



# Jefferson EDGE 2020 Strategic Implementation Plan: **BEAUTIFICATION**

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## Introduction

Jefferson Parish presently faces a number of crucial quality of life challenges. From improving the level of flood protection, to addressing blight and crime, to developing a stronger public education system, Jefferson Parish must build on existing efforts to offer an overall quality of life that is competitive with other communities in the New Orleans region and beyond. In light of concerns about core quality of life issues such as crime and public education, it is perhaps surprising that aesthetics would also be considered a critical issue. After all, aesthetic issues are typically accorded a kind of secondary status. Everyone agrees that a physically attractive community is preferable to one that is unattractive, but aesthetics are generally considered “lagniappe”—something to be discussed after the major issues have already been addressed.

Not only does this line of thinking present a kind of false dichotomy between “major” quality of life issues on the one hand and supposedly minor, aesthetic issues on the other but it also ignores the tremendous role that aesthetics can play in preserving and enhancing the prosperity of a given community. The most important, most immediate role that aesthetics can play is that they provide the basis for one’s first impression of a given area. A person may perceive a place to be decaying, prosperous, aging, vital, or any number of other qualities on the basis of what he or she observes in the built environment. A community’s overall aesthetic quality, therefore, functions as its “front door” to the outside world. Even for longtime residents, the built environment provides a kind of physical cue as to the health of their neighborhood. Visible decay signals disinvestment and can function as an early warning signal to residents that a move to a different area would be prudent. On the other hand, a tidy, aesthetically pleasing neighborhood offers tangible evidence of prosperity and desirability.

Emerging research has actually documented the effect that aesthetic quality can have upon decisions to reinvest or move to a different jurisdiction. Research suggests that a principal characteristic of those older suburban communities that have thrived in spite of their age is that they have a unique “sense of place” and an intrinsic aesthetic appeal that helps them to retain their middle class population<sup>1</sup>. An ambitious, concerted effort to improve the quality of the built environment in Jefferson Parish could likewise attract significant reinvestment capital.

Because research has linked aesthetic quality with retaining and attracting a strong middle class population, beautification should indeed be considered a principal quality of life issue in Jefferson Parish. It should also be evident that the aesthetic status quo in Jefferson leaves much to be desired. From well kept neighborhoods to readily accessible parks and playgrounds, Jefferson does have many attractive characteristics; but in comparison to thriving suburban communities throughout the country and even elsewhere in Louisiana, Jefferson is unquestionably in need of a facelift.

Fortunately, the residents, businesses, and political leadership in Jefferson are increasingly aware of the importance of aesthetic issues and the need for significant improve-

ments to the status quo. The grassroots efforts of the business community and non-profit groups such as Friends of Jefferson the Beautiful and Jefferson Beautification, Inc. cannot be understated. In recent years, the Parish has witnessed unprecedented public-private beautification partnerships, aggressive code enforcement to tackle blight, and ambitious new landscaping improvements and public art installations.

At the same time, intensified action and a new beautification *paradigm* in Jefferson are needed. Many efforts to date have focused on the “low hanging fruit,” such as planting additional trees, making modest improvements to landscaping, and improving maintenance and trash pickup along major roadways. The overall aesthetic of Jefferson Parish—particularly as its principal, most visible thoroughfares are concerned—can only be truly transformed through a more expanded and holistic effort. Such an effort would have to address both the major regulatory changes and the major capital investments that are needed to achieve significant, lasting aesthetic improvements—the kind of improvements that will help to draw substantial reinvestment to the community.

This document will outline those specific action items that should comprise this ambitious new beautification agenda. It will also enumerate the many exciting efforts that have recently been completed and that are currently underway, all of which are helping to make Jefferson a more attractive, appealing, livable community.

## Why Beautification Matters

The introduction to this document touched on several reasons why a major beautification initiative would transcend simple aesthetic concerns. This section will discuss those reasons in greater detail and will provide even more reasons why beautification should be a cornerstone of Jefferson's larger effort to enhance quality of life.

### Beautification as a Symbol of Community Prosperity

As previously discussed, the first and arguably strongest justification for a major aesthetic initiative is the profound impact that the physical, visible environment can have on one's experience of a community. No other quality of life issue can elicit the kind of immediate, visceral impression that the physical environment can. A community may offer a low crime rate, exemplary public schools, and a state-of-the-art drainage system, for example; but to the outsider, these qualities are best appreciated as statistics or graphics on a sheet of paper. As such, their immediate psychological impact is far less strong than that of visual cues. This unique characteristic of aesthetics applies not only to executives or potential investors visiting Jefferson Parish but also to longtime residents. A boarded up building or an abandoned vehicle can be a powerful signal to homeowners that their neighborhood is on the decline. This effect has been powerfully and convincingly described in the "broken windows theory" of sociologists James Q. Wilson and George Kelling. The theory suggests that visual cues of neighborhood decline provide a kind of tacit permission for criminal behavior, further hastening neighborhood decay<sup>2</sup>. Conversely, highly visible aesthetic improvements can instill confidence in neighboring homeowners and businesses and can spur a decision to reinvest rather than a decision to depart.



The provision of major aesthetic amenities, such as Lafreniere Park, can spur community reinvestment

### Exurban Sprawl, Suburban Reinvestment, and Beautification

The second major justification for an ambitious beautification program in Jefferson is that quality aesthetics provide more than just an *impression* of community prosperity. Research suggests a tie between a high quality physical environment and the property values and long term socioeconomic health of a community. The most voluminous, most compelling research on the subject has been conducted by Professors William Lucy and David Phillips of the University of Virginia. In their book, *Confronting Suburban Decline*, and in subsequent research papers incorporating updated data, Lucy and Phillips illustrate that the prevailing trend among American suburbs is to experience moderate to even substantial socio-economic decline as they age. As documented by changes in median family income, the pace of decline is particularly noteworthy in those suburbs that developed rapidly from the 1940's through 1970 and whose housing stock primarily consists of smaller homes (by today's standards) from that period<sup>3</sup>. With 43% of its housing stock dating from the 1940's, 1950's, and 1960's, Jefferson Parish closely fits this "at risk" profile<sup>4</sup>.

