

The Metairie CBD Land Use and Transportation Plan is a plan developed from participant comments. It carries no force of law. It provides no mandates that would result in immediate amendments or changes to existing ordinances, regulations or capital improvement programs. In order to complete these plan elements, several steps and some additional study will be required.

Action items presented in Table 18 provide identify the required actions or steps with a listing of active participants who would play a role in working through each item. It is organized into three classes of action:

- **Action Plan - Land Use** – covering general items required to implement the land use plan;
- **Action Plan - Transportation** – covering general items required to implement the transportation plan;
- **Action Plan - Other** – covering general items related to plan monitoring, economic development, funding, drainage and community facility items.

As noted in the actors/agents column, there are steps required to work through these elements including:

- **Suggestions** – defined as an informal action or direction to undertake an element or item;
- **Initiated** – defined as a formal action through ordinance or executive direction to undertake an element or item;
- **Presentation** – defined as an opportunity for formal presentation at or in conjunction with a public hearing or meeting prior to or concurrent with introduction and adoption actions;
- **Coordination** – defined as a need to identify contact persons in each listed group, agency or body to act as a point of information or discussion on the item identified;
- **Input** – defined as a need to solicit and incorporate discussions from various agents, actors and community to the



process. This step may also include input received through the Metairie CBD Task Force, the proposed board which will oversee plan implementation (amongst other work items) in the project area;

- **Developed** – defined as the process of working through additional reports, data analysis, and/or community review for the purpose of developing a final presentation on which official action will be taken;
- **Final Approval** – defines a council action through ordinance or resolution which implies a need to coordinate with meeting schedules for introduction at first reading, posting of hearing notices, and introduction for adoption;
- **Monitoring/Reporting** – defines the action of providing a routine update on the progress made related to the item. These updates can take the form of written reports and should include details on problems encountered with implementation and the recommended course of action for addressing noted problems.



Table 18 - Action Item Implementation Plan

Metairie CBD Land Use and Transportation Plan

Action Item	Description	Actors/Agents
Initiating Action on Plan Recommendations	<ul style="list-style-type: none"> Work through implementation issues - either in connection with Parish-wide Comprehensive Plan or as part of a stand-alone process 	<p>Suggested by: Metairie CBD Project Steering Committee</p> <p>Initiated by: Jefferson Parish Council Jefferson Parish Planning Advisory Board</p>
Accept Conceptual Land Use Plan	<ul style="list-style-type: none"> Accept Conceptual Land Use Plan by resolution or ordinance with or without modifications 	<p>Initiated by: Metairie CBD Task Force Jefferson Parish Council Jefferson Parish Planning Advisory Board</p> <p>Final Approval by: Jefferson Parish Council</p>
Conduct Zoning Study to determine Ordinance Amendments	<ul style="list-style-type: none"> Authorization to conduct a zoning study (change/amendment to existing ordinance) provided in Article XLVIII-Changes and Amendments - Jefferson Parish Zoning Ordinance <hr/> <ul style="list-style-type: none"> Complete zoning study with final recommendations based on review of plan, intention of Land Use Policy Areas, and community input <ul style="list-style-type: none"> delineate/map new zoning district areas, define permitted uses and activities, define conditional uses and non-permitted uses, define design guidelines - lot sizes, floor area ratio/maximum densities, parking, access, site plan requirements, landscaping, drainage, etc. <hr/> <ul style="list-style-type: none"> Monitor issuance of permits for occupancy and use as per Section 40-800, Permits pending amendments, Article XLVIII, Changes and Amendments, Jefferson Parish Zoning Ordinance 	<p>Initiated by one of the following: Jefferson Parish Council Planning Director to Jefferson Parish Council Planning Advisory Board to Jefferson Parish Council Application/Petition of Property Owners</p> <p>Final Approval by: Jefferson Parish Council</p> <hr/> <p>Directed by: Jefferson Parish Planning Department</p> <p>Input from: Property owners (or designees) Metairie CBD Task Force Jefferson Parish Attorney Jefferson Parish Planning Advisory Board</p> <hr/> <p>Coordination between: Jefferson Parish Planning Department Jefferson Parish Department of Inspection and Code Enforcement</p>
Present Zoning Ordinance Updates for Approval and Adoption	<ul style="list-style-type: none"> Public Hearing to present revised ordinance for consideration and approval <ul style="list-style-type: none"> release findings of zoning study, and include all suggested amendments, text and map changes (Article XLVIII. Changes and Amendments - Jefferson Parish Zoning Ordinance) 	<p>Hearing conducted by: Jefferson Parish Planning Advisory Board</p> <p>Presentation by: Jefferson Parish Planning Department</p> <p>Final Adoption by: Jefferson Parish Council</p>
Implement Revised Zoning	<ul style="list-style-type: none"> Implementation of revised ordinance 	<p>Implementation through: Jefferson Parish Planning Department Jefferson Parish Planning Advisory Board</p>
Enforce Zoning Revisions	<ul style="list-style-type: none"> Enforce updates in zoning that reflect the land use decisions reflected in the <i>Metairie CBD Land Use and Transportation Plan</i> Monitor development requests (subdivisions, zoning changes, waivers) in Metairie CBD area following change in zoning 	<p>Coordination through: Jefferson Parish Planning Department Jefferson Parish Planning Advisory Board Jefferson Parish Board of Zoning Adjustment Metairie CBD Task Force</p>

