

**Pines Village  
Neighborhood  
Planning District 9  
Rebuilding Plan**



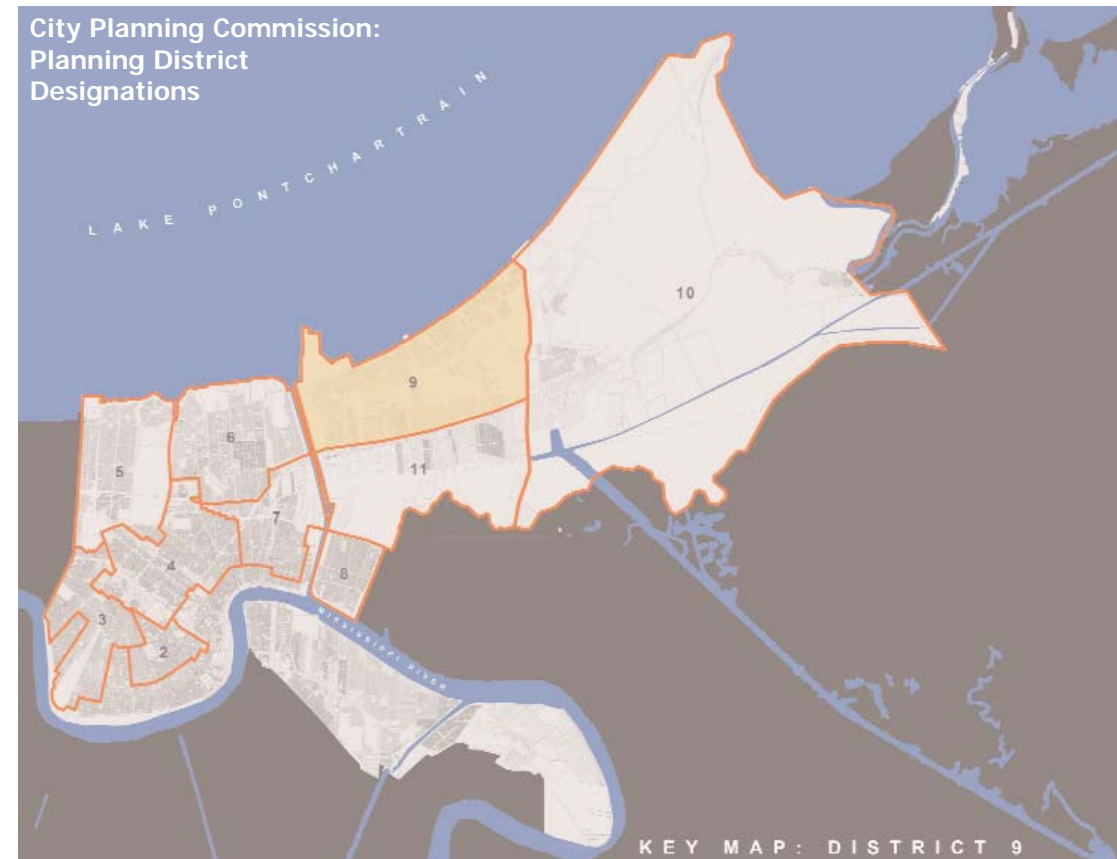
**Introduction**

The Recovery Plan for the City of New Orleans was instituted by the City Council in response to specific needs in the 49 flooded neighborhoods Post-Katrina. These neighborhoods were organized into the 13 Planning Districts as identified by previous work undertaken by the City Planning Commission of the City of New Orleans. Overarching Goals and Objectives were established by the City Planning Council: "Work with neighborhoods to assist them in developing revitalization plans that are thoughtful, can be implemented, and formed into a citywide recovery and improvement plan for submission to the State of Louisiana and the federal government."

Planning District 9, the subject of the following report, includes 6 geographically specific neighborhoods: Little Woods, Pines Village, West Lake Forest, Plum Orchard, Read Boulevard East and Read Boulevard West.

Basic assumptions also formed the basis for the Planning District 9 Recovery Plan:

- 1) That a flood protection system will be designed to withstand future catastrophic loss from a 1 in 100 year storm and that this is a commitment by the Federal Government;
- 2) That stringent building codes will be implemented to further limit wind damage;
- 3) That the basic urban structure of the city is sound and that rebuilding will respect this structure;
- 4) That there is an organized, coherent and operable Hurricane Evacuation Program.



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**City of New Orleans**

C. Ray Nagin, Mayor

**New Orleans City Council:**

Oliver M. Thomas, President  
 Arnie Fielkow, Vice-President  
 Shelley Midura, District A  
 Stacy S. Head, District B  
 James Carter, District C  
 Cynthia Hedge-Morrell, District D  
 Cynthia Willard-Lewis, District E

**Project Management:**

Lambert Advisory, LLC  
 Paul Lambert  
 SHEDO, LLC  
 Sheila Danzey

**Overall Planning Consultant:**

Bermello-Ajamil & Partners, Inc.  
 Alfredo C. Sanchez, AIA, AICP  
 Hewitt-Washington, Inc.  
 Lonnie Hewitt, AIA

**Neighborhood Planner:**

St. Martin - Brown & Associates, LLC  
 Joseph St. Martin  
 Deron Brown

## A. Pines Village Neighborhood

### Location and History

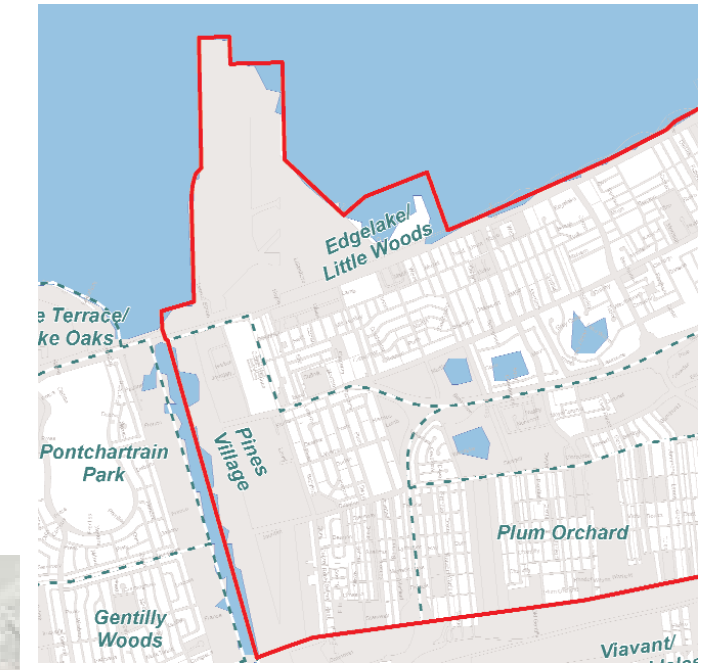
The Pines Village Neighborhood is located at the far western edge of Planning District Nine. Pines Village is bordered by Downman Road and I-10 to the east, Chef Menteur Highway to the south, Lake Pontchartrain and Morrison Road to the north, and the Industrial Canal to the west.

The Pines Village neighborhood was developed originally by Sigmund Pines. As development began in the area in the 1950's, Pines purchased a large piece of the land that was close to the Industrial Canal. The neighborhood was developed with a mixture of both doubles and single-family detached dwellings. The area later became known as the Pines Village Subdivision.

Pines Village is nestled just east of the Industrial Canal and north of Chef Menteur Highway. The areas along Chef Menteur are along a higher ridge; however, the areas along Morrison Road are among the lowest elevations in District 9. The Pines Village area contains one neighborhood park, several churches, two schools and a significant amount of commercial and industrial development.

Many of the neighborhood's assets were devastated by the floodwaters and catastrophic winds caused by Hurricane Katrina. However, several of the commercial and industrial uses along Chef Menteur Highway and Downman Road have returned.

Neighborhood Boundaries - Pines Village Neighborhood (top right)



Aerial of the Pines Village Neighborhood (Above)



Aerial Map of the Pines Village Neighborhood (Above)

Lot/Blocks



Lots and Blocks - District 9 (Above)

Planning Distict 9 Major Streets Map



Major Streets Map - District 9 (Above)



### Recovery Vision and Goals

The Neighborhoods Rebuilding Plan provides a vision and framework for physical improvements, economic sustainability and community enhancements for the Pines Village Neighborhood.

#### Vision

The vision of the Neighborhood Recovery Plan is to restore the quality of life in Pines Village to the level that existed prior to Hurricane Katrina plus make key improvements to the quality of life in the neighborhood by addressing concentrations of high density apartments found along the I-10 and by encouraging the development of quality retail that will enhance the day-to-day quality of life for neighborhood residents and encourage growth in property values. Additionally, the neighborhood is seeking a clear delineation between the industrial and residential areas in the neighborhood.

### Neighborhood Recovery Goals

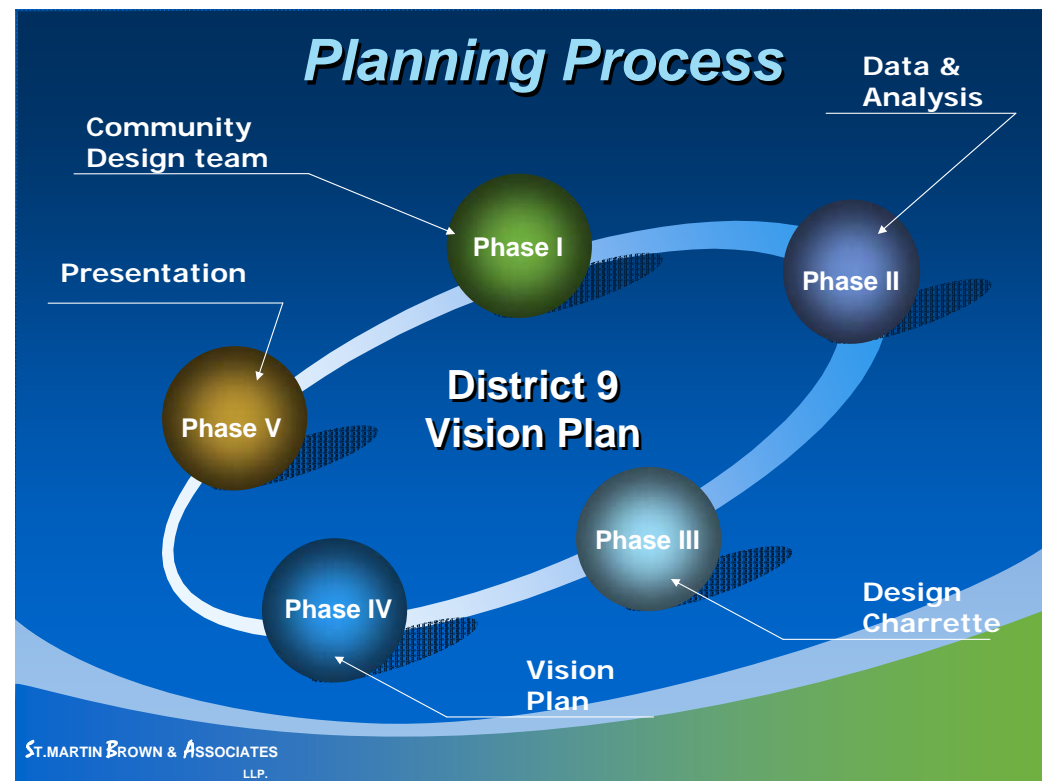
The recovery plan is to be used as a tool for the community to achieve goals that ensure that the character Pines Village is preserved. The plan will provide a list of projects to be implemented in the early, mid-, and long-term recovery phases.

The projects identified shall serve as catalysts for the rebuilding of the community. The goal for the Recovery Plan is to carefully identify projects that can be leveraged to benefit the community as a whole, such as:

- Improve and enhance the existing streets, sidewalks and infrastructure system serving Pines Village;
- Provide attractive residential options;
- Maintain and enhance the mixture of single family and double dwelling units that define the character of Pines Village;
- Adequately redevelop commercial areas;
- Redevelop the Kenilworth Shopping

Center into a Business and Office Park;

- Develop Urban Design Corridors along Downman Road;
- Create a New Town Centre attracting quality retail and dining;
- Create new pocket parks to satisfy the needs of Pines Village residents;
- Promote the redevelopment of Hidden Lake Apartments into green space;
- Replace the street tree canopy destroyed by Hurricane Katrina;
- Enhance the neighborhood park and playground in the Pines Village area;
- Recover, expand, and design schools, churches and libraries that serve the neighborhood;
- Inclusion of Chef Menteur Highway into the New Orleans Main Street and Neighborhood Business Development Program;
- Rebuild state of the art educational facilities with community centers; and
- Rebuild East New Orleans Regional Library into a state of the art facility with media technology enhancements.



### Planning Process and Neighborhood Participation

Immediately after Hurricane Katrina and before the flood waters receded, the records of the Property Owners and Business Associations were retrieved. The New Orleans East Business Association (NOEBA) conducted a meeting in Baton Rouge to organize and create a network of associations to discuss the rebuilding process in Eastern New Orleans. These meetings would prove to have great significance in the recovery of Eastern New Orleans.

Initial planning recommendations soon after the storm by a variety of entities for the City of New Orleans suggested that the majority of Eastern New Orleans should become "green space" thereby significantly shrinking the footprint of the city. Members of Eastern New Orleans who had lost the majority of their possessions and even some of their loved ones were now given the task of "proving their viability." In early January, the leaders of the area's known associations began meeting at the Eastover Country Club temporary trailer with planners, architects and statisticians to discuss the recovery process for the community.

The initial meetings began with a group of 12 individuals and eventually grew into a

planning discussion involving over 2,500 residents of the district. The community began a planning process that allowed the residents, business owners, and other stakeholders to determine how their community should return. Design teams were created to help the association leaders understand the basic planning principles in developing recovery plans for their neighborhoods.

Association leads took the information gathered at the weekly district meetings into their individual bi-weekly or monthly association meetings. The neighborhood and district meetings became a conduit for information pertinent for the community's return to be shared. Community members began to work together to organize clean up efforts, debris removal, and to have services restored.

The Community Design Team was made up of residents, business owners, property owners, community based organizations, city support services, and elected officials.

The purpose of the design team was to analyze data, provide neighborhood history, identify neighborhood patterns, and to define the characteristics of the neighborhoods.

