APPENDIX H
2008 Needs Assessment Report

Table of Contents

I. Executive Summary 1

II. Introduction 5

A. Overview of the Industrial Canal Lock Replacement Project 5

1. Lock Construction Project. 5
2. Mitigation Planning to Address Community Needs. 6

B. Review of the Lock Construction Impacts 7

1. Noise, Vibration, and Air Quality. 8
2. Traffic Impacts & Disruption of Commercial Activity 9
3. Community and Regional Growth 10
4. Community Cohesion, Housing & Property Values 10
5. Community Facilities and Cultural Resources 11

C. Overview of Community Needs Assessment 12

1. Demographic Changes 12
2. Highlights of Major Changes in the Community Impact Area 18
3. Organization of Section III 20

III. Community Needs Assessment 21

A. Job Training and Employment 21

4. Review of Community Needs/Concerns Identified 2000-2005 21
5. 2007 Updated Needs/Concerns 22
6. Construction Impacts 26
7. Summary of Current Needs 26

B. Safety 27

1. Review of Community Needs/Concerns Identified 2000-2005 27
2. 2007 Update of Community Needs/Concerns 28
3. Summary of Construction Impacts 41
4. Summary of Current Needs 42

C. Housing – Noise and Vibration 43

1. Review of Community Needs/Concerns Identified 2000-2005 43
2. 2007 Updated Needs/Concerns 45
3. Construction Impacts 53
4. Summary of Current Needs 53

D. Transportation, Traffic Congestion and Emergency Evacuation 54

1. Review of Community Needs/Concerns Identified 2000-2005 54
2. 2007 Update of Community Needs/Concerns 56
3. Construction Impacts 64
4. Summary of Current Needs 65

E. Business and Economic Development 66

1. Review of Community Needs and Concerns 2000-2005 66
2. 2007 Update of Community Needs/Concerns 67

3. Community Needs -- Reported in the Lambert Plan (LP) and the Unified New Orleans Plan (UNOP) 73
4. Construction Concerns 74
5. Construction Impacts 74
6. Summary of Current Needs 74

F. Education 76

1. Review of Community Needs Identified 2000-2005 76
2. 2007 Updated Community Needs/Concerns 78
3. Construction Impacts 81
4. Summary of Current Needs 81

G. Parks, Recreation and Neighborhood Image 83

1. Review of Community Needs Identified 2000 – 2005 83
2. 2007 Update of Community Needs 84
3. Construction Impacts 86
4. Summary of Current Needs 86

H. Community Cohesion and Leadership Development 87

1. Review of Community Needs/Concerns Identified 2000-2005 87
2. 2007 Update of Community Needs/Concerns 89
3. Construction Impacts 94
4. Summary of Current Needs 94

IV. Summary of Community Needs Assessment 96

Appendices .....

A. CBMC rosters .....
B. Meeting Agendas .....
C. Letters mailed to CBMC members .....
D. Tablet notes from each meeting .....
E. Minutes from each meeting .....
F. Job Training and Employments Handouts and Maps .....
G. Safety Handouts and Maps .....
H. Housing Handouts and Maps .....
I. Transportation Handouts and Maps .....
J. Business and Economic Development Handouts and Maps .....
K. Education Handouts and Maps .....
L. Parks and Recreation Handouts and Maps .....
M. Community Cohesion Handouts and Maps .....

List of Figures

Figure 1: 2007 Population Estimate & 2000 Census Counts 13
Figure 2: Median Family Income by Census Block Group 15
Figure 3: Expected Development in the Impact Area 18
Figure 4: Police, Fire and Health Clinics, March 2007 30
Figure 5: Police Calls January 2006 – March 2007 31
Figure 6: Fire Calls January 2006 – March 2007 33
Figure 7: EMS Calls January 2006 – March 2007 35
Figure 8: Open Hospitals in New Orleans Area – May 2007 37
Figure 9: 2007 Drainage Pump Status 39
Figure 10: Poor and Failed Street Conditions, 2007 40
Figure 11: 2007 Sewer Pump Status 41
Figure 12: Blighted and Adjudicated Properties, 2005 44
Figure 13: Percent Structural Damage from Hurricane Katrina - October, 2005 47
Figure 14: Trailer Site Locations, December, 2006 48
Figure 15: Recovery Zone Target Area 50
Figure 16: Housing Developments in the Impact Area 51
Figure 17: Routes in Impact Area – July 2005 and April 2007 57
Figure 18: Bus Ridership by Route - Daily Average, July 2005 and February 2007 58
Figure 19: Bus Ridership by Route - Weekday Average, July 2005 and February 2007 59
Figure 20: Potential Areas of Traffic Congestion – CBMC Impact Area 60
Figure 21: City Assisted Evacuation Plan – Evacuation Pick Up Locations 63
Figure 22: Recovery Profile-Lower Ninth Ward and Holy Cross Economic Development 67
Figure 23: Recovery Profile: St. Roch Economic Development Map 68
Figure 24: Lower Ninth Ward Recovery Zone Target Area 71
Figure 25: Target Recovery Areas – City of New Orleans 72
Figure 26: Public and Private Schools in the Impact Area, 2007 79
Figure 27: Map of Six Demographic Study Areas 80
Figure 28: Existing & Proposed Parks and Recreational Facilities 85
Figure 29: 2007 Population Estimates & 2000 Census Counts 90
Figure 30: Recovery Profile from the Ninth Ward and Holy Cross: Housing Indicators 92
Figure 31: Blighted and Adjudicated Properties, 2005 93

THIS PAGE LEFT INTENTIONALLY BLANK

List of Tables

Table 1: Impact Area Population 2000 and 2007 - Summary 12
Table 2: Race and Ethnicity 2000 13
Table 3: Age Distribution 2000 14
Table 4: Unemployment for Total Population Aged 16 and Over 15
Table 5: Poverty 2000 16
Table 6: Housing 2000 16
Table 7: Demographic Characteristics of Populations in Damaged Areas 17
Table 8: Louisiana Recovery Authority's Survey Results 17
Table 9: Major Changes in the Impact Area since August 2005 18
Table 10: Unemployment 21
Table 11: Employment by Industry 22
Table 12: Employment 22
Table 13: 2006 Average Weekly Wages 23
Table 14: Comparison of 2000 Census Counts to 2007 Estimate in Impact Area 25
Table 15: Major Industries in Orleans Parish 25
Table 16: Police Calls by Type, Time Period and Area 31
Table 17: Fire Calls by Type, Time Period, and Area 33
Table 18: EMS Calls by Type, Time Period, and Area 35
Table 19: Impact Area Street Conditions by Neighborhood 38
Table 20: Homeownership 45
Table 21: Impact Area Population 2000 and 2007 45
Table 22: Proposed Housing Developments 51
Table 23: Percent of Occupied Housing Units Number of Vehicles Available 55
Table 24: Percent of Workers 16 years and over by type of Transportation to Work 55
Table 25: Bus Service in the Impact Area 57
Table 26: CAEP Pickup Locations 63
Table 27: Restaurants and Food Stores in the Impact Area Post-Katrina 68
Table 28: Target Recovery Areas Classification 70
Table 29: Total Population of School Age Children 77
Table 30: Class Sizes in Public Schools 77
Table 31: Educational Attainment 78
Table 32: Impact Area Schools: Attendance and Dropout Rates 78

Table 33: Capacity and Predicted Enrollment in Recover School District Schools across Demographic Areas in Orleans Parish for the 2006–2007 School Year.....79

Table 34: Number of Children in the Impact Area <18 Years of Age, 2000.....84

Table 35: Louisiana Recovery Authority's Survey Results January, 2007.....90

Table 36: CBMC Needs by Topic Area and Time Frame……97

I. Executive Summary

This document is entitled the *FY 2007 Needs Assessment Update for the Community Impact Area of the Industrial Canal Lock Replacement Project* and summarizes the research prepared and presented to the Community Based Mitigation Committee (CBMC) for the Industrial Canal Lock Replacement Project as well as the Committee's knowledge and understanding of Post-Katrina community needs in their neighborhoods. Community needs are specifically addressed for the four neighborhoods that make up the impact area for the lock replacement project -- St. Claude/Florida, Bywater, the Lower Ninth Ward and Holy Cross. The impact area includes the area of New Orleans bounded by the Mississippi River on the south, Press Street railroad corridor on the west, Florida Avenue on the north, and the Orleans-St. Bernard Parish line on the east. Within this document, we often refer to the impact area as a single unit or, for the purpose of comparison, often as two separate entities: east of the Canal and west of the Canal. However, the neighborhoods that comprise the Industrial Canal lock replacement impact area are unique; each with its own history, needs, and future.

The Industrial Canal ship lock was constructed in 1921, north of the St. Claude Avenue bridge; and in 1956, plans began for the construction of a new lock. In the 1990s, the Corps and the Port of New Orleans determined that the new lock was critical to the future development of the port. In 1999, the Corps announced plans to construct a new lock in the Industrial Canal, north of Claiborne Avenue near the Galvez Wharf. As part of this lock project, the Corps also announced plans to develop a community based mitigation committee to develop a neighborhood needs assessment and mitigation plan for the lock project and so formed the CBMC.

The Industrial Canal Lock Replacement Project schedule has changed significantly since 2000. As of 2007, two major milestones have been completed – preparation of the Industrial Area Site east of the Industrial Canal and demolition of the Galvez Wharf. As a result of a lawsuit requesting a project review, a U.S. District Court judge issued an opinion to stop work on the project until the Corps has reassessed the environmental effects of the project. A new construction schedule will be developed after the Corps has successfully completed the supplemental environmental impact assessment.

In August, 2005, Hurricane Katrina hit New Orleans and drastically changed the physical environment and living conditions in the communities impacted by the Industrial Canal Lock Replacement Project. In January of 2006, when the CBMC reconvened after Katrina to resume their mitigation planning effort, they had held only a few meetings when U. S. District Court Judge Fallon ruled that the Corps must halt its work on the Industrial Canal Lock Replacement Project until a thorough environmental impact assessment that complies with the National Environmental Policy Act (NEPA) is completed.

In order to comply with the February, 2007 ruling in which the Judge agreed that the Corps should proceed to prepare a post-Katrina community needs assessment as part of the required environmental assessment, the CBMC agreed to meet and review the community needs for

the four impact area neighborhoods that have been the focus of their efforts since 2000. The Corps' consulting team, Metro Consulting and Research Firm, Inc. and GCR & Associates, Inc., conducted a series of four meetings which were held on March 8, March 29, April 19 and May 9, 2007, to review community needs. During their meetings, the CBMC updated their needs assessments based on the changes they observed in their neighborhoods and the information presented to them.

In order to understand the needs of the impact area, it is necessary to make assumptions about its projected redevelopment based on demographic characteristics that existed prior to Hurricane Katrina. Additionally, recently compiled data and research has also contributed to the needs stated in this document. This current information has often been compared with past data (2000 Census) to decide upon needs that still exist and new needs that should be addressed.

The impact area neighborhoods have lost a significant portion of their population, infrastructure, housing and commercial enterprises. This has changed the impact area in many ways. Some of the changes are obvious, such as traffic flow; public transportation needs; little or no inhabitable housing in some areas; few viable businesses in the area to provide goods and services including the basics needed to live and work in the area; a lack of viable evacuation routes; a lack of health care; few schools in the area; an unsafe environment; a lack of police presence and emergency assistance and little or no child care.

Some of the changes, however, are subtle, such as: residents not having a neighbor within a two-block radius of their restored homes; having itinerant workers camping in abandoned property creating both a fire and safety hazard; not knowing where neighbors are or if they plan to return; and being surrounded by neglected and abandoned properties which are not only eyesores, but health hazards.

These changes have contributed to the much slower repopulation of the impact area relative to that of the city. Whereas it is estimated that 61% of the city's 2000 census population has returned, the impact area has recouped a mere 26% of its former residents.

Redevelopment is likely to occur sooner in the areas that did not experience as much structural damage. A portion of the areas on both sides of the Canal between St. Claude and North Claiborne Avenues is projected to develop within the next five years. The Bywater area, which suffered the least amount of damage, is expected to redevelop first, as well as the area surrounding the Musicians' Village development in the St. Claude neighborhood. To the east of the canal, one of the communities that suffered the most devastation, the river front area of the Holy Cross neighborhood, is also believed to develop within the next five to ten years. The rest of the impact area is projected to have scattered redevelopment over the next twenty years.

The CBMC reviewed information about redevelopment plans and projected population growth over the next five to twenty years and created needs assessments which reflect short and long-term goals. They also reviewed selected plans put forth in the United New Orleans Plan (UNOP) and the Lambert Plan; proposed and current commercial and residential

developments slated for the impact area; infrastructure repair plans; the Lot Next Door Program; the One Stop Center program for employment; the City of new Orleans Office of Recovery Management's plan; the Bring New Orleans Back Commission Plan; the Riverfront Vision 2005 and other endeavors projected to take place in the impact area.

Community needs were developed for the eight topic areas that have guided the CBMC's efforts since 2000. The eight topic areas include: Job Training and Employment; Safety, focusing on Police, Fire, EMS and Lighting; Housing, including Noise and Vibration; Transportation; Business and Economic Development; Education; Parks, including Recreation and Neighborhood Image; and Community Cohesion and Leadership Development.

The following table summarizes the needs assessment produced by the CBMC during its meetings. The eight needs topic areas and sub-sections (if applicable) are categorized by the time-frame (short-term, medium-term, and long-term) in which it is believed the issues should begin to be addressed. A more detailed needs summary table including a delineation of all impact area needs topic areas and sub-areas is located within chapter four.

Overview of CBMC Needs by Topic Area and Time Frame

Subject Topic	Short Term (1-5 years)	Midterm (5-10 years)	Long Term (10-20 years)	Lock Construction
Job Training and Employment				
Safety				
Police Protection				★
Fire Protection				
Emergency Medical/Health Services				
Police/Fire/EMS Communications				
Infrastructure and Lighting				
Housing				
Structural Damage				
Temporary Housing				
Residential Redevelopment				
Neighborhood Plans				
Home and Community Diversity				
Blighted/Abandoned/Adjudicated Properties				
Historic Preservation				
Transportation, Traffic Congestion, Emergency Evacuation				
Public Transportation				
Traffic Congestion				★
Emergency Evacuation				★
Business and Economic Development				
Education				
School Programs and Student Needs				
School Buildings and Structures				★
Day Care Facilities				
Parks, Recreation, and Neighborhood Image				
Recreation				
Levees, Green Space, and Buffer Zones				★
Community Cohesion and Leadership Development				
Community and Government Involvement				
Social and Economic				
Vacant Lots				

II. Introduction

A. Overview of the Industrial Canal Lock Replacement Project

The Industrial Canal ship lock was constructed in 1921, north of the St. Claude Avenue bridge; and in 1956, plans began for the construction of a new lock. Since 1956, there have been ongoing struggles and debates on the appropriate site for the new lock. In 1999, the Corps announced plans to construct a new lock in the Industrial Canal, north of Claiborne Avenue near the Galvez Wharf. As part of this lock project, the Corps also announced plans to develop a community based mitigation committee to develop a neighborhood needs assessment and mitigation plan for the lock replacement project.

In the 1990s, the Corps and the Port of New Orleans determined that the new lock was critical to the future development of the port. With the projected increase of marine traffic with larger vessels, the two entities agreed that the new, larger lock would permit more efficient movement of shallow-draft marine traffic on the Gulf Intracoastal Waterway (GIWW) and deep-draft traffic between the Mississippi River and the tidewater port areas.

1. Lock Construction Project

Construction on the new lock project began in May of 2000 with pile driving tests to determine noise levels, vibrations, and load bearing levels. The construction for the new lock envisioned that the entire project would be completed by the fall of 2010. Major milestones for the construction project included:

- Design and construct Phase I of the Westbank levee and flood walls between St. Claude Avenue and the Mississippi River.
    - Construction Duration – 10 months
    - Involves pile driving and truck traffic
- Site Preparation -- complete leveling and clearing of the abandoned Industrial Area Site east of the Industrial Canal between N. Claiborne Avenue and Florida Avenue
    - Construction Duration – 15 months
    - Involves truck traffic and barge traffic
- Demolish the Galvez Street Wharf between N. Derbigny and N. Tonti
    - Construction Duration – 12 months
    - Involves truck traffic
- Dredge the new lock and bypass channel between North Claiborne and Florida Avenues
    - Construction Duration – 12 months
    - Dredged materials moved by pipeline to disposal site on the south bank of MR-GO.
- Design and construct the Eastbank Levee and Floodwall from the Mississippi River to the new lock.
    - Construction Duration – 15 months
    - Involves pile driving and truck traffic

- Demolish the Coast Guard buildings between St. Claude and North Claiborne.
    - Construction Duration – 18 months
    - Involves truck traffic
- Fabricate the Claiborne Avenue Bridge offsite.
    - On-site installation – 2 weeks
    - Components floated in by barge
- Design and construct Phase II of the Westbank levee and flood walls between St. Claude Avenue and the new lock.
    - Construction Duration – 15 months
    - Involves pile driving and truck traffic
- Fabricate the new lock offsite.
    - Construction Duration – 53 months
    - Involves pile driving
    - Float in modules by barge.
- Design and construct Phase III of the Westbank levees, utility relocation, bypass channel protection, tug assistance, St. Claude Avenue temporary 4-lane bridge construction, dredging Phase II, demolition of the St. Claude Avenue bridge and removal of the temporary bridge, permanent vessel mooring facilities, and dredging Phase III.
    - Construction Duration – 6 years
    - Involves pile driving and truck traffic

The Industrial Canal Lock Replacement Project schedule has changed significantly since 2000. As of 2007, two major milestones have been completed – preparation of the Industrial Area Site east of the Industrial Canal and demolition of the Galvez Wharf. As a result of a lawsuit requesting a project review, a U.S. district judge issued an opinion to stop work on the project until the Corps has reassessed the environmental effects of the project. A new construction schedule will be developed after the Corps has successfully completed the supplemental environmental impact assessment.

2. Mitigation Planning to Address Community Needs

This report deviates from the past annual needs assessment and three-year mitigation plan updates that were conducted for the Corps as part of the Industrial Canal Local Replacement Project between 2000 and 2005. The final full report, entitled the *Needs Assessment and Fifth Three-Year Mitigation Plan, FY 2005 – 2007* was prepared in July 2004 by the Community Based Mitigation Committee (CBMC) for the Industrial Canal Lock Replacement Project. This committee was formed to provide recommendations to the Corps in their mitigation effort for the lock project. For more information on the history of this effort, the reader is encouraged to review the most recent mitigation plan document referenced above.

The annual assessment and mitigation plan review process was first disrupted by Hurricane Katrina which hit the New Orleans area in August of 2005. The Community-Based Mitigation Committee (CBMC) for the Industrial Canal Lock Replacement Project reconvened in January of 2006 to resume the mitigation planning effort and formally approve the FY06 mitigation plan update recommendations that were prepared in August of 2005. Starting again in July 2006, the CBMC held only three monthly meetings to continue its

annual mitigation planning efforts before the U.S. District Judge Fallon ruled on October 3, 2006 that the Corps must halt its work on the Industrial Canal Lock Replacement project until the Corps completes a thorough environmental impact assessment that complies with the National Environmental Policy Act (NEPA). The appendices includes the CBMC planning efforts between July 2004 and September 2006.

In February 2007, after further discussions, the judge agreed that the Corps should proceed to prepare a Post-Katrina community needs assessment as part of the required environmental assessment. To fulfill this task, the Corps asked the CBMC to meet between March and May 2007 to assist them in preparing the community needs assessment.

The Corps' consulting team, Metro Consulting and Research Firm, Inc. and GCR & Associates, Inc., conducted a series of four meetings to review community needs for eight (8) topic areas that have guided the CBMC's efforts since 2000. These topic areas include:

(1) Job Training and Employment,
(2) Safety – Police, Fire, EMS and Lighting,
(3) Housing – Noise and Vibration,
(4) Transportation, Traffic congestion & Emergency Evacuation,
(5) Business and Economic Development,
(6) Education,
(7) Parks, Recreation and Neighborhood Image, and
(8) Community Cohesion and Leadership Development.

These meetings were held on March 8, March 29, April 19, and May 9, 2007 at the Holy Angels Chapel, located at 3500 St. Claude Avenue.

This document is entitled the *FY 2007 Needs Assessment Update for the Community Impact Area of the Industrial Canal* and summarizes the research prepared and presented to the CBMC during these four meetings, as well as the Committee's knowledge and understanding of Post-Katrina community needs in their neighborhoods. Community needs are specifically addressed for the four neighborhoods that make up the impact area for the lock replacement project -- St. Claude/Florida, Bywater, Lower Ninth Ward and Holy Cross. As shown in the attached map, the impact area includes the area of New Orleans bounded by the Mississippi River on the south, Press Street railroad corridor on the west, Florida Avenue on the north, and the Orleans-St. Bernard Parish line on the east.

B. Review of the Lock Construction Impacts

In 2000, when the mitigation planning effort began for the lock replacement project, the GCR consulting team identified the potential impacts anticipated by the construction of the lock project and the associated construction activities, including the construction of three bridges over the Industrial Canal and the bridge approaches. The construction impacts associated with the project assume that much of the major construction will occur offsite and that major components will be floated into the area by barge, including those required for the bridges and the new lock. This approach to the construction project was conceived by the Corps in order to minimize impacts to the community that will be affected by the project. Also, the Corps

selected the Galvez Wharf site, north of Claiborne Avenue, for the new lock to further reduce the overall impacts to the community. Although the proposed site for the lock and other construction features have been chosen to minimize the severity of the impacts on the community, and to eliminate the need to permanently dislocate residences, not all of the impacts can be eliminated.

The following section of this report will summarize the expected impacts that will be generated during the lock replacement, bridge construction, and/or renovation, and other relative project activities. The types of anticipated impacts include:

- Noise, Vibration, and Air Quality
- Traffic Impacts & Disruption of Commercial Activity
- Community & Regional Growth
- Community Cohesion, Housing & Property Values
- Community Facilities & Cultural Resources

Each of these types of impacts will be summarized below.

1. Noise, Vibration, and Air Quality

Noise. One principal concern of noise in the community impact area will be the volume of local and commuter vehicular traffic. As truck traffic increases during periods of construction, it is anticipated that the ambient noise levels will increase significantly. Also, construction equipment that will be used, including diesel hammer and hydraulic hammer pile drivers, drag lines, front loaders, and dump trucks are anticipated to produce unacceptable noise levels. Due to the scope of the construction project, it is anticipated that construction equipment, including pile drivers, will be operated for long periods of time – up to 10 hours a day. Significant sources of noise during the lock construction project will include:

- Lock construction – especially pile driving
- Construction of levees and floodwalls
- Renovation and construction of bridges
- Demolition of the existing local
- Construction related traffic

Noise levels greater than 75 Ldn are considered unacceptable. Truck traffic and use of the construction equipment will exceed ambient noise levels and generally produce levels that are unacceptable. These unacceptable noise levels are expected to occur within two blocks east of the Industrial Canal and within 1280 feet of the construction site. Also dredging and hauling operations will exceed acceptable levels within the Industrial Canal and along major truck routes. When pile driving occurs above grade and/or above the water level, it is anticipated that unacceptable noise levels will be heard within a defined area of the construction activity. Pile driving activity will be most significant for the construction of levees and floodwalls and for the construction of both the temporary and permanent St. Claude Avenue bridges.

Vibration. Vibration from trucks, buses and other heavy vehicles are expected to occur along major arterials used at truck routes during the various construction phases of the project. Residents living near the major arterials will experience the greatest impacts from these vibrations of heavy vehicles. Significant vibrations are also anticipated with the heavy construction equipment, such as pile drivers, and front loaders. However, the construction of the ship lock itself in the Industrial Canal is not expected to generate significant vibrations since the construction will occur offsite or behind the levees and floodwalls. Also, structural damage from pile driving vibrations is not anticipated beyond 15 feet of the construction site. Due to the fluid character of the soils in the area, the shock waves generating vibrations will dissipate near the construction activity and have minimal impact on residential areas in the impact area. However, due to the volume of pile driving activity required for the lock project, there is the possibility of a greater cumulative impact on older, historic structures that should be monitored during the construction activity.

Air Quality. The lock construction impact area is included under the designated "maintenance area" for Orleans and St. Bernard Parishes because of the higher than normal ozone levels. These ozone levels are the result of carbon monoxide (CO) and nitrogren dioxide (NO2) pollutants emitted from motor vehicles.

Equipment used for the lock construction project will increase some air pollutants in the area. The types of air pollutants anticipated with the construction activity include:

- Increased particulates with demolition of structures, construction equipment exhaust, motor vehicle exhaust, and replacement of bridges.
- Increased carbon monoxide, lead and nitrous and sulfurous oxides with increased engine exhausts from construction equipment, increased truck traffic, and increased idling of motor vehicles with traffic delays during bridge outages.

After construction is completed, the area will experience an improvement in traffic flows and as a result, improved air quality.

2. Traffic Impacts & Disruption of Commercial Activity

Traffic Impacts. It will be necessary to reevaluate the traffic activity along major arterials and across the three Industrial Canal bridges post-Katrina to see how traffic patterns have changed. Prior to Hurricane Katrina, the Claiborne Bridge experienced the greatest average daily traffic and the greatest percentage of truck traffic. Also, prior to Hurricane Katrina, there was a significant amount of daily pedestrian traffic on the St. Claude Avenue Bridge. Although the pedestrian activity is relatively low at the present time, as the neighborhoods east of the Industrial Canal repopulate, it is anticipated that the pedestrian activity will grow. During periods of bridge construction, the vehicular and pedestrian traffic over the bridges will be severely impacted. Likewise, the transit routes that cross the Industrial Canal will be severely impacted when the bridges are closed. However, the Corps projects that the bridges will be closed for only brief periods of time in order to minimize this impact.

It is anticipated that the designated truck routes will have an immediate impact on the neighborhoods west of the canal and an eventual impact in the neighborhoods east of the canal when more residents in those neighborhoods return. Designated truck routes include:

- Florida Avenue between Press Street railroad corridor and Tupelo
- Chartres between Franklin and Poland
- Poland Avenue between Chartres and Florida
- St. Claude Avenue between Poland the St. Bernard Parish line
- N. Claiborne Avenue between Poland the St. Bernard Parish line.

With the increased construction activity associated with the rebuilding effort in the impact area, it is anticipated that traffic impacts on the community impact area will be greatly exacerbated by the lock construction project.

Disruption of Commercial Activity. The greatest impact on businesses and industries in the area will occur during periods in which bridges are closed for construction. The bridge closures will impede access to and from a number of local businesses. Business customers and employees will have difficulty reaching some businesses during specific phases of the construction period. In addition, those businesses closest to the construction site, will experience construction noise. The Corps has revised construction plans for the project in order to minimize periods when the bridges will be closed. In addition, the Corps will ensure that one bridge remains open at all times.

Also changes in traffic patterns during construction detours and once the construction is complete will have an impact on commercial locations. Some properties may be come more desirable due to increased traffic activity and others less desirable with reduced traffic flow.

3. Community and Regional Growth

The potential for community and regional growth during construction of the lock replacement project will be greatly diminished. Potential investors for new developments in the area will most likely be discouraged from selecting sites near the lock construction site due to the general level of disruption that will occur throughout the area for a considerable period of time. It is anticipated that the impact will be greater in the Lower Ninth Ward and Holy Cross neighborhoods located below the Canal. However, to a lesser degree, community and regional growth may also be impeded in those areas of the Bywater and St. Claude/Florida neighborhoods closest to the Canal and the construction sites.

4. Community Cohesion, Housing & Property Values

Community Cohesion. The neighborhoods located within the construction impact area have developed strong individual identities over the years since the Industrial Canal lock was first constructed in 1921. The neighborhoods include two historic districts – Bywater and Holy Cross – which are included in the National Register of Historic Places. In addition, all four neighborhoods have many strong organizations – neighborhood organizations, churches, parent-teacher associations, community development associations, etc. – that work together to address community issues and improve the quality of life. Typically, the four neighborhoods in the impact area have worked independently on community issues.

Traffic congestion and construction noise will likely disrupt community life in those areas of the neighborhoods closest to the construction sites. Daily routines for residents living in the

area will be affected. Trips to work, to shop, to visit family and friends, to play will be affected when areas are closed or traffic rerouted during various phases of the construction project.

Housing and Residential Property Values. As part of the New Orleans area, the impact area has also experienced a period of depressed real estate values since the mid 1980s. Although studies have shown that the announcement of the lock construction project did not impact the housing market or the residential property values, it is anticipated that both will be negatively affected once construction activity begins.

Because the area has experienced an unstable housing market since the mid-1980s, it is anticipated that the potential impacts on housing and residential property values could be severe during the construction period. The desirability of housing near the construction sites will be greatly diminished during the construction period due to increased noise levels, traffic congestion, and reduced air quality.

After construction is completed, housing and residential property values could continue to be affected. Much will depend on the aesthetic character of the neighborhoods once construction is complete, the amount of marine traffic in the Canal, the level of vehicular traffic through the neighborhoods and over the bridges.

5. Community Facilities and Cultural Resources

Community facilities located in the impact area will be less accessible during various construction phases of the project. In addition, residents will have reduced access to emergency services, including EMS, fire, and police, during construction. Those periods when only one bridge is open will create the greatest impact for residents in the area. Those residents living below the Canal in Holy Cross and Lower Ninth Ward neighborhoods will likely experience the greatest impacts. Residents who need to access social services will also be affected. In some cases residents will experience delays in reaching those services, and in other cases residents may need to find alternate sites in the New Orleans area that provide those needed services.

There are a number of cultural resources in the impact area that will be affected by the construction project. One significant resource is the Holy Cross levee and batture area which serves as a passive recreational area for fishing, picnicking, jogging, and walking. Other resources include community gardens, historic buildings, and a large stand of oak trees below the Canal near the St. Claude Avenue Bridge. Residents will have limited access to the levee and batture during the construction period, although the community garden will not be affected. The stand of like oaks will be lost as a result of the construction. Following construction, it is anticipated that access to the batture area will be the same or improved from the current conditions. The visual environment near the new St. Claude Avenue Bridge will be diminished with the new low-level bridge that will be higher in the center. Houses facing the higher portions of the bridge will be permanently affected; however, the unrestricted access under the bridge between the Holy Cross and Lower Ninth Ward neighborhoods will provide an improvement for residents.

C. Overview of Community Needs Assessment

1. Demographic Changes

Population Characteristics – A Comparison of 2000 Census and 2007 Population Estimates

In order to understand the needs of the impact area it is necessary to make assumptions about its redevelopment based on demographic characteristics that existed prior to Hurricane Katrina. With the current state of the city and impact area there is very little existing data to contribute to an informed understanding of the area's needs. Any recent data and research that has been compiled in regards to the impact area has contributed to the needs stated in this document. This current information has often been compared with past data (2000 Census) to decide needs that still exist and new needs that should be addressed. Within this document we often refer to the impact area as a single unit or, for the purpose of comparison, often as two separate entities; east of the Canal and west of the Canal. However, the neighborhoods that comprise the Industrial Canal lock replacement impact area are unique; each with its own history, needs, and future vision.

