

development plan

new orleans riverfront:

Reinventing the Crescent



Reinventing the Crescent

six miles of riverfront redevelopment



Mayor C. Ray Nagin

February 27, 2008

Dear Fellow Citizens and Visitors:

New Orleans is one of the world's most fabled cities, a verdant place of historic architecture, renowned cuisine, great literature and, of course, signature music. Over its remarkable 300-year history, the city has, like many ports, attracted a diverse and resilient population and thrust itself deeply into the cultural memory and ethos of the United States. It is home to a creative culture of invention that has seeded the nation's music, literature, food, art, sports and business. As a result, it has anchored itself in surprising and wonderful ways to both the landscape and the national imagination.

Today, we have for the first time in 150 years the rare opportunity to reconnect this beloved city to its famous river and embrace it in exciting ways. We have the opportunity to redefine and transform the crescent of the Crescent City into an internationally prominent waterfront. As this nation's most soulful city, so often at the vanguard of American culture, we stand poised to realize a new, 21st century urban landscape that will become a model of design excellence. It will become one of the greatest riverfronts in North America. And it will become perhaps the most significant physical addition to this city, since the French Quarter.

While our aspirations are indeed high, the idea is not new. From London to Paris. From Barcelona to Valencia. From Sydney to Shanghai. From Tel Aviv to Tenerife. From Seattle to Vancouver. From Chicago to New York. And from Baltimore to San Francisco. Great cities of the world constantly evolve and reinvent. They focus on what they do best. They focus on areas where they have competitive advantage. Each harnesses the power of its waterfront and design excellence to create uncommon beauty, joy and prosperity.

Likewise, we must never lose the capacity to reinvent ourselves ... or lose sight of our greatness. New Orleans belongs in the pantheon of the great cities of the world, and this "Reinventing the Crescent" plan is a bold reminder of just how vibrant a city and how exceptionally creative a people we are. The goals are clear. The design team is among the world's finest. And this plan is spectacular. Not just because we say so, but because thousands of citizens gave selflessly of their time in more than a dozen public meetings and form an enthusiastic chorus of voices that says so.

Change is sometimes challenging, but we can do this. As we do, it is important to understand a basic trend. Cities are no longer places where each of us must go for work. They are increasingly places where people choose to live to experience a higher quality of life. Reinventing our riverfront is, thus, a tool. Much in the same way that the Superdome functioned in the 20th Century or St. Louis Cathedral functioned in the 19th Century, this majestic riverfront and its ensemble of architectural and landscape elements can become the proud face of New Orleans for the 21st Century. It will signal a new and hopeful *Time*. Yet it will reflect the unique sense of *Place* that is the enduring mark of a proud people. If we do our work skillfully, we can fundamentally boost the quality of life for all locals and visitors, offering a compelling new reason to live in this joyful city. Perhaps more important, with abundant pedestrian access to and along the river, we can offer a powerful magnet for attracting new talent in a new economy driven by information, media and technology.

For these reasons, the New Orleans Building Corporation (NOBC), with the support of the Mayor and the City Council, is leading the way to invest more than \$294 million to "Reinvent the Crescent". It is a transformative investment, expressed best by this simple if / then statement. If the three phases, sequenced for development from 2008 to 2016, are fully achieved, then widespread economic benefits will occur. Key estimates from our economists are the creation of more than 24,000 new jobs, nearly \$3.6 billion in new, private investment and more than \$63 million a year in new revenue for the State and for our City.

As you will see in the richly rendered pages of this plan, together we can create smart new economic infrastructure that will allow New Orleans to flourish. We will build a stunning performance venue, something we have all missed since the World's Fair amphitheatre. We will build cruise ship terminals, so that our Port can compete with Miami, currently the top cruise port in the nation. We will build remarkable educational institutions, with the Tulane / Xavier Riversphere and growth at the New Orleans Center for Creative Arts (NOCCA). Altogether, we will build over seventy acres of parks and gathering spaces, providing for the first time in modern history abundant access to our waterfront.

This is clearly a new era for New Orleans, and we need and want your help. Please join us at www.NewOriverfront.com. We are honored to serve you. We appreciate your support. We encourage your ideas. And we can think of no better way to welcome the world to New Orleans' 300th birthday party in 2018 than to share with people one of the most beautiful riverfronts in the world.

Reinventing the Crescent and, with you, taking New Orleans to the next level,

Honorable C. Ray Nagin
Mayor, City of New Orleans
Chairman and President,
New Orleans Building Corporation

Honorable Arnie Fielkow
President, City Council of New Orleans
Vice President,
New Orleans Building Corporation

Sean Cummings, Chief Executive Officer
New Orleans Building Corporation



Arnie Fielkow



Sean Cummings

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1.0 challenge and response 2

- the site 3
- design challenge 4
- the design team 6
- a city and its river 7
- 15 special places 8
- architectural expression 9

2.0 development goals 12

- goals 13
- if...
- 1. public access
- 2. continuous linear path
- 3. gathering places
- 4. iconic landmarks
- then...
- 5. sustainable places to live
- 6. expanded tax base
- 7. enhanced infrastructure
- 8. job creation
- 9. private investment
- public spaces 15

3.0 development plan 18

- 01 celeste park 19
- 02 market street promenade 21
- 03a riversphere 23
- 03b nine muses square 25
- 04 julia street river terrace 27
- 05 spanish plaza 29
- 06 woldenberg park 35
- 07 moonwalk 37
- 08 place portage 41
- 09 mandeville wharf 43
- 10 press street landing 45
- 11 piety park 47
- 12 poland fields 49

3.1 recommended continuity 52

- 13 port of embarkation 53
- 14 bywater point 55
- 15 holy cross levee 57

4.0 implementation 60

- financial strategy 61
- economic impact 62
- project budget summary 63
- phasing strategy 64
- environmental stewardship 65
- design guidelines 66



From Jackson Avenue to the Holy Cross site just downriver of the mouth of the Industrial Canal, this plan envisions an urbane, active, inhabited, beautiful river crescent for the Crescent City's present and future citizens to enjoy and prosper.



challenge and response

New Orleans has long depended on its majestic river. The banks of the Mississippi River have served many purposes throughout the city's history and are now poised to play a crucial new role. As the city looks ahead to the 300th Anniversary of its founding in 2018, and continues the arduous process of rebuilding its damaged neighborhoods, there is a need for a strategic, entrepreneurial, optimistic look ahead. Where and in what form will the city's next economies take root? Where might new neighborhoods flourish without disturbing or competing with cherished old ones? Where should additional public places, parks and cultural amenities be located? Where should the citizens of New Orleans gather, celebrate, commemorate, and collectively enjoy their remarkable geographical setting?

The Reinventing the Crescent Development Plan addresses such questions and proposes a key role for a six-mile stretch along the East Bank of the Mississippi River. From Jackson Avenue to the Holy Cross site just downriver of the mouth of the Industrial Canal, this plan envisions an urbane, active, inhabited, beautiful riverfront for the Crescent City's present and future citizens to enjoy and prosper.

the cooperative endeavor agreement (CEA)

“... the City and the Port each desire to facilitate and coordinate the development of non-maritime uses of the New Orleans Riverfront, consistent with both the needs of maritime trade and commerce and the desire to make portions of the riverfront available for public, non-maritime uses, specifically on certain riverfront property, both governing entities share and advocate a mutual aspiration to create a 21st century design face along the portions of the city’s riverfront described by the CEA.”

The agreement shall apply to all riparian parcels of immovable property bounded by Jackson and Poland Avenues from the ordinary low stage of the Mississippi River to the floodwall in which the City now holds or hereafter acquires a lease hold or ownership interest, and wharfs thereon owned by the Port, together with the property constituting the Port of Embarkation.”

-excerpt from City-Port CEA signed November 15 2006.



description of the site boundaries

The adjacent plan outlines the study area established by the CEA. This development plan focused on the area within the Cooperative Endeavor Agreement Boundary. However, the impact on adjoining sites was carefully considered, and in at least four areas specific design proposals extend beyond the cooperative endeavor boundaries into the broader riverfront area. This was imperative given an essential objective to better engage the city’s neighborhoods with their riverfront.

Any good plan must look beyond the specifics of its study area for potential synergies, relationships or constraints. One of the unanticipated consequences of the delineation of the Cooperative Endeavor Agreement boundary was that relatively little of the area within the boundary is land upon which one can build. The accompanying diagram describes this. Of the 174 acres encompassed within the CEA, only 22%, or approximately 39 acres, can be built upon and some of these acres are both too narrow for buildings and far more appropriate for public and recreation space. The plan, indeed, calls for much of the CEA designated area – slightly more than 85% - to become a continuous linear public domain. It also recommends how those areas within the CEA boundary available for development should be developed, as well as how several properties adjoining the CEA boundary can take advantage of this proximity to the riverfront and its future public edge.



the design challenge

Over the course of the last quarter century, fundamental changes in the maritime industry have resulted in major restructuring and consolidation of the port operations of New Orleans. For the first time in a century-and-a-half, the City of New Orleans has the opportunity to reconnect its neighborhoods to its riverfront and embrace the river in new and exciting ways. Thus, today, the nation's most soulful city, so often at the vanguard of creative American culture, stands poised to realize a truly 21st century urban landscape along its river bank; committed to forward-thinking urban planning and design excellence.

Prior planning along the riverfront has produced worthy individual public places, including the Aquarium of the Americas and its riverside promenade, and the Moonwalk, but this is the first comprehensive vision for regenerating, yes, reinventing, the six miles of the central riverfront; the great crescent from Jackson Avenue to the Industrial Canal and Holy Cross neighborhood. The Cooperative Endeavor Agreement between the City of New Orleans, the New Orleans City Council and the Port of New Orleans, as administered under the leadership of the New Orleans Building Corporation, has established the following challenge:

“Transform the city’s edge into an internationally prominent waterfront and create the greatest riverfront in North America.”

To achieve much less would simply not befit the city that has played so fabled a role in the imagination of Americans. A more majestic, expansive public environment at river’s edge, such as those enjoyed when visiting many of the world’s great waterfront cities, will provide a competitive edge for New Orleans’ effort to retain and expand its tourism and creativity-centered economies.

More importantly, it will provide for its citizens, at the dawn of the city’s 4th century of life, a much-needed ‘front porch,’ at which to gather and collectively enjoy their remarkable part of the world.

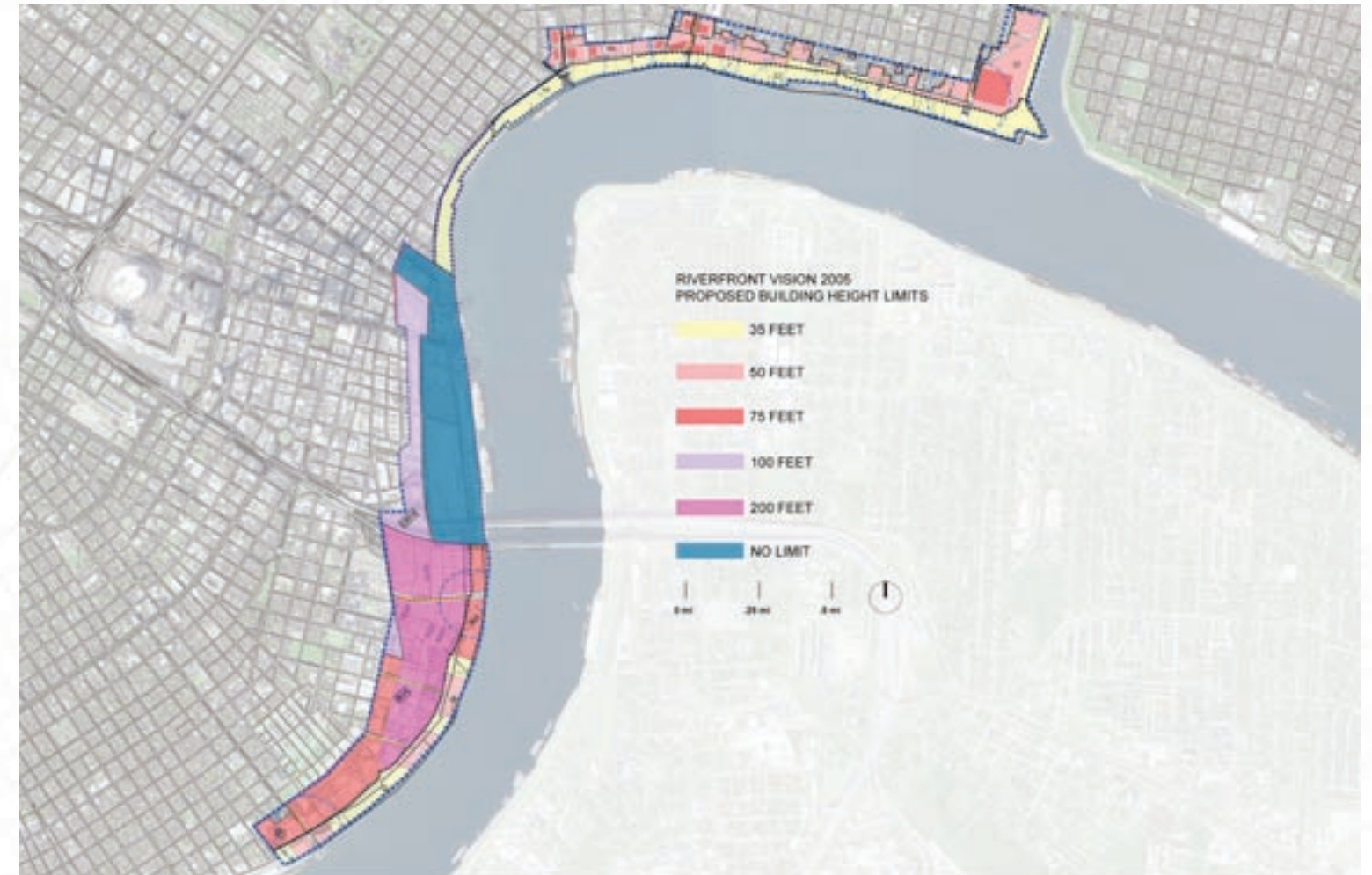
urban life in the 21st century

As great cities consolidate their position as centers of knowledge, culture and creative pursuits, they become places less exclusively for labor and more dedicated to notions of a ‘good life.’ The escape to the suburbs was about leaving the sweat and coal dust of the city behind for a healthier and more relaxed atmosphere, to attend to family needs and enjoy the shade of trees. In the more advanced urban economies a reversal of sorts is taking place; the role of the city is shifting from a place where you must go, for a job, to a place where you may wish to spend time. But as cities become more desirable places to be; to interact with others; to visit and tour; to experience history and diversity of interests; to live in during several stages across longer lives; as they attract us for such reasons and not only for economic activity, they reaffirm their essential humanitarian purposes. For New Orleans such attachments have always been strong, and likely stronger still when enhanced with a great river environment.

the continuing importance of place

With his usual humanity the economist John Kenneth Galbraith observed that William Shakespeare came from a country with a very low gross national product. But he nurtured his craft in a city, London, whose cosmopolitanism fueled creative imaginations for centuries. It is tempting today to imagine a world in which location and desired activity are independent variables. Cities developed from an opposite impulse- to facilitate productivity through human interaction at specific locations. As the novelty of conducting more business and social exchange electronically subsidizes a renewed appreciation for face-to-face contact and place-centered activity returns. There is ample evidence for this in the locational preferences of technology, health care, entertainment and new media industries.

At any moment through history vibrant cities have served as magnets for the most talented, the most ambitious, the most creative people. And these have tended to assemble in environments with great culture, traditions and remarkable geography – advantages that New Orleans has always embodied. The attractions of a great, shared place whose aura is determined by a great river environment cannot be overestimated.



Riverfront Vision 2005 Plan
Map Courtesy of New Orleans City Planning Commission

maximizing access to and along the river

In addition to creating a more continuous, public, activity-rich riverfront environment lies the challenge of facilitating access to it from the city's neighborhoods. The best way to achieve this is to take the prominent streets that run perpendicular to the river and make certain that they reach river's edge, overcoming or minimizing barriers that have accrued during the epoch of substantial industrial use of the river. This is an essential design imperative. As long as the river environment remains arduous to approach, out of sight and thus out of mind, all of the benefits of residing near a great body of water remain unfulfilled.

setting a high standard for environmentally sensitive design

A great riverfront design also takes up the challenge of sound environmental planning. One simple example of this is the restoration of naturalized shoreline (batture) ecologies along the levee's edge. Decayed piers that no longer provide active use, much less good habitat for vegetation or wildlife will be replaced with a naturalized edge that will facilitate the return of shoreline habitat. The replacement of acres of impervious surfaces all along the river will further enhance the environment as will allocating more than 85% of the river's edge to public open space.



Greater density, more consistent mixing of uses, increasing transportation options, alternative energy sources including wind and solar power, expanded planted areas, reducing impervious surfaces, better storm water mitigation, reuse of grey water for irrigation and sanitary applications, and increasing reliance on natural ventilation are but a few of the many other ways in which we can tread more lightly on the planet. Surely almost all by now realize that we will have to be much more attentive to such conservation-minded strategies and life-styles in the present century than we were during the former. There is every reason for New Orleans to become, through this development plan, a national standard bearer for environmental stewardship.

preserving viable maritime uses as important components of an active riverfront

One of the many attractions of an urban waterfront is to observe the bustle and industry of its various port and maritime functions. The riverfront design challenge includes the imperative to preserve a strong industrial presence of both cruise and cargo operations. New Orleans remains at the fulcrum of the nation's, if not the world's, busiest river port complexes, Louisiana's Lower Mississippi River. This represents as much of the heart and soul of the city as any other of its activities, and need not be seen as incompatible with the goal of greater public accessibility to and along the riverfront.

In the orchestration of the six-miles of riverfront at least four sites must be preserved for maritime use. These include the Port Headquarters under the Mississippi River Bridge, the Erato Street and Julia Street Cruise Ship terminals, the Governor Nichols/Esplanade Avenue Wharves, and the Poland Avenue Wharf, the potential home of a future cruise ship terminal. Minimizing conflicts and discovering opportunities for positive interaction between the public and mercantile uses along the river will only enhance the uniqueness of the New Orleans riverfront

Canal Street circa 1946. Photograph from pamphlet, "Way Down Yonder in New Orleans".
- Time and Place by Richard Campanella

the pragmatic value of riverfront development

This is after all high ground, upon which the original settlement was built, and where the things most essential to the city were traditionally located. Investing in New Orleans' high ground, not only its most attractive but safest ground, will only enhance the city's economy by improving property values and diversifying the tax base. The city must increase the confidence of residents to re-invest in its future, and it must continue to attract national and international investors who inevitably will seek out opportunities that are distinctive in location and are less prone to future flooding.

Accommodating additional density and diversity of development in relationship to a more attractive, publicly accessible riverfront simply makes good economic sense. Additional development density along the river will, furthermore, demand fewer resources for flood control citywide, while enabling improved transportation, connections, infrastructure improvements, and other public and commercial services to serve the various riverfront neighborhoods.

contributing to the goal of a 'good life'

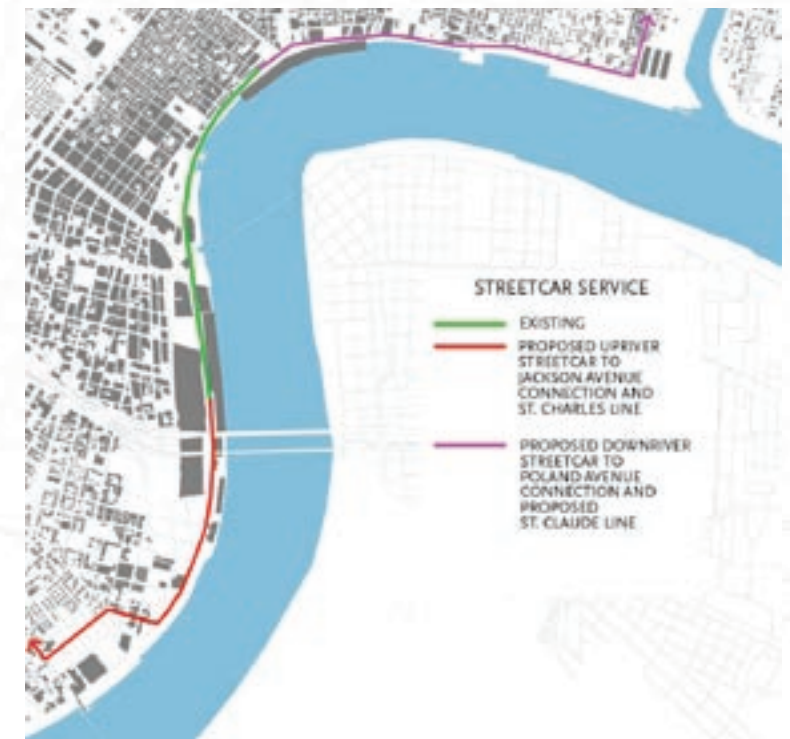
The measure of successful cities in the future will increasingly depend on the breadth of opportunities offered their citizens, not simply in economic terms but especially in desired qualities of life. Otherwise, 21st century city dwellers presented, as they will be, with multiple choices as to where to live, may choose elsewhere to call home. Adding to the diversity of cultures and places that New Orleans has historically offered, an exceptional public river

the planning process

For the New Orleans Building Corporation (NOBC) as the official Client and the Reinventing the Crescent Steering Committee, the design team prepared the development plan in twelve months. In so doing, public participation, community review and constituent development were key goals in advance of national presentation and publication.