Lucy and Phillips's research provides ample evidence of a "second wave" of suburban outmigration. While many Americans are aware of the historical flight of the middle class from central cities to suburbs in the decades following WWII, far fewer have realized that a similar shift is occurring as the middle class and wealthy leave older, "inner ring" suburbs for farther flung communities at the metropolitan periphery. Lucy and Phillips postulate that a major reason for this outmigration is the home purchase and renovation decisions of individual families. When making a decision about buying a house or in evaluating their current living arrangement, individuals are confronted with a choice of either reinvesting in an older home or buying a newer home. New homes at the metropolitan periphery provide many advantages that older homes cannot compete with. New homes tend to be much larger, as consumers' expectations for residential square footage have risen over the years. New homes also have the latest fixtures and materials whereas older homes may have outmoded kitchens, bathrooms, and may even require major structural renovations. Finally, new homes tend to be considerably more affordable on a per square foot basis, as they tend to be built in previously undeveloped, "greenfield" locations where raw land and development costs are cheap<sup>5</sup>. The national trend favoring the purchase of new homes over reinvestment in older neighborhoods has continued relatively unabated for several decades now. The recent spike in gasoline prices may be altering this decision calculus somewhat, but it is too early to tell whether higher gas prices will reverse or even slow this trend.



Many homes in Jefferson are older, smaller, and more expensive on a per square foot basis than homes in outlying communities

While the predominant trend among established suburban communities is to experience decline as they age, there are notable exceptions to this trend. Lucy and Phillips have identified several characteristics that are common to those mature suburbs that succeed in attracting reinvestment. One of these essential characteristics is a unique "sense of place" borne out of an attractive, appealing aesthetic environment<sup>6</sup>. In these communities, the inconveniences inherent in purchasing an older house are a small price to pay to live in such an attractive built environment.

At the level of individual neighborhoods, there is a compelling example of this phenomenon here in Jefferson Parish. The highest property values in the Parish have historically been in the Old Metairie neighborhood<sup>7</sup>. Old Metairie is characterized by oak lined streets, attractive historic architecture, and a "main street" in Metairie Road that, unlike virtually every other major road in Jefferson, is not built at a highway scale. Property values have been extremely robust in this area in spite of the prevalence of smaller, older homes that have required



Despite an older housing stock, Old Metairie has benefited from considerable reinvestment through the years

reinvestment through the years. Residents have gladly made such investments, lovingly renovating older homes and, in some cases, building new homes where older homes once stood. The substantial premium that residents have historically paid to live in Old Metairie provides a convincing local example of the dynamics of suburban reinvestment. While the architecture and character of Old Metairie cannot be replicated, transformative aesthetic improvements in other neighborhoods in Jefferson may spur similar waves of reinvestment in the targeted areas.

#### Beautification and Tangible Policy Outcomes

A third reason for implementing a major beautification initiative is that the positive outcomes from such a program would be attainable within a relatively short period of time. Many of the other issues that have been addressed through the *Jefferson EDGE 2020* initiative—crime abatement and public education for example—are exceedingly complex issues. Achieving meaningful, lasting improvements in these areas hinges on a multiplicity of interrelated factors. Aesthetic issues, on the other hand, are far less intractable. Substantially improving the built environment in Jefferson Parish is a relatively straightforward task. If certain regulatory changes and capital improvements are implemented, a more attractive Jefferson Parish is not a likely outcome; it is a *guaranteed* outcome. This aspect of beautification is particularly appealing among public policy issues. Furthermore, these very tangible results could be achieved relatively quickly. Because issues like education and crime abatement are so complex, major improvements are likely to occur on the scale of a decade or longer. In the realm of beautification, certain key initiatives could yield significant aesthetic improvements on the scale of only three to five years. Given the present concern about the loss of middle class residents from Jefferson, beautification is relatively unique among the issues being addressed by *Jefferson EDGE 2020* in its potential to yield immediate, tangible, noticeable results.

The final, and related, reason why a major beautification program should become a principal public policy focus is that implementation is largely within the Parish's control. Many of the other issues being addressed through *Jefferson EDGE 2020* require major cooperation and funding from governmental agencies beyond the boundaries of Jefferson Parish. For example, the implementation of major flood protection improvements hinges on federal and state action and funding. In contrast, the major policy "levers" for comprehensively beautifying Jefferson Parish are largely within the purview of Parish government. Capital improvements, regulatory changes, and the enforcement of codes and regulations are three of the principal means for effecting a more attractive built environment; all three are core functions of Parish government.

## An Aesthetic Assessment of Jefferson Parish

On the whole, Jefferson Parish has never been known as an aesthetic gem, a fact that Parish government, business, and civic leaders readily admit. In large measure, Jefferson's conspicuous absence from most tour guides about the metropolitan region is attributable to the fact that the Parish does not have a large number of aesthetically distinctive attractions similar to the French Quarter or Garden District in New Orleans. The fact that the Parish's aesthetic environment is largely overlooked and even occasionally maligned by its own residents can perpetuate a kind of indifference about beautification efforts. A sentiment that is occasionally overheard is that Jefferson Parish has always been, and will always be, what it currently is: a standard suburban community with a utilitarian physical environment.

In reality, though, Jefferson Parish cannot be fairly characterized as a wholly unattractive community. Indeed, any objective assessment of Jefferson's aesthetic quality would highlight a number of extremely desirable characteristics. They include:

- Mile upon mile of residential streets that are impeccably maintained
- An impressive tree canopy throughout most residential neighborhoods
- Business owners who take pride in their businesses and maintain a clean, neat appearance
- Ample parks and playgrounds that are accessible to most Parish neighborhoods and that are flawlessly maintained
- A number of signature, regional parks such as Lafreniere Park and Bayou Segnette State Park
- Streets that are well paved and free of potholes, trash, and debris
- Public buildings such as the Parish libraries and Parish government buildings that are attractive and well maintained and that present a very impressive public face for the Parish government
- Scenic bike paths along two major water bodies, Lake Pontchartrain and the Mississippi River, that essentially function as linear parks



Impeccably maintained, tree-lined streets can be found throughout the residential neighborhoods of Jefferson



Linear bike paths are a major recreational and aesthetic amenity in Jefferson



- Several historic neighborhoods with attractive, preserved historic architecture, such as Old Gretna on the West Bank and the Old Metairie and Jefferson neighborhoods on the East Bank.

In light of all of these characteristics, how then does the Parish’s lackluster aesthetic reputation persist? The answer is simple. For all of the many good aesthetic qualities belonging to Jefferson, they are overshadowed by the aesthetic condition of its major thoroughfares—the most prominent streets in the Parish and the public face and “front door” of the community. Any frank, objective assessment of the Parish’s major roadways would conclude that they are underwhelming at best and positively unattractive at worst.

There are two essential components to an attractive boulevard: the appearance of the private properties flanking the roadway and the appearance of the public right of way itself. In both regards, Jefferson’s major streets leave much to be desired. As illustrated in the adjacent photographs, the commercial properties—many of which were developed in an era of less stringent regulations—are characterized by:

- Wide expanses of parking, typically with little landscaping
- Large, out-of-scale signage, all competing for the attention of the passing motorist
- The presence of large billboards which are more appropriate for an interstate highway than for boulevards adjacent to residential neighborhoods
- Building facades that were designed for functionality and affordability rather than for any kind of lasting aesthetic quality.