Population: In 2000, over 8% of the Orleans Parish population lived within one of the four neighborhoods comprising the impact area with an almost even distribution living on the east and west sides of the Industrial Canal. Currently, it is estimated that the city's population is 61% that of 2000 while the impact area has recouped approximately 26%. West of the Canal, the Bywater which experienced relatively less damage than the other neighborhoods within the impact area, is estimated to have regained over 70% of its population whereas the Florida/St. Claude neighborhoods is estimated to have just over 15% of its 2000 population. Conversely, below the Canal, the Holy Cross neighborhood is estimated to have recaptured slightly over 13% of its 2000 population while the most devastated neighborhood, the Lower Ninth Ward, has recovered less than 4%.

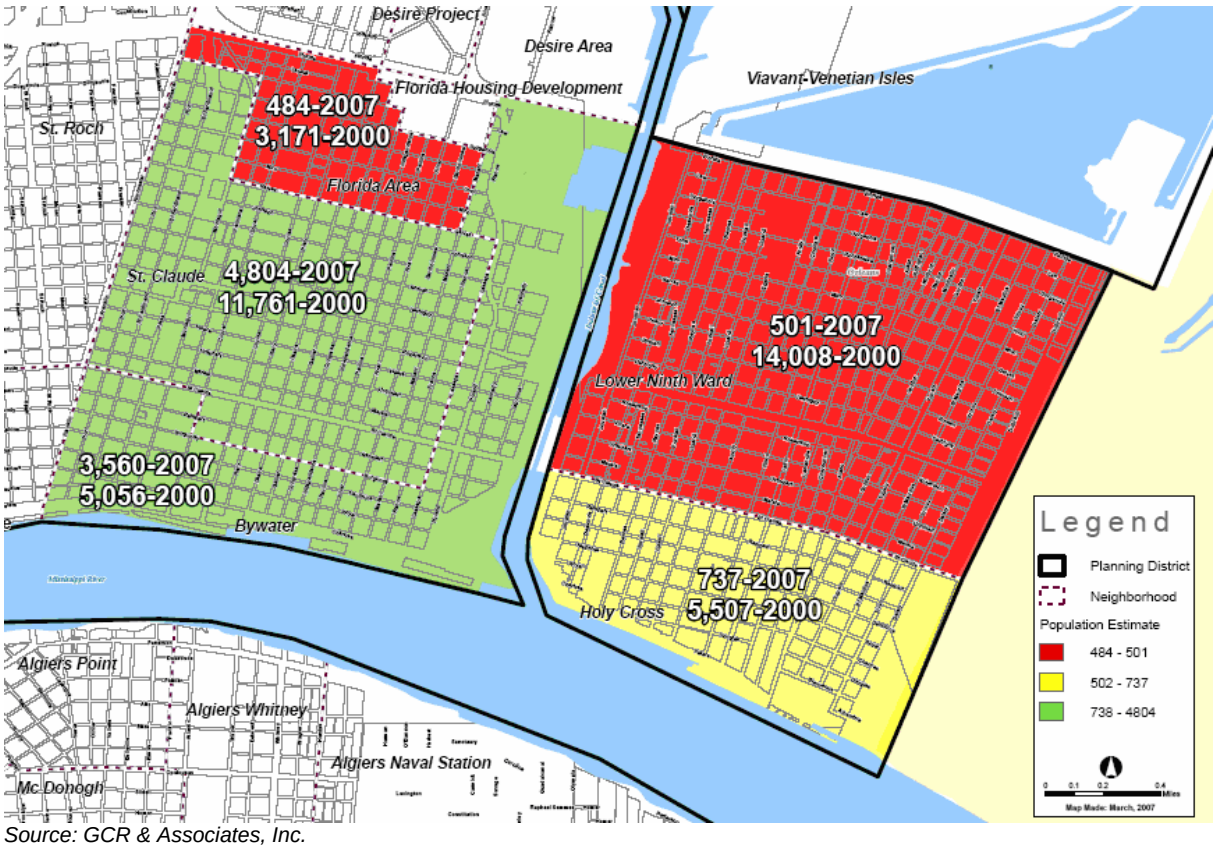
Table 1: Impact Area Population 2000 and 2007 - Summary

Neighborhood:	Lower Ninth Ward	Holy Cross	Bywater[1]	Florida Area	St. Claude[1]	East of Canal	West of Canal	Impact Area
2000 Population	14,008	5,507	5,056	3,171	11,761	19,515	19,988	39,503
Population Estimate January 2007	501	737	3,560	484	4,804	1,238	8,849	10,087
Percent	3.58%	13.37%	70.41%	15.28%	40.85%	6.34%	44.27%	25.53%

Source: U.S. Census (2000) and GCR and Associates, Inc. (2007)

[1] *The boundaries of this neighborhood as defined in the city data differ from the boundaries as defined in the Impact Area*

Figure 1: 2007 Population Estimate & 2000 Census Counts



Source: GCR & Associates, Inc.

Race and Ethnicity: Examining the 2000 racial and ethnic composition of the impact area reveals that the percentage of impact area residents who were black or African American was substantially higher in the Holy Cross, St. Claude/Florida, and Lower Ninth Ward neighborhoods at 87.5%, 92.2%, and 98.3% respectively as compared to Orleans Parish at 66.6%. Bywater, at 61% had a slightly lower concentration of black or African American residents. Conversely, Bywater's percentage of white residents was nearly six percentage points higher than that of Orleans Parish and between 3 and 65 times the percentage found in the other impact area neighborhoods. Other than a slightly higher percentage of Hispanic population in the Bywater, there were no other major differences in race and ethnicity between the impact area and Orleans Parish.

Table 2: Race and Ethnicity 2000

Area	Black or African American	White	Asian	American Indian	Other	Two Race Categories	Hispanic
St. Claude/Florida	92.2	5.5	.2	.08	.08	.5	1.5
Bywater	61.0	32.4	.6	.3	.2	.7	4.8
Lower Ninth Ward	98.3	.5	0.0	0.0	.1	.6	.5
Holy Cross	87.5	9.4	.2	.5	.1	.9	1.4
Orleans Parish	66.6	26.6	2.3	.2	.2	1.0	3.1
Louisiana	32.3	62.6	1.2	.5	.1	.9	2.4
United States	12.1	69.2	3.6	.7	.3	1.6	12.5

Source: www.gnocdc.org, Census 2000

Age: A comparison of age distribution in each of the impact area neighborhoods reveals that in 2000 the percentage of children under the age of eighteen was higher than that of Orleans Parish in each of the neighborhoods except Bywater. Conversely, the percentage of residents aged eighteen to sixty-four years was lower in all neighborhoods except Bywater as compared to Orleans Parish. In the St. Claude/Florida and Holy Cross neighborhoods, the percentage of residents aged sixty-four years and older was comparable to that found in Orleans Parish. For the Bywater neighborhood, the percentage of older adults was somewhat lower, and in the Lower Ninth Ward, it was several percentage points greater.

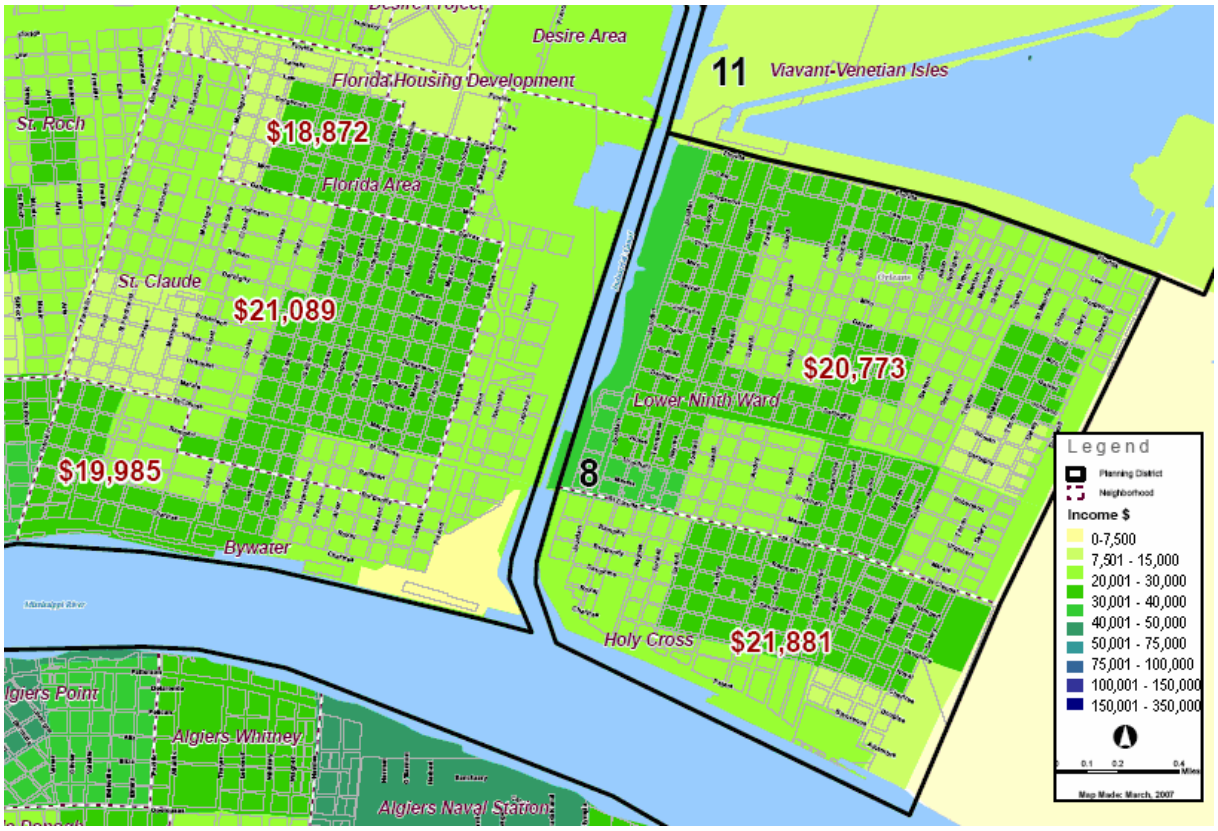
Table 3: Age Distribution 2000

Area	Total Population	% Under 18 Years of Age	% 18-64 Years of Age	% 65+ Years of Age
St. Claude/Florida	14,932	30.8	57.8	11.3
Bywater	5,096	22.6	67.1	10.3
Lower Ninth Ward	14,008	30.7	55.3	14.0
Holy Cross	5,507	32.4	56.3	11.3
Orleans Parish	484,674	26.7	61.6	11.7
Louisiana	4,468,976	27.2	61.3	11.5
United States	281,421,906	25.7	61.9	12.4

Source: www.gnocdc.org, Census 2000

Income: An examination of 2000 median family income uncovers interesting results. Little disparity is revealed when comparing the impact area neighborhoods to one another. The neighborhoods east of the Canal show 6% higher median family incomes as compared to the neighborhoods to the west. When impact area family median income is compared to that of Orleans Parish and to that found in the U.S., however, there are startling results. At $20,655, impact area median family income was more than 36% lower than that of Orleans Parish at $32,338 and nearly 59% less than that of the U.S. at $50,046.

Figure 2: Median Family Income by Census Block Group



Source: US Census 2000, Map created by GCR & Associates, Inc.

Unemployment: As compared to the United States, Louisiana and Orleans Parish had higher percentages of their populations aged sixteen and older who were unemployed in the year 2000. Unemployment rates for the population over age sixteen vary somewhat within the impact area. The percentage population that was unemployed was higher than that of Orleans Parish in every neighborhood except Bywater where it was only slightly lower. As compared to the neighborhoods west of the Industrial Canal, the neighborhoods to the east had a 5% smaller population over the age of sixteen, but a higher percent of unemployed at 6.7% as compared to 6.2%.

Table 4: Unemployment for Total Population Aged 16 and Over

	Bywater	St. Claude/Florida	Holy Cross	Lower Ninth Ward	Impact Area	Orleans Parish	Louisiana	United States
Population over Age 16	4,075	10,764	3,953	10,122	28,914	370,138	3,394,138	217,168,077
Percentage Unemployed	5.3	6.6	7.1	6.5	6.4	5.5	4.3	3.7

Source: www.gnocdc.org, Census 2000

Poverty: At 19.6%, Louisiana's percentage population living below the poverty line in 2000 was over seven percentage points higher than that of the United States. For Orleans Parish, at nearly 28%, this disparity was even greater with over two times the percentage of people

living in poverty as compared to the nation. Ranging between just over 29% in Holy Cross to nearly 39% in Bywater, the percentage of the impact area's population living in poverty varied by neighborhood, but was higher in each than that of Orleans Parish.

Table 5: Poverty 2000

	St. Claude/ Florida	Bywater	Lower Ninth Ward	Holy Cross	Orleans Parish	Louisiana	United States
% Population Living in Poverty	38.4	38.6	36.4	29.4	27.9	19.6	12.4
% Population Living at or Above Poverty	61.6	61.4	63.6	70.6	72.1	80.4	87.6

Source: www.gnocdc.org, Census 2000

Housing: An examination of housing at the neighborhood level as compared to Orleans Parish reveals that the percentage of vacant housing units vary by neighborhood with the Lower Ninth Ward having the lowest percentage at nearly 14% and the Bywater having the highest at 17%. Overall, however, each of the impact area neighborhoods has a higher percentage of vacant housing units than Orleans Parish. Interestingly, although the overall ratio of impact area owner versus renter-occupied is comparable to Orleans Parish, the percentages greatly differ by neighborhood. The two neighborhoods with the largest total housing units, the Lower Ninth Ward and St. Claude/Florida, boast the impact area's highest percentage of owner-occupied units at 48% and 59% respectively and account for more than 83% of all occupied units in the impact area.

Table 6: Housing 2000

	Bywater	St. Claude/Florida	Holy Cross	Lower Ninth Ward	Impact Area	Orleans Parish
Total Housing Units	2,725	6,336	2,340	5,601	17,002	215,091
% Vacant	17.0	16.3	15.3	13.9	15.6	12.5
% Occupied	83.0	83.7	84.7	86.1	84.4	87.5
% Owner Occupied	38.1	48.0	41.8	59.0	46.7	46.5
% Renter Occupied	61.9	52.0	58.2	41.0	53.3	53.5

Source: U.S. Census 2000

Demographic Profile of Impact Area Residents in Damaged Areas

Examining the demographic profiles of residents in damaged areas reveals that a higher percentage of impact area residents were located in damaged areas than the percentage population of Orleans Parish. Overall, impact area residents were also more likely to be black or African American, homeowners, living in poverty, and unemployed.

Table 7: Demographic Characteristics of Populations in Damaged Areas

Neighborhood	% Population in Damaged Areas	% Black	% Renter	% Poor	% Unemployed
St. Claude/Florida	96.3	95.4	49.8	35.8	13.9
Bywater	43.6	61.3	61.8	38.6	9.6
Lower Ninth Ward	99.9	98.7	41.1	36.4	13.5
Holy Cross	74.0	88.0	58.0	29.4	13.7
Impact Area	87.7	91.1	49.4	35.5	13.2
Orleans Parish	73.0	67.2	53.5	27.9	9.4

Source: www.gnocdc.org

Future Plans

According to a survey of applicants' future plans performed by the Louisiana Recovery Authority, 81% of impact area homeowners stated their intention to rebuild their homes as compared to 87% of Orleans Parish residents. At 15%, a higher percentage of homeowner's from the impact area intend to sell their homes but to remain in Louisiana as compared to 11% in Orleans Parish. Similarly, at 4%, a higher percentage from the impact area stated that they intend to sell their homes and leave Louisiana as compared to Orleans Parish homeowners at 2%.

Table 8: Louisiana Recovery Authority's Survey Results

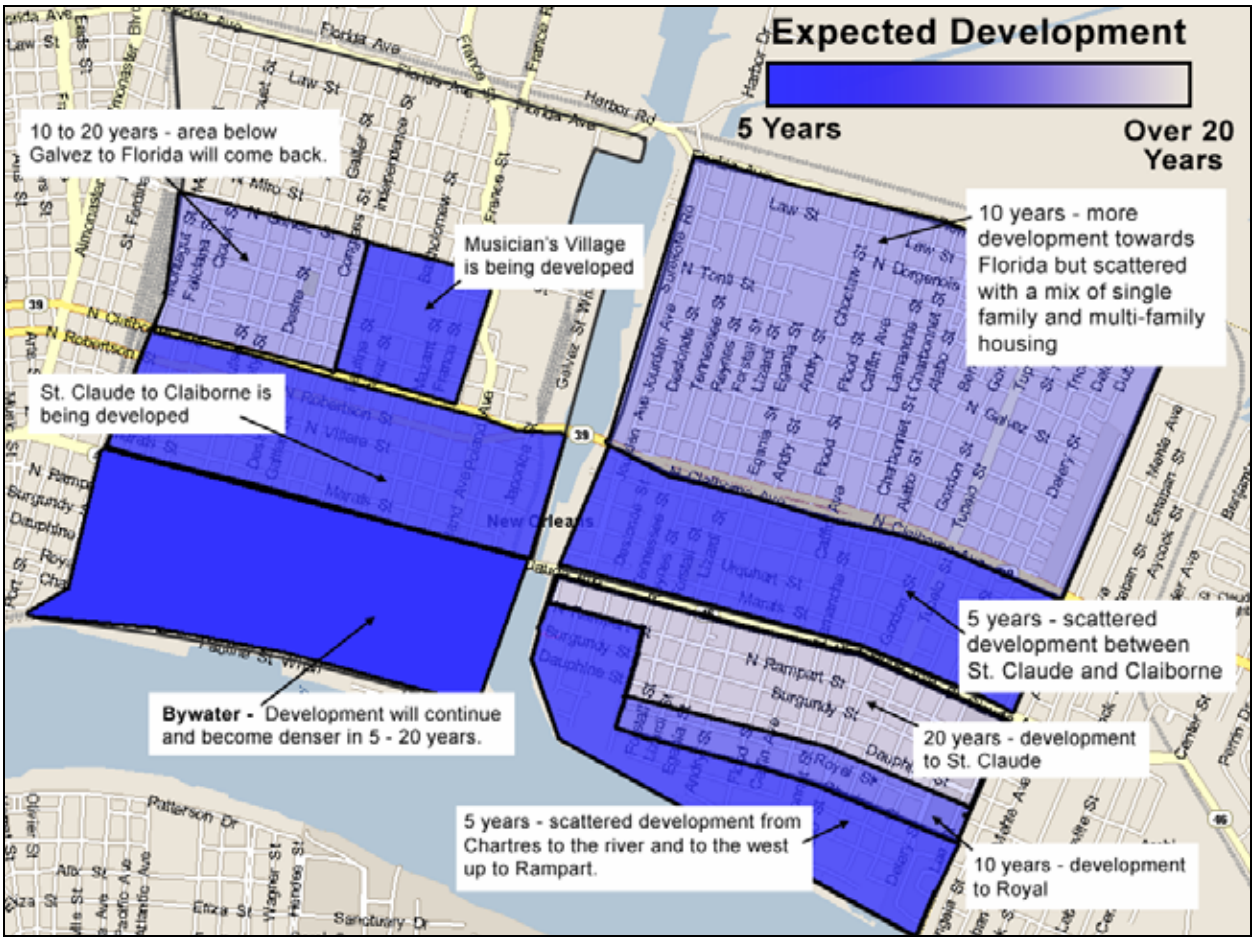
Applicants' Future Plans	% Impact Area	% Orleans Parish
Rebuilding	81	87
Selling home and Staying in LA	15	11
Selling home and Leaving LA	4	2

Source: New Orleans Times-Picayune (January 11, 2007) and the Louisiana Recovery Authority

Expected Development

The Community-Based Mitigation Committee (CBMC) made assumptions of impact area redevelopment and repopulation over the next five to twenty years based on their observations of current activity and proposed projects (see map). Not surprisingly, redevelopment is forecasted to occur more quickly in areas that did not experience as much structural damage. On both sides of the canal the area between St. Claude and Claiborne Avenue is expected to be developed within the next five years. To the west of the canal, the Bywater neighborhood which suffered the least amount of damage is expected to be redeveloped first as well as the area surrounding the current Musician's Village development in the St. Claude neighborhood. To the east of the canal the area the riverfront portion of the Holy Cross neighborhood to Chartres Street is also thought to see development in 5-10 years. The rest of the impact area is expected to have scattered development over the next 20 years.

Figure 3: Expected Development in the Impact Area



Source: CMBC Working Group Participants, March 8, 2007

2. Highlights of Major Changes in the Community Impact Area

The following table provides an overview of major changes in the Community Impact Area. It is important to understand these major changes following Hurricane Katrina as they will affect overall community needs in the area.

Table 9: Major Changes in the Impact Area since August 2005

Community Facilities or Services	August 2005	May 2007
Schools	In the past the impact area has been served by eight elementary schools, one middle school, and two high schools. Both high schools served 8-12 grades and the middle school served 7-8 grades.	The impact area is now served by only one high school (grades 9-12) and one elementary school (grades pk-8). Currently there no schools open in the Lower 9th Ward or Holy Cross neighborhoods.

Community Facilities or Services	August 2005	May 2007
Health Services	Many impact area residents traveled to Chalmette for their healthcare. With the closure of the Bywater Hospital's emergency room in March of 2005, the impact area lost its only emergency service provider.	As of March 2007, there are two health clinics operating within the impact area. As of May 2007, approximately 52% of hospitals within Orleans Parish remained closed (see map – III. B. Safety). Additionally, Chalmette Medical Center in St. Bernard Parish, formerly the most accessible hospital to those living below the Canal, was destroyed by Hurricane Katrina.
Playgrounds	Ten playgrounds and one recreational center in the Impact Area neighborhoods were operated by the New Orleans Recreation Department. All of these were maintained and open to the public prior to August 2005 when Hurricane Katrina hit the New Orleans area.	All impact area playgrounds are in need of repair. Many are damaged and overgrown. Trash litters the ground of all of them, and several now house both construction and residential trailers. The city also lacks the staff to maintain open playgrounds.
Police	In 1999, the 5th District ranked first in the number of crimes reported among the eight police districts in the city. The presence of additional police patrols below the Canal, provided through CBMC mitigation funding, had contributed to overall improvement in police protection in the impact area.	In August of 2005, the Fifth District Police Station and substation which serve the impact area neighborhoods received major damage. Today, police from the substation formerly located at the Sanchez Center in the Lower Ninth Ward share quarters with the rest of the Fifth District police officers in a temporary trailer located on the Fifth District's station lot above the Industrial Canal.
Fire	The impact area was served by four fire stations; one in each of the neighborhoods.	All four stations sustained varying degrees of damage and by March of 2007, only one (1) unit (Bywater) is housed within its original building. Of the three other units, St. Claude/Florida's department is working out of a trailer at its original location and the Lower Ninth Ward and Holy Cross units are currently housed in trailers at St. Claude and Caffin (the Sanchez Center's parking lot)
EMS	There was only one ambulance/paramedic unit dedicated to the entire Fifth Police District, which covered all four neighborhoods in the impact area, as well as a large part of New Orleans East.	Today, the number of city EMS units is based on per capita population and is the least funded of all emergency services. As of May of 2007, there are only seven to eight emergency service vehicle units serving the entire city. These units are no longer dedicated to any one area, but rather are strategically positioned throughout the city based on population.
Businesses	The impact area boasted many small businesses, including many that had operated in the area for many years.	Now, most of the area's businesses are destroyed. Most have not reopened and few new businesses have relocated into the impact area. Currently, there is not one supermarket, drugstore, or bank branch open in the impact area. There were an estimated 146 businesses in this area prior to the storm.
Community Centers	Prior to August 2005, the impact area was served by both the Sanchez Center and Stallings Community Center	Due to damages from Hurricane Katrina both of these centers are closed, and Stallings is currently used as a trailer site.
Churches	The impact area was home to a large number of churches of all religions.	A good percentage of these suffered damages and flooding from Hurricane Katrina. Gradually these churches are coming back, helping restore a sense of community to the impact area.

3. Organization of Section III

Section III of this document addresses needs for the Community Impact Area for the Industrial Canal Lock Replacement Project. The section is divided into 8 parts, which address eight (8) major topic areas: job training & employment, safety, housing, transportation, business & economic development, education, recreation, and community cohesion. These are the same major topic areas that have been used to assess community needs since the project began in 2000. For each topic area, the report will present an overview, review of needs identified by the CBMC between 2000 and 2005, update of needs in 2007, summary of construction impacts, and summary of needs.

In order to prepare the updated community needs assessment, the consultant reviewed several main documents that were prepared post-Katrina, including the Unified New Orleans Plan (2006), The Lambert Plan (2006), the Bring New Orleans Back Commission Plan (2005), and the Riverfront Vision 2005**.** Community needs that pertain to the four neighborhoods in the Community Impact Area were summarized and presented to the Community-Based Mitigation Committee (CBMC) at four meetings held on March 8, March 28, April 18, and May 9. The meetings were held at the Holy Angels Chapel located in the impact area. The CBMC members were invited to comment on the post-Katrina needs identified in other public forums, to review and update the earlier CBMC needs assessment, and to finalize the community needs assessment report for the Corps. The following section presents the results of this process.

III. Community Needs Assessment

A. Job Training and Employment

The unemployment rate for residents living in the impact area is higher than the rate in the rest of New Orleans. As the community attempts to remain viable, a living wage and the necessary skills needed to qualify for jobs that will help residents rebuild their homes and repopulate the impact area are crucial.

4. Review of Community Needs/Concerns Identified 2000-2005

Table 10: Unemployment

	Bywater	St. Claude	Holy Cross	Lower Ninth Ward	Impact Area	Orleans Parish	Louisiana	United States
Total Population Ages 16 and Older	4,075	10,764	3,953	10,122	28,914	370,138	3,394,138	217,168,077
Unemployment	5.3%	6.7%	7.1%	6.5%	6.4%	5.5%	4.3%	3.7%

Source: www.gnocdc.org, Census 2000

Unemployment

- While the unemployment rate for New Orleans was 5.5%, only 51.8% of the adult population is employed. Unemployment measures only the number of people that have active unemployment insurance claims. However, a large number of citizens in New Orleans are not currently employed and have moved from the unemployment insurance rolls.
- The unemployment rate for the impact area is 6.4% compared with only 5.5% for Orleans Parish as a whole. Of the four neighborhoods in the impact area, Holy Cross has the highest unemployment rate (7.1%) and Bywater has the lowest (5.3%).

Literacy

- For job seekers in New Orleans, a lack of basic literacy skills is a major barrier to employment. It is estimated that 24% to 32% of the local population ages 16 and older function at a level one literacy rate – the lowest level of literacy measurable.

Work Experience

- Youth work experience is a powerful determinant of long-term employment and earnings. Students who work while they are in school are less likely to be unemployed after graduation and they generally achieve higher earnings as adults.

Table 11: Employment by Industry

	Bywater	St. Claude	Holy Cross	Lower Ninth Ward	Impact Area	Orleans Parish	Louisiana	United States
Total Employed Population Ages 16 and Older	2,024	4,473	1,746	4,173	**12,416**	191,739	1,851,777	129,721,512
Construction	5.2%	7.4%	4.9%	8.3%	**6.5%**	4.9%	7.9%	6.8%
Retail	9.5%	12.7%	11.4%	12.1%	**11.4%**	9.8%	11.9%	11.7%
Transportation, Warehousing, and Utilities	6.9%	6.4%	5.6%	7.4%	**6.6%**	5.9%	5.3%	5.2%
Health Care	13.2%	13.0%	15.2%	14.3%	**13.9%**	14.1%	12.1%	11.2%
Accommodation and Food Services	21.0%	16.4%	15.7%	10.6%	**15.9%**	12.1%	6.7%	6.1%

Source: www.gnocdc.org, Census 2000

5. 2007 Updated Needs/Concerns

As a result of hurricane Katrina, a large portion of the impact area's population has been displaced. This loss of population has also caused a lack of a large labor force within the impact area.

Employment/Wages/Training

In March, 2007, total non-farm employment for the New Orleans Metropolitan Statistical Area (MSA) expanded by 4,400 when compared to February and by 31,800 when compared to March, 2006. Goods producing reported 500 new jobs when compared to the previous month and 3,000 more when compared to the previous year. Responsible for the majority of growth in the MSA, service providing jobs moved up 3,900 over the month and 28,000 over the last year.

Table 12: Employment

Area	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate	Preliminary Data
Orleans Parish	157,826	151,201	6,625	4.2%	Yes
Louisiana	1,999,642	1,923,907	75,735	3.8%	Yes
United States	152,236,000	145,323,000	6,913,000	4.5%	Yes

Source: U.S. Department of Commerce, Bureau of the Census, Midyear Estimates

The 2005 population of Orleans Parish was estimated at 458,393, a 5.7 percent decrease from 1995. The total civilian labor force in Orleans Parish for March, 2007 was 157,826 of which 151,201 were employed and 6,625 were unemployed. The unemployment rate was 4.2 percent. The unemployment rate reflects the number of residents receiving unemployment

insurance. When they move off the unemployment insurance rolls, they cease to be counted as unemployed even if they have not yet found jobs.

Table 13: 2006 Average Weekly Wages

Area	Average Weekly Wage	Average Yearly Wage
Orleans Parish	$887	$46,124
Louisiana	$680	$35,360

Source: Labor Market Statistics, Quarterly Census of Employment and Wages

The average weekly wage for Orleans Parish in the second quarter of 2006 was $887. This would be equivalent to $22.18 per hour or $46,124 per year, assuming a 40-hour week worked the year around.

Louisiana One Stop Center

Staff-Provided Services

One Stop Centers are a statewide network of conveniently located centers that each provide employment, education, and training services to both individuals and employers, all in one place. These centers include programs such as Unemployment Insurance, Job Services, Vocational Education, Vocational Rehabilitation, and youth Services through a partnership with local, state and national organizations. There are two One Stop Centers operating in Orleans Parish at this time, one is located at 3520 General De Gaulle in Algiers and the other is located at 1530 Thalia Street. The One Stop Centers assist 400 to 450 individuals each week.

One Stop Services for Individuals

The services available at each One Stop Center are designed to meet the requirements of the Workforce Investment Act (WIA). Most One-Stop Centers provide tiers of services: core services, intensive services, and training services. Each One-Stop may provide one or all of these tiers.

Core Services

These include job search and placement assistance (including career counseling); labor market information; initial assessment of skills and needs; information about available services; and follow-up services for those who have been placed in jobs.

