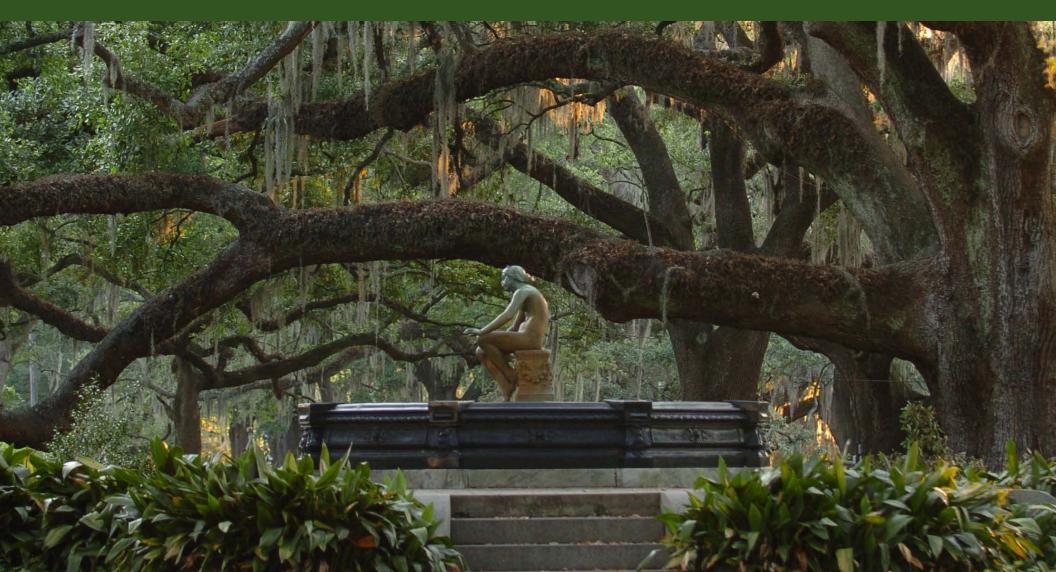
# NEW ORLEANS CITY PARK MASTER PLAN Vision for the 21st Century - City Park 2018





# LETTER FROM OUR CEO AND PRESIDENT Dear Friends,

The Master Plan for City Park was initially approved in March of 2005 with the goal of making City Park a worldclass urban park by the city's 300th anniversary in 2018.

We were just beginning to implement the plan when the Park was nearly annihilated by the devastating effects of Hurricane Katrina. In spite of the overwhelming damage, we saw an opportunity to make lemonade out of a very sour lemon. With the tremendous support of every level of government, philanthropic and business organizations, volunteers and our dedicated Board and staff, we have made tremendous progress, in not only repairing damage, but in building the world class park we envisioned.

We have raised more than \$117 million toward our goal of \$161 million for both capital improvements and additions to our endowment. Guests to the Park can see improvements virtually anywhere they look within our 1,300 acre boundary. The Goldring/Woldenberg Great Lawn, the conversion of the old South Golf Course into Big Lake and the new Festival Grounds, more than \$8 million invested in the Amusement Park and Storyland, the new 26-court City Park/ Pepsi Tennis Center, construction of NOLA City Bark Dog Park, the planting of more than 5,000 trees, the restoration of the Botanical Garden, and miles of new jogging/walking/biking paths – to name just a few of the new improvements.

Yet we have more to do. Despite our success we must still raise \$44 million to complete the plan and we must secure new sources of public support for operating revenue. World class parks have a solid platform of public funding to go along with self-generated revenues. Securing this support for City Park remains a major challenge.

We are excited at what we have accomplished so far and the prospects for the future! We invite you to join with us to achieve the goals of the plan and we invite you to come enjoy magnificent City Park!

Sincerely,

Robert W. Becker

Propertly. Buch

CEO

William D. Hoffman President

### STATE OF THE PARK

### WHY IS A PLAN FOR CITY PARK IMPORTANT?

City Park is the heart of the region with an astonishing array of facilities and open space. The Park is incredibly important to the quality of life of everyone in the region and its health and vitality is important to every citizen and employer.

