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Transit-Oriented Development and Ports:

National Analysis across the United States and a Case Study of New Orleans

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FINAL RESEARCH REPORT

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DISCLAIMER

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Required MarTREC Final Research Report Content and Format

1. Project Description
2. Methodological Approach
3. Results/Findings
4. Impacts/Benefits of Implementation (actual, not anticipated)
5. Recommendations and Conclusions

1. Project Description

This study is grounded on the premise that there is one transportation system with many components. Public debates often pit one mode against another mode, such as: automobiles vs. transit, buses vs. trains, walking vs. driving, and freight vs. passenger. However, the reality is that while some people may predominately use one mode, the public should be concerned with all modes that serve communities.

The U.S. Department of Transportation is a multimodal agency but the massive nature of the organization has resulted in a structure where various administrations, based on modes, typically focus on their own domain. Local government and metropolitan planning organizations (MPOs) often have a multimodal approach when it comes to passenger transportation, but freight and passenger interest groups and stakeholders rarely collaborate on unified transportation plans that span both. For example, in South Florida, the airports, ports and transit agencies are all located in close physical proximity, but a tourist arriving at one of the three international airports is not able to easily connect to one of the three major cruise ports utilizing regional transit. The same is true in many other port cities, including New Orleans, which is a focus of this study.

The aim of this study is to examine the extent that freight and passenger transportation planning overlap within the context of transit-oriented developments (TODs) near ports. This study also includes a case study of New Orleans. The following research questions explore the geographic connections between fixed-route transit stations, TODs, and their proximity to major ports across the United States. The study applied a TOD-typology, developed and applied in other studies (Renne, Tolford, Hamidi, & Ewing, 2016) to examine the transportation, population and economic characteristics of station areas near ports.

Research Questions:

RQ1. How many fixed-transit stations, including TODs, in the United States are located within close proximity to port facilities?

RQ2. What are the jobs and transportation characteristics of fixed-transit station areas by TOD-typology in the last-mile of ports?

RQ3. What lessons can be drawn from the coordination, or lack thereof, between passenger and freight interest groups seeking to promote TOD in neighborhoods in close proximity to the Port of New Orleans?

This report summarizes the results of a quantitative analysis on fixed-transit station areas, by TOD-typology, within close proximity of major port facilities across the United States. This study examines the population, jobs, transportation, housing and built environment characteristics of fixed-transit station areas by TOD-typology near major ports, including coastal and major river port facilities. The National TOD Database was combined with the National Transportation Atlas Database, coastline data from the Census and data on major rivers from ArcGIS. The GIS analysis was isolated to all fixed-route transit stations located within a half-mile, 1-mile and 3-miles of coastlines, major rivers and ports.

The study also presents a case study of New Orleans, where the revitalization of historic neighborhoods, including the construction of new streetcar lines, bicycle infrastructure and improved pedestrian facilities along with an influx of new residents has created tensions between neighborhoods and freight operators. Communities have been fighting for passenger-transport safety and community livability through a variety of requests that were viewed as potentially restricting freight operations within close proximity of the Port of New Orleans. Freight interests maintained their large employment base with job growth as well as their longstanding presence in the community as vital to the local economy.

In the course of this research, the following factors became apparent as indicators of need for success: a transparent planning process and infrastructure investment and coordination across community groups, government agencies, and industry representing both passenger and freight modes.

2. Methodological Approach

A. Introduction

In port cities across the country, thriving neighborhoods surround some ports, but less economically successful areas are found around others. When transit-oriented development solutions are presented to improve struggling communities, some of the proposals fail based on fear or misaligned goals and objectives. The research asks, within the planning process, is there a better way to keep stakeholders aligned with each other's goals in the areas of freight, passenger, and real estate development? Can agencies better collaborate and members of the community be part of that process? Can more transparency on analysis and implementation result in better outcomes? Would better solutions emerge from more open conversation among stakeholders?

The quantitative study helps understand the typologies of ports and development around them. Two categories were identified for purposes of analysis:

1. Ports with lots of warehouses and few people, housing and jobs
2. Ports with highly intensive development in close proximity, including housing, employment and entertainment districts

The City of New Orleans was identified as a port city in transition from category 1 to category 2, and therefore a useful case study. A series of stakeholder interviews in the city showed that significant investment in infrastructure is required to progress from category 1 to category 2.

B. Background

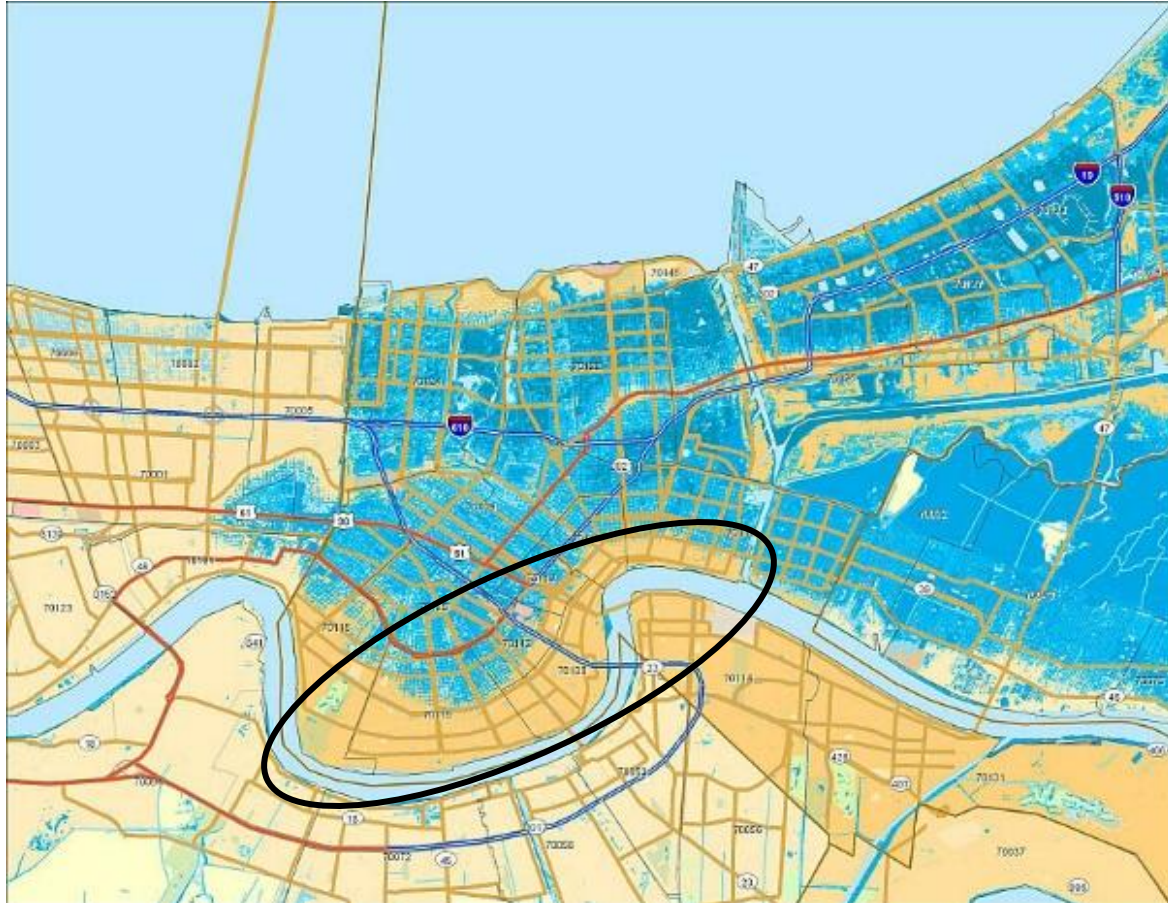
Port cities across the globe have seen a dramatic increase in freight and terminal operations due to increasing globalization (Read, 2004; Hesse & Rodrigue, 2004). At the same time, neighborhoods around ports have been revitalized into trendy waterfront districts with large-scale reinvestments in residential, employment, tourist, retail and entertainment uses, as illustrated in Conery West in London, Docklands in Melbourne, Baltimore's Inner Harbor, Sydney's Darling Harbor, New Orleans and many other port cities (Butler, 2007; Hall, 1998; Levine, 1987; Campanella, R & APA Planners Press, 2010; Shaw, 2013).

In 2005, Hurricane Katrina devastated New Orleans in what was the costliest disaster in United States history. As New Orleans recovered the city experienced an influx of new residents, including baby boomers, millennials, the creative class, and social and economic entrepreneurs, particularly in neighborhoods on high-ground next to the river. As shown in Figure 1, the "sliver by the river" was the unflooded high ground along the Mississippi River, consisting of historic neighborhoods that were ripe for redevelopment and became the destination for many new residents and business establishments that cater to locals and tourists.

The sliver by the river also includes the majority of the Port of New Orleans terminal operations. Neighborhoods including Uptown, Central Business District/Warehouse District, French Quarter, Marigny, and Bywater include major freight terminals. Moreover, this close proximity is in the last mile of freight operations yet also experiencing major reinvestment and gentrification, characterized by rapidly

increasing property values, new housing, hotels, employment, restaurants, bars, music clubs, retail establishments, and many residential conversions for short-term rentals including Airbnb.

Figure 1: Sliver by the River – Location of both the Port of New Orleans and Unflooded Historic Neighborhoods Experiencing Major Reinvestment



Source: US Geological Survey and Katrina Survey Team, Department of Sociology, Louisiana State University, Accessible at: <https://www.lsu.edu/faculty/fweil/KatrinaMaps/index.htm>

Community groups and advocates of transit and bicycling have experienced opposition for projects from the freight industry in New Orleans, which has been concerned about increasing congestion in close proximity of the Port. Recent examples are illustrated by the opposition of the removal of the Claiborne Expressway, the expansion of streetcar service on St. Claude, and a lane reallocation plan on Convention Center Blvd. First, the Treme was the subject of a controversial federally funded study to remove a section of Interstate-10 (I-10) known as the Claiborne Expressway in order to promote livability and economic reinvestment. The Port came out strongly against the removal of I-10 due to concerns related to truck access to the Port. Second, an effort to expand streetcar service down St. Claude in the Bywater has languished due to freight rail tracks that cross perpendicular at Press Street. Third, expansion plans by the New Orleans Convention Center, which included a road diet on Convention Center Blvd. to reduce automobile traffic from four lanes to two lanes to accommodate more space for bicyclists and pedestrians

was met initially by opposition from the Port. Many of these issues came to a head in 2014 after a high profile bicycle fatality in the Marigny neighborhood by an 18-wheeler led to a state representative proposing a bill to ban all freight truck traffic.

With respect to New Orleans, this study sought to examine if better planning and coordination were at the root of conflicts. As discussed below, a number of interviews were conducted with stakeholders representing freight and passenger transportation interests to better understand the issues and possible solutions. The case study of New Orleans is embedded in a national study of data on ports and TODs, which is also summarized below. The data seeks to provide a national scope of the intersection between ports and TODs and the case study seeks to illustrate the intricacies of planning to coordinate TOD in close proximity to ports.

C. Literature Review

This literature review examines the concept of the “last mile” as it pertains to both freight and passenger transportation. The following sections highlight the effects on cities and people of freight transportation, mode choice and last mile implications of passenger transportation, and last mile conflicts near port facilities.

The last mile concept originated in telecommunications but was quickly adopted by the transportation sector to describe the inefficiencies associated with the last leg of a supply chain, particularly deliveries in urban areas (Punakivi, Hannu, & Jan, 2001). The last mile can also distinctly apply to the movement of people, typically transit riders connecting to their final destinations (Chapman, 2007; Gilbert, 2014). Unfortunately, the literature is largely limited to examinations of freight logistics and explorations of transportation alternatives for people, ignoring the vast interrelations between freight and people (Gevaers, Van de Voorde, & Vanelslander, 2011; Patier, 2006). Furthermore, the last mile has typically been an issue in central business districts (CBDs) of cities, but the increasing revitalization in areas surrounding ports is also becoming a topic of interest.

1) Freight Transportation: Effects on Cities and People

The last mile has less to do with distance and is rather a term to designate the last leg of a journey, whether that be to a business, residence, or any number of final destinations (Gibson, 2016; Piyushimita (Vonu), Moyin, Yaye, & Nebiyou, 2016). The last mile can be 10 miles or a few blocks. While freight may travel great distances via rail or waterways, the last mile of freight’s journey is typically taken by trucks or vans.

There are four basic types of freight routes in terms of automotive traffic, including intercity truck corridors, urban truck corridors, intermodal connectors, and truck access routes (Cambridge Systematics, 2005). Intercity corridors are rural, transregional highways while urban corridors include interstate highways and major state or city arterials. Intermodal connectors are described as the last mile links to ports, businesses, and residences. At the finest level of freight transportation, there are truck access routes, which are lanes designated to industry, distribution, and warehousing (Macharis & Melo, 2011).

Urban freight movement is fraught with its own issues surrounding logistics and routing. Much has been written about solving this from a business standpoint, but the literature on the topic rarely considers cities or the issues that freight in the last mile creates for people (Savelsbergh & Van Woensel, 2016). In addition to a general passenger-freight conflict, there are many externalities, including congestion, air pollution, noise, traffic accidents, deterioration of pavement from large freight vehicles, and growing demand for increased road capacity (Fatnassi, Jouhaina, & Walid, 2015; Gianessi, 2014).

One-third of urban truck traffic consists of deliveries (Yannis, Golias, & Antoniou, 2006). Businesses often receive several shipments per day from vendors. In most situations, deliveries are forced to be made during business hours and peak traffic times, adding to congestion (Weisbrod & Fitzroy, 2008). On the other hand, deliveries to residents experience something of the opposite effect, where many deliveries fail when the receiver is not home during working hours, not to mention the inefficiencies due to the small size of most home deliveries and the fact that the destinations are spread out (Dablanc, Giuliano, Holliday, & O'Brien, 2013). All of these seemingly minor complications quickly compound to create the larger issues that exacerbate traffic conditions.