By focusing on the facts generated from the data collected, community members were able to refocus their personal opinion

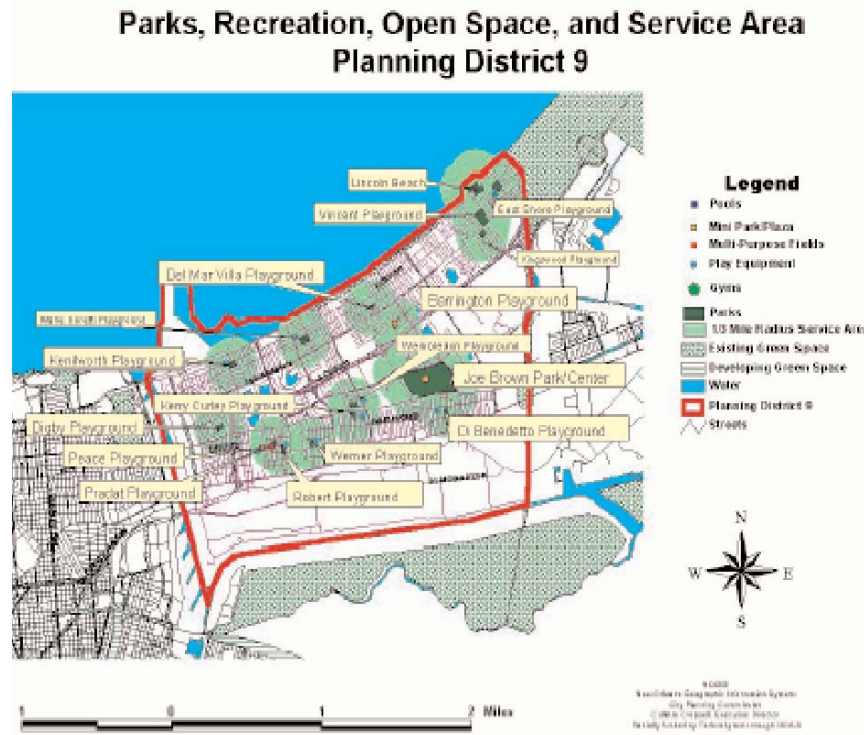
on how the neighborhood as a whole would heal. The design teams evaluated the data and presented recommendations in a series of open district planning meetings. The larger community meeting or charrette allowed individual community members to identify issues, opportunities, liabilities and assets in their neighborhoods. In addition, the district planning meetings were used to inform residents of the recovery process and to provide information from local, state and federal agencies involved in the recovery of New Orleans.

Forums were conducted to allow individual community members the opportunity to get answers to questions pertinent to their return home. Surveys were used as tools to gauge the return intentions of residents and business owners displaced throughout the country. The planning process allowed the community to develop projects and target areas. The data collected and existing plans formed Pre-Katrina for the community were used to help set priorities for the projects identified by the neighborhoods.

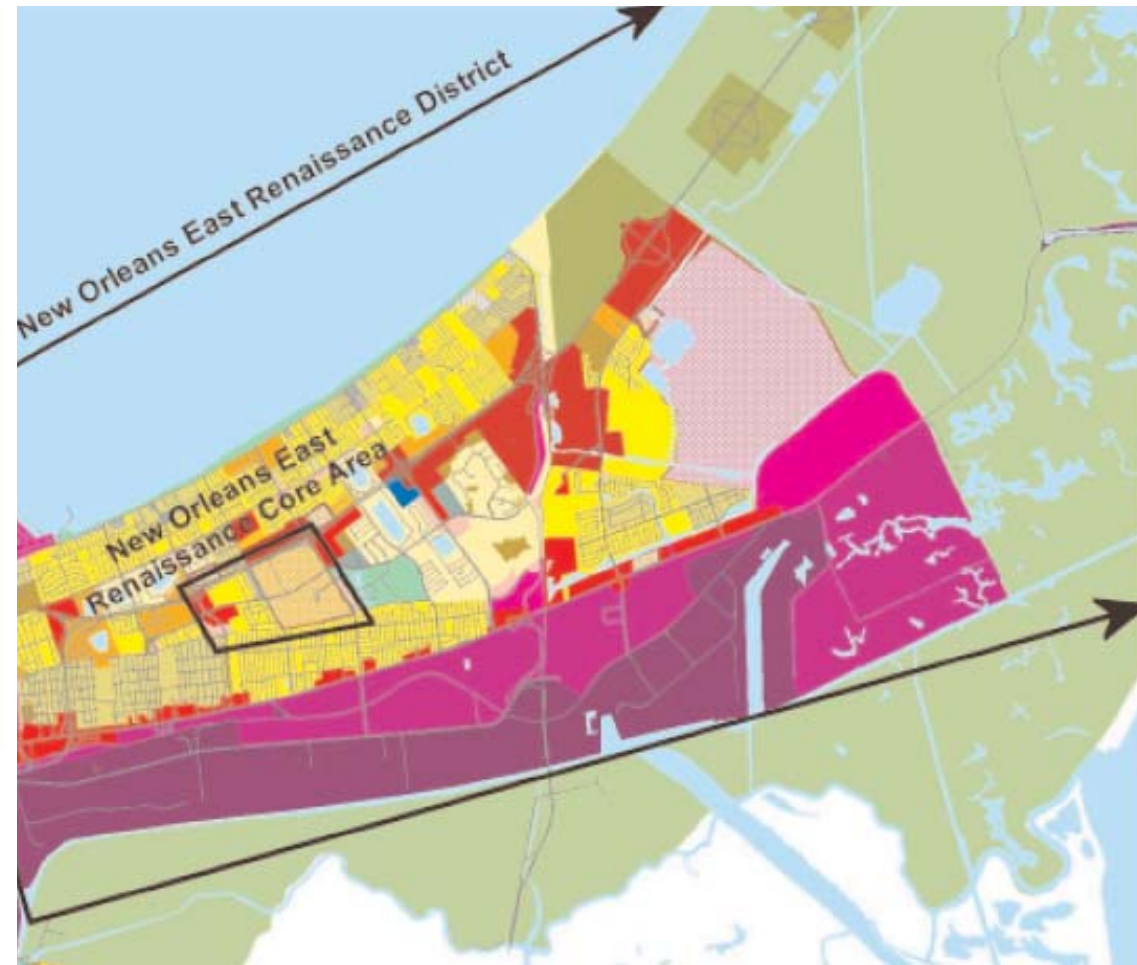
Images from left to right:

- A: Diagram of the Planning Process
- B-C: General Neighborhood Meetings





The 1999 Land-Use Map showing the deficiencies of green and other open spaces in the District (Above)



**New Orleans East Recommended Zoning**

- NS-1
- CC
- RC
- BIP
- LI
- HI
- MS
- IS
- UMU
- UMU-1
- NMU
- NMU-1
- NMU-2
- SF-E
- SF-1
- SF-2
- TF-1
- TF-2
- MF-1
- MF-2
- MF-2A
- P
- CZ-1
- CZ-2
- TCD
- PD

- Streets
- Waterbodies

Completed, updated, and prepared by:  
  
 Environmental Consulting  
 Zoning/Planning  
 Land Use Law  
 December 2002  
 For Planning Purposes Only

Sponsored by the:  
 New Orleans East  
 Economic Development Foundation  
 10001 Lake Forest Blvd, Suite 1115  
 New Orleans, LA 70127

Base Data Source:  
 New Orleans Geographic Information Systems  
 NODGIS  
 City Planning Commission  
 Funded in part from a federal grant through NOAA

**Planning Efforts Pre-Katrina**

In 1994, the City Planning Commission adopted the Local Renaissance District Administration Policy enabling residents to take a more active role in the city planning process with regard to revitalizing their neighborhoods. This paved the way for neighborhood groups to work with planners and the Planning Commission staff to draft a Strategic Neighborhood Renaissance Plan, which would then be considered for adoption by the City Council and the City Planning Commission. By involving residents as major stakeholders, such plans would be more practical and relevant in dealing with neighborhood problems. The City Council's role became limited to the adoption of the plan, the enforcement of any regulatory adjustments to the plan, and in assisting the residents in monitoring the plan.

On April 15, 1999, the New Orleans East Economic Development Foundation (NOEDF) and the New Orleans East Business Association (NOEBA) requested the initiation of a Local Renaissance District for New Orleans East, specifically Planning Districts 9, 10 and 11. The New Orleans East Renaissance Plan, published in June 2004 served as a comprehensive, strategic framework for future development decisions to attract new projects, maximized present and future capital improvement resources, balanced growth, economic development and the quality of life for the citizens of Eastern New Orleans. The Renaissance Plan allowed for all citizens to participate and to be represented throughout the process.

The New Orleans East Renaissance Plan was developed using information gathered from an intense citizen participation process through a series of public meetings



**New Orleans East Parks, Playgrounds, and Playspots**

- Parks and Playgrounds
- Schools
- Streets
- Waterbodies
- New Orleans East

Completed, updated, and prepared by:  
  
 Environmental Consulting  
 Zoning/Planning  
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Images of The New Orleans East Renaissance Plan 2002

Upper left: Recommended Zoning  
 Lower Left: Recommended Parks, Playgrounds and Playspots

and interviews with community stakeholders and key leaders. Neighborhood groups such as homeowners associations and faith-based groups provided vital information for developing the Plan. Their input adequately addressed neighborhood issues and, in turn, represented the concerns and future vision of the citizens of Eastern New Orleans.

The New Orleans East Renaissance Plan also committed to long-term consistency with the New Century New Orleans Master Plan and all of its completed elements.

Key recommendations or facets of the Renaissance Plan include the following;

- **Land Use:** "New Orleans East shall be a community of balanced and responsible growth that protects its resources and promotes sensible development."
- **Environment:** "New Orleans East shall protect its valuable natural resources and minimize any impacts existing and new development will have on the environment."
- **Economic Development:** "New Orleans East shall be a thriving economic and industrial hub for the City of New Orleans with a quality skilled workforce while exploring other economic development opportunities for expanded employment and revenue base."
- **Park Recreation, and Open Space:** "New

Orleans East shall have an abundance of quality parks and open spaces that are interconnected by a pedestrian network and protects the area's natural features."

- **Transportation:** "New Orleans East shall have strong transportation linkages that are attractive to business, residents and visitors while also providing adequate and safe access to neighborhoods and other area amenities."

- **Utilities and Infrastructure:** "New Orleans East will have a quality, cost effective and environmentally responsible infrastructure system designed in coordination with desired growth patterns."

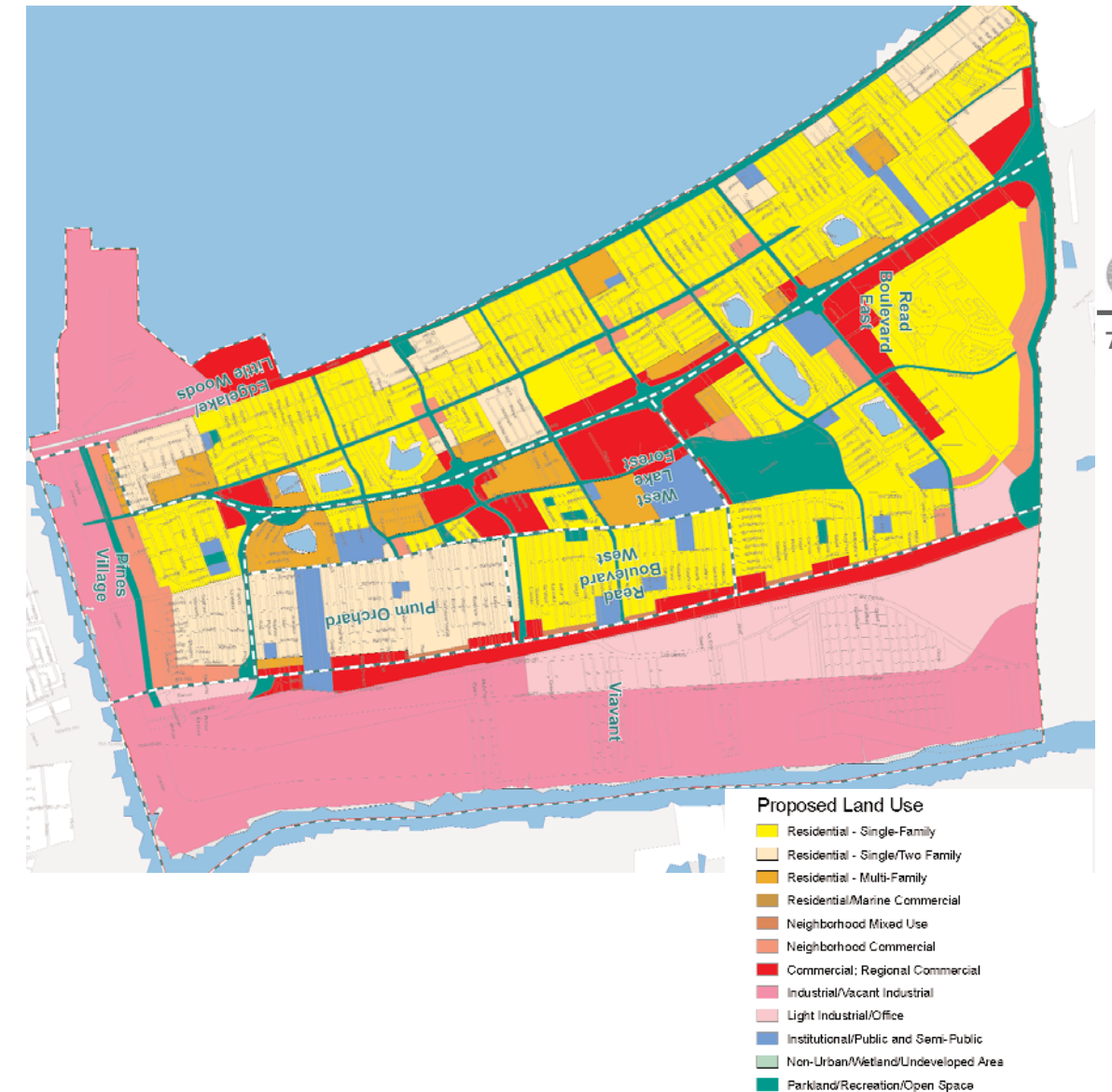
- **Housing:** "New Orleans East will provide a variety of housing to area residents in a manner that protects sensitive areas, holds housing to the same high standards, creates dynamic neighborhoods, promotes affordability, and appreciates rural and urban character."

- **Facilities and Education:** "New Orleans East will be known for coordination of resources and quality facilities to meet and exceed area educational needs."