The Park has a significant economic impact on the region which will be dramatically threatened if the Park is not put on a sound financial plan and if the facilities in the Park are not repaired, modernized and improved. According to Dr. Timothy Ryan:

- The Park accounted for a total spending impact in 2014 of over \$271 million dollars.
- The Park supports directly or indirectly over 3,531 jobs
- The Park creates a "halo" effect on surrounding property values. The Park increased the value of surrounding property by a total of nearly \$200 million dollars. The Parks operation creates approximately \$12.6 Million in State and local government annual tax revenue



### Hurricane Katrina Reaffirms Importance of Plan

The massive destruction caused by Hurricane Katrina and the failure of the federal levee system in August of 2005 reaffirmed the importance of the plan. While the recovery of other institutions and facilities were significantly delayed because of the lack of a master plan, City Park 2018 immediately provided a blueprint for re-building and revisions to the Park. The Park has used the plan to guide restoration efforts, raise funds, marshal public and private support and to coordinate the efforts of over 35,000 volunteers.





MISSION OF THE PARK

Preserve and improve Park spaces for recreational, educational, cultural and beautification purposes.

### **GOAL OF THE PLAN**

Make City Park the premiere urban Park in the nation!

Through 2018, existing Park facilities and infrastructure will be repaired and renovated with new facilities and uses introduced. The Park will be financially self sufficient, properly maintained and will offer an extensive array of programs and cultural educational experiences to the public to commemorate the 300th anniversary of the founding of the City of New Orleans.



### INTRODUCTION

New Orleans City Park is one of the country's oldest and largest urban parks. With the first parcels acquired in 1854, its 1,300 acres dramatically illustrate the challenges and successes of the city's remarkable history.

The vision and plan for City Park was adopted in 2005, intended to guide development of the Park over the next decade and a half. The vision and plan were developed with extensive input from the public through a process which included a regional telephone survey and an online survey through a redeveloped master plan web site, and two well-attended public meetings. Other great public parks such as Central Park and Balboa Park were examined to learn about trends in park planning and current thinking regarding programs and facilities appropriate to great regional park assets.

Many ideas and suggestions were developed during the community needs and assessment process. The following represents highlights of that input.

- Additional museums/cultural facilities
- More concerts/festival areas in the Park
- Increase the amount of undeveloped open space available to the public
- Programs for all age groups
- Children's water play area and Skate Park
- Dog Park

- Improve lagoons/fishing/water quality
- Create a comprehensive forestry program
- Walking/jogging/bicycle paths
- Improve the golf complex
- Renovate infrastructure/better maintain the Park's buildings and grounds



In 2007, the Park undertook a review of the plan, particularly designed to determine if modifications to the plan were necessary as a result of Hurricane Katrina. The Park commissioned a new Regional Telephone Survey, conducted a public hearing and reviewed proposals submitted by interested groups. This research confirmed that the initiatives contained in the adopted plan were still correct and that only minor adjustments in the plan were necessary.

Telephone Survey's were conducted in 2008, 2009, 2010, and 2012 and confirmed broad support for the Park's Recovery progress and the Master plan initiatives.



### CITY PARK VISION

The vision statement describes the community's aspirations for the Park. It is written from the perspective of citizens views in 2018.

City Park is a vital urban park, recognized for its beauty, diversity, and stewardship of its resources. Its 1,300 acres of lush parkland and waterways, crossed by a network of trails, contain a rich array of recreational, educational, cultural, and environmental resources well-used by the neighborhood, city, region, and State. City Park is a regional attraction, an important part of the region's economic development infrastructure and contributes to the economic vitality of the neighborhoods. The Park's historic landscape has completely recovered from Hurricane Katrina and is the setting for contemporary programs and events that appeal to all ages. Through partnerships, public support, and creative fund-raising, the Park maintains attractive facilities, grounds and programs that add to the enjoyment, health, and enrichment of the community.

The vision is structured around five themes. These themes are separated for clarity and emphasis, but are, in fact, closely related. Together, they describe the community's vision for the Park in its land uses, design and programs. These are the basis for the Initiatives as introduced on page 7. "In 2018, we envision...

Expanded recreational opportunities where...

- Healthy living is encouraged for all ages and abilities with places to play, compete, enjoy fresh air and nature.
- · New facilities and activities meet the needs of the community.
- Public transit links the Park's resources with neighborhoods throughout New Orleans.

#### Strong sense of community where...

- Life long learning opportunities encourage curiosity, creativity, team work, and career development.
- Families enjoy the Park's variety of activities at every stage.
- Neighbors meet through Park programs and build long-term relationships.
- Public health is encouraged and celebrated for Park employees and visitors.
- Employment opportunities in Park related fields such as environmental sciences, business, and recreational management are explored and developed.
- Local businesses benefit by the improvements to the Park.
- Citizens are actively engaged in their community.