2) Passenger Transportation: Mode Choice in the Last Mile

For transit users, the last mile problem is often an obstacle of the “first mile” as much as the last. Sometimes, a transit rider needs linkage in the last mile of their trip to connect to a final destination in the city, but just as often, the issue is needing to reach their initial transit station or stop from home in the first segment of their trip. Issues stem from poor transit connectivity at and near rail stations with connecting bus services and unpleasant urban environments for pedestrians and bicyclists (Flamm & Rivasplata, 2014a; Hengky, 2012). The Los Angeles County Metro Transit Authority created a first mile/last mile plan, looking at several transportation alternatives, including “casual” carpool, taxis, car-sharing, short-term car rental, folding bikes on transit, and bike share (Los Angeles County Metropolitan Transportation Authority, 2013).

Ridesharing is touted by popular services such as Lyft and Uber as a solution to the first/last mile problem for transit users. However, while a number of publications examine the concept in theory, including the potential for autonomous shared vehicles, a gap remains in the scholarly literature examining outcomes, which is likely due to the confidentiality of the proprietary data (Cohen & Kietzmann, 2014; Ohnemus & Pearl, 2016). Uber and Lyft are now beginning to partner with transit agencies. In Boston, for example, these companies are contracting with the transit agency to deliver paratransit services (Lazo, 2016). One study compared automated shared taxis with convention bus transit in Ann Arbor, Michigan and found shared-ride automated vehicles could provide a higher level of service with lower carbon emission provided users share vehicles (Merlin, 2017). Thus, ridesharing has the potential to replace some amount of transit services, especially in weak transit markets because it essentially solves the first/last mile problems and provides a greater degree of non-automobile accessibility. However, transit is likely to continue to thrive in the future along corridors where trains or buses can provide more efficient services, due to capacity and/or right-of-way advantages over vehicles.

With regard to bicycle connectivity, a study found that factors which determine mode choice for homebound trips from transit stations include demographics such as age, gender, vehicle availability, and household income. Other factors such as distance (between station and home), number of bus services (to home destination), and number of cyclists along links (for those traveling the last mile by bike, in particular) also proved to be significant variables (Meng, Koh, & Wong, 2015).

Throughout a review of the literature, bicycle accessibility continually proved to be one a popular strategy to address the first/last mile problem. One study explored the perceptions held by cycle-transit users (CTUs) and found that trip distance, time, darkness, and weather had the greatest effects on the choice to use a bicycle as their last mile link (Majumdar & Sudeshna, 2013; Flamm & Rivasplata, 2014a). Though seen as an effective solution in some cities and situations, most CTUs were white males afforded the choice of mode, instead of being a cycle-transit user out of necessity. However, policy changes such as increased bicycle storage on transit vehicles, more cycling infrastructure, particularly in lower-income neighborhoods, are making bicycling easier and more convenient to the general public. Such strategies could bolster the number of CTUs (Flamm & Rivasplata, 2014b)

Another topic relates to crime, or the perception thereof, and how it may affect people's mode choice in the first/last mile. One study first sought to understand the importance of the connection between crime and mode choice and where best to place police resources. The overarching goal though was to tie those resources to sustainability and health as they relate to active and healthy transportation choices. Crime around transit stations had the strongest association and effect on mode choice while crime along the route and around the individuals' home were of lesser importance (Appleyard, 2015).

3) Last Mile Conflicts between Passenger and Freight near Port Facilities

A review of the literature indicates that research examining the issues between passenger and freight conflicts in the last mile are limited. However, local news outlets appear to cover this topic more regularly. In February 2015, *The Jersey Journal* published the article, "Jersey City neighborhood group opposing Port Authority freight movement plan," with several quotes from concerned citizens, including the president of the neighborhood association saying, "This will have a negative impact on Greenville by creating more noise and pollution" (Speiser, 2015).

An article from Boston touches on traffic congestion issues impacting freight movements (Lemoult, 2015). With a major shipping company pulling out of the Port of Portland, Oregon, the city expects a large increase in truck traffic in lieu of the 80% of shipping previously done by boat (Eiten, 2015). A June 2015 report on the proposed Trans-Pacific Partnership stresses the increasing importance of ports and intermodal freight. The report notes that "trucks serve as a backbone for the nation's entire freight network, moving more than two-thirds of the volume of all U.S. goods annually," and acknowledges the adverse effects that can have on communities (Laursen, 2015). Finally, in 2015, an article from Charleston, South Carolina's *The Post and Courier* talks about the heated situation involving opponents to a cruise terminal at Union Pier (Wren, 2015).

D. Methods

To address the first two research questions, this study examined the intersection of fixed-transit station areas within varying distances at a half-mile, 1-mile and 3-miles to major port facilities across the United States. As utilized in Renne et al., 2016, stations were categorized into a typology of transit-oriented developments (TODs), hybrids and transit-adjacent developments (TADs) based on walkability and density. Station areas with a Walk Score of 70 or greater and a gross housing density of greater than 8 units per acre are identified as TODs. Station areas that met one of these criteria but not the other were categorized as hybrids and station areas that did not meet either criteria were classified as TADs. The National TOD Database identifies 4,399 stations, of which 1,443 (32.8%) classified as TODs, 1,180 (26.8%) as hybrids and 1,776 (40.4%) as TADs based on these criteria.

Data on all fixed-transit stations across the United States was obtained from the National TOD Database, which was funded by the U.S. Department of Housing and Urban Development (HUD) and was a project of the Center for Transit Oriented Development in collaboration with the Center for Neighborhood Technology, Reconnecting America and Strategic Economics. (<http://toddata.cnt.org/>) Data on major ports was obtained from the National Transportation Atlas Database, see:

(http://www.rita.dot.gov/bts/sites/rita.dot.gov/bts/files/publications/national_transportation_atlas_database/2013/points.html)

A half-mile, 1-mile and 3-mile buffer was created around all major ports to determine which station areas intersected.

The third research question was the basis for a series of interviews conducted with transportation stakeholders representing both the freight and passenger transportation industry. Semi-structured interviews were conducted in late 2015 with individuals representing the following organizations:

- Mayor's Office Representative, City of New Orleans
- Port of New Orleans
- Retired Port of New Orleans Staff Member
- Metropolitan Planning Organization Staff Representatives #1 and #2
- Former Port of New Orleans Board Representative
- Former City Councilmember
- Bike Easy
- Ride New Orleans
- Bicycle Advocate
- Local Transportation Expert

Each interview lasted approximately 45- 60 minutes. Extensive notes were taken at each interview along with an audio recording, with the consent of each interviewee. The audio transcripts were then transcribed by Rev.com and the interviews were analyzed for themes, which are presented below. Full transcripts of each interview are included in Appendix B.

3. Results/Findings

A. National Quantitative Analysis of the Intersection of Station Areas with Ports

This section addresses the first two research questions, which are:

RQ1. How many fixed-transit stations, including TODs, in the United States are located within close proximity to port facilities?

RQ2. What are the jobs and transportation characteristics of fixed-transit station areas by TOD-typology in the last-mile of ports?

1) Intersection of Stations Areas with Ports by Typology and Region and Distance

To answer the first research question (How many fixed-transit stations, including TODs, in the United States are located in close proximity to major port facilities?) Tables 1 – 3 summarize the results of the number of stations near major ports across the United States, by typology. Table 1 shows that 27 stations across nine regions, including Boston, Chicago, Jacksonville, Miami, Nashville, New York, Pittsburgh, Portland and San Francisco are located within a half-mile of a major port. Of these, one station is a ferry passenger terminal. When expanding the analysis to 1-mile, as shown in Table 2, 164 stations, ten of which are passenger ferry terminals, are included across 15 regions. In addition to the regions above, Buffalo, Cleveland, Norfolk, Philadelphia, San Diego, and Seattle are included. Table 3 reports that 910 station areas, which is 20% of all fixed-route transit stations in the United States are located within 3-miles of ports. Of these 25 are ferry passenger stations. The 910 stations are located in 20 regions, including those above as well as Kansas City, Los Angeles, Memphis, New Orleans, and St. Louis.

When examining which stations are located near ports by station typology, 15 TODs are found within a half-mile of ports, 117 are within 1-mile and 526 are within 3-miles. There are 8, 31, and 217 hybrid stations within a half-mile, 1-mile and 3-miles of a port and 4, 16 and 167 TADs within a half-mile, 1-mile and 3 miles of a port, respectively. There does not appear to be any relationship between TOD-typology and port volume.

When looking closer at stations within 3-miles of a port (see Table 3) Philadelphia and San Francisco have the most with 140 and 126, respectively, followed by Boston with 71 stations. Chicago, Miami, New York, and Portland each have 25 or more TODs within 3-miles of a port. Often conflicts occur in close proximity when local planners and developers are seeking to increase residential density around fixed-route transit stations near port facilities. Therefore, it might be more important from a planning perspective to look at

hybrids and TADs since these stations have more potential of becoming denser in the future. Again, there does not appear to be any relationship between such stations with development potential and port tonnage or container volume. All ports, busy or not, have significant future TOD potential within close proximity of ports that could impact freight operations if not properly planned.

Table 1: Stations within Half Mile of Major Ports by Region and Station Typology

Region (Port Rankings)		Number of Stations (Ferry stations are in parentheses)			Total Number of Stations
		TADs	Hybrids	TODs	
	Boston (#39 for tonnage; #21 for TEUs)	0	2 (1)	4	6 (1)
	Chicago (#37 for tonnage)	0	0	5	5
	Jacksonville (#38 for tonnage; #17 for TEUs)	1	2	0	3
	Miami (#11 for TEUs)	0	2	1	3
	Nashville	0	1	0	1
	New York (#3 for tonnage; #2 for TEUs)	1	0	0	1
	Pittsburgh (#23 for tonnage)	2	0	0	2
	Portland (#28 for tonnage; #22 for TEUs)	0	1	0	1
	San Francisco/Oakland (#34 for tonnage; #7 for TEUs)	0	0	5	5
Total Number of Stations		4	8 (1)	15	27 (1)

Note: Port rankings for tonnage by the Bureau of Transportation Statistics, 2014, available at:

https://www.rita.dot.gov/bts/sites/rita.dot.gov.bts/files/publications/national_transportation_statistics/html/table_01_57.html

Port ranking for containers (TEUs) published by (Brunson, 2012).

Table 2: Stations within 1-Mile of Major Ports by Region and Station Typology

Region	Number of Stations (Ferry stations are in parentheses)			Total Number of Stations
	TADs	Hybrids	TODs	
Boston (#39 for tonnage; #21 for TEUs)	4	4 (1)	25 (2)	33 (3)
Buffalo	1 (1)	3	1 (1)	5 (2)
Chicago(#37 for tonnage)	0	0	28	28
Cleveland (#46 for tonnage)	2	0	1	3
Jacksonville (#38 for tonnage; #17 for TEUs)	2	6	0	8
Miami (#11 for TEUs)	0	6	17	23
Nashville	0	1	0	1
New York (#3 for tonnage; #2 for TEUs)	1	0	0	1
Norfolk (#14 for tonnage; #6 for TEUs)	1	2	0	3
Philadelphia (#35 for tonnage; #14 for TEUs)	1	3	0	4
Pittsburgh (#23 for tonnage)	2	3	0	5
Portland (#28 for tonnage; #22 for TEUs)	1	1	0	2
San Diego (#26 for TEUs)	0	1 (1)	6 (1)	7 (2)
San Francisco/Oakland (#34 for tonnage; #7 for TEUs)	0	1	39 (2)	40 (2)
Seattle (#31 for tonnage; #5 for TEUs)	1 (1)	0	0	1 (1)
Total Number of Stations	16 (2)	31 (2)	117 (6)	164 (10)

Note: Port rankings for tonnage by the Bureau of Transportation Statistics, 2014, available at:

https://www.rita.dot.gov/bts/sites/rita.dot.gov.bts/files/publications/national_transportation_statistics/html/table_01_57.html

Port ranking for containers (TEUs) published by (Brunson, 2012).

Table 3: Stations within 3-Mile of Major Ports by Region and Station Typology

Region	Number of Stations (Ferry stations are in parentheses)			Total Number of Stations
	TADs	Hybrids	TODs	
Boston (#39 for tonnage; #21 for TEUs)	19 (2)	7 (1)	71 (3)	97 (6)
Buffalo	2 (1)	10	1 (1)	13 (2)
Chicago (#37 for tonnage)	3	5	47	55
Cleveland (#46 for tonnage)	17	19	3	39
Jacksonville (#38 for tonnage; #17 for TEUs)	2	6	0	8
Kansas City	1	17	0	18
Los Angeles (#10 for tonnage; #1 for TEUs)	0	0	5	5
Memphis (#41 for tonnage)	1	14	0	15
Miami (#11 for TEUs)	5	7	25	37
Nashville	0	1	0	1
New Orleans (#7 for tonnage; #20 for TEUs)	6	39	11	56
New York (#3 for tonnage; #2 for TEUs)	3	6	34	43
Norfolk (#14 for tonnage; #6 for TEUs)	6 (1)	12 (2)	7 (3)	25 (6)
Philadelphia (#35 for tonnage; #14 for TEUs)	58	41	140	239
Pittsburgh (#23 for tonnage)	21	8	0	29
Portland (#28 for tonnage; #22 for TEUs)	6	10	27	43
San Diego (#26 for TEUs)	5	1 (1)	14 (2)	20 (3)
San Francisco/Oakland (#34 for tonnage; #7 for TEUs)	5 (1)	5 (1)	126 (2)	136 (4)
Seattle (#31 for tonnage; #5 for TEUs)	3 (1)	3	14 (1)	20 (2)
St Louis (#17 for tonnage)	4 (1)	6	1 (1)	11 (2)
Total Number of Stations	167 (7)	217 (5)	526 (13)	910 (25)

Note: Port rankings for tonnage by the Bureau of Transportation Statistics, 2014, available at:

https://www.rita.dot.gov/bts/sites/rita.dot.gov.bts/files/publications/national_transportation_statistics/html/table_01_57.html

Port ranking for containers (TEUs) published by (Brunson, 2012).

