



Mayor C. Ray Nagin



Arnie Fielkow



Sean Cummings



Dr. Norman Francis

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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
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Chairman and President,
New Orleans Building Corporation

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