- **Safety and Clean-up:** "New Orleans East will be known for its coordination of highly regarded services to meet and exceed the areas health, safety and welfare needs."

Image at right:

1999 Proposed Land-Use Plan - City of New Orleans



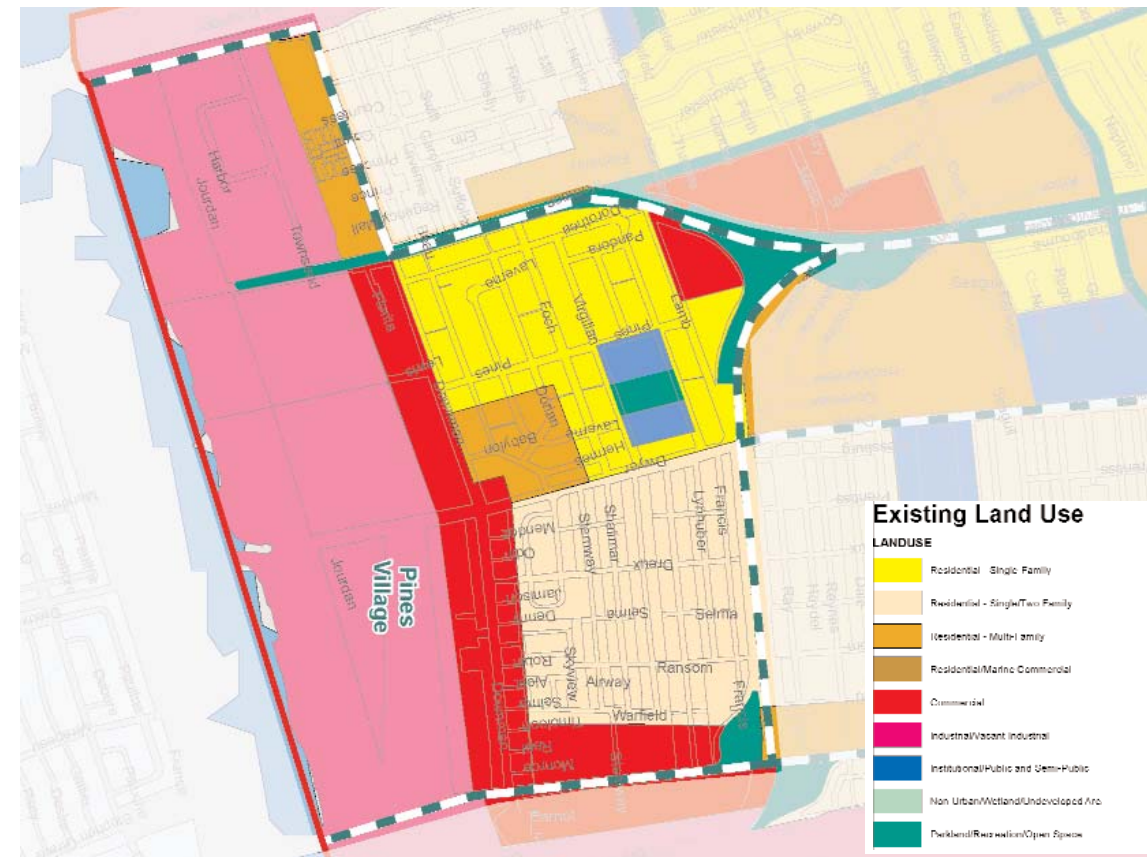


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## B. Pre-Hurricane Katrina Neighborhood Existing Conditions

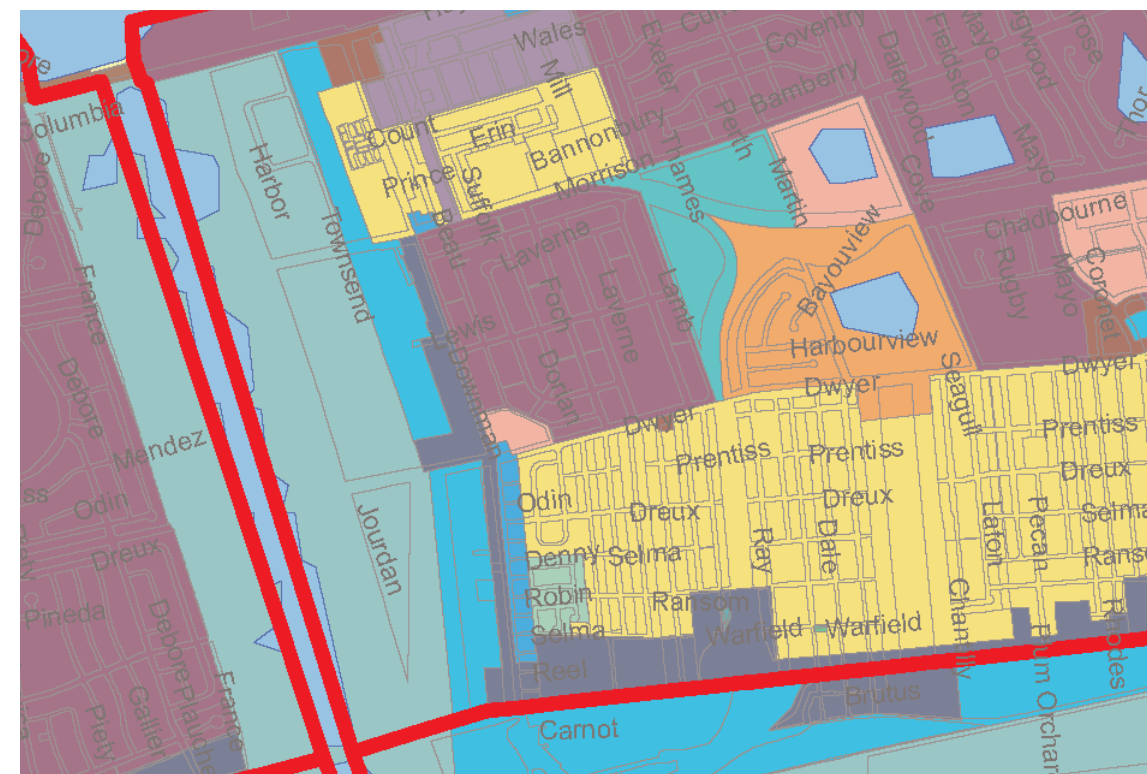
### Land Use and Zoning

A number of different zoning classifications are identified, single family detached residential structures, doubles, commercial uses and industrial areas. There are two high density multi-family developments that occur along Downman Road. Commercial development is widespread along Downman Road and Chef Menteur Highway. The Land-use and Zoning Plan reflects this organization.



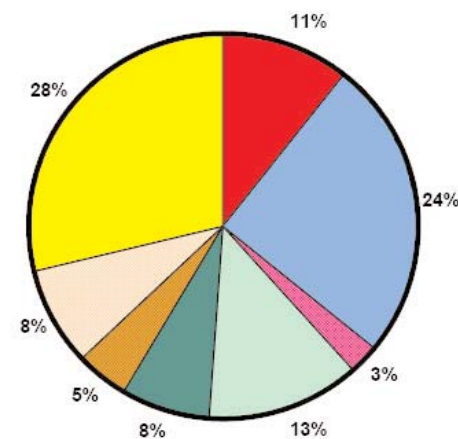
Pines Village Neighborhood Present Land-Use Map (Above)

Pines Village Neighborhood Present Zoning Map (Below)



### Planning District 9

Land Use	Acreage
Commercial	1,344.36
Industrial/Vacant Industrial	3,203.05
Institutional/Public & Semi-Public	327.50
Non-Urban/Wetland/Undeveloped	1,634.30
Parkland/Recreation/Open Space	955.20
Residential - Multi-Family	583.00
Residential - Single/Two Family	1,053.39
Residential - Single-Family	3,633.83
<b>TOTAL ACREAGE</b>	<b>12,734.63</b>



### Pre-Katrina Demographic Profile

#### Age

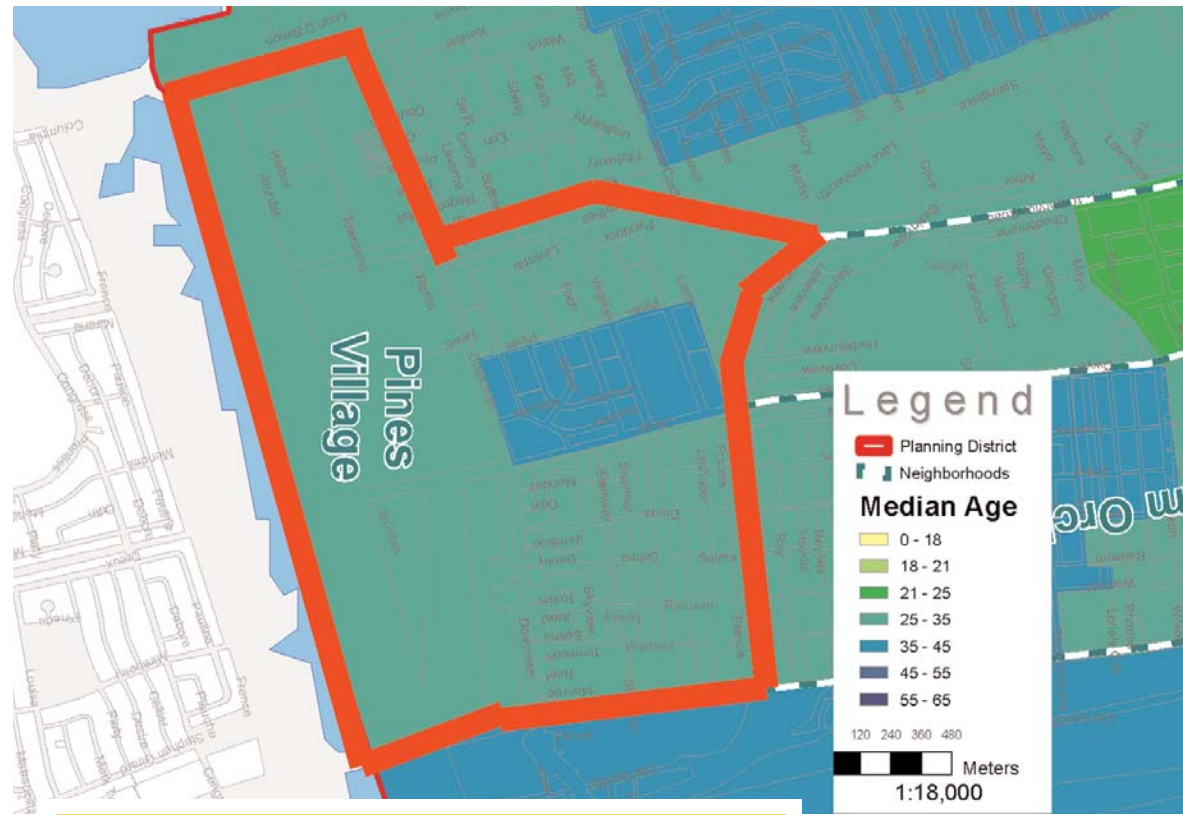
Based on 2000 Census information, individuals between the ages of 35-49 years represented the largest percentage of the neighborhood at 22.9%. This percentage is also reflective of the percentage citywide for the same age category. The percentage of residents over the age of 65 is lower than that of the Parish as a whole.

#### Household Income Distribution

The average household income for the neighborhood (\$43,386) is practically the same as for the City of New Orleans as a whole.

#### Mobility and Transportation

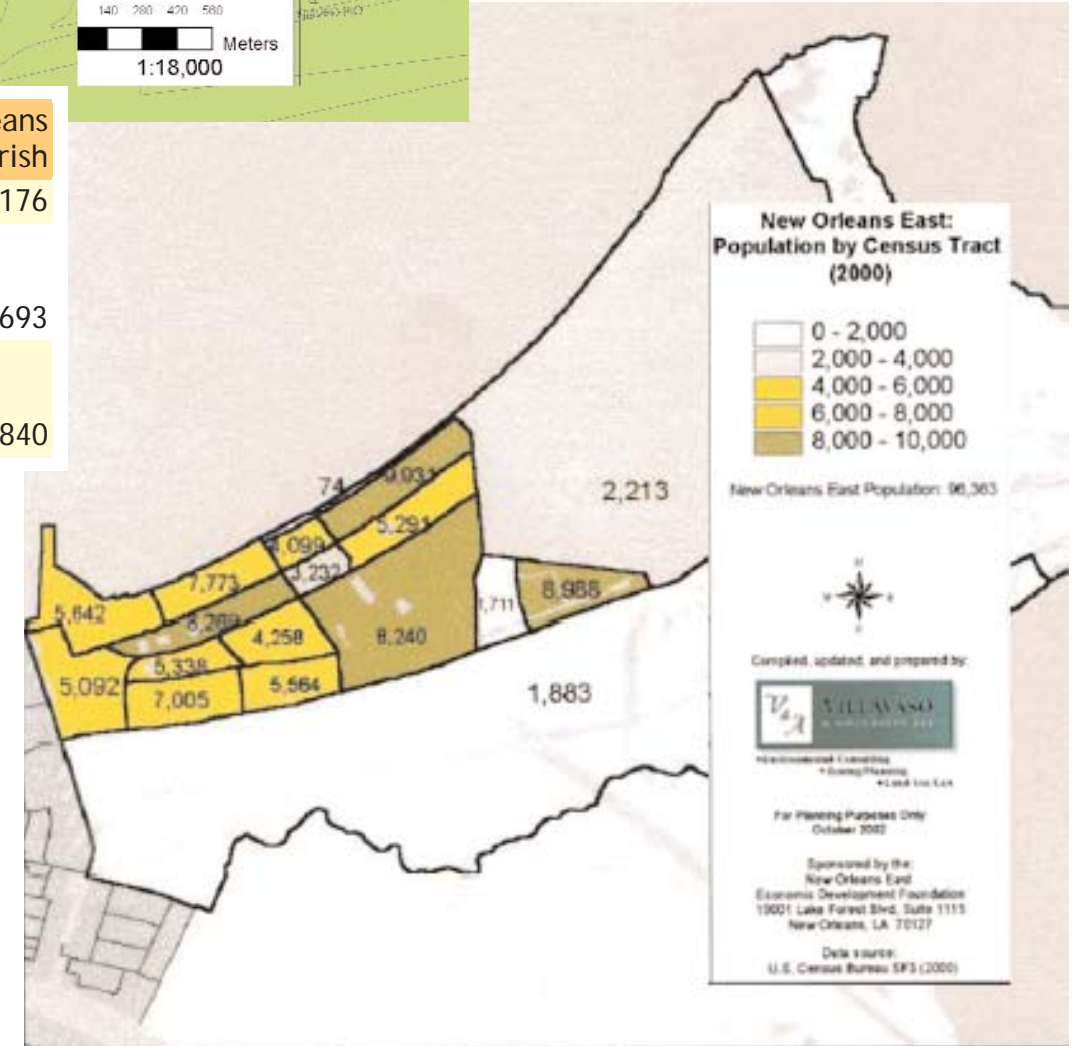
The street patterns for the Pines Village neighborhood reflects an interconnected street and grid system. There are a few select locations in which the street grid dead ends. The neighborhood is primarily accessed through Downman Road. There are entrances from Chef Menteur Highway, but those are best accessible if traveling west on Chef Menteur Highway. As is the case in most suburban areas, the majority of people in the neighborhood utilize individual vehicles to travel to work. 85% of the total workers 16 years and over