Here are key milestones in that public planning process:

Request for Qualifications	18 Sep 2006
Planning Team Selection	21 Dec 2006
Design Team Begins Work	01 Feb 2007
Phase I: Site Documentation and Analysis	23 Feb 2007
Phase II: Initial Concept and Programming	16/17 Mar 2007
Phase III: Concept Testing	13 Apr 2007
DownRiver Neighborhood Meeting	25 Apr 2007
UpRiver Neighborhood Meeting	01 May 2007
OffRiver Neighborhood Meeting	19 Jun 2007
Final Concept Design Draft	27/28 Jul 2007
Final Development Plan Design	06 Nov 2007
Preliminary Economic Feasibility	19 Dec 2007
Final Economic Feasibility	18 Jan 2008
Final Development Plan Report	11 Feb 2008



the design team

International Design Talent Complemented with Local & Regional Expertise



Alex Krieger, FAIA

Founder/Design Principal

Chan Krieger Sieniewicz
Planning and Urban Design

Cambridge, MA

Alex Krieger has combined a career of teaching and practice, dedicating himself to understanding how to improve the quality of place and life in major urban areas. He is founding principal of the firm, providing leadership in architecture, urban design and planning since 1984. Chan Krieger Sieniewicz has received more than two dozen regional and national awards for its work, focusing primarily on educational, institutional, healthcare and public projects in complex urban settings. Krieger is a professor at the Harvard Graduate School of Design, where he has taught since 1977. He served as Chairman of the Department of Urban Planning and Design, 1998-2004, as Director of the Urban Design Program, 1990-2001, and as Associate Chairman of the Department of Architecture, 1984-1989.

Krieger is a frequent advisor to mayors and their staffs and serves on many boards and commissions. He is currently consulting with Washington, DC on their Center City Action Agenda and with Detroit on development of their West Riverfront.

St. Martin, Brown & Associates New Orleans, LA
Urban Design Documentation

St. Martin Brown & Associates is a design, planning, and project management consulting firm established in 2005. Founding partners Joseph St. Martin and Deron Brown bring a young, local insight into community planning and Louisiana urban design strategies.

Moffat & Nichol Raleigh, NC
Maritime & Transportation Infrastructure

Moffat & Nichol has handled all aspects of Maritime Infrastructure and has extensive riverfront engineering experience worldwide. The firm's engineers have collaborated on projects with Chan Krieger Sieniewicz, Hargreaves Associates and Eskew + Dumez + Ripple on numerous occasions including waterfront redevelopment plans in Chattanooga, Louisville, Pittsburgh, Detroit and Baton Rouge.



George Hargreaves, FASLA

Senior Principal

Hargreaves Associates
Landscape Architecture

Cambridge, MA

George Hargreaves, FASLA, is Design Director and Senior Principal of Hargreaves Associates. Under his strong design direction, and benefiting from his 26 years of landscape architecture experience, Hargreaves Associates has received 31 national awards. Among the firm's award winning projects are: Crissy Field in San Francisco, California; Sydney 2000 Olympics; Louisville Waterfront Park; University of Cincinnati Master Plan and various open space projects; and the Dayton Residence in Minneapolis.

Mr. Hargreaves received his Master of Landscape Architecture with Distinction from Harvard University Graduate School of Design in 1979. He is the Peter Louis Hornbeck Professor in Practice of Landscape Architecture, a tenured position, and is past chairman of the Department of Landscape Architecture at the Harvard University Graduate School of Design, where he has taught since 1986. Mr. Hargreaves is a Fellow in the American Society of Landscape Architects.

James Richardson Baton Rouge, LA
Economic Development Strategies

James A. Richardson is currently the Director of the Public Administration Institute at Louisiana State University and the John Rhea Alumni Professor of Economics in the E.J. Ourso School of Business Administration. Dr. Richardson is also a member of the Revenue Estimating Conference, the committee that determines the amount of money that the State of Louisiana has to spend annually. He publishes each year the Louisiana Economic Outlook.

Carol Bebelle New Orleans, LA
Cultural Strategies

Carol Bebell has primary responsibility for the development of cultural strategies to insure that diversity and authenticity of the New Orleans experience is woven throughout the planning process. She is dedicated to the concept of culture as an economic catalyst for social justice. She is a native New Orleanian, a published poet, and co-founder of the Ashe Cultural Arts Center.



Enrique Norten, Hon. FAIA

Senior Principal

TEN Arquitectos
Architecture

New York, NY

Enrique Norten, Hon. FAIA, founded TEN Arquitectos (Taller de Enrique Norten Arquitectos, SC) in 1986, where he is currently principal. He was the first "Mies van der Rohe" award recipient in 1998 for Latin America. In 1999, he was awarded an Honorary Fellowship from the American Institute of Architects (AIA). In 2000, he received the National Creator System Grant. In 2003, he received a Gold Medal from the Society of American Registered Architects (SARA) and in 2004 the Certificate of Merit from the Municipal Art Society of New York. In November 2005 Enrique was presented with the "LEONARDO DA VINCI" World Award of Arts by the World Cultural Council.

He has lectured all over the world and has participated in critical international juries and award committees, such as the World Trade Center Site Memorial Competition in New York City. He currently holds the Miller Chair at the University of Pennsylvania.

Robinson et al. New Orleans, LA
Community Outreach and Communications

Robinson et al. Marketing and Public Relations based in New Orleans is responsible for community outreach and neighborhood advocacy for the design team. Valerie Robinson, Firm Principal, has over 25 years experience as a professional communicator and was heavily involved with the 2007 Unified New Orleans Plan (UNOP), a community based recovery planning process.

Julie Brown Consulting New Orleans, LA
Permitting & Regulatory Compliance

Julie D. Brown, AIA has provided analysis and oversight of regulatory and permitting compliance issues related to the New Orleans Riverfront. With a long-established background in institutional planning, she offers much experience and insight into the New Orleans permitting and zoning regulations.



R. Allen Eskew, FAIA

Founder/Director

Eskew + Dumez + Ripple
Executive Management
and Urban Design

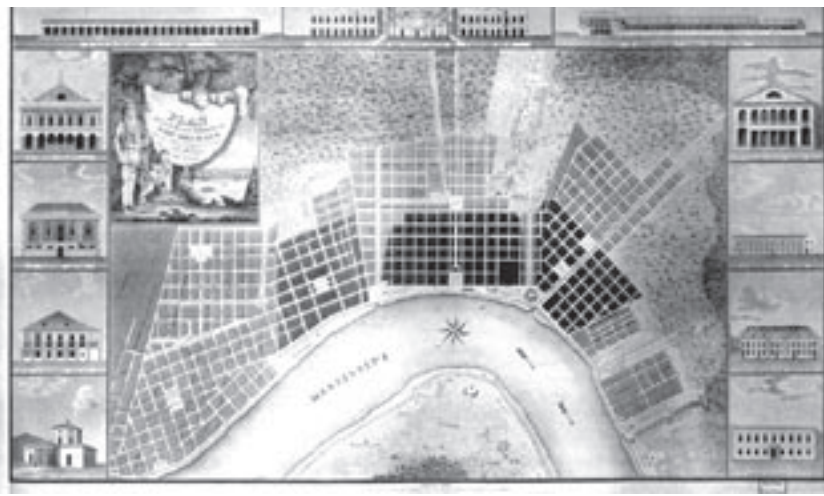
New Orleans, LA

R. Allen Eskew, FAIA has earned a national reputation for his leadership skills in collaborative team management and his expertise as a talented facilitator of design and programming workshops. He has become a resource for public and private clients who seek his involvement in establishing design consensus for community-based projects. As Founder and Principal of New Orleans based Eskew+Dumez+Ripple, Mr. Eskew brings particular focus to the early stages of project development, concentrating on design and programming criteria, implementation strategies and budget modeling.

In New Orleans, he led a multi-disciplined team for both phases of the Aquarium of the Americas and Woldenberg Park on the riverfront. His recent work also includes cultural facilities and riverfront development plans in Baton Rouge, La. Eskew earned his Master of Architecture from the University of California at Berkeley and his Bachelor of Architecture from Louisiana State University.

Kulkarni Consultants Metairie, LA
Civil Engineering

Kulkarni Consultants is providing technical counsel on civil engineering matters particularly related to soil mechanics. Kulkarni's vast experience includes high visibility projects such as Harrah's New Orleans Casino, the New Orleans Convention Center Phase II, the 1984 Louisiana World Exposition, and the New Orleans Metropolitan Convention and Visitors Bureau.



New Orleans, Circa 1815

Along the waterfronts of cities worldwide the human instincts to both preserve and to reinvent are robustly acted out in the passion play of waterfront revitalization. Cities are discovering multiple purposes, beyond commerce, for which their waterfronts are well suited to enrich modern urban life.

new orleans: a city and its river

Along the waterfronts of cities worldwide the human instincts to both preserve and to reinvent are robustly acted out in the passion play of waterfront revitalization. Cities are discovering multiple purposes, beyond commerce, for which their waterfronts are well suited to support and enrich modern urban life. Determining the appropriate uses along its majestic riverfront is particularly important for New Orleans as it recovers from its devastating storm and looks ahead to its fourth century as a great American city.

While cherishing its past and remaining protective of its heritage, New Orleans can only prosper by embracing a future with the same passion it has always brought to innovations in music, literature, cuisine, the arts and maritime industry. Port functions will, as they have since the founding of the city, continue to play a prominent role along the river. But there is also much land capacity – on rare high ground – beyond that which is needed for port operations. This is a wonderful asset for any city's ability to prosper and grow. As New Orleans rebuilds its neighborhoods, the opportunity to add to the variety of environments, institutions, and dwelling places that will characterize the next New Orleans lie primarily near the river's edge.

In a sense this is nothing new for New Orleans. Any old map of the city, such as the 1815 map depicted above, readily reveals that since the city's beginnings it is towards the Mississippi that the citizens' creativity, ambitions, and acumen were focused. Historically the city's primary face was turned to the river, and so it should again. Where should the equivalent of Jackson Square for our own age be located? Near the river, of course.

So the Reinventing the Crescent Development Plan calls for the East Bank of the central riverfront to accommodate a continuous sequence of public open spaces, and along this sequence establish 15 special environments. Some of these places reinforce and enhance existing public domains, such as improving the Moonwalk and creating a better pedestrian connection between the Moonwalk and Jackson Square. Others are new urban nodes allowing the city to reach to river's edge. Each of the new places is strategically located to facilitate the overcoming of physical barriers that have kept citizens at 'urban arm's length' away from their river.

On the facing page is an illustration of the overall plan with the 15 key places identified. Just as New Orleans remains one of North America's most important port cities – accommodating, in

a typical year, more than 20 million square feet of cargo handling area, over 2,000 vessel calls per year, 750,000 cruise ship passengers, and employing more than 125,000 people – so through this plan New Orleans can transform into one of the nation's most remarkable public riverfronts. Historically this was difficult to achieve because port functions necessarily dominated the river's edge at the city center. Today, however, the majority of active port facilities are located both down and up river from the center, enabling the continuation of the transformation of the riverfront that began during the last third of the 20th century with the creation of the Moonwalk, with the tourist venues that followed the 1984 World's Fair, with the arrival of the Convention Center and the RiverWalk shopping mall, and continued with the 1990 opening of the Aquarium of the Americas and Woldenberg Park.

The plan illustrates how each of these existing special public places at the river can be improved and regenerated, and most importantly, become connected by and to a more continuous public domain that stretches for much of the six miles of the development area. Few American cities would then be the equal to New Orleans in terms of combining the energy of a world-class port and the vitality of a world-class public riverfront.

15 special places along the river

- 01 Celeste Park
Jackson to Market
- 02 Market Street Promenade
Market to Race
- 03a Riversphere
Race to Terpsichore
- 03b Nine Muses Square
Orange to Henderson to Tchoupitoulas
- 04a Julia Street River Terrace
- 04b Convention Center Boulevard
Henderson to Poydras
- 05 Spanish Plaza
Poydras to Canal
- 06 Woldenberg Park
Canal to Saint Louis
- 07 Moonwalk
Saint Louis to Saint Philip
- 8a French Market Connection
Saint Philip to Esplanade
- 8b Place Portage
Esplanade and Elysian Fields
- 9a Mandeville Wharf
Marigny to Spain
- 9b Mandeville Rear Apron Connection
- 10 Press Street Landing
Spain to Clouet
- 11 Piety Park
Clouet to Pauline
- 12 Poland Fields
Pauline to Poland Wharf
- 13 Bywater Point
Poland Wharf to Saint Claude
- 14 Port of Embarkation Redevelopment
Chartres to Saint Claude
- 15 Holy Cross Levee Promenade
Saint Claude to Flood



a special architectural expression for the river's edge

The illustrations on the facing page offer a preview of the place-by-place designs for the Riverfront that are described in detail in Chapter Three. The development plan advocates several highly imaginative environments characterized by striking images and boldly shaped buildings. This is intentional.

While not fully detailed architectural solutions – that would require further design, programming and user/investor input – the expressiveness conveyed by these images is intended to establish the highest aspiration for future architecture along the river crescent. Waterfronts are perfect environments for a city to present its best and most progressive nature, to show off. And cities have been doing so for millennia. (The collection of images at the bottom of this and the facing page show some of the extraordinary waterfronts among the world's great cities.)

One would imagine that Paris could live off its historic laurels for an eternity. Then how do we explain that for the past two decades it has built some of the most remarkable contemporary architecture under a national mandate initially called the 'Grand Projects'? That is because Parisians expect that their present and future will be expressed as brilliantly as their past, not through some poor imitation or thematic simulation. There is much to be learned from such an attitude, including the memory that the Eiffel Tower was once considered an abomination with stirring calls for its demolition.

Each generation of citizens should have the opportunity, and exhibit the capacity, to make its own contributions to a city's public realm and character; to add to the vibrant timeline that all great cities possess. Some generations may produce environments that appear to carefully mirror prior traditions of building, while an outpouring of innovation may characterize the contributions of other eras. Understanding the connection between time and place is important in navigating a city, and it is a city's architecture that often offers the best clues. Even the world's most venerable cities such as Rome or London are valued for their diversity, of carefully preserved historic districts, districts with eclectic combinations of building styles, and of precincts marked by the scale and materials of modern times. Great cities absorb and take pride in such diversity, and their waterfronts tend to be the best settings for the display of such diversity.

While older cities – and especially a city with as strong an architectural character as New Orleans – need to guard their urban heritage, like all living organisms they need to evolve as well. In the middle and along the edges of the French Quarter great care must be taken not to upstage, overwhelm or weakly mimic (and thus diminish) its architecture. But in those areas of the city, and there are many, where a particularly strong quality of place has not emerged, or has been lost, the opportunity to create a new special character must be seized. This pertains to much of the 6-miles of the crescent.

In fact, at several moments in its history the New Orleans riverfront has had a particular architectural character, and now deserves a new one. Throughout the late 19th and most of the 20th centuries that character has been of low slung, inexpensive, pragmatic industrial sheds and wharves. While some of these are to remain productive and cherished, there is no virtue in trying to maintain this particular vernacular for housing, or cultural facilities, or commercial places and other contemporary riverfront uses. Nor have many mid-20th century additions to the riverfront, such as the convention center, adjacent hotels and office towers produced their own distinctive character.

Thus the potential promised by the illustrations presented in this plan; of distinctively shaped buildings located at strategic points along the river, marking the presence of the river from many places within the city grid. A future citizen living at some distance from the river will look in the direction of the river, and while her descendents may have seen the roofs of industrial sheds that walled off access to an industrial river bank, she will see contemporary, shimmering, lantern-like forms and know that the river environment is hers and her neighbors to enjoy.



Left to Right: Dusseldorf Riverfront; Rock and Roll Hall of Fame, Cleveland, OH by IM Pei; Sydney Opera House, Sydney, Australia, by Jorn Utzon; Aquarium Theatre, Genoa, Italy by Renzo Piano; Pittsburgh Riverfront; London City Hall, London, England, by Foster + Partners.



Left to Right: Opera House Santa Cruz de Tenerife, Canary Islands, Spain, by Santiago Calatrava; L'Institut du Monde Arabe, Paris, France by Jean Nouvel; Arts Center and IMAX, Valencia, Spain, by Santiago Calatrava.





The value of a riverfront development plan is determined by how well it meets its underlying goals, and how pertinent these goals are to a city's broader civic objectives. In this chapter the nine goals of the development plan are presented.

The first four goals deal with altering the traditional relationship between city and river by making the river edge more publicly accessible, more attractive and offering a broader array of activities and uses along it. Achieving this will enable the second five goals to advance. These deal with the fiscal, economic and by extension civic improvements necessary for continued recovery and long-term prosperity. The riverfront is thus an "If-Then" proposition: If this plan is implemented, then economic growth and civic pride will be realized.

development goals

The riverfront is thus, an "If-Then" proposition: If this plan is implemented, then economic growth and civic pride will be realized.

2

goals: the key to reinventing the city's relationship to the mississippi if we...

1 Remove the Physical Barriers to Public Access at the Mississippi River

A look toward the top of the levee from the city side occasionally affords the viewer a glimpse of the superstructure of a very large ship; however the Mississippi River, tucked as it is behind levees and other flood-control measures as well as the rail and industrial facilities that line its edges, primarily stays “out of sight and out of mind” for the residents of New Orleans. While the levees and floodwalls are only doing their job when they carve out two separate worlds between the land and the water, they often must do so where a more open, blended, and interactive land-water environment is desired (and ultimately achievable). Other newer additions to the city, such as the Convention Center, while a valued institution for the city's economy and tourism, have further encumbered public access to the river.

This undesirable separation may have long been the dominant condition along the riverfront for many citizens, but it is certainly not an inevitable one. As the spacial requirements of the port diminish, there will be great opportunities to bring more of the activities of the city closer to the river's edge, and this plan seizes on that potential. All New Orleanians should be able to find easy access, a clear view, and a chance to develop their own connection to their river.

One tends to think of land-water relationships in terms of opposites, or of the edge between the two zones. But a city's riverfront should not be thought about as a thin line; on the contrary, the broader the zone of overlap between land and river-edge, the more successfully a city captures the benefits of its water assets. The design set forward by this plan increases connectivity (and the zone of overlap) between city and river, by both establishing great points of destination along the river's edge and by emphasizing strong perpendicular connectors from the city street network to the river environment.

2 Create Continuous Linear Access and a Network of Great Green Spaces Along Water's Edge

Imagine standing on the Moonwalk or at the edge of the water in Woldenberg Park, and being able to see these landscapes extending into the distance, both up and downriver, far beyond what you can see with your own eyes. The design put forward in this plan will grow New Orleans's public waterfront in just such a way, by introducing a series of fifteen diverse—and strongly connected—public spaces that will line the six-mile stretch from Jackson Avenue to the Industrial Canal, and across to the Levee Walk along the Holy Cross neighborhood.

In many cities the public increasingly desires—and expects—access both to and along its river's edge. And the cities that have already “unprivatized” their waterfronts—like Chicago did, already a century ago—certainly do not regret the results. (Nor has Chicago's real estate community, which continues to build in as large a scale and in as close proximity to the public lakefront as regulatory processes allow.) The city of Providence, Rhode Island has gone so far as to dig its river back up, after having covered long stretches of it for freight yards and road infrastructure. The resulting investment in the vicinity of the newly resurfaced river has reinvigorated a downtown that had struggled for decades. Pittsburgh's rivers were dubbed “Rivers of Steel” during the city's heyday as the nation's center for steel production, but today the city has embarked on the creation of a continuous sixteen-mile public trail that will encompass the banks of all three of its rivers and attract new residents and other uses long absent from the center of the city.

3 Create Gathering Places and Moments of Distinct Character that Encourage Civic Activity and Foster Community Energy

There is an enduring, even eternal, dimension to urban waterfronts, as they bear witness to the ebbs and flows of economic prosperity in the cities and regions they serve. Until recently, many cities that thrived during the industrial age relied on the use of land at water's edge for predominantly industrial operations. Thus riverbanks were—quite reasonably—production yards, not front yards, and as such were essential to the economic wellbeing of their host cities. A more varied set of urban functions—living, recreating, celebrating, governing, socializing, touring, experiencing culture, entertaining visitors, and communing with nature—were of secondary concern and took place elsewhere, although today they are naturally migrating closer to the edges of great waterfronts worldwide.

By imagining the next essential role that its urban riverfront might play—rather than pining for some earlier idealized state—New Orleans will capture the magnetism and the exoticism all great cities hold dear. The advocates for such transformation understand that those who will be attracted to the city in the future, or who will choose to remain, will do so not because industry once filled the riverfront, but because the riverfront will be accessible, green, beautiful, clean, and because it will be supportive of the lifestyle expectations of the purveyors of post-industrial economies. The riverfront will also make room for ongoing industries, and yes—it will preserve important qualities of local history. Such aspirations require new gathering places of distinct character, community support, and bold design thinking.

4 Build New Architectural Icons or Landmarks that Offer an Authentic 21st Century Design Face for New Orleans

Can one imagine Sydney's Opera House, Bilbao's Guggenheim, or even Cleveland's Rock-and-Roll Hall of Fame not juxtaposed against each city's body of water? Boston's one-year-old Institute of Contemporary Art, the first new museum built in the city in several generations, sits right on the harbor, with an amphitheater-like outdoor stairway leading people directly to the water. Taking the trend a step further, the London Eye—that city's majestic Ferris wheel—actually sits in the Thames. Much of contemporary Chicago's identity and self-image—not to mention wealth—is surely to be found in its spectacular twenty-mile long facade stretching along Lake Michigan. And where else but along their portion of the mighty Mississippi would the citizens of St. Louis construct their monumental Gateway to the West?