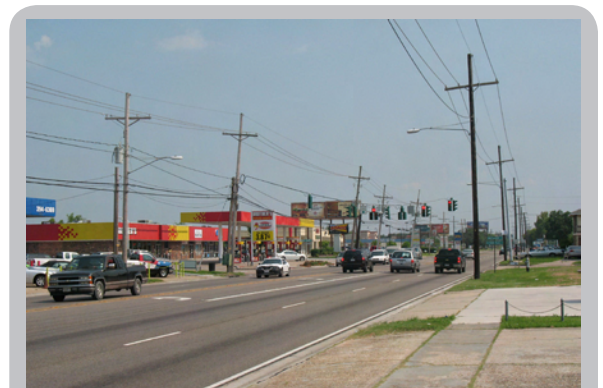
Meanwhile, the public component of the major roadways typically includes:

- Exposed drainage canals, including functional culverts and pipes
- Prominent above-ground utility wires
- Limited to non-existent street tree canopy and landscaping
- Stoplights that dangle from wires instead of being affixed to permanent poles

The cumulative effect of all of these characteristics



Out of scale signage, barren parking lots, billboards, and utilitarian facades characterize much of the existing commercial development in Jefferson



Prominent utility wires and insufficient landscaping and tree cover detract from the appearance of Jefferson's major boulevards

is a slapdash, haphazard aesthetic that is not at all emblematic of the economically vibrant community that Jefferson is. There is little about these streets that suggests to the resident or visitor that he or she is in a prosperous community that is moving in the right direction. Conversely, the major thoroughfares look and feel like vestiges from the 1960's. They have not aged well over the years, and they appear functional and outdated. Unfortunately, this overall aesthetic is not unique to a select few roads. From the West Bank Expressway to Airline Drive, from Manhattan Boulevard to Jefferson Highway, the major thoroughfares throughout the Parish (save for a few notable exceptions) are cut from the same cloth.

Unattractive, automobile-oriented development is a characteristic that is shared by many contemporary post-war suburbs. Not coincidentally, these also happen to be many of the suburbs that Professors Lucy and Phillips identify as declining suburban communities. Meanwhile the major thoroughfares of many thriving suburbs—the kind of community that Jefferson Parish is in competition with for jobs and residents—are considerably more attractive. Communities like The Woodlands in suburban Houston offer boulevards that are lush with landscaping and trees, that are uncluttered by above ground power lines, billboards and out of scale signage, and that offer a compelling first impression to the visitor. Given all of the good aesthetic characteristics in Jefferson Parish and given the overall vitality of the community, Jefferson needs and deserves much more from its signature boulevards.

Fortunately, the need to upgrade the Parish's boulevards has been more appreciated in recent years. Recent initiatives have resulted in several prominent improvements to portions of these roads. Most notably, the Parish has implemented major landscaping improvements and public art installations at key intersections along Veterans Boulevard. These enhancements and other publicly and privately led initiatives are the subject of the following section.



## Beautification Initiatives Completed and Underway

The landscaping improvements and public art installations along Veterans Boulevard are the most striking recent example of an increasing interest in beautification issues. Many beautification projects throughout the Parish have recently been completed or are underway. What is noteworthy about these efforts is that they are the result of both public and private initiative and, in some cases, close collaboration between the public sector and grassroots, citizen driven efforts. In recent years, civic groups such as Jefferson Beautification, Inc. and Friends of Jefferson the Beautiful have played a prominent role in increasing community awareness about the importance of beautification and then translating that interest into real, tangible beautification projects. What follows is a brief summary of some of the major publicly and privately led beautification efforts in Jefferson Parish that have either been completed or are underway:

- Public/private partnerships to improve landscaping at key nodes have been strengthened. The Adopt-a-Parkway program is being improved in order to target specific locations and better recognize sponsor organizations. Also, the LEAF project was recently completed whereby 1,400 trees were planted throughout the Parish.
- A variety of additional private, grassroots efforts are underway. These include additional tree planting efforts along major roadways and the provision of matching funds to improve the appearance of subdivision entrances. The Stonebridge subdivision on the West Bank is an example of one subdivision whose entrance has been enhanced through this program.
- Parish code enforcement efforts have been substantially strengthened through a variety of measures. More robust enforcement is helping to address blight, bring properties into compliance, and enhance the maintenance and overall appearance of private property. The specific new code enforcement measures include:
  - Clarifying and strengthening ordinances and penalties
  - Establishing a Parish Environmental Court to deal specifically with certain code violations
  - Increasing code enforcement and legal staff
  - Conducting regular code “sweeps” in historically problematic neighborhoods



The entrance to the Stonebridge subdivision has benefitted from a community-sponsored landscape enhancement

- Several signature streetscaping initiatives are underway to improve landscaping and provide for additional public art. Examples of these enhancements include:
  - o Landscaping and art installations on Veterans Boulevard at Bonnabel Boulevard and Club Drive; this represents the first of several phases of improvements along Veterans Boulevard
  - o Similar landscaping improvements along Lapalco Boulevard and Terry Parkway on the West Bank
  - o Welcome signage and landscaping at key entrance points to Jefferson Parish
  
- The overall maintenance of major roadways has been enhanced through a variety of specific measures including:
  - o Planting additional trees both to replace those lost in Katrina and to exceed the pre-Katrina tree canopy along major roads
  - o Assuming responsibility on a cost reimbursement basis for grass cutting along the state controlled thoroughfares in Jefferson Parish
  - o Filling and re-grading the medians to improve drainage, resulting in a neater appearance
  - o Applying herbicide to the medians to kill weeds and scraggly growth
  - o Improving grass cutting and litter abatement as a result of a new maintenance contract
  - o Establishing a tree farm, greenhouse, and tree inventory to improve upkeep and the quality of the street tree canopy.
  
- Sections of open drainage canals have been covered through the years. Stretches of open canals along Veterans Boulevard, Terry Parkway, and West Esplanade have been lined and covered as a component of drainage infrastructure upgrades.
  
- A number of more stringent zoning regulations that were adopted years ago have substantially enhanced the built environment as redevelopment has occurred. The Commercial Parkway Overlay Zone (enacted in 1988) and the Mixed Use Corridor Zone (enacted in 1986) have mandated higher



quality parking, signage, and landscaping standards for new development. New commercial projects that have had to conform to these regulations are considerably more attractive than older commercial properties that predated the adoption of these regulations. Additionally, the establishment of the Old Metairie Neighborhood Conservation District and the Metairie Ridge Tree Protection District has been credited with preserving the unique architectural and aesthetic character of the Old Metairie neighborhood in spite of tremendous development pressure.