2) Ferry stations near major ports by region and station typology

Tables 1-3 also report the number of fixed-route transit stations that are ferry stations. Boston has the only passenger ferry terminal that is located in within a half-mile of a major port. This station is categorized as a hybrid. When expanding the analysis to 1-mile (see Table 2), Boston has three ferry stations, Buffalo, San Diego and San Francisco each have two and Seattle has one. Two each are classified as TADs and hybrids and six are classified as TODs. Across the nation, 25 ferry stations are located within 3-miles of a major port (see Table 3). Of these, six each are in Boston and Norfolk, four in San Francisco, three in San Diego, and two each in Buffalo, Seattle and St. Louis. Seven ferry stations are located classified as TADs, five as hybrids, and thirteen as TODs.

3) Station-area Characteristics by Typology

The second research question (What are the jobs and transportation characteristics of fixed-transit station areas by TOD-typology in the last-mile of ports?) is addressed by Tables 4 – 7.

Table 4: Jobs within Stations a Half-Mile of Major Ports by Station Typology

Station Typology	Jobs² Density (jobs per acre)	Percent² Professional Jobs²	Percent Service Jobs²	Percent Other Jobs²
TODs (15 stations)	189.0	58.9	35.8	5.3
Hybrids (8 stations)	62.2	43.4	42.2	14.5
TADs (4 stations)	10.8	51.8	39.6	8.6
All Station Typologies (27 stations)	125.0	53.2	38.3	8.5

Notes: 1. Population and household data from 2010 Census; 2. Jobs sata from 2009 LED data

Table 5: Jobs within Stations 1-Mile of Major Ports by Station Typology

Station Typology	Jobs² Density (jobs per acre)	Percent² Professional Jobs²	Percent Service Jobs²	Percent Other Jobs²
TODs (117 stations)	185.6	56.1	37.4	6.6
Hybrids (31 stations)	65.3	38.6	47.2	14.3
TADs (16 stations)	7.7	48.3	40.5	11.2
All Station Typologies (164 stations)	145.5	52.0	39.5	8.5

Notes: 1. Population and household data from 2010 Census; 2. Jobs sata from 2009 LED data

Table 6: Jobs within Stations 3-Mile of Major Ports by Station Typology

Station Typology	Jobs² Density (jobs per acre)	Percent² Professional Jobs²	Percent Service Jobs²	Percent Other Jobs²
TODs (526 stations)	98.7	48.4	41.2	10.4
Hybrids (217 stations)	49.2	43.9	41.8	14.3
TADs (167 stations)	5.4	34.4	47.0	18.5
All Station Typologies (910 stations)	69.8	44.7	42.4	12.8

Notes: 1. Population Data from 2010 Census; 2. Jobs Data from 2009 LED data

Table 4 reports job density and job distribution within stations a half-mile of ports by station typology. Job density across all stations was more than six times the population density with 125 jobs per acre compared to 19 people per acre (not shown on table). Perhaps not surprising, TODs had a high jobs density, however what was somewhat unexpected was the level of density at 189 jobs per acre. Jobs density falls precipitously in hybrids and TADs with 62.2 and 10.8 jobs per acre, respectively. This implies that dense housing and jobs are able to co-exist in TOD locations in very close proximity to major ports. Hybrids and TADs that could develop into TODs could do so without the trade-off of residents for jobs. However, the nature of these jobs are likely to be office jobs, as ports do not have as high of a density of jobs as many labor functions have been automated over the past several decades.

Job distribution data near major ports indicates that while professional jobs can be densely located, likely in office towers, service or other jobs near ports might require more space. Within a half-mile of all stations 53.2 percent of jobs were categorized as professional, 38.3 percent were service jobs and 8.5 percent were categorized as other. The data does not show any patterns with regards to the types of jobs by station typology. TADs have the lowest population and jobs density but a similar distribution of employment as TODs. Hybrids, which are middle density in terms of people and jobs have the lowest share of professional jobs and highest share of service jobs. This could imply that TADs are truly underutilized from the perspective of maximizing the economic opportunity of highest and best land use potential. It would be useful to examine data on the share of buildings devoted to warehousing but unfortunately the dataset does not contain information on buildings. Future studies could link the national database to local data and examine the amount of building space in station areas near major ports to examine if TADs contain more warehousing. Tables 5 and 6 report similar patterns when looking at population and jobs within one and three miles of stations.

Table 7: Transportation and Housing Characteristics within Stations 1-Mile of Major Ports by Station Typology

Station Typology	Average Vehicle Ownership	Transit Commuting Mode Share (%)	Walk and Bike Commuting Mode Share (%)
TODs (117 stations)	0.67	20.4	35.1
Hybrids (31 stations)	0.77	14.8	20.0
TADs (16 stations)	1.01	16.6	15.7
All Station Typologies (164 stations)	0.72	19.0	30.3

Table 7 reports the average vehicle ownership, transit, walk and bike commute mode shares. Vehicle ownership was 33% lower in TOD station areas compared to TADs. The share of transit commuting was approximately 20% higher in TODs than TADs and walking and biking was more than double.

4) Summary of Findings

This section of the report sought to address two research questions that examine the connections between fixed-route transit stations, including TADs, hybrids, and TODs across the United States in close proximity to major port facilities. As much as 21 percent (910 of 4,399) of all fixed-route transit stations intersect within 3-miles of a major port.

The study found that high levels of population and housing density occur simultaneously with high levels of jobs density in station areas classified as TODs. These locations have significantly lower levels of car ownership, and higher transit and walk commuting.

Hybrids and TADs each have lower population/housing and job densities along with higher levels of car ownership, and lower transit and walk commuting as compared to TODs. This could indicate that TODs and major ports can co-exist successfully, if the goal is to stimulate higher jobs density near major ports.

The study has a number of limitations that could be addressed in future research. First, not all major ports function the same. This study included data on port volume by tonnage and containers but more data on port functions, roadway access, and intermodal shipping options could guide traffic planning at each port. Also, cruise terminals function differently than container and/or break bulk cargo ports. A study of how TOD and cruise terminals complement each other would be useful. Local traffic congestion is an issue and the movement of freight is often inhibited by residents and employees. However, more households, jobs and tourists can result in increased attention and funding to build more advanced infrastructure solutions to address congestion problems. More research is needed on best practices related to integrated passenger and freight transportation solutions in congested cities near major ports.

B. Qualitative Analysis of Interviews with Transportation Stakeholders Representing Both the Freight and Passenger Transportation Industry in New Orleans

This section addresses the third research question, which is: RQ3. What lessons can be drawn from the coordination, or lack thereof, between passenger and freight interest groups seeking to promote TOD in neighborhoods in close proximity to the Port of New Orleans?

As noted above, semi-structured interviews were conducted in New Orleans with transportation stakeholders representing freight and passenger modes. The methodology is describe above and Appendix B provides the full transcripts for each interview. Names were omitted to protect the individuals that participated in the interview, even though confidentiality was not promised to interviewees.

1) Thematic Analysis of Interviews

Four themes emerged across the interviews, including: 1. Identity and culture, 2. Lack of coordination and open public engagement in passenger and freight planning, 3. Sustainability and livability, and 4. Establishing higher level leadership and inter-coordination. Next, each theme is summarized with examples of quotes that characterize the theme.

Theme One: Identity and culture

The first theme expresses what many stakeholders identified as the identity and culture of the Port of New Orleans, which is rooted in a self-sustaining survival instinct that has informed a political agenda to promote the Port's interests. The Port has a positive reputation as an economic generator for New Orleans but the pedestrian, bicycle and transit advocacy interviewees expressed a view the Port was less willing to listen and address passenger transportation safety in surrounding neighborhoods that were impacted by freight traffic.

Former City Council Member: "...We all understand the importance of the port and that's why New Orleans is where we are, and we understand the value that that has to our region and our city, but also just better jobs like in the hospitality industry when you look at what they bring to the table. I don't think anybody wants to hinder that kind of economic growth and activity."

Port of New Orleans: "...in essence what's happened is port authority has been forced to become real estate companies and it's who's got the real estate, best location, seated for cargo transfer those kind of things. Really I think ports are real estate companies."

Port of New Orleans: "...the conflict is we have a mission and that mission is to have a positive impact, economic development. We're motivated by economic development, jobs, business revenue, but yet not

create a negative lifestyle for the people who just happen to live around the facility. So for us to carry out our mission we're trying to do quite a balancing act."

Bicycle Advocate: "...[T]he fact that you are putting forth proposed safeguards doesn't automatically, shouldn't automatically catalog you as anti-progress, anti-growth, anti-trade. I think I get the defense, I get the arsenal. I understand that if you're opposing a bill, if the status quo works for you, 100 percent, you really don't want to change that."

Bike Easy: "It's like two of the New Orleans economic powerhouses coming head to head, and how they see the city going, right? 'Cause you got [the New Orleans Convention & Visitors Bureau] want to have this like "Cool, we want to showcase our city. We want people walking or biking. We want to have this park area," and then the other economic powerhouse of the port saying "Hey that's going to impede our ability..." Whether or not that's right or wrong, I don't know, but the perception from them is that it impedes their ability to move goods."

Ride New Orleans: (In reference to a bill to limit truck traffic due to bicycle fatalities)

"... it very much felt as though community members, the safety and welfare of people traveling on foot, bike, or transit were not of any concern at all whatsoever to the port. That they in no way, shape, or form were willing to give any ground on limiting their travel patterns or considering alternative routes, and at one point making flippant comments about "What's a few sideways steps over the course of several year period.""

"Very much we were here first. It doesn't matter of people's personal travel choices or the density of these neighborhoods is changing. It doesn't matter the loss of lives recently at these problematic intersections along that corridor also did not seem of significance."

Retired Port of New Orleans Staff Member: "I guess it's safe to say ... My feeling's that most of our interaction was with the city and the Regional Planning Commission, and it was to make sure that we had access."

Local Transportation Expert: (in reference to a proposal to remove the Claiborne Expressway for a multimodal corridor) "...it's the port interests and the strength of those guys and the battles that they went through to get access to the port and access to the port's facilities... The first time they heard about it, they just went, "What?"...[T]hey just were horrified from the get-go. They weren't even willing to discuss it. They were just flat-out, "It ain't going to happen... We'll do everything we can to stop it," and they did."

Theme Two: Lack of coordination and open engagement in passenger and freight planning

Theme two summarizes what many of the interviewees expressed as a lack of coordination and open engagement in passenger and freight planning. Freight interviewees and government stakeholders at the City and MPO described meetings where the Port, City and MPO coordinated planning activities. However, meetings held were closed-door and planning processes lacked open stakeholder and public engagement, which creates tensions due to a lack of transparency on important issues that relate to development along the river and the expansion of transit and bicycle infrastructure in such neighborhoods. The interviews also revealed tensions resulting from a proposal by the New Orleans Convention Center, which sought to reduce the 4-lane Convention Center Blvd., which is also next to the Port, into a 2-lane street and repurpose the other lanes for pedestrians and bicyclists. This proposal was not coordinated with the Port and resulted in major tensions when the plan was released. The City and MPO were instrumental for managing between the Port and the Convention Center to work towards a resolution, which was not finalized at the time of the interviews. However, transit and bicycle advocacy groups, and some officials within the City government supported such a proposal but were not part of the negotiations. The interviews suggests that a more open and coordinated planning approach is needed to invite more stakeholders to have a say on the future directions in coordinating transportation planning decisions along the river.

Ride New Orleans: (in reference of the Regional Planning Commission (RPC), the Port, the Convention Center, the Regional Transit Authority (RTA), and the City contributing monies to fund Downtown Transportation Analysis) "... I do think that given the lack of coordinated transportation planning, and the lack of a multi modal conversation, that we do see these conflicts arise and they seem to be dealt with on a one-off basis, but the tension seems to be heightening."

Former City Council Member: "...the problems, the tensions that we have now along the river in New Orleans with the freight and the passenger and the residents, because we've had a reactive posture to transit, as opposed to a planning and a vocal process..."

Retired Port of New Orleans Staff Member: (in reference of the City bringing the Convention Center's plans and Port's plans together to mediate disagreements) "... [the meetings] definitely came about after a plan [the Convention Center's] was put on the table... It was, "Here's our plan. It's a good one, and we think everybody should accept it." I think the city and the RPC and [the Port] said, "Well, look, let's have some independent group take a look at this and see what makes the most sense here."

Metropolitan Planning Organization Staff Representative #2: " I don't want to say that none of that happened on that thing because I wasn't involved in any of those steps, but it seemed like the end result would demonstrate that that kind of conversations didn't happen, and whether that's a systemic problem or a one-off on that specific issue, I don't know. I lean towards a systemic problem that there's just not enough communication between disparate groups."

"I think the tensions ... and I will say tension like not implying that it's a bad tension. It's just a natural tension between competing uses of limited resource. [It] has the potential to be a less-productive tension

because I don't think there's a regular forum where those different parties communicate as to their needs, their interests, their ideas. People take initiatives or make assumptions about their motives and other people's motives without being able to discuss it first. I think that bill you mentioned last year is maybe an example of that."