#### Integrated natural and functional systems where...

- Native Louisiana habitat of plants and animals thrive.
- Stewardship is a popular and rewarding activity.
- · Water quality throughout the Park is high and routinely maintained.
- Trails and roads are safe and enjoyable routes to destinations throughout the Park.
- The urban forest contributes to the Park's character and environmental quality of the region.

#### Distinctive identity where...

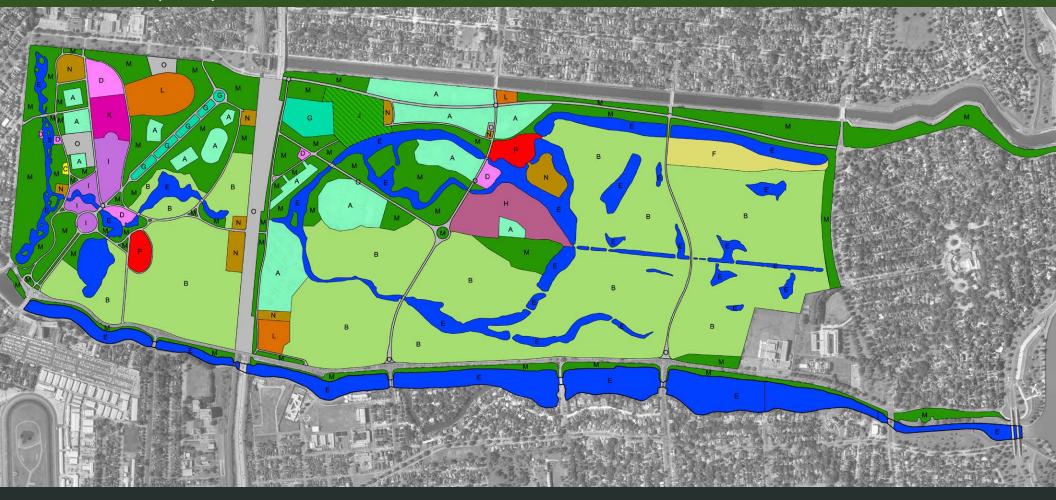
- City Park's distinct heritage is preserved and celebrated.
- A vibrant horticultural palette displays seasonal color of plant communities and traditions from New Orleans, the American South and exotic locations around the world .
- The surrounding neighborhoods enjoy and benefit from the Park's year-round activities.
- City Park's recovery serves as a inspiration for citizens from throughout the region
- City Park is nationally recognized as a premiere public park.
- Tourists find the Park fun, safe, and well maintained.

#### Financial self-sufficiency where...

- Park management and governance are responsive to ever changing conditions.
- Funding of Park improvements and operations are abundant and widely supported.
- A variety of public/private partnerships are mutually beneficial and grow with the Park.
- Ongoing evaluation directs improvements at all levels.



