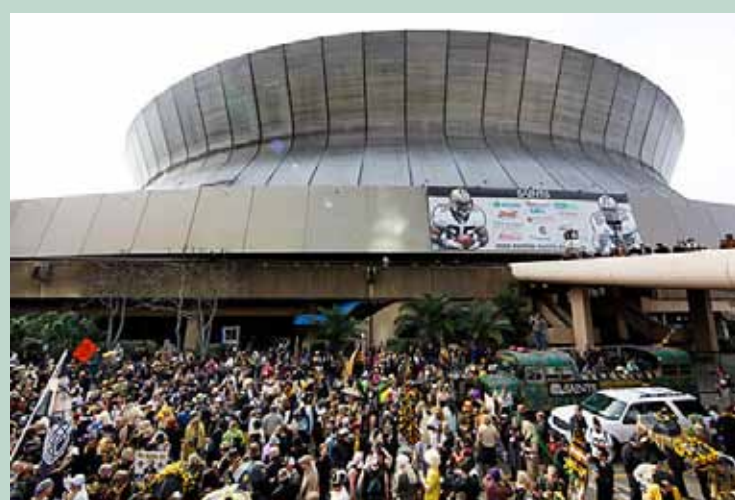
3) The City of New Orleans will include representation from its Project Advisory Committee on the 15-seat Governance Committee to ensure the integration of community and neighborhood involvement. In addition, the Governance Committee will work with the Lead Consultant team to develop a comprehensive public engagement plan described in Task 2 of the work plan that provides sub-grants to neighborhood-based organizations in order to increase neighborhood participation.

¹ http://www.planningreport.com/tpr/?module=displaystory&story_id=1357&format=html

² https://www.communicationsmgr.com/projects/1371/docs/Vol3_Ch4_Community_Speaks_and_Shapes_Plan.pdf

Neighborhood Snapshot: CBD

The majority of the region’s high-wage jobs are located in the Central Business District, a mixed-use neighborhood anchored by the City’s high-rise office buildings, many hotels, restaurants and retail. Claiborne Avenue runs underneath the elevated I-10 expressway, alongside the Louisiana Superdome, and touches the sites of both the now-shuttered Charity Hospital and the new medical district currently under development. A streetcar runs up Canal Street between the CBD and the French Quarter. The Regional Transit Authority is investing Tiger I funds into \$45 million in streetcar improvements to connect Canal Street to the multi-model transit hub Union Passenger Terminal on the upriver side of the CBD, while renovations at the Hyatt Hotel and Benson Tower will anchor a new entertainment district around the Louisiana Superdome. At \$2.2 billion, the new Veterans Affairs/L.S.U. Medical Center and life sciences campus is the largest “sustainable” development project under construction in the city and promises thousands of jobs in a range of skill and income levels.



Saints Super Bowl Parade
Photo by Judi Bottoni/AP

Socio-Economic Demographic Snapshot

Census 2000 - People Living in Poverty: 32.3% / African-American: 32.9% / White 55.3% / Asian 5.9%

GNOCDC July 2010 - Neighborhood Repopulation: 157%

4.E. Partner List

The organizations listed below have been involved in the development of this proposal at various stages. All organizations listed below have expressed support for this application and are interested in joining the Project Advisory Committee, if this proposal is awarded.

Neighborhood Partnerships and Civic Engagement

- Bayou District Foundation
- Broadmoor Improvement Association
- Committee for Better New Orleans / Metropolitan Area Committee
- EngageNOLA
- Lower 9th Ward Neighborhood Empowerment Network Association
- NEWCITY Neighborhood Partnership

Housing and Real Estate Developers

- Enterprise Community Partners
- Green Coast Enterprises
- New Orleans Neighborhood Development Collaborative
- Operation Comeback
- Providence Community Housing

Community & Economic Revitalization

- Broad Community Connection
- EcoPark, LLC.
- Community Advancement
- NewCorp, Inc.
- Puentes New Orleans

Philanthropic Organizations

- Greater New Orleans Foundation
- Louisiana Disaster Recovery Foundation

Policy Advocates

- Global Green
- PolicyLink
- Louisiana Public Health Institute
- Safe Routes to School
- Smart Growth for Louisiana
- Transport 4 NOLA
- Tulane Prevention Research Center

Districts

- Federal City
- Greater New Orleans Biosciences Economic Development District

Architecture, Design and Planning

- Global Green
- Safe Routes to School
- Smart Growth for Louisiana
- Transport 4 NOLA
- Tulane Prevention Research Center

Arts and Culture

- National Performance Network

Elected Official and Government Agency Support

- Senator Mary Landrieu
- Congressman Joseph Cao - Louisiana 2nd District
- Jefferson Parish Planning Department
- New Orleans Regional Transit Authority
- New Orleans City Council
- Regional Planning Commission
- New Orleans Sewerage and Water Board
- Housing Authority of New Orleans
- New Orleans redevelopment Authority
- Recovery School District
- Louisiana Office of Community Development

Special thanks

The City of New Orleans recognizes that this proposal would not have been possible without the involvement and support of all the partners listed above. The City would also like to recognize the New Orleans City Planning Commission, the Greater New Orleans Foundation, NEWCITY Neighborhood Partnership, and Waggoner & Ball Architects for their significant donations of staff time to successfully complete this application.