Core services also include self-access and informational services that may be in resource rooms or online including:

- **Self-access assessment and career planning tools –** Including interest and skill inventories, informational videos or career choices, and software to help write resumes.
- **Labor market information –** Including unemployment rates and employment trends within the area, state and nationally; current and projected wages for specific occupational fields; and listings of employers in specific industries.
- **Job listings –** either computerized or on paper.

- **Electronic Resume Banks –** Where applicants can post their resumes for viewing by employers.
- **Information about education and training providers –** Includes libraries that contain brochures, course catalogues and applications for educational institutions in the area. Many centers also provide information about institutions that provide training for specific careers.
- **Tutorial Programs –** Includes computer-based instruction in skills such as typing or use of computer software.
- **Office Support products and services –** Such as telephones, copiers, fax machines, word processors and printers enabling users to respond immediately to the job leads they find when accessing other center services.

One Stop Intensive Services

More specialized than core services, these services may include:

- Comprehensive assessment;
- Individual Counseling and career assessment;
- Case management;
- Group career workshops; and
- Follow-up services.

Generally, applicants are only eligible for intensive services if they cannot find work using core services alone. However, some people will be allowed to access intensive services directly if they have been determined by their One Stop to be in need of more specialized services in order to find or keep a job.

One Stop Training Services

Applicants receive training services only if they are eligible for intensive services and either demonstrate or are assessed as being unable to find or retain a job through intensive services alone. If eligible for training services, applicants will be given access to an Individual Training Account (ITA) once a training plan is created and approved. Applicants then choose from a state-wide list of eligible institutions to provide the training applicants require.

The training services provided by the One Stop Center may include:

- Basic skills training (including GED);
- Occupational skills training;
- On-the-job training;
- Customized training;
- Combined workplace and classroom training;
- Skills upgrading and retraining;
- Entrepreneurial training; and
- Readiness training.

One Stop Centers may also provide specialized services for veterans and youth aged 16 to

24 years. Services for employers may be provided including job profiling, individual recruitment plans, group and individual counseling, skills assessment and occupational profiling and employer seminars.

Table 14: Comparison of 2000 Census Counts to 2007 Estimate in Impact Area

Years	Bywater	St. Claude	Florida	Holy Cross	Lower 9th Ward
2000	5,056	11,761	3,171	5,507	14,008
2007	3,560	4,804	484	737	501

Source: U.S. Census 2000 and GCR & Associates, Inc. (2007)

Industry Summary

The total number of employees located in Orleans Parish in the second quarter 2006 was 150,413. The largest major industry sector was Accommodation and Food Services, with twelve percent of the employment, followed by Education Services with eleven percent, and Health Care and Social Assistance with nine percent.

Following is a list of the major industries in Orleans Parish. These industry figures are for the Second Quarter, 2006 time period. Statistics for Orleans Parish are relevant because employers generally draw employees from all over the area and not just the part of the city in which the business is located.

Table 15: Major Industries in Orleans Parish

Industry Group	Establishments	Employees
Accommodation and Food Services	1,250	18,716
Education Services	150	16,384
Health Care and Social Assistance	1,027	13,636
Professional, Scientific & Technical Svc.	1,781	13,513
Public Administration	152	11,481
Admin., Support, Waste Mgmt., Remediation	669	10,633
Retail Trade	1,542	9,408
Transportation and Warehousing	330	9,358
Construction	580	7,609
Manufacturing	252	6,664
Finance and Insurance	639	5,944
Arts, Entertainment and Recreation	189	4,774
Wholesale Trade	711	4,521
Other Services (except Public Admin.)	1,395	4,055
Information	211	3,912
Mining	77	3,676
Management of Companies and Enterprises	54	2,523
Real Estate, Rental and Leasing	505	2,051
Utilities	28	1,510
Agriculture, Forestry, Fishing and Hunting	13	45

Source: Labor Market Statistics, Quarterly Census of Employment and Wages

Community Needs -- Reported in the Lambert Plan (LP) and the Unified New Orleans Plan (UNOP)

- Opportunities for jobs and economic development are limited (LP)
- Job training facilities should be provided so that residents can contribute to and benefit from the large-scale effort of rebuilding the City (UNOP)
- Technology job centers should be provided (UNOP)
- One-stop resource center for assistance with job training should be provided (UNOP)
- Comprehensive workforce readiness and job training programs should be provided (UNOP)
- Light industrial development (would provide jobs for residents) (LP)
- A business incubator should be centrally located along St. Claude or North Claiborne Avenue corridors

Assumptions and Concerns about Lock Construction:

- Questions about who will be hired to work on the project and what part of the city will the come from?
- Corps should give priority to people in impact area.
- What will be the retention rate?
- What will be the various wage levels?
- There should be available training programs to prepare impact residents for these jobs.
- The Corps should advertise jobs and bid processes.

6. Construction Impacts

Projected jobs created by the project include direct construction jobs as well as jobs resulting from new businesses which are created to support the workforce of the construction project. Since many of the businesses of the impact area were, in large part, decimated by Hurricane Katrina, the new businesses may need assistance to restart or locate into the area. There is also the potential of new income spending (as a result of job creation) within the impact zone.

7. Summary of Current Needs

The following list provides an overall summary of the needs for the impact area as identified by the CBMC during its meetings held between March and May 2007.

Short-Term

- There is a great need for job training programs and trade training programs at the high school level; there are presently no high schools with any training programs located within the impact area.

- Provide incentives to encourage residents to participate in job training programs. Schools should be reorganized to have two mandatory tracks (as in other states) ---- one for college-bound students and one for students to learn a trade.
- High school drop out rates (especially in junior high school students) must be addressed -- programs to keep youth in school should be started earlier in students' academic lives.
- Truancy problems should be addressed by providing a place for students to be held where they would be academically engaged when found to be truant. Focus on this problem should begin in the early stages of a child's education and the child's parents should be held accountable when truancy is unchecked.
- Better schools and quality teachers should be provided in impact areas.
- Transportation to job training (public transportation, if possible) should be provided when necessary.
- A One Stop Center should be located in the area, especially within the school system, to make job training available earlier in students' educational lives. There should be advertising for the One Stop Program within area schools to provide necessary information for students to use to make life decisions.
- Create a program for at-risk kids to decrease drop out rates.
- Create programs to address adult unemployment and advertise these programs so that they are easily available to the population as a whole.
- Find out what jobs will be available and what skill sets applicants will need during construction phases of projects and advertise the jobs in advance so that residents can be prepared to participate in the construction process.

Long-Term

- More counselors will be needed in the schools
- Youth found guilty of misdemeanors should be required to attend GED training and participate in mandatory job training programs.

B. Safety

The issue of safety including the adequate provision of police, fire, health, emergency medical services and infrastructure is an absolute necessity. Somewhat physically isolated from the rest of the City, the issue of safety is critical for the neighborhoods comprising the impact area. Safety will be impacted by several elements of the lock and bridge construction project. Safety infrastructure and services, in many cases felt already to be inadequate or strained; will be further affected by construction-related traffic and delays.

1. Review of Community Needs/Concerns Identified 2000-2005

Community needs and concerns were identified by the Community-Based Mitigation Committee (CBMC) as part of the community mitigation planning effort for the Industrial Canal Lock Replacement Project between 2000 and 2005. These needs and concerns are outlined below.

Police, Fire, EMS, Health and Other City Services

Police/Fire Protection

- Maintain the same level of police protection to the neighborhoods east of the Canal during periods of bridge closure and/or lane restrictions over the bridges. Increase the level of police protection in all impact area neighborhoods after the lock replacement is complete. Improve police response time to incidents throughout the impact area.
- Increase the visibility of police throughout the impact area and improve public relations between the New Orleans Police Department and the residents of the impact area.
- Provide direct communication between the bridge tower personnel and police, fire, and other emergency vehicles to ensure emergency access in and out of the impact community and to minimize delays in responding to emergency situations.
- Increase safety efforts in the impact area along the levees, bridges, and wharves.
- Ensure ability to respond to all fire and medical emergencies received within the impact area.

Emergency Medical/Health Services

- Improve ambulance/paramedic services below the Canal to address inadequate services that will result during periods of bridge closures and/or lane restrictions.
- Educate local residents on a variety of preventative health issues to minimize the need for emergency health care.
- Provide access to an emergency health care facility east of the Industrial Canal.

Legal Justice

- Improve cooperation between the New Orleans Police Department and the District Attorney's Office to ensure that repeat offenders are not put back on the street.

Infrastructure & Lighting

Street Lighting

- Improve inadequate street lighting in the impact area. Many streets are too dark. Residents do not feel safe on these dark streets.

2. 2007 Update of Community Needs/Concerns

Safety needs and concerns were updated in 2007 to address changes that have taken place since August 2005. These updated needs and concerns are as follows:

Police, Fire, EMS, and Other City Services

Police Protection. In 1999, the New Orleans Police Department (NOPD) 5th District ranked first in the number of crimes reported among the eight police districts in the city. The presence of additional police patrols below the Canal, provided through CBMC mitigation funding, contributed to overall improvement in police protection in the impact area. Beginning in 2001, NOPD staffed a Lower Ninth Ward substation at the Sanchez Building

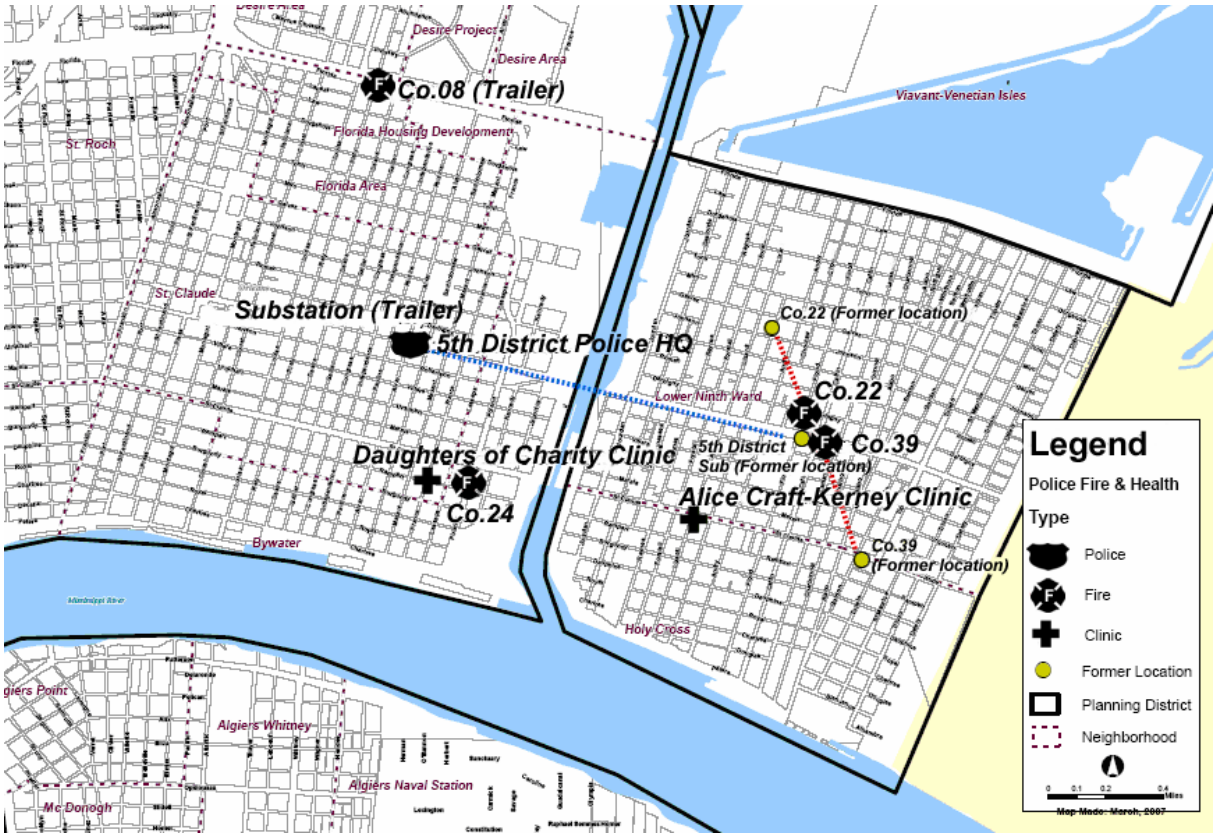
between the hours of 7 AM and midnight. Additionally, starting in May 2003, mitigation funding provided additional patrols below the Canal between 11 PM and 7 AM, seven days a week. Largely as result of these measures, the 5th District ranked fifth in the total number of crimes reported in 2004.

In August of 2005, the 5th District Police Station and substation which serve the impact area neighborhoods received major damage. Today, police from the substation formerly located at the Sanchez Center in the Lower Ninth Ward share quarters with the rest of the 5th District police officers in a temporary trailer located on the 5th District's station lot above the Industrial Canal, as shown in the following map. Hence, although police continue to patrol the impact area neighborhoods on both sides of the Industrial Canal, there is no longer a permanent police presence for residents of the Lower Ninth Ward and Holy Cross neighborhoods. The National Guard also patrols the impact area with at least two vehicles assigned below the Industrial Canal twenty-four hours a day, seven days a week. The National Guard is scheduled to leave this summer; however, the Mayor has requested that the Guard remain through August with a gradual withdrawal thereafter.

Devastation in the impact area has resulted in a very slow repopulation of the impact area neighborhoods, particularly on the east side of the Industrial Canal. Largely uninhabited areas invite crime. Despite the police and National Guard patrols, this has contributed to an increase in reports of property crimes including theft (looting) and residential burglary in the Lower Ninth Ward and Holy Cross neighborhoods. Above the Canal, where more people have returned, there have been more personal rather than property crimes reported. If the current rate of police calls reported is maintained through June of 2007, this will mean a 77% increase in police calls above the Canal as compared to the same six month period (January-June) of 2006 and a 6% increase in calls reported from below the Canal (see table of Police Calls).

There is a need for community policing which would include a police substation on the east side of the Industrial Canal (below the Canal), as well as foot/bicycle patrols and expanded neighborhood watch programs throughout the impact area. It is also essential that staffing and operations for the 5th District Police Department be enhanced by reopening/rebuilding the station and sub-station, adding appropriate levels of officers, and replacing all damaged equipment including working vehicles, computers and fully equipped offices. During the lock and bridge construction, there will be a need to maintain the same level of police protection to the neighborhoods east of the Canal during periods of bridge closure and/or lane restrictions over the bridges.

Figure 4: Police, Fire and Health Clinics, March 2007



Source: City of New Orleans and GCR & Associates, Inc.

Table 16: Police Calls by Type, Time Period and Area

Police Calls January 2006 - March 18, 2007: SUMMARY TABLE	#	% of Total
West of Canal	940	74.25%
East of Canal	326	25.75%
Total Impact Area	1,266	100.00%

West of Canal	Types of Calls					
	Assault	Auto Theft	Burglary	Robbery	Theft	All
JANUARY - JUNE 2006						
#	11	62	109	13	74	269
% of Total	4.09	23.05	40.52	4.83	27.51	100
Monthly Average	1.83	10.33	18.17	2.17	12.33	44.83
JULY - DECEMBER 2006						
#	27	107	195	26	118	473
% of Total	5.71	22.62	41.23	5.5	24.95	100
Monthly Average	4.50	17.83	32.50	4.33	19.67	78.83
JANUARY - MARCH 16, 2007						
#	6	34	108	6	44	198
% of Total	3.03	17.17	54.55	3.03	22.22	100
Monthly Average	2.40	13.60	43.20	2.40	17.60	66
JANUARY 2006 - MARCH 2007						
Totals	44	203	412	45	236	940

East of Canal	Types of Calls					
	Assault	Auto Theft	Burglary	Robbery	Theft	All
JANUARY - JUNE 2006						
#	6	21	32	0	59	118
% of Total	5.08	17.80	27.12	0.00	50.00	100
Monthly Average	1.00	3.50	5.33	0.00	9.83	19.67
JULY - DECEMBER 2006						
#	3	37	52	5	59	156
% of Total	1.92	23.72	33.33	3.21	37.82	100
Monthly Average	0.50	6.17	8.67	0.83	9.83	26.00
JANUARY - MARCH 16, 2007						
#	1	15	16	2	18	52
% of Total	1.92	28.85	30.77	3.85	34.62	100
Monthly Average	0.40	6.00	6.40	0.80	7.20	20.80
JANUARY 2006 - MARCH 2007						
Totals	10	73	100	7	136	326

Note: These figures are estimates. Due to the constraints of the online mapping application there is some overlap in the numbers included in each area. Please refer to the maps for a graphic illustration of the overlap areas.

Definitions

Assault = An unlawful threat or attempt to do bodily injury to another.
Auto Theft = The theft or attempted theft of automobiles, trucks, buses, motorcycles, motorscooters, snowmobiles, etc.
Burglary = The unlawful entry of a structure to commit a felony or theft. For reporting purposes this definition includes: unlawful entry with intent to commit a larceny or felony; breaking and entering with the intent to commit a larceny; housebreaking; safecracking; and all attempts to commit the aforementioned.
Robbery = The taking of another's property by force or threat of force.
Theft = The act of stealing; larceny.

Figure 5: Police Calls January 2006 – March 2007

Source: City of New Orleans on http://gisweb.cityofno.com/cnogis

Fire Protection. In August 2005, the impact area was served by four fire stations; one in each of the neighborhoods. All four stations sustained varying degrees of damage following Hurricane Katrina and by March of 2007, only one (1) unit (Bywater) was housed within its original building. Of the three other units, St. Claude/Florida's department is working out of a trailer at its original location and the Lower Ninth Ward and Holy Cross units are currently housed in trailers at St. Claude and Caffin (the Sanchez Center's parking lot) (see map of Police, Fire, and Health Clinics above).

Overall, the City of New Orleans lost approximately 150 firefighters or approximately 15-25% of its workforce after August of 2005. Of the New Orleans Fire Department's 33 engine fleet only 26 remain. Whereas the New Orleans' minimum standard number of responding firefighters aboard a fire engine is four, most units (including those in the impact area) are now forced to run with a maximum of three. As a result of the depleted workforce, firefighters are suffering increased injuries. Although a response time goal of less than five minutes to reach an emergency location remains the same, fewer engine companies covering larger areas often results in longer response times.

Not surprisingly, the majority (71%) of fire calls made between January 1, 2006 and March 16, 2007 were from the more populated west side of the Industrial Canal. The number of calls made from both sides of the Canal, however, is increasing rapidly. If the current rate of fire calls continues through June of 2007, this will mean an 89% increase in fire calls west of the Canal (above the Canal) as compared to the same six-month period (Jan-June) in 2006 and a greater than 103% spike in fire calls east of the Canal (see Fire Calls table below).

It is imperative that staffing and operations for the New Orleans Fire Department (NOFD) be enhanced by reopening/rebuilding stations in each of the impact area's neighborhoods. Appropriate levels of firefighters must be added, and all damaged firefighting equipment, vehicles, computers, and fully equipped offices replaced Additionally, it is paramount that the impact area's sanitary water underground infrastructure, largely destroyed through years of deferred maintenance and by the weight of flood waters, be repaired to ensure adequate water pressure to fight fires.

Table 17: Fire Calls by Type, Time Period, and Area

Fire Calls January 2006 - March 18, 2007: SUMMARY TABLE	#	% of Total
West of Canal	721	71.17%
East of Canal	292	28.83%
Total Impact Area	1,013	100.00%

West of Canal	Types of Calls							
	Alarm	Medical	Auto/ Other Fire	Res/ Structure	Chemical	Investi-gation	Other*	All
JANUARY - JUNE 2006								
#	19	37	62	31	24	48	10	**231**
% of Total	8.23	16.02	26.84	13.42	10.39	20.78	4.33	100
Monthly Ave.	3.17	6.17	10.33	5.17	4.00	8.00	1.67	38.50
JULY - DECEMBER 2006								
#	38	115	43	33	33	37	9	**308**
% of Total	12.34	37.34	13.96	10.71	10.71	12.01	2.92	100
Monthly Ave.	6.33	19.17	7.17	5.50	5.50	6.17	1.50	51.33
JANUARY - MARCH 16, 2007								
#	15	88	26	21	14	12	6	**182**
% of Total	8.24	48.35	14.29	11.54	7.69	6.59	3.30	100
Monthly Ave.	6.00	35.20	10.40	8.40	5.60	4.80	2.40	72.80
JANUARY 2006 - MARCH 2007								
Totals	**72**	**240**	**131**	**85**	**71**	**97**	**25**	**721**

*Mutual Aid, Possible Person Trapped, and Misc.

East of Canal	Types of Calls							
	Alarm	Medical	Auto/ Other Fire	Res/ Structure	Chemical	Investi-gation	Other*	All
JANUARY - JUNE 2006								
#	2	9	25	8	17	17	8	86
% of Total	2.33	10.47	29.07	9.30	19.77	19.77	9.30	100
Monthly Ave.	0.33	1.50	4.17	1.33	2.83	2.83	1.33	14.33
JULY - DECEMBER 2006								
#	19	47	26	8	13	16	4	133
% of Total	14.29	35.34	19.55	6.02	9.77	12.03	3.01	100
Monthly Ave.	3.17	7.83	4.33	1.33	2.17	2.67	0.67	22.17
JANUARY - MARCH 16, 2007								
#	4	32	9	9	9	5	5	73
% of Total	5.48	43.84	12.33	12.33	12.33	6.85	6.85	100
Monthly Ave.	1.60	12.80	3.60	3.60	3.60	2	2	29.20
JANUARY 2006 - MARCH 2007								
Totals	**25**	**88**	**60**	**25**	**39**	**38**	**17**	292

*Mutual Aid, Possible Person Trapped, and Misc.

Note: These figures are estimates. Due to the constraints of the online mapping application there is some overlap in the numbers included in each area. Please refer to the maps for a graphic illustration of the overlap areas.

Figure 6: Fire Calls January 2006 – March 2007

Source: City of New Orleans on http://gisweb.cityofno.com/cnogis

Emergency Medical Services (EMS). Prior to August 2005, impact area residents expressed concern that existing ambulance/paramedic services would be inadequate during periods of

bridge closures and/or lane restrictions. At that time, there was only one ambulance/-paramedic unit dedicated to the entire NOPD 5th District, which covered all four neighborhoods in the impact area, as well as a large part of New Orleans East. Having no hospital in the impact area for trauma care, trauma patients were taken to Charity Hospital, the only facility in the New Orleans area equipped to handle trauma patients.

Today, the number of city EMS units is based on per capita population and is the least funded of all emergency services. As of May 2007, there are only seven to eight emergency service vehicle units serving the entire city. These units are no longer dedicated to any one area. Instead, they are strategically positioned throughout the city based on population. Answering an average of 90 to 100 calls per day, the New Orleans EMS, for the most part, maintains response times that are consistent with the national average. However, the deficit of available hospitals since August of 2005 often causes EMS crews' response times to spike with 120-400 minute wait times at emergency units. These delays also have the deleterious effect of depriving the city's residents of essential first responders.

The majority (80%) of EMS calls made between January 1, 2006 and March 16, 2007 were from the more populated west side of the Industrial Canal. If the current rate of EMS calls remains constant through June of 2007, this will mean a 79% increase in EMS calls reported west of the Canal as compared to the same six month period (January-June) in 2006 and a 159% increase in calls made east of the Canal (see EMS Calls table below). As the EMS calls continue to increase, it is imperative that impact area residents have access to an emergency health care facility and adequate EMS staffing.

Table 18: EMS Calls by Type, Time Period, and Area

EMS Calls January 2006 - March 18, 2007: SUMMARY TABLE	#	% of Total
West of Canal	1,504	80.47%
East of Canal	365	19.53%
Total Impact Area	1,869	100.00%

West of Canal	Types of Calls				
	Auto Accidents	Fire/ Emergency	Medical	Other*	All
JANUARY - JUNE 2006					
#	45	10	373	44	472
% of Total	9.53	2.12	79.03	9.32	100
Monthly Average	7.50	1.67	62.17	7.33	78.67
JULY - DECEMBER 2006					
#	56	9	568	46	679
% of Total	8.25	1.33	83.65	6.77	100
Monthly Average	9.33	1.50	94.67	7.67	113.17
JANUARY - MARCH 16, 2007					
#	26	10	284	33	353
% of Total	7.37	2.83	8.05	9.35	100
Monthly Average	10.40	4.00	113.60	13.20	141.20
JANUARY 2006 - MARCH 2007					
Totals	127	29	1,225	123	1,504

* Emergency, Hazmat, Standby, and Misc.

East of Canal	Types of Calls				
	Auto Accidents	Fire/ Emergency	Medical	Other*	All
JANUARY - JUNE 2006					
#	16	0	63	8	87
% of Total	18.39	0.00	72.41	9.20	100
Monthly Average	2.67	0.00	10.50	1.33	14.5
JULY - DECEMBER 2006					
#	31	3	136	14	184
% of Total	16.85	1.63	73.91	7.61	100
Monthly Average	5.17	0.50	22.67	2.33	30.67
JANUARY - MARCH 16, 2007					
#	10	5	74	5	94
% of Total	10.64	5.32	78.72	5.32	100
Monthly Average	4.00	2.00	29.60	2.00	37.06
JANUARY 2006 - MARCH 2007					
Totals	57	8	273	27	365

* Emergency, Hazmat, Standby, and Misc.

Note: These figures are estimates. Due to the constraints of the online mapping application there is some overlap in the numbers included in each area. Please refer to the maps for a graphic illustration of the overlap areas.

Figure 7: EMS Calls January 2006 – March 2007

Source: City of New Orleans on http://gisweb.cityofno.com/cnogis

Police/Fire/EMS Communications

In August of 2002, CBMC mitigation funding provided the means for a communications system between Industrial Canal bridge operator and police, fire, and EMS units. Direct communication between the bridge tower personnel and police, fire, or EMS units operating on either side of the Industrial Canal helps to ensure emergency access in and out of the impact community. At this time, communications equipment is needed for the Harbor Police to increase the public safety presence within the impact area.

Legal Justice

The high incidence of crime in New Orleans, stemming from turf battles, drug trade, guns in the hands of criminals, and extensive poverty remains a critical concern for residents of all neighborhoods. Currently there is significant concern that repeat offenders are being released back on the street. The Orleans Parish District Attorney and New Orleans Chief of Police have begun concerted efforts to coordinate their work in order to address this major problem.

Health Services

As of March 2007, there are two health clinics operating within the impact area. The first, Daughters of Charity Health Center Saint Cecilia, is located within the Bywater Neighborhood (see map of Police, Fire, and Health Clinics above) and offers adult services at a sliding scale ($25/visit). The clinic treats an average of 30 patients per day, the majority of whom are from the impact area. Future plans for Daughters of Charity include the addition of a pharmacy, optometrist, Medicaid enrollment, behavioral health program, and pediatric services. The Alice Craft-Kerney Health Center in the Lower Ninth Ward is the second clinic to open in the area following Hurricane Katrina. There is a possibility of a third clinic in the impact area. Senator Duplessis received a grant in 2005 to redevelop a HANO-owned building in the Lower Ninth Ward into a health clinic; however, this facility has not yet opened.

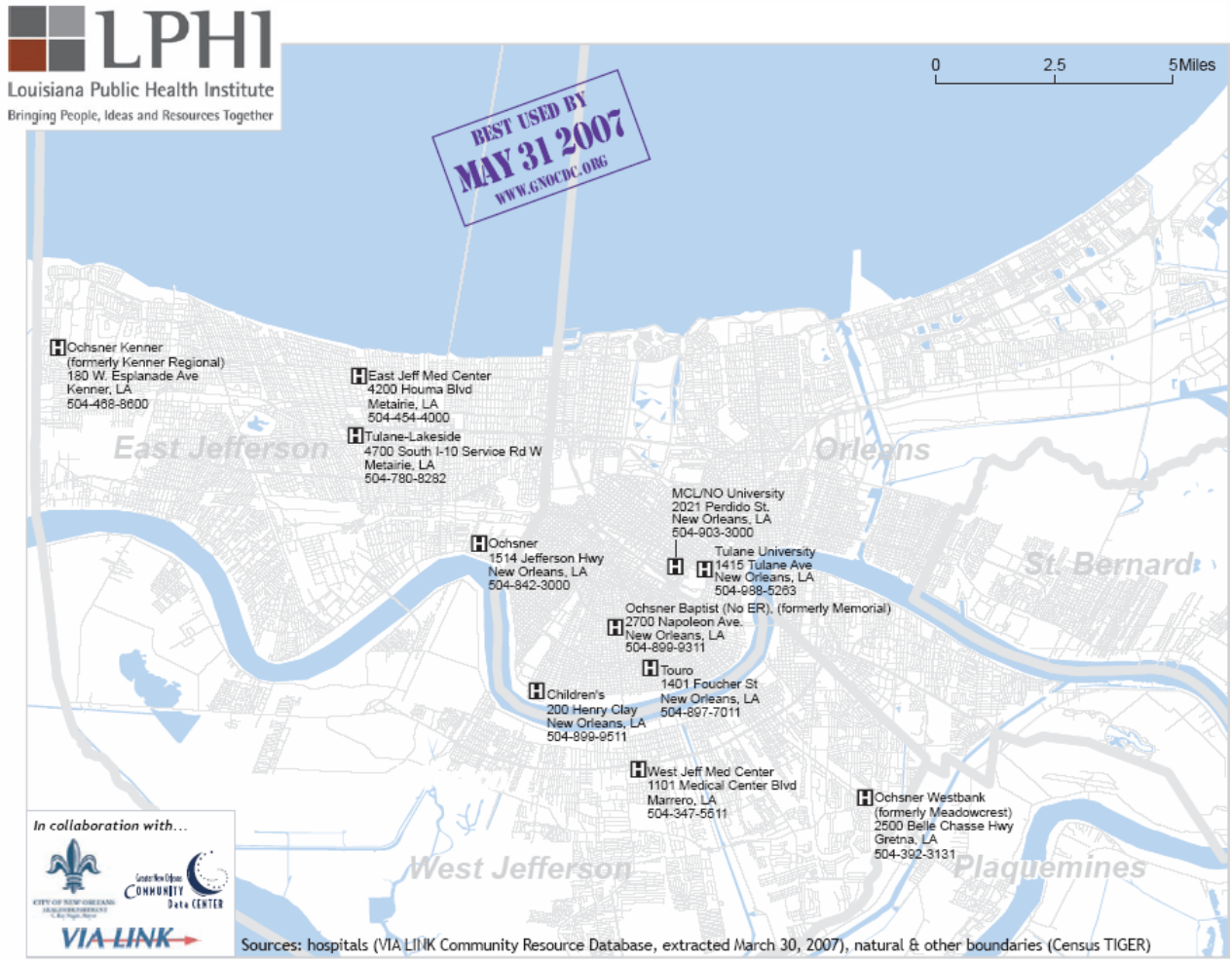
The Lower Ninth Ward clinic currently provides adult medical services to all regardless of ability to pay and offers health support to a range of illnesses including hypertension, stress, diabetes, cardiac conditions, minor trauma, and respiratory illnesses and infections related to exposure to toxins from the flood. Patients requiring pediatric/neonatal care are referred to Tulane's New Orleans Children's Health Project which has a mobile unit that is located at the clinic each Monday. The Alice Craft-Kerney Clinic requires full physical assessments of new patients which severely limit the number of patients treated each day (an average of 12-13). Unlike the Daughters of Charity, the Lower Ninth Ward clinic reports that patients not only come from the impact area, but from St. Bernard and Orleans Parishes. Future services will include immunizations, pediatric/neonatal care, and assistance registering for government programs such as Medicaid, Medicare, and SCHIP.