Type of transportation (2000)	Pines Village	Orleans Parish
Total workers 16 years and over	2,024	188,703
Public bus	12.5%	12.4%
Streetcar	0.0%	0.6%
Taxicab	0.3%	0.5%
Ferryboat	0.0%	0.2%
Other Public transportation	0.0%	0.0%
Car, truck or van	85.2%	76.3%
Bicycle	0.0%	1.2%
Walked	1.0%	5.2%
Other, incl motorcycle	0.0%	0.9%

Age (2000)	Pines Village	Orleans Parish
5 years old and under	8.5%	8.4%
6-11 years old	11.2%	9.2%
12-17 years old	12.9%	9.1%
18-34 years old	21.9%	25.9%
35-49 years old	22.9%	21.9%
50-64 years old	14.4%	13.8%
65-74 years old	4.9%	6.0%
75-84 years old	2.8%	4.2%
85 years old and older	0.5%	1.5%

Average household income (2000)	Pines Village	Orleans Parish
Average household income	\$43,386	\$43,176
Average household income for households reporting less than \$200,000	\$39,841	\$35,693
Average household income for households reporting more than \$200,000	\$577,091	\$381,840



travel by car, truck, or van. Public transportation is only utilized by 12.5% of the population as reported by the 2000 Census. Prior to the storm there were several public transportation bus routes that served the neighborhood. The routes ran along Chef Menteur Highway, Downman Road and Dwyer Road. All but one bus line commuted directly to the Central Business District (CBD).

The industrial Canal served as a vital waterway for several of the industrial uses that lined it; however, over the years the canal became severely underutilized.

Upper left: The Median Age Map of the Pines Village Neighborhood 2000

Above: The Median Family Income Map of the Pines Village Neighborhood 2000

At right: Population in New Orleans East as of 2002

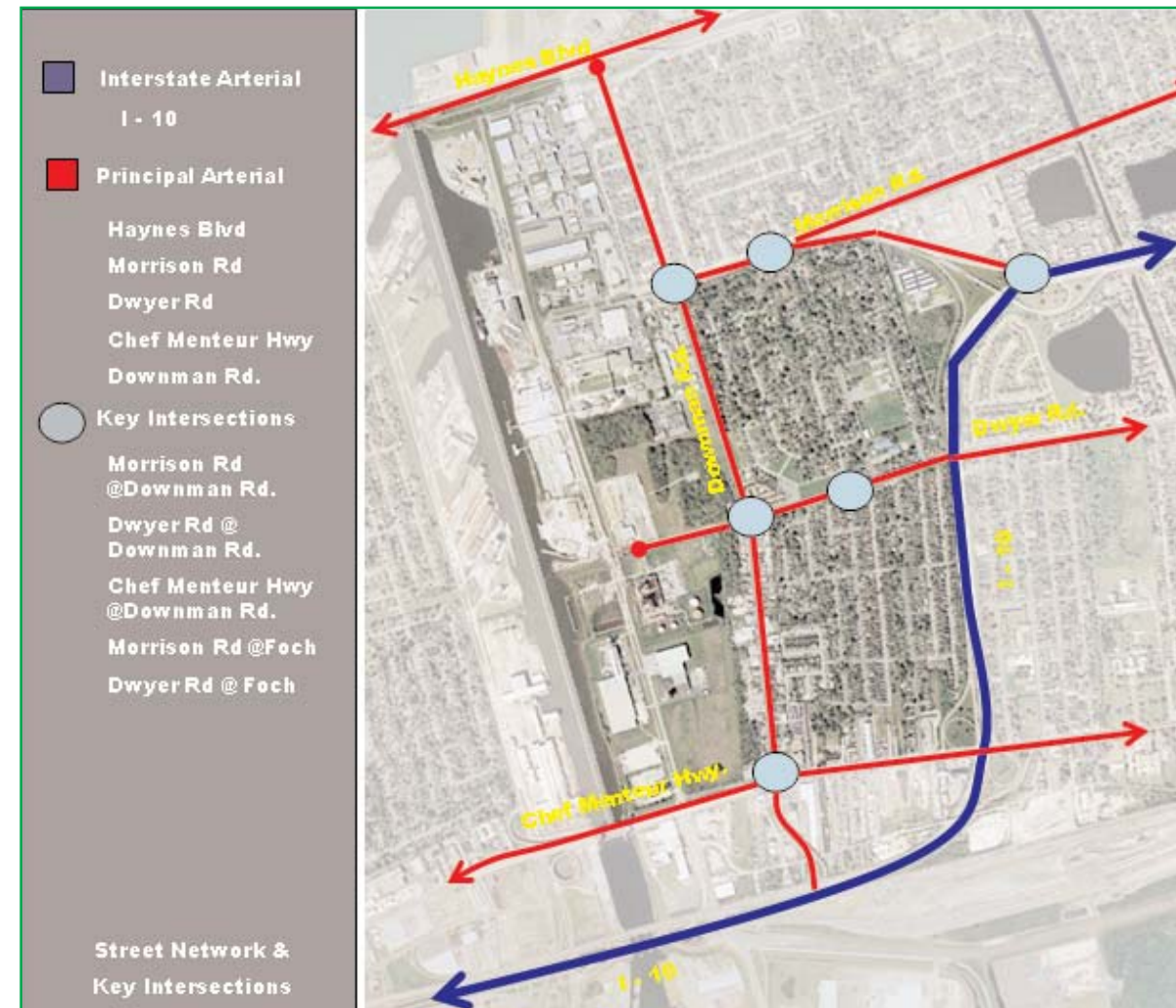


Images from left to right:

Photos: A + B: Digby Park and its facilities

Maps: Below: Recreation and Open Areas in the Neighborhood

At left: Roadways Classifications



### Recreation and Open Space

There is only one notable neighborhood playground in the Pines Village neighborhood. Digby Playground is the home to one of the New Orleans Recreation Departments youth programs. The 1.91-acre site contains playground equipment, a basketball court and baseball field. There are also open spaces that are part of the apartment complexes.

### Roadway Hierarchy and Jurisdiction

The roadway hierarchy for the Pines Village neighborhood consists of four major east/west thoroughfares (Leon C. Simon, Morrison, Dwyer and Chef Menteur). Leon C. Simon and Chef Menteur are under state jurisdiction. The major north/south roads are

Jourdan, Downman, Stemway and Lamb. Jourdan Road is under city jurisdiction but is used for heavy industrial traffic. Downman Road is utilized the most as it provides access to not only the neighborhood but is the commercial corridor. The tertiary streets within Pines Village are under city jurisdiction.

The residential portion of the neighborhood is bounded by Morrison Road to the North, Chef Menteur Highway to the South, the Downman Road to the West and Interstate 10 to the East.



Images from left to right:

A-C: Single-family Residences showing Hurricane Damage

### Housing, Architecture and Historic Preservation

The original housing typologies of Pines Village consisted of small wooden houses on pier foundations. They consisted of both raised single family and double structures. The architectural style has stayed consistent with the original housing typologies. Because of its topography Pines Village is one of the lowest lying areas in Eastern New Orleans; therefore explaining its architectural style.

There are no local, state, or federal Historic Districts designated in the neighborhood.

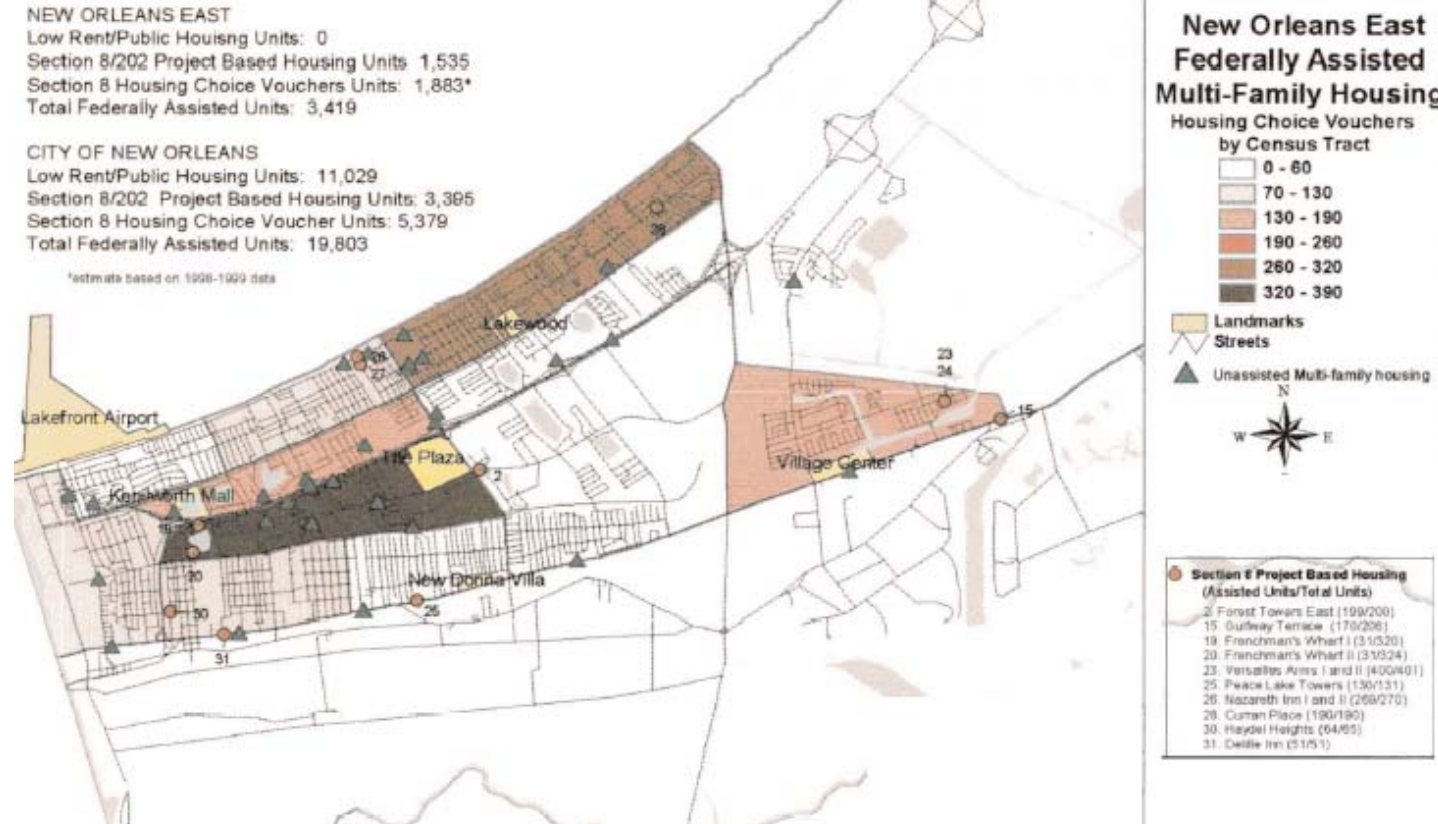
Single Family Home Prices  
New Orleans East



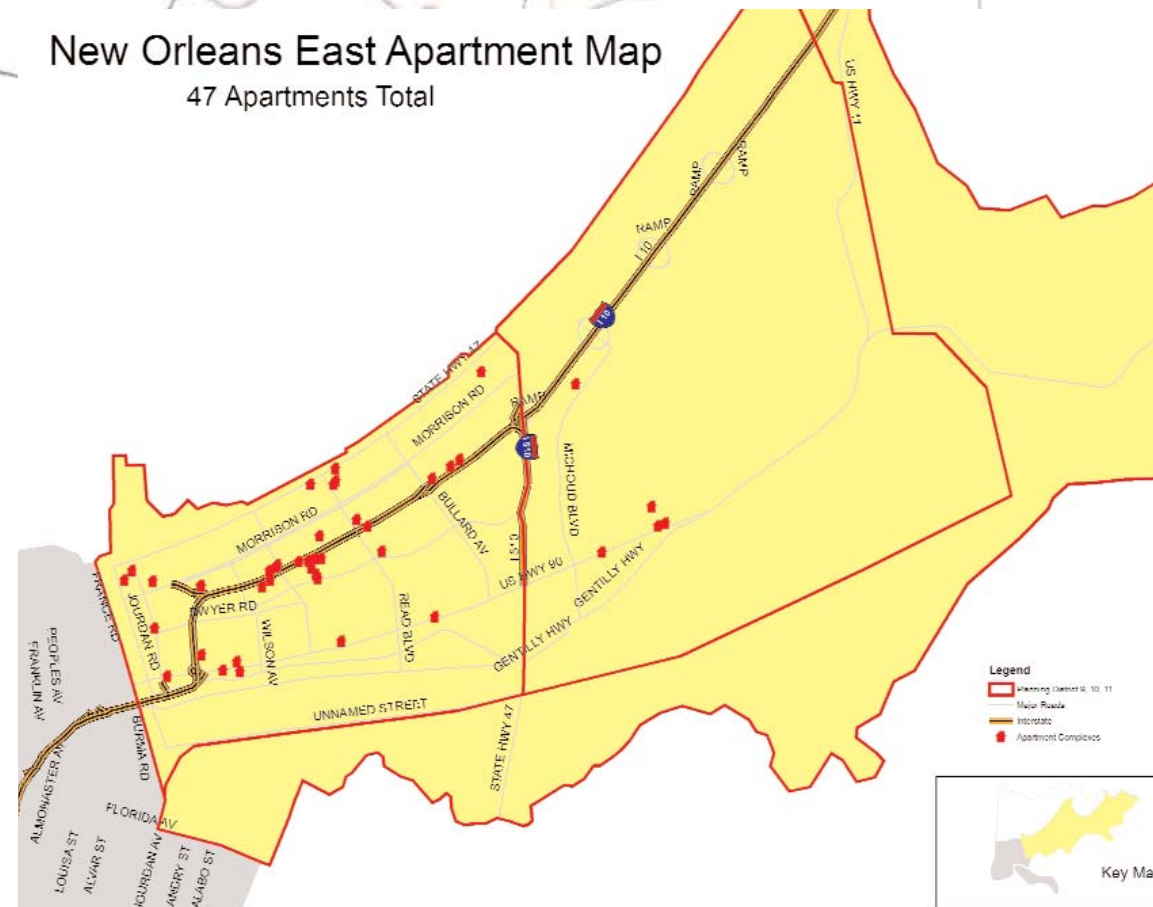
New Orleans Metropolitan Council of Realtors/Keller-Williams