Action Plan - Land Use



Table 18 - Action Item Implementation Plan (cont'd)

Metairie CBD Land Use and Transportation Plan

Action Plan - Land Use (cont'd)	Action Item	Description	Actors/Agents
	Enforce Codes within Metairie CBD	<ul style="list-style-type: none"> ■ Enforce existing codes within the Metairie CBD Area ■ Develop system for tracking code enforcement items in Metairie CBD Area for monthly/quarterly reporting to Task Force and public ■ Where problems or lack of enforcement issues are noted, determine reasons (personnel needs, need for revisions, etc.) and address immediately ■ Examine fee schedule and collection process for code enforcement violations to determine need for revision/update ■ Identify/determine need for assignment of code enforcement officer to special district areas (Metairie CBD) 	Developed by/Implemented through: Jefferson Parish Department of Inspection and Code Enforcement Jefferson Parish Planning Department Metairie CBD Task Force Reporting and Monitoring through: Jefferson Parish Department of Inspection and Code Enforcement Jefferson Parish Planning Department Metairie CBD Task Force Jefferson Parish Board of Zoning Adjustment

Action Plan - Transportation	Action Item	Description	Actors/Agents
	Initiating Action on Plan Recommendations	<ul style="list-style-type: none"> ■ Work through implementation issues - either in connection with Parish-wide Comprehensive Plan or as part of a stand-alone process 	Suggested by: Metairie CBD Project Steering Committee Initiated by: Jefferson Parish Council Jefferson Parish Department of Planning Jefferson Parish Department of Public Works Jefferson Parish Department of Streets Jefferson Parish Department of Traffic Engineering Jefferson Parish Department of Transit Administration
	Accept Conceptual Transportation Plan	<ul style="list-style-type: none"> ■ Accept Conceptual Land Use Plan by resolution or ordinance with or without modifications 	Initiated by: Metairie CBD Task Force Jefferson Parish Council Jefferson Parish Planning Advisory Board Final Approval by: Jefferson Parish Council
	Coordination with on-going planning programs and efforts	<ul style="list-style-type: none"> ■ Identify/confirm design standards for transportation improvements in Metairie CBD. Incorporate as required into Major Street Plan and Comprehensive Plan process. ■ Establish policy for reservation and/or dedication of new rights-of-way in Metairie CBD area to support the future development of new local street connectors as the area redevelops ■ Establish policy for incorporation of streetscape elements as alternative to or in place of landscaping requirements in the Metairie CBD area - coordination with general zoning ordinance update required 	Coordinated through: Jefferson Parish Department of Planning Input from: Jefferson Parish Department of Public Works Jefferson Parish Department of Transit Administration Metairie CBD Task Force Final Approval by: Jefferson Parish Council Implementation through: Jefferson Parish Department of Planning Jefferson Parish Planning Advisory Board



Table 18 - Action Item Implementation Plan (cont'd)