These examples exist among many. In each, a dramatic new structure (or several) seemed first to break with local aesthetic or architectural traditions, but soon became synonymous with that city's proud self-portrait. Great bodies of water virtually demand the bold expression of human aspirations. Humanity delights in and finds inspiration at waterfront settings, with few people failing to appreciate the potential of an urban waterfront for an exceptional or celebratory enterprise.

goals: major economic growth from reinventing the city's relationship to the mississippi then we...

5 Encourage Beautiful, Sustainable Places to Live Near River's Edge

For any riverfront to come alive, it must accommodate good places to live, not just to visit, recreate, and labor. Providing such is a competitive advantage for most American cities (both with and without waterfront features), as they seek to compete against metropolitan sprawl and retain their populations. Residents not only assure usage—and through their usage, a measure of security—of riverfront places and venues, but with them comes the demand for everyday services and facilities that a predominantly tourist population cannot readily attract.

The city of Minneapolis has, for example, built over 10,000 housing units at its central Mississippi riverfront in recent years, following decades of seeing little downtown housing constructed. Chicago has had a remarkable resurgence of housing along the Chicago River, until recently highly polluted and unimaginable as a good place to live. Cities on both coasts are witnessing similar trends. Vancouver's slogan of "Living First" hammers home the idea that residents are as important to cities as anything else. Taken within a North American context, where industrial-era cities have been shedding population to their suburban peripheries for a half-century, it is a crucial insight. Starting in the 1980s, Vancouver began the transformation of its several downtown waterfronts from industrial and rail uses, building 25,000 housing units by century's end. To experience Vancouver, Canada today is to understand what 'living first' means—new housing there has created demand for virtually everything else: new services, shopping and entertainment, public transportation, and substantial green spaces.

There are several locations to accommodate substantial housing along the central riverfront in New Orleans. The plan recommends the creation of two new neighborhoods, like two bookends at opposite ends of the six-mile crescent: between Market and Race streets where there is substantial private investment planned at the Power Plant, and downriver at the Port of Embarkation, once the Department of Defense facilities relocate to the Federal City Project.

6 Increase Municipal and State Revenue by Expanding the Tax Base Rather than Increasing the Rate of Taxation

The estimated public cost of redeveloping the riverfront is \$294 million. As a result of this initial investment, calculations project significant economic impact both during construction and after the completion of the project. Construction activities through 2016 will annually produce 5,800 net new jobs, state tax revenues of \$13 million, and city tax revenues of \$8 million. After 2016, activities that result from the riverfront's completion will annually create \$34.8 million in state tax collections and \$28.5 million in city tax collections. For a more detailed analysis and information on funding, please refer to economic significance in Chapter 4.0.

7 Stimulate Economic Growth by Providing Enhanced Infrastructure

Reinventing the Crescent focuses on public/private investments along the Riverfront to encourage an augmented housing stock along the high grounds on the bank of the Mississippi River; revitalize existing neighborhoods for renovation and redevelopment; promote a more active tourist industry including conventions, cruise ship traffic, attractions for families and individuals wishing to visit the city as a destination or be persuaded to extend a visit to New Orleans for another day or so; establish the Riversphere, an educational and research facility, in conjunction with Tulane University along the Riverfront and expand the capacity of the New Orleans Center for the Creative Arts. Perhaps most importantly, reinventing and reinvigorating the riverfront so that it is reintegrated into the life of the city will reflect values, leadership, and priorities essential in attracting new industries and residents.

8 Create Approximately 24,000 New Permanent Jobs and Thousands of Temporary Construction Jobs

To maintain a conservative estimate for job creation, the analysis does not take into consideration any new commercial activity that would be indirectly produced, for example by the improved quality of life in New Orleans. Instead, it only calculates those jobs that are inherently related to industries that have a direct relationship to the riverfront – tourism and research.

The public and private investments with the clear intent of enhancing the riverfront are expected to augment tourism in New Orleans. A refined riverfront is expected to promote extended stays, more family-oriented visitors, increased activity connected with more cruise opportunities, and more attractive convention facilities. Just as an illustration, enticing 800,000 visitors, a meager eight percent of pre-Katrina visitor totals, to extend their stay by one additional night yields a projected \$500 million of additional direct spending.

In addition, research and educational activities will also be enhanced through the Riversphere and the New Orleans Center for Creative Arts. In total, over 24,000 new jobs will be created through over \$1.5 billion in total spending.

9 Trigger \$3.6 Billion in New Private Investment Near the Riverfront

The initial \$294 million of public investment will reasonably initiate private, profit seeking investment, thereby multiplying the effect of the public money and reducing the outstanding public debt associated with the expenditure. Calculations forecast private investment in the residential, commercial and education industries between 2009 and 2024 will total \$3.6 billion, or an annual average of \$225 million.

An improvement of this kind joins New Orleans with other great urban areas seeking to reintegrate waterfronts with the life of the city. The most impressive feature of Reinventing the Crescent is far less easy to quantify but will likely have the most profound effect on the future of the city. The aesthetic improvements and increased quality of life around this development will invigorate an economically significant area of the city – the neighborhoods adjacent to the proposed project account for over 50% of Orleans Parish employment and 40% of the business units while generating over 60% of the payroll throughout the city. The riverfront is essentially the business center of the city. Improving the attractiveness and appeal of this area is requisite to attracting new citizens and industries as well as keeping the residents interested in making New Orleans and Louisiana a better place to live.

six miles of public spaces

The New Orleans Riverfront Design proposes a radical transformation—converting six miles of riverfront from a concrete zone of physical and visual barriers to an accessible and green public landscape. As a single entity, the new riverfront will connect the city of New Orleans to the Mississippi River at an unprecedented scale. This new public landscape knits the fabric of the city to the river's edge, and creates a continuous corridor extending from upriver to the Industrial Canal and beyond.

A diversity of proposed landscapes will coexist within the footprint of the New Orleans Riverfront. Expansive public parks anchor opposite ends of the project, while smaller, neighborhood-oriented parks are periodically inserted along the project's length. These parks contain a range of destinations such as wetlands, sun decks, amphitheaters, tennis courts and cafes. Urban plazas are strategically located at major intersections to celebrate the city's cultural history while also creating energetic new spaces amidst new development. Native batture will expand to create naturalized edges where wharves have been removed. The wild appearance of the batture is often juxtaposed against more formal gardens lining the continuous riverwalk at higher ground. Sustainable streetscapes and paths provide efficient circulation and also shady, green corridors passing through the city. Even the small amount of new architecture within the project contains potential green space; extensive green roofs will contribute to the sustainability of these new developments. Finally, a series of pedestrian piers and bridges will carry people over floodwalls and train tracks to ultimately gaze over the Mississippi River itself.



architecture



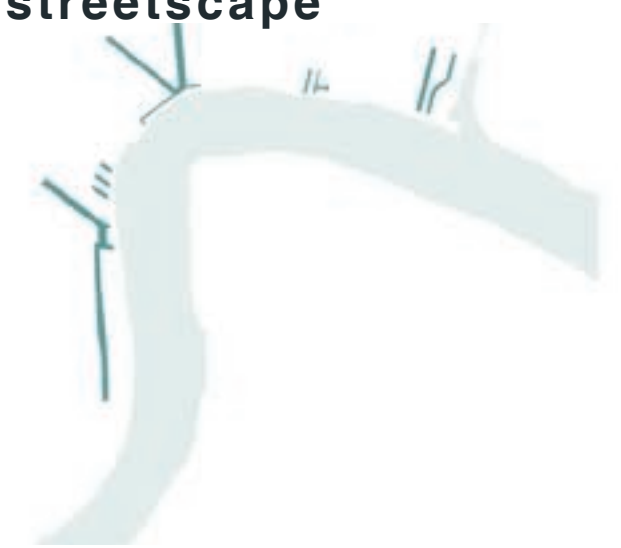
parks



plazas



streetscape



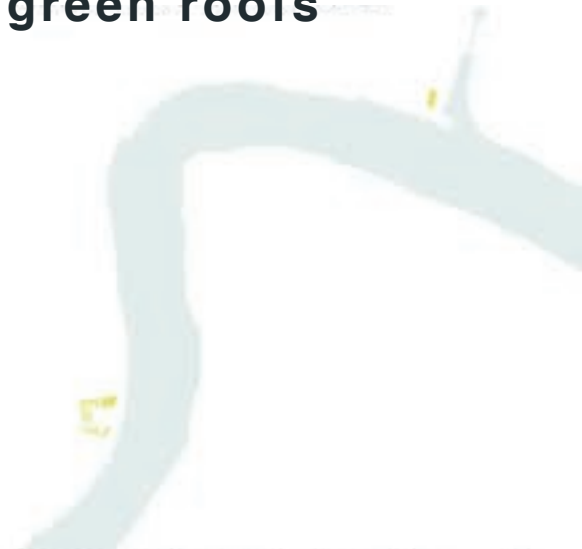
gardens



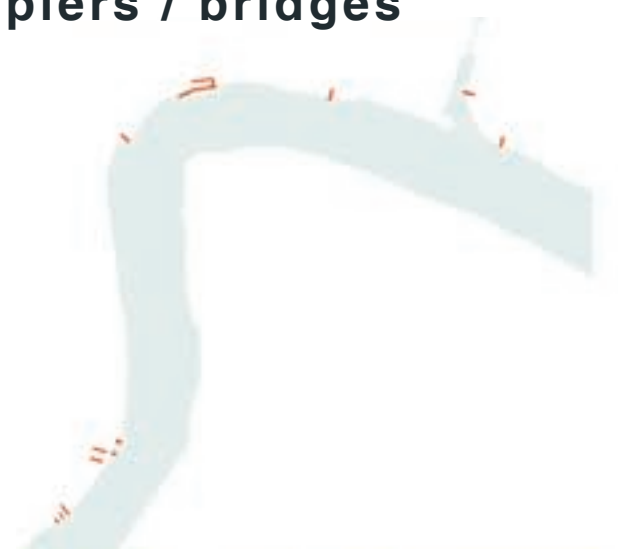
batture / riprap



green roofs



piers / bridges







Six miles – many conditions – multiple needs – remarkable opportunities. The transformation of an urban riverfront is a recurring act in the life of a city. As its history demonstrates, New Orleans has responded well to this challenge during several prior epochs. The Reinventing the Crescent Development Plan is ambitious in overall scope and geography, but absolutely achievable.

In this chapter each of the 15 places that make up the reinvented crescent are illustrated and described. Phased implementation will transform the New Orleans riverfront – already one of the most storied in the nation – into one of the most spectacular.

development plan

Six miles – many conditions – multiple needs – remarkable opportunities. The transformation of an urban riverfront is a recurring act in the life of a city.

3

01 celeste park

jackson to market

Opportunity: Celeste Park marks the upriver beginning of the continuous, 6-mile, riverfront open space and river trail system. It begins here by connecting the existing residents of the River Garden and the Lower Garden District neighborhoods to the riverfront, and will extend downriver to the Holy Cross neighborhood.

Currently, deteriorated and vacant wharves line the Mississippi River downriver of the Jackson Avenue Ferry Terminal; most of these will be removed and replaced with naturalized shorelines and marshes as well as a linear walkway connecting a string of informal lawns, groves, marshes, piers, and decks. Occasionally, pieces of wharf structures will be salvaged; these recycled piers will serve as destinations ideally suited for small gatherings, fishing, or simply observing the passing of ships. The new park area will improve river access and create diverse open spaces for the emerging River Garden community, and will also be an amenity for future residential and mixed-use redevelopment on adjacent industrial parcels.

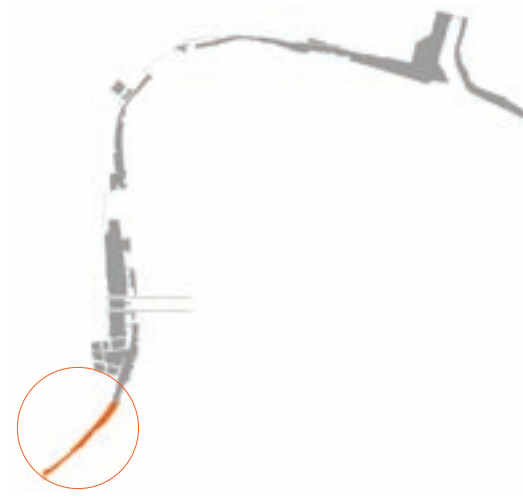
Site Area: The park will extend 3,000 feet (~1/2 mile) and include just over 12 acres of an expanded landscape that balances pedestrian access with low-maintenance habitat areas. With the removal of existing wharf structures, several acres of the Mississippi River shoreline will be exposed, allowing for the return of naturalized, or batture, ecologies.

Improved Access: Existing openings in the floodwall will be enhanced at Celeste and Felicity streets and a new pedestrian bridge will connect Saint Mary Street (and existing retail) over the railway tracks to the park. The Jackson Avenue pedestrian overpass will be renovated to improve the pedestrian experience and accommodate ADA accessibility requirements.

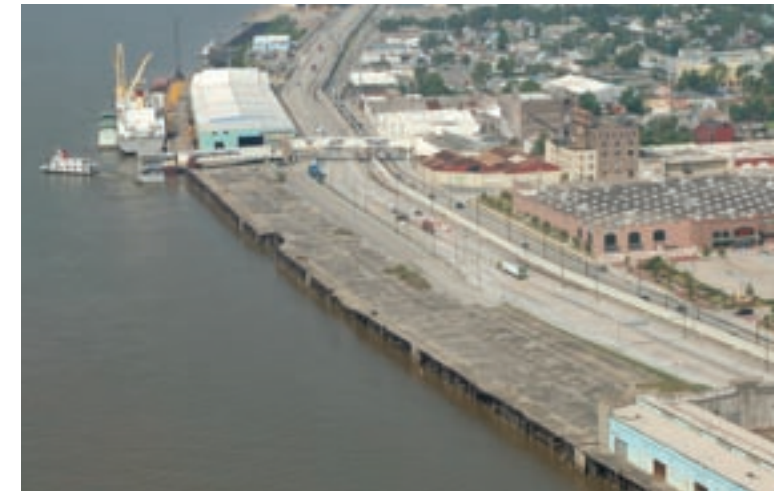
Proposed Programming: Celeste Park's linear configuration will provide a sequence of varied experiences for users ranging from the solitary birdwatcher to a crowd gathering at the cinema lawn. This flexible, half-mile stretch will provide for active recreation with running trails and playgrounds, passive recreation such as picnicking or lounging on the sundeck, and a restored wild-life habitat in the form of batture shorelines and constructed marshlands. A river-centric Nature Institute would be an ideal complement to the nearby Riversphere, creating both a powerful research center and an attraction for locals and visitors alike. Other possible components include a cafe, observation tower, possible sites for wind turbines, and shade-providing pavilions.

Goals Achieved:

- Improved access (Goal 1)
- Linear Network of Green Spaces (Goal 2)
- Programming and Features (Goals 2-4)
- Restored habitat and batture (Goals 1 and 3)



Existing Conditions
Near Jackson Avenue





02 market street promenade

market to race

Opportunity: Few locations along the riverfront have sufficient land between the railway tracks and the river levee for feasible commercial or residential development. The waterfront adjacent to the old power plant, however, is sufficiently wide to locate housing directly along the riverfront overlooking a public walkway there. Between Market and Race streets, new waterfront residences will introduce the ability to live literally at the water's edge. Nearby, an expansive lawn, pavilion, and open-air movie screen will contribute to the neighborhood's cultural offerings. The close proximity of existing retail in the River Garden neighborhood will contribute a diverse customer base to riverfront events and activities, and provide off-hour parking.

Site Area: The promenade would extend 1,200 feet (~1/4 mile) and include three development parcels located between Market, Richard, Orange and Race streets. The remaining 6 acres would be preserved for public use along the waterfront. Several acres of the natural river's edge would be reclaimed by demolishing portions of obsolete wharves.

Improved Access: In addition to a continuous riverfront trail, pedestrian bridges over the railway tracks would be built at Market Street and at Richard Street, and the opening in the floodwall at Orange Street would be upgraded. Design guidelines will require that new development here be permeable, ensuring that pedestrian and visual access to the river—both along the street grid and between buildings—is guaranteed.





Proposed Programming: Private development on the build-able parcels here would include ground-level uses appropriate for a waterfront location, including restaurants, music venues, retail, fitness facilities, and water-related recreational uses. The proposed screen and viewing areas will offer a unique venue for curated film series, perhaps enabling New Orleans to expand hosting venues for film festivals.

Users can explore the reclaimed riverfront by wandering the public walkway and associated plazas, venturing out over the water on the Richard and Orange street piers, and by descending stadium steps to naturalized bature riverbanks or to the open river itself.

Goals Achieved:

- Linear Network of Green Spaces (Goal 2)
- New river access with new bridges (Goal 2)
- New public gathering spaces (Goal 3)
- New waterfront housing, of remarkable iconic character (Goals 5 and 4, respectively)



03_a riversphere

race to terpsichore

Opportunity: Tulane University, which owns this property, has proposed this site for the home of Riversphere, a major new environmental research and educational center in conjunction with Xavier University. As the world's foremost institute on the subject of water, Riversphere will include classrooms, laboratory space and housing for students and visiting faculty.

Riversphere capitalizes on the city's natural competitive advantage – the Mississippi River – and promises to place the city and Tulane at the vanguard of applied and interdisciplinary research on this subject. With the profound public policy issues brought on by climate change as well as water scarcity and water rights, Riversphere is an ideal institution for this location, and together with NOCCA (10), they form a set of institutional “bookends” for the riverfront development.

One additional program component, which has been suggested by Tulane, is a state-of-the-art, iconic outdoor performance venue with seating for up to 5,000 people. In addition to supporting Riversphere, this facility will also be in close proximity to the New Orleans Convention Center and may fulfill its needs as well. The leadership of the New Orleans Convention and Visitors' Bureau suggests that a large-scale amphitheater will give New Orleans an important new tool and a competitive advantage over other cities when conventions are selecting their meeting site. To fully realize the potential at this location, it is critical that the Convention Center, Tulane, Xavier and the City collaborate on the programming, design, financing and development of the amphitheater and its great lawn.

Site Area: The site, owned by Tulane University, extends for 2,000 feet (~1/3 mile) along the waterfront, and includes a future building site for Riversphere. Public parks, plazas, and open space would occupy eight acres.

Improved Access: Euterpe Street will become a major gateway to the riverfront, with vehicular and pedestrian access to be constructed over the railway tracks directly to Riversphere and the trails, parks, and open spaces upriver. The at-grade vehicular opening in the floodwall at Henderson Street will remain.

Proposed Programming: Riversphere's location on the Mississippi will allow for unique programming including open space on the riverfront, research and interpretive vessels moored in the river and a demonstration river turbine that will produce clean and renewable energy.





Amphitheatre precedents: Jay Pritzker Pavilion, Chicago, IL, by Frank Gehry; Koka Booth Amphitheatre, Cary, NC, by William Rawn Associates, Architects, Inc.; North Carolina Museum of Art Amphitheatre, Smith-Miller + Hawkinson Architects.

(Continued from Page 23)

Tulane will offer interpretive features, events, and educational programs for the general public at this riverfront location, in addition to leading contributions to the international scientific community. This joining of local concerns and global issues will inform the educational programming here as well as touch upon environmental issues including global warming and sustainable development.

Together with the performing arts venue, the Convention Center and the new open space and mixed-use development at Nine Muses Square (3b), a remarkably forward-looking combination of experiences will be available on the New Orleans riverfront.

Goals Achieved:

- Iconic architectural features (Goal 4)
- Cultural uses on the waterfront (Goal 3)
- Public gathering places on the river (Goal 3)



03_b nine muses square

orange to henderson to tchoupitoulas

Opportunity: Directly behind the floodwall at Riversphere and outside of the Cooperative Endeavor Agreement boundaries are 21 acres of vacant State-owned land. These seven blocks adjacent to the Convention Center comprise one of the key expansion sites for that facility. Though a Phase IV was previously contemplated and designed for this property, the Convention Center, in response to the ever-changing nature of the convention business, is reconsidering its needs and how this parcel of land may be optimally utilized. This plan suggests several strategies for the development and design of this property because its future development will profoundly impact the riverfront.

Rather than continue to build parallel to the water and extend the Convention Center as an obstacle to the river, the future expansion of the Convention Center should allow for the street grid to remain intact for improved access and to create a portal between the Lower Garden District and the river. In building new capacity perpendicular to the river, the Convention Center fundamentally improves the experience for conventioners and corporate meeting attendees by engaging and visually relating to the Mississippi River.

At the center of the site, this plan envisions a large public space, Nine Muses Square, to be one of the city's great gathering places on the riverfront. Positioned adjacent to this square, the Convention Center has the opportunity to develop a second "front door" in addition to the Julia Street entrance at Phase I. The development of the blocks around Nine Muses Square provides enough square footage for the expansion of the Convention Center and any additional space offers the opportunity for mixed use development. By foregoing development on the entire site, in favor of qualitative benefit of the green space, perhaps additional capacity could be gained by expanding the Convention Center on the parcel bound by Convention Center Boulevard, Henderson Street, Tchoupitoulas Street and Calliope Street.

Site Area: The site, owned by the State, consists of 21 acres. Approximately 7 acres should be reserved for public space (Nine Muses Square), and the remaining area should be redeveloped for the strategic expansion of the Convention Center.