Renters and owners (2000)	Pines Village	Orleans Parish
Total occupied housing units	1,699	188,251
Owner occupied	63.5%	46.5%
Renter occupied	36.5%	53.5%





**New Orleans East Apartment Map**  
47 Apartments Total



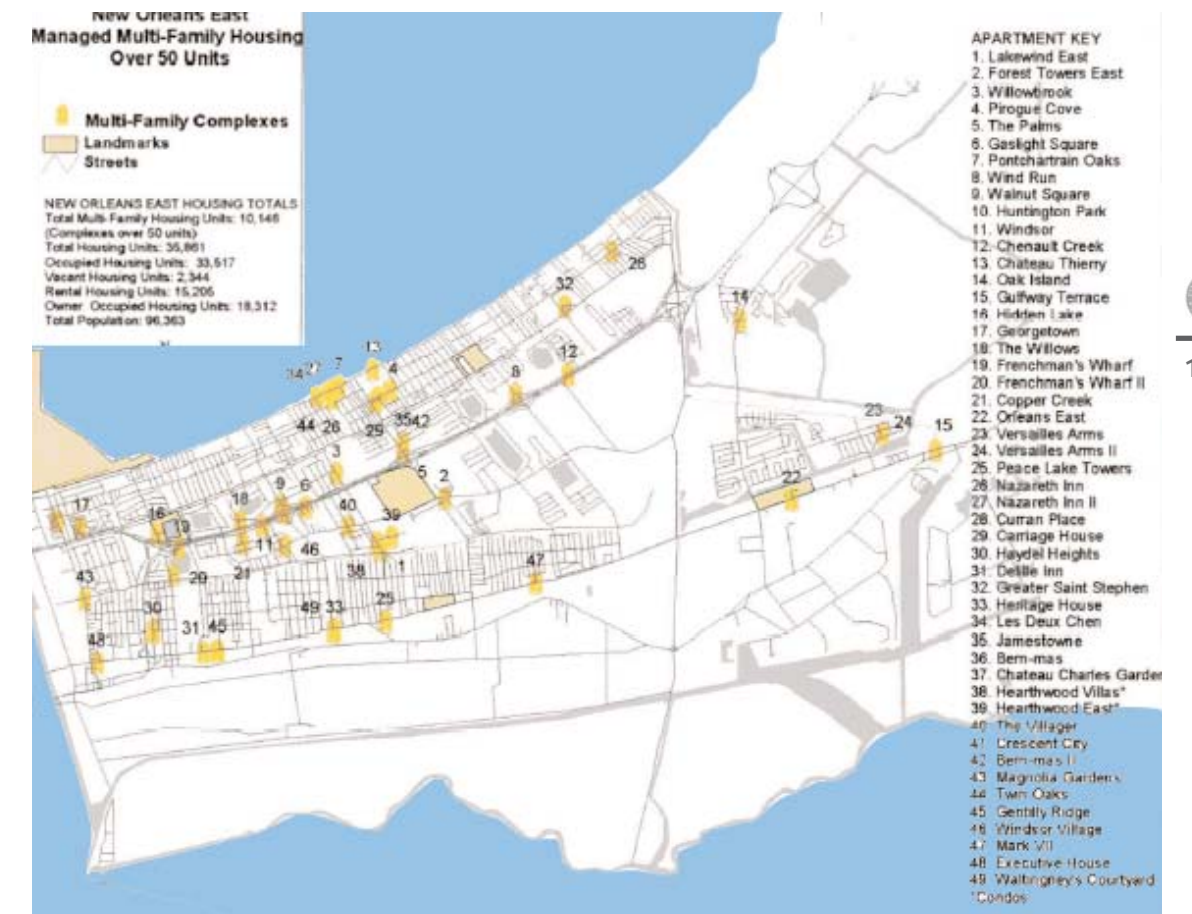
Maps at left and right:

A: Federally Assisted Multi-family Housing

B: Managed Multi-family Housing over 50 Units

Source: 2002 Renaissance Plan - Villavaso & Associates, LLC

Below: Map indicating the Location of Apartments in New Orleans East





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### C. Hurricane Katrina Neighborhood Impacts

#### Extent of Flooding

The Pines Village neighborhood received a significant amount of flood waters. Due to the topography of the neighborhood, the area along Dwyer Road has the lowest ground elevation and therefore received the most floodwaters. The average flood depth for the area was approximately 6-8 feet. The flooding was concentrated in the center of the neighborhood between Morrison and Deanne. Between Deanne and Chef the water levels varied with less flood water as the neighborhood approaches Chef Menteur Highway.

#### Wind Damage

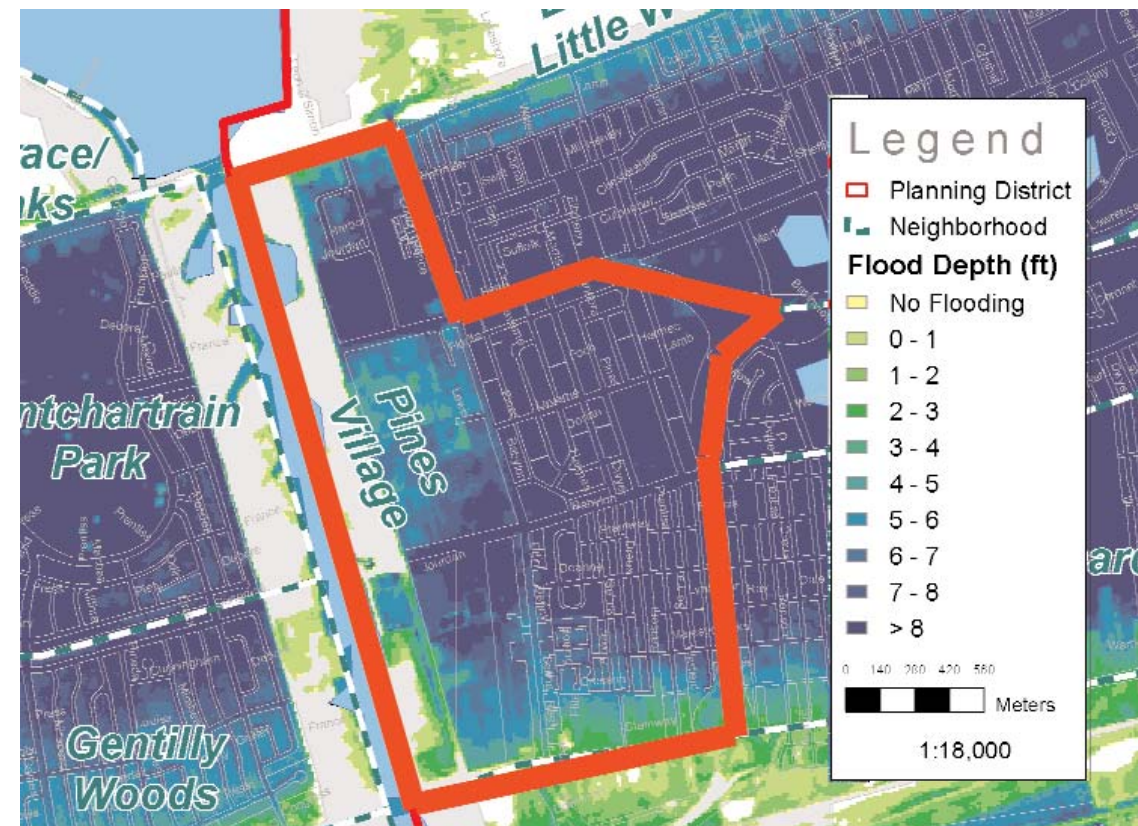
Apart from the flooding of homes, Hurricane Katrina's winds damaged a substantial number of homes, in particular the roofing systems. Katrina's winds also uprooted a substantial number of trees on private property, street rights of way and neutral grounds. This resulted in damage to the streets, curbs, and sidewalks.

#### Damage Assessment: Residential

Over 90 percent of the residential properties in the Pines Village neighborhood were deemed substantially damaged according to the Damage Assessment Data received from the City of New Orleans. Homes damaged over 50% will have to meet the 1984 Base Flood

Pines Village Neighborhood Flood Damage Map showing inundated areas of the neighborhood (above). Source: City of New Orleans - April 2006

Pines Village Neighborhood Assessment Map showing the extent of the damage to neighborhood structures (below). Source: City of New Orleans - April 2006



Elevation (BFE) or be elevated to the Advisory Base Flood Elevation (ABFE) as adopted by the City of New Orleans.

#### Commercial Properties Damage Assessment

All commercial properties within the flooded areas sustained a significant amount of flood damage. The commercial areas along Chef Menteur Highway received the least amount of flooding and have since been able to return more quickly than other properties in the neighborhood.

#### Infrastructure

The infrastructure of the Pines Village neighborhood was severely damaged.

#### Telecommunications:

The majority of the underground telecommunications lines were damaged due to corrosion from the saltwater. Bellsouth and Cox are currently replacing their copper infrastructure with fiber optic systems.

#### Power:

Entergy has been able to restore 98% of the lighting and power services for the neighborhood. They are continuing to bring service to individual structures on a daily basis.



**Water & Sanitary Sewer:**

The sanitary sewer and water system in the Pines Village neighborhood received major damage. The New Orleans Sewerage and Water Board is identifying and repairing leaks and breaks in the system daily. The lift station and pump stations serving the neighborhood are at 100% capacity.

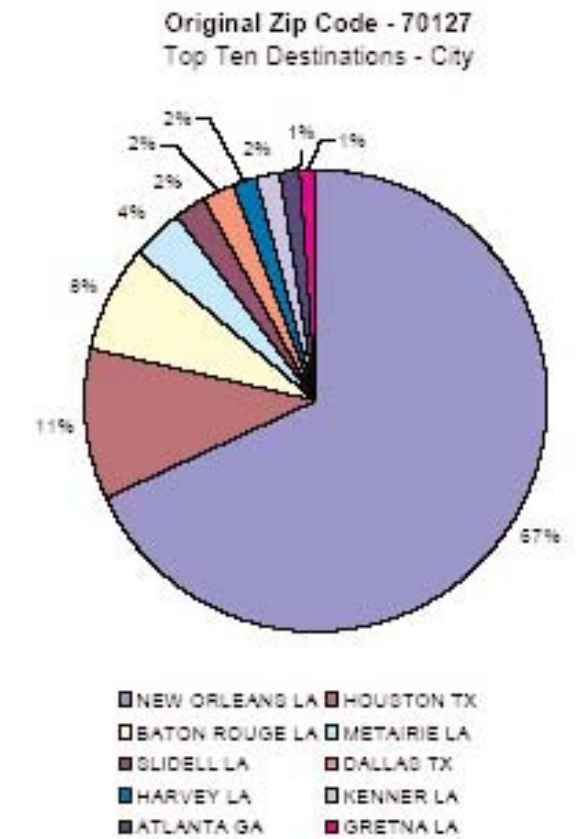
**Streets and Storm Sewer:**

The streets system was heavily damaged by flood waters as well as from subsidence of the compact fill used to support street surfaces. Heavy recovery vehicles and debris contractors working on streets not designed to hold heavy traffic and equipment also took a toll. Katrina's debris has also resulted in clogged street drains and catch basins. The neighborhood also faced poor street conditions and potholes Pre-Katrina. This was not only an issue in Pines Village but citywide.

**Signage and Way-Finding:**

Over 75% of the street signage is missing within the Pines Village neighborhood. These street signs are critical for way-finding, reconstruction and recovery and for emergency vehicle access. Most importantly the majority of the stop signs and traffic signals at key intersections and streets are either missing or damaged creating a substantial traffic danger and hazard.

**CITY OF NEW ORLEANS Blighted Property by Neighborhood (Pre-Katrina)**



Images from left to right at top:

A-B: Residential Structures showing Storm Damage

C-D: Infrastructure Damage

Diagram: Dispersal of Residents of the Pines Village Neighborhood

Map at center: City of New Orleans Blighted Property by Neighborhood



**Sidewalks / Pedestrian Circulation:**

Although the majority of the neighborhood travels by vehicular means, the neighborhood residents expressed their desire for pedestrian travel. The tree canopies allowed for shaded passageways and walk able communities. However Katrina's wind damaged uprooted trees causing major damage to sidewalk systems. In addition, debris contractors have substantially damaged sidewalks and curb and gutter systems as they remove storm related debris from within the neighborhood.

**Police / Fire:**

Pines Village does not have a police substation within the limits of the neighborhood. However the neighborhood is served by the Seventh District Police Station. It is located at 10101 Dwyer Boulevard and serves the largest population of all police districts citywide.

The Seventh District serves an area covering 77,374 acres or 121 square miles. It has been stated that Eastern New Orleans as a whole needs additional substations. The Seventh District was devastated by floodwaters but has since received minor renovations. However, there are still additional renovations required to bring the facility to full operating capacity.

The neighborhood is also serviced by the Fourth Fire District. 1 of the 6 facilities

locations in the Fourth District is within the limits of the Pines Village neighborhood. Engine 4 is located at 6900 Downman Road. The facility was damaged due to flood and wind damage and is need of major repairs.

**Parks and Open Space**

All of the parks and open space within the Pines Village neighborhood were significantly damaged.