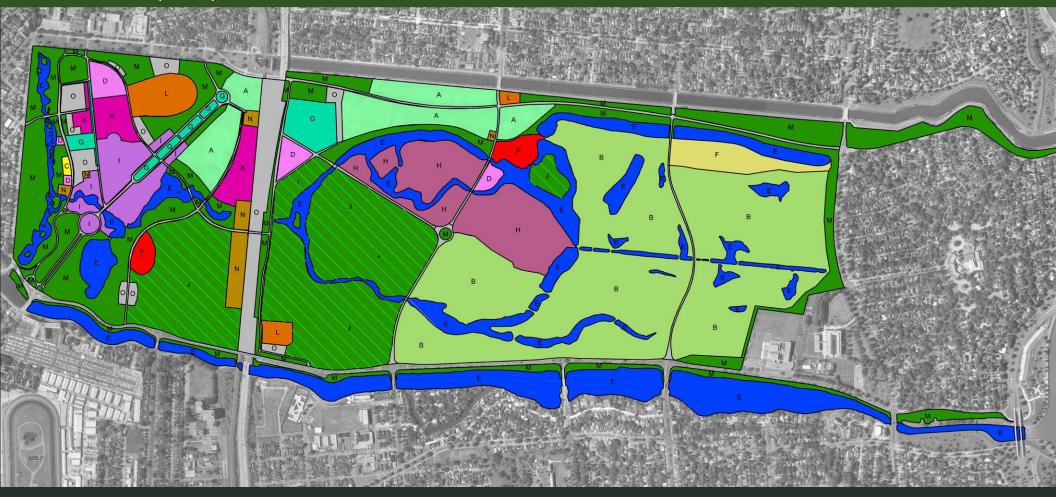
### **LAND USE (2005)**



### LAND USE LEGEND:

Α	'A' Active Recreation / Sports	93 Ac	F	'F' Equestrian Center	17 Ac	K	'K' Family / Amusement Areas		8 Ac
В	'B' Active Recreation / Golf	508 Ac	G	'G' Formal Gardens and Malls	14 Ac	L	'L' Stadiums / Recreation Cente	rs	23 Ac
С	'C' Active Recreation / Play	1 Ac	Н	'H' Natural Resource Area	23 Ac	М	'M' Open Areas		268 Ac
D	'D' Passive Recreation	11 Ac	1	'I' Cultural Area	15 Ac	N	'N' Park Support		20 Ac
Е	'E' Lagoon / Bayou / Water	218 Ac		'J' Open Areas	14 Ac	0	'O' Vehicular Circulation / Parki	ng	70 Ac
	Related Recreation			Used for festivals, sports, urban farming, biking, walkin	g	Р	'P' Non-Park Related Areas		11 Ac
				and jogging trails and other				TOTAL	1314 Ac

### **LAND USE (2014)**

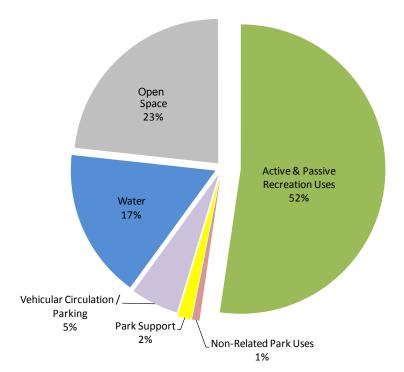


### LAND USE LEGEND:

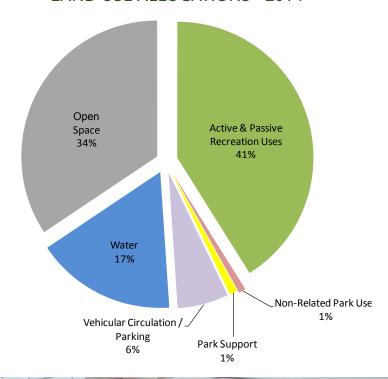
Α	'A' Active Recreation / Sports	74 Ac	F	'F' Equestrian Center	18 Ac	K	'K' Family / Amusement Areas		18 Ac
В	'B' Active Recreation / Golf	316 Ac	G	'G' Formal Gardens and Malls	21 Ac	L	'L' Stadiums / Recreation Centers		22 Ac
С	'C' Active Recreation / Play	1 Ac	Н	'H' Natural Resource Area	70 Ac	M	'M' Open Areas		184 Ac
D	'D' Passive Recreation	14 Ac	1	'I' Cultural Area	56 Ac	N	'N' Park Support		12 Ac
Е	'E' Lagoon / Bayou / Water	219 Ac		'J' Open Areas	198 Ac	0	'O' Vehicular Circulation / Parking	g	80 Ac
	Related Recreation			used for festivals, sports, urban farming, biking, walking	3	'P' Non-Park Related Areas			11 Ac
				and jogging trails and other				TOTAL	1314 Ac

### ALLOCATION OF LAND USE

### LAND USE ALLOCATIONS - 2005



### LAND USE ALLOCATIONS - 2014







### **ALLOCATION OF LAND USE**

### **PLAN INITIATIVES**

The proposed land uses are formed by the following initiatives. They are based on the City Park Vision's themes to meet the community's goal of making City Park the premiere urban Park in America.

#### **Central Place**

Create a more vibrant focus for the historic core of the Park by creating a diverse family recreation and leisure activity area- Tri-Centennial Place

#### **Open Space**

Increase the acreage devoted to open and undeveloped Park space by closing the south golf course and utilizing the space for open space and festival grounds.

#### **Culture**

Expand the area available for cultural and educational facilities including NOMA, Botanical Garden expansion and new museum sites.

#### Recreation

Improve the Park's recreation facilities by building a new tennis center, dramatically upgrade the entire golf complex and upgrade the Park's sports fields

#### Education

Expand education, youth and senior programming, and outreach activities through increased budget allocations and with a new multi-purpose building.