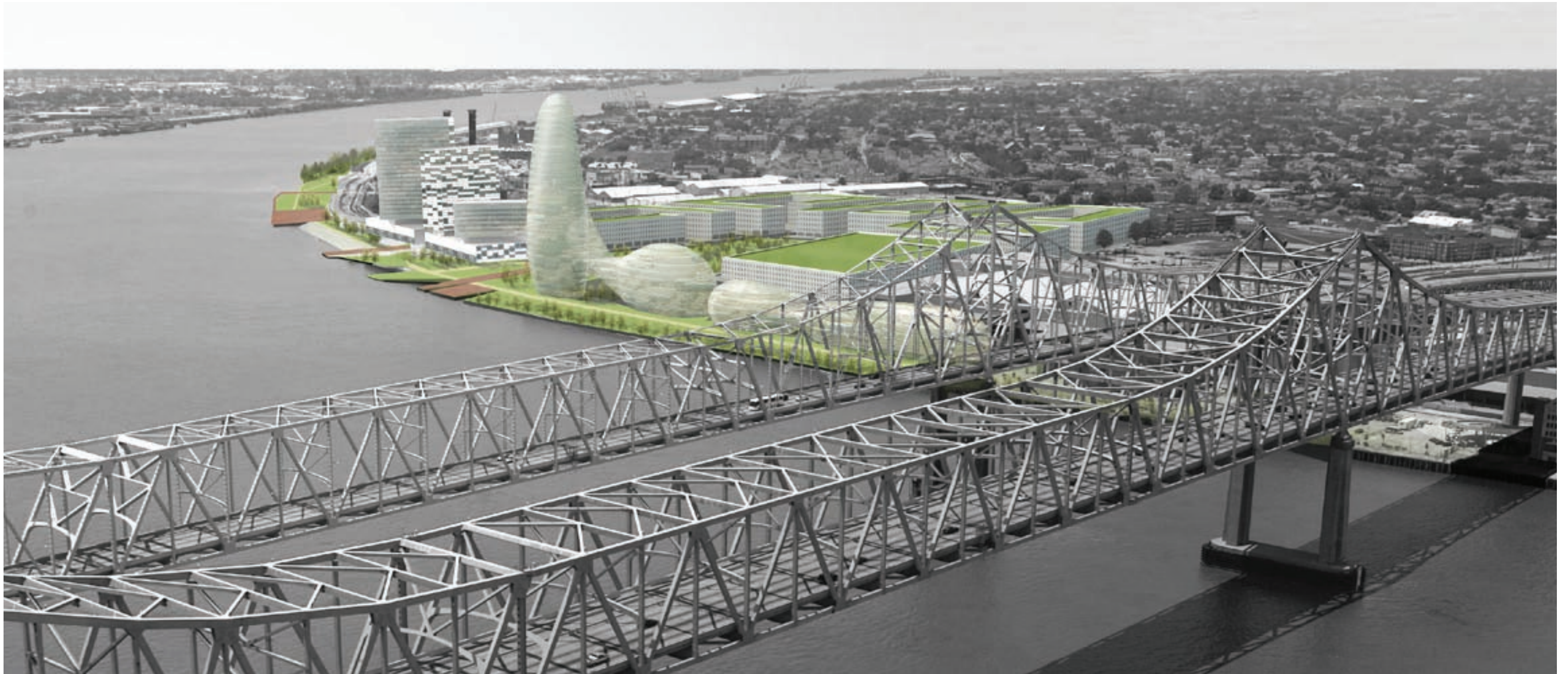
Improved Access: The existing opening in the floodwall at Henderson Street would remain to service the Convention Center and the cruise terminals. Euterpe Street, however, would become a major gateway to the riverfront, providing elevated vehicular and pedestrian access over the railway tracks. This second access point would provide emergency access and egress for Riversphere and relieve the Henderson connection when railway traffic occasionally blocks access at-grade. Convention Center Boulevard would be extended another block upstream to Euterpe Street, to better connect Nine Muses Square to the Convention Center.



Proposed Programming: The iconic Nine Muses Square is envisioned as a 21st-century upriver equivalent of Jackson Square, for the use of residents as well as convention-goers. Public events, recreation, and education would be the primary uses for open space in this section of the riverfront, both along the water and behind the floodwall within the new Square. Interwoven rows of fountains and trees will provide intimate spaces at the upper level of the square, contrasting with a more public lawn at the floodwall. The space will have a strong synergy with the nearby performance venue at Riversphere.

Goals Achieved:

- Removing barriers to the river (Goal 1)
- Civic Gathering places (Goal 3)
- Places to live near the River (Goal 5)
- New Architectural Icons (Goal 4)



04 julia street river terrace

Existing Conditions
at Julia Street



Opportunity: Julia Street has been an anchor element of the Warehouse District for the last 25 years, and is the main street for contemporary art in New Orleans. Lined with fine arts galleries and host to several special events (including Art for Arts Sake and White Linen Night), Julia Street is an important cultural amenity to many New Orleanians. Unfortunately, however, the street is blocked from the river by both the Riverwalk Mall and the security at the New Orleans Cruise Terminal. Establishing a clear, ceremonial point of access between the Warehouse District and the river via Julia Street would have a remarkable impact on this district.

Some of the improvements outlined here lie outside the boundary of the Cooperative Endeavor Agreement. Therefore many of the following recommendations will need the collaboration of both the Convention Center and the City of New Orleans.

Between Convention Center Boulevard and the river, Julia Street will rise as a ramp over the railway, to the level of Riverwalk Mall. This new public terrace, or belvedere an elevated place for taking in views—will overlook the operations of the cruise terminal and the overall spectacle of the river. A second cruise terminal (with parking) and a 500-room waterfront hotel will be constructed upriver of this location on Port property, with primary access from the new Julia Street terrace. This is a key opportunity for a bold architectural statement on the New Orleans Riverfront.

The downtown end of the convention center, which is today comprised of ballrooms and Exhibit Hall “A”, would be completely renovated. A new entrance, a larger ballroom of 60,000 square feet overlooking the river, and state-of-the-art conference center would create a new and more active “front door” at Julia Street for this key hospitality and economic institution.

Site Area: The site area consists of the width of the Julia Street right-of-way between Convention Center Boulevard and the river, totaling 3.5 acres. Some portions of the Riverwalk Mall (upriver of the Food Court) would be reconfigured to make way for a public terrace. Approximately 1,000 feet (~1/4 mile) of the waterfront upriver of Julia Street is required for a second cruise terminal, parking, and a hotel.

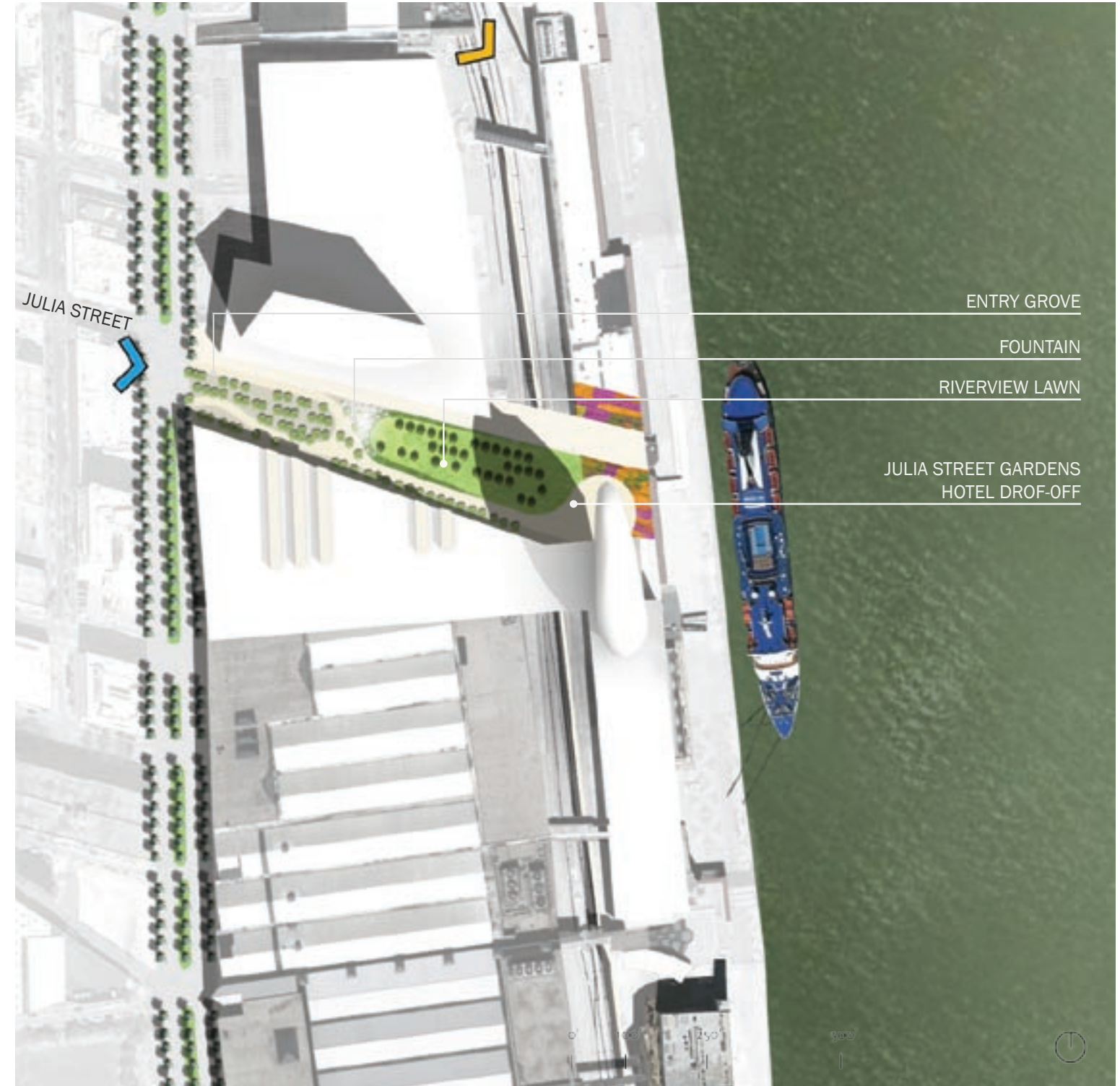
Improved Access: Pedestrian access would be improved through the creation of Julia Terrace, as it would provide direct front door drop-off for a future waterfront hotel at the second cruise terminal. Pedestrians could continue to travel from Spanish Plaza, through the Riverwalk Mall, and to the Convention Center.

Proposed Programming:

The combination of a new Julia Terrace, a new hotel with a new Convention Center ballroom and conference facility, and dramatically situated gardens and sloping lawns would provide an attractive multi-use location for the special and high-profile events enjoyed by New Orleans residents. Whether the occasion is the Big Easy Awards or debutante balls, weddings or high-profile banquets or concerts, this new addition to the New Orleans hospitality landscape will increase the number of venues available to the city’s entertainment and tourism industries. Julia Street would continue to provide access to the riverfront and directly connect to the Riverwalk Mall. Areas beneath Julia Street could be used for service and controlled access to the wharf. The surface of Julia Street would be landscaped with a sloped cypress and fountain grove, culminating in a viewing lawn with integrated circulation patterns for use by the public and conventioners.

Goals Achieved:

- Improved access (and views) (Goal 1)
- Linear Network of Green Spaces (Goal 2)
- Gathering spaces and cultural institutions (Goal 3)





View on Julia Street Looking Towards Mississippi River



Precedent Image of Residential Architecture Responding to Climate, Lucky Towers, Singapore; TEN Arquitectos



05 spanish plaza

poydras street to canal street

Opportunity: Today, Spanish Plaza is a common meeting place for those frequenting the attractions of the downtown area. On the eve of Mardi Gras, the plaza hosts the Lundi Gras arrivals of Monarchs Rex and Zulu—key characters in the kickoff to the city’s famous annual festivities. Yet while Spanish Plaza is the symbolic center of the waterfront within the Central Business District, it remains largely obscured from Canal Street and the rest of the waterfront. Modifications to the Plaza and the approaches to it from Poydras and Canal streets will require cooperation between the Crescent City Connection (the ferry), Riverwalk Mall, the World Trade Center, and the Audubon Institute.

Spanish Plaza will be reconfigured to become worthy of its status as the premier gathering space on the riverfront; to better connect it with Canal Street, Poydras Street, and the Aquarium; and to activate its edges with ground-level uses. Within the Plaza, the existing land-based fountain will be replaced with a more dynamic—and dramatic—river fountain, composed of a series of water cannons visible from Canal Street, shooting arcs of water into the Mississippi. The crest medallions of the sister city fountain will be preserved in the diagonal paving of new decking. The Plaza will be directly connected to the second level of the renovated World Trade Center via stairs over the railway tracks. More trees will be planted for shaded seating areas, and expanded garden areas will relieve the current overemphasis on paving. Space for a temporary stage at the edge of the Plaza can be used for concerts and festival productions. The landing at river’s edge will be made more prominent and more visible, to serve as the city’s ceremonial front door.

The Crescent City Connection’s ferry terminal is envisioned to be reimaged at the foot of Canal Street. A renovated structure would feature walls that double as active digital display screens, showing films and public messages and creating a dynamic visual focus for the Plaza. The floor of the pedestrian ramp and waiting area will be raised to improve views between the Aquarium’s entrance plaza and Spanish Plaza.

Site Area: The site area includes the current Spanish Plaza, which extends for nearly 500 feet along the river, covering nearly 4 acres. The marine edge will be reconfigured, removing a small portion of the paving to create an inlet for small craft. A small amount of additional plaza area (on the landside of the railway) will be made available by relocating the existing pedestrian bridge to the edge of the Aquarium.

Improved Access: Public access to the river at Spanish Plaza will be improved with the removal of fencing and signs that now obscure the view from Canal Street. The existing pedestrian bridge will be relocated downstream to the Aquarium site, to reduce its visual impact on Canal Street. The Canal Street Ferry Terminal will be renovated and raised, and plaza structures will be removed to improve pedestrian connections and views between the Aquarium and Spanish Plaza.

Proposed Programming: The new, improved fountain would be named the Eads Fountain to restore the initial tribute to James Eads. Active uses will be introduced within the second-level of the World Trade Center where it meets and overlooks Spanish Plaza on its eastern side. Plaza uses will continue to be the same as today, with greater emphasis on comfortable and shaded seating areas, more landscape, less hardscape, and better views and access to the water with the potential for transient mooring and ceremonial landings. The Canal Street Ferry and Terminal will remain active, offering to passengers the opportunity to cross and take in different perspectives of the river. For added excitement, a digital media art wall is proposed, and could be curated by the Audubon Institute.

Goals Achieved:

- Linear Network of Green Spaces (Goal 2)
- Creation of Civic Gathering Places and Moments of Distinct Character (Goal 3)



Canal Street and Spanish Plaza Circa 1946



Existing Spanish Plaza



spanish plaza



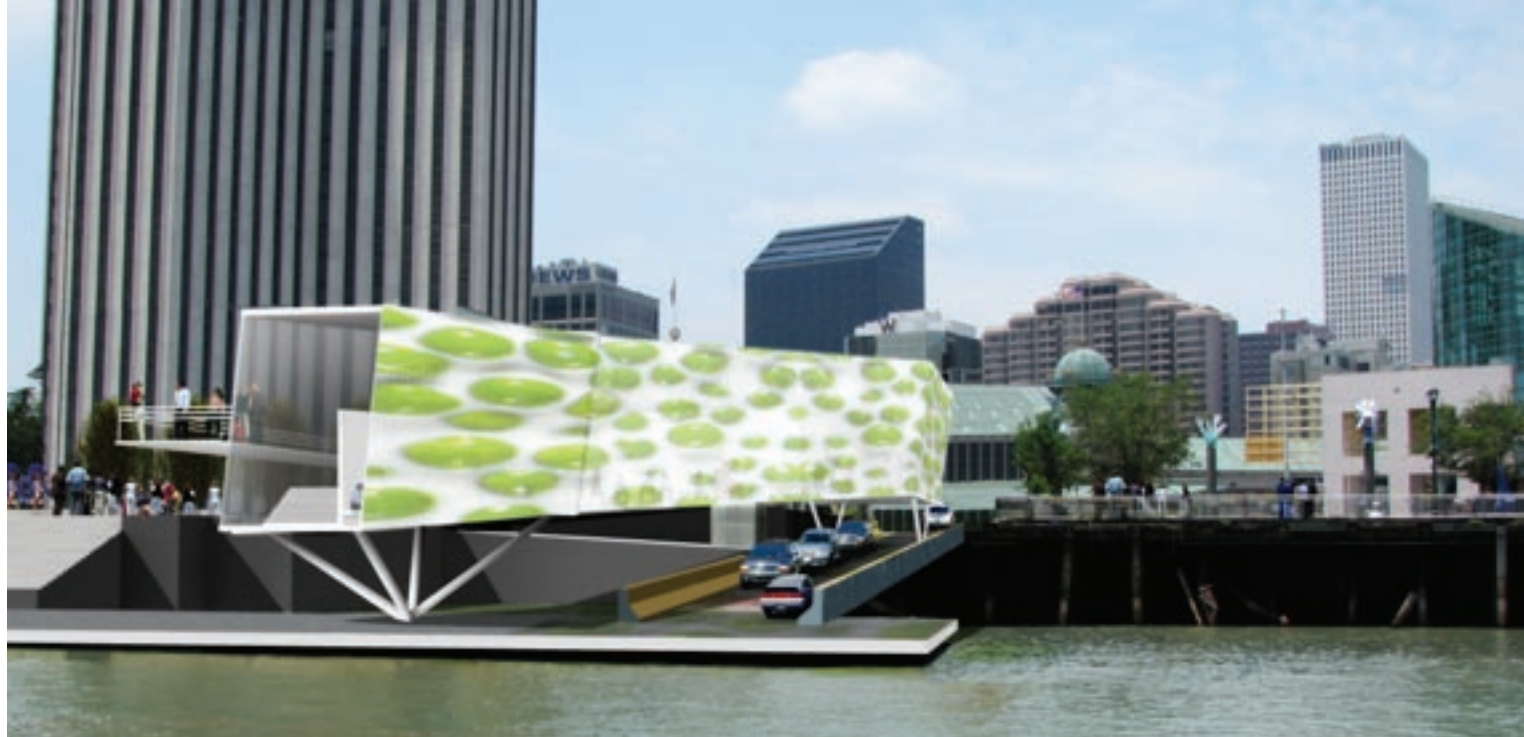
05 spanish plaza

poydras to canal

View of Activity on Spanish Plaza
Looking Towards Mississippi River



Digital Media Art Wall Wrapping
Renovated Canal Street Ferry Terminal



05 poydras street at spanish plaza

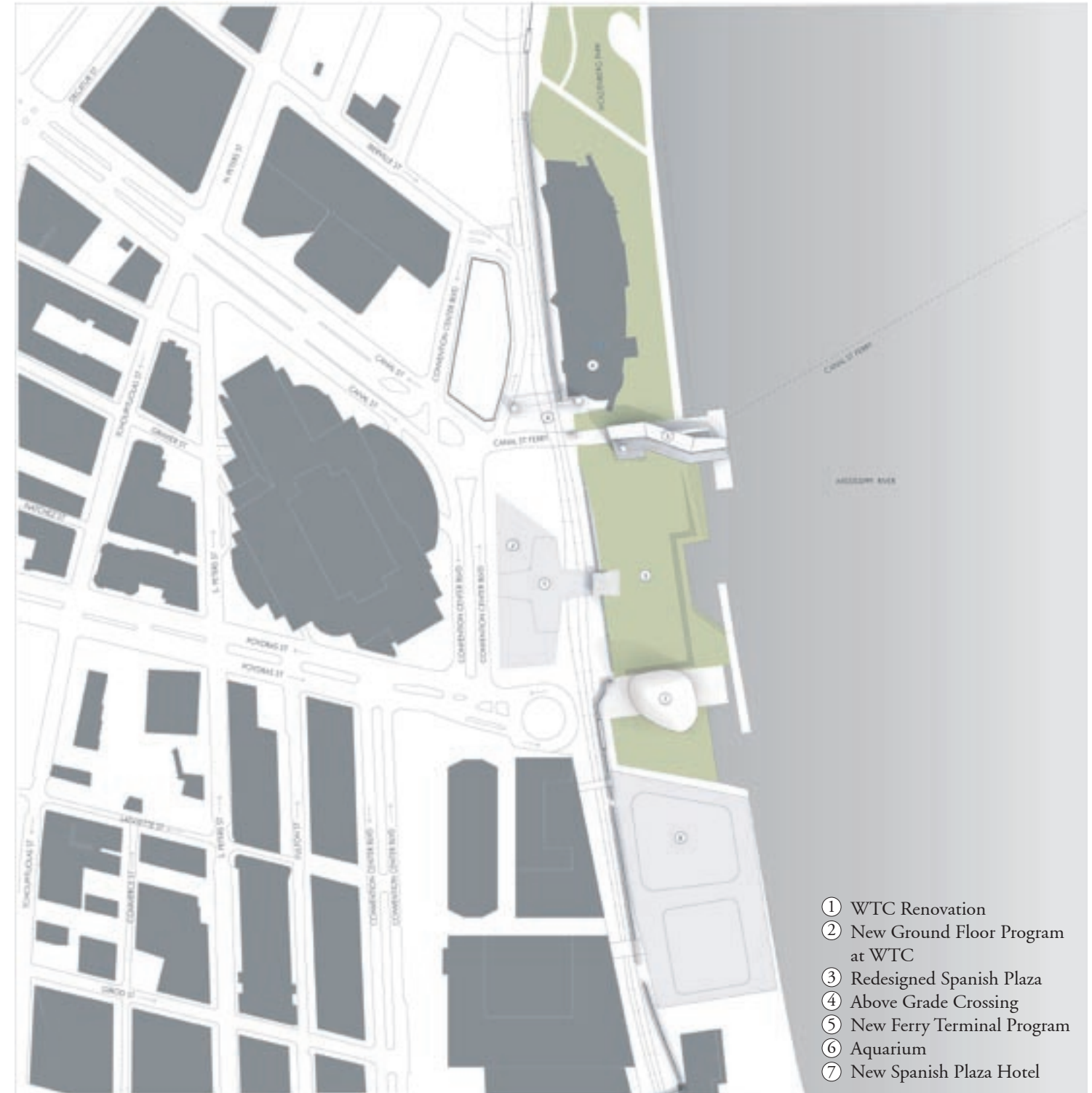
a longer range opportunity

In the longer term, Poydras Street—like Canal Street—should have strong connections reestablished with the waterfront. Reopening this critically important vista from the city’s second-most prominent downtown street would require the reconfiguration of both the Hilton Riverfront Hotel and the Riverwalk Mall—to the anticipated financial benefit of both companies. Under this scenario, the foot of Poydras Street would emerge as the centerpiece for a much-needed repositioning of these facilities, taking full advantage of the existing “circus” and water views. The Riverwalk Mall could be reorganized to have riverfront access with views downstream and into Spanish Plaza. A more direct and inviting connection to Poydras Street and the downtown could positively impact sales and rents there, further supporting a more upmarket tenant mix.