- Various regulatory improvements have been enacted recently to strengthen Parish regulations relative to the development and use of property. Parish signage regulations have been modified to ensure that signs are properly maintained, and the Parish subdivision regulations have been comprehensively rewritten.
- A variety of long-range planning studies are underway to improve the appearance of the community. For instance, the Parish has partnered with the non-profit Trust for Public Land to develop a comprehensive recreation and open space plan. Also, the Parish is working with the College of Architecture and Urban Planning at the University of Washington to create a Jefferson Highway redevelopment plan.



Signage regulations have been strengthened to require the removal or remediation of abandoned, dilapidated signs

## Beautification Action Items

The beautification initiatives outlined in the previous section have been invaluable in two ways. First and most essentially, they have directly improved the appearance of Jefferson's neighborhoods and the targeted corridors. Secondly, and nearly as importantly, they have heightened the community's overall awareness of the importance of aesthetics and—insofar as many of these efforts have been at the grassroots level—they have given a greater number of residents a direct stake in community aesthetics. The commentary in the local newspapers about the landscaping and public art projects on Veterans Boulevard is a prime illustration of their potential to elicit the interest of Parish residents.

For as impressive as the recent efforts have been, additional efforts and an entirely new *scale* of beautification initiatives are needed. Much of the “low hanging fruit” has been addressed through the recently completed and on-going efforts. A more expansive, holistic, and costly effort will be required in order to truly transform the quality of Jefferson's built environment. If Jefferson is to offer a physical environment that is competitive with other communities nationally—and even one that is competitive with newer suburban communities elsewhere in Louisiana—the Parish's ineluctable mandate is to “think big.”

### Boulevards as a Principal Focus

While big picture, ambitious thinking needs to be at the heart of this initiative, it is important to reiterate that the vast majority of streets and the vast majority of the physical area of Jefferson Parish are generally attractive. Once again, the primary focus of a major beautification initiative needs to be the Parish's major thoroughfares. Targeted improvements, such as the first phase of landscaping enhancements on Veterans Boulevard, have made an incremental difference; but only a higher level of action in the form of major regulatory changes and major capital investments will have a truly transformative effect on the thoroughfares' appearance. This effort must tackle the full suite of aesthetic deficiencies that detract from the appearance of the boulevards: utility lines, billboards, trees and landscaping, the facades of new structures, open drainage canals, and incompatible signage. The following illustrations, through the use of Photoshop software, illustrate the kind of profound aesthetic transformation that would occur as a result of a major “boulevards initiative” in Jefferson.



Jefferson Highway, present day



Jefferson Highway, without above ground utilities and large signage and with additional street trees



West Metairie Avenue, present day



West Metairie Avenue without above ground utilities, with a grassy median instead of an open canal, and with street trees and a walking/biking path



As illustrated in the above graphics, what is currently an aesthetic liability would become an aesthetic asset, adding considerable value to the properties fronting the targeted boulevards and making adjacent neighborhoods substantially more attractive for reinvestment. As these graphics only address existing conditions and the existing structures along the roads, they do not illustrate the considerable investment that would likely flow to these corridors, thereby making the final aesthetic outcome even more transformative. The above illustrations also demonstrate that significantly upgrading the appearance of these streets is not rocket science. Remove offensive power lines and signage, add additional street trees, address the open canals; and Jefferson will unquestionably have attractive thoroughfares.

Such an initiative will not be inexpensive, but the problem will not fix itself. Incremental improvements, such as those that have been implemented to date, will only take the Parish's boulevards so far. In the absence of the major improvements that this plan recommends, the streets will not get substantially more attractive as they mature; they may even become less attractive as the buildings and public infrastructure continue to age. The essential decision that Jefferson Parish faces is to either make the significant investments that are necessary to become more attractive or resign itself to an aesthetic future that looks much like its present.

Although a boulevards program over its lifetime would be ambitious and likely costly, it need not be implemented overnight. In the same way that the Parish government plans for the eventual upgrading and replacement of its core infrastructure over a 20 or 30 year horizon, the Parish could plan for the wholesale aesthetic transformation of its boulevards over a similar time horizon. Because of funding and feasibility constraints, the boulevards initiative should be a phased initiative. It should initially target those thoroughfares that are most prominent, those most in need of a major aesthetic upgrade, and—relative to the earlier discussion linking aesthetics and community prosperity—those boulevards in areas that are most at risk and in need of reinvestment.

While doubtlessly an ambitious initiative, there are numerous ways to creatively finance a Parish-wide boulevards program. For example, for many years the Federal Government has provided Transportation Enhancements (TE) grants through its surface transportation funding. These funds cover a number of non-traditional transportation infrastructure projects including streetscape beautification efforts. TE grants typically cover up to 80% of the cost of a designated project. Other potential external funding sources include utilizing federal Community Development Block Grants (CDBG); piggybacking on federal funding for the Southeast Louisiana Flood Control Project (SELA) to upgrade or cover open canals; piggybacking on state capital outlay dollars for the improvement of state highways in Jefferson Parish; obtaining funding from the proposed state takeover of Louis Armstrong New Orleans International Airport; and seeking funding and partnership opportunities with foundations such as the Trust for Public Land. At the same time, potential local funding sources include a conventional millage, tax increment financing (TIF), or the establishment of special taxing districts along targeted boulevards.

Clearly, the financing of a boulevards initiative will be the biggest obstacle to its implementation; but if Jefferson is to be a truly competitive, appealing, first-rate community from the standpoint of aesthetics and overall neighborhood quality, significant improvements to its boulevards *must* be the cornerstone of its beautification efforts. This action item and the other action items that are critical to beautifying the Parish are outlined below:

1. **Implement a comprehensive “boulevards initiative” to systematically upgrade the major thoroughfares in Jefferson Parish.** For all of the reasons outlined above and earlier in this document, the major boulevards in Jefferson Parish are its most glaring aesthetic deficiency. A sufficiently ambitious program—one that looks to address the full range of specific issues that detract from their appearance and one that is sufficiently broad in geographical scope—would have a transformative effect upon the aesthetic quality of the community. Due to the expansive nature of such an initiative, appropriately phasing its implementation according to an ambitious yet realistic timetable will be one critical component of the program design. The other crucial component will be packaging numerous federal, state, local, and private funding sources into a workable funding stream. Because the boulevards initiative is so multifaceted, it has been broken down into several sub-tasks. They are as follows:
  - 1a. **Devise detailed cost estimates, a financing strategy, and an implementation schedule for the boulevards initiative.** The scope of a boulevards program requires an extremely detailed assessment of costs, funding sources, and a timetable for implementation. This critical first step will inform the Parish’s actions in seeking external and local funding sources, budgeting for implementation, delineating the first phase of targeted thoroughfares, and crafting a detailed implementation timetable.
  - 1b. **Systematically upgrade the infrastructure along the Parish’s major boulevards.** The most costly component of this initiative, this effort must include *all* elements of the rights of way that detract from the boulevards’ appearance. Only a comprehensive approach to infrastructure improvements will yield the truly transformative aesthetic upgrade that the boulevards need. As stated earlier, these elements include above ground power lines, open drainage canals, mounting stoplights on fixed poles, and the provision of additional trees and landscaping. Because existing billboards will likely have to be purchased by the public sector to ensure their removal, the cost of removing billboards is also included in this task.