With the closure of the Bywater Hospital's emergency room in March of 2005, the impact area lost its only emergency service provider. As of May 2007, approximately 52% of hospitals within Orleans Parish remained closed. Additionally, Chalmette Medical Center in St. Bernard Parish, formerly the most accessible hospital to those living below the Canal, was

destroyed by Hurricane Katrina. Charity Hospital in downtown New Orleans which offered free medical services to the poor and/or uninsured is also closed. University Hospital, Touro Infirmary, and Oschner Medical Center remain open, but are a considerable distance from the impact area. With depleted emergency services in New Orleans in general, wait times can be extremely lengthy. The following LPHI map shows the open hospitals in the New Orleans area as of May 2007.

Access to basic healthcare and emergency medical services is more limited today than ever. Residents of the impact area need adequate and affordable adult and pediatric healthcare services in addition to access to at least one emergency health care facility.

Figure 8: Open Hospitals in New Orleans Area – May 2007



Infrastructure & Lighting

Street Lighting. Impact area residents have always felt that the quality and effectiveness of lighting in the community was inadequate. Prior to August 2005, the City of New Orleans Utilities Department established a standard for street lighting that calls for one light at every

intersection and usually one light in the middle of every block. If blocks are long, two or three lights may be required in the middle of the block. Following August 2005, many of the existing street lights were destroyed and remain in disrepair today. At this time, many streets are too dark and residents do not feel safe. Additional street lighting is needed in the impact area neighborhoods.

Street, Curb, and Sidewalk Conditions

Many of the impact area's streets were in poor condition prior to August of 2005. Flood waters, subsidence of compacted fill, and recovery vehicles have resulted in further deterioration (see map of Street Conditions). Overall, approximately 69% of impact area streets have been rated as being in excellent or good condition, nearly 12% as fair, and the percentage in poor or failed condition approaches 20%. A comparison of street conditions of those neighborhoods above and below the Industrial Canal, however, clearly depicts a disparity. For those neighborhoods above the Canal, St. Claude/Florida and Bywater, the percentage of streets rated as excellent or good is nearly 75 as opposed to those neighborhoods below the Canal, the Lower Ninth Ward and Holy Cross, at 63. Moreover, at 26.39%, there are over two times the percentage of streets east of the Canal that are rated as poor or failed as compared to west of the Canal at 12.18% (see table of Impact Area Street Conditions below).

Table 19: Impact Area Street Conditions by Neighborhood

Rating	% St. Claude /Florida	% Bywater	% Lower Ninth Ward	% Holy Cross	% Impact Area
Excellent	44.99	43.15	27.71	42.78	37.48
Good	27.26	41.78	32.35	30.00	30.97
Fair	14.12	8.90	12.69	3.89	11.88
Poor	11.00	2.74	25.70	16.67	16.94
Failed	2.63	3.42	1.55	6.67	2.70

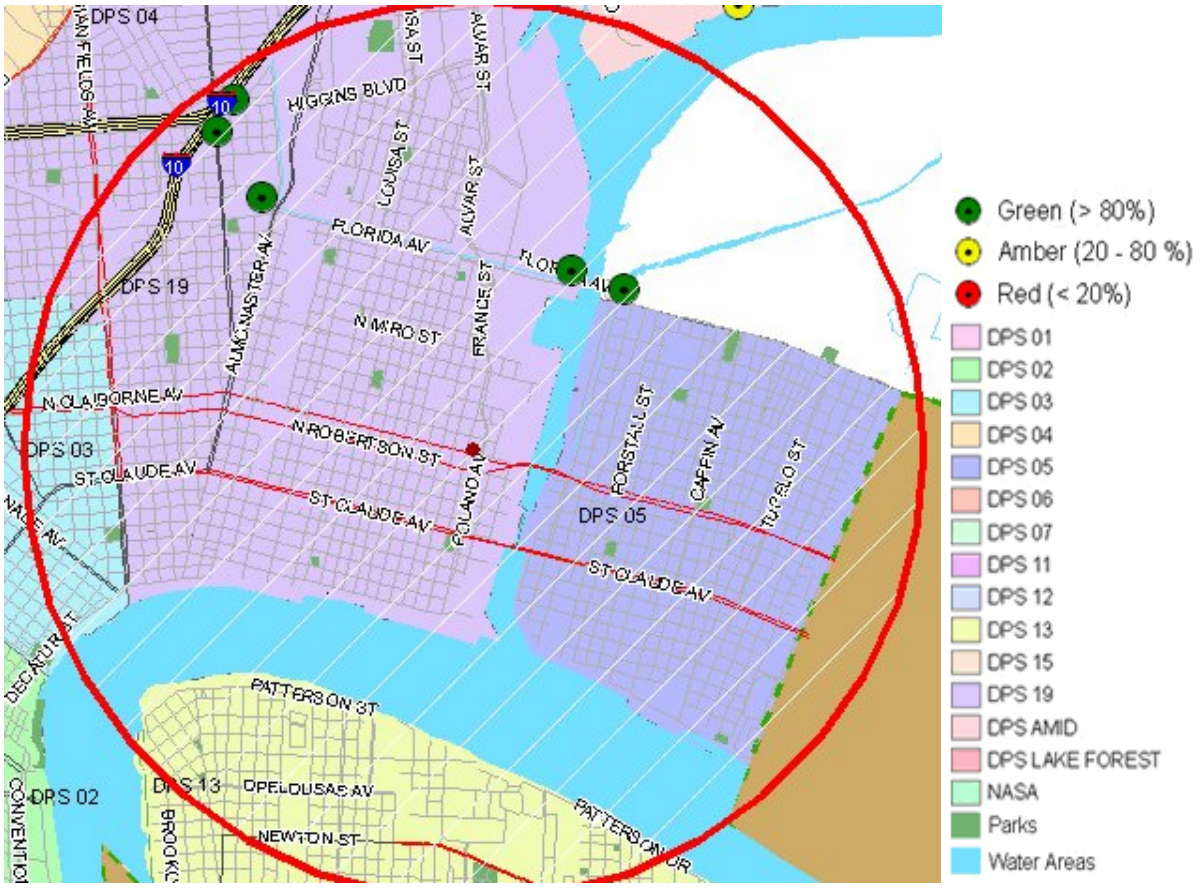
Source: City of New Orleans Public Works Department

Storm Water Drainage

Despite the fact that the Sewerage and Water Board reports that the drainage pumps serving the impact area are operating at greater than 80% (see map), the neighborhoods often experience flooding during even minor storms. All of the impact area's street drains need to be cleaned and additional drains installed to provide adequate drainage.

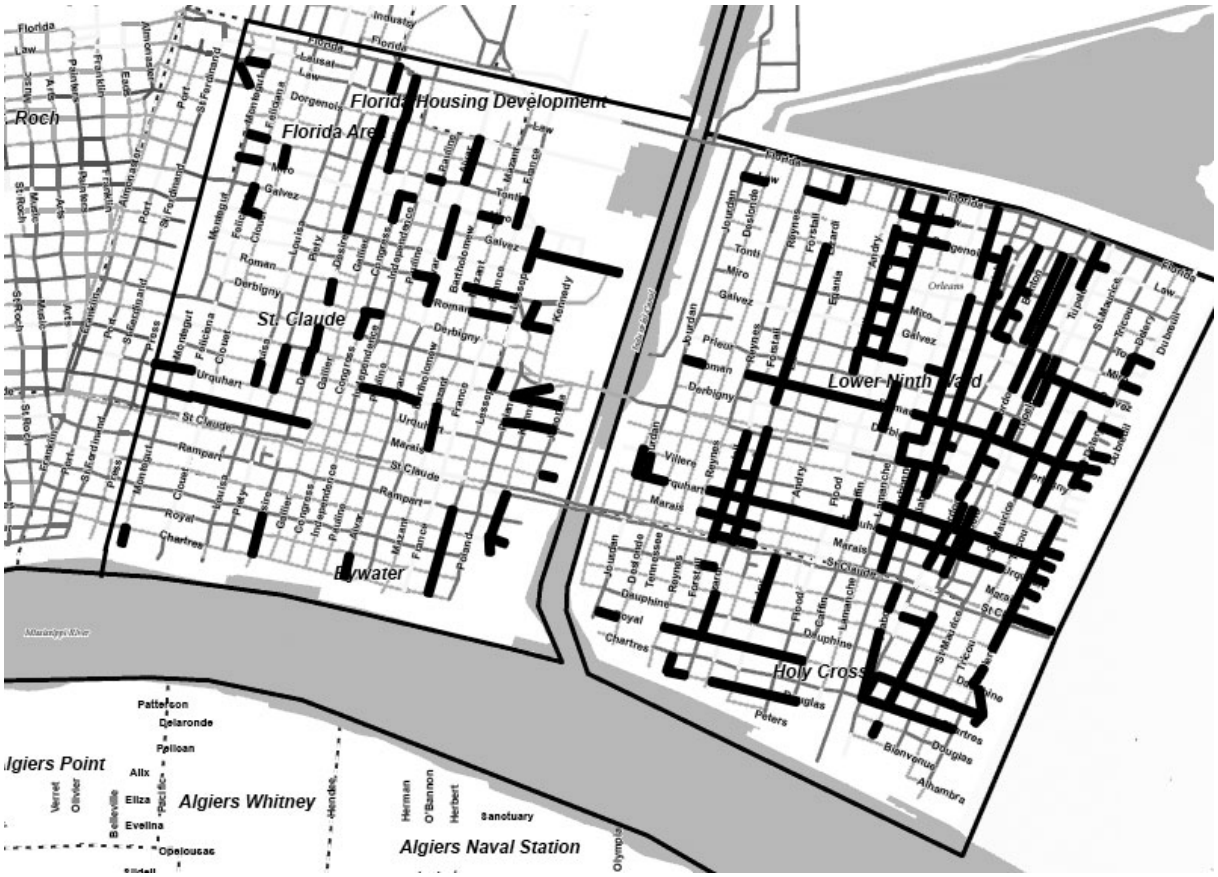
The impact area neighborhoods need remediation and improvement of water, storm water drainage, culverts, storm basins, swales, and gutters.

Figure 9: 2007 Drainage Pump Status



Source – Sewerage and Water Board New Orleans

Figure 10: Poor and Failed Street Conditions, 2007



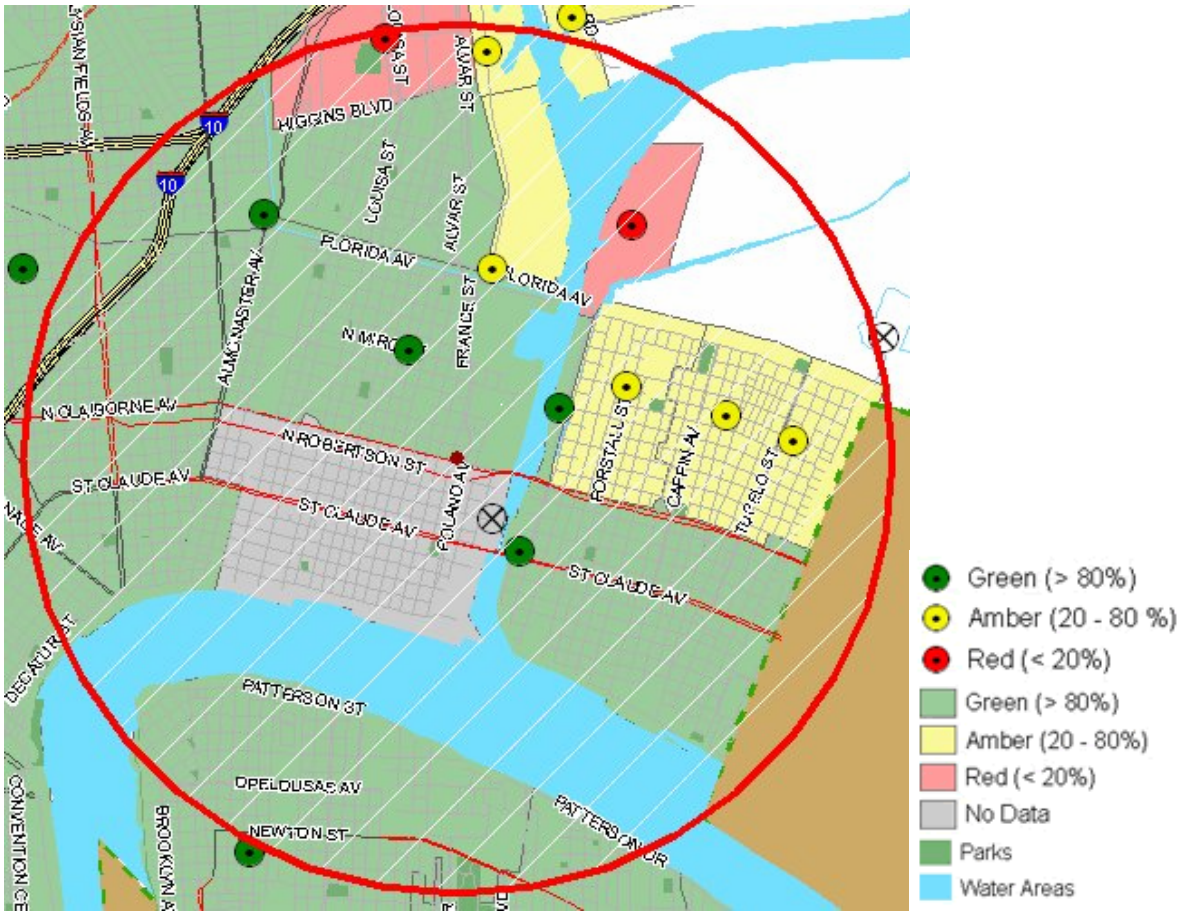
Source: City of New Orleans Public Works Dept., map created by GCR & Associates, Inc.

Sewerage System

Prior to August of 2005, work was underway in many New Orleans' neighborhoods to improve the existing sewer system to meet Environmental Protection Agency's (EPA) standards. The sewerage treatment plant located in the Lower Ninth Ward, one of the City's two plants, was in the process of receiving repairs. At that time, Sewer Pump Number 4 had the capacity to move up to 2,800 gallons of sewerage every minute from other areas of the city to the Lower Ninth Ward treatment plant. However, as of August 29, 2005, the treatment plant flooded, many underground pipes that carry human refuse away from homes and businesses were destroyed, electrical and computer monitoring equipment and sewer pumps were ruined.

As of March 2007, the capacity for moving sewerage has been reduced by 80% and is accomplished by the use of a temporary pump. Although the system works at this time with these provisional fixes, the system can handle only half the volume it could prior to August of 2005 and if the temporary pump were to fail, the impact area would experience a back-flow of potentially sickening or even deadly human waste. As a result, there is an immediate need to remediate and improve the sewerage infrastructure.

Figure 11: 2007 Sewer Pump Status



Source – Sewerage and Water Board New Orleans

3. Summary of Construction Impacts

The temporary bridge closures associated with the lock replacement will potentially interfere with fire, police, and EMS services east of the Canal. However, the bridge communications system already in place will be available to offset potential delays as they arise. Supplementary services may need to be provided during the bridge closures. This will be especially crucial if the new Florida Avenue Bridge is not operational before the bridge construction begins.

Project construction traffic will likely exacerbate the existing damaged condition of impact area roads but the general construction plan includes provisions for the repair of any and all roads damaged by construction impacts. Some roads, however, may need more immediate remediation to facilitate police, fire, and EMS services as well as evacuation, particularly within the neighborhoods east of the Canal.

4. Summary of Current Needs

The following list provides an overall summary of the needs for the impact area as identified by the CBMC during its meetings held between March and May 2007.

Police, Fire, EMS, and Other City Services

Police Protection

- Create a permanent police presence east of the Industrial Canal.
- Implement community policing initiatives including a police substation on the east side of the Industrial Canal and foot/bicycle patrols and expanded neighborhood watch programs throughout the impact area.
- Enhance NOPD 5th District staffing and operations by reopening/rebuilding the station and sub-station, increasing appropriate number of officers, and replacing all damaged equipment including working vehicles, computers and fully equipped offices.
- Maintain the same level of police protection for the neighborhoods east of the Canal during periods of bridge closure and/or lane restrictions over the bridges.

Fire Protection

- Enhance staffing and operations by reopening/rebuilding the station and sub-station, adding appropriate levels of officers, and replacing all damaged equipment including working vehicles, computers and fully equipped offices.
- Increase the appropriate number of firefighters and replace all damaged firefighting equipment, vehicles, and computers.
- Repair sanitary water underground infrastructure throughout the impact area to ensure adequate water pressure to fight fires.

Emergency Medical Services (EMS)

- Provide access for impact area residents to an emergency health care facility and adequate EMS staffing.

Police/Fire/EMS Communications

- Install communications equipment for the Harbor Police to increase the public safety presence in the impact area.

Health Services

- Ensure adequate and affordable adult and pediatric healthcare services by adding at least one emergency health care facility in the impact area.

Infrastructure & Lighting

Street Lighting

- Add more street lights throughout the impact area to meet the minimum approved standards to ensure that impact area residents have adequate street lighting.

Street, Curb, and Sidewalk Conditions

- Repair, restore and improve streets throughout the impact area.

Storm Water Drainage

- Remediate and improve water, storm water drainage, culverts, storm basins, swales, and gutters throughout all four impact area neighborhoods.
- Flush existing street drains and install additional drainage.

Sewerage System

- Remediate and improve all sewerage infrastructure throughout the impact area.

C. Housing – Noise and Vibration

Affordable, safe housing is important to any urban neighborhood. The four neighborhoods in the impact area are no exception. Prior to August of 2005 there were several issues related to housing that concerned neighborhood residents including deteriorating housing quality, abandoned and dilapidated structures, and low property values due to negative perceptions of the areas. For impact area residents grappling with the housing realities in their neighborhoods, the possibility of structural damage to homes as a result of construction-related pile driving vibrations and falling property values associated with construction traffic caused further distress.

1. Review of Community Needs/Concerns Identified 2000-2005

Housing needs and concerns were identified by the Community-Based Mitigation Committee (CBMC) as part of the community mitigation planning effort for the Industrial Canal Lock Replacement Project between 2000 and 2005. These needs and concerns are outlined below.

Blighted and Adjudicated Properties

- The housing stock in the impact area is aging and in need of updating and maintenance. According to the 2000 Census, approximately 42% of impact area housing was built prior to 1949. According to the City of New Orleans, there were 1,309 blighted and 617 adjudicated properties in the impact area in 2005 (see map below). Of the blighted properties, nearly 64% were located east of the Industrial Canal as were 65% of the adjudicated properties.

Affordable Housing

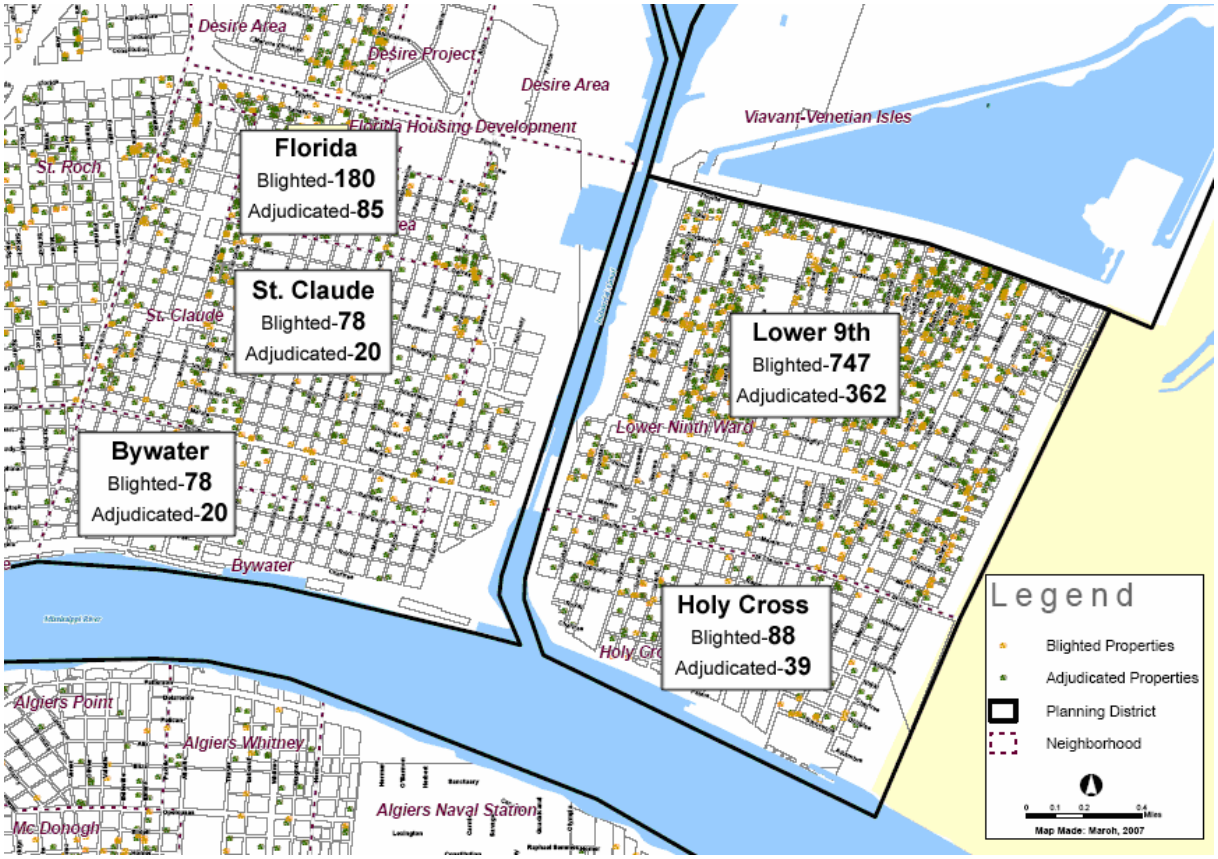
- Many residents of the impact area do not have the means to afford a house. In 2000, 41% of homeowners and 47% of renters spent more than 30% of their incomes on housing.

Technical Assistance

- Need more current, accurate data on housing conditions throughout the impact area.
- Need real estate agents to market housing in the area, particularly east of the Canal.
- Need for a leveraging source such as banks, HUD, or the City.
- Need enforcement of housing codes and fair housing.

- There is a need for an overall plan for each of the four neighborhoods in the impact area. The plans need to be coordinated to create cohesion among the neighborhoods. The plans need to be more specific than the City of New Orleans Land Use Plan.

Figure 12: Blighted and Adjudicated Properties, 2005



Source: City of New Orleans; Map created by GCR & Associates, Inc.

Structural Integrity/Property Maintenance

- Prolonged, noisy pile driving is anticipated to be connected with much of the construction project and it is feared that structural damage to residences and businesses will occur as a result.
- Low-income area residents often have difficulty obtaining financing for the renovation of homes. There is a need for a fund that would provide low-interest loans to low-income residents.
- Many homeowners in the impact area are not physically or financially able to maintain their properties (see table below). One-third of the impact area homeowners were over the age of 65 in 2000. That same year, more than one-fifth of the homeowners were living at or below the poverty level.

Table 20: Homeownership

	Impact Area	New Orleans	Louisiana	United States
Percent of Homeowners over 65	33%	16%	6%	7%
Percent of Homeowners in Poverty	21%	11%	12%	6%

Source: U.S. Census (2000)

In 2005 the CBMC voted to allocate $200,000 for a home repair grant program to be administered through the City's Neighborhood 1. To be eligible for this program, impact area residents had to be low-income single family homeowners, a senior citizen (62 years or older) or disabled, and not a recipient of other federal housing improvement assistance within the past five years. The Corps and the City's Neighborhood 1 office were nearing completion of the grant agreement for the home repair program in August 2005. Post-Katrina, the housing program was put on hold.

2. 2007 Updated Needs/Concerns

Housing has always been a very critical issue for impact area residents, but never more than it is today with most of the impact area severely damaged by Hurricane Katrina (August 2005) and, to a lesser degree, by Hurricane Rita (September 2005). Although many of the housing-related needs and concerns expressed in 2005 still remain today, repopulation and residential redevelopment of the neighborhoods are now at the forefront. As the table below shows, the population of the entire impact area is currently about one-fourth of its pre-Katrina levels and the percentage of the population east of the Industrial Canal is much lower – less than 10%. Repopulation of the impact area will largely depend on the ability of the four neighborhoods to be successfully redeveloped and to provide adequate housing for new and returning residents. There are several constraints currently in place including extensive structure damage and few places for residents to live while rebuilding their properties that will make the redevelopment process tenuous at best. Additionally, for most impact area residents, successful redevelopment means not only getting back into their homes, but the retention of the unique historical, architectural and cultural characteristics that first drew them to their neighborhoods.

Table 21: Impact Area Population 2000 and 2007

Neighborhood	Lower Ninth Ward	Holy Cross	Bywater[1]	Florida Area	St. Claude[1]	East of Canal	West of Canal	Impact Area
2000 Population	14,008	5,507	5,056	3,171	11,761	19,515	19,988	39,503
Population Estimate January 2007	501	737	3,560	484	4,804	1,238	8,849	10,087
Percent	3.58%	13.37%	70.41%	15.28%	40.85%	6.34%	44.27%	25.53%

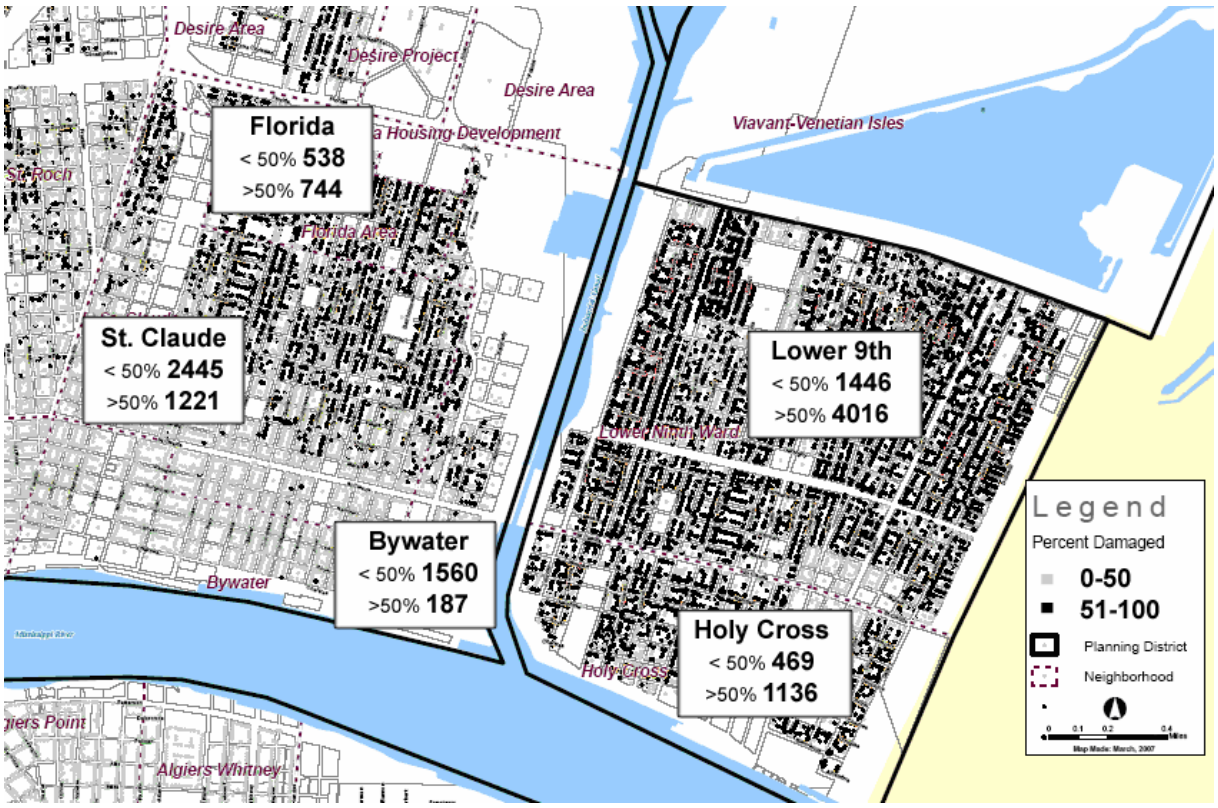
Source: U.S. Census (2000) and GCR and Associates, Inc. (2007)

[1] *The boundaries of this neighborhood as defined in the city data differ from the boundaries as defined in the Impact Area*

Structural Damage

As a result of the flood waters and winds associated with Hurricanes Katrina and Rita, the structural landscape of the impact area has changed dramatically. Although both sides of the Industrial Canal incurred extensive damage, the neighborhoods above the Canal experienced less destruction with just over 32% of damaged homes and businesses deemed at greater than 50% as opposed to the east side of the Canal with nearly 73% at greater than 50% (see map).

Figure 13: Percent Structural Damage from Hurricane Katrina - October, 2005



Source: FEMA Geospatial Intelligence Unit; Map created by GCR & Associates, Inc.

The process of repairing and renovating damaged impact area homes has been and continues to be a slow one. Residents face obstacles including the slow pace of insurance companies and Louisiana Recovery Authority in providing compensation, difficulties securing temporary housing including FEMA trailers near their former homes, ongoing debates regarding building elevation standards, lack of proper titles for properties, the inflated prices of building materials, and the fear that their neighbors will not return to rehabilitate their homes.

Temporary Housing

Unable to live in their homes, some residents have sought domicile in FEMA trailers. As of December 2006, 1,089 trailers were located within the impact area, as shown below. Of those, nearly 64% were located above the Industrial Canal and 36% below. As residents return and begin to rebuild in the impact area, additional temporary housing is needed.

Figure 14: Trailer Site Locations, December 2006

Source: FEMA Geospatial Intelligence Unit; Map created by GCR & Associates, Inc.