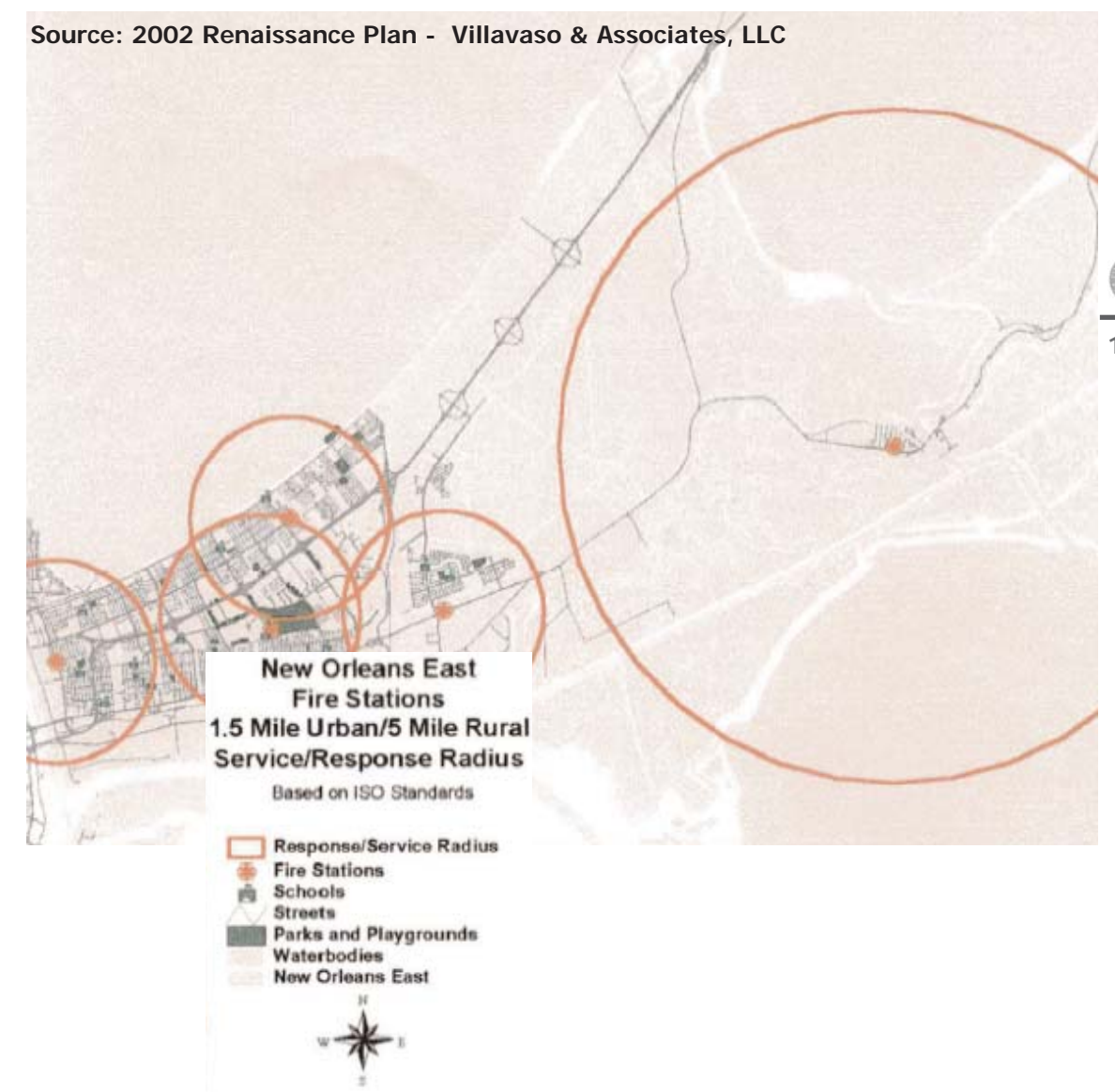
**Civic Facilities:  
(Church and Community Facilities)**

All of the civic facilities within the Pines Village neighborhood were significantly damaged. There are no community facilities within the boundaries of the neighborhood.

Churches served as a vital part of the neighborhood and have continued to do so post Katrina

**Schools and Universities:**

There are two schools in the Pines Village neighborhood. Immaculate Heart of Mary (Private) has re-opened post Katrina. Ray Abrams Elementary (Public) has not.



**Planning District 9 - Parks and Recreation Facilities Inventory  
(New Orleans East)**

Park	Classification	Acres	Owner	Administering Authority	Type of Use	Description of Facilities
Barrington Playground	Neighborhood	4.00	City	NORD	Passive	Undeveloped
Joe Brown Park	Major Urban Park	187.00	City	NORD/Parkway	Active	Playground equipment, multi purpose field, tennis, walking track, baseball, gym, hockey, pool, booster club, lights, restrooms, shelters, NORD supervision, Louisiana Nature Center
Kerry Curley Playground	Neighborhood	3.16	City	NORD	Active	Playground equipment, fields, booster club
Del Mar Villa Playground	Pocket	1.00	Private	NORD	Passive	Field
DiBenedetto Playground	Neighborhood	1.91	City	NORD	Active	Playground equipment, basketball, field, baseball, lights, volunteer supervision
Digby Playground	Neighborhood	4.50	City	NORD	Active	Basketball, field, baseball, booster club, lights, restrooms, NORD supervision
East Shore Playground	Neighborhood	8.41	City	NORD	Active	Playground equipment, basketball, field, baseball, booster club, lights, restrooms, NORD supervision
Marie Goretti Playground	Multi-neighborhood	6.71	City	NORD	Active	Playground equipment, basketball, field, baseball, booster club, lights, restrooms, NORD supervision
Kenilworth Playground	Multi-neighborhood	4.28	City	NORD	Active	Playground equipment, basketball, field, baseball, booster club, lights, restrooms, NORD supervision
Kingswood Playground	Neighborhood	4.51	City	NORD	Active	Tennis, multi-purpose field, playground equipment
Lincoln Beach	Major Urban Park	24.40	City	City	Passive	Bench (not presently accessible)
Peace Playground	Pocket	0.30	City	NORD	Passive	Playground equipment
Pradat Playground	Neighborhood	2.22	City	NORD	Active	Basketball, field, baseball, pool, lights, restrooms
Robert Playground	Neighborhood	1.66	City	NORD	Active	Playground equipment, basketball, field, baseball, lights
Vincent Playground	Neighborhood	5.00	City	NORD	Passive	Undeveloped
Wembledon Playground	Neighborhood	4.27	City	NORD	Active	Playground equipment, basketball, field
Werner Playground	Neighborhood	1.67	City	NORD	Active	Playground equipment, basketball, field, lights
TOTAL AREA	--	265.00	--	--	--	--

Abbreviations: OPSB (Orleans Parish School Board), NORD (New Orleans Recreation Department), OLB (Orleans Levee Board), S&WB (Sewerage & Water Board), HANO (Housing Authority of New Orleans), DDD (Downtown Development Dist)





## D. Neighborhood Rebuilding Scenarios

The recovery plan will follow the existing neighborhood urban plan and organization with special emphasis on restoring and enhancing the residential quality of the Pines Village neighborhood and its retail, commercial, industrial and civic areas.

A number of basic underlying assumptions support the overall neighborhood rebuilding effort. These are derived from the commitment of local, state and federal authorities to provide 1) flood protection that makes a levee protected area livable as well as 2) the mitigation protection afforded by stringent building codes and hurricane evacuation system. These assumptions are:

- A flood protection system will be designed to withstand future catastrophic loss from a 1 in 100 year storm and that this is a commitment by the Federal Government;
- Stringent building codes will be implemented to further limit wind damage;
- That there is an organized, coherent and operable Hurricane Evacuation Program; and,

- That the basic urban structure of the city is sound and that rebuilding will respect the basic urban structure of the City.

The rebuilding scenario is based on the assumption and fact that the basic urban

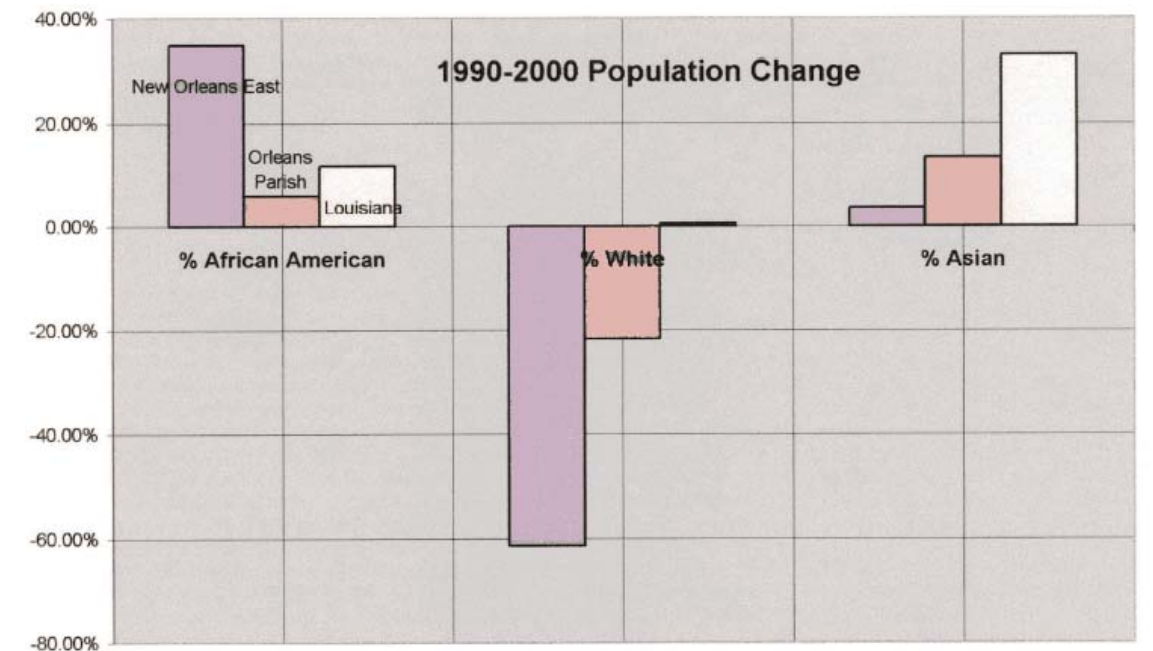
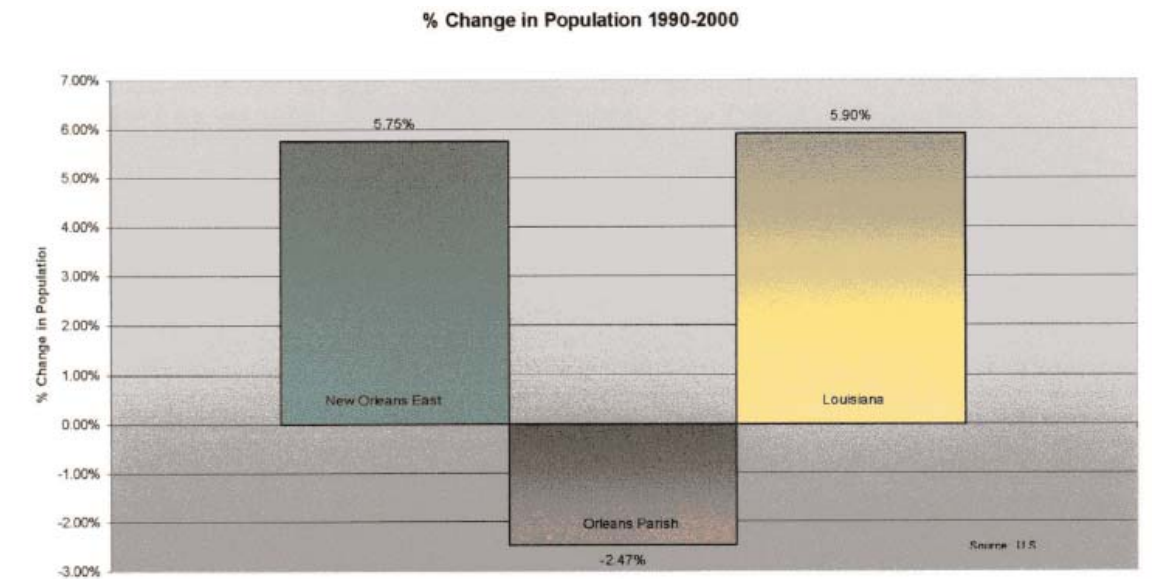
structure of the District and the neighborhood is sound and that long term property value enhancement is dependent upon the maintenance of the urban pattern and layout of the neighborhood. However, site specific improvements and strategies outlined herein will be the key to the reconstruction of the neighborhood. To accomplish this goal the following actions need to be carried out:

Formulate policies and actions for the clean-up and maintenance of the community, its public realm and private parcels, so as to create an adequate healthy environment that allows the orderly repopulation of the neighborhood and that projects an image of cleanliness and order needed to further aid community faith and momentum for the reconstruction process.

Identify and implement public sector financed Early Action projects to act as catalysts for neighborhood reconstruction. These include:

- Essential public facilities and programs identified in the Neighborhoods Rebuilding Plan and other planning efforts and documents.