Without question, the most difficult infrastructure element to address will be covering the open drainage canals. While undoubtedly an expensive undertaking, there is local precedent for this kind of project. The City of New Orleans had miles of open drainage canals even until the 1950's and 60's, but a major public works initiative transformed these eyesores into grassy neutral grounds along streets like Napoleon Avenue and Jefferson Davis Parkway. Jefferson Parish has also witnessed incremental improvements to its drainage canals as sections of canals along Terry Parkway, Veterans Boulevard, and West Esplanade Avenue have been covered. One potential solution to this problem is to integrate the cost of covering the canals into an overall package of drainage improvements, thereby remedying two problems (aesthetics and drainage) at once. The way in which proposed drainage canal enhancements are packaged and financed will be essential to the ultimate implementation of this initiative. In order to avoid repeating the mistakes of the past, the Parish should also commit to a policy of building subterranean drainage canals as development expands into previously undeveloped areas.

**1c. Implement a gateway improvement program with a principal emphasis on the corridors abutting Louis Armstrong New Orleans International Airport.**

No area of Jefferson has a stronger, more immediate effect upon the impression of a visiting investor or businessperson than the egress from the airport. In its current state, there is little about the airport-to-interstate approach that suggests a prosperous community. Instead, the visitor is greeted by a functional concrete barrier, prominent above ground utilities, and out-of-scale signage along Airline Drive. One is then assaulted by innumerable billboards along the airport approach road that are invariably advertisements for strip clubs, casinos, and alcohol—hardly a triumvirate that suggests a vital community. Finally, as one takes the overpass from the airport approach road to Interstate 10, one sees the rear loading areas of big box stores along Veterans Highway and a prominent, unattractive drainage canal.



Billboards advertising adult uses generate visitors' first impression of the New Orleans area as they leave the airport

Implementing streetscape improvements, working with billboard owners to seek advertisers that are less oriented toward adult uses, and effectively screening the aforementioned portion of I-10 will generate

a much more positive initial impression for visitors to the community. Similar gateway enhancements should also be implemented at key vehicular entrances to Jefferson Parish, such as Airline Drive, Highway 90, and Jefferson Highway.

1d. **Create a small grant program to fund landscape improvements to older commercial properties.**

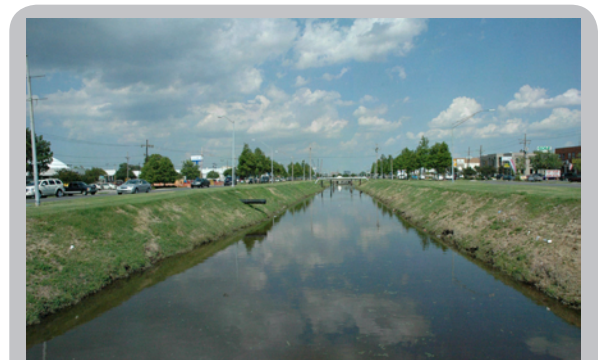
In many urban areas, one policy that has been implemented to spur the revitalization of old commercial “main streets” is a façade improvement program. Typically, the local government administering such a program provides a matching grant to property owners to rehabilitate the exterior of their structures. Such programs are credited with dramatically improving the appearance of older commercial streets and attracting reinvestment. As Jefferson Parish is a suburban community, an analogous *landscaping* improvement grant program could dramatically improve the appearance of older commercial buildings or strip shopping centers that were not required to provide parking lot landscaping when they were built. Operating under the same matching grant principle, such a program could result in substantially more attractive commercial properties at a very low cost to the Parish government.



Barren strip shopping center parking lots could be substantially upgraded through matching funds for landscape improvements

1e. **Sponsor a design and engineering competition to devise interim aesthetic improvements to the open drainage canals.**

The presence of open drainage canals in any number of neutral grounds is one of the least attractive aspects of present day Jefferson Parish. The canals are overly utilitarian and almost industrial in appearance, and they are not the kind of landscape feature that is emblematic of a prosperous community. The boulevards initiative that this plan recommends embraces the idea of capping and covering the canals with linear greenways. However, such an initiative would be extremely expensive and would take years to implement. Covering and re-landscaping the canals is still the ultimate goal, but an interim beautification strategy would be advisable as well. A design



Interim landscaping and engineering improvements could lessen the visual impact of open drainage canals

and engineering competition, sponsored by the Parish, could enlist the talents of the country’s best landscape architects and civil engineers to devise creative aesthetic solutions. Potential solutions could include slope-paving the canal banks and installing landscaping that would truly obscure the canals. The winning team would be given a monetary award, and their recommended landscape plan could then be funded and implemented, thereby resulting in an interim, cost effective remedy.

- 1f. **Work with utility providers to screen major utility infrastructure throughout the Parish.** Electrical substations and other utility infrastructure dispersed throughout Parish neighborhoods are not adequately screened. They are highly visible and are a prominent aesthetic liability to their surroundings. At relatively little cost, the Parish government could partner with utility providers to erect decorative fencing and landscape buffering to substantially reduce the visual impact of the utility infrastructure.
  
2. **Significantly enhance both the content and the enforcement of the Parish’s land use policies and regulations.** Attractive communities result from the synthesis of an appealing public sphere (parks, rights of way, public buildings) and an attractive private sphere. The boulevards initiative has highlighted the many improvements that must be made to Jefferson’s public rights of way, but substantial improvements to private property are nearly as critical. The Parish’s present zoning ordinance is outdated, complex and in need of an overhaul. However, since a complete re-write of the zoning ordinance would likely be a multi-year process, interim measures must be enacted and stronger enforcement must be ensured in the meantime. Additionally, before major changes to the zoning ordinance are adopted, the Parish must more clearly delineate a coherent urban design vision for its future.