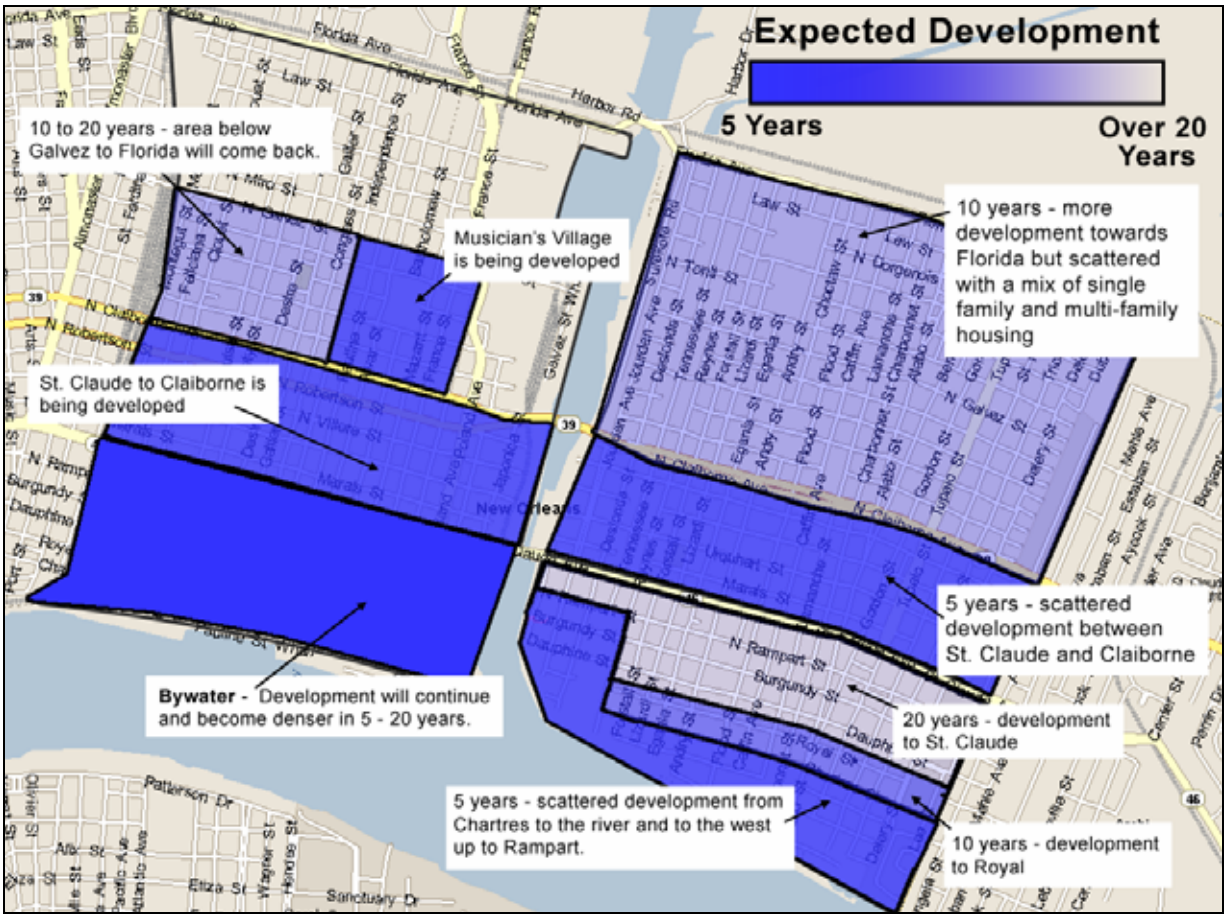
Residential Redevelopment

Prior to August 2005, the CBMC saw the need for a technical assistance resource center that would serve as a central clearinghouse for housing information and as a support center for housing development activity in the impact area, identifying abandoned properties and landlords, and promoting fair housing and assisting with housing code enforcement. Today, the need for technical assistance remains and includes the previously mentioned issues as well as technical assistance with building requirements and architectural services, screened contractors, information on all available government resources and services available, and first-time homeowners and renters.

Assumptions for Redevelopment of the Impact Area

During its 2007 meetings, the CBMC made a number of assumptions regarding redevelopment and repopulation of the impact area over the next five to twenty years based on their observations of current activity and proposed projects. The following map shows the assumption made by the committee to guide the evaluation of community needs associated with the lock project. Not surprisingly, redevelopment is forecasted to occur more quickly in areas that did not experience as much structural damage. In Bywater, the neighborhood with the least damage and the largest returned population, it is believed that development will continue for the next five to twenty years and will result in extremely high density. Based on current activities in the area and its close proximity to both Bywater and the Musician's Village, the area between St. Claude and North Claiborne Avenues is thought to become

largely redeveloped within the next five years. Although also abutting the Musician's Village development in progress, the area directly west is forecasted to take ten to fifteen years to become reestablished. Residents were uncertain as to the redevelopment of the area between North Galvez and Florida, however. Below the Canal, scattered development is forecasted during the next five years for the riverfront portion of the Holy Cross neighborhood to Chartres Street and for the area between St. Claude and North Claiborne Avenues of the Lower Ninth Ward. Within ten years, the committee anticipated that the area between Chartres and Royal will experience scattered redevelopment as will the upper portion of the Lower Ninth Ward.



Source: CMBC Working Group Participants, March 8, 2007

Neighborhood Plans

In 2000 the CBMC indicated that the City's land use plan did not adequately reflect their interests and recommended that comprehensive neighborhood development plans be prepared for each neighborhood. Following this recommendation, neighborhood plans were completed for each neighborhood as follows: a) Neighborhood Historic Preservation plans were completed for Bywater and Holy Cross through a separate study commissioned by the Corps in 2003; b) the City's Neighborhood 1 embarked on a neighborhood planning process for the Lower 9th Ward and Holy Cross neighborhoods; and c) the Upper Ninth Ward Community Plan was completed for the St. Claude/Florida neighborhood in 2003.

Following the events of August 2005, a number of neighborhood redevelopment plans have evolved including the Bring New Orleans Back Commission Plan, the Lambert Plan, and the Unified New Orleans Plan. The City of New Orleans has announced seventeen targeted recovery zones consistent with the development approaches suggested by citizens in the aforementioned plans. These areas are highly visible sites with sufficient land and other assets to attract developers and other investors. A portion of the Lower Ninth Ward/Holy Cross neighborhoods has been chosen as one of the targeted areas (see map below). To further attract investment in the areas, the city plans to offer developers loans and other incentives. It is hoped that the successful redevelopment of these areas will spur activity in adjacent areas. It is important that these redevelopment plans reflect and protect the interests of residents returning to the impact area.

Figure 15: Recovery Zone Target Area

Source: Times-Picayune and the City of New Orleans

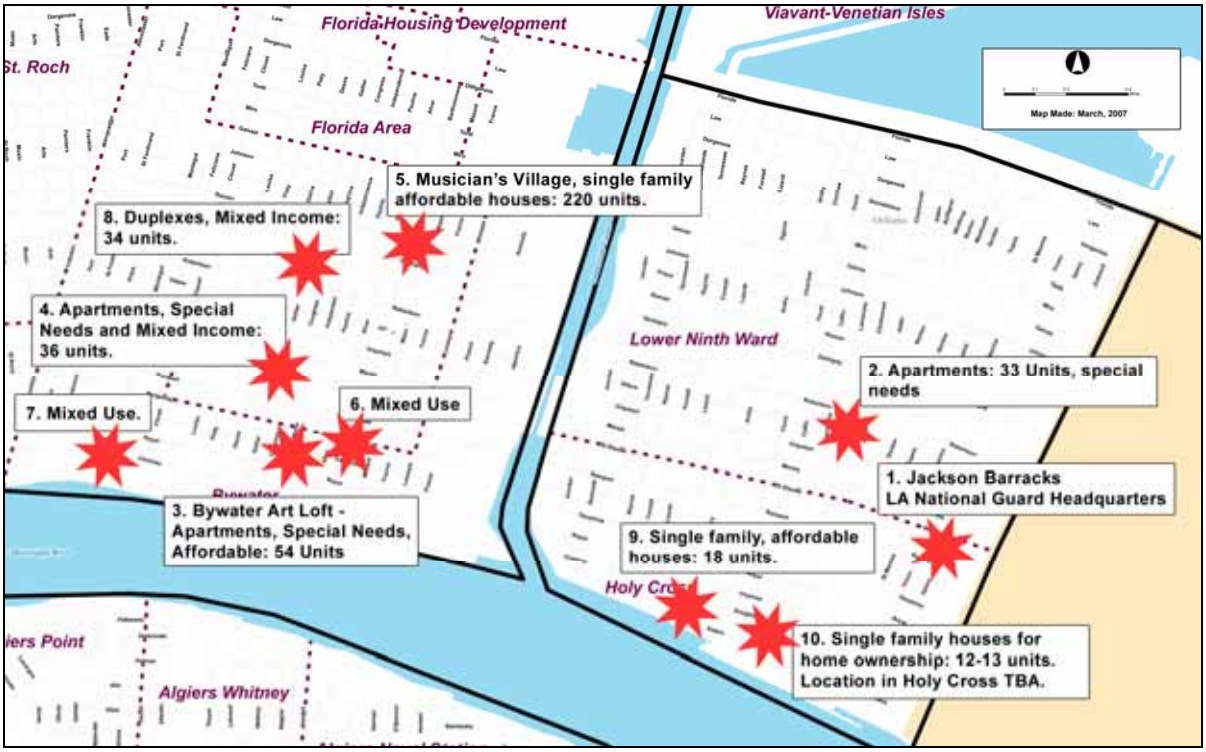
Housing/Community Diversity

With a large percentage of structures destroyed in August of 2005, impact area residents are concerned about the redevelopment of their neighborhoods. Although they feel that infill is necessary, residents fear that many of the new developments will be multi-family housing such as apartment complexes (see map below and corresponding table for proposed housing developments). In addition to believing that these developments will not match the character of the neighborhoods, residents are concerned that many of the new multi-family developments will be owned by absentee landlords who will not adequately maintain the properties or respond to neighborhood needs. Impact area residents would like to see more infill developments in the form of single family homes including low-income.

Of particular concern to impact area residents from the neighborhoods immediately adjacent to the river, Bywater and Holy Cross, is the development of high rise, high density condominiums along the riverfront. Not only do they feel that these developments would not

blend well with the architectural elements of these neighborhoods, residents anticipate that the developments would reduce accessibility to the river and decrease usable green space.

Figure 16: Proposed Housing Developments in the Impact Area



Source: Louisiana Housing Finance Authority (LHFA) and Habitat for Humanity

Table 22: Proposed Housing Developments

	Property/Developer/ Project Name	Property Address	# of Units	Property Type
1	Jackson Barracks	6400 St. Claude Avenue	-	Louisiana National Guard Headquarters
2	Rising Sun	1422 Charbonnet Street	33	Apartments - Special Needs; Elderly, disabled, or large family
3	Bywater Art Loft	3725 Dauphine Street	54	Apartments - Special Needs; Elderly, disabled, or large family & Affordable
4	Unknown	3501 St. Claude Avenue	36	Apartments - Special Needs & Mixed-Income
5	Musicians' Village	4000 North Roman Street	220	Single-Family Houses - Affordable
6	Unknown	Bartholomew Street & Burgundy Street	-	Mixed-Use
7	Unknown	Montegut Street & Chartres Street	-	Mixed-Use
8	Unknown	Claiborne & Gallier	34	Duplexes - Mixed-Income
9	Global Green	Andry & Douglas	18	Single-Family Houses - Affordable
10	Operation Comeback	Holy Cross - Exact Addresses Unknown	12-13	Single-Family Houses (Targeted for Home-Ownership)

Impact area residents need residential/mixed-use neighborhood development compatible with the historic character of the neighborhoods. Additionally, housing initiatives that promote racial, class, income and housing diversity – rental, owner-occupied, and mixed-income are paramount.

Blighted/Abandoned/Adjudicated Properties

Blighted, abandoned, and adjudicated properties remain a concern for residents of the impact area. A review of the 2000 Census indicates that there is a base of impact area homeowners who have physical or financial limitations making it difficult to maintain their properties. In addition to this need, there are new issues confounding the rebuilding effort, including: the dilapidated state of many properties; discrepancies and lack of technical assistance with gutting and rebuilding guidelines, failure of the Road Home program, and a lack of adequate public infrastructure to support rebuilding to list only a few.

Lot Next Door Program

Recently winning approval from the New Orleans City Council (April 2007), the Lot Next Door Program will offer homeowners living adjacent to abandoned or blighted properties the opportunity to buy the properties before they go on the open market. The program may also include properties whose former owners chose the buyout option under the state's Road Home program. Buyers will be given nine months to bring the property to health and safety codes and will not be allowed to sell the property for five years. This process will not become active, however, until the New Orleans Redevelopment Authority provides detailed program guidelines and the New Orleans City Council reviews and approves the process. Impact area residents are excited about this program as it would allow them to assist in recovering their neighborhood and control redevelopment by obtaining the blighted lot or property at the same minimal price it would most likely be sold to a large scale developer.

This program is somewhat similar to the Adopt A Lot program developed by the Community-Based Mitigation Committee and sponsored by the U.S. Army Corps of Engineers and the New Orleans Sanitation Department. As of August 2005, more than 120 impact area residents were in various stages of the process in which they "adopted" adjudicated vacant lots. Participants signed letters of commitment to keep the lots clean following an initial cleanup performed by the New Orleans Sanitation Department and were given the option to purchase the lots at nominal prices through the city's Blight Busters program. It is important that the City continue to address the abandoned, blighted, and adjudicated properties within the impact area.

Historic Preservation

Residents of the impact area feel it is important to build upon each neighborhood's character and sense of community while retaining the historical integrity of neighborhood structures. Some residents are concerned because they were not previously aware of their homes' historic status and feel that the historic property permitting process and preservation enforcement is too stringent and constrictive for them to be able to rebuild or demolish in a timely or affordable manner. In order to rehabilitate historical structures, impact area residents need affordable options as well as technical, educational and financial assistance. Residents fear that new developments (infill construction), particularly multi-family housing, will not fit in with the character of the neighborhood and feel that enhanced historic preservation enforcement of height limits and character guidelines is paramount. Neighbors would also like to have the opportunity to review and comment when the demolition of a historic structure within the impact area is proposed.

Impact area residents need redevelopment to build upon their neighborhoods' histories, architecture, sense of community, and character. The provision of affordable rehabilitation options for owners of historic properties and the opportunity for community review and comment when demolition of a historic structure is proposed are also essential.

3. Construction Impacts

The increases in neighborhood noise and traffic associated with construction could potentially have an adverse impact on property values in the impact area. It is expected that any such decrease in property value as a result of the lock project would be only temporary. It is, however, possible that the aesthetic changes to the neighborhood that will be associated with the lock project could increase the desirability and value of the area's housing stock.

Although pre-Katrina preliminary testing indicated that pile driving vibrations would not cause structural damage to neighboring houses, the fragile and dilapidated post-storm condition of many structures may warrant the need for additional testing.

4. Summary of Current Needs

The following list provides an overall summary of the housing needs for the impact area as identified by the CBMC during its meetings held between March and May 2007.

Structural Damage

- Access to low-cost building materials.
- Clear direction from city leaders as to gutting deadlines and building elevation standards.
- Accelerated response from insurance companies and the Louisiana Recovery Authority.
- Assistance for homeowners who lack proper titles to their properties.

Temporary Housing

- Additional temporary housing during the rebuilding process.

Residential Redevelopment

- Technical assistance providing general housing and housing development information including: building requirements and architectural services, screened contractors, information on all available government resources and services available, first-time homeownership, affordable rentals, identifying abandoned properties and landlords, promoting fair housing, and assisting with housing code enforcement.

Neighborhood Plans

- Redevelopment plans that reflect and protect their interests.

Housing/Community Diversity

- Initiatives/policies/legislation dealing with absentee landlords who do not adequately maintain properties or respond to neighborhood concerns.

- Residential/mixed-use development that is compatible with the historic character of the neighborhoods.
- Housing initiatives that promote racial, class, income and housing diversity – rental, owner-occupied, and mixed development.
- Continued river-front access.

Blighted/Abandoned/Adjudicated Properties

- Abandoned, blighted, and adjudicated properties must be addressed.

Historic Preservation

- Redevelopment must build upon the neighborhoods' histories, architecture, sense of community, and character.
- Provision of affordable rehabilitation options for owners of historic properties.
- Technical, educational, and financial assistance to help rebuild or demolish in an affordable and timely manner.
- Opportunity for community review and comment prior to the demolition of a historic structure.

D. Transportation, Traffic Congestion and Emergency Evacuation

The impact area, including the Bywater, St. Claude/Florida, Lower Ninth Ward and Holy Cross neighborhoods has a well-defined street grid composed of several arterial streets and a dense pattern of neighborhood and local streets. The major east-west arterial routes include Florida Avenue, North Claiborne Avenue, North Robertson Street and St. Claude Avenue. On the east side of the Industrial Canal, North Claiborne Avenue is a wide boulevard. On the west side of the Industrial Canal, North Claiborne is one-way westbound and North Robertson Street is one-way east bound (Corps, EIS 1997 p 62).

The issue of transportation is a critical one for the four neighborhoods in the impact area and residents will be impacted by a number of elements of the lock and bridge construction project. Construction-related traffic will increase the existing traffic problems in the neighborhoods adjacent to the Industrial Canal. As a result of flooding in this area in 1965 by Hurricane Betsy and again in 2005 by Hurricane Katrina, evacuation continues to be a pressing concern. A large number of the impact area's streets are rated as "poor" or "failed," and in need of total reconstruction causing damage to vehicles and delays for residents and emergency vehicles. In addition, residents who live below the Canal and cross the Industrial Canal regularly must confront the ongoing frustrations of waiting while waterborne traffic passes through the lock. The anticipation of additional delays that will come during bridge and lock construction only creates more frustration for the community.

1. Review of Community Needs/Concerns Identified 2000-2005

Transportation needs and concerns were identified by the Community-Based Mitigation Committee (CBMC) as part of the community mitigation planning effort for the Industrial

Canal Lock Replacement Project between 2000 and 2005. These needs and concerns are outlined below.

Public Transportation

- A large percentage of impact area households are transit dependent as shown in the table below. Furthermore, the average percentage of workers aged sixteen and over who reside in the impact area and who use public transportation to get to work is just over two times the percentage of those in Orleans Parish and nearly ten times greater than the U.S. There is a need for improved transit service with better access to the CBD and the remainder of the city.

Table 23: Percent of Occupied Housing Units Number of Vehicles Available

# of Vehicles	Bywater	St. Claude/ Florida	Lower Ninth Ward	Holy Cross	Orleans Parish	Louisiana	United States
None	39.9%	40.2%	32.4%	36.1%	27.3%	11.9%	10.3%
1	44.1	39.3%	42.3%	38.9%	42.3%	37.0%	34.2%
2 or more	16.0%	20.5%	25.3%	25.0%	30.4%	51.1%	55.5%

Source: U.S. Census Bureau. Census 2000 Sample Characteristics (SF3). From a compilation by the GNO Community Data Center. http://www.gnocdc.org

Table 24: Percent of Workers 16 years and over by type of Transportation to Work

Type of Transportation To Work	Bywater	St. Claude/ Florida	Lower Ninth Ward	Holy Cross	Orleans Parish	Louisiana	United States
Public bus	22.0%	22.1%	17.4%	17.2%	12.4%	2.1%	2.5%
Car	57.0%	67.8%	76.2%	78.7%	76.3%	91.7%	87.8%
Bicycle	6.6%	0.9%	1.1%	0.8%	1.2%	0.4%	0.4%
Walk	6.7%	2.6%	2.8%	1.6%	5.2%	2.2%	2.9%

Source: U.S. Census Bureau. Census 2000 Sample Characteristics (SF3). From a compilation by the GNO Community Data Center. http://www.gnocdc.org

Transportation Congestion

- Increased travel time and trip length will occur due to traffic congestion and bridge closures for routes that cross the Industrial Canal. During bridge closures, transit routes crossing the canal will have to be rerouted to other bridge crossings. The detour routes will need to be as close to the original routes as possible, providing service as near to normal as possible.
- Construction-related traffic will increase the existing traffic problems in the neighborhoods, especially those areas adjacent to the Industrial Canal.
- Bridge openings for water traffic present problems for the residents of the area. Traffic delays occur routinely when bridges are opened. Delays affect bus route schedules as well as impede traffic flow for private motorists.
- Traffic signals are not synchronized and traffic flow over the bridges is often slow. A synchronized system is needed.
- Pedestrian and bicycle access to the St. Claude Avenue bridge needs to be maintained and bicycle/pedestrian paths need to be added to the area.

- Bridge closures for construction; frequent openings for water traffic; an increase in the number and duration of openings following completion of the lock reconstruction because of increased water traffic.
- Alleviate traffic congestion during phases of construction with increased truck traffic to and from construction sites and during bridge closures.

Emergency Evacuation

- There is a need for a hurricane shelter for residents that are unable to leave the area as well as for transportation to the shelter for those with no means of transportation.
- Major roadway/drainage improvements are needed in the impact area – many streets are rated as "poor" or "failed, in need of total reconstruction." The truck traffic generated by construction projects will further deteriorate the conditions of existing streets.

2. 2007 Update of Community Needs/Concerns

Transportation needs and concerns were updated in 2007 to address changes that have taken place since August 2005. These updated needs and concerns are as follows:

Public Transportation

Before August 2005 a large percentage of households in the impact area were transit dependent. Although no data regarding vehicle ownership post-Katrina is currently available, it is assumed that the majority of those that have returned to the area have some personal means of transportation. Full recovery of the area will depend, to a large degree, on availability of public transit.

In July 2005, the RTA system was well-utilized, providing service to the New Orleans CBD and system transfer points with eight (8) bus routes. Transit service was provided seven days a week and generally operated until midnight. As of April 2007, only three (3) bus routes provide service in the impact area and operate with shortened hours. Two bus routes, 88-St. Claude and 84-Galvez, provide service across the Industrial Canal. Headways, the length of time between two buses traveling the same route in the same direction, have also increased dramatically. The maps below show the change in transit service between July 2005 and April 2007.

Figure 17: Routes in Impact Area – July 2005 and April 2007

Source: Regional Transit Authority

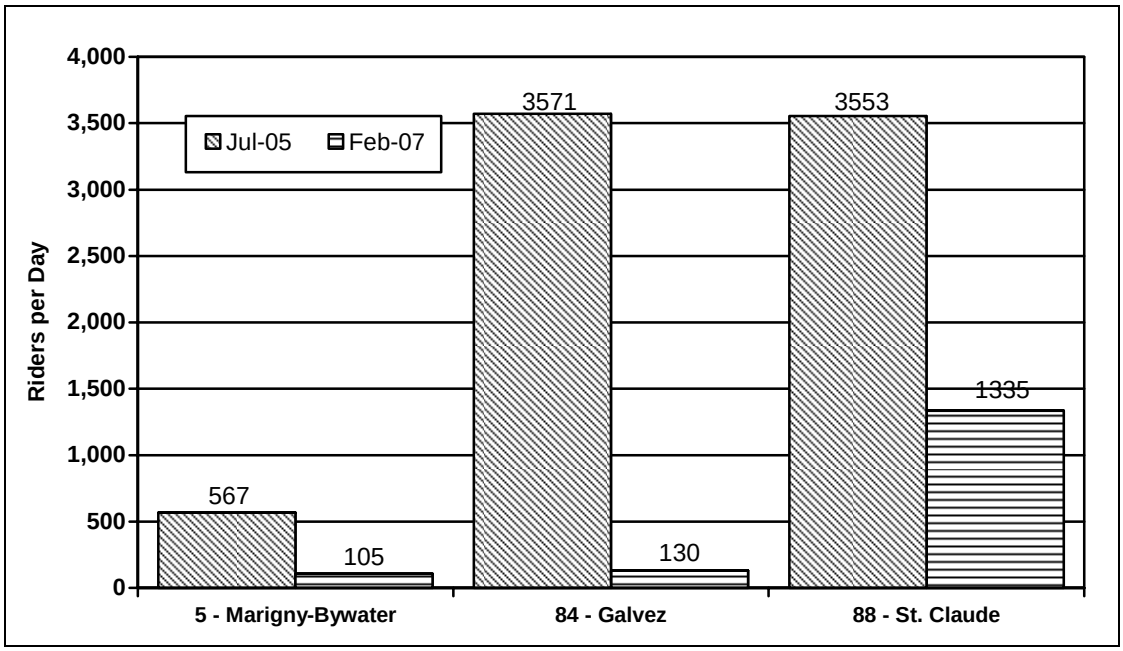
Table 25: Bus Service in the Impact Area

August 2005	September 2006
5 – Marigny/Bywater	
Route: From Canal St. to Poland Ave. along Royal. Provides service to Bywater neighborhood. Does not cross the canal. **Frequency:** About every 15 minutes during peak and 30 minutes off peak.	**Route:** From Convention Center to Poland Ave. along Royal. **Frequency:** About every 50 minutes.
82 – Desire	
Route: From Tulane and Elk to Florida Ave.. Provides service to St. Claude/Florida neighborhood. Does not cross the canal. **Frequency:** about every 15 or 20 minutes.	**No service.** The 84-Galvez route provides service to this area.
84 – Galvez	
Route: From Poydras to Delery. Crosses the canal on the Claiborne Avenue bridge. **Frequency:** Every ten minutes during peak hours and 20 minutes off peak.	**Route:** From Poydras to Caffin. Crosses the canal on the Claiborne Avenue bridge and travels as far as Caffin Ave. **Frequency:** Every 80 minutes.
85 – Barracks	
Route: From Florida Ave. to Jackson Barracks. Does not cross the canal – stays east.	**No service.** The 88-St. Claude route provides service to this area.
87 – St. Claude Rapid	
Route: From Canal St. to the Orleans/St. Bernard parish line. Crosses the canal on the St. Claude bridge then passes by the MLK Library and ends on Claiborne at the parish line. **Frequency:** About every 15 minutes	**No service.** The 88-St. Claude route provides service to this area.
88 – St. Claude/Delery	
Route: From Canal St. to Jackson Barracks on St. Claude. Crosses the canal on the St. Claude bridge. **Frequency:** About every 10 minutes	**Route:** From Canal St. to Aycock St. in St. Bernard. **Frequency:** About every 20 minutes until 7 pm then once an hour until 11:45.
89 – St. Claude/Refinery	
Route: From Canal St. to the refinery on St. Claude. Crosses the canal on the St. Claude bridge. **Frequency**: Hourly.	**No service.** The 88-St. Claude route provides service to this area.

Ridership Estimates for the CBMC Study Area by Bus Route

Although it is slowly increasing, public transit ridership within the impact area is a fraction of what it was in July of 2005. A comparison of average daily ridership of the three currently existing lines during July of 2005 and February 2007 shows that 2007 ridership levels are 3.64%-37.57% that of 2005 (see graphs below).

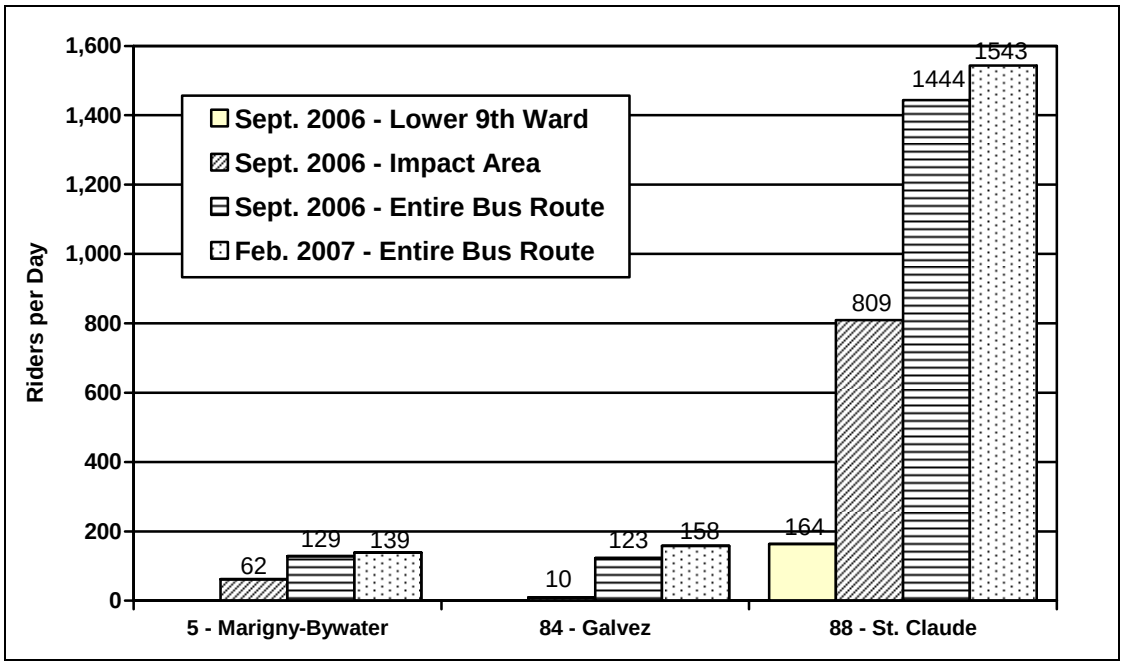
Figure 18: Bus Ridership by Route - Daily Average, July 2005 and February 2007



Source: Regional Transit Authority

An examination of those riders who boarded while the bus was within the impact area reveals that for the Galvez line, only 8% embarked at a point within the study area as opposed to 48% of the Bywater-Marigny route and 56% of the St. Claude line.

Figure 19: Bus Ridership by Route - Weekday Average, July 2005 and February 2007



Source: Regional Transit Authority

Transportation Congestion

Transportation congestion can be caused by either a single factor or by a combination of elements. For impact area residents, traffic congestion is a current problem that has the potential to intensify. Already, bridge delays, major arterial traffic, railroads blocking traffic, and unsynchronized traffic signals often result in traffic congestion. It is anticipated that the bridge delays and truck traffic related to the Industrial Canal and Florida Avenue Bridge projects as well as vehicular traffic associated with the opening of the Poland Avenue Cruise Terminal will exacerbate current traffic congestion. The map below shows the potential areas of traffic congestion in the impact area.

Figure 20: Potential Areas of Traffic Congestion – CBMC Impact Area

Source: US Army Corps of Engineers – New Orleans District and the Port of New Orleans

Bridges

The Claiborne and St. Claude Avenue bridges are both four-lanes each and the Florida Avenue Bridge is a two-lane roadway. The bridge at Claiborne Avenue is a mid-level structure while the other crossings are low-level bridges that are subject to frequent openings to accommodate marine traffic. With respect to bridge openings, rush-hour curfews are in effect on weekdays for the St. Claude Avenue and North Claiborne Avenue Bridges. During curfews the bridges remain in the down position to accommodate vehicular traffic (Corps, EIS 1997, p 62).