- Implementation of key catalytic recovery projects to spur commercial development in the Pines Village neighborhood and Planning District 9, such as the Crowder and Read Boulevard Renaissance Corridors. It is important to



Images at right:

A: Levee Improvements

Graphs:  
Change in General Population from 1990-2000 (Above);  
Change in Demographics in the District 9 Neighborhoods (Below)

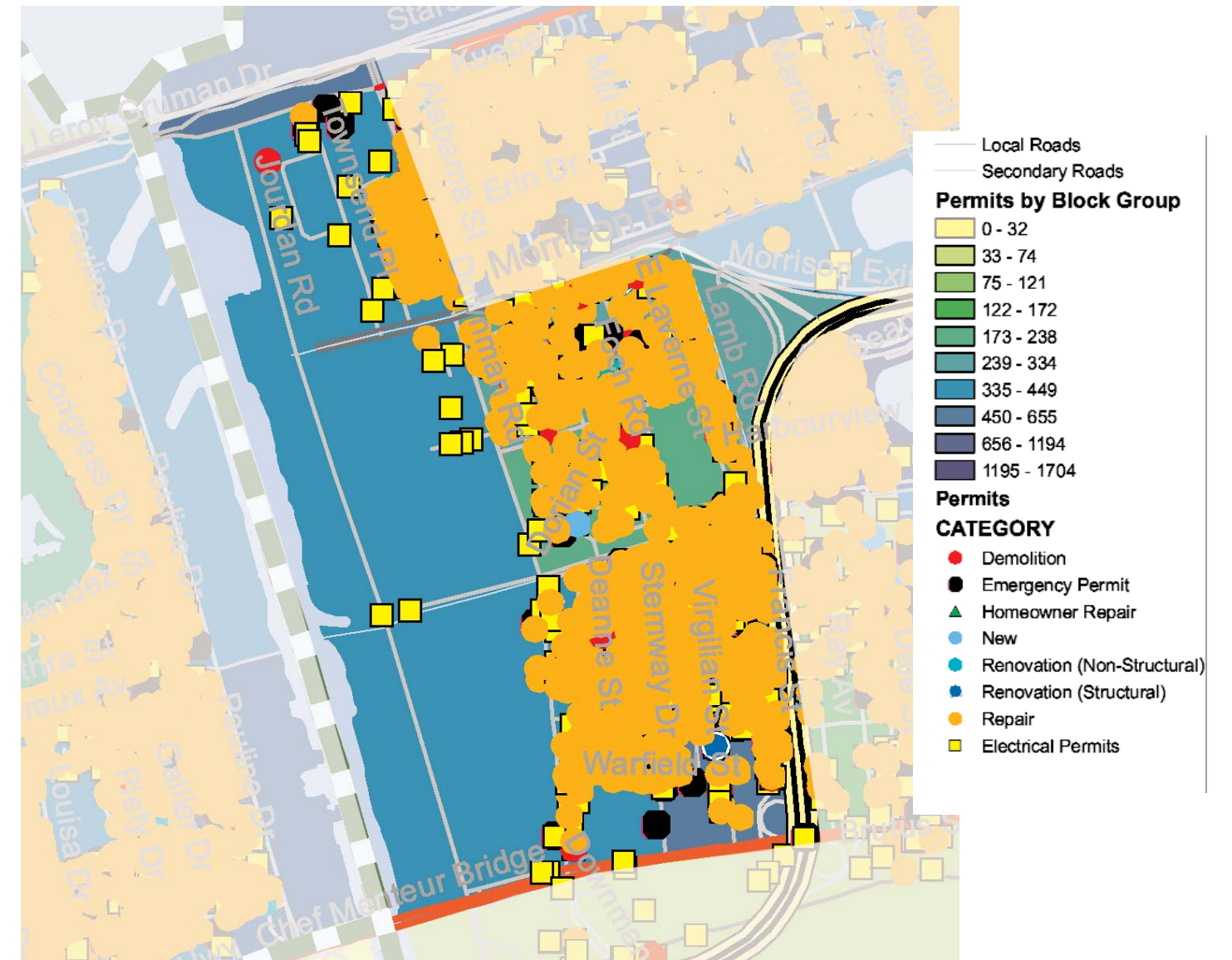
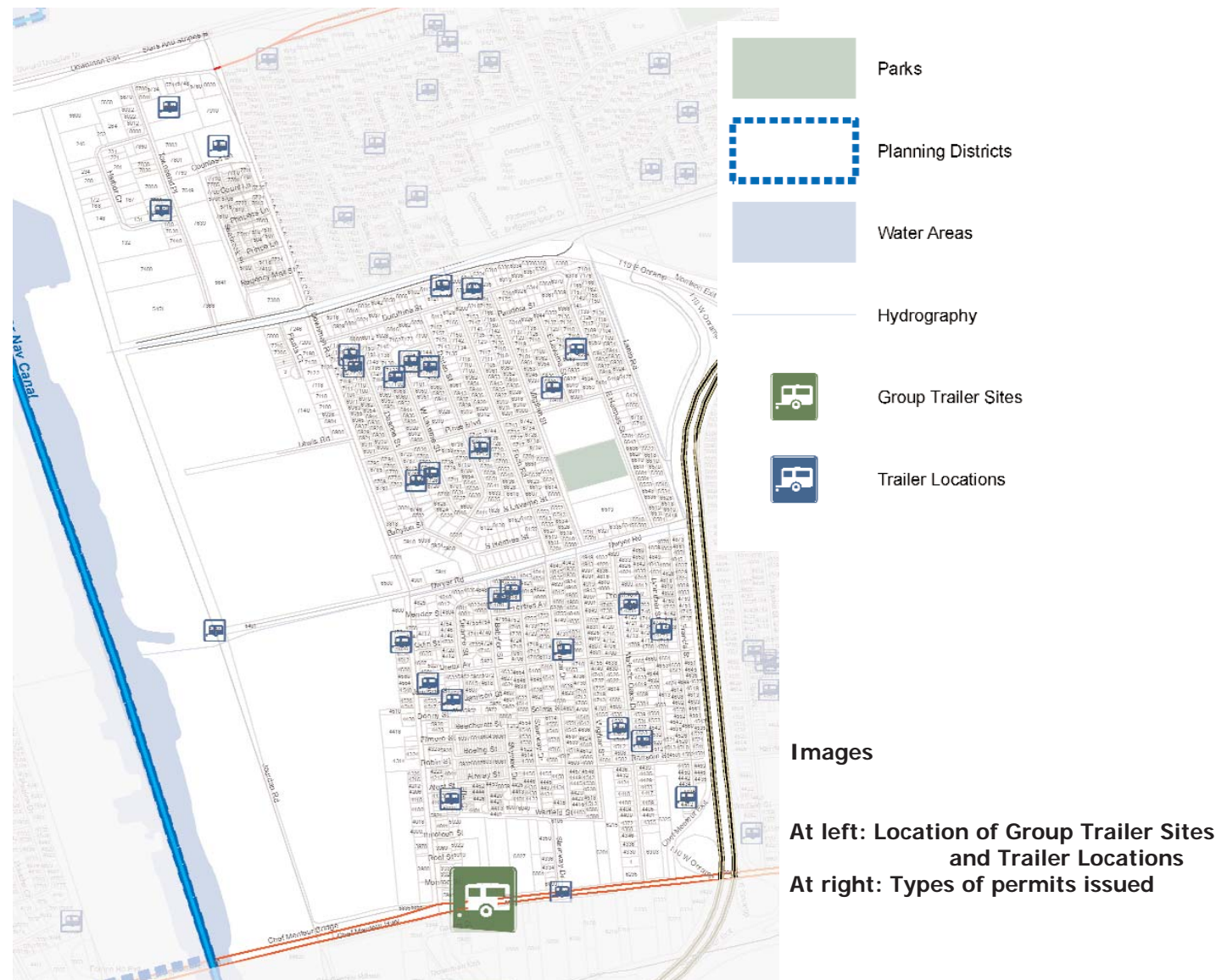
provide protection of the urban fabric along these gateways for the neighborhood as well as the redevelopment of the Kenilworth Shopping Center and adjacent Hidden Lake apartment complex into a Business Park providing another basic service to the community.

- The restoration and improvement of

neighborhood parks and open space to address not only the damage caused by Hurricane Katrina, but to also turn them into the community assets that these parks were and can become;

- The construction of bike and pedestrian paths throughout the neighborhood, turning them into the community assets





that neighborhood has so desired;

- The reconstruction of the water and sewer system by the City of New Orleans Water and Sewerage Board, and its continuous monitoring by the citizens of Pines Village and District 9.
- Reconstruction of the street and sidewalk infrastructure damaged by the flooding, the subsequent repairs to the water and sewer lines to reinstall service to the community post Hurricane Katrina, by the overturned trees that succumbed to the winds of Hurricane Katrina and the damage caused by the weight and action of the debris removal machinery and heavy

vehicles removing debris from the neighborhood.

Assistance and guidance in the recovery of the key private land parcels in District 9 such as:

- The Plaza Shopping Center to address the redevelopment of one of the most important recovery projects in District 9 taking advantage of a unique opportunity to create a vibrant and exciting new town center for the area;
- Development of elderly housing options to support the elderly within Pines Village;

- Providing economic incentives for the redevelopment of Chef Menteur Highway through the New Orleans Main Street Initiative.

### Nighborhood Repopulation

The neighborhood repopulation process in Pines Village appears to be well underway. According to data received from the City of New Orleans Mayor's Office of Technology over 58% of the structures within the neighborhood have applied for rebuilding permits.

Pre-Katrina demographic information

illustrated growth trends in Eastern New Orleans. From 1990 to 2000 the total population increased by 5.75% while the city as a whole decreased by (2.5%).

Over a two month period a ground survey was conducted for Planning Districts 9, 10 and 11. The survey indicates that over 45% of the Pines Village neighborhood is in the process of reconstruction or has shown a commitment to rebuild and reconstruct.

Over 650 residential units or 38% of the housing stock has been gutted within the Pines Village neighborhood as of August 26, 2006.

Pines Village has a total housing stock of approximately 1,699 residential units. As of August 26, 2006 almost 400 units are either occupied or under renovation, 350 units have FEMA trailers on the property, and 150 structures have running electrical meters. These numbers show a commitment to repopulation of the neighborhood.

## E. Neighborhood Recovery Plan

The Pines Village Neighborhood Recovery Plan proposes to revitalize based on a series of strategic initiatives that have been identified by the Eastern New Orleans Planning Districts 9, 10, and 11.

### Strategic Initiative No. 1: Promote efficient, long term growth within Eastern New Orleans.

- Establish boundaries for areas that are available for intense development activity compared to those areas that require sensitive development as a result of floodplains and wetlands.
- Develop of a Main Street Corridor along Chef Menteur Highway. The Chef Menteur Main Street Initiative will focus on neighborhood commercial revitalization through economic restructuring, promotion, design and organization.

### Strategic Initiative No. 2: Maintain a balanced yet diverse and dynamic pattern of land uses that enhance the quality of life in Eastern New Orleans.

- Encourage the development of compatible land uses, avoiding mixtures of incompatible uses in close proximity to each other.
- Encourage the creation of districts that

#### Images:

A-C: Commercial and Industrial Uses - Pines Village (at top)

Rendering: Revitalized Landscaped median throughout the neighborhoods - Initiative #2



include recognizable identity and clustered development of compatible land uses.

- Encourage redevelopment of higher density property development currently along Downman Road.

### Strategic Initiative No. 3: Utilize, revitalize, and maintain the urban areas of Eastern New Orleans while strengthening the economic capacity and quality of life in Eastern New Orleans.

- Utilize the area surrounding major amenities to spur quality, dynamic economic development, including the proposed "Eastern New Orleans Town Centre", the medical facilities, restoration of Lincoln Beach, and a potential Regional Airport.
- Enhance existing neighborhoods, subdivisions and commercial areas
- Encourage infill development within the existing urbanized area, including demolition and rehabilitation of substandard structures and underdeveloped property.

### Strategic Initiative No. 4: Develop and implement suitable zoning classifications which reduce the concentrations of multi-family





**residential.**

Current zoning has allowed for mass concentration of subsidized housing in single development sites. It has clearly been expressed that there is no opposition to affordable or subsidized housing but opposition to high density concentrations at such sites. With the newly formed RM-2E multi-family district a variety of low to medium density will be able to be developed in a way that is compatible to the surrounding single family neighborhoods.

Current density regulations would be capped to a maximum of sixteen (16) Units/gross acre. Design standards would allow for articulation of building facades, clearly defined pedestrian paths, lush landscaping, courtyards, planting areas, articulated roof lines, and restrictions on blank walls facing streets or public open spaces.

**Strategic Initiative No. 5: Develop and implement policies, regulations, and processes that represent the vision of each neighborhood.**

There is no better individual or group to ensure that the recovery of a community or neighborhood is fairly represented than the neighborhood itself. It is recommended that an advisory board be



created with representation from each of the neighborhood associations within Pines Village to ensure that the Recovery Plan continues to incorporate the needs and requests of the community.

The Pines Village Neighborhood associations should meet bi-monthly with their residents and monthly with Elected Officials, the business community, the New Orleans East Economic Development

Foundation (NOEEDF), and neighborhood associations outside of the Pines Village neighborhood to review, comment on and update the recovery plans.

**Strategic Initiative No. 6: Implement Housing Recovery Initiatives.**

A number of housing initiatives are



proposed as part of the Neighborhoods Rebuilding Plan and are presented in the overall policy element of the plan and issued under separate cover. Below is a summary of these policies.

**LOT NEXT DOOR**

The principal thrust of redevelopment programs and policies that encourage the speedy redevelopment of neighborhoods must match various government powers and financing tools to the local housing and real estate market conditions.

A key question will be how to most effectively encourage the redevelopment of homes and residential lots that fall into public ownership.

The "Lot Next Door" program is one of a series of proposed housing policies which have been developed as part of the Neighborhoods Rebuilding Plan and takes direct aim at some particular market hurdles that slow the redevelopment of many of these properties.

In its simplest form the Lot Next Door program will offer homeowners who are committed to redeveloping their home, the ability to purchase publicly owned adjoining properties prior to these properties being offered to any other buyers. This option would be provided should the property end up in public ownership either through the adjudication

Renderings at center:

Examples of Low-Density Condominiums- Initiative #4

Images

A: Typical Residences



process or through the sale of the property to a public entity through the Road Home or other public acquisition program.

**ELDERLY MODERATE INCOME  
CONDOMINIUM ROAD HOME TIE-IN**

It has become quite apparent through the neighborhood planning process is that senior households which have some of the strongest ties to the community and have expressed some of the strongest voices for rebuilding and returning to the City, also face some of the most significant challenges in redeveloping or rebuilding their homes.

First, there are many areas of the City that had a high concentration of elderly homeowners (Lower Ninth, Pontchartrain Park, and Lakeview) which sustained substantial damage and which will require the demolition and reconstruction of many homes.

Historically, the challenges of dealing with contractors, permit inspectors, lenders, etc. has proven particularly difficult for many elderly households after they have experienced similar trauma.

Additionally, there are a substantial number of areas of the City including Lakeview, areas of Gentilly, where rebuilding homes with damage in excess of 50 percent will require the total reconstruction at three feet above grade or the Base Flood

Elevations, whichever is greater. Many of these homes will have to be raised close to one story making them a difficult housing product type for people with physical frailties.

Elderly homeowners are clearly a special group with specific needs, and currently there are no programs targeted to this subgroup of homeowners.

A targeted elderly homeowner program is needed which will allow elderly households to tie their Road Home grant to senior specific elevator multi-story condominium projects to be developed throughout the City.

There has been wide support for dedicated multi-family senior housing product in many parts of the City, but particularly in areas where younger homeowners have aging parents living nearby. In some cases, there may be a need to increase the grant amount or provide a low interest loan to the household if there is a gap between the value of the buyout (and insurance proceeds) and the market value price of the condominium unit.