The following sub-tasks comprise this action item:

- 2a. **Revise the *Envision Jefferson 2020 Comprehensive Plan* to include an urban design element.** The Parish’s Comprehensive Plan outlines the community’s official, adopted vision on land use, transportation, housing, and a variety of other factors that shape the built environment. While design issues are dealt with tangentially in a number of sections of the document, the Plan has no single element that outlines a concise vision for the aesthetic future of the community. A distinct chapter on urban design, with associated policy recommendations, would be the optimal



The *Envision Jefferson 2020 Comprehensive Plan* should be revised to include a section on urban design

medium for providing both a vision and policy guidance on a variety of aesthetic topics, including signage, public rights of way, utilities, medians, parks and parkways, and billboards. The process of crafting this additional element of the Plan would also serve to heighten community awareness of best practices in other parts of the country, the importance of aesthetics to property values and overall “livability,” and the need to set a higher aesthetic standard in Jefferson Parish.

- 2b. **Comprehensively rewrite the Parish’s zoning ordinance.** Based on the existing land use element of the *Envision Jefferson 2020* Comprehensive Plan and based on the proposed urban design element of the Plan, the Parish’s comprehensive zoning ordinance should be completely rewritten. A new zoning ordinance would address a range of land use regulations that are overly lax, overly complex, and outmoded. Potential new regulatory provisions could include more stringent landscaping requirements, regulations that require more appropriately scaled signage, sunset provisions on older, non-conforming signs that would bring them into compliance with new regulations, the introduction of a formal design review process along key corridors, and parking regulations requiring improved aesthetic treatment of off-street parking areas. New zoning regulations could also address one of the most unattractive elements of older commercial development in Jefferson: continuous, uninterrupted swaths of paving that intrude into the public right of way.

Revising the zoning ordinance is not just an issue of aesthetics. Because the present zoning ordinance dates from 1958 and has been revised through numerous amendments since then, it is opaque, difficult to use, and is an impediment to new, high quality development. Revising the zoning ordinance is therefore an essential economic development action item as well. New zoning regulations would also bring clarity to a number of historically problematic and ambiguous land use issues, including new, ground up development on the West Bank, infill development along the riverfront and lakefront, and the redevelopment of Fat City. Finally, revising the zoning ordinance would fulfill a core recommendation of the *Envision Jefferson 2020* Comprehensive Plan that was adopted in 2003. At that time, and as is the case today, there was a recognition that the Parish was not well served by its existing land use regulations.

- 2c. **Enact interim improvements to Parish codes and land use regulations.** The amount of time and public discourse involved in wholly rewriting Parish codes should not prevent the Parish from adopting interim regulatory changes. More stringent regulations governing shopping carts and roadside memorials are two such measures that will immediately upgrade the community's appearance. Other interim measures could include more stringent signage regulations and the establishment of a formal design review process along certain corridors.
- 2d. **Ensure the even application and vigorous enforcement of existing zoning regulations.** Because the existing zoning ordinance is so complex and outmoded, the Parish Planning Department and Parish Council have had to take an *ad hoc* approach to the regulatory review of proposed developments. Instead of being guided by a straightforward set of land use regulations, developers are almost compelled to request zoning variances and special provisions to make their projects work. This serves to discourage development by making the development process more opaque and less predictable. As a result, the regulatory review process has become more of a negotiated ordeal than a clear-cut, prescriptive review.

As interim regulations are enacted and as the wholesale revision to the zoning ordinance is completed, the Parish must strive for a more even and predictable application of land use regulations. The Parish must also more vigorously enforce existing regulations. Anecdotal evidence suggests that there are innumerable violations of existing zoning regulations. More stringent compliance will ensure a tidier, more attractive Jefferson Parish.

3. **Increase community awareness of beautification efforts and elicit further community involvement.** The backbone of most major beautification efforts is resident and community involvement. Tremendous strides have already been made in improving the aesthetic appearance of Jefferson, largely as a result of the efforts of groups such as Friends of Jefferson the Beautiful and Jefferson Beautification, Inc. The Parish must expand on these efforts for two reasons. First, greater public outreach will build enthusiasm for beautification initiatives that are inherently driven by the public sector, such as infrastructure improvements along major thoroughfares. Second, increased community involvement will provide the Parish with direct assistance in implementing a multitude of aesthetic improvements, from enhancing the appearance of schools and other public buildings to planting additional trees along thoroughfares.

The Parish government cannot singlehandedly tackle the aesthetics of the community. For reasons of advocacy and implementation, the Parish must solicit community input and involvement in beautification efforts.

The following sub-tasks comprise this action item:

- 3a. **Formalize a lasting public partnership with civic groups and other non-profits to plant additional trees in residential neighborhoods.** Most neighborhoods in Jefferson Parish are blessed with ample tree cover. Some neighborhoods are notable exceptions, however; and in the absence of a tree canopy, above ground utility wires dominate the streetscape and detract from the overall aesthetics and property values of these neighborhoods. Planting additional street trees is one of the simplest and most cost effective ways of improving the aesthetics of any community. In targeted neighborhoods that do not have ample tree cover, the Parish should partner with neighborhood organizations and Parish-wide groups such as Friends of Jefferson the Beautiful and Jefferson Beautification, Inc. to plant an agreed upon number of trees over a certain time period. By combining the resources of the public sector, non-profit groups, and individual property owners, such a program would be an extremely cost effective way of improving the appearance and the desirability of Parish neighborhoods.
- 3b. **Initiate a public outreach campaign to inform residents of on-going beautification initiatives.** As with the other elements of *Jefferson EDGE 2020*, one of the most immediate things that the Parish can do is to communicate progress in beautification in a more timely and aggressive manner to the general population. A website and newsletter, modeled on the Southeast Louisiana Flood Control Project (SELA) newsletter, would be an effective way of communicating recent accomplishments and exciting forthcoming initiatives.