#### **Healthy Living**

Build a network of bike and walking/jogging trails to provide expanded exercise opportunities.

#### **Natural Resources**

Develop an extensive tree stewardship program, shoreline restoration and water quality improvement program.

#### Access

Improve and clarify access by minimizing redundant roads and realigning Stadium Drive: extending streetcar into Park.

#### Infrastructure

Repair and modernize the Park's buildings and utilities including drainage, water, electrical, sewer and roadways.



### **BASIC STRATEGIES OF PLAN**

# Re-Purpose Into Tri-Centennial Place • Goldring / Woldenberg Great Lawn Parking Miniature Golf Market Place New Garden Entrance ocolo lonnis Close South Colf Course - Introduce New Amenities • Big Lake • Fesitival Grounds Children's Museum Splash Park Basic Strategies of Plan Reduce Land Used for Golf • Reconfigure the Front of the Park to De-Emphasize Active Recreation and Emphasize Entertainment/ Amusement / Cultural Activities • Make a Major Investment in a Reduced Golf Footprint



• Create a series of Bicycle / Walking Pathways

Create enhanced service zone along Railroad Tracks
 Make major infrastructure investments throughout the park

### **BASIC STRATEGIES OF PLAN**

### Park Maintenance

- New Maintenance Complex
   New Concession Facility
   Enhance Greenhouse Area
   Increased Storage







### **CIRCULATION LEGEND**



AUTOMOBILE

PARKING LOT



PEDESTRIAN / BICYCLE TRAILS



COMPLETED BICYCLE TRAILS

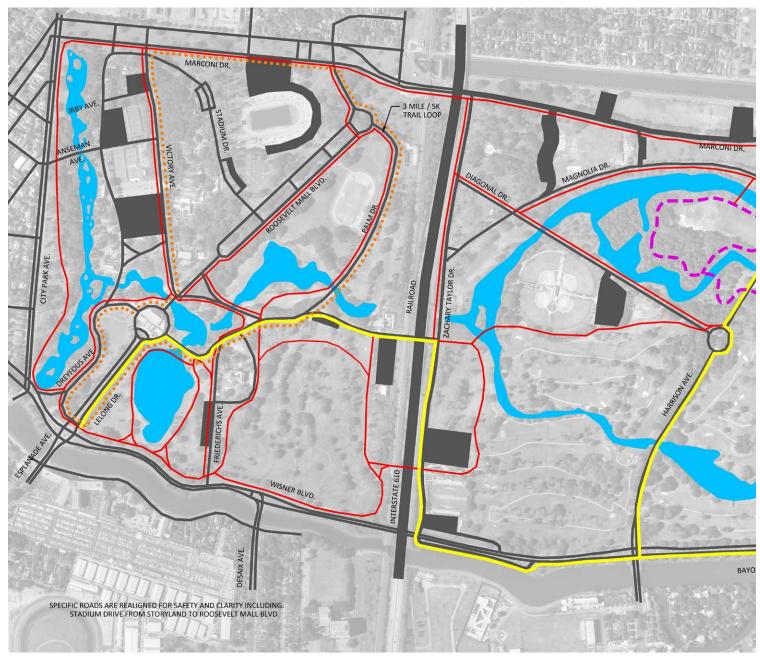
FOREST TRAILS

PARK SHUTTLE ROUTE

WATERWAYS















### WATER QUALITY AND SHORELINE IMPROVEMENTS

### SHORELINE IMPROVEMENTS

Our goal is to protect the Park's 22 miles of shoreline from erosion, enhance them visually, and provide for aquatic, avian and other wildlife habitats.

### **WATER QUALITY**

Our goal is to maintain the highest level of water quality in the Park's lakes, lagoons and bayous that, in turn, will ensure a healthy fisheries and wildlife habitat.

### WATER MONITORING

Six new water monitors have been installed in the Park's lagoons. They measure salinity, water level, and temperature. The results help biologists from the Department of Agriculture and at the University of New Orleans manage water quality for the health of the Park's abundant fish population and also help maintain good water quality.





Joe



Shoreline grasses complement new boardwalk at Big Lake



Big Bass are Back!

Thousands of Florida Strain Bass fry have been released into our lagoons.

Volunteers have planted thousands of plugs of shoreline grass along the Park's 22 miles of shoreline.