"There was too much of a vacuum there because there's not an established forum for communications between those different interests."

Former Port of New Orleans Board Representative: (In reference of Convention Center Project)

"...I think these are too often where you don't have collaboration early on, so it invites conflict. I think all of these projects we talk about, with earlier collaboration would have quelled some of the conflicts."

"My suspicion is that, regional planning represents the interests of the elected officials in the multi-parish area. I think that's partly why their interests are much different than, say, the Port of New Orleans, which is made up of entirely people with a business interest, or industry interest. The elected officials are obviously much more sensitive to residential and citizen concerns, and should I think be more interested in balancing those residential and citizen concerns with economic development interests, because a good economic development plan is good for the citizens and the residents. You need both to make a community the best that it could be."

Metropolitan Planning Organization Staff Representative #1: "It's not typical to bring these stakeholders together. They each have their own issue areas and advocacy areas, and they tend to ... You've got a bike plan. You've got a freight plan. You've got pedestrian and ADA compliancy plans. They do tend to be siloed, just often the way the money is siloed. Maybe there is an opportunity when you start to see this level of conflict to, instead of doing it on a project-level basis, maybe do it on a more city-wide discussion, just to get to know each other and to have a way to communicate, improve communication."

Port of New Orleans: "That whole idea kind of arose out of the fact that you had the convention center planning in a vacuum."

Theme Three: Sustainability and livability

Theme three expresses what stakeholders identified as a necessary introduction of more sustainable and livable conditions, consolidated by alternate modes of transportation for passengers and how this can work to compliment the economic growth of the Port. These issues are particularly important as the Port is expanding the cruise terminal in the Bywater neighborhood (a few miles downriver from Central Business District). Expanded cruise operations means more traffic and congestion issues, and the need to seek sustainable transportation options and be sensitive to the livability of the neighborhood. Connecting tourists from the airport to hotels to the cruise terminal requires a traffic management plan and lots of planning. This topic is one where the transit and bicycle advocates noted that they were making some headway in coordinating with the Port.

Bike Easy: "I've seen some of this stuff that they're [the Port of New Orleans] starting to do a little bit more; thinking a bit more about their environmental impact and how to be more sustainable, especially with their missions as that's a huge issue with the number of trucks and freight and freighters. It's less of an issue with the railroads, but trucks especially. The EPA is currently considering stricter ozone and emissions standards for cities, which New Orleans kind of rides right on the edge, so if those standards are improved New Orleans will most likely be out of compliance, and the Port will need to play a role in helping bring it into compliance along with a lot of other entities, don't get me wrong. But I think that would speak to this opportunity for getting the Port to help support alternative transportation, walking, biking, transit."

"...transportation and improving mobility has huge economic outcomes, and that extends beyond just the Port...but in terms of how it works within the city and within the region in getting people to their jobs."

Mayor's Office Representative: "...until the city of New Orleans pushes its residents to consider other modes of transit, then I think we're trying to figure out ways to move cars different places. There has to be a cultural change in addition to an infrastructure and facility change, right

Port of New Orleans: "A huge component is traffic management. At one point we were looking at six distinctly different traffic management plans and we're working with an architect that's helping us through this but that's ... the only way to address it or prepare for it is planning, planning, planning..."

Theme Four: Establishing higher level of leadership and inter-coordination

Theme four expresses what stakeholders reflected as a capacity problem in local governance. Unlike other cities, the City of New Orleans does not have a transportation department that helps to coordinate issues. Interviewees suggested building local capacity could enable more effective communications and coordination with the community and other stakeholders to address local transportation planning issues, including coordinating freight and passenger issues.

Mayor's Office Representative: "...the city has a responsibility. I think the city can continue to develop its transportation coordination. We don't have a department of transportation... We've got a lot of people working really, really hard. The Department of Public Works did a tremendous job. We've got other departments that have oversight on streets, but we do not necessarily have that level of coordination from a transportation, from a progressive, innovative transportation standpoint. It's a capacity thing."

Bicycle Advocate: "[T]he city of New Orleans, beginning with the mayor, the City Planning Commission, and the Regional Planning Commission, by association, even GNO, Inc. and the Greater New Orleans Business Alliance would have a vested interest in looking at port logistics and its overlay with some of the other types of development they're promoting. One looks at St. Claude Avenue as this new commercial corridor where the city is very purposefully investing money to invite businesses and homeowners and cyclists, because they see it as an important main street in the heart of the city... All this is logical, and yet incompatible with it being maintained as a state route with hazardous material traffic. Those are collision

points. Policy collision points... it's in the vested interest of those local governmental entities that have as their charge looking at those kind of policy things and identifying where they collide and how do you avoid them."

Bicycle Advocate: "[W]hen putting forward this bill, we were not met in partnership with those entities. This is one of those moments where, as an advocate, you often times find yourself awkwardly standing in the shoes of governmental entities that probably should be the ones driving this endeavor. The handful of private citizens taking it upon themselves to identify street routes in the city that shouldn't have truck traffic can only go so far."

Ride New Orleans: "...if we had a department of transportation or a transportation commissioner or something of that nature, that we could have someone who is actively maintaining relationships and bringing together voices among these baring agencies, and departments that all very much impact mobility but don't convene on any sort of regular basis at all."

"...those efforts [state legislation] often feel piecemeal solutions and not part of the comprehensive picture. If any type of comprehensive conversation is going to happen, that is going to need a more local leader like the mayor to step in."

Former Port of New Orleans Board Representative: "Even if all the city officials say, "We're going to support you," you need that leadership because the person that takes the leadership role has a better understanding of where they want to go, and can relate that to their colleagues. Support is not enough to get some of these projects done. You need activists and leaders. There's too many affected parties. You need people in the leadership roles to take charge."

Bike Easy: "I think as you get more goods moving through the port and moving through the city, and you get more people settling here, and especially people that are interested in alternative forms of transportation like transit, biking and walking, I don't think that those interests are necessarily at odds with each other in every instance. But the way that it's unfolding it's kind of feeling that way and so clearly this level of coordination would help overcome that and come up with solutions that are win win or at least acceptable to the different parties. So I think this idea that some higher level of coordination for transportation is necessary, and becoming more necessary all the time."

4. Impacts/Benefits of Implementation

The impacts and benefits of this new database allow for examination of new data that show where ports and TOD intersect, at various scales. Transportation and economic data on ports and TODs at national and regional-levels can assist planners, policy-makers and stakeholders in freight and passenger transportation agencies, local and regional governments. Moreover, this project can benefit private sector firms in the freight and passenger transportation industry and development firms in the real estate sector.

The findings from the case study are valuable because transportation planning decisions are complex and involve a number of stakeholders with different goals. The benefits of the case study illustrate how one city, with a major port and growing basis for TOD along the Mississippi River is grappling with planning for freight and passenger transportation systems. Intermodal and multimodal transportation planning, that includes freight and passenger transportation systems involving the expansion of port operations and TOD in close proximity is not historically a coordinated planning activity. However, with changing federal regulations for increased attention to coordinated planning, and the changing nature of cities with increased demand to live, work and consume entertainment near ports, this study provides a useful case study to examine how one major city is grappling with this topic. This study is useful to other cities that are also dealing with such planning issues as a basis of comparison.

5. Recommendations and Conclusions

Across the United States, planning for freight and passenger transportation systems has largely been uncoordinated. Moreover, integrating TOD into the mix makes the prospect even more complex, but vital. Historically, ports defined many cities in the United States. Industry, neighborhoods and downtowns sprung up around ports. As America suburbanized, port neighborhoods experienced blight as residents left, leaving industry and warehousing behind. In the 21st century, Americans are rediscovering port neighborhoods because of their proximity to job centers, availability of cheap land prime for redevelopment, proximity to water views, and changing desires of the population who are looking to live in such locations.

The investment of transit systems, bicycle paths and redevelopment of land near Ports is not a topic limited to just a few locations. The study found that 910 of all fixed-route transit stations (21 percent of all stations) are located within 3-miles of a port, which is within the zone of influence for freight transportation planning purposes. Stations classified as TODs, with high levels of population and housing density was found in 526 of the 910 examples. This indicates that TODs exist within close proximity to major ports.

While the data shows high levels of housing and jobs density near ports in many locations, the reality is that the modern port is more automated and access for movements of cargo is vital. Many ports can operate with limited space near downtown locations, such as New Orleans and Miami, provided they have the space meet the needs of their operations, including goods movements into and out of the port. Truck and rail access is vital on the landside of the port. As freight volume is increasing, along with demand to redevelop near ports, tensions arise about the use of land and transportation assets in the areas surrounding ports.

The case study of New Orleans illustrates a need for a more coordinated planning approach. The City of New Orleans and New Orleans Regional Planning Commission (MPO) served to connect stakeholders in the passenger and freight industries. However, conversations about port and TOD planning along the river, including investments in transit, bicycle and pedestrian infrastructure were often ad hoc. Planning and coordination were occurring among key governmental stakeholders, including the Port, City, MPO, and Convention Center. However, such planning activities were not as open to neighborhood, transit and bicycle advocacy groups who were concerned about safety issues following a series of high-profile bicycle fatalities.

More research is needed on the best methods for community and stakeholder engagement in planning for TODs and passenger transportation near ports. Research would be useful to determine best practices in mitigating conflicts among rail and truck operations in close proximity to pedestrians, ferries, passenger rail, bicycle facilities and pedestrian access.

As long as globalization remains a dominant means of sourcing goods, ports will remain key nodes of activity. Trends appear to indicate that more and more people will continue to moving back into cities. This means that developers will look for inexpensive land for redevelopment. Warehouses and commercial properties near ports remain opportune locations for transformation, given the desirability of water views and live near job clusters, which are often located in downtowns, close to ports. More quantitative and qualitative research is needed on various aspects of this topic, which will be driven based on demand for such living and the available supply of such neighborhoods in coastal and river communities across the United States.

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Appendix A: Key Definitions

This appendix defines, key definitions used in this paper (listed in alphabetical order):

Fixed-route transit station area – heavy rail, light rail, commuter rail, streets, trolley buses, bus rapid transit (with dedicated right-of-way), and cable cars. The station area is defined as the entire area a half-mile from the latitude and longitude point provided by the National TOD Database.

Hybrid - fixed-route transit station areas that have either a Walk Score greater than 70 or a gross housing density across the station area greater than 8 residential dwelling units per acre.

Last Mile – the area of influence near a port facility, generally within 1 – 3 miles of a port facility.

Port – this paper utilized the definition and data from the 2013 National Transportation Atlas Database (NTAD), which identified 150 major ports in the United States for import and export activity, as defined by the U.S. Army Corps of Engineers, 2013. The NTAD also includes non-major ports, which were not included in this study.

Transit-Adjacent Development (TAD) – fixed-route transit station areas that have a Walk Score less than 70 and a gross housing density across the station area less than 8 residential dwelling units per acre.

Transit-Oriented Development (TOD) – fixed-route transit station that have a Walk Score greater than 70 and a gross housing density across the station area greater than 8 residential dwelling units per acre.

Appendix B: Interview Transcripts

Mayor's Office Representative, November 20, 2015

Mayor's Office Representative: Immerse myself in.

Interviewer: Yeah, no, I'd be happy to do that. I will send you a syllabi.

Mayor's Office Representative: I've been looking at some Coursera courses and things like that, just to up my game.

Interviewer: You're saying that when you think of last mile, you think of it from a residential standpoint. The way we're looking at the last mile is both from a residential and a freight standpoint. Actually, the last mile is probably more talked about in the freight world in the sense, how do you get cargo from a hub like the port of New Orleans to its final destination, for example a retail store? What we're thinking of is the area within a mile or two or three proximity of the port of New Orleans, we're seeing growth in trade, and we're seeing increasing shipments coming to New Orleans.

Mayor's Office Representative: Panama Canal, all that good stuff.

Interviewer: Yeah, all that good stuff. The same time, we're also seeing growth of residential in the same vicinity up and down along the Mississippi River. Over the last five years or so, we're noticing that there's been increasing-

Mayor's Office Representative: Everybody around here.

Interviewer: There's been increasing tensions between the port and passenger transportation. For example, the Claiborne Corridor was strongly resisted by the port in terms of removing the Claiborne expressway. Last spring, there were some like [State Representative] was trying to put forward a bill to ban truck traffic along St. Claude coming out of the port of Bernard, and there was a lot of strong resistance about that. I guess the questions that I have that we've been asking is what sort of coordination is occurring? I know there's a big study going on

downtown right now with the convention center, and the city, and RPC, and I guess AECOM is leading the study.

In general, I guess my question is how do we do a better job thinking about the fact that we want to grow the population of New Orleans? A lot of those people want to live in these livable neighborhoods along the river. When I say along the river, that could even be along the Claiborne Corridor or wherever. They're still going to be using the restaurants and jobs and all that stuff. At the same time, how do we continue to grow the port? What is the city's role in bringing these two competing interest into the future? We don't want to stifle the port, but at the same time we don't want to stop people from moving to these neighborhoods.

Mayor's Office Representative: Again, I am very far from a port and trade expert, and I'm not all that familiar with the way the port moves goods in and out. I know that there have been conversations about how do you move goods via 18-wheelers and via train? And how that obviously has an impact on livability. Whether it's the Chapitoulas off-ramp right there, which know causes problems in terms of just backup, and in terms of moving those vehicles. I think where we struggle is obviously the port has been one of the main economic development tools that we have in the city, and to our benefit, we'll just continue to grow, whether it's the Panama Canal, whether it's continuing to just add equipment at that site.