The illustration shows a more water-oriented hotel and outdoor areas for retailers and restaurants along the river. The hotel is relocated to a more prominent, stand-alone position between Poydras Street and Spanish Plaza, and is envisioned as an iconic building—perhaps like Sir Norman Foster’s new City Hall design in London. The architecture will create a striking visual when viewed from streets approaching the water, and help to further define the adjacent plaza.



View on Poydras Street Looking Towards Mississippi River



- ① WTC Renovation
- ② New Ground Floor Program at WTC
- ③ Redesigned Spanish Plaza
- ④ Above Grade Crossing
- ⑤ New Ferry Terminal Program
- ⑥ Aquarium
- ⑦ New Spanish Plaza Hotel



06 woldenberg park

canal to st. louis

Opportunity: Woldenberg Park was dedicated to the public with the Aquarium of the Americas in 1990. At that time, floodwalls, warehouses, and industrial docks were replaced by steamboat rides, dinner cruises, and wide, bricked walkways winding through a lush landscape scattered with public art. This plan suggests a fine-tuning of that existing park experience, with the addition of outdoor opportunities for engaging the mission of the Aquarium, via educational and interactive landscape environments. Spray pools, a hands-on touching pool, and a demonstration wetland will extend this institution into the public realm, drawing additional visitors to the facility. Closer to the French Quarter, concessions and temporary sculpture installations would enrich the downriver end of the park, contributing to the drawing power of elements such as the existing Holocaust Memorial and John Scott's Wind Song sculpture.

Site Area: The site area remains the same as that of the existing Woldenberg Park (~11 acres).

Improved Access: Currently, pedestrians walking from N. Peters Street toward Woldenberg Park must traverse the surface parking lots along Bienville, Conti, and St. Louis streets. To further encourage pedestrian movement through this unwelcoming environment, those streets would be improved with tree-lined sidewalks and separations from surface parking lots. Obstacles in the park would be removed to improve views of the river from the French Quarter.

Proposed Programming: The park will continue to support larger events with lawn areas, although it will also support passive recreational uses (such as picnics) with an increase in the amount of shaded area. Fountains, pools, and a demonstration wetland would bring Aquarium programming outside, and additional concessionaires at the downriver end would provide more activity nearer to the Moonwalk. A visiting sculpture platform would be located near the Pavilion, to attract exhibits of large, avant-garde sculptures by international artists—perhaps not unlike “The Gates” in New York’s Central Park, which captivated residents and visitors to that city several years ago. Contemporary works of art could be delivered and installed directly from a water vessel onto the riverfront. Visiting vessels, such as Jacques Cousteau’s Calypso and the tall ships from Spain, would have easy landside access and services available to them. The Pavilion would support ceremonies, performances, and dedications as a complement to these public exhibitions. One hopes that the owners of nearby parking lots would respond to this by executing a bold redevelopment, including both retail and residential.

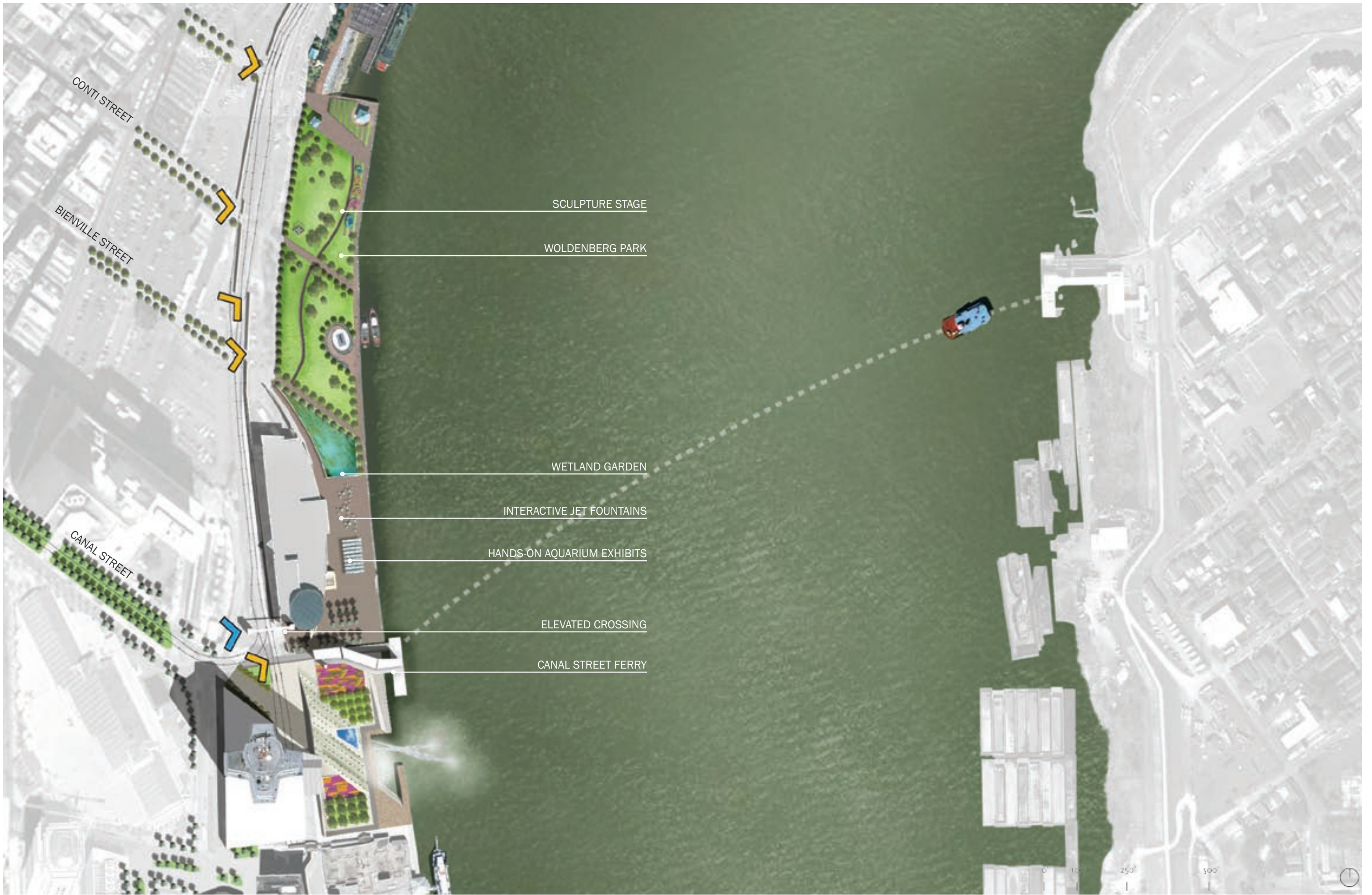
Goals Achieved:

- Improved Access (Goal 1)
- Linear Network of Green Spaces (Goal 2)
- Civic attractions and gathering places (Goal 3)



Existing Conditions of Woldenberg Park and Aquarium of the Americas





SCULPTURE STAGE

WOLDENBERG PARK

WETLAND GARDEN

INTERACTIVE JET FOUNTAINS

HANDS-ON AQUARIUM EXHIBITS

ELEVATED CROSSING

CANAL STREET FERRY

CONTI STREET

BIENVILLE STREET

CANAL STREET

07 moonwalk

st. louis to st. phillip

Opportunity: The stretch of the river nearest the French Quarter has been physically and visually separated from that well-known historic district over the years, by the erection of barriers including levees, railways, floodwalls, and even parking lots. Although the brick walking path known as the “Moonwalk” does provide public access along the stretch of the river between Woldenberg Park and the French Market—providing an extension of the promenade from Spanish Plaza—there is no elegant connection from the river back into the city toward Jackson Square, which is the geographical center of the French Quarter and the place where New Orleans was founded on the natural levee. In many ways, the Square remains the gravitational and spiritual center of New Orleans, and its relationship to the river should be reinvigorated.

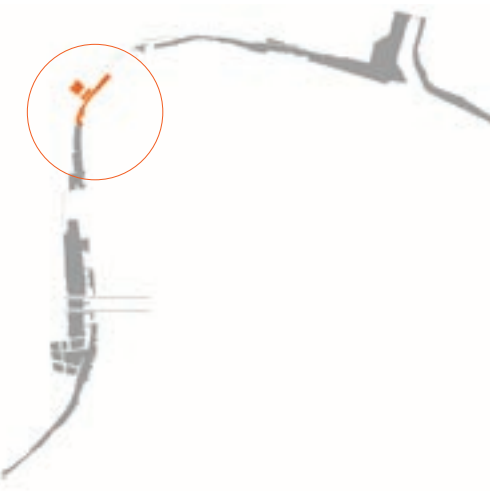
The Moonwalk marks the point of arrival for many of the groups who contributed to the development of New Orleans over the centuries, and despite its poor pedestrian connections to areas inland, it remains one of the most favored places for residents and visitors to promenade, people-watch, take in views of the river, and otherwise enjoy the outdoor river environment.

This plan suggests improvements to the Moonwalk that include additional seating areas that descend toward the river on wide, landscaped steps, replacing the unattractive riprap banks of the levee. Here visitors will be able to sit and observe the maritime activity along the picturesque bend in the river that gave the Crescent City its name. Additional shade trees will be installed in the levee-top planters, and shade structures will create comfortable seating locations during the hot months.

Although not within the Cooperative Endeavor Agreement area, connections to Jackson Square could be improved with better at-grade railway crossings and an elevated bridge/overlook spanning the railway from Washington Artillery Park to the Moonwalk, in line with St. Ann Street. In addition, Artillery Park could be expanded toward the river with a sloped landscape, with pedestrian routes providing universal access.

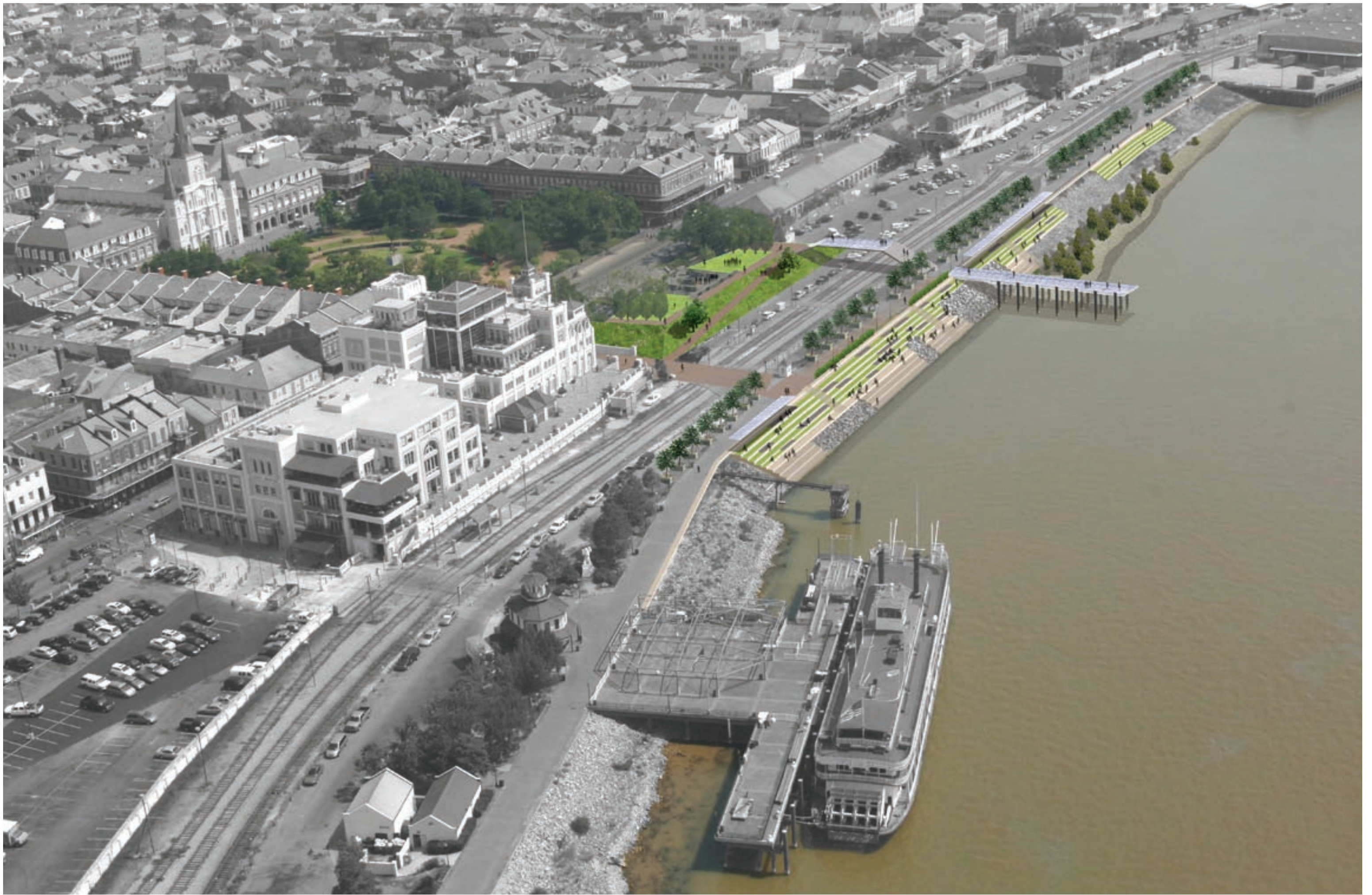
Site Area: Modifications to the Moonwalk would increase the amount of usable open space by transforming the riprap banks of the river into river-view seating areas. Artillery Park would grow slightly, replacing surface parking with an expanded landscape promontory.

Improved Access: Pedestrian connections would be improved from Jackson Square to the Moonwalk with an elevated pedestrian bridge over the railway at St. Ann Street, and improved at-grade connections at St. Peter Street.



Existing Conditions at Moonwalk





07 moonwalk

st. louis to st. phillip

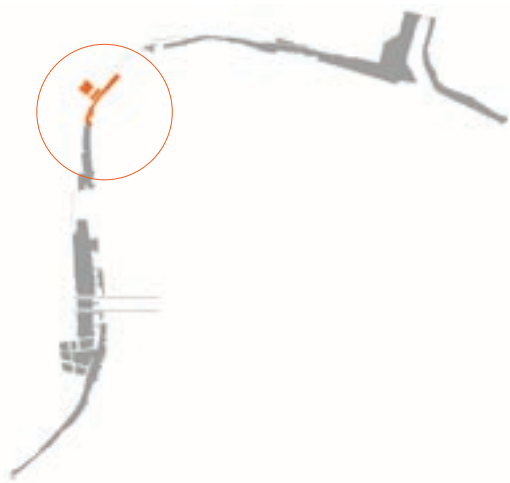
Proposed Programming: The Moonwalk would receive improved seating areas with better shading and areas for passive recreation and strolling that are situated nearer to the river. A New Orleans immigration timeline could be laser-cut into the concrete of the steps, indicating the country of origin and date of arrival to New Orleans among various immigrant communities, thereby educating visitors to the history of the city and its diverse population. A further accent feature proposed for the Moonwalk is the creation of a signature street bridge and river pier along the alignment of St. Ann Street. St. Ann Street leads through the French Quarter to historic Congo Square, in Armstrong Park. Prominent signage, sculptural treatments suggestive of African Drums, and an inlaid timeline of African Experience in Louisiana and New Orleans would make the walk from the pier to Congo Square a pilgrimage to the continental origins of many African-Americans. The St. Ann Pier would be designed to support smaller gatherings and ceremonies at the river's edge.

Goals Achieved:

- Improved Access (Goal 1)
- Linear Network of Green Spaces (Goal 2)
- Places of gathering on the river, and cultural features (Goal 3)



Existing Conditions of Levee and Pedestrian Walkway at Moonwalk





08 place portage

esplanade to elysian fields

Opportunity: The Governor Nicholls and Esplanade wharves will remain active port facilities for the foreseeable future; as a result, pedestrian access along the riverfront here will take an inland route around these sites. However this plan proposes creating a visual portal to the river at this important location, in order to extend views to the water from two of the city’s most important boulevards—Esplanade Avenue and Elysian Fields. A plaza aligned with the confluence of these two streets will create a view to the river and commemorate the original Native American portage route to Lake Pontchartrain.

Along a new plaza at this location, glass walls will reveal and showcase the interiors of the working wharves, to highlight the historical and continuing significance of trade in the founding and ascendancy of the Port of New Orleans. Here, the continuous riverwalk departs from its usual land-based form, first ramping up onto the wharf, and then stepping up one story to the level of the warehouse roof, offering a new type of elevated riverwalk and a unique experience above the plaza, working wharf, and river. A viewing platform at the river’s edge will feature up and downriver views, and the existing outdated river tender tower will be rebuilt within the plaza.

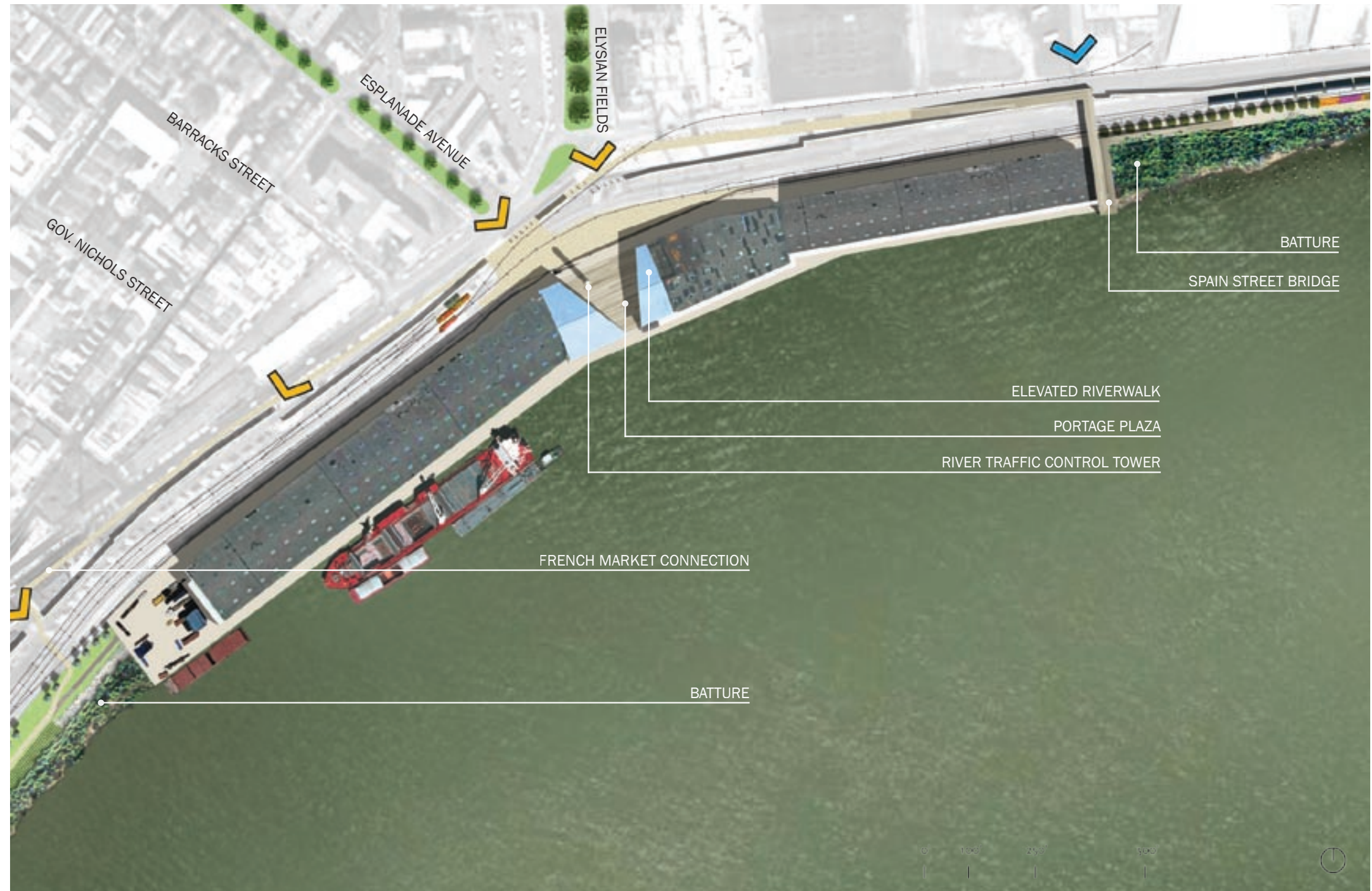
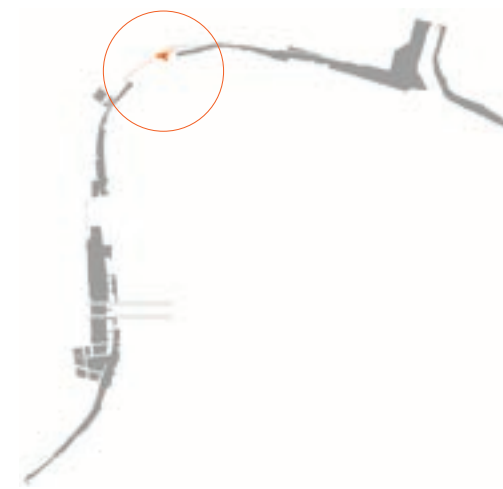
Site Area: This “slice” of the wharves is just 1.4 acres, or less than 10% of the total working warehouse.