### TREE STEWARDSHIP

### TREE STEWARDSHIP

Our goal is to establish a robust and diverse urban forest. New trees will be planted and established trees will be protected. City Park will be seen as a model of best practices for addressing the needs of the public while protecting one of the park's most valuable assets. The Park's ancient grove of mature live oaks will receive an even higher level of protection.

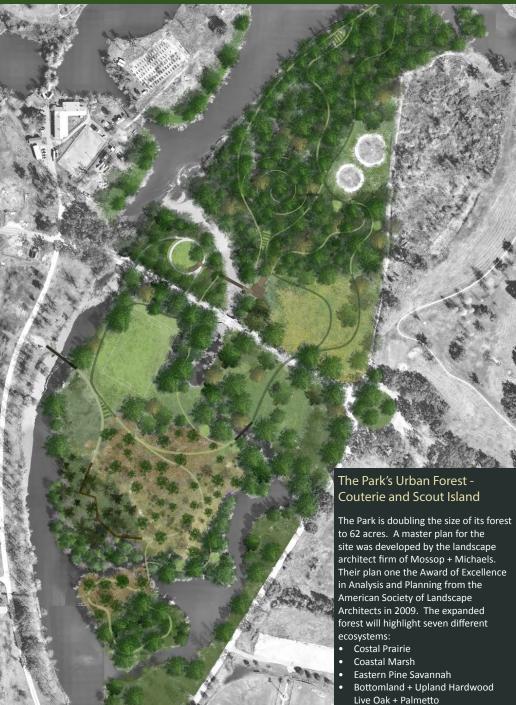


Almost every tree south of I-610 (and many of the trees north) has been pruned and evaluated.

The Park lost 2,000 trees in the aftermath Hurricane Katrina. We have planted over 5,000 new trees and have plans to plant many more. We're not just recovering, we're improving.



Debris from Hurricane Gustav was mulched and used to create new trails on Scout Island.





Cypress + Tupelo Swamp

Riparian Edge

### IMPLEMENTATION AND FUNDING

### PLAN IMPLEMENTATION

The Master Plan for City Park presents an ambitious but achievable schedule of physical and programmatic improvements designed to make City Park the premiere urban park in the country. It sets an achievable time frame of completing the physical improvements by 2018 and provides for continuing improvements to the care and stewardship of the Park during that time.

#### **Capital Improvements**

The plan calls for raising \$161 million dollars for infrastructure repairs, improvements called for in the plan, and endowment funds. Our goal of raising \$5.0 million in endowment funds is only an initial down payment in what is a long term goal of having an endowment which can make a substantial contribution to the ongoing operation of the Park. The \$161 million, factors in the extensive repair of hurricane damage currently underway as well as some priorities developed since the plans initial adoption. The Park suffered over \$43 million dollars in direct damage and it is expected that those basic repairs will occur through 2018. The Park is using the funds allocated for repair to advance the improvements called for in the plan by combining repair and enhancement funds. The individual capital projects which make up the \$161 million dollar investment strategy are listed in an accompanying chart on the next page. Clearly changes in the scope and phasing of these improvements will be made over the coming years depending on the timing of fund raising, project phasing, and detailing the specific scope of work on particular projects. The cost figures clearly indicate the magnitude of expected work on these plan components. To date the Park has raised over \$117 million of the \$161 million the plan calls for. This has been an extraordinary achievement and has been accomplished with the help of every level of government, philanthropic organizations, foundations, corporations, and generous individuals. Raising the approximately \$44 million remaining for the next 4 years will take an equally broad based effort. We are confident that it can be achieved.

#### **Operating Funds**

Historically, the operation of City Park has been chronically underfunded because of its extreme dependence on self-generated revenue to cover operating costs. Prior to Hurricane Katrina, City Park generated over 98% of its own operating revenue and received little to no public support. Extensive analysis of other great urban parks confirms that this operating platform will not allow for the normal maintenance and operation of the Park let alone to achieve the goal of having a world class asset. Other great parks receive up to 80% of their operating support via a public tax source. Simply put, it is not possible to raise sufficient revenue from entrepreneurial activities in the Park to achieve the goal of making City Park the premiere park in the country. The goal is for public tax support to provide 30-40% of the Park's operating cost with the Park's self-generated revenue accounting for 60-70%. In addition, it is now clear that the Park needs a substantial operating and emergency reserve fund of at least \$7.0 million which is equal to one half year's operating budget. Not having a substantial reserve fund greatly impeded the Park's recovery from Katrina and since that time two additional Hurricanes have hit the Park, Gustav and Isaac causing significant damage from which the Park is still recovering. Not only is it often the case that disaster funding takes significant time to make it to the local level, but FEMA does not pay for all damage that occurs. It would be folly not to plan for additional events which will severely impact the Park.