I don't know necessarily the answer to how you create livable communities along the river while simultaneously having a thriving commercial ford along the river. I think there have to be some kind of restrictions. I think the idea of taking down the expressway was not supported by a lot of people, so the city went through the Claiborne Corridor study. I don't think it was just the port. I actually think it was even some residents that said, "This is now a part of our community, for better or for worse." I know there's a conversation around the country around whether or not you take overpasses like that down.

I think there has to be some thought put into moving goods around. The things that really ticks me off is that we have no regulation or enforcement on downtown streets. This isn't trade, but this is just ... This isn't large-scale cargo. We have streets that are clogged by large vehicles at all hours of the day. We have no rules and regulations-

Interviewer: When you say large vehicles, you're talking about delivery trucks?

Mayor's Office Representative: I'm talking delivery trucks. There's been conversations about it for years. In other, obviously cities that you're more familiar with, between the hours of 5:00 and 7:00 or 5:00 and 6:00 are really the hours when we should be doing deliveries, whether it's of toilet paper at Walgreens, or whether it's larger stuff in and around the port. We should be able to find a way to create streets that are open to all sorts of different users at other hours of the day.

Interviewer: The city doesn't have delivery times?

Mayor's Office Representative: There's not delivery times. There's been talk of it. There's been talk of working with downtown businesses.

Interviewer: That's very much a last mile issue, right?

Mayor's Office Representative: Yeah.

Interviewer: If you can not have delivery trucks during rush hours, then it can free up the streets, and the deliveries could be made at off-hours, things like that. Set times. Okay. Let me ask you, and that's a good jumping off point. Do you think that there's opposition amongst the trucking industry for the city to look at putting in restrictions on when delivery trucks can make their deliveries?

Mayor's Office Representative: I think with all things in the world there's a cultural ... Go look at how many other major municipal cities in this country. We could look at other port cities. Go look at Houston. Go look at LA. Go look at Seattle. Those cities, again, a volume on the streets which continues to increase here, whether it's whatever kind of user, should not tolerate that type of whatever you want to call it. It's an obstacle.

Interviewer: Have you looked at some of those other cities? Do they have restrictions?

Mayor's Office Representative: No, I have not. I'm certain that in other cities, there are restrictions as to when those kind of vehicles can move around. The only reason I'm saying those cities obviously is because they're large port, but there's a difference between moving things around in your downtown core, and moving things from here up to Baton Rouge. Frankly, I'm less familiar with the movement of goods from cargo ship onto either a barge, or then onto a truck, or onto a train. I think that in itself is a challenge, but I know less about that.

Interviewer: Yeah.

Interviewer #2: Happy holiday.

Mayor's Office Representative: Thanks, man. You, too.

Interviewer #2: Happy holiday. Happy holiday.

Interviewer: Thinking about, because there's two different levels, right? We're talking about some of the local traffic generated from deliveries. Then you're mentioning some of the more, let's call it interstate commerce of shipping. In thinking about choke points like a Chapitoulas, or for example Rampart St. Claude Corridor, where you have I think it's technically a truck corridor. It has fair amount of trucks.

Mayor's Office Representative: We're going to have a whole choke point again. I don't really want to be speaking out of turn. My perception that the entire redevelopment of the riverfront is potentially going to create a choke point, and I know that the port has been involved in those conversations, and I think as cities around the country are revitalizing their riverfronts and realizing that that property is both from an economic development standpoint, also from a residential standpoint, from a community development standpoint is some of the richest and least occupied.

That is going to, I know, conflict with what's going on. Just look at geographically. Look at where Mardi Gras World is and all that space right that's going to hopefully be developed over the next five, 10, 15 years. How are you going to manage one of the largest port facilities in the country with that type of livable development?

Interviewer: That's come up, I think, in a number of our conversations, that the expansion of the convention center by Mardi Gras World and the redevelopment of some of those large sites is occurring at the exact spot where you already have tremendous volumes of trucks and cars. One of the things that's come up is the idea maybe of converting the HOV lanes on the bridge and building a new off-ramp that would connect more directly into the port. It might be very, very expensive. Is that something you're taking a look at?

Mayor's Office Representative: I'm not aware of that, but I know all options right now I think are being ... There's a lot of work. As you referred earlier, there's a lot of work that's being done around Convention Center Blvd., and how does that

redevelopment work? I think the city is really trying to look at that and being smart about it. Of course I think we can create those kinds of developments, which we want to do in terms of turbocharging the river, but we also have to be considerate of some of the other interests at hand, which of course the port is one of those.

Interviewer:

Convention Center Blvd., that's a great project to talk about for a moment. There's very much a lot of excitement I think about the idea of doing a road diet on Convention Center Boulevard, putting in bike lanes, going from four lanes to two lanes. Then at the same token, you have people who are saying, "It's already very much a lot of traffic. The cruise terminal is right behind that." How do you grapple with these issues when you have these different competing interests? In the one hand, the goal is to create more livability and create more multi-modal transportation options.

On the other hand, you have, whether it's the freight and the port interest may be opposed to it, or maybe just local residents of the neighborhood that say, "We're already got enough traffic. We don't want more traffic." How do you do this cultural transition from an auto-centric city to something that's more walkable and bikeable and transit-friendly, but at the same time the people living in these neighborhoods say, "No, we don't want that?" I know you dealt with this on Barron St.

Mayor's Office Representative: That's a heavy question. I don't know. That's seems like that's a million-dollar question.

Interviewer: You did it with Barron.

Mayor's Office Representative: Yeah, but we haven't done it successfully with Barron. Barron, there's a lot more that can be done. Again, this is all you and me talking. Barron could be done better. I think livability in cities is changing. What does it mean to be in a city? I think there are other cities around the country that have gotten here faster than we have, and I think were behind in terms of, we've got a downtown core that is now becoming more residential than it ever has been. We've got job centers that are a lot more clustered geographically. You've got potentially an expanding transportation network, whether that's with increased bus routes, whether that's with bike share, whether that's with car share.

You've got additional modes of travel that are hopefully not just traditional car. I think those pressures have to be considered when

you're thinking about redeveloping that corridor. I think the thought about traffic on Convention Center Blvd. is a good one. There's been other conversations about changing the directions of some of the streets in terms of one-ways versus two-ways, and taking traffic off of Convention Center Blvd., but at the end of the day, where does it go? You're the professional on this stuff. Those cars have to go somewhere, and until the city of New Orleans pushes its residents to consider other modes of transit, then I think we're trying to figure out ways to move cars different places.

There has to be a cultural change in addition to an infrastructure and facility change, right?

Interviewer: Yeah. I think the research shows there's other modes available, then some of the automobile traffic literally does evaporate because people use other modes.

Mayor's Office Representative: I agree with you. I think New Orleans doesn't believe that yet. I think we're not ...

Interviewer: New Orleans is not unique in that. This is an American phenomenon.

Mayor's Office Representative: An American, right, with the love that we have for our cars. Yeah. I think that's a challenge. We're going to have to at some point make a decision on whether or not we believe in some of that science, which is if there are other modes of transit, people are going to take it.

Interviewer: I'll give you a personal example. I live in the Lower Garden District. I work at UNO, so for the most part I drive because it's completely inefficient for me to spend an hour and 10 minutes commuting when it takes me 18 minutes in a car. Yesterday I had meetings downtown. I actually rode my bike, or I'll take the bus, and now the Uber's around, and I take Uber. Today when I was driving over here, I had to drive. I had to go stop on Elysian Fields, so I cut across the French Quarter. I get to a point where I do not want to be in my car right now.

I wish that I didn't bring my car here. The more that that happens, the more I'm like, "I'm not taking my car into the core of the city."

Mayor's Office Representative: We have the benefit in this city of, despite the fact that I said we're a little bit behind, we have the benefit of being a city that just geographically and topographically is one where you can get away with

not owning a vehicle. There are five days a week. I bike one day, I walk one day, I scooter one day, I drive one day, and then the last day I decide what I want to do.

Interviewer: That's pretty cool.

Mayor's Office Representative: Just the multi-modal, and I live in the Quarter, so don't get me. I have the luxury of being relatively close to where I work, but I think again, there's so much residential going in downtown. We've got more and more people, even at city hall, that are working to work every day. How do you create, obviously what we were talking about before, about how do you make sure that it's safe for people to do that? How do you make sure that they have the routes that are connected? The reason we did Barron at the end of the day, really the reason we did Barron because it connects to Doffier, and it allows you a safe connection from Quarter and beyond.

Interviewer: Okay. Let me ask you this. You have these different interests. I'm not sure who that is. You have these different interests and these different stakeholder groups. Whose responsibility is it, or is it not even a responsibility? Should it not happen? I guess my question is should there be better coordination and communication to bring the various transportation stakeholder groups together to coordinate and plan for these things? The trucking industry, the port, the rail industry, the bicyclists, the transit people. Everyone seems like they're working in their separate silos.

Mayor's Office Representative: I agree.

Interviewer: You agree?

Mayor's Office Representative: Yeah.

Interviewer: Is it the RPC's responsibility? Does the city have a role?

Mayor's Office Representative: I think it's the city.

Interviewer: The city should do it?

Mayor's Office Representative: Again, I'm speaking out of turn here.

Interviewer: No, I know. I would agree with you.

Mayor's Office Representative: I think the city has a responsibility. I think the city can continue to develop its transportation coordination. We don't have a department of transportation, as you and I already talked about. We've got a lot of people working really, really hard. The Department of Public Works did a tremendous job. We've got other departments that have oversight on streets, but we do not necessarily have that level of coordination from a transportation, from a progressive, innovative transportation standpoint. It's a capacity thing. There are other cities where you've got entire departments that are focused on bike ped, or you got entire departments that are focused on other forms of transit besides car. We don't have that.

Interviewer: There are cities that are significantly smaller that have those things, so is it just a reorganization of government to a certain degree?

Mayor's Office Representative: It could be.

Interviewer: Yeah?

Mayor's Office Representative: Yeah, it could be. Hang on a sec. Just a sec.

Interviewer: No, that's okay. Let me think if there's any last questions. Okay, I want to ask one last question on the bicycle and pedestrian safety issues that you're working on, and the concept of vision zero or whatever. It could just be creating a safer street city. To the extent that the conflicts occur, there's been a number of pretty gruesome fatalities involving tractor trailers. To the extent that advocates are saying, "We need to ban tractor trailers," and of course the trucking industry and the port is saying, "Absolutely not because this is our livelihood," how are you grappling with those conflicts?

Mayor's Office Representative: I don't think we've facilitated conversations that are that specific. I think the trucking industry is one of the stakeholders that should be around the table and talking about safety. I think there can be an education for the trucking industry. I think if we continue to develop a network that is ... If our bicycle network, let's talk bikes specifically. If our bicycle network is planned purposefully, then there is a way for us to avoid, or to try to avoid those two coming together which, again, if there's education on both sides. There are certain streets where we can create safe bicycle boulevards that are just designed for bicyclists or pedestrians. If we have certain facilities that are protected, then we avoid that.

Interviewer: All right, great. I appreciate this.

Mayor's Office Representative: Yeah, no.

Interview: Bike Easy and Ride New Orleans November 17, 2015

Bike Easy is a bicycle education and advocacy non-profit organization in Greater New Orleans.

Ride New Orleans is a non-profit organization promoting safe, convenient, and affordable transportation options for New Orleans.

Interviewer: Okay. It's November 17th. I'm here with Bike Easy, Ride NOLA. All right so, as I was talking about earlier, this is just casual. My goal in doing the research is to try and get an understanding of what does the last mile mean to you, and your respective organizations. Particularly, how can we address some of these conflicts between the port and freight traffic, and the growing demand to live in the historic and core neighborhoods of New Orleans.

So I guess my first question is does your organizations use this concept of the last mile? Is it something that you guys have used in your conversations with your board members, your constituents, your staff, other stakeholders, or is it something that doesn't come up that often?

Ride NOLA: Well it's not something that has come up often until recently, actually. So one of our board members in full disclosure works with Uber. So I know he's had conversations with the regional transit authority about what cross promotion between Uber and the RTA might look like to support last mile Ride NOLA as an organization that's not really involved in those conversations this is him and his capacity with Uber. In talking with him, and then later talking to the folks that he met with from the Mumphrey Group who work on a contract basis with the RTA, the Mumphrey Group, actually [name omitted for confidentiality] in particular, made a very interesting comment that said "The New Orleans Regional Transport Authority aren't is not really a system with a last mile problem," like we have such expansive geographic coverage, that really our problem comes down to more of a last half mile if even that. And only in areas like New Orleans east, that throughout the rest of the city, they don't even see themselves as having a last mile problem.

Interviewer: Do you agree with that? What's your take on it?

Ride NOLA: When you look at transit from the perspective of lines on a map, yes, they say 83% are within a half mile of a transit stop, different neighborhoods in the city. So I agree that they have very significant geographic coverage, which is why conversely they have a frequency issue, right? Because they're spreading their resources so thin.

So yeah when you look at transit as a series of lines on a map, and talk about geographic coverage, they've got good coverage, but when you look at the span of service throughout the course of a day, or 24 hour period, and when you look at it over the course of the week with weekday verses weekend service and the frequency of the service, that's moreso where you see the last mile problem arise.

Interviewer: What about connecting to jobs in the region that are not connected to-

Ride NOLA: So this is New Orleans what I'm talking about right now. So jobs throughout the region, I don't know that I would ever frame those in terms of a last mile issue, in all honestly. To me it's moreso just the lack of a seamless regional travel experience and really a transit travel experience beyond Jefferson Parish that pose the bigger problems.

Interviewer: What about Bike Easy?

Bike Easy: We don't use last mile a lot in conversation. I really conceive of it as the distance between getting off the bus or other public transit and getting to your home, as that half mile or mile in terms of how biking and walking can help fill that gap; and how we make sure people have the ability to get from their bus stop to their house or vice versa, safely and conveniently. I think that it also comes down as we start to think, and this is not something that we use much but I can think about it a little bit, is we think about the idea of a bike facility network throughout the city. There's not going to be bike lanes or bike facilities on every single street, so you want to think about the distance that it takes someone to get to their home to a convenient and safe bike facility or to get from a bike facility to their church or whatever.