Improved Access: Place Portage will create the only point of access to the river within a distance of nearly 1/3 mile. The existing floodwall will be modified between Esplanade Street and Elysian Fields, and replaced with movable sections to provide views from street level to the river.

Proposed Programming: The plaza will be an opportunity to educate people about the historic portage—the land bridge to Lake Pontchartrain for Native American peoples for over 1,500 years. To celebrate this important piece of history, which extended from present-day Bell Street at Bayou St. John to the foot of Governor Nicholls, it is recommended that a prominent display, including a map feature and some visual telling of the story, be included in designs for Place Portage. In addition, a river traffic control tower at this location would offer the opportunity to create a totem sculpture, in keeping with Native American tradition and in celebration of these cultures’ contributions to New Orleans. The Governor Nicholls Wharf also offers the opportunity to view the experience of a working wharf, one of the few still active in the heart of the Crescent, with the community and visitors.

Goals Achieved:

- Access and views to the river (Goal 1)
- Linear Network of Green Spaces (Goal 2)
- Gathering Places, and cultural landmarks (Goal 3)





Far Left: Existing Wharves at Foot of Elysian Fields Blvd.
Near Left: New Public Plaza, Place Portage, Cutting through Existing Wharves
Below: View of Slice through Wharf Structure Looking towards Mississippi River



09 mandeville wharf

marigny to spain

Opportunity: Mandeville Wharf will be a symbol of both preservation and inspired reinvention, worthy of New Orleans and its storied waterfront. The Wharf was badly damaged and nearly destroyed after Hurricane Katrina. However instead of demolishing the entire wharf as initially proposed, the New Orleans Building Corporation has funded the salvage of reusable portions of the steel structure. Thus the preserved portions of Mandeville Wharf will become a covered, open-air venue suitable for fairs, music and dance performances, temporary exhibitions, and other events. It is in many ways an instant 80,000 square-foot amphitheater, with unequalled views of the river and downtown New Orleans. The downstream deck where the roof structure has been removed can become New Orleans's own Chelsea Piers, including space and facilities for skateboarding, tennis and basketball courts, and other such recreational activities.

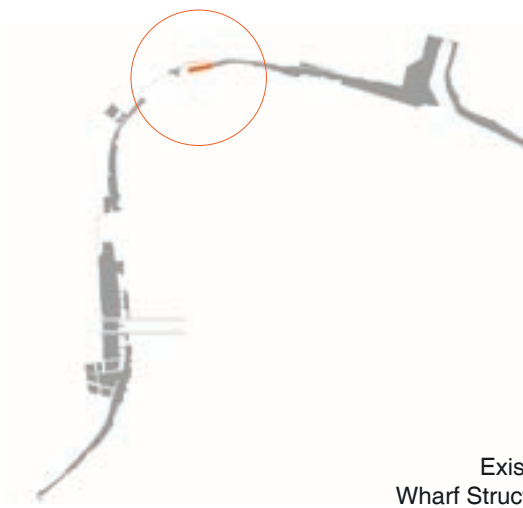
Site Area: The salvaged warehouse and wharf extend for approximately 600 feet and cover 2.6 acres.

Improved Access: Vehicular access to the wharf will be at-grade, at the current openings in the floodwall.

Proposed Programming and Interpretive Features: Programming for the covered wharf structure could include art fairs, entertainment performances, and court-style athletic functions (basketball, roller hockey, etc.) that could be programmed by community groups for local uses. The high clearance here is suitable for court sports and the roof allows for events to be conducted regardless of weather conditions.

Goals Achieved:

- Civic gathering places (Goal 3)
- Removing barrier conditions at the river's edge (Goal 1)
- Iconic architectural opportunity (Goal 4)



Existing Wharf Structure





View of Existing Mandeville Wharf
Looking from Mississippi River



10 press street landing

spain to clouet

Existing Conditions of Press Street and NOCCA at Mississippi River



Opportunity: In almost every planning exercise in recent history, the Bywater neighborhood has requested that Press Street be a significant node on the riverfront. In addition to the reintroduction of natural river ecology, maintenance of the batture and linear gardens, this plan therefore includes a terraced landing at Press Street that brings people closer to the water.

The Press Street Corridor undoubtedly offers the Marigny/Bywater neighborhood an opportunity to engage the Mississippi River in new ways. It is along this corridor that the historic “Plessy incident” occurred, sparking the landmark Plessy versus Ferguson court case, the 1896 Supreme Court decision which upheld the constitutionality of the “separate but equal” doctrine in public accommodations until Brown versus the Board of Education laid a new foundation for civil rights policy. Although outside of the Cooperative Endeavor Agreement, this plan suggests that, with simple qualitative improvements, the Press Street Corridor provides the opportunity to create a significant relationship between the adjacent neighborhood and the river.

At the point where the Press Street Corridor engages the floodwall, the New Orleans Center for Creative Arts (NOCCA), a world-class educational institution has been enhancing lives of young people for nearly three decades. NOCCA is the central institutional feature of the neighborhood and provides the ideal “bookend” to the proposed Tulane Riversphere (03a). NOCCA is considering expansion of its program, potentially onto the existing parking lot that spans the Press Street railway tracks and abuts the floodwall. This plan suggests that their expansion has the opportunity to physically connect both NOCCA and the neighborhood with the riverfront. A new building on this site has the potential to bridge over the railway tracks and could facilitate public access through the Press Street Corridor to the riverfront. It should be noted, however, that NOCCA, in consideration of campus security, objects to public access through the site at Press Street. This access may also be prohibitively costly. Therefore, an alternative point of access may be necessary.

Site Area: The site stretches for 2,000 feet and will encompass just over 9 acres.

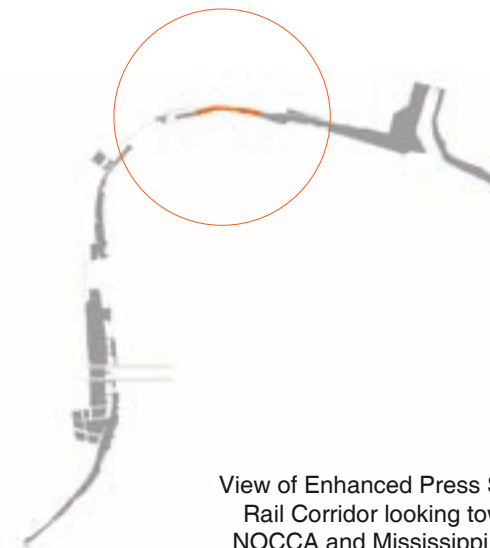
Improved Access: With further consideration by NOCCA, a bridge or raised platform may provide for unimpeded access to the river from the Marigny and Bywater neighborhoods. As an alternative to physical access, an elevated building could at least provide a visual relationship to the riverfront.

Proposed Programming: On the property within the Cooperative Endeavor Agreement, programming will consist of a continuous linear path and the Press Street landing that engages the water’s edge.

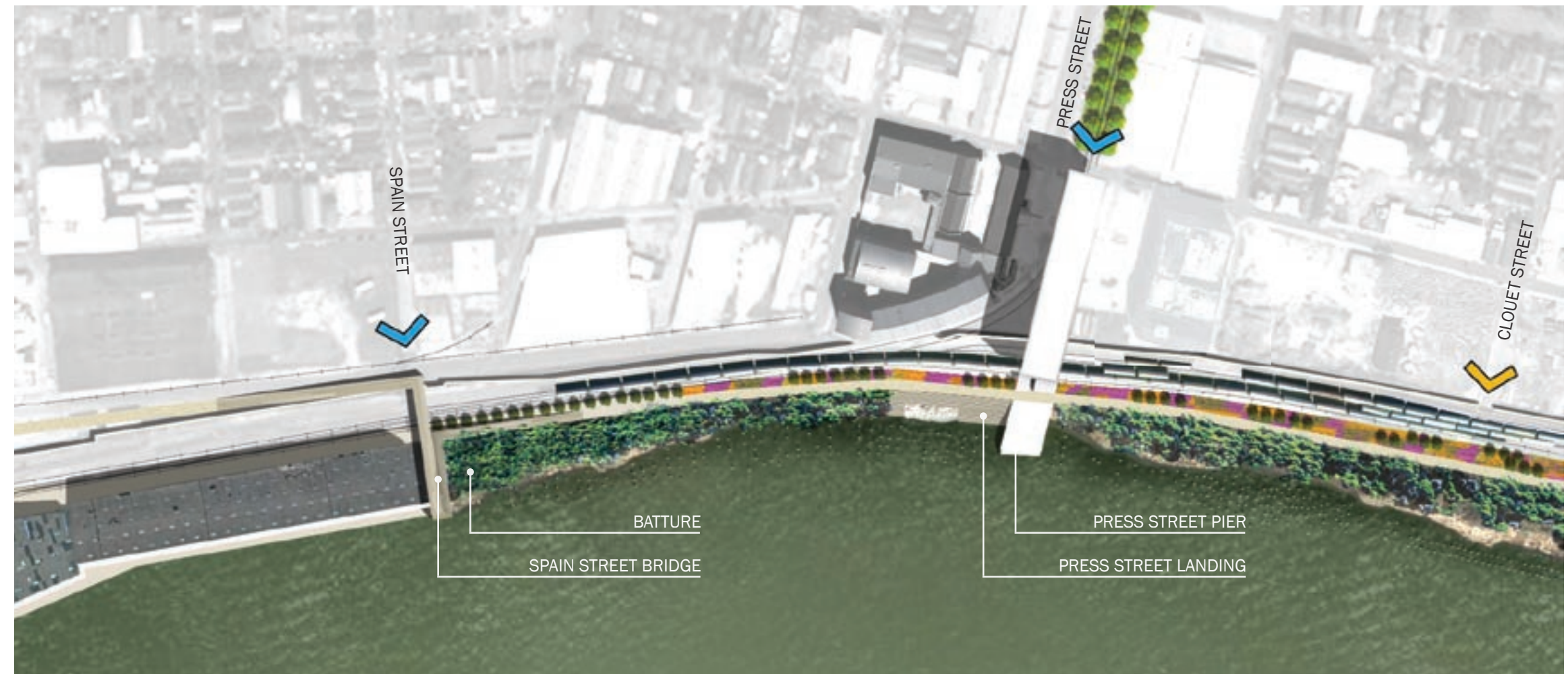
Should NOCCA choose to expand, a pier may be created to act as a riverfront “porch.” Measuring 100 feet by 100 feet, this platform creates the opportunity for NOCCA and other organizations to engage the broader community with public events including receptions, workshops, concerts, exhibits and other community gatherings. Should alternative modes of water transportation come to pass, the platform may also act as a water shuttle landing.

Goals Achieved:

- Improving access to the river (Goal 1)
- Linear Network of Green Spaces (Goal 2)
- Civic and cultural gathering spaces (Goal 3)
- Opportunity for bold design statement (Goal 4)



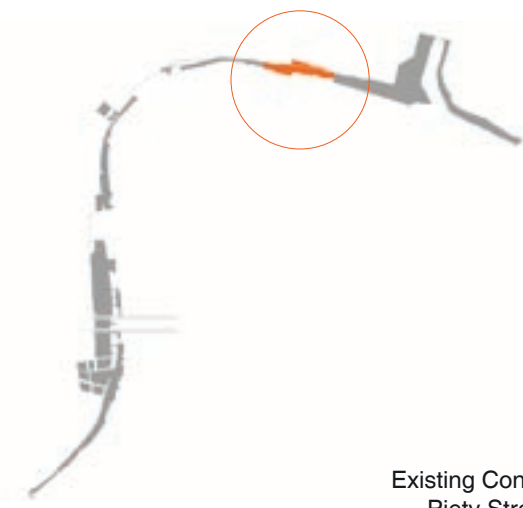
View of Enhanced Press Street Rail Corridor looking towards NOCCA and Mississippi River





11 piety park

clouet to pauline



Existing Conditions at Piety Street Wharf

Opportunity: Proposed improvements to the existing Piety Street Wharf will expand space for Bywater Neighborhood gatherings, and offer residents the opportunity to commune with nature at the river's edge. Nestled between two patches of restored batture, Piety's location provides an especially serene and beautiful site for an ecumenical sanctuary and contemplative garden to be built at the wharf's edge. A wider strip of land at the foot of Piety Street will allow for facilities to be built, and for parking serving residents who live further away. This waterfront open space will complement the existing Markey Park just two blocks inland (also on Piety Street), while incorporating perched pools, fountains, and viewing lawns that are specific to its riverbank location.

Site Area: The shoreline extends 2,200 feet and encompasses 16 acres once the existing deteriorated wharves have been removed. Approximately 500 feet of the existing Piety Street Wharf will be retained for public use.

Improved Access: Existing openings in the floodwall will be maintained and a larger opening would be made at Piety Street, both to allow vehicles to enter and to improve views to the river from the neighborhood.

Proposed Programming: The two proposed new piers (at Press and Gallier streets) and the batture zones (one existing and one new) will help create an "at the river" environment where none exists today. This, together with Markey Park, dramatically improves the amenities available to Bywater residents. Together, these two parks make larger events, festivals, and fairs possible in the neighborhood.

- Goals Achieved:**
- Improve access (Goal 1)
 - Linear Network of Green Spaces (Goal 2)
 - Civic gathering places (Goal 3)





Sanctuary precedents: Private Chapel, Valleaceron, Spain, by Estudio Sancho-Madrdejas; Chapel of St. Ignatius, Seattle, WA, by Steven Holl; Church of Light, Osaka-fu, Japan, by Tadao Ando; Jubilee Chapel, Vatican City, by Richard Meier.

Piety Park offers the adjacent Bywater Neighborhood as well as the entire New Orleans Riverfront community the opportunity to create a small nondenominational sanctuary.

Such a contemplative space offers opportunity for individual reflections and small gatherings for religious rituals, family gatherings and community remembrances.

Precedent examples of such sanctuary spaces provide inspirational reference for such a fitting location.



12 poland fields

pauline to poland wharf

Opportunity: Underutilized rail sidings between Chartres Street and the Poland Avenue Wharf will be transformed to a linear open space for use by residents of the Bywater neighborhood. Oriented parallel to the river, this landscape will include a promenade of trees and open space and will buffer and protect this neighborhood from a future cruise terminal at Poland Avenue Wharf. Both sides of the existing floodwall will be available for active and passive recreational uses, and as an extension of the riverwalk all the way to Bywater Point from upstream locations.

Site area: The area between Chartres Street and the rear side of the Poland Avenue Wharf will stretch for 1,800 feet (~1/3 mile) and cover 18 acres.

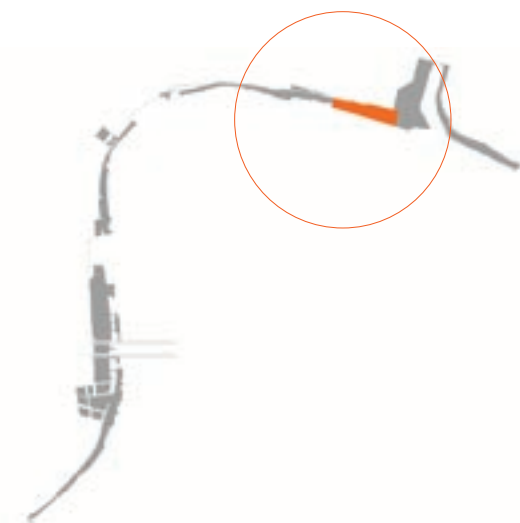
Improved Access: New and/or improved openings in the floodwall at Bartholomew Street, Mazant Street, and Poland Avenue will improve pedestrian connections to the water, and parking will be provided for park visitors. A linear path will connect upriver residents to Bywater Point along the back side of the proposed cruise terminal.

Proposed Programming: Open lawn areas and shade trees will support active recreation for residents, as will a path for cycling, running, and rollerblading. Shading and seating areas will be created at gateways in the floodwall, to help attract park users to the site from within the neighborhood.

Goals Achieved:

- Improved access to the river (Goal 1)
- Continuous linear access along the river (Goal 2)

View of Existing Department of Defense Complex at Poland Avenue, Industrial Canal and Mississippi River





GALLIER STREET

CONGRESS STREET

INDEPENDENCE STREET

PAULINE STREET

ALVAR STREET

BARTHOLOMEW STREET

MAZANT STREET

FRANCE STREET

LESSEPS AVENUE

POLAND AVENUE

KENTUCKY STREET

GALLIER STREET PIER

PARKING GARDEN
POLAND FIELDS
LINEAR PARK

CRUISE TERMINAL WHARF

COMMUNITY
GARDENS

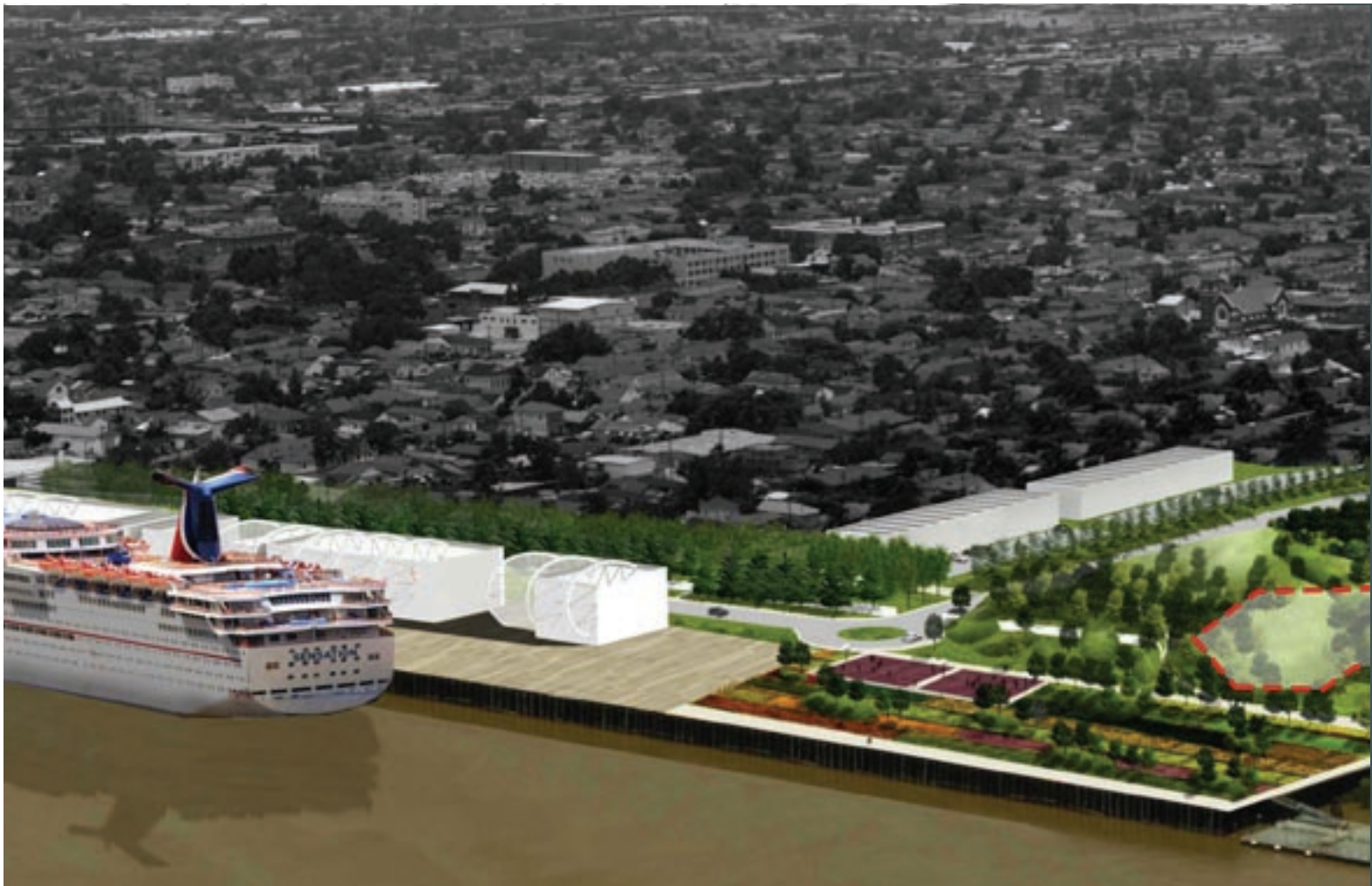
BALL COURTS

BYWATER POINT
AMPITHEATRE

BATTURE

0' 100' 250' 500'





The boundaries of the Cooperative Endeavor Agreement and thus the City's legal rights currently terminate at Poland Avenue. The remainder of the Riverfront, as it spans from Poland Avenue downriver to the parish line, is therefore formally outside the purview of this plan. However, it is absolutely necessary that, as these properties are made available for redevelopment, the strategies for land use and design be considered a continuation of the work of Reinventing the Crescent. There is an enormous amount of potential for these remaining segments of the river and their design will significantly impact the Riverfront as a whole. Although the following pages are only recommendations for this portion of the riverfront, the solutions presented are thoughtfully conceived and should be carefully considered as the Port of Embarkation is decommissioned through the BRAC process and the Holy Cross Levee improvements are completed by the Corps of Engineers.

recommended continuity

There is an enormous amount of potential for these remaining segments of the river and their design will significantly impact the Riverfront as a whole.