Metairie CBD Land Use and Transportation Plan

Action Item	Description	Actors/Agents
Refine capital elements to establish final costs, funding and priorities	<ul style="list-style-type: none"> ■ Review plan findings, determine additional data needs and coordination required with programmed transportation improvements, and existing capital improvement efforts (drainage, water, sewerage) ■ Develop final work program for design/engineering elements related to identified improvements for: <ul style="list-style-type: none"> Local Streets, Streetscape, Pedestrian/Bikeways, and Transit ■ Establish Priority for Capital Improvements <ul style="list-style-type: none"> Local Streets, Streetscape, Pedestrian/Bikeways, and Transit 	Coordinated through: Jefferson Parish Department of Planning Receive Input from: Jefferson Parish Council District 6 Office Jefferson Parish Department of Parkways Jefferson Parish Department of Public Works Jefferson Parish Department of Streets Jefferson Parish Department of Traffic Engineering Jefferson Parish Department of Transit Administration Metairie CBD Task Force Community (ROW /Design Identification) Final Recommendation through: Metairie CBD Task Force Final Approval by: Jefferson Parish Council
Confirm funding availability (federal/state funds)	<ul style="list-style-type: none"> ■ Identify plan elements eligible for federal funding and move to place these into the appropriate regional effort <ul style="list-style-type: none"> Confirm and program match amounts as required, file applications for grants as required, address transportation improvement program (TIP) amendment process 	Initiated by Jefferson Parish Department of Planning Input from Jefferson Parish Council District 6 Office Jefferson Parish Department of Parkways Jefferson Parish Department of Public Works Jefferson Parish Department of Traffic Engineering Jefferson Parish Department of Transit Administration Metairie CBD Task Force Regional Planning Commission Final Approval by: Jefferson Parish Council (match funds) Transportation Policy Committee [RPC] (federal funds)
Confirm funding availability (local funds)	<ul style="list-style-type: none"> ■ Identify plan elements eligible for local funding and move to place these into the appropriate tier of the Parish Capital Improvement Program (CIP) 	Initiated by: Jefferson Parish Department of Planning Input from: Jefferson Parish Council District 6 Office Jefferson Parish Department of Parkways Jefferson Parish Department of Public Works Jefferson Parish Department of Traffic Engineering Jefferson Parish Department of Transit Administration Metairie CBD Task Force Final Approval by: Jefferson Parish Council (local funds and match)
Implementation	<ul style="list-style-type: none"> ■ Implement capital improvement program elements (engineering/final design, right-of-way, utilities, construction) 	Initiated through: Jefferson Parish Department of Planning Jefferson Parish Department of Public Works Jefferson Parish Department of Traffic Engineering Jefferson Parish Department of Transit Administration Regional Planning Commission (fed/state only)

Action Plan - Transportation (cont'd)



Table 18 - Action Item Implementation Plan (cont'd)