The stuff that's not right along a protected bike lane, or right along some sort of other bike facility. How do we bridge those gaps and make sure that a person riding their bike can safely access the network from wherever they are, and that's kind of that last mile idea. I think where we are, conversely, from what [Ride NOLA's] just saying about the transit system where we are with the bike system is actually just thinking about how do we even increase the number of people that are within a mile, or within a half mile of the bicycle network.

I don't know if there's been a real hard look at that in terms of data, but we still have a long way to go to get to the 83% that the RTA is claiming or things like that. Especially 'cause there's pretty much entire swaths of the city that are not conceived of in a bike network right now, and how to pull that into a comprehensive connected network, and then we can get to "Okay, how do we

finish these last mile connections?" But it's certainly an idea that rings true, and something that we think about. Honestly, hasn't ever really been brought up; I haven't thought about it in relation to the port before.

Interviewer:

So let's flip it on the upside. Let's flip it in the other direction. One of the things that is very much talked about in terms of last mile is the port and the areas within that area. So for example, we have a major cargo ship that comes in from a different part of the world. They unload their cargo in the port of New Orleans, and then that cargo can either get transferred onto rail cars, which is creating some issues with regards to crossing over by Press Street, the proposed central bell Holly Grove was fairly contentious in the last couple of years. Also truck traffic in New Orleans, particularly a lot of congestion that's created along down along Tchoupitoulas and getting on the interstate, along with Rampart Saint Claude corridors.

And then just in general the increasing demand of people to want to live in the biwater marony, downtown, uptown neighborhoods; and the general ... in Claiborne corridor, the idea that we want to have a more livable, walkable, bikable transit from the city but that a lot of these endeavors are, to a certain degree, putting the port and the freight industry back peddling a little bit, where they're, in some instances, actively taking positions anti-passenger transportation because it would have an impact on the mobility on the freight side.

So have you ever come across any of these issues in recent years?

Bike Easy:

So [Ride NOLA] and I both, who are to support a potential piece of legislation that would really make Saint Claude Avenue more walkable and bikable by reducing truck traffic along that corridor, and ran into massive opposition from ... actually it wasn't the New Orleans Port, but it was the Saint Bernard's Port. It really sort of drew into light this conflict between the changing demographics, and the way that people want to get around their cities, and what it means to move goods, especially over larger distances right? And moving goods by truck.

In New Orleans I think it's interesting because there's not really ... [Interviewer] you would know better than I, but just in my understanding of the way that truck traffic has been directed to the city is that it's been very piecemeal and especially uptown neighborhoods have been successful at getting truck traffic removed from their streets so it's funneled it more and more. That's where you get more impacts on Tchoupitoulas, bottlenecks, and it's like to me I'm all for those ... I think that's great those neighborhoods are spoken of and protected their little communities.

But now it's like it just gets more and more off limits to trucks. The conflicts become even more intense in the places where they can go. And it really speaks to this idea of a need for some sort of better transportation planning and thinking through how to accommodate all these various use on our road ways. And I wouldn't think that that's impossible but it just has been so piecemeal, that of course now the port is going to fight every proposal because they've been kind of piecemealed into being backed into a bit of a corner. So I think of the convention center boulevard proposal where the convention center wants to remake convention center boulevard, have a linear park along it from the convention center. They had a really great proposal for a two way protected cycle track along there, and a road diet. Some of the designs I saw looked fantastic from a walking, and biking, and livable community perspective. It increased ADA access and all that good stuff along the sidewalks.

The port sees that as impeding their truck traffic, especially because it hits the length that you're talking about and Tchoupitoulas is this sort of turn under I-90 there. I'm no traffic engineer, I don't know exactly what that looks like but it's a clear example of where ... and in this case it's like two of the New Orleans economic powerhouses coming head to head, and how they see the city going, right? 'Cause you got convention and visitors bureau and the convention center ... I'm probably getting the names wrong, but the convention center. The folks who run the convention center want to have this like "Cool, we want to showcase our city. We want people walking or biking. We want to have this park area," and then the other economic powerhouse of the port saying "Hey that's going to impede our ability ..." Whether or not that's right or wrong, I don't know, but the perception from them is that it impedes their ability to move goods.

Interviewer: So tell me more about how that played out. Was there public meetings? Was this all behind the scenes? At what point did you guys get involved in this project? At what point did the port come against it? Where does the project stand?

Bike Easy: So I don't know a ton about it, because it's not been a very ... as far as I know so far public process or public debate. Bike easy was invited by the architects that are in charge, the architect planning firm that's in charge. Manning Architects that's in charge of doing the design. They asked us to come in and weigh in on the bike path design in particular. It became very clear that they wanted political weight behind their design and concept.

I think that we would do if it ever came out to a public debate. Right now it's all behind closed doors. It's very unclear what's going on. But insomuch as the

architects and the convention center, and what I've heard from people in the mayor's office is that port doesn't like the design now, the convention center does, and so they're trying to figure out-

Ride NOLA:

And so I came at this particular project, I guess, a little bit differently. I never met with the architects and I'm not that familiar with the design. I was attending an RTA board meeting, and there was an agenda item basically at the mayor's request that the RTA board vote on contributing \$150,000 to a downtown transportation study that the mayor's office was going to lead in response to some of the conflict that was taking place between the convention center and the port to really evaluate this design and to look at multilevel transportation in the downtown area more comprehensively.

The RTA board had clearly not been briefed on what this was, and didn't understand how it related to them and why it was worth their while to invest in this. It was a very interesting conversation that took place that day and they voted it down. So a month later when they came back together, I don't know what happened behind the scene, but [name omitted for confidentiality] and [name omitted for confidentiality] had the board meeting. Neither of them said anything. They just sat there and the RTA board had no further conversation about the issue, but voted to contribute the money.

So my sense of that process, observing it as an outsider, is that there was almost a shakedown that took place. But in theory now we have this process playing out, with the RPC involved, the port, convention center, the RTA, and the city all contributing monies to fund this downtown transportation analysis which is going to look at everything from curve use to multilevel issues in transit stops to freight travel patterns and all of that for this TBD warehouse district convention center area down through the French Quarter, and I guess theoretically down into the marini biwaters as well.

To go back to what [Bike Easy] said initially, I do think that given the lack of coordinated transportation planning, and the lack of a multi modal conversation, that we do see these conflicts arise and they seem to be dealt with on a one-off basis, but the tension seems to be heightening. And so going back my previous job before I was in this role, when I was working with the city, I was a project manager for reinventing the crescent. We desperately wanted to have as many access points into that recreational space and into the neighborhood as possible. Which required both the opening of floodgates and negotiations with the levee district, but also with the port of New Orleans.

There came a point where the bridge into the Mandeville wharf, as designed, proved to be unbuildable. We went back to the drawing board and said "Okay, if we have to redesign the bridge, let's have that going but let's also just go back to the port and ask if they would give us pedestrian access into the site and they vehemently opposed that. The New Orleans public was very difficult to negotiate with for access points into the park. Ultimately we ended up with a 1.6 mile park that has only three places, two of which are ADA accessible, one is not, along that corridor, because of some of the difficulty that comes in negotiating access, mobility, public space in conjunction with issues of freight and-

Bike Easy: One of those access points was expensive and didn't necessarily need to be, right? So ...

Ride NOLA: Yeah. Obviously it's very similar to ongoing conversations and challenges to continue street car expansion along St. Claude, which I know you're well aware of, [Interviewer]. But the Northhook Southern Rail, which provides I'm sure a method for the port to get their goods out of the city and into the port facility as well, proved to be a huge barrier. And to this day, there's been no resolution to the idea that a street car could cross that great of a port ... or over those tracks. So I know that's not directly overseen by the port, but it's certainly related as an ancillary access point for goods coming to and leaving the port facility.

Interviewer: Now is it your impression that the port is supportive of expanding the street car to Poland Avenue to the new cruise terminal?

Ride NOLA: I'm not sure. I've never heard them weigh in one way or another. It's always been discussed in terms of Northhook southern.

Interviewer: Going back to your conversations about this downtown study, I want to revisit that. Is that study now under way?

Ride NOLA: It is. It's being led by [name omitted for confidentiality] at AECOM.

Bike Easy: So the contracts are all signed?

Ride NOLA: So I think it's like being ... I'm not sure the contract issues are fully resolved but I know at least a portion of it has been authorized through the RPC. So whatever the funding is that came through the RPC, they're doing work.

Bike Easy: And that's separate from what the RTA and the city are pitching in?

Ride NOLA: I'm not sure exactly how it all plays out.

Interviewer: But do you think that there will be a public process? Or even a stakeholder process? You guys haven't been invited to partake in that study?

Ride NOLA: No.

Interviewer: I'm assuming bike easy hasn't either?

Bike Easy: No. I've heard about this and it wasn't in the RFP or anything that they needed to do that, so I doubt that they have funding. But it seems like it's a big missing piece.

Ride NOLA: I learned about it from several of the folks who are involved. Obviously [name omitted for confidentiality] has talked to me a bit about it. Not in an official capacity but moreso ... and during this project. Similarly, when we went to brief [Deputy Mayor #1] on the state of the transit report, he referenced this ongoing study several times and requested that we consider giving some credit as this report represent we've progress in multilevel transportation in the city, and our evaluation of the state of transit.

Interviewer: But did he offer to connect you to the-

Ride NOLA: No.

Interviewer: Okay. So with regards to both of your organizations role in dealing with the port, in the city on these issues related to freight verses passenger issues, would you say that it's been ... How would you characterize it overall? Would you characterize it as people working in their own silos? Would you characterize it as ... In terms of collaborating to talk about the conflict of geography, causes it's really what it's about. The conflict, how do you use this limited amount of space in between, let's call it Claiborne Avenue and the river more less. Is it cultural? Is it just the fact that ports and passenger has never been there? 'Cause I hear a lot in some of the interviews like the ports been here for 300 years. So do you get the sense that it's kind of like "We're the most important thing and all these people moving here are of lesser importance." I'm trying to get my head around how you view the culture of what's going on.

Bike Easy: I'll just say I've never interacted with anybody specifically at the port. I'm new to my role at bike easy, as you know. I've been seven months in or something, but I've never had direct conversations with folks at the port. Even just what I know about the convention center thing was all second hand. So I can't really speak to that at all. I have no idea.

Ride NOLA: And I would say the same thing for the most part. Separate from sort of official port capacity, I've had a conversation with [name omitted for confidentiality], who seems to want to tackle some of these stakeholder and community impact conversations on behalf of the port through a transportation master plan process. I really haven't had any interactions directly with the port in the capacity of Ride NOLA director.

I would say the one area where both [Bike Easy] and I have had some experience is the port of St. Bernard, and dealing with, I don't even think he was registered lobbyist but he certainly acting as one. I'm not sure he was directly employed by the port.

Bike Easy: I think he was employed by the parish, who is very much both with the port.

Ride NOLA: In that regard, it very much felt as though community members, the safety and welfare of people traveling on foot, bike, or transit were not of any concern at all whatsoever to the port. That they in no way, shape, or form were willing to give any ground on limiting their travel patterns or considering alternative routes; and at one point making flippant comments about "What's a few sideways steps over the course of several year period."

Bike Easy: I mean literally arguing that a few people dying is okay, as long as they can move their goods efficiently. Directly stating that is pretty intense.

Interviewer: So they were saying, this is kind of the person who was acting on behalf of the port?

Bike Easy: He was acting as a spokesperson for the parish and the port, I mean really speaking on behalf of the port in this case and was ... Yeah just saying we will continue to move our goods along that street because it's a slightly shorter route than the alternative that we had proposed. I wasn't that we were looking to reduce the amount of business to the St. Bernard parish board. It was like we wanted to do a slight detour to protect lives and property throughout dense communities in New Orleans.

And that was just completely shut down in a vehement fashion.

Ride NOLA: Very much we were here first. It doesn't matter of peoples personal travel choices or the density of these neighborhoods is changing. It doesn't matter the loss of lives recently at these problematic intersections along that corridor also did not seem to be of significance.

Bike Easy: He did also speak to this idea of like the knee jerk fear based reaction, speaking to the culture thing. This is not the port of New Orleans, it's the port of St. Bernard. With phrases like "You're trying to put us out of business," when we were really working to protect people along this route that is very much changed in what ... St. Bernard, Louisiana 46, is like changed in how people use that street, especially over the last 10 years, but I think over the last few decades. And this particular spokesperson from the port was completely unwilling to entertain that idea.

I think with the port of New Orleans, on a happier note here, and I have no idea I haven't pitched this idea yet. I've seen some of this stuff that they're starting to do a little bit more; thinking a bit more about their environmental impact and how to be more sustainable, especially with their missions as that's a huge issue with the number of trucks and freight and freighters. It's less of an issue with the railroads, but trucks especially.

The EPA is currently considering stricter ozone and emissions standards for cities, which New Orleans kind of Ride NOLAs right on the edge, so if those standards are improved New Orleans will most likely be out of compliance, and the port will need to play a role in helping bring it into compliance along with a lot of other entities, don't get me wrong. But I think that would speak to this opportunity for getting the port to help support alternative transportation, walking, biking, transit.