US Coast Guard Regulations and Louisiana Revised Statutes 38:24 require the Board of Commissioners of the Port of New Orleans to keep the St. Claude and Claiborne Avenue bridges at the Industrial Canal open to vehicular traffic crossing the bridge at the following times (Corps, EIS 1997, p35): 6:30 A.M. to 8:30 A.M. and from 3:30 P.M. to 5:45 P.M. (Port of New Orleans, www.portno.com). The Florida Avenue Bridge is currently operating 7:00 A.M. to 4 P.M. Monday through Friday to accommodate Norfolk Southern Railroad's schedule requirements. The bridge is being held in the raised position and lowered only for rail traffic. The bridge will remain closed until further notice for vehicular and pedestrian

traffic due to roadway conditions on the approach to the bridge (Port of New Orleans, www.portno.com).

Pedestrians wishing to cross the Industrial Canal are required to climb several flights of steps and traverse the uncomfortably narrow, fence-sided walkway of the St. Claude Avenue Bridge (Perez & Reich). There is a need for improved, continued pedestrian access across the St. Claude Avenue Bridge.

Although work on the Florida Avenue Bridge was scheduled to get underway in 2007, construction has been delayed because of Hurricane Katrina and other hurdles. The design is currently in progress and engineers are working towards completion of the plans by early 2008 with construction starting later the same year. The planned phases are:

Phase I: Poland/Alvar –Tupelo Main Span Bridge Letting (March 2008).

- Four-lane, high level bridge constructed over the Inner Harbor Navigational Canal.

Phase II: Tupelo-Paris Construction Letting (August 2008).

- Two-lane, elevated bridge section to be built ten feet above water between Tupelo Street and Paris Road.
- Construction will take place in St. Bernard Parish.

Phase III: Poland/Alvar – Tupelo New Approaches Construction (May 2008).

- New approaches to be built on either side of the bridge.
- An interchange with Poland Avenue and Alvar Street.
- Four-lane roadway between Caffin Avenue and Tupelo Street.

Completion: 2011

The Florida Avenue Bridge will offer faster access across the Industrial Canal as well as an additional pedestrian route. This will aid in hurricane evacuation and emergency access. The exact location and duration of street closures is not being divulged at this time as final plans are still in progress. It is certain, however, that street closures during bridge construction will result in further delays in traffic, detours causing increased vehicular traffic on residential streets, and possible business interruption.

Traffic Coordination

Most, if not all of the impact area's traffic signals were damaged in August 2005. Several are currently still not functioning correctly. New Orleans and the State Department of Transportation are coordinating the replacement of damaged traffic signals throughout the city. The new signals have the necessary hardware an will eventually be connected to a central control facility or traffic management center which synchronize the signals and facilitate traffic flow. Without the synchronization, traffic flow over the bridges is often slow.

Railroad Crossing Delays

Throughout the impact area, trains often stop on the tracks for extended periods. Blocking access into and out of the area is not only inconvenient, but dangerous. The absence of

emergency health facilities in the area as well as the fact that emergency vehicles are also subject to these delays makes this an issue of public safety. Although regulations currently exist to limit the period of time that intersections may be blocked, there is no direct channel for enforcement. Early in 2005, the CBMC began discussing the possibility of installing a communications system so that emergency personnel would be able to contact the rail system during emergency events to ensure that the emergency vehicles could move across the railroad tracks without significant delays (see Police/Fire/EMS Communications in Safety, Section III-B). The impact area is in need of a permanent solution to this problem.

Poland Avenue Cruise Facility

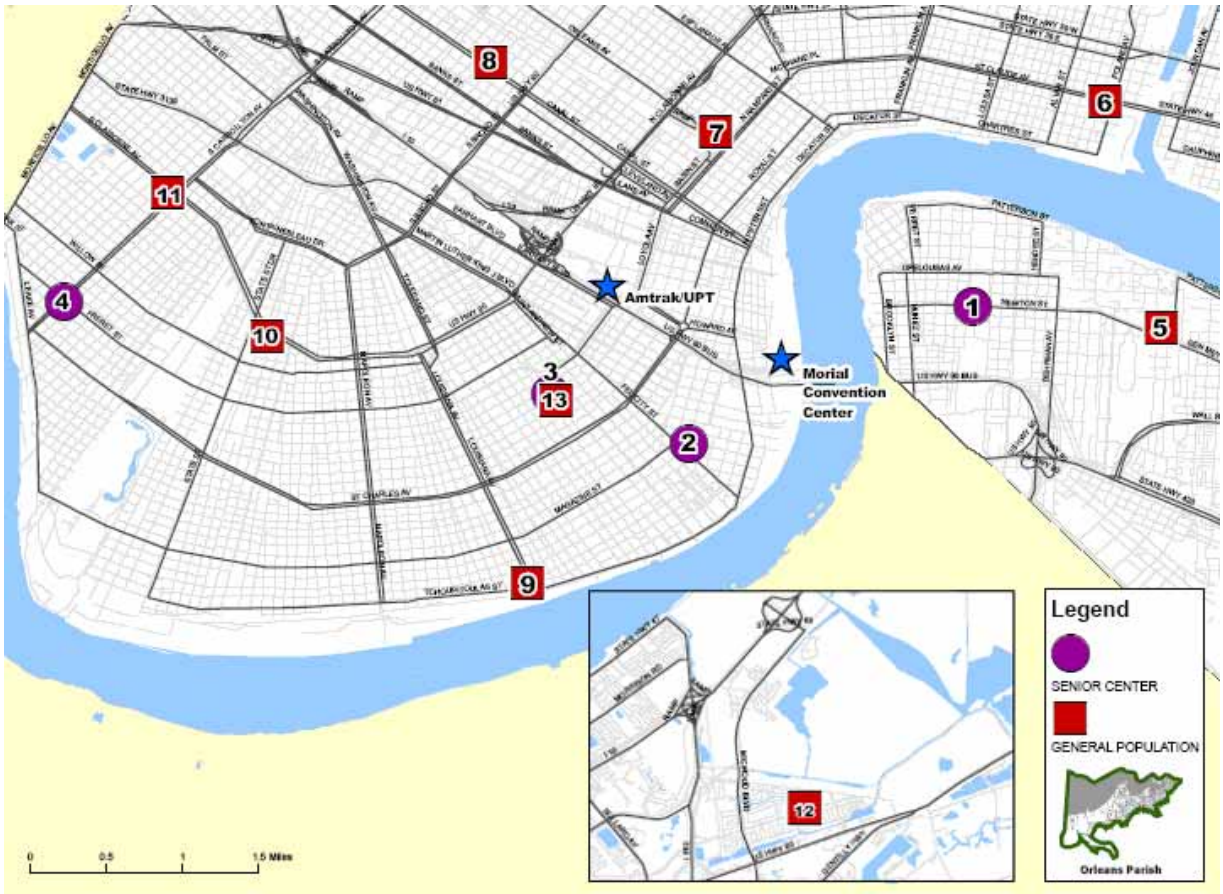
The Port of New Orleans is currently in the design and engineering phase of converting a cargo terminal into a cruise ship terminal at the Poland Avenue Wharf. The wharf has been used as a temporary cruise terminal when weekend slots at the Julia and Erato Street terminals were occupied. The Port will construct a roadway and ramp to be used for U.S. Maritime Administration access to the remaining cargo terminals and to the cruise passenger parking area located downriver from the terminal.

It is believed that more than 10,000 cruise ship passengers will visit the terminal each weekend. Although this influx of visitors may benefit the Bywater Neighborhood by boosting retail, generating jobs, improving police protection, and increasing property values, it will also most likely exacerbate the already high traffic volumes being experienced in the area. The Port estimates completion of the terminal during the first quarter of 2009 (dependent on State funding).

Emergency Evacuation

Following Hurricane Katrina, New Orleans presented a new evacuation plan to help citizens who want to evacuate during an emergency, but lack the capability due to lack of transportation or reliance on medical resources. The City Assisted Evacuation Plan (CAEP) lists ten pickup locations throughout the City, one of which, the Stallings Center, is located in the Bywater Neighborhood within the impact area. Those impact area residents who have special needs are required to go to one of four pick up locations, the closest of which is approximately seven miles from the center of the impact area. For those without a vehicle of their own or an alternate transportation resource and who do not live near the Stallings Center, participating in the assisted evacuation will be difficult. Moreover, for those residents who have special needs and lack transportation, assisted evacuation may be impossible.

Figure 21: City Assisted Evacuation Plan – Evacuation Pick Up Locations



Source: City of New Orleans

Table 26: CAEP Pickup Locations

	Location Name	Address
Special Needs Pickup Locations		
1	Arthur Mondy Senior Center	1111 Newton Avenue, Algiers
2	Kingsley House (closest to impact area)	1600 Constance Street, Lower Garden District
3	Central City Senior Center	2020 Phillip Street, Central City
4	Carrollton United Methodist Church	921 South Carrollton Avenue, Carrollton
General Population Pickup Locations		
5	O. Perry Walker High School	2832 General Meyer, Algiers
6	Stallings Community Center	4300 St. Claude, Bywater
7	Municipal Auditorium	801 N. Rampart, 7th Ward
8	Warren Easton High School	3019 Canal Street, Treme
9	Lyons Community Center	624 Louisiana Ave, Irish Channel
10	McMain High School	5712 S. Claiborne Ave, Broadmoor
11	Palmer Park	S. Claiborne and S. Carrollton, West Carrollton
12	Mary Queen of Vietnam	14001 Dwyer, New Orleans East
13	Dryades YMCA	1924 Phillip Street, Central City

3. Construction Impacts

Construction related traffic will increase traffic problems in the neighborhoods, especially those areas adjacent to the Industrial Canal. Adjacent neighborhoods will be adversely impacted by increased traffic congestion even if the truck traffic is confined to industrial areas. Congestion will occur when trucks must leave the industrial areas and interface with the major arterial network. In addition to heavy truck traffic, there will be increased traffic volumes caused by construction workers traveling to and from the Industrial Canal work sites. Of perhaps even greater impact is the potential for further deterioration of street conditions within the impact area as a result of the increased construction traffic.

Traffic delays, including vehicular, pedestrian, and transit, will increase due to bridge closures that will occur during the construction phase. The Corps has estimated that Phase I of the westbank levee and floodwall project will require 1,100 truckloads of dirt to be brought to the site over a 1.5 month period. This will have a significant impact on traffic congestion along Poland Avenue in the Bywater and St. Claude neighborhoods. After the westbank levee and floodwall project is complete, the Corps will begin construction of the levee promenade, which will require additional truck traffic in the same area of Bywater and St. Claude.

In addition to traffic delays caused by construction-related truck traffic, bridge closures may add to traffic problems. Bridge closures have been significantly reduced through project design. No more than one bridge will be closed at a time and closures are expected to last only two weeks. While these closures are ongoing, traffic will need to be rerouted to other crossings. The retrofitting of the Claiborne Avenue Bridge will require that access be interrupted for approximately two weeks. The existing bridge at St. Claude Avenue will be replaced toward the end of the lock replacement project, after the new lock is operational and while the old lock is being demolished. A temporary bridge at St. Claude Avenue will allow this thoroughfare to remain open during construction. It is expected that completion of the new bridge will require constriction of traffic to two lanes for a total period of four months (consisting of two, two-month intervals). Additionally, the Florida Avenue Bridge, although not part of the lock replacement project, will be replaced. According to the Port of New Orleans, a new low-level, vertical lift span bridge accommodating vehicular, rail, and pedestrian traffic will be built on the riverside of the existing bridge. Closure of this bridge during construction is expected to be only a two-day period. This project will also include the construction of new approaches to the bridge on either side of the Canal which are scheduled to begin May of 2008 with an undisclosed duration. On the east side of the Canal, this interchange will be located between Alvar Street and Poland Avenue which, if projects run concurrently, would interfere with the current truck routes proposed by the Corps.

Increased travel time and trip length will occur due to traffic congestion and bridge closures for routes that cross the Industrial Canal. During bridge closures, transit routes crossing the canal will have to be rerouted to other bridge crossings. The detour routes would be as close to the original routes as possible, providing service as near to normal as possible.

The expected period of closure of the Claiborne Avenue Bridge is two weeks, which is currently used by the Galvez Line. The St. Claude Bridge, which would be restricted to two lanes for a total of 4 months, is used by the St. Claude Line.

4. Summary of Current Needs

The following list provides an overall summary of the transportation needs for the impact area as identified by the CBMC during its meetings held between March and May 2007.

Public Transportation

- Improve transit system to provide better access to the CBD and the rest of the city.
- Extend public transportation (bus, rail, or streetcar) to provide better continuous service between from St. Bernard Parish and Jefferson Parish (North Claiborne Avenue).
- Minimize delays caused by bridge closures and traffic congestion that will disrupt bus route schedules.

Traffic Congestion

- Improve major roadway in the impact area.
- Minimize structural damage to homes and businesses in the impact area. Vibrations from heavy truck traffic has the potential to damage homes near the major arterials and designated truck routes.
- Full repair of traffic signals and replacement of street signs.
- Maintain pedestrian and bicycle access to the St. Claude Avenue bridge and add more bicycle/pedestrian paths in the area.

Emergency Evacuation

- There is a need for a city-assisted evacuation pick-up point in the Lower Ninth Ward.
- Transportation for elderly, disabled and those with no means of transportation to the city-assisted evacuation pick-up point and/or to the special needs pick-up point (outside of the impact area) must be arranged.
- There is a need to avoid bridge closures during hurricane season.
- Work on bridges may increase traffic problems by spurring delays, creating street closures that bring increased vehicular traffic on residential streets, and interrupting business operations thereby impacting residents, commuters, and business owners.
- Traffic systems are not synchronized and traffic flow over the bridges is often slow. A synchronized system is needed.
- Throughout the impact area, trains block access into and out of area for extended periods of time causing delays for residents and emergency response vehicles. The impact area is in need of a permanent solution to this problem.
- Trucks and other large heavy vehicles present traffic and safety issues; threaten the structural integrity of streets and homes in the area.
- Existing high volumes of traffic in the Bywater neighborhood will be exacerbated by the opening of the Poland Avenue Cruise Terminal.
- Although there is a city-assisted evacuation pickup point at the Stallings Center, participating in the evacuation may be difficult for those who lack transportation.

- The closest city-assisted evacuation pickup point for impact area residents with special needs is over seven miles from the center of the impact area. City-assisted evacuation for these residents may be impossible.

E. Business and Economic Development

The impact area boasted many small businesses prior to August, 2005, including many that had operated in the area for many years. Since then, most businesses and residents in the St. Roch, Florida/Desire, Holy Cross and Lower Ninth Ward area have been destroyed and have not reopened. Because the impact area is, in many ways, somewhat isolated from the rest of the city, it is very important that a great amount of attention and resources are directed toward the revitalization of the area's small businesses. The issue of economic and commercial development in the area needs to be funded and incentives put in place to attract new business because economic development is crucial to the area's survival.

1. Review of Community Needs and Concerns 2000-2005

- The community wants larger grocery stores in the impact area, a bank branch or credit union, a drug store, other retail outlets and service providers and more chain restaurants.
- There should be fewer "nuisance" businesses such as corner liquor stores, all night bars and convenience stores.
- Residents want to attract commercial real estate developments into the community, especially a large supermarket.
- The community wants to revitalize the St. Claude Avenue commercial corridor and improve street lighting, landscaping, and the façades along St. Claude Avenue.
- The St. Claude commercial corridor should be strengthened; reinvestment incentives should be introduced; commercial infill on vacant lots along St. Claude Avenue should be encouraged.
- Encourage the return of corner establishments and clusters of commercial buildings.
- Additional anchor stores along St. Claude Avenue should be encouraged to locate in the area and existing businesses should be revitalized and encouraged to remain in the community to attract an improved mix of businesses. into
- The pedestrian access along St. Claude Avenue, including sidewalks and crosswalks should be improved in order to make the area safer.
- Encourage aggressive pursuit of low interest loans and facade improvements through programs offered by the City's Neighborhood Commercial Revitalization Office.
- Strengthen the St. Claude Merchant Association by supporting its efforts to provide small business seminars, training, etc.

The above needs were taken from the Upper Ninth Ward Community Plan (1996 and 2003, UNO CUPA), On the Waterfront, A Plan to Revitalize Bywater and the St. Claude Corridor (1999, UNO CUPA), Historic Preservation Plan for the Bywater Historic District (2003, Earth Search, Inc.), Historic Preservation Plan for Holy Cross Historic District (2003, Earth Search, Inc.).

2. 2007 Update of Community Needs/Concerns

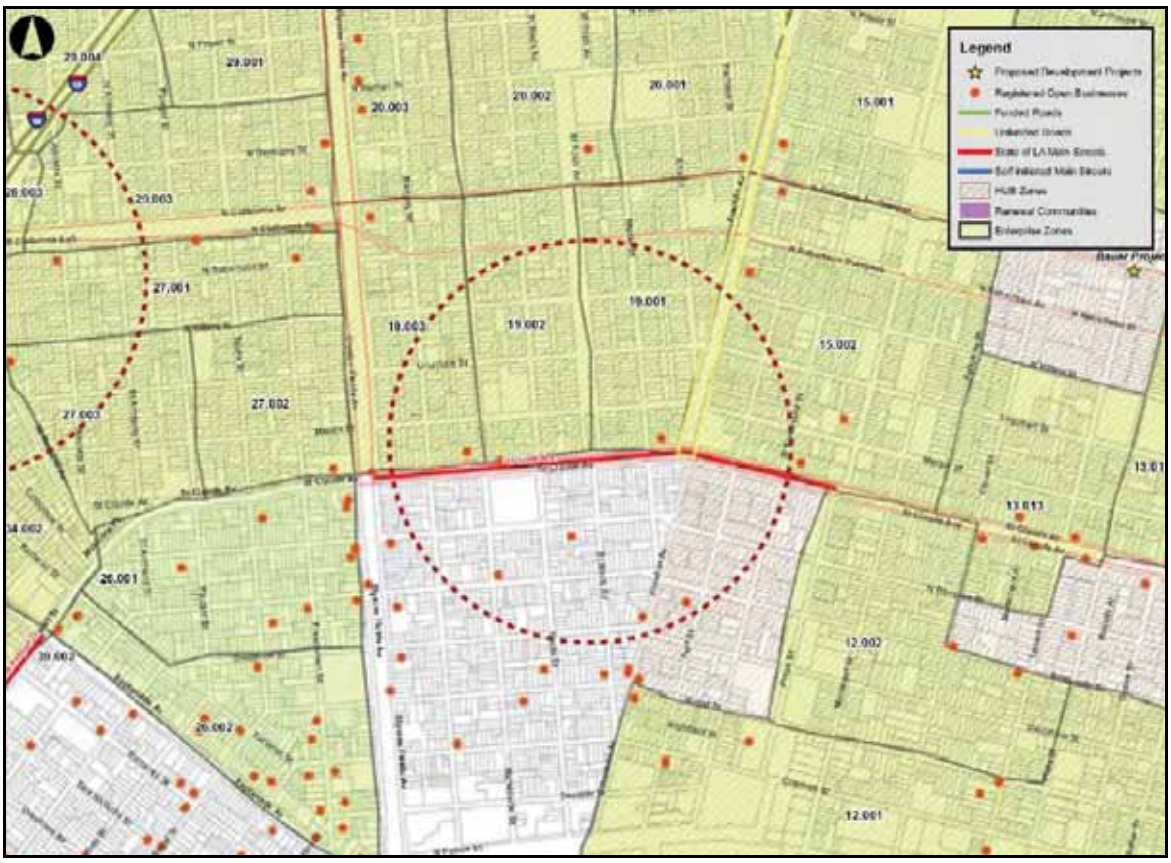
As a result of Hurricane Katrina, most of the area's businesses were destroyed. Most have not reopened and few new businesses have relocated into the impact area.

Figure 22: Recovery Profile-Lower Ninth Ward and Holy Cross Economic Development

Source: Office of Recovery Management, April 2007

The red dots within the circles on the map above indicate businesses that have opened in the Lower Ninth Ward and Holy Cross areas post-Katrina. As a result of the storm, this area was devastated and very few businesses have returned. There were an estimated 146 businesses in this area prior to the storm.

Figure 23: Recovery Profile: St. Roch Economic Development Map



Source: Office of Recovery Management, April 2007

The red dots within the circle on the map above represent the businesses that have opened in the St. Roch area (although not in the impact area, map includes a portion of the St. Claude/Florida area) post-Katrina. Prior to September of 2005, there were 44 businesses in the St. Claude corridor.

The general devastation of the impact area makes each business located in the area that much more valuable. Care will need to be taken not to impact the earning capacities of these entities negatively because their products and services are direly needed by area residents.

Table 27: Restaurants and Food Stores in the Impact Area Post-Katrina

Type of Store/Restaurant	Total Stores Restaurants in Impact Area		% Located West of the Industrial Canal		% Located East of the Industrial Canal	
	6/2006	5/2007	6/2006	5/2007	6/2006	5/2007
Lg. Food Store (3 or more registers)	0	0	0%	0%	0%	0%
Sm. Food Store (1-2 registers)	1	4	100%	100%	0%	0%
Sm. Food Store w/ Hot Food Available	5	5	100%	100%	0%	0%
Specialty (Butcher, bakery, seafood, etc.	0	0	0%	0%	0%	0%
Open Air Market	0	2	0%	50%	0%	50%
Restaurant w/ Wait Staff	4	4	100%	100%	0%	0%

Type of Store/Restaurant	Total Stores Restaurants in Impact Area		% Located West of the Industrial Canal		% Located East of the Industrial Canal	
	6/2006	5/2007	6/2006	5/2007	6/2006	5/2007
Restaurant w/o Wait Staff	7	7	100%	100%	0%	0%
Emergency Food Relief (hot meals)	0	3	0%	66.7%	0%	33.3%
Emergency Food Relief (food pantry)	3	2	33.3%	50%	66.7%	50%

Source: The NOLA Food Map Project as of June 20, 2006 and as of May 1, 2007

The Louisiana Economic Development Corporation (LEDC) administers several programs for small Louisiana businesses, ranging from loan guarantees, participations and grants to venture capital investment. Some of the financial assistance programs include:

- the Economic Development Award Program (EDAP),
- the Small Business Loan Program Micro Loan Program,
- the Contract Loan Program,
- the Venture Capital Match Program,
- the Minority Venture Capital Match Program,
- the Venture Capital Co-Investment Program,
- the Louisiana Seed Capital Program,
- the BIDCO Investment Program,
- the Specialty BIDCO Investment Program and
- the Workforce Development Program.

There have also been several other programs organized by the State of Louisiana to provide incentives to entrepreneurs and existing business owners to attract, cultivate and restart businesses. Some of these incentives are the Enterprise Zone, Quality Jobs, Restoration Tax Abatement and Industrial Tax Exemption programs.

- The Enterprise Zone program is a JOBS incentive program that provides Louisiana income and franchise tax credits to businesses hiring a minimum number of net new employees.

- The Quality Jobs program promotes economic development by encouraging businesses to create well-paid jobs. The companies must be in one of the following industry clusters: bio-science, manufacturing, IT, environmental technology, food technology, advanced materials or oil and gas field service.

- The Restoration Tax Abatement Program encourages the expansion, restoration, improvement and development of existing commercial structures and owner-occupied residences in experienced districts.

- The Industrial Tax Exemption Program is available exclusively to manufacturers; it is Louisiana's original incentive program for capital investments.

Louisiana One Stop Centers

Louisiana One Stop Centers provide services for employers as well job seekers. For employers, the Centers provide numerous services to help them maximize their businesses. Employers can utilize the centers to access the following services:

- Employee recruitment and screening;
- The posting of job openings on local, state and national websites;
- Receiving and forwarding applicant resumes;
- Prescreening and referral of qualified job seekers;
- Tax credit information;
- Labor market information;
- Labor law compliance information; and
- Additional resources on issues that affect employers.

Intensive employer services may also be provided at the centers including job profiling, individual recruitment plans, group and individual counseling, skills assessment and occupational profiling and employer seminars. Employers who are downsizing may also use the One Stop Center's business services staff to provide on-site information and assistance for themselves and their affected employees.

Table 28: Target Recovery Areas Classification

RE–BUILD Preliminary List of Target Re-Build Areas:
(Areas of major rebuilding and significant recovery efforts)

1.	NO East Plaza (District Commercial Center)	PD 9; CD "E"
2.	Lower 9th	PD 8; CD "E"

RE– DEVELOP Preliminary List of Target Re-Development Areas:
(Area of major redevelopment; Demonstration of key recovery strategies)

1.	Carrollton Avenue @ I-10	PD 3; CD "A" & "B"
2.	Harrison Avenue (Canal Blvd to City Park)	PD 5; CD "A"
3.	Gentilly Boulevard @ Elysian Fields	PD 6 CD "D"
4.	St. Bernard/AP Touro @ N. Claiborne Avenue	PD 4; CD "C"
5.	Broad Street @ Lafitte Greenway/Treme	PD 4 CD "A" & "C"
6.	S. Claiborne Avenue @ Toledano	PD-3; CD "B"
7	**Federal City @ Gen. Meyer*	*PD 12; CD "C"*

RE-NEW Preliminary List of Target Re-New
(Area or facilities where trigger investments or administrative action will add to the renewal - quickly revolving list)

1.	Canal Street (Downtown)	PD 1; CD "C"
2.	Broadmoor (R. Keller Center & Library)	PD 3; CD "B"
3.	Tulane Avenue @ Jeff Davis (Comiskey Park)	PD 4 CD "B"
4.	O.C. Halley corridor (Daytime anchor)	PD 2; CD "B"
5.	Bayou Road/Broad St. Cultural Corridor (Market Bldg)	PD 4; CD "C" & "A"
6.	St. Roch Street (Market and Neutral Ground)	PD 7; CD "C"
7.	Freret Street (Farmers Market)	PD 3; CD "B"
8.	R.E.Lee @ Paris Ave. (Lake Terrace Center improvements)	PD 6; CD "D"
9.	Alcee Fortier Street –Vietnamese Community (Street beautification) (Vietnamese Community)	PD 10; CD "E"

The projects hi-lighted in red indicate the only projects slated for the impact area. The St. Roch Market project is included even though it is just outside of the impact area.

- **Rebuild -** This is an area that has experienced severe destruction of its physical structures and social networks. The area will require major rebuilding and significant public and private investment for its recovery. With investment, the area should have a high potential to attract investment and act as a catalyst for further redevelopment and recovery of the affected community.

- **Redevelop -** This is an area of major redevelopment where key recovery strategies can be demonstrated. Some recovery strategies and resources are already present. The area has a high potential to attract investment and act as a catalyst for further redevelopment and recovery of the affected community.

- **Renew -** This is an area or specific project that requires relatively modest public intervention (resources and/or administrative action) that will add to the renewal and supplement work and investment of the private and non-profit sector already vested in the area. By combining and leveraging multiple resources, these projects provide a great return on public investment.

Source: Office of Recovery Management - City of New Orleans

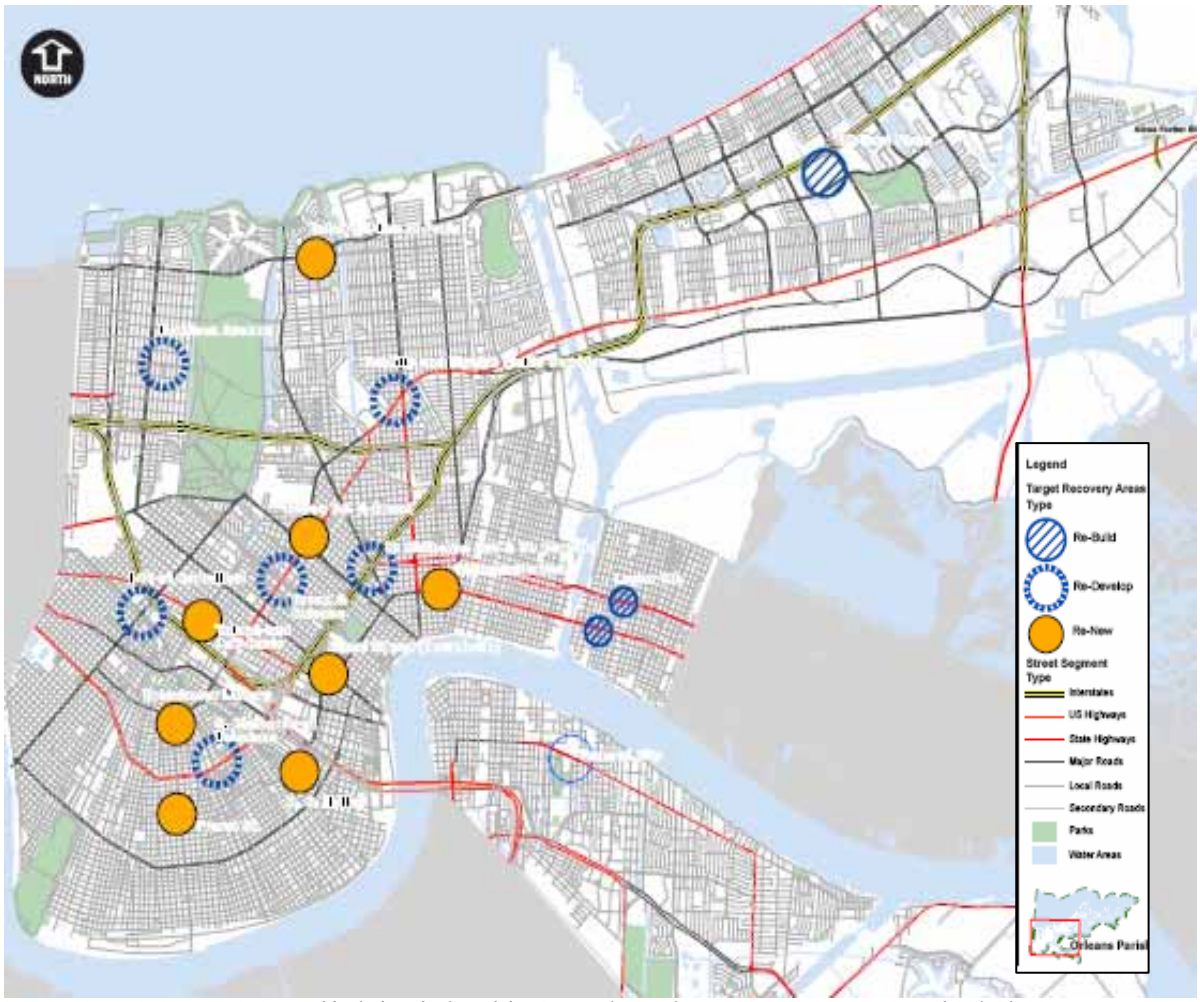
Although the St. Claude, St. Roch, Desire/Florida, and Holy Cross neighborhoods certainly qualify to be represented in a prominent way in all of the categories listed in the above description of Recovery Plans, they have been allocated a relatively miniscule portion of the funding and attention. In the Recovery Plan, only selected projects from existing plans such as the UNOP and the Lambert Plan will be funded.