Planting additional street trees should be a major focus of on-going public/private partnerships



4. **Provide additional public art installations throughout Jefferson Parish.** Public art is an essential community good in and of itself. It also enhances the unique “sense of place” that can help to attract reinvestment; it heightens awareness about aesthetic and artistic issues in the larger community; and it can provide a cultural touchstone for Jefferson Parish. The spirited debate over the new sculptures along Veterans Boulevard is an example of the lively exchange of viewpoints and ideas that can result from a strong public art program. Public art can take a variety of forms and can be funded through a mixture of public and private funds. The following sub-tasks identify two ways to provide a more prominent place for public art in Jefferson:



A portion of funding for public works projects should be set aside for the provision of additional public art

- 4a. **Develop a formal program for incorporating public art into public works projects.** During the 1980's the City of New Orleans developed a program whereby 1% of the total budget for public works projects was devoted to on-site public art installations. A similar program, overseen by an independent body or non-profit organization, should be implemented in Jefferson Parish.
- 4b. **Coordinate with the state and New Orleans Public Belt Railroad to install decorative lighting on the Huey P. Long Bridge.** Jefferson Parish is a community that has a noticeable absence of iconic structures. Consequently, there are few, if any, strong physical symbols of the community similar to St. Louis Cathedral in New Orleans or the state capitol building in Baton Rouge. The current Huey P. Long Bridge widening project provides a wonderful opportunity to create that kind of iconic symbol for Jefferson. The Parish government could coordinate with the state and New Orleans Public Belt Railroad to piggyback on the structural work that is currently underway in order to install bridge lighting, similar to the lights on the Crescent City Connection bridges in New Orleans. As the Huey P. Long Bridge links the East and West Banks of Jefferson, a lighted bridge would be a strong, instantly recognizable symbol for all of Jefferson Parish.

In addition to the initiatives listed above, there are a number of other recommended action items in other *Jefferson EDGE 2020* reports that would also have a tremendous impact on the aesthetic quality of the community. To avoid redundancy, these initiatives have not been specifically itemized within this report; but they may be found in the Public Education and Crime Abatement reports. Stated concisely, the recommendations within those reports that pertain to aesthetic issues include:

- Comprehensively overhauling public school facilities to improve public school buildings and campuses, including improved landscaping for existing facilities.
- Building upon recent successes to further improve code enforcement/blight reduction strategies.
- Developing comprehensive redevelopment strategies, including aggressive public/private partnerships, in areas of significant blight and poverty.

Taken together, these initiatives will have a profoundly positive impact upon the quality of the built environment in Jefferson Parish.

## Summary Matrix of Action Items

The following table provides a summary of action items for comprehensively beautifying Jefferson Parish.

Action ID#	Implementation Action	Responsible Local Agencies/Actors	Benchmarks	Local Resources/Funding	Timeline
<b>B1 Implement a comprehensive “boulevards initiative” to systematically upgrade major thoroughfares</b>					
B1a	Devise detailed cost estimates, a financing strategy, and an implementation schedule for boulevards initiative	Parish Government (Planning, Public Works, Drainage, & Parkways departments), State DOTD, JEDCO, RPC	<ul style="list-style-type: none"> <li>• Issuance of RFP and selection of consultant</li> <li>• Completion of cost estimates, financing strategy, and schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time for generating RFP and monitoring project</li> <li>• Approximately \$150,000 for consultant initiated work</li> </ul>	Issue RFP in late 2008, early 2009; complete project in 2009
B1b	Systematically upgrade infrastructure along the Parish’s major boulevards	Parish Government (Planning, Public Works, Drainage, & Parkways departments), State DOTD, utility providers, civic organizations, foundation support, RPC	<ul style="list-style-type: none"> <li>• Designation of funding source(s), perhaps by ballot initiative</li> <li>• Completion of interagency agreements (state, utility providers)</li> <li>• Issue bid specifications</li> <li>• Initiation of capital improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time for securing funding and general administration</li> <li>• Approximately \$50 million over 5 years for first phase of street improvements*</li> </ul>	Secure local funding and pursue external funding in 2009; secure interagency agreements in 2009; issue bids and initiate project in 2010; complete phase one by 2015
B1c	Implement a gateway improvement program with a principal emphasis on the corridors abutting the airport	Parish Government (Planning, Public Works, Drainage, & Parkways departments), City of Kenner, LANOIA (airport), utility providers, outdoor advertising companies, civic organizations, foundation support, RPC	<ul style="list-style-type: none"> <li>• Designation of funds</li> <li>• Completion of interagency agreements (airport, municipalities)</li> <li>• Initiation of capital improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time for securing funding and general administration</li> <li>• Capital improvements could be included in budget for action item B1b</li> <li>• As distinct budget item, approximately \$5 million over 3 years</li> </ul>	Secure local funding and pursue external funding in 2009; secure interagency agreements in 2009; initiate project in 2010; complete by 2013
B1d	Create a small grant program to fund landscape improvements to older commercial properties	Parish Government (Planning & Parkways departments), civic organizations, foundation support	<ul style="list-style-type: none"> <li>• Detailed program design including resolution of administrative and legal issues</li> <li>• Identification of funding</li> <li>• Outreach to publicize program</li> <li>• Selection of grantees</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time for program design and identification of funding source</li> <li>• Approximately \$150,000 annually (to be matched by property owners)</li> </ul>	Complete project design and solicit applications in 2009; initiate matching grant program in 2010 and annually thereafter
B1e	Sponsor a design and engineering competition to devise interim aesthetic improvements to open drainage canals	Parish Government (Planning & Parkways departments), civic organizations, foundation support, JEDCO	<ul style="list-style-type: none"> <li>• Release design competition RFP</li> <li>• Review of submissions</li> <li>• Selection of winning team</li> </ul>	<ul style="list-style-type: none"> <li>• Approximately \$100,000 award</li> <li>• Cost of implementing recommendations hinges on recommendations of winning submission</li> </ul>	Issue RFP and award grant in 2009; begin implementing recommendations in 2010