Metairie CBD Land Use and Transportation Plan

Action Item	Description	Actors/Agents
Appoint Metairie CBD Task Force	<ul style="list-style-type: none"> Appoint committee who will be responsible for monitoring plan implementation, developing business opportunities in the Metairie CBD area and working through/providing input on implementation items 	Appointed by: Jefferson Parish Council Jefferson Parish Department of Planning Jefferson Parish Economic Development Corporation (JEDCO)
Coordination with on-going planning programs and efforts	<ul style="list-style-type: none"> Identify considerations related to the Metairie CBD area to be incorporated into the Comprehensive Plan relative to updates to the market demand analysis options for the Parish 	Initiated by: Jefferson Parish Department of Planning Input from: Metairie CBD Project Steering Committee Metairie CBD Task Force Jefferson Parish Department of Planning Jefferson Parish Economic Development Corporation (JEDCO)
Identification of Alternative Local Funding Mechanisms	<ul style="list-style-type: none"> Complete <i>pro-forma</i> analysis of identified revenue producing options for the Metairie CBD Identify preferred method for establishing local revenue Identify/receive input from community and local government Identify areas of support to concept Establish procedures for approval of method Implement procedures and work through to approval 	Initiated by: Jefferson Parish Council District 6 Office Jefferson Parish Department of Planning Jefferson Parish Economic Development Corporation (JEDCO) Data from: Jefferson Parish Tax Assessor's Office Jefferson Parish Sheriff's Office Input from: Metairie CBD Task Force Community/Property Owners within Metairie CBD Approvals by: Voters (depending on option selected)
Business Retention and Development	<ul style="list-style-type: none"> Establish policy to assist businesses who may be displaced as a result of the implementation of the land use plan recommendations - target defined conditional and non-conforming uses 	Policy developed by: Metairie CBD Task Force Input from: Jefferson Parish Council District 6 Office Jefferson Parish Department of Planning Jefferson Parish Economic Development Corporation (JEDCO) Implemented through: Jefferson Parish Economic Development Corporation (JEDCO)
Business Site Development	<ul style="list-style-type: none"> Establish database resource of existing properties, current use and condition within the Metairie CBD area Develop appropriate means (electronic and/or print) of promoting available sites to general business community Develop <i>pro-forma</i> details on current market conditions and the comparative values of properties for commercial, residential, and industrial type uses in the Metairie CBD with updates on changes in value per square foot Identify target properties for sale and/or acquisition through private market for development of new commercial business sites, and residential development within the Metairie CBD Identify target properties for sale through private market or expropriation to local government to support the identified capital improvements (local streets, streetscape, etc.) 	Program developed through: Metairie CBD Task Force Jefferson Parish Council District 6 Office Jefferson Parish Department of Planning Jefferson Parish Economic Development Corporation (JEDCO) Input from: Metairie CBD Property Owners Representatives of development community Implemented through: Metairie CBD Task Force Jefferson Parish Department of Planning Jefferson Parish Economic Development Corporation (JEDCO)

Action Plan - Other



Table 18 - Action Item Implementation Plan (cont'd)

Metairie CBD Land Use and Transportation Plan

Action Item	Description	Actors/ Agents	
Action Plan - Other (cont'd)	Plan Monitoring Process	<ul style="list-style-type: none"> ■ Establish initial timelines and targets for plan implementation items covering all elements and implement a quarterly reporting process that updates implementation efforts. Included in this report will be updates on code enforcement and plan approvals in the Metairie CBD ■ Coordination of plan recommendations with ongoing Parish-wide Comprehensive Plan elements (Land Use and Transportation) ■ Coordination of plan recommendations with remaining elements of Parish-wide Comprehensive Plan (parks, community facilities, drainage, utilities, environment, etc.) 	<p>Coordinated through:</p> <ul style="list-style-type: none"> Metairie CBD Task Force Jefferson Parish Department of Planning <p>Input from:</p> <ul style="list-style-type: none"> Jefferson Parish Council District 6 Office Jefferson Parish Department of Public Works Jefferson Parish Department of Streets Jefferson Parish Department of Traffic Engineering Jefferson Parish Department of Transit Administration Jefferson Parish Economic Development Corporation (JEDCO)
	Drainage Items and Known Needs	<ul style="list-style-type: none"> ■ A proposed improvement along 18th Street to place a pipe from Severn to Edenborn to Veterans Canal has been planned but remains unfunded. ■ A drainage study of the Severn and North Hullen Streets was planned to begin during the course of this plan to determine drainage needs for the area. ■ Use of on-site retention standards and techniques as part of new development should be examined and considered for implementation to help alleviate current and future problems with flooding caused by stormwater runoff. 	<p>Coordinated through:</p> <ul style="list-style-type: none"> Jefferson Parish Department of Planning Jefferson Parish Department of Public Works Jefferson Parish Council District 6 Office <p>Input from:</p> <ul style="list-style-type: none"> Jefferson Parish Department of Streets Jefferson Parish Department of Traffic Engineering Jefferson Parish Department of Transit Administration Metairie CBD Task Force
	Community Facilities	<ul style="list-style-type: none"> ■ Projected population levels for Metairie CBD should be used in combination with known recreation standards to determine park needs ■ Standards that encourage use of public arts and plazas as part of future development of major office and hotel complexes should be established ■ Coordination and identification of Parish facilities within the Metairie CBD and in areas adjacent to the Metairie CBD may help direct residents to existing facilities - thus helping to meet demands 	<p>Coordinated through:</p> <ul style="list-style-type: none"> Metairie CBD Task Force Jefferson Parish Department of Planning <p>Input from:</p> <ul style="list-style-type: none"> Jefferson Parish Department of Recreation Jefferson Parish Library Department Jefferson Parish Fire Department Jefferson Parish Sherriff's Office Jefferson Parish Department of Transit Administration