Figure 24: Lower Ninth Ward Recovery Zone Target Area

Figure 24 illustrates the portion of the Lower Ninth Ward that is being considered for the recovery effort of the Office of Recovery Management for the City of New Orleans.

Source: Times-Picayune and the City

Figure 25: Target Recovery Areas – City of New Orleans



Source: CNO-GIS Dept: GIS_Working\Planning\DecisionSupport\MXDs\Target Recovery Areas.mxd 03/12/2007

This map indicates the Rebuild, Re-develop, and Re-new areas designated by the Office of Recovery Management.

Economic Assistance

In the impact zone, post-Katrina, economic assistance is presently being provided by several groups such as:

- Mercy Corps is working with Hope Credit Union to identify local businesses for small loans of $1,000 to $15,000 to replace assets, purchase inventory and/or renovate facilities for small businesses. A small number of $2,500 grants have been made to some businesses in the most heavily storm-impacted neighborhoods.

- Mercy Corps has assisted economic development in the impact zone by giving grants to both The Neighborhood Empowerment Network Association (NENA) and the Holy Cross Neighborhood Association.

- In the Lower Ninth Ward, Mercy Corps has funded seventeen small grants to provide assistance to small businesses and has also provided technical assistance.

- Mercy Corps also provided a grant to a small businessman in the Desire neighborhood to restore a piece of property in which Total Community Action will locate a community center.

- NENA works in the impact area by applying for grants to help bring citizens of the Ninth Ward back home. They also help by providing volunteers to homeowners and business owners, case management services, donated materials and any other services they can render. NENA receives donations from various entities and individuals.

- The Idea Village group provided a grant to a resident in the Upper Ninth Ward to start a business incubator in the Bunny Friend neighborhood.

3. Community Needs -- Reported in the Lambert Plan (LP) and the Unified New Orleans Plan (UNOP)

- Commercial redevelopment (LP & UNOP)
- Incentives to promote the restoration of adjacent neighborhood services such as grocery stores, banks, gas and service stations, pharmacies, and drug stores (LP & UNOP)
- Economic development that supports neighborhood character (UNOP)
- Neighborhood and regional commercial corridors (LP)
- Strengthened economic connection between the impact area and the surrounding communities (LP)
- Improved retail options – community has had limited or poor quality retail stores (LP)
- Redevelopment of abandoned industrial structures into mixed-use or light industrial facilities (LP)
- Rezoning of all underutilized industrial zoning uses into Mixed-Use Residential and Commercial (LP)
- Implementation of key catalytic recovery projects to spur commercial development (LP)
    - Mixed-Use Town Center - create a development with retail, institutional and residential uses on a scale sufficient to jumpstart reinvestment (LP)
    - Beautification project to accelerate revitalization of businesses (along the commercial corridors) (UNOP)
    - Interim capital for new and returning small businesses (UNOP)
    - Flea markets to promote entrepreneurship (UNOP)
    - Business incubator that will provide technical and financial assistance for local entrepreneurs, including tax incentives (UNOP)
    - Creation of residential district overlay to allow local/neighborhood service stores (UNOP)
    - Promotion of the city's "business development zone" and "Go Zone" for small businesses (UNOP)

  - Creation of Business Improvement Districts to help support neighborhood-serving businesses (UNOP)
  - Provide small business recovery loans for pre-existing commercial uses (UNOP)
- Redevelop St. Claude Avenue as a New Orleans Main Street (LP)
- Create live-work space for artists (UNOP)
- Business activity is sporadic at best and remains a major obstacle to creating well-rounded, functional neighborhoods (UNOP)
- Support growth of the arts and a "creative economy" (UNOP)
- Redevelop Desire Street as a secondary commercial corridor (UNOP)
- Consolidate industrial development (UNOP)

4. Construction Concerns

Assumptions about lock construction:

- Quality of roads will deteriorate further with lock construction traffic
- There will be additional drainage issues as a result of construction
- Businesses may develop in the area in response to the construction project. There will a need for office space, buildings, materials, and restaurants to serve workers

5. Construction Impacts

- During the bridge construction, particularly when bridges are closed, pedestrian and vehicular access to and from local businesses may be hindered.
- Construction noise will impact those businesses within close proximity to the areas of construction, including the St. Claude Avenue Bridge.
- Businesses could experience income loss during construction if customers are unable to access some businesses or if they perceive that they will have difficulty reaching the businesses.

6. Summary of Current Needs

The following list provides an overall summary of the housing needs for the impact area as identified by the CBMC during its meetings held between March and May 2007.

Short-Term

- The area residents need a bank, a post office, a supermarket, drugstores, a police substation, and at least one gas station. In the post-Katrina impact area, there are not many stores or places to get food. These needs were listed in the 2005 needs assessment, but since the storm, the need is much greater.
- The residents of the area would also like to attract more bakeries, florists, dry cleaners, a shopping center, a hardware store, a department store, a funeral home, and a seafood market into the area. These various stores and service providers existed in the impact area before the storm, but now, there is only one gas station to be found in the entire impact area; it's located west of the Industrial Canal. A small shopping center and

hardware store located in the impact area are extremely necessary now that most residents are buying materials for use in rebuilding their homes and businesses.

- Area residents need family-style restaurants to locate into the impact area. They would like the restaurants that locate within the area to operate during normal restaurant business hours and accept credit cards.
- The residents would like the city to extend the St. Claude Main Street Program to include more of the impact area. St. Claude Avenue is recognized as the main commercial corridor for the area and unoccupied buildings and vacant lots need to be in-filled with an improved mix of commercial ventures and small businesses.
- Institute a clean-up and beautification project for the St. Claude Avenue neutral ground. Improved street lighting would provide a measure of safety and encourage businesses to locate in the St. Claude commercial corridor and neighbors would not be afraid to shop in their own or adjacent neighborhoods. The project should include landscaping and improved building façades to revitalize the area and attract new business.
- Residents need the support of municipal entities to check zoning laws and the licenses of builders coming into the impact neighborhoods to make sure that developers work within existing zoning codes when building new residential and commercial complexes.
- Police should prevent transients from living in vacant residential and commercial properties because their presence is a danger to residents in the area and they present a fire hazard.
- Abandoned school buses, left in random areas of the Bywater neighborhood, should be removed.
- The impact area residents want to connect with the Jackson Barracks community action board to learn they share mutual goals and if so, to determine how they can work together to achieve them.
- A bi-annual meeting should be held with all the "Below Canal Street Stakeholders", including the Jackson Barracks community action board.

Long-Term

- Live art space – provide a place where artists can work and display their art work.
- Provide incentives for clinics and doctors to locate offices within the impact area.
- Create a building, rebuilding, renovation-type center for projects like Habitat for Humanity and the Green Project to utilize materials from demolition and rebuilding projects.
- Minimize the number of nuisance businesses and infill vacant commercial properties.
- A commercial corridor should be encouraged around Martin Luther King School and should include office spaces and high tech businesses
- Desire Street has been suggested in UNOP/LP plans as a future commercial corridor but, this is not an immediate need because not many people are currently living in the area.

F. Education

Providing quality education is a critical issue for children who live in the impact area. The need to strengthen the level of education and academic success for students in the impact area continues to be a critical concern for the CBMC and the community.

Education has always been a major concern of the impact area community generally because, "the instrumental roles of schooling – helping individuals achieve their own economic and social and cultural objectives and helping society to be better protected, better served by its leaders and more equitable in important ways – will be strengthened if education is of higher quality. Schooling helps children develop creatively and emotionally and acquire the skills, knowledge, values and attitudes necessary for responsible, active and productive citizenship." (http://www.unesco.org/education/gmr_download/chapter1.pdf EFA Global Monitoring Report)

Construction-related traffic congestion and noise will potentially disrupt community life in the impact area, and normal traffic patterns and pedestrian crossings will be interrupted. These changes in traffic patterns could become permanent after construction. This is a concern to residents because it may make it harder to drive children to and from schools and creates a higher pedestrian risk for children who walk to school. Also, the noise from construction may disrupt classroom activities creating a more difficult learning environment in schools near the construction site. Furthermore, construction activities will increase air pollutant levels in and near the construction sites posing a possible danger to children attending schools located near the Canal.

1. Review of Community Needs Identified 2000-2005

Education needs and concerns were identified by the Community-Based Mitigation Committee (CBMC) as part of the community mitigation planning effort for the Industrial Canal Lock Replacement Project between 2000 and 2005. These needs and concerns are outlined below.

Structural and Funding Aspects

- Reduce overcrowding in schools; particularly at the middle school level
- Adequate funding for public education

Educational Programs

- Develop specific academic and pre-professional courses to address specific needs of students in the impact area
- Strengthen levels of education and academic success

- Programs offering counseling, educational and occupational exploration, and leadership activities are considered necessary to address the specific needs of students in the impact area
- Reduce unsupervised time of students between the time the school day is over and the time their parents/guardians return from work
- Truancy reduction
- After-school programs to provide tutorial and recreational outlets
- Reading Assessment of 2nd and 3rd Graders in Orleans Parish revealed in 2002 that 50.1% of 2nd Grade Students are reading below grade level and 39.1% of 3rd Grade Students are reading below grade level.

The 2000 Census showed that there were 9,360 school aged children in the impact area prior to August 2005. As shown below, 49% lived above the Canal in Bywater or St. Claude/Florida, while 51% lived below the Canal in Holy Cross or the Lower Ninth Ward.

Table 29: Total Population of School Age Children

	Bywater	St. Claude / Florida	Holy Cross	Lower Ninth Ward	Impact Area	Percent of Total
Enrolled in Kindergarten	68	239	48	118	**473**	**5.1%**
Enrolled in Grades 1-4	289	1,170	380	1,071	**2,910**	**31.1%**
Enrolled in Grades 5-8	279	1,111	462	1,042	**2,894**	**30.9%**
Enrolled in Grades 9-12	275	1,149	469	1,190	**3,083**	**32.9%**
Totals	**911**	**3,669**	**1,359**	**3,421**	**9,360**	**100%**
Percent of Total	**9.7%**	**39.2%**	**14.5%**	**36.6%**	**100%**	

Source: www.gnocdc.org, *Census 2000*

The table below shows the need for more funding for public education in New Orleans in general and for the impact area specifically. Class sizes in New Orleans are noticeably higher than the average class size in public schools throughout Louisiana.

Table 30: Class Sizes in Public Schools

	Orleans Parish	Louisiana
1-20 Students	29.9%	47.4%
21-26 Students	37.3%	34.8%
27-33 Students	32.8%	17.8%
34 or more Students	0.0%	1.1%

Source: www.gnocdc.org,
Louisiana Department of Education, 2002-2003 District Composite Reports

As shown below, the impact area has a disproportionately high percentage of students who have not completed 9th grade or high school. Specific programs are needed to address the special needs of the impact area students.

Table 31: Educational Attainment

	Impact Area	Orleans Parish	Louisiana	United States
Total Population 18 Years and Older	27,612	355,507	3,250,523	209,279,149
Less than 9th Grade Education	9.9%	7.2%	8.4%	7.1%
9th – 12th Grade, No Diploma	27.3%	18.2%	17.2%	13.2%
High School Diploma or GED	28.6%	24.0%	32.0%	28.6%
Total Population Ages 16-19	2,645	30,841	289,111	15,930,458
% Not Enrolled in School and Not a High School Graduate	12.8%	10.2%	11.7%	9.8%

Source: www.gnocdc.org, Census 2000

Table 32: Impact Area Schools: Attendance and Dropout Rates

	Attendance Rate	Number of Dropouts	Dropout Rate
MLK Middle School	95.2%	33	6.9%
Lawless High School	88.8%	95	13.2%
Douglass High Scholl	74.3%	214	19.2%

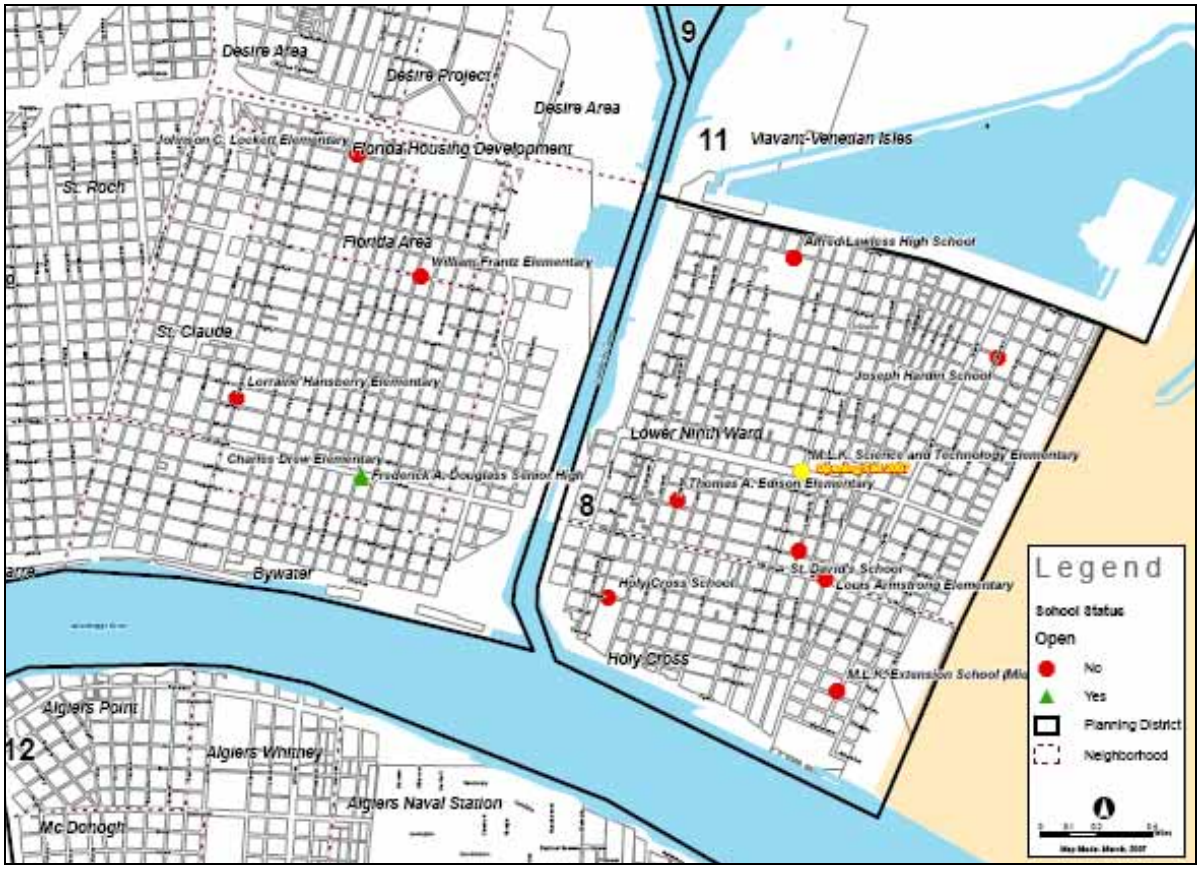
Source: Louisiana Department of Education, 2002-2003 Attendance and Dropout Rates

2. 2007 Updated Community Needs/Concerns

Prior to August 2005, the impact area was served by eight elementary schools, one middle school, and two high schools. Both high schools served 8-12 grades and the middle school served 7-8 grades. Due to damage from Hurricane Katrina in August 2005, the impact area is currently served by only one high school (grades 9-12) and one elementary school (grades pre k-8). The city's public school system is now composed of independent charter schools, schools run by the Orleans Parish School Board, and schools run by the State's Recovery School District. At this time, the schools open in the impact area fall under the Recovery School District's jurisdiction. Both of the open schools are located on St. Claude Avenue. Currently there no public schools open in the Lower 9th Ward or Holy Cross neighborhoods. Martin Luther King Jr. Middle School is scheduled to open August 2007 in the Lower 9th Ward neighborhood. There is only one after school program located in the impact area at Drew Elementary, but this program is only open to second graders.

The following map of public and private schools in the impact area shows the schools that were open prior to August 2005, the two currently open, and the one additional school scheduled to open in the fall of 2007. Although only two schools are currently open, the table below shows that there is a shortage of classrooms in the impact area to meet the predicted demand for the fall of 2007.

Figure 26: Public and Private Schools in the Impact Area, 2007



Map created by GCR & Associates, Inc.

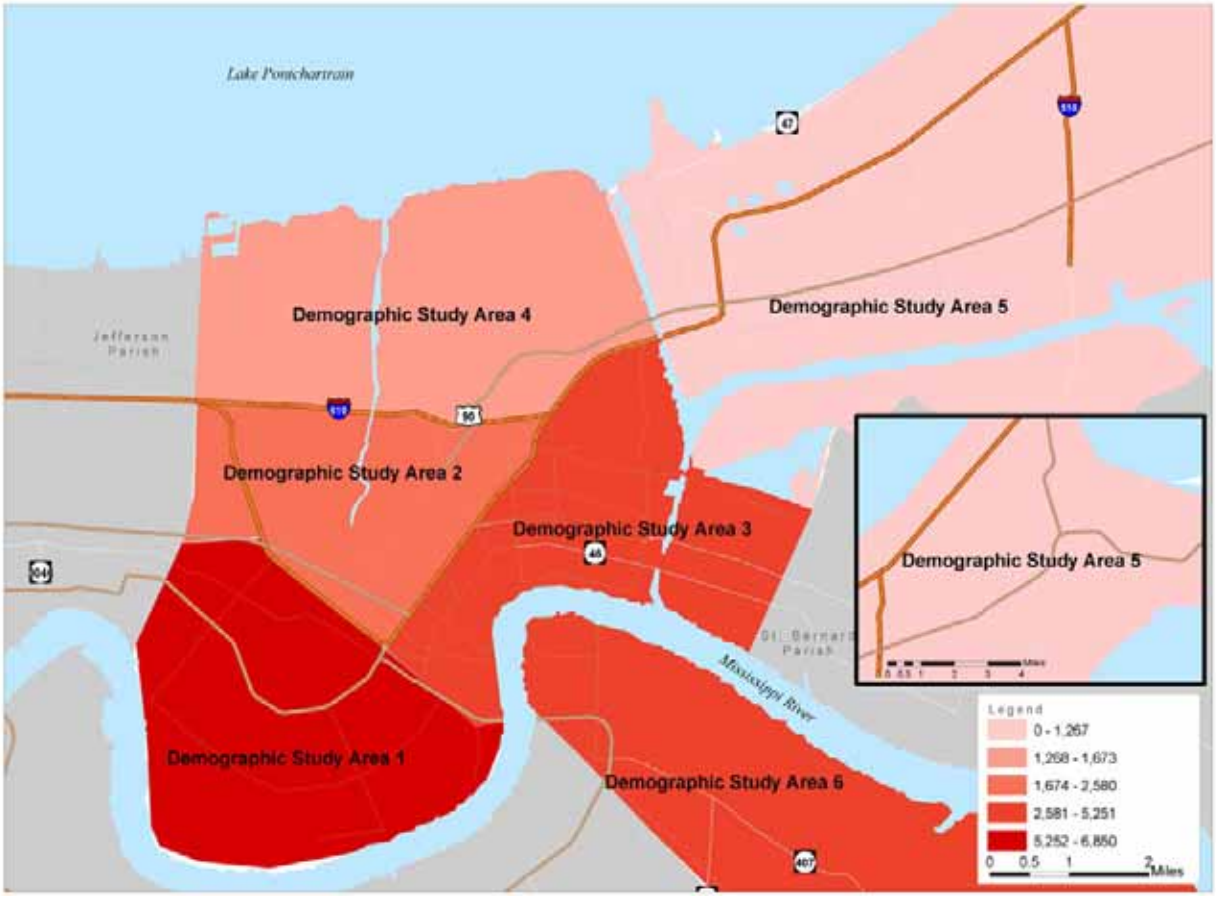
Table 33: Capacity and Predicted Enrollment in Recover School District Schools across Demographic Areas in Orleans Parish for the 2006–2007 School Year

	Elementary / Middle School			High School		
Demographic Study Area	**Capacity**	**1/1/ 2007 predicted**	**Surplus/ deficit**	**Capacity**	**1/1/2007 predicted**	**Surplus/ deficit**
1	7,558	5,767	1,791	650	1,204	(554)
2	2,879	2698	181	1,400	562	838
3*	3,449	4,835	(1,386)	650	973	(323)
4	400	1,712	(1,312)	0	424	(424)
5	1,950	1,814	136	650	397	253
6	6,772	6,912	(190)	2,400	1,361	1,039
Parishwide	1,090	1,090	0	4,558	4,558	0
Total	**24,098**	**24,828**	**(730)**	**10,308**	**9,479**	**829**

Source: GCR and Associates, Inc.
**Area 3 concerns the CBMC impact area, but covers more land than just the impact area.*

As seen in the table above, the predicted enrollment for Demographic Area 3 (the area containing the impact area) shows that for the 2006 – 2007 academic year it was predicted that schools in the area would not be able to accommodate 1,386 returning elementary/middle school students and 323 high school students

Figure 27: Map of Six Demographic Study Areas



Source: GCR & Associates, Inc.

School Programs and Student Needs

In the 2004/2005 Academic Year, Lawless and Douglass High School began implementing learning communities in which students participated in targeted academic and pre-professional courses and activities in addition to their core school work. Lawless High School offered learning experiences in Business and Finance; Cooperative Education; Visual and Performing Arts; and Health Science and Fitness. Douglass High School offered similar experiences in Creative Arts; Health Careers; Criminal Justice; and Business and Finance.

In the past the CBMC has come up with strategies to create a Youth One-Stop Center in the impact area, another program that combines after-school tutorial centers with a truancy program, and a new middle school facility. The concerns and needs that prompted the

creation of these plans are still an issue today. The CBMC feels that there is a need for parent accountability. There is also a need for the creation of an alternative school within the impact area. Furthermore, schools should be educating students to be bilingual and technology savvy, because teaching both of these traits will make students more competitive in a world perspective. And, supplementation education programs need to be offered for both youth and adults. There is also a need to make sure that school buildings and school grounds are environmentally safe for attending students.

School Buildings and Structure

In 2005, the Orleans Parish School Board voted to close selected schools across Orleans Parish. In the impact area, both Louis Armstrong Elementary School and William Frantz Elementary School were scheduled to close.

There is a great need for decent school buildings within the impact area. The CBMC members feel that the existing, damaged school buildings should be turned into other facilities such as senior centers, and that new, smaller, neighborhood schools should be built. These schools need to be at the center of the community and need to be smaller with fewer children to allow more focus on the individual. Schools also need to be ready to accommodate families as they return to New Orleans, and temporary or modular facilities are needed in the less populated areas to accommodate students. Any repairs or rehabilitation to school buildings need to be done according to the repopulation of the city and the impact area.

Day Care Facilities

There are currently only six child care facilities open in the impact area. There were twenty-five child care facilities open in August 2005. All of the open child care centers are located in the St. Claude/Florida and Bywater neighborhoods. There are no childcare facilities in the Lower Ninth Ward and Holy Cross neighborhoods at this time.

3. Construction Impacts

Construction-related traffic congestion and noise will potentially disrupt community life in the impact area and normal traffic patterns and pedestrian crossings will be interrupted. These changes in traffic patterns could become permanent after construction. This is a concern to residents because it may make it harder to drive children to and from schools and creates a higher pedestrian risk for children who walk to school. Construction noise may also disrupt classroom classrooms in schools near the canal.

Construction activities will also increase air pollutant levels in and near the construction sites posing a possible danger to children attending schools located near the canal.

4. Summary of Current Needs

The following list provides an overall summary of the education needs for the impact area as identified by the CBMC during its meetings held between March and May 2007.

School Programs and Student Needs

- Provide supplemental education programs for both youth and adults, trade schools, after-school programs, are needed in the impact area.
- Improve parent accountability in the public schools.
- Provide for an alternative school and a truancy center for impact area students.
- Provide bilingual education programs and information technology programs to help students compete for jobs upon graduation.

School Buildings and Structure

- There is a need to reconfigure schools as the center of communities and make them multi-functional community/cultural centers. These schools also need to be smaller to allow more concentration on the individual student.
- There is a need to repair and rehabilitate existing school facilities according to repopulation and to provide temporary or modular facilities in less populated areas.
- There is a need for decent school buildings and the creation of new schools. Old school buildings need to be turned into senior housing and new smaller schools need to be built.
- Schools need to be ready for children as they return to the impact area.
- There is also a need to make sure that school buildings and school grounds are environmentally safe for attending students.

Day Care Facilities

- More day care facilities are needed, especially on the east side of the canal.

G. Parks, Recreation and Neighborhood Image

There are ten playgrounds and one recreational center operated by the New Orleans Recreation Department in the impact area neighborhoods. In addition to the playgrounds and the recreational center there are open space areas that provide passive recreation for local residents. These open spaces are located along the river levee and batture in the Holy Cross neighborhood.

Well-maintained and well-staffed playgrounds are important to impact area residents because they help to reduce crime, spur development, and contribute to public health by providing places for exercise and relaxation. Revitalizing neighborhoods with playground improvements has the added benefit of increasing property values, property tax revenues, and local business revenues. When playgrounds are clean, well-maintained, and well lit, more community members use them and positive recreational activities deter drug dealing, graffiti, and other illicit behavior (FON).

1. Review of Community Needs Identified 2000 – 2005

Recreation needs and concerns were identified by the Community-Based Mitigation Committee (CBMC) as part of the community mitigation planning effort for the Industrial Canal Lock Replacement Project between 2000 and 2005. These needs and concerns are outlined below.

Parks and Playgrounds

- Enhance recreational opportunities in all impact neighborhoods.
- New funding for neighborhood playgrounds
- Community centers, open spaces, and other parks

Levees, Green Space, and Buffer Zones

- Create riverfront levee paths – especially pursuing a partnership with those responsible for creating the Riverfront Vision 2005 Plan.
- Create Industrial Canal levee paths – create a partnership with either the City or the New Orleans Levee Board on improving levee amenities.

Recreational opportunities are an important need in all communities to ensure that children have places near their homes to play. The table below reports the 2000 Census count of children living in the impact area neighborhoods. Prior to August 2005, children made up a significant percentage of the total population in the impact area (nearly 30%).

Table 34: Number of Children in the Impact Area <18 Years of Age, 2000

	2000 Population	# <18 Years	% < 18 years	# of Playgrounds in each Neighborhood
Bywater	5,056	1,154	22.82%	2
Florida/St. Claude	14,932	4,601	30.81%	3
Holy Cross	5,507	1,784	32.40%	1
Lower 9th Ward	14,008	4,294	30.65%	4
Total CBMC Impact Area	39,503	11,833	29.95%	
Orleans Parish	484,674	129,408	26.70%	

Data Source: Census 2000

2. 2007 Update of Community Needs

Recreation needs and concerns were updated in 2007 to address changes that have taken place since August 2005. These updated needs and concerns are as follows:

Parks and Playgrounds

The CBMC has made recreation and the improvements of playgrounds a priority. Before August 2005 the committee had been working with the Army Corps of Engineers and Friends of NORD to renovate playgrounds in the impact area. As of May 2007, all impact area playgrounds are in need of repair. Many are damaged and overgrown. Trash litters the ground of all of them, and several now house both construction and residential trailers.

Renovating and updating playgrounds and recreation areas has proven to help reduce crime, spur development, and contribute to public health by providing places for exercise and relaxation. Playgrounds where constant neighborhood activity can be seen should be renovated first. Currently the city is not physically able to maintain the impact area's parks and playgrounds on their own; therefore, community participation and community programs are needed to help with upkeep whenever possible. Community centers, especially the Sanchez Center need to be renovated and opened to the public. All trailers currently located on public playground property need to be removed. Although there is no need for any new major parks or playgrounds, new, small pocket parks are needed in certain populated neighborhoods.

Levees, Green Space, and Buffer Zones

Green space along the levees and landscaped buffers are important to the community and need to be preserved because they provide places for relaxation and exercise. Currently the Holy Cross levee is zoned light industrial and there is a potential to lose this important community resource. Community members do not want to see this green space lost. There is a need to rezone this area in order to preserve it.

There is also a concern about limited access to this riverfront area if condominiums are built in the Holy Cross neighborhood. A combination of lock construction and condominium

construction could greatly reduce impact area residents' access to the riverfront and reduce a major section of community green space. Access to the riverfront should be preserved and enhanced whenever possible and a Riverfront Linear Park should be developed.

Preserving existing open space area along the riverfront, the Industrial Canal, the Press St. Rail Corridor, and Florida Rail Corridor both above and below the Canal is an important need. There is also a need to identify open space opportunities adjacent to Jackson Barracks. The open space along Florida Avenue and the Press Street corridor will also help buffer the community from adjacent institutional and industrial uses.

The following map of existing and proposed recreational facilities in the impact area show existing playgrounds and open space, as well as the specific playground and open space improvements needed.

Figure 28: Existing & Proposed Parks and Recreational Facilities

Source: UNOP Plan, Lambert Plan, Riverfront Vision 2005 Plan
Prepared by GCR & Associates, Inc.

3. Construction Impacts

Parks and Playgrounds

During construction there will be a significant increase in truck traffic which will create a potential danger for children crossing major thoroughfares to get to open space areas and playgrounds.

Levees, Green Space, and Buffer Zones

During construction there will be a decrease of available green space along the Industrial Canal. Once construction is complete, the Corps plans to create usable green space along the Industrial Canal both above and below the Canal.

Construction plans for the Industrial Canal Lock Replacement Project calls for changes in floodwalls and levees. The Holy Cross levee and batture area serves as a passive recreational area used for fishing, picnicking, jogging, and walking. Residents will not have access to portions of the batture during construction of the levees and floodwalls. However, upon completion of the lock replacement construction project, access to the batture area will be the same or greater than the present conditions. Construction of the new lock and associated project activities will generate both short and long-term impacts to the aesthetic character, landscape, and cultural resources of the neighborhoods.

4. Summary of Current Needs

The following list provides an overall summary of the recreation needs for the impact area as identified by the CBMC during its meetings held between March and May 2007.

Parks and Playgrounds

- Rehabilitate neighborhood parks
- Remove trailers from impact area parks and playgrounds
- Community adoption of parks to ensure that they are well managed and maintained (UNOP, CBMC)
- Create new pocket parks equipped with playground equipment, water fountains, water feature elements, and multi-purpose fields, so children will not have to cross major roadways to find a play spot (LP, UNOP)
- Rehabilitate and create community centers, where children and other neighborhood residents can meet and play -- includes renovating the Sanchez Center (UNOP, LP, CBMC)

Levees, Green Space, and Buffer Zones

- Maintain green space along the levee within the Holy Cross neighborhood
- Restrict height and density requirements along levees

- Increase green space, landscape buffers, and recreational opportunities, especially along the riverfront (UNOP, LP, CBMC)
- Enhance access to Riverfront (UNOP, CBMC)
- Develop Riverfront Linear Park (UNOP)
- Preserve the area between Chartres and the floodwall from Louisa Street to the Industrial Canal as green space (UNOP)
- Create additional open space opportunities adjacent to Jackson Barracks and along Florida Avenue to buffer the community from adjacent institutional and industrial uses (UNOP).