'Cause clearly there's always going to be the trucks and trains, and there's a lot of people going to the port to work if we start thinking about different ways of getting those folks to those jobs that have fewer emissions or thinking about resources, federal funding that can be used to improve travel times so we don't have trucks sitting idle in traffic on Tchoupitoulas is because there's bottlenecks, so maybe even some money for larger infrastructure improvements that would increase the efficiency of those trucks moving through and not sitting there idle so long. It seems like there's opportunity coming up as we think about how to reduce emissions that are coming from the port operations, and potentially with some federal help because of these stricter-

Interviewer: And is that where you guys are going with [name omitted for confidentiality]?
How-

Ride NOLA: We're not working with her. She's just-

Bike Easy: I've never even heard of her until today.

Ride NOLA: She's just one of our board members. I know her through an MIT connection. She was an MIT urban planner, and so we had lunch with her to discuss possible service on [name omitted for confidentiality] board. But at that point she mentioned that they were getting ready to do this port master plan, and that her personal interest is to see the port be a better community partner.

Bike Easy: And there's been some PR. I wish I could remember the specifics of where I saw this, but there's some PR from the port along these lines.

Ride NOLA: Around sustainability and yeah. That's all her.

Bike Easy: Cool. Will you put us in touch?

Ride NOLA: Yeah. And then I would say one other thing ... and I'm sorry I'm not feeling very hot today, so my heads a little foggy, but I do recall at the time that the toll was up for renewal, that ... and this is more of a lead to follow, because my memory is not being very reliable at the moment, but that there were conversations with the port among a group called Bridging Progress. It was PAC that developed to support the pallet initiative to keep the toll in place. And I think the port's interest, and again, you'll want to verify all of this, is that they in fact wanted to see the toll renewed because a lot of that revenue is to improve some of the access points onto and off of the bridge. They make better straight line service.

So it was kind of this weird coalescing of their interest along with this passenger parry interest see that tole renew. Because of course a toll funded the ferry service which was gutted. It's still operating. It's not nearly at the level of service that it was previously.

Interviewer: So I guess my last set of questions is ... The port came out against the Claiborne Expressway before the technical analysis had been complete. So I'm not going to ask you guys who you think, it doesn't really matter so much. But I guess my question is in an ideal world, which roles of agencies should be facilitating conversations about this topic between freight and passenger transportation?

Bike Easy: The non existent New Orleans department of transportation.

Interviewer: And do you see ... Okay, so that's an interesting point. I like your answer. I like both your answers.

Bike Easy: I think the MPO clearly matters a bit more especially with port and goods it's a regional issue at the end of the day, clearly the city of New Orleans needs to

play a role in that because cities have a bigger interest in pleasing the constituents who want livable communities.

Ride NOLA: It's a city pursuit grant initiative.

Bike Easy: The Claiborne-

Ride NOLA: The Claiborne-

Bike Easy: Yeah. So I think both of these things. But New Orleans it's unfortunately lacking in the sort of structural governmental entity that can effectively engage on transportation issues across the board. A saw a guy who works in city hall told me he sees 16 agencies, department, and entities that somehow touch on biking. But none that actually have it as a priority or a main piece.

Interviewer: 16 different ones?

Bike Easy: I don't know what they are, but that's his count.

Interviewer: Yeah. I'll just put many agencies.

Bike Easy: It makes sense 'cause there's a police department, and there's DPW, and there's public health. And some of them wouldn't necessarily ... Like a department of transportation wouldn't remove their engagement, but it would be helpful to coordinate city agencies and departments around transportation and how that should look.

So for all users-

Ride NOLA: Well they're all autonomous to a degree. It's interesting. I had coffee with [name omitted for confidentiality] when he was in town recent, who's obviously a big public transit visionary and thinker. And he said that his preference, and what he thinks really works best, is when transit agencies are not separate from the city, but in fact function as a department at the city because it allow for a greater integration around transit planning and street use-

Bike Easy: And you were like not here.

Ride NOLA: But of course that's not the way that it's set up here. Our transit agencies is of course a political subdivision of the state of Louisiana and in theory someone autonomous from the mayoral administration can practice. We've seen that's not necessarily true.

Interviewer: Okay. Going back to the MPO, tell me your impressions of ... There are some requirements now in map 21 to address freight, transportation planning. Do you see the MPO taking any role in coordinating passenger with freight transportation planning?

Ride NOLA: I see them addressing the issues separately, and less from a multilevel perspective, and so I know the MPO has been doing freight modeling study. I can't remember the exact name of it. But it was presented to the technical advisory committee at one point within the past year or so. And then of course we need the MPO also working on issues of bicycling, and transit coordination across the region.

Actually the MPO really, the RPC really asserted themselves into the Claiborne process in particular, saying they would not give up their transportation and traffic model to an outside consultant group to do the modeling for that project. They wanted to own that process in house, so I guess that was maybe one time we did see the RPC really assert themselves as the gatekeeper for this multilevel integration. We might of had different outcomes if they had let go of the traffic model.

Interviewer: It's interesting. I'll tell you more about that later. I heard opposite actually from a dock board member. He said that if the RPC would've owned the entire project, and they would have recommended the removal of Claiborne, the port would've actually been more apt to genuinely consider it. The politics were between the port and the city of New Orleans.

Ride NOLA: Fascinating.

Interviewer: And that the port was extremely pissed of that the city got the Tiger grant, 'cause they felt that they should've gotten the Tiger grant to fund their own project, and the city was getting 3 million dollars to fund a study that really wasn't ever going to go anywhere.

Ride NOLA: Well it might have, had the port not stepped in and interceded. We can all point fingers at each other

Interviewer: Exactly. Yeah.

Ride NOLA: So this is my pre-Ridehat voice speaking. The thought at the time was that we have to get this traffic model out of the hands of the RPC so that we can have a real in house is done, and that will apply more progressive principles around

multilevel transportation than what we've come to expect from leadership at the RPC.

Everyone is suspect of everyone. It might be why a forum could bring voices together to build some relationships.

Interviewer: So you raised this. The city doesn't have a transportation department. What do you think that could do? What could the city do if they were to create an agency that were to focus on transportation? In a best practice way, could you see that-

Ride NOLA: I have a story. So before I came to New Orleans, I worked in the city of West Hollywood. It's a city that spans 1.6 square miles. And the active traffic management control room, where you could literally go in and monitor real time traffic conditions and adjust the signals appropriately to optimize travel time, and whatnot, was a very impressive operation. It was a large amount of real estate at city hall dedicated to it, and multiple staff working on it, and then coming to New Orleans to realize there is no comparable function. We don't even have the capacity to manage traffic beyond what the DOT control center looks like. It was just a shock.

To me it spoke volumes about the lack of capacity around thinking about traffic and transportation. I think if we had a department of transportation or a transportation commissioner or something of that nature, that we could have someone who is actively maintaining relationships and bringing together voices among these baring agencies, and departments that all very much impact mobility but don't convene on any sort of regular basis at all.

So just the aspect of coming together and talking about issues made produce better outcomes. Not saying it would, but it may.

Bike Easy: And helping to balance interest a little bit. So it ideally comes to a problem solving rather than a political mindset around it.

Interviewer: So do you feel like in your roles as kind of non profit agency directors, that you are more effective in partnering with the cities or trying to push the cities or a bit of both?

Ride NOLA: This is where you'll probably hear a distinction between Bike Easy and Ride, but I would say Ride has pretty much pushed for progress after working for some time to recognize that we weren't going to get anything near what we wanted to accomplish done in partnership, because of the lack of interest, willpower,

capacity, whatever it was to really be responsive to what the needs were on the ground.

So we've very much taken an advocacy approach to our work.

Bike Easy: And I think it's situational. It's all sort of depends on context. [Name omitted for confidentiality] in particular. It's she that we might be talking about. But on the whole, from Bike Easy's perspective, bicycling is moving in the right direction in accommodating bicycling in the city of New Orleans has been moving in the right direction. And so we're generally happy to partner with the city of New Orleans, and it's council, and continue to move that forward and use that partnership as a way to push most progressive policies.

For the time being, not feeling like we need to be too aggressive in our advocacy stance.

Interviewer: Okay. This is great. Any other things you guys can think of with regards to these tensions and conflicts? Particularly around the port, the river, historic neighborhoods? Thinking about growth maybe. Seems like I just saw something that just came out the other day that said New Orleans has had the busiest year ever in the year 2015, and yet at the same time, property values in the same area from a residential standpoint keep going through the roof, which shows a certain amount of demand for people who want to keep moving to the same area. Can you keep plodding along the same we've been doing on these issues or do you think things are increasingly needing to come to a head and or coming to a head to try to figure out how freight and passenger transportation can better be coordinated?

Bike Easy: I think as you get more goods moving through the port and moving through the city, and you get more people settling here, and especially people that are interested in alternative forms of transportation like transit, biking and walking, I don't think that those interests are necessarily at odds with each other in every instance. But the way that it's unfolding it's kind of feeling that way and so clearly this level of coordination would help overcome that and come up with solutions that are win win or at least acceptable to the different parties. So I think this idea that some higher level of coordination for transportation is necessary, and becoming more necessary all the time.

Ride NOLA: Yeah. I mean I would say as a resident of this city that of course I want our port to be successful. I want it to grow, I want it to expand, because that means more jobs and more money and revenue with which to provide much needed services to the residence of this community in this region.

I would hope that it doesn't take the loss of life to galvanize these conversations to happen and the coordination to happen. It needs to happen. I would hope that we can sort of recognize that a piecemeal approach is not advantageous to anyone involved, and that by taking a step back and thinking about the ability realistically, whether it's freight or passenger movement throughout the city and region that we can make better decisions and smarter decisions about how we all coexist.

Interviewer: So outside of the city and MPO, when we talk about higher level leadership, inter coordination, are there agencies that should be involved, or do you think the most ideal ... Should the mayor be doing this, or should it be elected officials, or others, what are your thoughts on who should be the leader?

Bike Easy: I never thought about that.

Ride NOLA: I haven't thought about it either. I think the mayor certainly plays a big role. The head of the MPO should be a bridging voice as well in the conversation.

Interviewer: Let's put it this way. You went to [name omitted for confidentiality] was a champion for the legislation last spring, and she's a state rep. So do you think there's a role for state politics to play in this?

Ride NOLA: Sure. I think that's why you've seen the push for legislation to address the streets at the state-wide level; why you've seen Ride NOLA try to address project selection through state legislation and partnership with [name omitted for confidentiality] around adding some emphasis for multi modal projects to the highway participation program.

But again, those efforts often feel piecemeal solutions and not part of the comprehensive picture. If any type of comprehensive conversation is going to happen, that is going to need a more local leader like the mayor to step in.

One thing we haven't addressed is, I don't know how relevant this is, but I think that the rail companies themselves need to be more at the table as well.

Bike Easy: Better community partners.

Ride NOLA: I've always seen this huge opportunity in rail gateway conference stations around if they're big ask of the rail companies is that they want to build the middle belt, well what is it that we get in return? And I don't think that there's been a coordinated conversation among local leaders about what that comprehensive ask looks like, because I think many of the challenges from

street car extension to access to the riverfront park, to continuing out the Refect Greenway to realize it's full potential to future rails with trails types of program; all hinge on the rail companies participating and being willing partners in these things.

Yet we're kind do leaving that opportunity on the table from my perspective. And maybe that the middle belt never happens. But if there's even a chance, then we should be putting our ducks in order so that we can have some comprehensive ads around this one time we get the rail companies at the table negotiating something with us.

Interviewer: And again, I'm assuming that goes back to the fact that there really is no entity or champion that's bringing it all together. Last question, do you know any other examples from other places in the country or elsewhere that would be good as a best practice on these issues?

Bike Easy: I can't speak. I'm pretty new to the transportation world. So i can't think of any.

Interviewer: West Hollywood? No?

Ride NOLA: Not on freight in particular. No.

Interviewer: So these are systemic problems.

Ride NOLA: Yeah.

Interviewer: Okay.

Ride NOLA: I mean I don't know how much a group like SPUR in San Francisco weighs in on freight issues. They may not.

Interviewer: What is SPUR?

Ride NOLA: What does it stand for ...

Interviewer: They're and advocacy organization?

Ride NOLA: Yeah it's like urban research. I know that's the last two words. But I know they delve deep into issues of transportation. Maybe the leadership comes from outside.

Interviewer: They're in San Francisco?

Ride NOLA: Yeah. I mean I have to think of them more of like a CPEX. Somebody who's incredibly influential but coming at it from not an elected seat, or an appointed seat. Someone who's coming at it from the knowledge base.

Bike Easy: I feel like it's a good role for a strong chamber of commerce if they actually have a-

Ride NOLA: Or a GNO.

Bike Easy: Yeah well I mean more less what I think of the chamber of commerce here, so the GNO more specifically. I think they have a good comprehensive view of the importance of the economic impact that the port has which is clearly a huge driver and an important player. But also the needs of other businesses that we might be trying to attract to the area, and the type of employees that would work there that are demanding walkable livable bikable communities, so some entity like that that has those deep relationships in a lot do different areas can seize the economic impact of this stuff.

I think transportation and improving mobility has huge economic outcomes, and that extends beyond just the port, 'cause that's clear there, but in terms of how it works within the city and within the region in getting people to their jobs ...

Interviewer: The economic impact both for freight and passenger?

Bike Easy: Yeah that's what I'm saying. I mean clearly there's this huge economic impact for freight. And I think that it's becoming clearer and clearer that also ensuring solid mobility, passenger mobility, and outside of the car dominated system that we've had for the last six decades or whatever, can have huge economic development potential.

Interviewer: Awesome.

Ride NOLA: One more thing, maybe to keep an eye on or look to is, I know it's nascent, but up in Baton Rouge, they've established CRISIS. You heard of this? The capital region investing in sustainable structure, something like that.