Notes:

(1) – Description lists should guide implementation of the identified action item. Implied through this is a significant amount of coordination, which could help address issues, which may surface before they disrupt the implementation process.

(2) – Action items identified in the Land Use and Transportation lists represent a chronological order based on current Parish ordinances or practices. Action items identified in the Other list represent elements, which might be addressed under existing ongoing programs.

Source: Burk-Kleinpeter, Inc., 2001.



Actors/ Agents identified as participants in the implementation process include:

- Jefferson Parish Council
- Jefferson Parish Council District 6 Office
- Jefferson Parish Department of Inspection and Code Enforcement
- Jefferson Parish Department of Parkways
- Jefferson Parish Department of Planning
- Jefferson Parish Department of Public Works
- Jefferson Parish Department of Streets
- Jefferson Parish Department of Traffic Engineering
- Jefferson Parish Department of Transit Administration
- Jefferson Parish Economic Development Corporation (JEDCO)
- Regional Planning Commission
- Jefferson Parish Planning Advisory Board
- Jefferson Parish Zoning Appeals Board
- Metairie CBD Task Force
- Community/Interested Citizens

Local Funding Issues

Equally important as identifying the action plan is the identification of potential funding mechanisms to implement the project. Although the purpose of this plan is not to provide an in-depth *pro forma* discussion of the merits of funding sources, it has been readily identified that one of the major barriers to plan implementation in the Metairie CBD area has been a lack of funding.

Currently available federal funds for road construction have been programmed as part of the regional transportation plan process. Jefferson Parish has also undertaken a significant investment in its infrastructure providing matching funds for improvements to the storm protection levee and canal system, transportation improvements, and a multi-year bond issue to construct voter-approved transportation improvements on both the East and Westbank.

Worth Exploring

Implementation will require some work to incorporate this plan into other efforts. Additional work is also required on final designs, plans, specifications, and ordinance updates. Items specifically identified through the plan's public and project steering committee meeting process that should be addressed and/or explored include:

- **Update on the Restoration Tax Abatement Program in the Metairie CBD** – *identification of project applications and use in the Metairie CBD since its inception*
- **Zoning Ordinance Revisions** – *using prescribed Jefferson Parish process – see action plan for more details*
- **Capital Funds Identification and Programming** – *coordinate funding for projects using combination of federal, state, local funds – see action plan for more details*
- **Economic Development Strategy** – *incorporating existing land use data and proposed property database in development*
- **Parking Management Issues/Policy** – *incorporating information collected on off-street parking spaces, areas of documented concern, and review of zoning requirements for parking*
- **Community Facilities Plan** – *projected demand and potential locations for new facilities to meet projected demands*
- **Urban Design Plan** – *establish area-wide planting themes, address remaining utilities and coordination issues, and identify final material needs and costs.*
- **Water, Sewer, Drainage Plan** – *determine the need for new facilities, needed improvements and upgrades, and standards for such things as on-site accommodation for stormwater runoff as a part of future development*



Many of the problems identified by the community and issues related to public works-type projects considered for implementation in the transportation plan will require a source of local revenue. This source could act as match for federal funds, or as the sole source of improvement funding.

In an effort to open a dialogue on this issue, as identified in the action plan, several public funding options have been identified in Table 20, along with a brief description of their potential advantages and disadvantages.

Of particular note, is the concept of Tax Increment Financing (TIF). This funding mechanism has all of the advantages of a tax increase, but does not increase either tax rates or resulting aggregate taxes. TIF establishes a tax revenue baseline, above which all tax revenues (sales or property) would be

allocated to a fund that can be used to service bonds or other for funding public improvements. Implementing this type of financing option requires the identification of a district area inside of which tax revenue will be collected, and spent, presumably, addressing improvements and maintenance.