**USE OF SECOND GENERATION FUNDS AND  
EXPANSION OF HOME PURCHASER  
ASSISTANCE PROGRAMS**

One of the principal issues that has come

up repeatedly in neighborhood meetings is how properties that end up in public ownership either through the adjudication or buy back process are going to be resold in the marketplace.

While the Lot Next Door program provides one method for recycling lots in the market, there are going to be numerous lots that are not acquired by next door neighbors that are going to have to be sold to third party purchasers.

Assuming that there are few new regulations associated with developing housing (i.e., some requirement that certain units must be homeownership vs. rental) it is likely that the value placed on many properties for sale will determine how quickly that property will be rebuilt for housing.

Additionally, and realistically, there are a variety of neighborhoods throughout the City where reducing the cost of a lot or unit to essentially zero will not be enough to ensure the redevelopment of the property. These are generally those neighborhoods prior to Hurricane Katrina where land values were quite low and homes were not built unless there was significant targeted public assistance related to construction.

Given the different market factors influencing the redevelopment of housing in different neighborhoods, there are a

variety of strategies that will have to be employed with regard to the sale of lots acquired through the acquisition program on the open market. These strategies include the following.

- Recycle second generation proceeds from higher income neighborhood property sales to properties in neighborhoods where values are lower. This will ensure that more housing redevelopment dollars will follow to low-income areas than could otherwise have be imagined prior to Katrina.

- Sell adjacent lots and blocks of lots in public ownership to experienced for-profit and not-for-profit developers when not purchased through the Lot Next Door program.

- Re-sell properties at fair market value and reduce price of lots only when very specific policy objectives are being met, such as providing for mixed-income housing in a neighborhood.

**Strategic Initiative No. 7:  
Identification and Promotion of Early  
Action Projects**

- Conduct an economic development and comprehensive study for the demolition and redevelopment of Kenilworth Shopping Center and Hidden Lake Apartment complex into a mixed use development and





office park.

- Drainage improvement along Dwyer Road and the completion of the planned Pump Station at Wilson & Dwyer

- Widening of Dwyer Road to allow for a bus lane.



24

- Development of a state of the art educational facility and community center at the Ray Abram Elementary school site.

**Strategic Initiative No. 8: Promote and Monitor the Implementation of Key Recovery/Redevelopment Parcels and Projects**

- Drainage improvement along Dwyer Road and the completion of the planned Pump Station @ Wilson & Dwyer

- Widening of Dwyer Road to allow for a bus lane.

**At right:**

**The Projects List for the Pines Village Neighborhood**

**Above: Damaged Roadway**



- A** Street Repairs
  - A1 Downman Road
- B** Street Trees
  - B1 Downman Road
  - B2 Stemway
  - B3 Majestic Oaks
  - B4 Foch
  - B5 Pines
- C** Repair /Replace Damaged Street Signs
- D** Repair /Replace Damaged Traffic Signs and Signals
- E** Street Improvements
  - E1 Widen Dwyer Rd & Create Bus Lane @ Dwyer Rd
  - E2 Create Bus Lane @ Chef Hwy
- F** Dwyer Road Drainage Improvements
- G** Park and Green Space improvements
  - G1 Digby Park
  - G2 Ransom B/T Majestic Oaks & Virgilian
  - G3 Detention pond & Walking Trail @ Lamb Rd & I - 10
- H** Develop New School and Community Center @ Ray Abrams Elementary
- I** Clear all street drains
- J** Bus Shelters
  - J1 Dwyer Rd.
  - J2 Downman Rd..
- K** Build Pedestrian & Bike path @ Morrison Rd
- L** Replace damaged sidewalks and curbs
- M** Neighborhood Identification signs
- N** Chef Hwy Main Street Initiative
- O** Install Sound Buffer @ I-10
- P** Street Extensions
  - P1 Extend Prentiss Between Shalmar & Majestic Oaks
  - P2 Extend Selma Between Shalmar & Majestic Oaks





### Land Use and Zoning

New Policies should include the:

- Creation of a multifamily design development district (RM-2E) to replace all MF-3 districts in Eastern New Orleans allowing for better design control, code enforcement, and balance of density.
- Creation of Renaissance (urban design) Corridor along Downman Road
- Development of a Main Street Corridor along Chef Menteur Highway. The Chef Menteur Main Street Initiative will focus on neighborhood commercial revitalization through economic restructuring, promotion, design and organization.

### Parks and Open Space and Landscape Architecture

Major projects should include:

- Restoration of Digby Playground
- Revitalization of Lincoln Beach and implementation of the pre-Katrina Supplemental Environmental Program (SEP) and Submersed Aquatic Vegetation (SAP) programs that were put in place to improve the ecology of Lake Pontchartrain allowing for swimming and fishing once again.
- Provision tree enhancements along major thoroughfares such as: Downman, Stemway, Majestic Oaks, Foch and Dwyer
- Beautification of Interstate I-10 at the un-elevated portion adjacent to the neighborhood
- Provision of neighborhood identification signs at entrances to the Pines Village Neighborhood. Locations to be determined by the neighborhood association.
- Development of a retention pond at Lamb Road and Interstate 10



- Creation of a neighborhood pocket park with playground equipment at Ransom between Majestic Oaks and Virgilian.

### Transportation and Public Transit

The recovery transportation strategies and planning objectives mimic those of the 2004 New Orleans East Renaissance Plan. Key major transportation projects include:

- Improvement mobility of the key thoroughfares and enhance the existing street infrastructure
- inclusion of pedestrian and bicycle pathways primarily along Dwyer Road
- A study to evaluate the potential for affordable rapid mass transit between Baton Rouge, Louis Armstrong International Airport, the New Orleans Central Business District (CBD), and Eastern New Orleans.
- Addition of benches and pedestrian lighting along designated pedestrian routes.
- Conduct an economic development and comprehensive study for an alternative site location for a Regional Airport.
- Widening of Dwyer Road to allow for bus lane.



- Extension of Prentiss between Majestic Oaks and Shalmar
- Extension of Selma between Majestic Oaks and Shalmar
- Installation of sound barriers along Interstate 10.

Public Transit improvements are as to be proposed by the Regional Transit Authority

### Housing, Architecture and Historic Preservation

The Pines Village neighborhood is comprised of a mixture of single family detached, doubles, and multi-family homes and apartment complexes. It is the desire of the neighborhood to maintain and enhance the structure of the single family detached residential neighborhoods and encourage the multi-family complexes to rebuild under the proposed RM-2E District.

Due to the mixture of residential zoning throughout the Pines Village neighborhood all of the housing programs listed above are applicable as the neighborhood recovers.

It is recommended that neighborhood associations draft covenants that will maintain the integrity and the architectural character of the housing stock.

#### Images:

Rendering: Proposed promenade along the Dwyer Canal

A:: Broken Water Line  
B: Typical Single-Family Residence





There are no Historic Districts currently defined within the Pines Village neighborhood.

### Utilities and Municipal Services

As Pines Village recovers through the rebuilding process, it is essential that utilities and municipal services are addressed immediately. Traffic signals and signs as well as street signage need to be addressed immediately as they are critical to way finding not only for residents of the Pines Village neighborhood but for the recovery contractors working in the area.

As stated previously, there is one fire station and no police stations and within the neighborhood. It is the community's request to provide an additional police station within Eastern New Orleans to support the neighborhood. Although there are no libraries directly within the Pines Village neighborhood, it is highly suggested that the New Orleans East Public Library be renovated and opened to the public as soon as possible.

### Human Services and Community Facilities

Throughout the neighborhood planning process it became evident that healthcare was the primary concern of the residents of the neighborhood. Although there are no

hospitals within the neighborhood, there were several doctors' offices that were damaged and have not been reestablished. It is requested by the community that the two hospitals within the planning district be not only renovated but re-designed to become potential medical teaching facilities.

The development of community facilities in this neighborhood is going to be a critical part of the recovery process. As individuals deal with the daily stress of rebuilding, community facilities will be able to provide not only a venue for critical recovery information, but also a recreational venue for children and adults alike. Although not located directly within the neighborhood, it has been requested that Joe Brown Memorial Park as well as the Louisiana Nature and Science Center be renovated and opened to the public. These two locations were a critical support structure for the Pines Village neighborhood.

Images left-right:

A: Street Conditions

B: Infrastructure Damage



### F. Implementation and Funding Strategies

NEIGHBORHOODS REBUILDING PLAN PINES VILLAGE IMPLEMENTATION PRIORITY MATRIX																				
PROJECTS & PHASE	POTENTIAL FUNDING SOURCE(S)																			
	CRITICAL (1) NEEDED (2) DESIRED (3)	FEMA	CDBG/LRA	OTHER HUD	USACE	CITY CIP	SWB	LHFA	HANO	HOME	EDA	TIF/BO BONDS/NMTC	BID	SPECIAL TAXING DISTRICT	FHWA/FTA	LDOT	PRIVATE FOUNDATIONS	ORLEANS LEVEL BOARD	OTHER GOVERNMENT & NGOs	CAPITAL FUNDING NEED/GAP
<b>Early Action Plan</b>																				
<b>Capital Projects</b>																				
Street Repairs including Downman Road	1	•	•																	\$119,700,000
Downman Road - Street Trees and Landscape	1		•																	\$175,000
Repair /Replace Damaged Street Signs	1	•	•																	\$125,000
Repair /Replace Damaged Traffic Signs and Signals	1	•	•																	\$86,500
Widen Dwyer Road	1	•	•																	\$650,000
Dwyer Road Drainage Improvements	1	•	•		•															\$275,000
Digby Park Improvements	1		•													•		•		\$85,000
and Virgilian	1		•													•		•		\$135,000
Create Retention Pond with walking trail & Lamb Rd & I-10	1	•	•		•											•				\$850,000
Develop New School and Community Center @ Ray Abrams Elementary	1		•													•		•		\$11,000,000
<b>Subtotal: Capital Projects</b>																				<b>\$133,081,500</b>
<b>Recurring Operations</b>																				
Clear all street drains	1																			
Operation of New School and Community Center @ Ray Abrams	1																			
<b>Mid Term Plan</b>																				
<b>Capital Projects</b>																				
Create Bus Lane @ Dwyer Rd & Chef Hwy	2		•										•	•						\$300,000
Develop Bus Shelters along Dwyer Rd & Downman Rd	2		•																•	\$240,000
Build Pedestrian & Bike path @ Morisson Rd	2		•																	\$115,000
Replace Street Trees @ Stemway	2		•																	\$82,500
Replace Street Trees @ Majestic Oaks	2		•																	\$95,000
Replace Street Trees @ Foch	2		•																	\$95,000
Replace Street Trees @ Pines	2		•																	\$95,000
Replace damaged sidewalks and curbs	2	•	•		•															\$3,500,000
Install Pines Village Neighborhood Identification sign	2		•																	\$60,000
<b>Subtotal: Capital Projects</b>																				<b>\$4,582,500</b>
<b>Housing Initiatives and Other Policies</b>																				
Chef Hwy Main Street Initiative	2																			
<b>Long Term Plan</b>																				
<b>Capital Projects</b>																				
Install Sound Buffer @ I-10	3		•										•	•						\$1,200,000
Extend Prentiss Between Shalimar & Majestic Oaks	3		•																	\$125,000
Extend Selma Between Shalimar & Majestic Oaks	3		•																	\$125,000
<b>Subtotal: Capital Projects</b>																				<b>\$1,450,000</b>
<b>CAPITAL PROJECTS TOTAL</b>																				<b>\$139,114,000</b>

**Acronyms**  
 FEMA: Federal Emergency Management Agency  
 CDBG: Community Development Block Grant  
 HUD: U.S. Department of Housing & Urban Development  
 USACE: U.S. Army Corps of Engineers  
 CIP: Capital Improvement Plan  
 LRA: Louisiana Recovery Authority  
 SWB: Sewage & Water Board  
 LHFA: Louisiana Housing Finance Agency  
 HANO: Housing Authority of the City of New Orleans  
 HOME: HUD Low Income Housing Program  
 EDA: Economic Development Administration  
 TIF: Tax Increment Financing  
 NMTC: New Market Tax Credits  
 BID: Business Improvement District  
 FHWA: Federal Highway Administration  
 FTA: Federal Transit Administration  
 LDOT: Louisiana Department of Transportation  
 NGO: Non-Government Organizations



### Funding Matrix

The connection between the Neighborhoods Rebuilding Plan and the potential funding sources is graphically represented by the Implementation Priority Matrix. The costs analyses are provided on an order-of-magnitude basis as to the scope and magnitude of the project proposed and the investment required to construct it. As such, variations as to the scope of the project could result in variations on the final cost of construction.

In the process of cost analyses, consultations were carried out with the City of New Orleans Public Works Department to identify general cost guidelines typically used for the calculation of street improvements and reconstruction; other sources of cost identification included the Means Cost Data and our team's professional experience inside and outside New Orleans.

No single source of funding or financial plan will be capable of dealing with the capital improvement needs for total redevelopment and reconstruction of all the neighborhood projects and needs. However, the funding matrix included in this report shows different funding sources that could be made available for specific projects and it should be expected that layering of multiple sources of funding will be required in most cases. The ability to obtain these funds will rest with the City of

New Orleans and neighborhood groups and advisory committees.

Each matrix matches proposed projects with potential funding sources identified through the planning process and while not exhaustive in its scope, it serves as a guide to where funds could originate. Substantial financial commitments by federal and state entities are a vital ingredient in the recovery effort and will provide the necessary economic infrastructure to attract the private investment required to create stable and vibrant communities.

Each funding matrix, based upon consultation with neighborhood residents through the community meeting process, also ranked projects based upon priority of need with regard to recovery: "Early Action/Critical"; "Mid-Term/Needed"; and "Long Term/Desired". This ranking provides a general guide as to what communities believe are the most important priorities with regard to revitalization and redevelopment.

Finally, there are a variety of items or initiatives listed on the funding matrix where a capital cost can not be attached or determined without further study, but the community believed needed to be a central part of the plan. These include:

- Undertaking specific further studies to determine the actual cost to governmental entities for certain

public/private initiatives (for which we have noted the cost of the study);

- Housing initiatives for which there may be dollars already allocated through the Road Home, LIHTC, private funding sources, or other sources but where the additional gap in funding is impossible to determine at this point;

- Other policies, including land use and zoning regulations, which the community believed to be in the short and long term interest of the community; and

- Recurring operations (i.e. expanded police patrols, library operations, park operations, etc.) that either tie to certain capital improvements or are important to the health of the community through the expansion of existing services.