After studying the Park's operating budget needs, estimating how much additional revenue it would be possible to self generate, and accounting for the need to build up a substantial emergency and operating reserve, we believe it is necessary to raise approximately \$6.0 million dollars in public tax support annually.

### **COMPLETED PROJECTS**



### FINANCIAL PLAN

The financial plan adopted in 2005 has been revisited in light of the damage sustained by Hurricane Katrina and a realistic assessment of our ability to raise operating and capital dollars. The plan continues to build on the partnership which has been developed between the Federal Government, State and City Governments and the Park. Perhaps the most important development over the past few years is the receipt of a portion of the Park's ongoing operating expenses from the State. In the first few years following the storm, the State included the Park in its General Fund budget as well as giving the Park a share of the State tax on slot machines at the Fairgrounds. The funds from the General Fund were directed at the Park's operating budget needs and the slot money was directed toward a wide range of capital improvements. Since then the State has removed the Park from its operating budget, completely eliminating the operating subsidy in the 2010-2011 fiscal year. This has forced the Park to use the slot money to reduce the impact from the loss of general operational support. This in turn has taken funds away from the capital program. Nevertheless the slot tax money, which can be up to \$2.0 million dollars, is absolutely necessary to the Park's ongoing operations. It represents about a third of the \$6.0 million dollar annual goal for public tax support. The 2005 plan called for a City property tax to support the Park. The devastation and recovery caused by Katrina placed this proposal on hold while the City stabilized its recovery. The City suggested a Tax Increment District to generate funds for public improvements and the Park secured the implementation of the Tax District covering the Park's boundaries. It has helped address some of the capital improvement needs. The Park believes the time has come to revisit the property tax concept. Based on the need to generate around \$4.0 million dollars (to be combined with the State tax at \$2.0 million to make up the total \$6.0 million dollar goal) a tax of around 1.4 mill



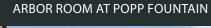
### PHASING OF CAPITAL PROJECTS

### **COMPLETED PROJECTS**





MATT SAVOIE SOCCER COMPLEX







CITY PUTT REUNION SHELTER

### CAPITAL PROJECTS FOR MASTER PLAN

	Work Completed				
Projects	Total Cos	st	or underway	E	Balance to be
·	2005 - 201	8	or committed		raised
Administration Building	\$ 3,774,00	0 \$	3,774,000	\$	-
Amusement Park Renovations	\$ 10,169,00	0 \$	10,169,000	\$	-
Big Lake Beautification	\$ 3,950,00		3,950,000	\$	-
Bike System	\$ 4,000,00	0 \$	2,910,000	\$	1,090,000
Botanical Garden Improvements					
Infrastructure	\$ 4,000,00		1,858,000	\$	2,142,000
Conservatory - Plaza	\$ 278,00		278,000	\$	
Conservatory - Addition	\$ 2,500,00			\$	2,500,000
Grand Entrance	\$ 3,520,00		2,483,186	\$	1,036,814
Green House	\$ 1,000,00			\$	1,000,000
Catering Complex	\$ 249,97		249,979	\$	-
Couterie Forest Improvements	\$ 1,180,00		750,000	\$	430,000
Dog Park	\$ 770,00		770,000	\$	-
Endowment	\$ 5,000,00	0 \$	3,361,352	\$	1,638,648
Environmental Education Center	\$ 4,000,00		-	\$	4,000,000
Festival Grounds - Infrastructure	\$ 4,500,00		4,467,155	\$	32,845
Festival Grounds - Amphitheater	\$ 4,000,00		-	\$	4,000,000
Golf Complex Improvements	\$ 25,795,00		25,795,000	\$	-
North Course repairs	\$ 1,156,00		1,156,000	\$	
Horse Stables Covered Ring	\$ 726,91		726,910		-
Infrastructure Improvements	\$ 15,000,00		13,196,000	\$	1,804,000
Building Renovations (a)	\$ 2,000,00		1,063,639	\$	936,361
Lagoon Edge Improvements	\$ 3,200,00	0 \$	769,000	\$	2,431,000
Maintenance Facility	\$ 2,785,00		2,785,000	\$	-
Major Reforestation Projects	\$ 2,000,00		1,536,000	\$	464,000
Multi-Purpose Bldg Phase 1	\$ 7,000,00		-	\$	7,000,000
Pan American Stadium	\$ 2,594,00		2,594,000	\$	-
Playground Equipment	\$ 250,00	0 \$	250,000	\$	-
Popp's Reception Hall / Site Improvements	\$ 4,000,00	0 \$	3,453,956	\$	546,044
Sidewalk Renovations	\$ 2,268,02	1 \$	626,000	\$	1,642,021
Skate Park	\$ 750,00	0 \$	-	\$	750,000
Sports Fields Renovations	\$ 2,000,00	0 \$	848,349	\$	1,151,651
Stadium Drive Improvements	\$ 1,500,00		-	\$	1,500,000
Storyland Refurbishment	\$ 450,00	0 \$	433,000	\$	17,000
Tad Gormley Renovations	\$ 5,000,00	0 \$	4,940,000	\$	60,000
Tennis Complex	\$ 4,600,00	0 \$	4,568,000	\$	31,700
Tri-Centennial Place					
Goldring / Woldenberg Great Lawn	\$ 2,400,00	0 \$	2,400,000	\$	
Infrastructure	\$ 5,860,00	0	3,267,629	\$	2,592,372
Miniature Golf	\$ 2,720,95	6 \$	2,720,956	\$	
Splash Park - Phase 1	\$ 6,000,00		5,745,000	\$	255,000
Splash Park - Phase 2	\$ 4,500,00		-	\$	4,500,000
Urban Farm	\$ 560,00		560,000	\$	-
Fixed Equipment	\$ 3,000,00	0 \$	2,713,000	\$	287,000
Total	\$161,006,86	6 \$	117,168,411	\$	43,838,456