At the end of a period of time or after accomplishing a particular goal, the TIF baseline and district could be dissolved. Because of its advantages and flexibility, TIF provides an excellent funding vehicle for creating a revenue source to aid in implementation.

Table 19 - Potential Local Funding Mechanisms

Metairie CBD Project Area

Method	Advantages	Disadvantages
Property Tax Increase	Small tax increase could provide large revenue increase.	Potentially difficult to pass; would tax persons in Jefferson who may not directly benefit.
Sales Tax Increase	Taxes those who use the Metairie CBD more than those who only live in the CBD.	Potentially difficult to pass; increased taxes may deter commerce.
Overlay Taxing District	Pointed and discrete to those who are affected by increase.	Increased taxes may have the potential to deter commerce.
Tax Increment Financing	Does not increase tax rates or taxes so should not deter commerce or unduly tax others; pointed and discrete to those who are affected by increase; can be customized to a certain area or businesses; can have a lifetime or sunset.	Portion of taxes that are captured depends upon other tax allocation obligations of the authority, potentially resulting in a much lower captured revenues.
Impact Fees for New Development	Fees directly associated with adverse effects of development.	May deter development; cannot easily be related to improvements.
Paid Parking Revenues	Taxes those who use the Metairie CBD.	Does not tax all those who use the Metairie CBD; net revenues would be relatively insignificant.

Source: URS Corporation, 2001.



Beyond the creation of a local funding source for the development of capital improvements are those existing funding sources available to aid existing and new business opportunities in the area. Currently, portions of the Metairie CBD area are included within an existing economic development district that uses Restoration Tax Abatement Creditsⁱ to encourage renovation of existing facilities.

This district and tax designation allows owners of commercial properties within the district to make improvements to buildings while at the same time enjoying a five-year freeze on property tax assessments on the structure set prior to the renovation. The program applies to commercial buildings, apartment complexes and historical properties. The district definition for this program in the Metairie CBD covers the same general area as the Land Use and Transportation Plan: Tolmas Drive (east), West Napoleon Avenue (south), Division Street (west), and Lake Pontchartrain (north).

Implementation Priorities

The process to complete implementation will likely take far more time that has been expended developing the Metairie CBD Land Use and Transportation Plan, and will require the input and action of many groups. Considering the size of this effort, the Project Steering Committee was asked to consider and provide their views on those items out of the action plan that should be considered for immediate action. These items were discussed and reviewed with the community at the last meeting, resulting in the following list:

1. **Establish Metairie CBD Task Force** – to build on the momentum established by the Metairie CBD Land Use and Transportation Plan process, as well as, the commitment made by Jefferson Parish to work toward the betterment of the Metairie CBD area, it was suggested that a committee of business leaders and interested citizens be appointed by the Parish to continue working to this end.ⁱⁱ
2. **Identify Funding Mechanism(s)** – to provide a definitive strategy and outline for creating a local funding source(s) to aid in plan implementation, funding capital improvements and addressing other related items (maintenance) for the Metairie CBD area. This would include developing the definition of the potential taxing district area, assessing the impacts on revenue collection, outlining collection process and procedures, “packaging” or marketing the concept, and seeking appropriate approvals (voters).
3. **Capital Improvements** – to identify a limited number of small capital improvements that can be implemented immediately with existing resources, and to establish priorities for implementation following the identification of a local funding mechanism. This will need to address coordination and timing issues related to multiple improvements (streetscape, drainage, utilities placement) within individual corridors and areas.
4. **Zoning Changes** – to implement zoning changes required to incorporate the land use guidance in the Metairie CBD Land Use and Transportation Plan, including all required research, reporting, community input, proposed map and text changes, hearings and approvals.



ⁱ As referenced in an article within the Times-Picayune, *Tax break may boost Fat City*, March 19, 1989. Program is identified on the website of JEDCO.

ⁱⁱ It should be noted that at the start of this project, a commitment was made to appoint such a committee by the Parish, with the College of Urban and Public Affairs, University of New Orleans providing limited staff support for this endeavor.