3.1



13 port of embarkation

chartres to st. claude

Opportunity: The East Bank Complex of the region's Naval Support Activity in Bywater occupies 23 acres of land known as the Port of Embarkation and is scheduled for decommissioning in 2010. The Port of Embarkation is outside of the Cooperative Endeavor Agreement and the terms and conditions by which the property will be sold by the Department of Defense into civilian ownership are being identified through a separate planning process. However, due to the impact of this site on the riverfront, this plan makes recommendations for the use of this site and its urban design for two key reasons. First, the riverfront must be conceived as a continuous and consonant whole. Secondly, it is essential that the impact of the contemplated cruise ship terminal at Pauline Street and its vehicular traffic be minimized.

The Cooperative Endeavor Agreement provides the Port of New Orleans with the opportunity to maintain control of the Pauline Street Wharf for use as a cruise ship terminal. To thoughtfully address traffic flow in this pedestrian scale neighborhood, the Port of Embarkation site would provide an alternative vehicular access road to the planned cruise ship terminal, directing traffic away from Poland Avenue and the historic Bywater neighborhood.

The Port of Embarkation currently contains three obsolete, military-era structures of over 1.7 million square feet. The removal of these buildings presents the opportunity to create an entirely new place in the fabric of the city. This property has the capacity for residential, commercial and open green space – the mix of which is being determined by the Base Realignment And Closure (BRAC) planning process and its associated public input. This plan recognizes that there is an inverse relationship between open space and for profit-development that pays for the same. In other words, more green space is possible if fewer and somewhat taller buildings are permitted. Very little green space would be possible if single-family houses are traditionally placed on a grid. This plan recommends the former, to provide for the necessary vehicular road and greater public access. Additionally and compositionally speaking, a few mid-rise buildings would function as a "lighthouse" welcoming ships as they enter the port of New Orleans and forming a poetic bookend with the taller buildings at Riversphere and Market Street.

Site Area: The Port of Embarkation covers approximately 23 acres between Poland Avenue and St. Claude Avenue.

Improved Access: The Port of Embarkation site will provide a neighborhood-sensitive solution to the access needs of the proposed cruise ship terminal with a roadway that begins at St. Claude Avenue and aligns with Japonica Street, deterring cruise terminal traffic from using Poland Avenue.

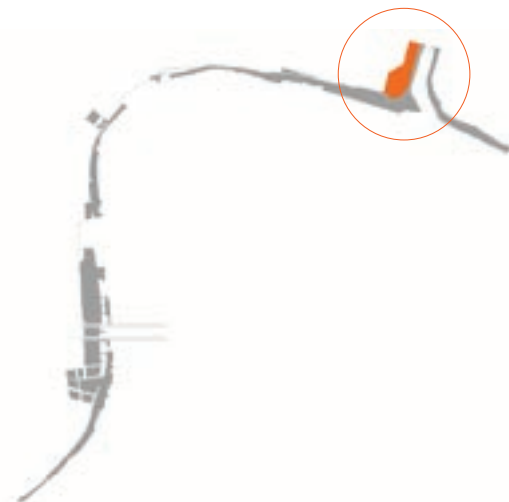
The creation of an expansive park on the Port of Embarkation property allows for abundant access to the river from the Bywater neighborhood. Both views and pedestrian access will be preserved and, in some cases, created from the neighborhood to the Industrial Canal and Bywater Point, along Dauphine, Burgundy, and North Rampart streets' view corridors.

Proposed Programming: To create a buffer between the new cruise ship access road, smaller scaled residential and mixed-use buildings may be built at the edge of the Bywater neighborhood along Poland Avenue.

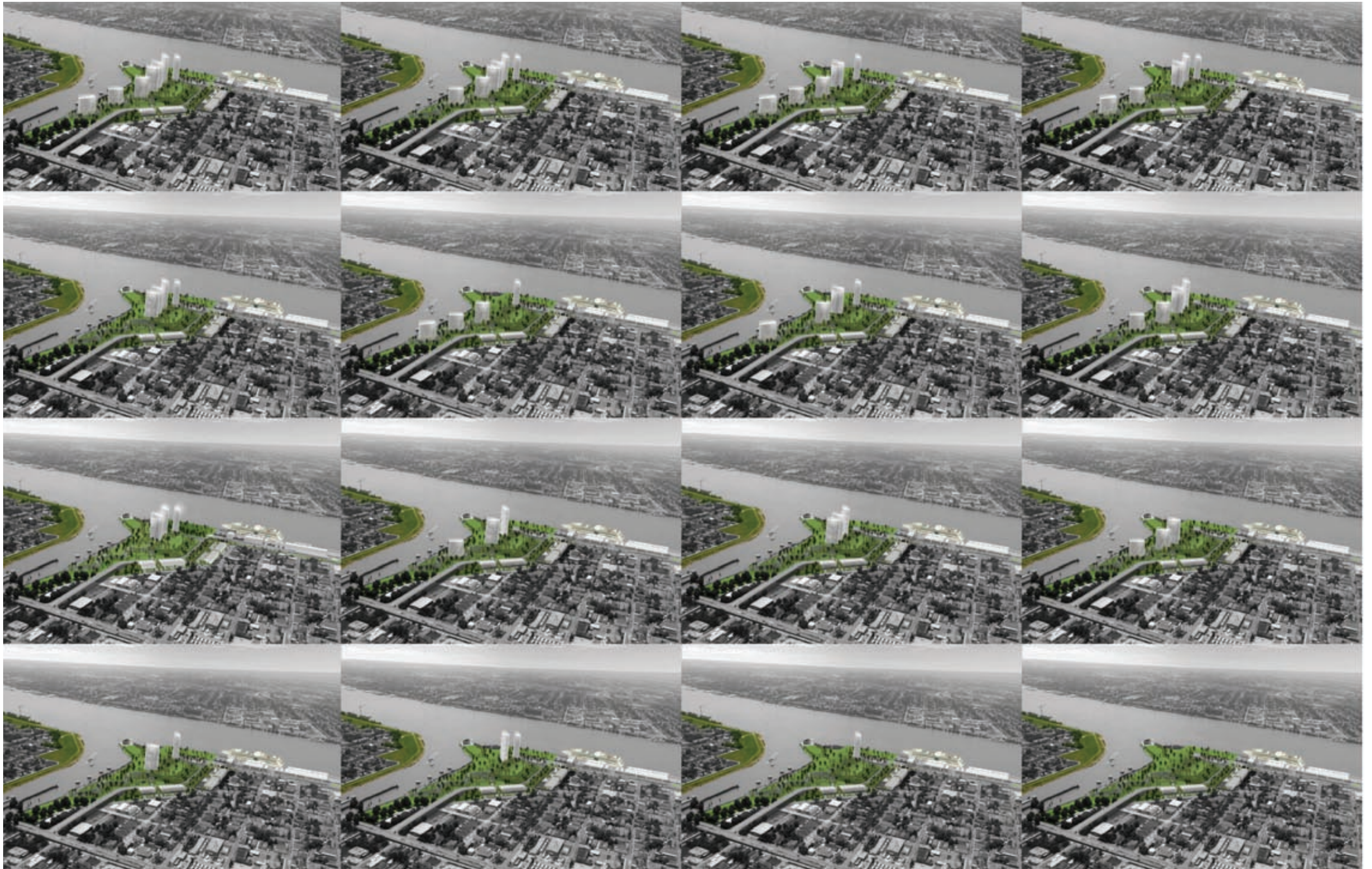
This plan suggests that the primary programmatic use of this site is open green space for passive recreation. To provide for this open space, and to pay for its maintenance, the plan concurrently recommends that residential mid-rise buildings be built along the Industrial Canal, away from the views of the historic Bywater neighborhood. This site could accommodate up to 2,500 residential units and a modest amount of retail on Poland Avenue. Once again, all of this is to be determined by the ongoing BRAC planning process as well as the City Planning Commission and City Council which, of course, regulate zoning.

Goals Achieved:

- Improve access (Goal 1)
- Linear Network of Green Spaces (Goal 2)
- New Places to Live Along Water (Goal 5)



Multiple Views of Development Parcels
Showing Variety of Residential Densities and Building Locations



14 bywater point

poland wharf to st. claude

Opportunity: Bywater Point, as this plan defines it, is the land between the floodwall and the water's edge adjacent to the Port of Embarkation (13), part of the associated BRAC process, and is technically outside the boundaries of the Cooperative Endeavor Agreement. Due to its direct relationship to both the property of the Cooperative Endeavor Agreement and the Port of Embarkation, this plan recommends that this site be planned synergistically with the rest of the riverfront.

Bywater Point boasts magnificent views to the downtown skyline and is located at the downriver terminus of the proposed riverfront streetcar extension, making it easily accessible for many of the city's visitors and residents. Thus, residents of Bywater, locals from other neighborhoods, and visitors will simultaneously use this park space.

In addition to the firm ground of Bywater Point, there will be underutilized wharf deck adjacent to the new cruise terminal that may be developed for public use

Site Area: The land area outside the floodwall and along the Industrial Canal levee is over 33 acres. The park will have approximately 3,000 feet of water frontage on the river and Industrial Canal, and offer access to the point with stunning, panoramic views.

Improved Access: Paths and trails would allow for cycling and walking along the riverfront and canal, with a ramp providing access to the St. Claude Avenue bridge and the Holy Cross neighborhood. The eventual extension of the riverfront streetcar (downriver to a Poland Avenue terminus) will serve the Bywater and Marigny neighborhoods with transit to downtown and upstream destinations.





Existing Department of Defense Complex at Mississippi River and Industrial Canal

Proposed Programming: The 33 acres of park space will allow for both active and passive recreation in an open lawn setting. Bywater Point is also the ideal place for a small-scale amphitheater or pavilion for neighborhood events and gatherings. Community gardens and athletic courts on the wharf deck will further enhance the mix of activities on the water's edge.

Goals Achieved:

- Public gathering spaces (Goal 3)
- Continuous access along the river (Goal 2)
- Unique architecture (neighborhood pavilion) (Goal 4)



POTENTIAL BUILDING SITES

15 holy cross levee

st. claudie to flood

Opportunity: It is a core goal of this plan to link the 9th Ward and Holy Cross Neighborhoods and to encourage continuous access along the riverfront. Therefore it is suggested that downriver of the Industrial Canal, the Holy Cross Levee (while beyond the scope of the Cooperative Endeavor Agreement, and on property controlled by others) should be improved with trails, seating, and lighting to provide much needed enhancements. The levee trail will connect to the St. Claude Avenue Bridge over the Industrial Canal with a ramp. These improvements will be made in coordination with the redevelopment of the Holy Cross campus and Global Green's pioneering sustainability project on Andrey Street.

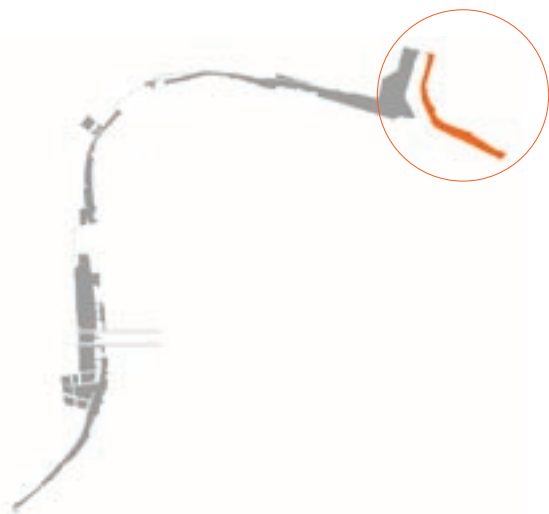
Site Area: The Holy Cross levee promenade will extend for nearly one mile from the St. Claude Avenue Bridge to Flood Street, and will encompass nearly 25 acres of potential open space on the earthen levee.

Improved Connections: The levee promenade will extend the Mississippi riverwalk another mile downriver beyond the Industrial Canal. Ramps will provide universal access from local streets to the levee, and connect the promenade to the St. Claude Avenue Bridge.

Proposed Programming: The promenade will be for passive recreation, walking, and biking, and will have places for sitting and viewing the river. Improved walkways, benches, shade structures, and two piers—one at Reynes Street and one at Dauphine Street—will provide this community with opportunities for enjoying both the river and views to the downtown skyline.

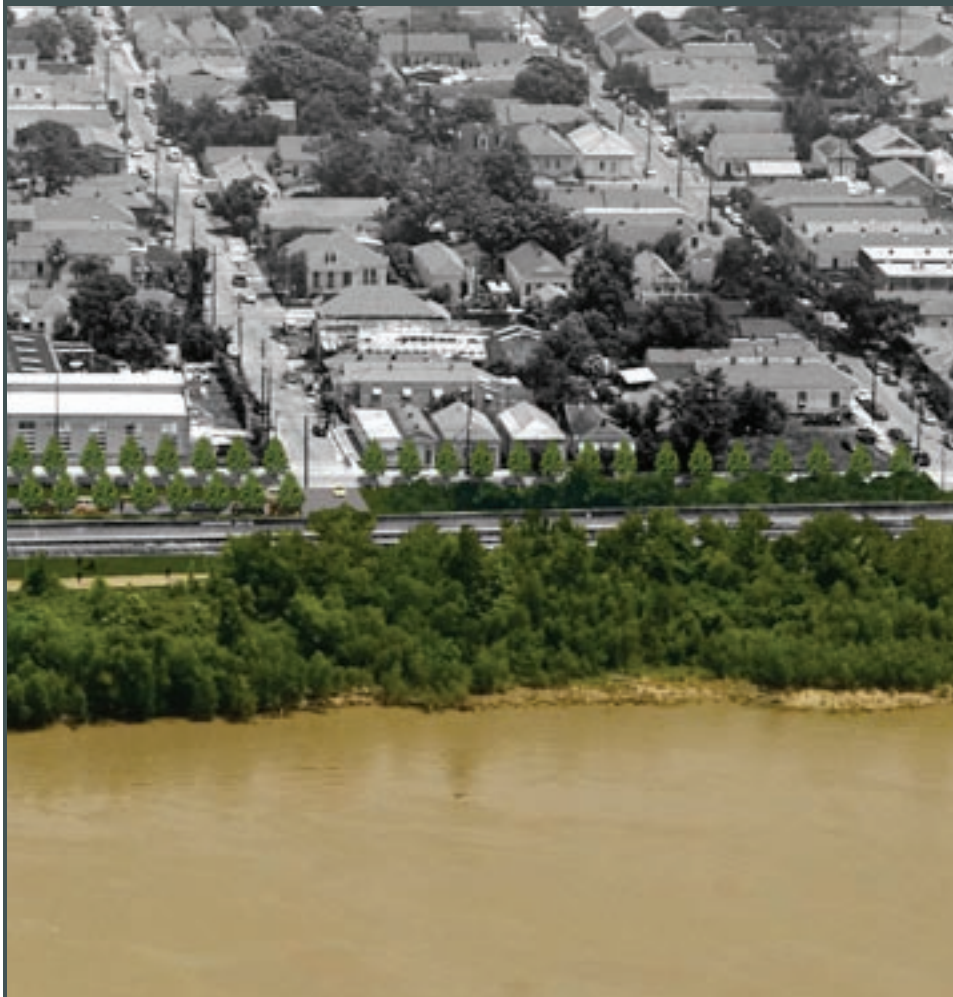
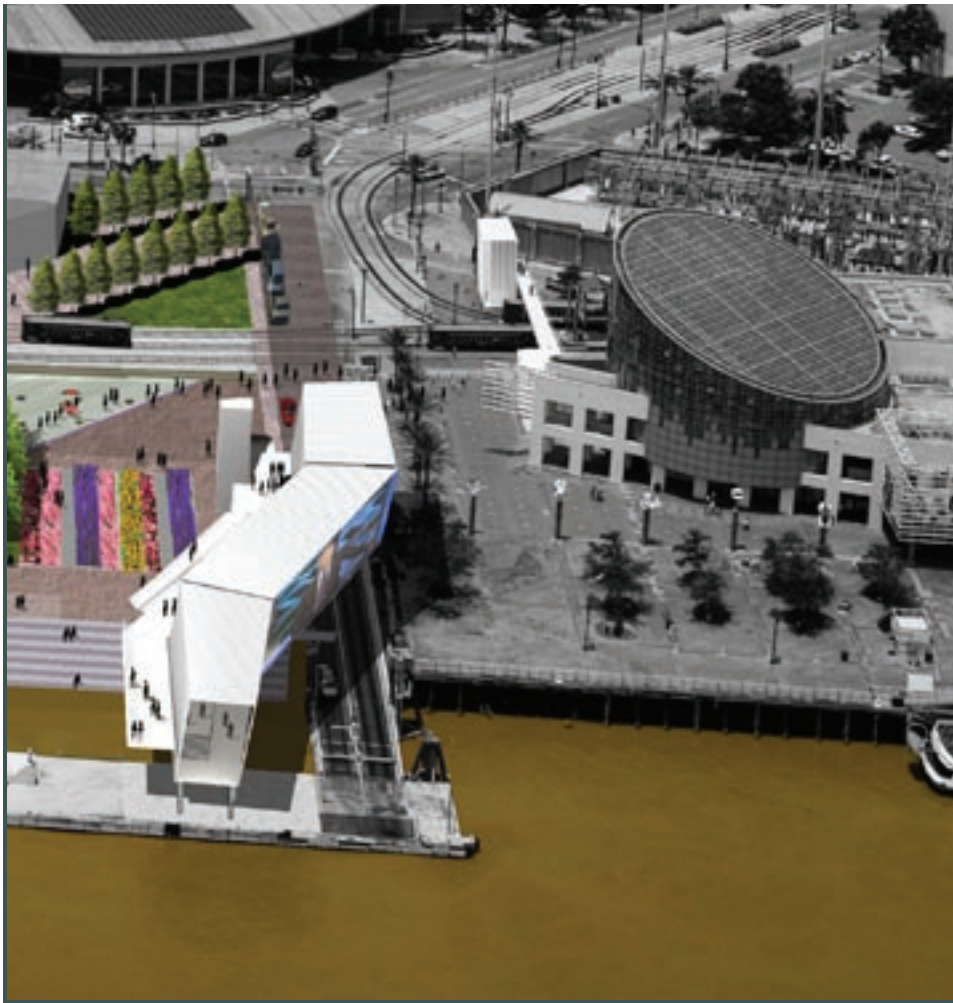
Goals Achieved:

- Continuous access along the river (Goal 2)









Among the most famous 20th century architects, the French modernist Le Corbusier, was known to proclaim that “to design took talent, but to program took genius.” Many planners of urban public places realize the wisdom in this insight. In the context of this development plan the thought might be elaborated as follows: To conceive a great plan requires much talent and imagination. To determine how to implement the plan requires equal talent and even more innovation, and this ultimately becomes the measure of a plan’s virtues and success.

The Reinventing the Crescent Development Plan is not a vision plan. While it projects a powerful vision for the city’s future interaction with its riverfront, the objective is to build it, in a reasonable timeframe, under responsible governance and sound fiscal strategy.

implementation

While this Development Plan projects a powerful vision for the city’s future interaction with its riverfront, the objective is to build it, in a reasonable timeframe, under responsible governance and sound fiscal strategy.



financial strategy

sources and uses

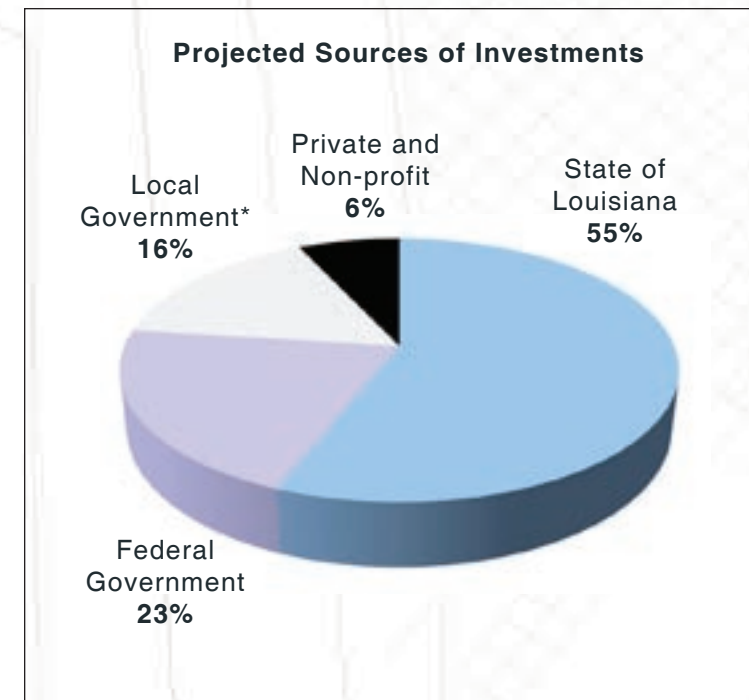
In gauging the economic impact of the riverfront development, three correlated factors are essential. The first is the public investment, which will initiate economic activity. These strategic public investments are the IF expenditures and correlate with the cost of construction that fulfills the first four goals of the design. Second, this public investment will stimulate construction activities on the landside of the floodwall that will require private investment, considered the THEN expenditures. Finally, the first two elements – the private and public investment – will produce an ultimate economic impact. As demonstrated, these three factors are chronological and will be discussed sequentially.

public investment

The estimated cost of Reinventing the Crescent is \$294 million. As will be explained, the direct benefactors of the riverfront's economic impact are the State of Louisiana and the City of New Orleans. For this reason, the state and the local governments are the primary funding sources. The State is asked to carry 55 percent of the investment and the City will put forth 23 percent. Because the riverfront will include projects related to the levees and alternative modes of transportation, the Federal Government is expected to account for 16 percent of the investment. Lastly, the New Orleans Building Corporation anticipates a level of philanthropic interests from private and nonprofit groups that will cover the remaining 6 percent of the initial investment.

private investment

Once the initial public investment has been made, and riverfront construction activities are underway, it is reasonable to assume that the private sector will begin its own redevelopment of land along the same stretch. As the Riverfront becomes a more desirable place, profit-seeking individuals will naturally seek new opportunities to develop private property. Reinventing the riverfront so that it is more integrated with the life of the city will also attract new residents and encourage the development of new industries. Therefore, in addition to the anticipated production of housing and hotels, these new industries will likely spur the development of a mixed-use environment along the riverfront and throughout the city. Furthermore, it should be noted, that many of the suggestions of this plan – for example, the establishment of Riversphere and the expansion of the Convention Center – are considered part of the THEN expenditures because they are not within the Cooperative Endeavor Agreement and require separate financing. In total, the economic analysis predicts that there will be a private investment of over \$3.6 billion between 2009 and 2024, or an average of \$225 million per year.