Note: Plan also contains sound wall & streetcar extension projects dependent on special funding. a. Building Renovations includes Old South Clubhouse, Old Maintenance Building, Caddy Shack, and other buildings and shelters

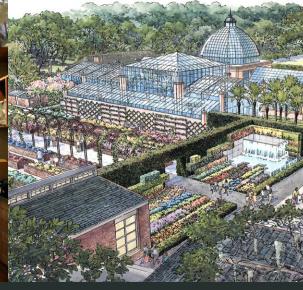


### REVENUE AND BUDGET PLAN

### **FUTURE PROJECTS**







CITY PARK GOLF COURSE

ENVIRONMENTAL STUDY CENTER

**BOTANICAL GARDEN ENTRANCE** 



### CAPITAL STRATEGY 2005 - 2018

Master Plan Total Funds Raised to Date Funds to be Raised	2005 - 2018 2002 - 2012 2012 - 2018	161,000,000 117,000,000 44,000,000	
Park	2012 - 2018	\$ 4,000,000	
City	2012 - 2018	\$ 4,000,000	
State	2012 - 2018	\$ 9,000,000	
Federal	2012 - 2018	\$ 8,000,000	
Private	2012 - 2018	\$ 11,000,000	
Slot Tax	2012 - 2018	\$ 8,000,000	
Total	2012 - 2018	\$ 44,000,000	

SPLASH PARK

### NEW ORLEANS CITY PARK IMPROVEMENT ASSOCIATION (revised 2/18/2014)



### **OFFICERS**

William D. Hoffman, President Karen DeBlieux, Vice President Ronnie Slone, Vice President Edmund G. Schrenk, Vice-President Lawrence Katz, Treasurer Jacqueline Shreves, Secretary Susan Hess, President-Elect

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### **STAFF**

Robert W. Becker, Chief Executive Officer Beau L. Bassich, Executive Director Robert DeViney, Chief Operating Officer John Hopper, Chief Development Officer George Parker, Chief Administrative Officer Kevin Cox, Chief Financial Officer



## NEW ORLEANS CITY PARK MASTER PLAN

Vision for the 21st Century - City Park 2018

### Adopted by:

The Board of Commissioners of the City Park Improvement Association March 29, 2005

Amended November 27, 2007

Amended May 26, 2009

Amended March 22, 2011

Amended February 18, 2014



### **NEW ORLEANS CITY PARK**

1 Palm Drive New Orleans, Louisiana 70124 (504) 259-1509 www.neworleanscitypark.com

For Further Information or to make a contribution, contact: John Hopper: email jhopper@nocp.org (504) 259-1509