H. Community Cohesion and Leadership Development

The communities in the impact area are established neighborhoods characterized by many attributes which indicated that some were standing on the brink of growth in property values and economic development and some were experiencing gentrification with all of the accompanying upgrades that that entails. All of the communities in the impact area were in some ways isolated from the rest of New Orleans and residents believed that a community identity and the need to work together to make their common needs known to governing bodies and others who might impact their communities was essential.

Community cohesion is very high on the agenda of the impact area's needs/opportunities to create the neighborhoods that its residents want. It is very difficult for fragmented and polarized communities lacking a strong sense of civic identity and social values to attain the needs and achieve the goals of the various neighborhoods that make up those communities. Community cohesion is crucial for the sustainability of the impact area of New Orleans today. It is about a common sense of belonging for all members of the community. Community cohesion is about the shared wants and needs and the wellbeing of the community as a whole. It lies at the heart of a strong and safe community.

1. Review of Community Needs/Concerns Identified 2000-2005

Community/Government Involvement

- There is no united voice in the impact area to tackle problems and lobby for improvements with the local governments. More community involvement is needed to create a sense of united purpose among residents of the impact area.

Social/Economic Differences

- In spite of their physical proximity, the four neighborhoods in the impact area are in many ways socially and economically separated. Due to their historic nature, Bywater and Holy Cross have experienced a wave of reinvestment in recent years. By contrast, St. Claude/Florida and the Lower Ninth Ward haven't experienced the same kind of reinvestment. The gentrification of Bywater and Holy Cross will continue to isolate them from areas north of St. Claude unless there is an effort to create community cohesion.

Vacant Lots

- There are many unmaintained vacant lots in the impact area. This kind of visible blight affects residents' perception and experience of their community. A 2001 windshield inventory found 1,074 unmaintained vacant lots in the four neighborhoods – 781 in the Lower Ninth Ward, 205 in St. Claude/Florida, 66 in Holy Cross and 22 in Bywater. Since 2001 many of these vacant, unmaintained lots have been cleaned up. The city's Sanitation Department and the Department of Environmental Health are working together to identify and declare unmaintained vacant lots blighted and to clean them up. According to a June, 2005 inventory by the New Orleans Redevelopment Authority (NORA), there are 163 blighted, adjudicated vacant lots in the impact area.

  When the vacant lot cleanup concept was initially formulated, the City's Sanitation Department was not focusing any additional attention on the needs of the impact area. Since that time a change in City administration has led to an increased cleanup effort in the 9th Ward. In 2004, the Sanitation Dept. began to conduct overtime Saturday lot cleanup in the 9th Ward through its own initiative. The CBMC program was designed to supplement the efforts of the Sanitation Department by providing a one-time cleanup on lots where adjoining property owners were willing to continue the upkeep of the lots.

  By July 2005, approximately 65 homeowners in the impact area had signed a letter of commitment to maintain vacant property adjacent to their own. In May 2005 after the grant agreement for the program was signed, the Sanitation Department began cleaning the lots for which letters of commitment had been received. Once the agreement was signed, the CBMC began working in the community to identify more property owners to sign a letter of commitment and maintain vacant lots. The CBMC planned to reevaluate the structure and objectives of the vacant lot program in 2006 to determine if it should be continued in subsequent years.

  Some of these homeowners are also interested in acquiring the adjacent vacant property. The CBMC planned to sponsor a vacant lot acquisition workshop in the fall of 2005.

Farmers Market

Although there were small grocery and corner stores in the impact area, there was no supermarket that provided a diversity of food options.

- Research has shown that community farmers markets promote community cohesion through social interaction.
- Markets can also promote economic opportunity, mobility and empowerment as well as the maintenance of green spaces for local gardens.

- Case studies have shown that farmers markets can become the centerpiece of a local food system, with the market helping to drive local demand and to catalyze local production.

In July 2004, the CBMC voted unanimously to create a 9th Ward farmers market as their Community Cohesion project. The CBMC was working with the City to develop plans for a market east of the canal that met the following conditions:

- all four impact neighborhoods must have a representative on the board of directors of the market's operating agent;
- the CBMC must be involved in site section; and be recognized in all market signage and marketing materials.

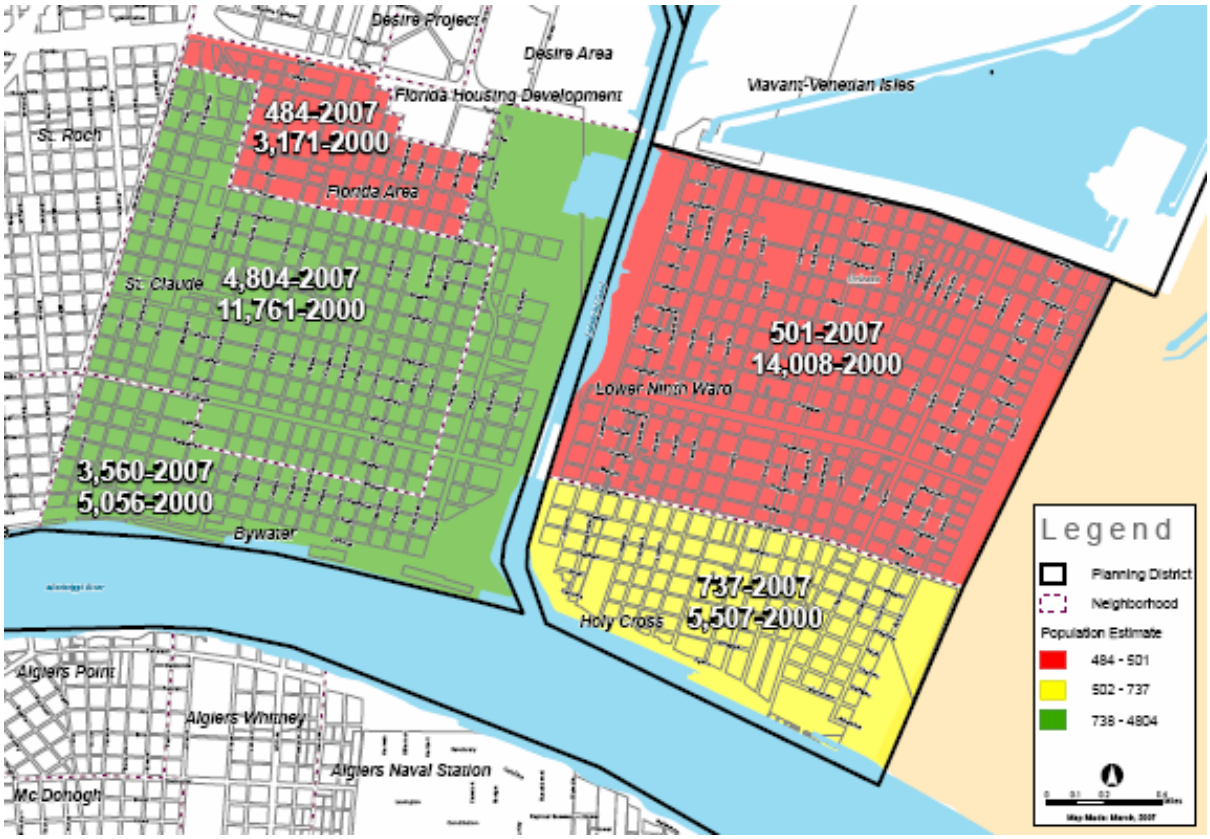
The City was developing its own criteria for the operation of the market to address site, health, and safety issues.

2. 2007 Update of Community Needs/Concerns

The post-Katrina population in the impact area is only a fraction of its pre-storm level. Based on the number of utility accounts that have been opened in the area as of January 2007, it is estimated that the impact area has a population of about 10,086 residents. The areas showing the smallest growth in post-Katrina population are the Florida, Holy Cross and Lower Ninth Ward neighborhoods.

Part of the community cohesion activities mentioned in recent CBMC meetings is the effort of bringing displaced residents back to the impact area. It is believed that the loss of area population will diminish the voice of an area that already had problems being heard by municipal government and the rest of the city.

Figure 29: 2007 Population Estimates & 2000 Census Counts



Source: Utility Providers and GCR & Associates, Inc.

The map indicates the population of the impact area in 2000 per Census Count and the estimated population in 2007.

Table 35: Louisiana Recovery Authority's Survey Results January, 2007

Applicants Future Plans	% Impact Area	% Orleans Parish
Rebuilding	81%	87%
Selling Home and Staying in LA	15%	11%
Selling Home and Leaving LA	4%	2%

Source: Times Picayune - Jan. 19, 2007

The Louisiana Recovery Authority indicates that as of January, 2007, eighty-one percent of the applicants from the impact area are planning to rebuild their homes in the area. Fifteen percent of the applicants from the impact area are planning to sell their homes and remain in Louisiana and four percent are planning to sell their homes and leave the state.

Impediments of Community Cohesion

At the CBMC meeting, residents of the impact area identified barriers that exist in the post-Katrina era that impede community cohesion. They indicated that the municipal government lumps the Holy Cross and Lower Ninth Ward neighborhoods together. The neighborhoods are different and, in some cases, have different needs. However, they still find that their

strength will lie in the fact that the differing communities speak with one voice on a large variety of issues.

Because the Lower Ninth Ward was so devastated, it is very important that it is recognized as a viable neighborhood by governing bodies. Public officials and city leaders should recognize the Lower Ninth Ward as an area that needs attention.

There is a lack of banks and supermarkets in the impact area. Residents believe that one of the causes for this is that public officials and others have fostered the perception that there is no money in the Lower Ninth Ward and Holy Cross areas. Many believe that residents of the Lower Ninth Ward are illiterate and poor. Actually, before Katrina, the neighborhood supported over fifty corner stores and twenty-two salons that had all been in business for over four years. Also, the Lower Ninth Ward boasted the highest percentage of homeowners in the city.

The Brookings Institution in Washington, D.C. indicates that as a result of concentration, low- to moderate-income urban neighborhoods have more spending power per acre than the wealthiest suburbs. Further, the research reveals that households with reported income of under $30,000 annually make up one third of all consumer expenditures in the United States. Residents in the impact area believe that it is crucial to encourage and help displaced residents to return home to increase their spending power and attract the commercial vendors required.

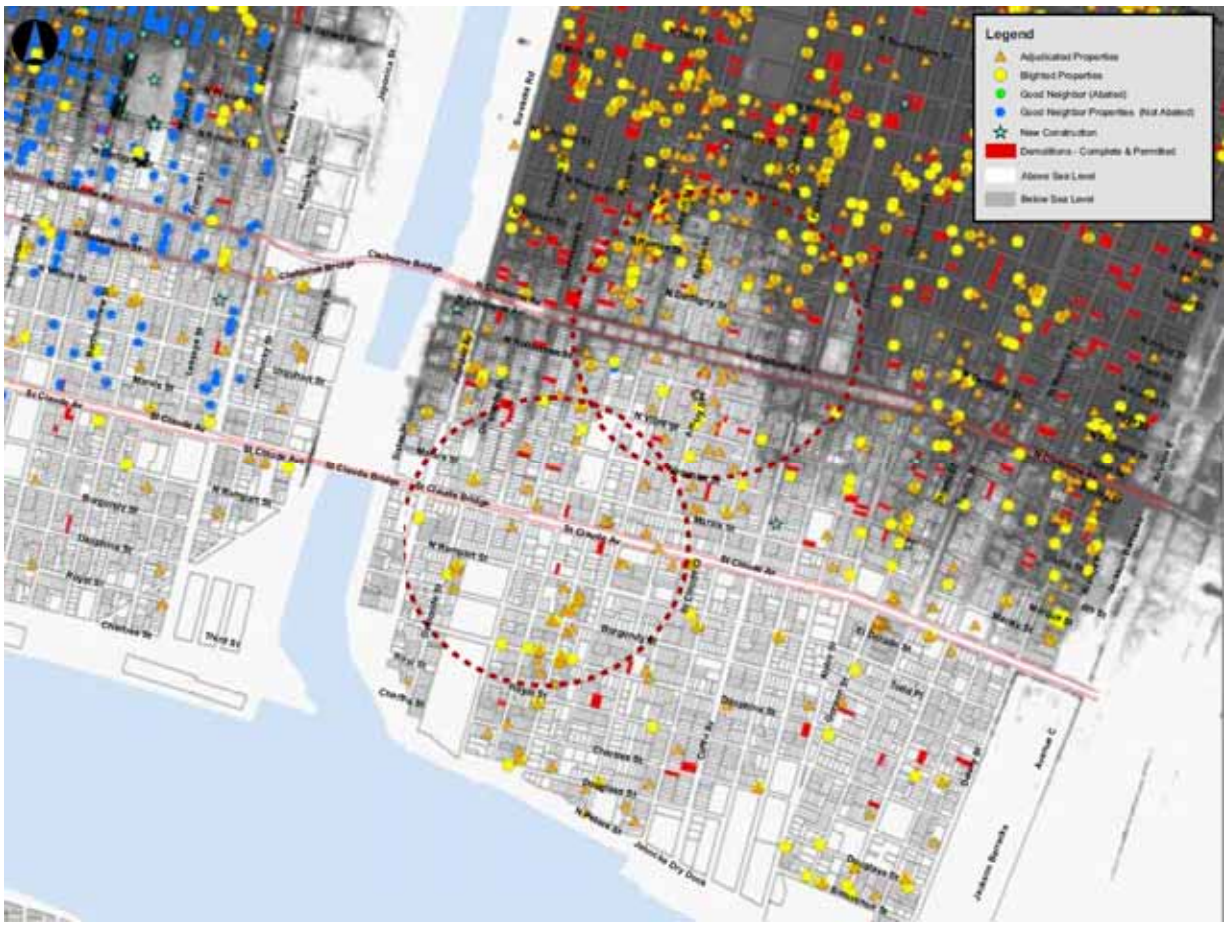
Attempts to bring people together to work on common goals are harder now that there are fewer people and now that people are so spread out within certain areas. Holy Cross School is moving out of the community and that was where many of the neighborhood's meetings were held.

Residents believe that the entire area below Canal Street does not get the same recognition and attention as the neighborhoods and communities above Canal Street except for the French Quarter.

Vacant Lots

The Lot Next Door Program is one of many proposed housing policies to emerge from the Neighborhoods Rebuilding Plan. This ordinance would give homeowners the ability to purchase publicly owned (adjudicated or sold to the Road Home Program) adjacent lots/structures prior to these properties being offered to other buyers. The anticipated outcomes of implementing the Lot Next Door program include the encouragement of population return, maintaining the lot size footprint in the neighborhoods and increasing neighborhood cohesiveness by empowering citizens to revitalize their own neighborhoods. Support for this program has been substantial in neighborhoods such as the impact area where there are a large number of blighted and adjudicated properties. The Lot Next Door Ordinance was passed by the New Orleans City Council in May, 2007.

Figure 30: Recovery Profile from the Ninth Ward and Holy Cross: Housing Indicators



Source: City of New Orleans

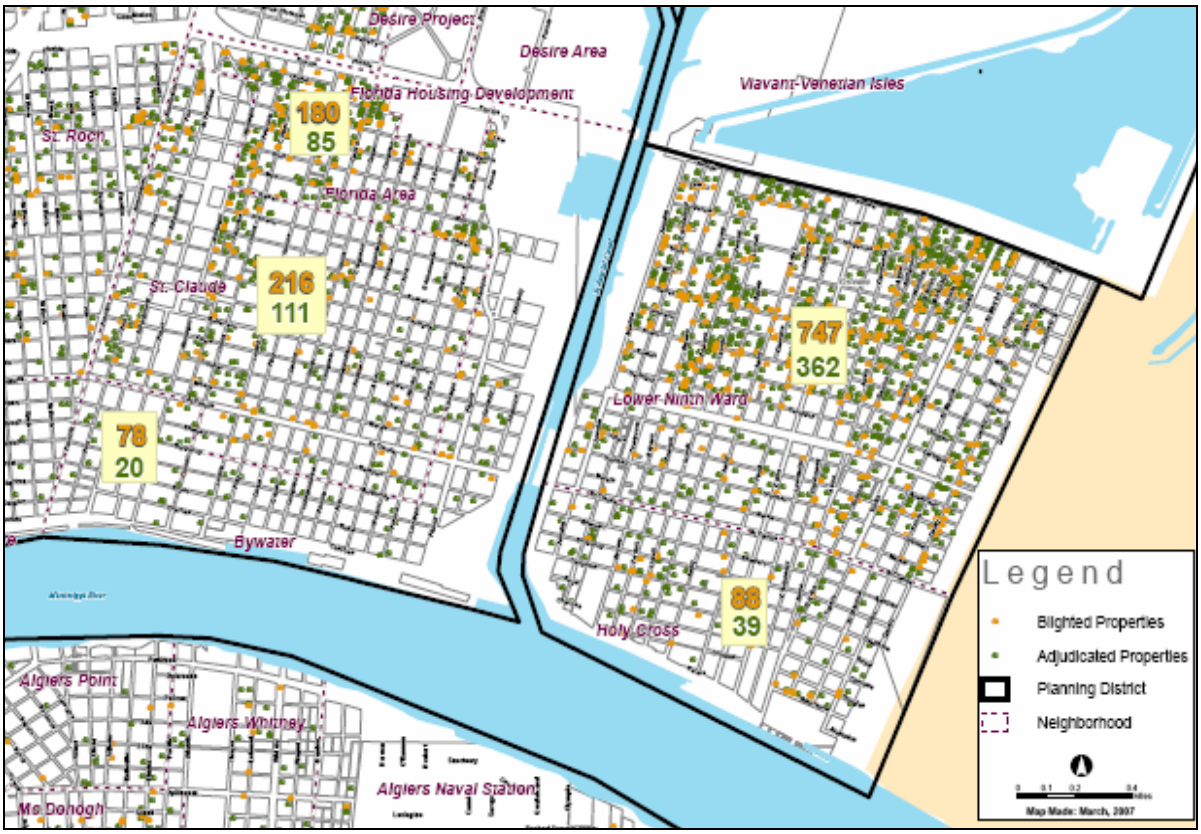
The map provides post-Katrina information about the location and number of residences that are: adjudicated (gold triangles), blighted (yellow circles), abated as part of the Good Neighbor Program (green Circles) or remain unabated (blue circles), demolished, and/or scheduled for demolition (red rectangles). New construction is indicated by green stars.

According to the Unified Plan, the following factors should be considered when implementing the Lot Next Door program:

- Neighborhood organizations should work towards the idea of consolidation of lots to address the issue of the "jack-o-lantern" effect of vacant lots within the block.
- When consolidating, consider the manner in which consolidation can support community facilities, schools, parks and rain gardens and the character of the neighborhood.
- Assure that the property owner has knowledge and is open to the process.
- The program should be modified to suit the particular needs of the Impact Area.

- After offering the program to adjacent home owners, the program should next be offered to the home relocation program to induce displaced citizens to come back home to New Orleans.
- Offer to block residents, the ability to study the potential for property within their block.

Figure 31: Blighted and Adjudicated Properties, 2005



Source: City of New Orleans, Map by GCR & Associates, Inc.

Farmer's Market

A Farmer's Market was established by the Renaissance Project in January of 2007. It is open from 1:00 to 4:00 PM every Saturday at Holy Angels Convent, 3500 St. Claude Avenue. The market offers seasonal fruits and vegetables, seafood, prepared foods and cooking demonstrations. A community breakfast was scheduled to be held on the first Saturday in June.

A Farmers Market is also slated to open at St. David's Church is the Lower Ninth Ward in the very near future.

Community Needs -- Reported in the Lambert Plan (LP) and the Unified New Orleans Plan (UNOP)

- Redevelopment of homes and residential lots that fall into public ownership. (LP & UNOP)
- No neighborhood identification signs. (LP & UNOP)
- Recover, expand, and design churches, libraries, civic facilities, and community centers. (LP & UNOP)
- Strengthened social, physical and economic connections between the Impact Area and its neighboring communities. (LP)
- Nexus Concept- using existing and future schools for many functions: after school activity centers, spaces for community meetings and events, public libraries, and as emergency shelters. (LP & UNOP)
- Town Center concept…(LP)
- Rehabilitate or design civic and cultural facilities. (LP & UNOP)
- Community policing, community land trusts and community development corporations. (LP & UNOP)
- District-wide advisory committee to help individual neighborhood organizations. (LP)
- District-wide planning advisory committee: (LP)
    - Roundtable for discussing and formulating positions regarding issues that affect the community's welfare.
    - Mechanism for community review and comment on proposed changes (zoning, etc…) in the district.
    - A tool for helping the community advocate for projects that represent important civic benefits.
    - A source of education for the community on issues that affect quality of life.
- Active advocating for funding and other support (through CDCs etc…). (LP)
- Project liaison to serve as a communication link to the community on related riverfront issues and proposals. (UNOP)

3. Construction Impacts

Construction-related traffic congestion and noise will potentially disrupt community life in the impact area. There is no way to prevent some level of interruption to routine activities such as shopping, walking in the neighborhood, visiting neighbors, participating in community activities, rebuilding homes and businesses and recreation. The noise level will also be a disrupting factor when residents are going about their daily activities.

4. Summary of Current Needs

The following list provides an overall summary of the needs for the impact area as identified by the CBMC during its meetings held between March and May 2007.

- There is a need for a community center in the impact area. This would provide a place to hold meetings and provide services for the residents in the community. Brad Pitt's Global Green Project includes plans for a community center.

- Churches are gradually coming back in the impact area and will provide a method for neighbors to help one another. The churches have formed an organization, Churches Helping Churches, to assist residents. The churches can also provide meeting places for neighbors to discuss mutual needs and goals.
- The members of the CBMC would like to recruit more members for the CBMC Board in the near future. Because many of the members no longer attend meetings, it would be helpful if new members were added to the board.
- A Neighborhood Association should be formed in the St. Claude area to foster community cohesion and assist the area in accomplishing its various goals, speak to governing bodies with one voice and attain the needs identified to better the neighborhood. CBMC members would like to hold a gathering of all the neighborhood associations in the impact area to discuss their mutual interests and needs.
- CBMC members also want to host a bi-annual dinner meeting to bring together impact area neighborhood associations, CDCs, ACORN, Habitat for Humanity, merchants associations, local churches and other interested stakeholders located below Canal Street. At this meeting, groups would discuss their needs, the problems faced by the various communities, and how the communities can work together to help solve their mutual problems and assist with attaining community needs. The meeting should be sponsored by the CBMC and advertised with a press release and media coverage.

IV. Summary of Community Needs Assessment

The following table summarizes the needs assessment produced by the CBMC during its meetings. The eight topic areas and corresponding subsections are categorized by the time frame in which the CBMC believes the issues should begin to be addressed. The time periods include short-term at one to five years, mid-term at five to ten years, and long-term at ten to twenty years. Additionally, the table includes a category for those needs that will need to be addressed during the period that the lock is under construction, which at this time, is unknown.

The eight topics areas: job training and employment, safety, housing, transportation, business and economic development, education, parks and recreation, and community cohesion and leadership development encompass basic needs that must be met for any community to function. CBMC members, grappling with the reality of living in or attempting to return to one of the city's most devastated areas, deem the majority (65%) of issues as requiring attention in the short-term as compared to 23% in the mid-term and 3% long-term. Issues needing to be addressed during lock construction comprise 9% of the total.

This is not to say, however, that those needs falling outside the short-term are unimportant to either the CBMC members or to the future stability of the impact area. Indeed, many of these needs which promote impact area growth would have previously fallen into the category of needing more immediate attention than they do today. The CBMC has to now prioritize its needs in a much different way than it has in the past. Therefore, impact area residents must focus primarily on short and mid-term needs that will help residents return and to facilitate neighborhood restoration.

Table 36: CBMC Needs by Topic Area and Time Frame

Need	Short Term (1-5 years)	Midterm (5-10 years)	Long Term (10-20 years)	Lock Construction
Job Training and Employment				
Job training programs for high school students				
Incentives to attract residents to job training programs				
Reduce high school drop out rates				
Better schools and teachers				
One Stop Center				
• Transportation for job training participants				
• Determine skill levels required for available jobs				
Adult unemployment program				
More counselors in high schools				
Require GED training and job training for misdemeanor punishment				
SAFETY				
Police Protection				
Permanent police presence east of the Canal.				
Implement community policing initiatives.				
Reopen/rebuild station & substation, increase the number of officers, replace damaged equipment.				
Maintain police protection east of the canal during bridge closures, add lane restrictions on bridges.				★
Fire Protection				
Reopen/rebuild stations and sub-stations, increase the number of fire fighters, and replace equipment.				
Repair sanitary underground water infrastructure to ensure adequate water pressure.				
Emergency Medical/ Health Services				
Provide access to emergency health care facilities and adequate EMS staffing.				
Police/Fire/EMS Communications				
Install communications equipment for harbor police to increase public safety.				
Infrastructure and Lighting				
Adequate Street lighting				
Repair, restore, and improve streets				
Remediate and improve storm water drainage, culverts, storm basins, swales, and gutters				
Flush existing street drains				
Install additional drainage				
Remediate and improve all sewer infrastructure				

Need	Short Term (1-5 years)	Midterm (5-10 years)	Long Term (10-20 years)	Lock Construction
HOUSING				
Structural Damage				
Access to low-cost building materials				
Clear information regarding gutting deadlines and building elevation from city leaders				
Accelerated response from insurers and the Louisiana Recovery Authority				
Assistance for homeowners who lack proper titles to their properties				
Temporary Housing				
Additional temporary housing during the rebuilding process				
Residential Redevelopment				
Technical assistance for general housing and housing development information				
Neighborhood Plans				
Reflection and protection of neighborhood interests in redevelopment plans				
Housing and Community Diversity				
Initiation of policies/initiatives/legislation to deal with absentee landlords				
Residential/mixed-use development that is compatible with the historic character of the neighborhoods				
Housing initiatives that promote racial, class, income, and housing diversity including rentals, owner-occupied, and mixed income developments				
Ensure continued riverfront access				
Blighted/Abandoned/Adjudicated Properties				
Address blighted, abandoned, and adjudicated properties				
Historic Preservation				
Redevelopment that builds upon neighborhood histories, architecture, and sense of community and character				
Affordable rehabilitation options for home owners of historic properties				
Technical, educational, and financial assistance to help rebuild or demolish in an affordable and timely manner				
Opportunities for community review and comment prior to the demolition of an historic structure				

Need	Short Term (1-5 years)	Midterm (5-10 years)	Long Term (10-20 years)	Lock Construction
TRANSPORTATION				
Public Transportation				
Improve transit system to provide better access to the CBD and the rest of the city				
Extend public transportation to provide better continuous service from St. Bernard Parish to Jefferson Parish along Claiborne Ave.				
Minimize delays caused by bridge closures and traffic congestion that disrupt bus route schedules				★
Traffic Congestion				
Improve major roadways				
Minimize structural damage from vibrations of heavy truck traffic				★
Full repair of traffic signals and replacement of street signs				
Maintain pedestrian and bicycle access to the St. Claude Avenue bridge.				
Add more bicycle and pedestrian paths				
Emergency Evacuation				
Locate a city-assisted pick-up point in the Lower Ninth Ward				
Transportation for elderly, disabled and those with no means of transportation to city-assisted evacuation pick-up points				
Avoid bridge closures during hurricane season				★
Locate a city-assisted special needs pick-up point in the impact area				
Ensure that work on bridges does not increase traffic problems or interrupt business operations.				★
Synchronize traffic signals				
Prevent trains from blocking intersections for long periods of time				
Ensure that trucks and other large, heavy vehicles do not present traffic and safety issues				★
Ensure that the Poland Ave. Cruise Terminal does not exacerbate traffic in the Bywater neighborhood				

Need	Short Term (1-5 years)	Midterm (5-10 years)	Long Term (10-20 years)	Lock Construction
BUSINESS AND ECONOMIC DEVELOPMENT				
A bank, a post office, a supermarket, drugstores, a police substation, and at least one gas station				
Attract bakeries, florists, dry cleaners, a shopping center, a hardware store, a department store, a funeral home, and a seafood market to the area				
Attract family-style restaurants				
Extend St. Claude Main Street Program to include more of the impact area				
Clean-up the St. Claude Avenue neutral ground				
Support of municipal entities to enforce zoning laws and check the licenses of builders for new residential and commercial developments				
Prevent transients from living on vacant residential and commercial properties				
Remove abandoned school buses from neighborhoods				
Connect Jackson Barracks community action board and residents				
Bi-annual meeting with "Below Canal Street Stakeholders"				
Encourage development of galleries & studios for artists				
Incentives for clinics and doctors to locate within the impact area				
Create a renovation center for projects like Habitat for Humanity to utilize materials from demolition and rebuilding projects				
Minimize number of nuisance businesses and infill vacant commercial properties				
Encourage a commercial corridor around MLK School				
Encourage a commercial corridor along Desire St.				
EDUCATION				
School Programs and Student Needs				
Provide supplemental educational programs for youth and adults				
Improve parent accountability				
Provide an alternative school and truancy center				
Provide bilingual education programs and information technology programs				
School buildings and Structures				
Reconfigure schools as centers of the community and make them multi-functional community centers				
Have some schools ready for children as they return				
Repair and rehabilitate other existing school facilities as the area repopulates				
Provide decent school buildings and the creation of new schools				
Ensure school buildings and school grounds are environmentally safe				★

Need	Short Term (1-5 years)	Midterm (5-10 years)	Long Term (10-20 years)	Lock Construction
Day Care Facilities				
More day care facilities, especially on the east side of the canal				
PARKS AND RECREATION				
Recreation				
Rehabilitate neighborhood parks				
Remove trailers from impact area parks				
Community members to adopt existing parks				
New pocket parks				
Rehabilitate and create community centers				
Levees, Green Space, and Buffer Zones				
Maintain green space along the levee within the Holy Cross neighborhood				★
Restrict height and density building requirements along levees				
Increase green space, landscape buffers, and recreational opportunities, especially along the riverfront				
Enhance access to the Riverfront				
Develop Riverfront Linear Park				
Preserve the area between Chartres and the floodwall from Louisa Street to the Industrial Canal as green space				★
Create additional open space opportunities adjacent to Jackson Barracks and along Florida Ave.				
COMMUNITY COHESION AND LEADERSHIP DEVELOPMENT				
Community and Government Involvement				
A community center				
Assistance from church organizations to assist residents				
Social and Economic				
New members for the CBMC				
A St. Claude Neighborhood Association				
A bi-annual dinner meeting to bring together interested stakeholders				
Vacant Lots				
Implement a Lot Next Door program				

THIS PAGE LEFT INTENTIONALLY BLANK