Projected Funding Sources

• State of Louisiana	\$162 M
• Local Government*	
WTC Development	\$ 24 M
Julia/Market St. Leases	\$ 13 M
CDBG Funding	\$ 30 M
• Federal Government	
Corps of Engineer (Levee Armor)	\$ 25 M
Department of Transportation	\$ 10 M
Department of Energy	\$ 10 M
• Private and Non-Profit	
Trust for Public Land	\$ 5 M
Audubon-Woldenberg Upgrades	\$ 5 M
Other Private Sources	\$ 10 M
TOTAL	\$ 294 M

*Plus \$100 M of City owned Riverfront land (97 acres)

economic impact

During construction between 2009 and 2016, the projected economic impact of this activity, both public and private, supports an annual average of \$513 million in spending and \$190 million in personal earnings. There will also be an additional 5,500 net new jobs created and supported every year. State tax revenues will increase by \$13 million annually and local tax collections will increase by \$8 million through the first nine years.

After 2016, once the Riverfront is complete, the financial impact deepens. Annual state tax collections increase to \$34.8 million and local tax revenues related to the riverfront total \$28.5 million. The State would, in effect, fully recoup its initial investment by 2018. In terms of employment, activities resulting from the completed riverfront will support 24,000 new permanent jobs for the city of New Orleans.

These impacts have all been conservatively calculated. First, there is no inflation built into the long-term forecasts. Secondly, there is an assumption that tourism does not increase until 2017. And third, these calculations do not take into consideration the potential to attract any new industries or residents, which is highly unlikely.

It is assumed that the public and private investments with the clear intent of enhancing the riverfront will augment the tourism industry of New Orleans. A refined riverfront is expected to promote extended stays, more family-oriented visitors, increased activity connected with more cruise opportunities, and more attractive convention facilities. Just as an illustration, enticing 800,000 visitors, a meager eight percent of pre-Katrina visitor totals, to extend their trip by a single night yields a projected \$500 million in additional direct spending. Along with the educational facilities at Riversphere and NOCCA, tourism will support these additional 24,000 new jobs that will be created through over \$1.5 billion in direct total spending on an annual basis.

economic significance of the riverfront

However, this project is far more comprehensive and ambitious than merely improving the tourist facilities that New Orleans offers. In fact, an improvement of this kind joins New Orleans with other great urban areas seeking to reintegrate waterfront with the life of the city. The most impressive feature of *Reinventing the Crescent* is more difficult to quantify but will likely have the most profound effect on the city. The aesthetic improvement and increased quality of life will invigorate a critical area of the city – the neighborhoods adjacent to the proposed project account for over 50 percent of Orleans Parish employment and 40 percent of the business units while generating over 60 percent of the payroll throughout the city. Improving the attractiveness and appeal of this area is essential to both attracting new citizens and industries as well as keeping current residents interested in making New Orleans and Louisiana a better place to live.

In economic development, there is a tremendous emphasis on the *new economy*, and perhaps Richard Florida articulates the most influential explanation of this dynamic change in society. His creative class thesis emphasizes the necessity of dynamic workers such as engineers, architects, musicians, educators, scientists and artists for the strengthening of a region's economy. In many areas such as Austin and Silicon Valley, residents have transformed a city by being on the cusp of advancements in technology, art, research and ideas. The challenge is both attracting and retaining this diverse class of workers. Improvements such as a reinvigorated waterfront contribute to this end. Undoubtedly, this potential outcome of the riverfront redevelopment, underlined by an overall improved quality of life, will have the most lasting influence on the city and the state. Even if the projected private investment is never realized, as unlikely as that is, this is a prudent, acceptable and essential public investment.

Average Yearly Economic Impacts for Construction Activities of IF and THEN Investments For 2008 through 2016

Economic Categories	2008 through 2016
Direct Spending	\$271.5 Million
Total Spending	\$572.8 Million
Earnings	\$190.4 Million
Net New Jobs	5,781
State Tax Collections	\$12.6 Million
Local Tax Collections	\$8.4 Million

Source: Dr. James Richardson, "The New Orleans Riverfront: Reinventing the Crescent, *An Economic Perspective*," 2008.

Annual Impact of Increased Tourism and Research

Economic Categories	Total Spending	Personal Earnings	Net New Jobs	State Tax Revenues	Local Tax Revenues
Tourism	\$1,581.4 M	\$505.9 M	22,906	\$33.4 M	\$27.4 M
Research & Education	\$51.7 M	\$20.1 M	851	\$1.4 M	\$1.1 M
Total	\$1,633.1 M	\$526 M	23,757	\$34.8 M	\$28.5 M

Source: Dr. James Richardson, "The New Orleans Riverfront: Reinventing the Crescent, *An Economic Perspective*," 2008.

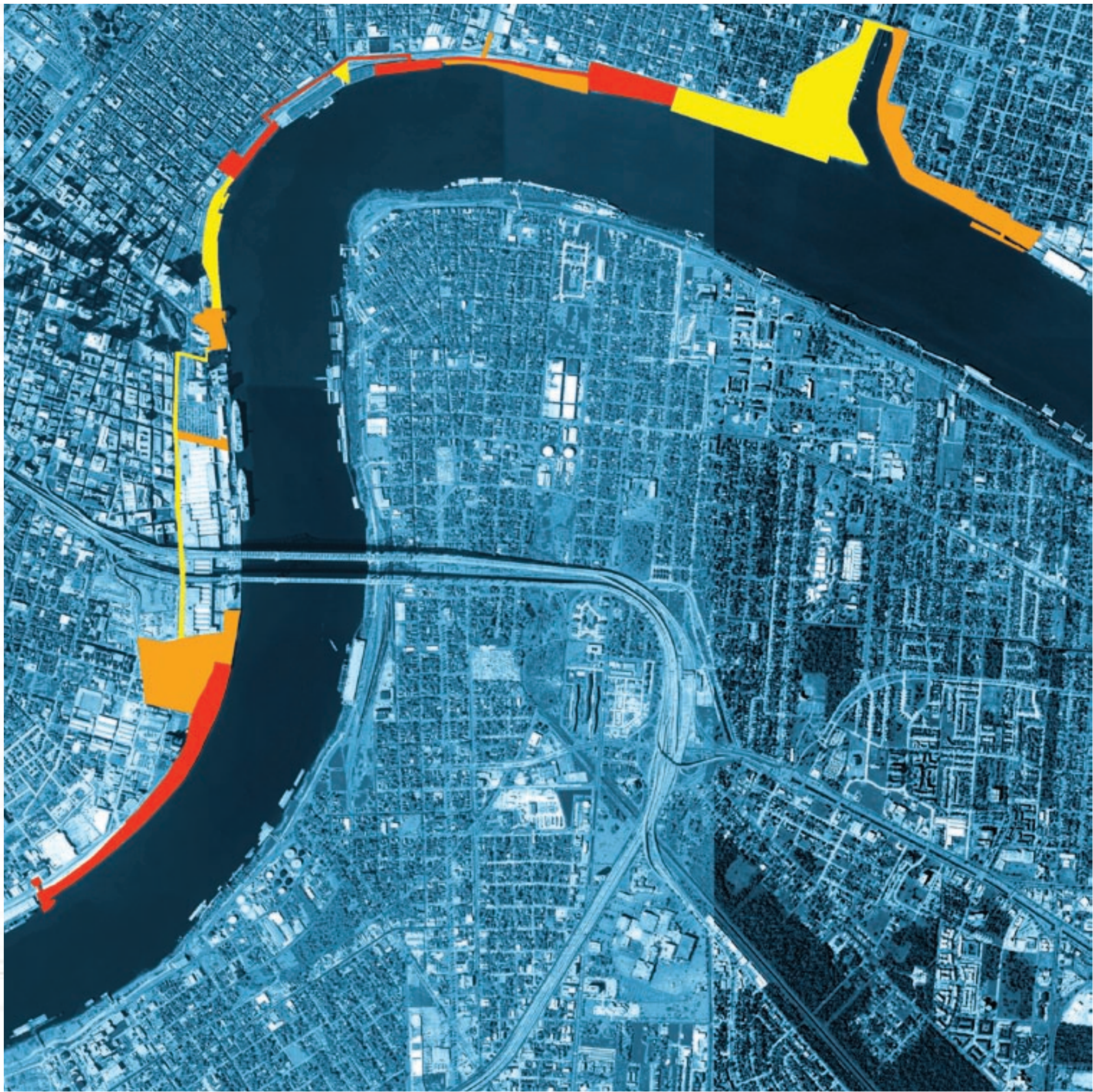


project budget summary

	Budget	Implementation Years & Phase		
	\$	2008-10 1	2010-13 2	2013-16 3
1.0 Public Open Spaces , from upriver to downriver				
1.1 Celeste Park Jackson Ave to Market; includes venue; excludes turbines	\$ 18,784,000	\$ 18,784,000		
1.2 Market St Promenade Market to Race	\$ 4,496,000	\$ 4,496,000		
1.3a Riversphere Race to Terpichore	NIC			
1.3b 9 Muses Square Orange to Henderson to Tchoupitoulas	NIC			
1.4a Julia Street / River Terrace Julia St extension up to Riverwalk	\$ 7,275,000		\$ 7,275,000	
1.4b Convention Center Boulevard Henderson to Poydras	NIC			
1.5 Spanish Plaza Poydras to Canal	\$ 11,185,000		\$ 11,185,000	
1.6 Woldenberg Canal to St Louis	\$ 11,838,000			\$ 11,838,000
1.7 Moonwalk St Louis to St Philip	\$ 17,141,000	\$ 17,141,000		
1.8a Portage Plaza "Slice" Esplanade & Elysian Fields; includes \$400K glass skin	\$ 4,000,000			\$ 4,000,000
1.8b French Market Connection St Peters streetscape improvements	\$ 2,385,000	\$ 2,385,000		
1.9 Mandeville Connection Rear apron and floodwall/rail flyover pedestrian bridge	\$ 3,400,000	\$ 3,400,000		
1.10 Press St Landing* Spain to Clouet	\$ 3,012,250	\$ 3,012,250		
1.11 Piety Park Clouet to Pauline	\$ 19,492,000	\$ 6,750,000	\$ 12,742,000	
1.12 Poland Fields Pauline to Poland Wharf	\$ 15,726,000			\$ 15,726,000
1.13 Bywater Point Poland Wharf to St Claude	NIC			
1.14a Port of Embarkation Redevel. Chartes to St Claude; public realm	NIC			
1.15 Holy Cross Levee Park St Claude to Flood St, minor work: shade structures and piers	\$ 5,633,000		\$ 5,633,000	
1.0 Total	\$ 124,367,250	\$ 55,968,250	\$ 36,835,000	\$ 31,564,000

	Budget	Implementation Years & Phase		
	\$	2008-10 1 (IF)	2010-13 2 (IF)	2013-16 3 (IF)
2.0 Select Architecture				
2.1 Jackson Av Ferry Terminal	\$ 4,000,000		\$ 4,000,000	
2.2 9 Muses Amphitheater	\$ 30,000,000	\$ 30,000,000		
2.3 Canal St Ferry Terminal	\$ 15,000,000		\$ 15,000,000	
2.4 Mandeville Wharf	\$ 5,239,000	\$ 5,239,000		
2.5 Sanctuary	\$ 2,000,000	\$ 2,000,000		
2.6 Bywater Point Amphitheater	\$ 10,000,000			\$ 10,000,000
2.7 Wind Turbines	\$ 2,400,000	\$ 480,000		\$ 1,920,000
2.0 Total	\$ 68,639,000	\$ 37,719,000	\$ 19,000,000	\$ 11,920,000
Total 1.0 & 2.0 - Estimated Cost	\$ 193,006,250	\$ 93,687,250	\$ 55,835,000	\$ 43,484,000
3.0 Design/Engineering fees and expenses	\$ 26,634,863	\$ 12,928,841	\$ 7,705,230	\$ 6,000,792
Total 1.0, 2.0 & 3.0 - Cost with fees	\$ 219,641,113	\$ 106,616,091	\$ 63,540,230	\$ 49,484,792
4.0 Allowances Actual amounts will vary significantly subject to site specific testing and detailed analysis of encountered conditions				
4.1 Demolition	\$ 12,000,000	\$ 5,000,000	\$ 4,000,000	\$ 3,000,000
4.2 Remediation	\$ 3,000,000	\$ 2,000,000	\$ 500,000	\$ 500,000
4.3 Relocation Infrastructure for New Orleans Cold Storage Facility	\$ 30,000,000	\$ 30,000,000		
4.4 Improvements to Governor Nichols & Esplanade Wharf Decks (design and construction allowance)	\$ 4,086,000			\$ 4,086,000
4.5 Unknown/Other	\$ 12,914,000	\$ 12,914,000		
4.6 Inflation Contingency	\$ 12,000,000		\$ 2,000,000	\$ 10,000,000
4.0 Total	\$ 74,000,000	\$ 49,914,000	\$ 6,500,000	\$ 17,586,000
Total 1.0, 2.0, 3.0 & 4.0 - All costs and fees	\$ 293,641,113	\$ 156,530,091	\$ 70,040,230	\$ 67,070,792
Total Rounded 2008 dollars Budget	\$ 294 m	\$ 157 m	\$ 70 m	\$ 67 m

Note * Estimated costs are in 1st Quarter 2008 U.S. dollars.



The year 2018 will mark the three hundredth anniversary of the founding of the City of New Orleans. There would be few better ways to celebrate that special occasion than to mark the completion of the Reinventing the Crescent Development Plan and enjoying the array of great urban river environments created. That must become a goal for a full implementation schedule.

phasing strategy

-  phase 1 (2008-2010)
-  phase 2 (2010-2013)
-  phase 3 (2013-2016)

environmental stewardship, energy & resource conservation

Although 'responsible sustainable design' is hard to define explicitly, it implies that the enormous effort and capital of our forebearers is not squandered by our actions, nor our actions place undo burden on future generations. Urban riverfronts make for good laboratories for such sensibilities. For example, Tulane's Riversphere project anticipates locating turbines in the Mississippi River as an energy generating demonstration project.

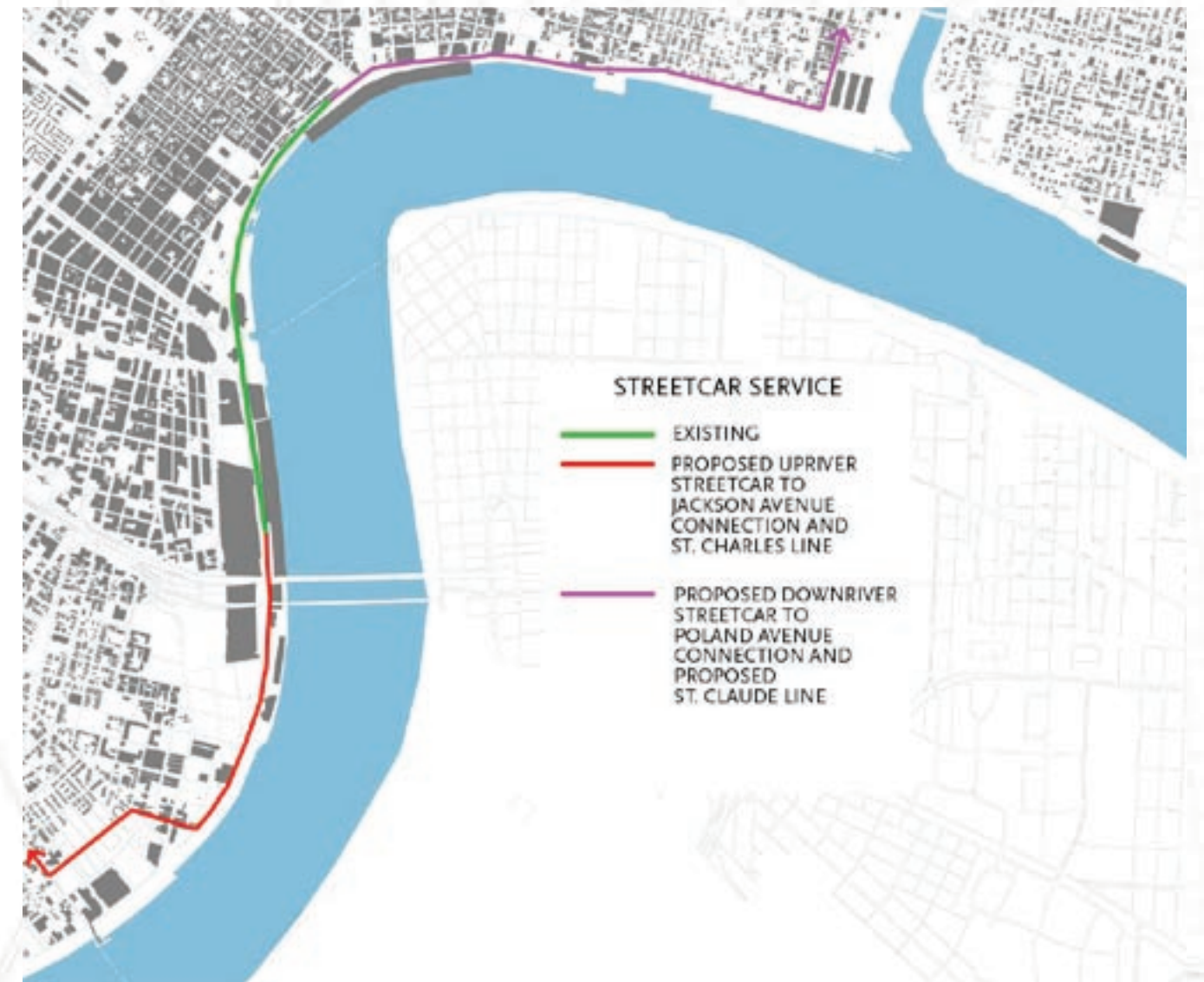
More such bold ideas are needed. Consider the possibility that all future roofs – including the many acres of flat convention center roof – become green. Consider the possibility of harvesting some of the 60 annual inches of rain that New Orleans endures, or greater local reliance on solar powered hot water heaters, by now a staple of many sub-tropical regions in the developing world.

Greater density, more consistent mixing of uses, increasing transportation options; alternative energy sources including wind and solar; expanded planted areas, reducing impervious surfaces, **65** better storm water mitigation; reuse of grey water for irrigation and sanitary applications; increasing reliance on natural ventilation are but a few of the many ways in which we can tread more lightly on the planet. Surely almost all by now realize that we will have to be much more attentive to such conservation-minded strategies and life-styles in the present century than we were during the former.

A highly recommended follow up to the Reinventing the Crescent Development Plan is for the City of New Orleans to establish strong performance standards for "greening" the city in all subsequent development. The outlines of such sustainable performance criteria would include:

- Using geography and climate responsive approaches to planning, including whenever possible the conservation of land.

- Emphasizing mixed use often and for many different settings.
- Reducing infrastructure costs: by less pipe-intensive storm water management and wastewater treatment.
- Reducing infrastructure costs: by challenging the need for wider roads.
- Concentrating new development along transit lines, or planned transit corridors.
- Encouraging transit use and alternate forms of mobility to reduce auto dependence.
- Restoring streets and street networks as principal components of the public realm.
- Understanding a site's carrying capacity; modeling development scenarios against a site's natural systems.
- Selecting building materials to minimize production costs while maximizing durability and low maintenance.
- Aiming to balance consumption and production of energy and forming natural ventilation and cooling systems.
- Encouraging careful analysis of initial capital costs vs. life-cycle costs.
- Supporting density as opposed to congestion: distinguishing the social benefits of the former from the negative characteristics of the latter.
- Supporting proximity to and enhancing social and cultural contexts, thus minimizing isolation and/or redundancy.



Streetcar line is proposed to expand service from St. Claude Avenue to Jackson Avenue to St. Charles Avenue.



2008

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