Action ID#	Implementation Action	Responsible Local Agencies/Actors	Benchmarks	Local Resources/Funding	Timeline
B1f	Work with utility providers to screen major utility infrastructure throughout the Parish	Parish Government (Planning, Public Works, & Parkways departments), utility providers, civic organizations	<ul style="list-style-type: none"> <li>• Designation of funds</li> <li>• Completion of inter-agency agreements (utility providers)</li> <li>• Initiation of landscape improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Approximately \$75,000 annually for five years</li> </ul>	Identify funds in 2009/2010; secure agreements with utility providers in 2010; initiate improvements in 2011
B2 Significantly enhance both the content and the enforcement of the Parish's land use policies and regulations					
B2a	Revise the <i>Envision Jefferson 2020</i> Comprehensive Plan to include an urban design element	Parish Government (Planning Department)	<ul style="list-style-type: none"> <li>• Identification of funds</li> <li>• Release of RFP and selection of consultant</li> <li>• Completion of urban design element</li> </ul>	<ul style="list-style-type: none"> <li>• Approximately \$75,000 - \$100,000 (one time cost)</li> </ul>	Identify funds in 2008; issue RFP and award contract in 2009; complete element in 2009
B2b	Comprehensively re-write the Parish's zoning ordinance	Parish Government (Planning Department)	<ul style="list-style-type: none"> <li>• Identification of funds</li> <li>• Release of RFP and selection of consultant</li> <li>• Completion of revised zoning ordinance</li> </ul>	<ul style="list-style-type: none"> <li>• Approximately \$750,000 - \$1,000,000 (one time cost)</li> </ul>	Identify funds in 2008; issue RFP and award contract in 2009; adoption of new ordinance by year end 2010, beginning 2011
B2c	Enact interim improvements to Parish codes and land use regulations	Parish Government (Planning Department)	<ul style="list-style-type: none"> <li>• Identification of weaknesses in existing regulations</li> <li>• Coordination with Parish Council &amp; Administration</li> <li>• Adoption of new regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time for program design and identification of funding source</li> <li>• Portion of costs associated with item B2b can be directed to this initiative</li> </ul>	Identify gaps and weaknesses in present regulations; adopt amended, interim regulations in 2008 and 2009
B2d	Ensure the even application and vigorous enforcement of existing zoning regulations	Parish Government (Planning, Inspection and Code Enforcement Departments, Parish Council)	<ul style="list-style-type: none"> <li>• Identification of problem areas</li> <li>• Increased coordination between Parish departments</li> <li>• Adoption of interim code changes (action B2c)</li> <li>• Increased predictability in administering zoning regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time for greater coordination and communication among departments</li> </ul>	Ongoing; strive for greater predictability starting in 2008 and 2009 as regulations are amended and coordination is enhanced
B3 Increase community awareness of beautification efforts and elicit further community involvement					
B3a	Formalize a lasting public partnership with civic groups and other non-profits to plant additional trees in residential neighborhoods	Parish Government (Planning, Public Works, & Parkways departments)	<ul style="list-style-type: none"> <li>• Greater outreach to civic and neighborhood groups</li> <li>• Identification of funding source</li> <li>• Cooperative endeavor between Parish and non-profits</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Approximately \$25,000 to \$50,000 annually to be matched by non-profit resources</li> </ul>	Development of cooperative endeavor in 2008/2009; initiate tree planting program in 2009

Action ID#	Implementation Action	Responsible Local Agencies/Actors	Benchmarks	Local Resources/Funding	Timeline
B3b	Initiate a public outreach campaign to inform residents of on-going beautification initiatives	Parish Government, JEDCO	<ul style="list-style-type: none"> <li>• Greater outreach to civic and neighborhood groups</li> <li>• Identification of funding source</li> <li>• Cooperative endeavor between Parish and non-profits</li> </ul>	<ul style="list-style-type: none"> <li>• \$20,000 for website</li> <li>• \$110,000 for annual newsletter</li> </ul>	Develop website and newsletter layout in 2008/early 2009. Unveil in 2009
<b>B4 Provide additional public art installations throughout Jefferson Parish</b>					
B4a	Develop a formal program for incorporating public art into public works projects	Parish Government (Public Works, Parkways departments), civic organizations	<ul style="list-style-type: none"> <li>• Detailed program design including administration and legal issues</li> <li>• Commitment of funding set aside</li> <li>• Initiation of program</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time for program design</li> <li>• 1% of budget for public works projects</li> </ul>	Develop program and secure funding in 2008, 2009; Initiate program in 2009, 2010
B4b	Coordinate with the state and New Orleans Public Belt Railroad to install decorative lighting on the Huey P. Long Bridge	Parish Government (Public Works Department), State DOTD, New Orleans Public Belt Railroad, civic organizations	<ul style="list-style-type: none"> <li>• Outreach to non-profits and foundations</li> <li>• Identification of private and public funding source(s)</li> <li>• Interagency coordination</li> <li>• Initiation of project</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time for program design</li> <li>• Contingent on state and non-profit contributions</li> </ul>	Initiate outreach in 2008 and 2009; install lighting before completion of bridge widening in 2013

\*This figure includes estimates for burying above ground utilities, replacing stop lights, removing or relocating billboards, and providing ample landscaping. All or part of approximately 8 – 10 thoroughfares would be addressed through phase one. This cost excludes the cost of lining and covering drainage canals as many thoroughfares do not have open canals and as the cost estimates for covering the canals and for other forms of aesthetic mitigation vary widely. The \$50 million estimate need not come entirely from local funding sources; the text of this report highlights a number of potential external sources. The burying of utility wires, for example, could be covered in part through a cooperative endeavor agreement with utility providers, through federal Transportation Enhancement dollars, or federal Hazard Mitigation dollars.

## Conclusion

Although Jefferson Parish faces many quality of life challenges, beautification cannot be relegated to second class status. There is too much compelling evidence that links the quality of the built environment to reinvestment and the socio-economic health of a given area. Insofar as they are tangible and highly visible, aesthetic improvements are also unique in their potential to restore confidence in a community's overall economic trajectory. Investment activity and a positive market response can quickly follow the implementation of major aesthetic improvements.

Fortunately, Jefferson has many positives to build upon. From well maintained public parks to attractive residential neighborhoods to extensive community involvement, the foundation for building a more attractive Parish is in place. What is now needed is a new, more comprehensive, more ambitious approach to improving Jefferson's major thoroughfares. When combined with the other specific action items that this plan enumerates, a major boulevards initiative will utterly transform the appearance of the Parish. Jefferson's principal aesthetic liability, its major roads, will become a significant asset—attracting reinvestment, strengthening adjacent neighborhoods, and drawing a new generation of families and businesses to the community.

## Acknowledgments

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DJ Mumphrey – Jefferson Parish President’s Office  
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Dr. Terri Wilkinson – Jefferson Parish Planning Department  
Debbie Villio – Jefferson Parish Department of Inspection and Code Enforcement  
Don Cole – Jefferson Parish Parkways Department

## References and Notes

<sup>1</sup>William Lucy and David Phillips, *Confronting Suburban Decline*, Strategic Planning for Metropolitan Renewal (Island Press: 2000)

<sup>2</sup>George L. Kelling and James Q. Wilson, “Broken Windows” *Atlantic Monthly*, March 1982

<sup>3</sup>William Lucy and David Phillips, *Confronting Suburban Decline*, Strategic Planning for Metropolitan Renewal (Island Press: 2000)

<sup>4</sup>Source: U.S. Census Bureau. [www.factfinder.census.gov](http://www.factfinder.census.gov)

<sup>5</sup>William Lucy and David Phillips, *Confronting Suburban Decline*, Strategic Planning for Metropolitan Renewal (Island Press: 2000)

<sup>6</sup>Ibid.

<sup>7</sup>Wade R. Ragas, Ph.D., “New Orleans and the South Central Gulf Real Estate Market Analysis” University of New Orleans Real Estate Market Data Center, January 2005.





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