Interviewer: I've heard of it but I'm not-

Ride NOLA: Anyway, CPEX is involved but so is the Baton Rouge area chamber, and so are the major petro chemical industrial plants. And I think what's galvanizing this cross sector collaboration is the issue of how bad traffic is getting and recognizing that there's such a need for roadway access to the cities and job centers in the petro chemical industry that you see this kind of interesting

relationship of passenger and freight interest coming together to address traffic issues. So it's less sort of a livability in terms of walking biking transit, more sort of in terms of livability around let's not all sit in our cars for hours and hours a day.

Interviewer: Yeah ... After you described it I completely remember it. I don't know where they are but I should find out.

Bike Easy: I should really go.

Interviewer: Yeah, yeah. Thank you guys so much.

Bicycle Advocate, December 4, 2015

Interviewer: No, no, this is the Last Mile research, so basically freight and passenger transportation. I want to ask you some questions on that first.

Bicycle Advocate: Okay.

Interviewer: So tell me how did you get involved with working with [State Representative] to put that bill together, and tell me the intent behind it and all that kind of stuff.

Bicycle Advocate: So I, as a cyclist, I started pondering why that intersection where there were then two known bike fatalities in two years-

Interviewer: That's Elysian Fields and?

Bicycle Advocate: Yeah, Elysian Fields and St. Claude.

Interviewer: Okay.

Bicycle Advocate: So I went there, went there a day or two after that second, most recent fatality, and noticed that big right hook, that it's a state route that's a sanctioned truck route, and trucks can make a wide turn from the center lane, crossing over a bike path. Very little signage to alert anyone to bikes' presence, and horrible road conditions at that that force a lot of cars to go into the bike lane itself to make their own turn to the right. So it's just a perfect storm of hazards for someone.

Interviewer: This is when you're heading downriver on St. Claude and you're making a right on Elysian Fields?

Bicycle Advocate: Yeah, this is when you're heading from [inaudible 00:01:35] parish.

Interviewer: Okay, so you're heading upriver?

Bicycle Advocate: Yeah, okay, yes. You're heading upriver from [inaudible 00:01:39] parish towards the interior of town, and if you're a truck, you're turning from that center lane, 'cause you're a wide vehicle, but you're crossing over a fractured bike lane that's compromised furthermore by automobile traffic that is trying to make its own right turn and avoid potholes. So it's just, it's a completely inappropriate place for a bike, if you're going to maintain it as a sanctioned truck route.

I noticed further then that there was a predominant type of truck traffic more than others, just get my eyeball senses, I stuck around for at least an hour and just did a cataloging, and I noticed a preponderance of hazardous material laden trucks. In fact that was the truck that was involved in the fatality itself was one of those dual car carriers that had a classified substance in it. Granted they had roll bars in it, but it also was containing a material that had for whatever reason, the vessel punctured in the roll, you would have had to evacuate upwards of a half mile for several hours because it was inhalation vapor. It was a hazardous inhalation vapor.

So the compounding matter then was why is this type of truck traffic going along a corridor in the middle of a dense urban environment with no less than three schools and a lot of residential and commercial properties abutting right up to the street? It didn't seem like it was the most appropriate place to have that kind of traffic. On further research, I saw that in fact state law, there is a existing code that has designated certain state routes throughout the state where this type of vehicle traffic, hazardous material traffic, is prohibited. Not surprisingly, those are segments of state routes through other urban environments, albeit none of them are in Orleans Parish.

- Interviewer: Okay. So Orleans Parish has zero ban on ... within truck routes, they have zero ban on the type of hazardous materials?
- Bicycle Advocate: Yeah, state roads go, a truck of any stripe carrying anything can travel on those state roads in New Orleans.
- Interviewer: Now are there state routes uptown New Orleans?
- Bicycle Advocate: I don't know the answer to that.
- Interviewer: Because I was told that when they put the Henry Clarence Truckway along Tchoupitoulas, they removed all the truck routes in uptown New Orleans.
- Bicycle Advocate: Maybe so. My analysis only had me looking at that part of town, but I recall actually in fact Claybourne, which is a state route up until Tulane Avenue I do not believe is continues on as a state route or a state trucking route, uptown. That would be the one route uptown that comes closes to being what would qualify as a sanctioned truck route.
- Interviewer: Yeah, all right, and probably I'm sure I'm ... what's the other one, that connects like goes by the Superdome, Home Depot?

Bicycle Advocate: Airheart.

Interviewer: Airheart, I'm sure Airheart's a truck route.

Bicycle Advocate: That would make sense to me that it would be.

Interviewer: Yeah, okay.

Bicycle Advocate: So as it turned out, a lot of the hazardous material laden vehicles are coming from industrial port and refinery operations in Saint Bernard, and it is apparent that they are heading west in lieu of dogging back to get on the interstate through Paris Avenue. I don't know, I believe it's some mileage saved, which could be dollars saved if that's how you're paying out your drivers.

Interviewer: Do you know that for sure that that's their incentive to use that route?

Bicycle Advocate: Anecdotally. No direct interviews of trucking operators or the companies they're hauling for.

Interviewer: What other urban areas did you find that have banned hazardous materials along the truck routes in the urban areas?

Bicycle Advocate: A lot.

Interviewer: That have banned it.

Bicycle Advocate: Caddo Parish, so the bill, not the bill, the law.

Interviewer: What parish? Caddo?

Bicycle Advocate: C-A-D-D-O.

Interviewer: Caddo, okay.

Bicycle Advocate: That's Shreveport.

Interviewer: Okay.

Bicycle Advocate: I'll send you the bill, but to my knowledge, most if not all the routes are in that, are in Shreveport. There may be some [crosstalk 00:06:48]

Interviewer: Do they have truck routes, but they have restrictions on what you could put in the trucks [inaudible 00:06:53]

Bicycle Advocate: Yeah, so the way state law operates, you can only prohibit traffic on state roads through state law.

Interviewer: Yeah.

Bicycle Advocate: With that, there's a presumption of traffic allowed on state routes until you prohibit it otherwise, and in this particular law, you prohibit vehicles carrying hazardous materials as defined by that code. It would include the type of truck in particular that was involved in the fatality.

So the effort then afoot was to have this segment of the state road that comprises St. Claude and Elysian Fields to be added to that law for similar public policy purposes as the ones already in the law.

Interviewer: Can you send me a copy of the proposal that you guys wrote? Okay.

Bicycle Advocate: Yeah, it was a draft bill that just would add provisions mirroring those already in the law, defining those segments.

Interviewer: It was St. Claude, Elysian Fields, and Claybourne right?

Bicycle Advocate: That's right. So while the bike fatality was at St. Claude and Elysian Fields, we saw also that Claybourne itself from mid-Saint Bernard Parish through to Tulane Avenue was itself a compromised area in terms of that kind of vehicle traffic. Not a whole lot of bike traffic there per se, but even more closer proximity for homes, and as you know, on Claybourne there in those stretches, it's a gauntlet. The homes are practically right on the street.

Interviewer: Yeah. So tell me about your experience then in proposing this and I mean obviously it wasn't successful, but tell me I guess what ...

Bicycle Advocate: Yeah, well I think it was successful in that it planted the seed. Legislatively, I think it was always a shot in the dark that right out of the blocks of section one, you're going to get what really amounts to a major bill passed. There are entrenched interests of all kinds that have to weigh in on something like this. So I think as lawmaking goes, the most logical first step was ultimately taken, which was okay, this could be a problem, we should study it. From there, what will happen? Well that's to be determined, and if there's some good faith, meaningful gesture behind this study then it should lead to a law.

Interviewer: So a study was commissioned by the DOTD?

Bicycle Advocate: Yeah, so in presenting and filing this bill, and presenting it before the transportation committee, therein triggered a series of behind the scenes conversations between lobbyists on behalf of the port, Saint Bernard, myself, [State Representative] who sponsored the bill, Bike Easy, Ride NOLA, and other constituencies locally that had an interest in this bill. It was immediately met with this resistance out of the blocks by the representatives on behalf of the port in Saint Bernard, mainly because it just at face value appeared to be blunting what just freely exists as routes of transit to and from their industrial sources. I do think there's a reasonable approach to be had here, all the more given that there's already precedent for this kind of restriction, but one that nonetheless has to be studied. You guys were involved in that conversation. You have to, okay, they're going to take away seven miles heading to the west along these two routes, how feasible is it to go that route up Paris Avenue and hit the interstate there where there's very little development if at all on those roads. You ultimately are getting on the interstate, but you're doing so by heading north and then having to go west. How much cost does that add to interests who are trucking? That has to be weighed relative to the benefit, which ostensibly is safer pedestrian bike travel and environmental health. Not necessarily in that order.

Interviewer: So I guess the questions that I'm trying to grapple with in this study is to identify these problems of conflict between what you just identified, pedestrian versus freight issues, and think about like how do we resolve or grapple with the fact that our port is a growing, our trade along like the Mississippi River ports, say between the gulf and Baton Rouge, right, is presumably growing in terms of the amount of freight that we're getting, and then in the city, we're seeing a growth of population, both in pretty much the neighborhoods along the river are really seem to be the places that are historic and yet growing.

Bicycle Advocate: Yeah.

Interviewer: I've heard kind of like this somewhat flippant like, "We've been here for 300 years, we're the port. The city was founded because of us." You know, I've heard everything from that all the way to, "Well, we need to do something about it, but you know," or actually well, I've heard that, like, "Hey, we're here for 300 years, we're here first, forget you," and I've heard, "Well we're doing a study about it right now, everyone's meeting, everyone's trying to figure out the best solutions," to, "It's really uncoordinated, there's really no good way to plan for these things, there's really no good process to use," and that's kind of what my conclusions, is that these are somewhat new issues for New Orleans in the last decade.

Bicycle Advocate: Yeah, surprisingly new. It's an industrial city and port city as you point out for going on three centuries, and one can get a pass perhaps for the first 250 of those years, but at some point you would have thought, as modern city was growing out and surrounding port industrial interests, some of which are very incompatible with inhabitation, that there would have already been some thought-through process. Another thing that's relatively unknown, but very real is that the rail chapter that comes through the city of New Orleans, particularly at night as a way to more safely move freight, is downright dangerous stuff. [inaudible 00:14:32] nuclear waste that will go through this major American city is one of the things I was first told when I took my job as Special Assistant to City's Recovery office, and we were getting a sense of the infrastructure and its vulnerabilities and where you had to really kind of prioritize any investment. That was one of the things. On one lens we have class five railways, all four of them or something like that. Some statistic.

Interviewer: Class 1A. Five class 1A railroads.

Bicycle Advocate: Yeah, yeah, yeah, which is a significant fact. Not many cities have that convergence.

Interviewer: Yeah.

Bicycle Advocate: But as a result, everything comes through here.

Interviewer: Yeah.

Bicycle Advocate: It's coming through the heart of downtown, through any number of neighborhoods along the river, and that's not been prevented or otherwise rerouted. It's just we'll go through at night when there's less vehicle traffic, and I guess chances of a collision with the trains. Add on top of that then truck traffic with its own haul, and you start layering that over the years with all the issues that come with being a city, all the way up to, most recently, bike travel. So yeah, you press pause in that moment today and you realize, how have we not thought through this in a way that's responsible and forward thinking? It's not very resilient, you know?

Interviewer: Well let me back up for a minute, because what I've learned in this research is that there was a coalition of neighborhoods that banded together to eliminate truck traffic out of uptown New Orleans, and that's what led to the truckway along the Tchoupitoulas. So you know, I mean that wasn't a minor project. That was a pretty significant investment, and the fact that they decommissioned a bunch of truck routes in uptown New Orleans ...

Bicycle Advocate: Where were they going before ...

Interviewer: They were going down Louisiana and Napoleon, Leake Avenue.

Bicycle Advocate: So let's think through that for a minute. It's a perfectly good example of grassroots efforts gurgling up and affecting change, and yet, looked at through another lens, it's still most upwardly mobile corner in the city therein giving itself that ability to move that [inaudible 00:17:09]. What I think is needed is a citywide approach, a local government approach that can speak on behalf of all neighborhoods, and particularly though, those that will not have the resources, political pull that an uptown neighborhood would to have similar results achieved. So one of the things for example I look, when we were trying to give definition to this traffic study that was going to be our advancement this session, I noticed many number of other communities that have industrial and port activities have pretty extensive hazardous commodity flow studies that have been commissioned. You're frankly looking at all the roads in a city and assessing, cataloging where does truck traffic with hazardous commodity or waste, go? Then identifying whether there's better routes, or routes to be eliminated altogether. Given the proximity to schools and homes and businesses. That kind of study has not even been done for a port city such as New Orleans is shocking.

Interviewer: Yeah.

Bicycle Advocate: So rather than leave it to the chutzpah and hope for political connections of individual neighborhoods to try to mete out a victory for their own ...

Interviewer: Do you have any examples of cities that have done those?

Bicycle Advocate: Yeah, Long Beach is the one I was going to ... in California, sure. Any search, with a pretty particular phrase, right? Hazardous commodity flow, you can probably Google that and find any number of them. But I do think looking at the rail and truck traffic that comes from industrial and port operations both within and surrounding the city, is important as we, all the more as we are investing time and treasure into the master plan, which is inviting development pressure in various corners of the city, and I would think one of the things we need to overlay in those considerations is what are we allowing on the roads, go from to and from? I just think it's always a matter of when, not if something terrible will happen. I do believe we allow the bar to be way to low for tolerating things like that in this community.

Interviewer: Okay, so who do you think is responsible to push this agenda forward?

Bicycle Advocate: Well I think any governmental entity. Not governmental, I think certainly the city of New Orleans, beginning with the mayor, the city planning commission, and the regional planning commission. By association, even GNO, Inc. and the Greater New Orleans Business Alliance would have a vested interest in looking at port logistics and its overlay with some of the other types of development they're promoting. One looks at St. Claude Avenue as this new commercial corridor where the city is very purposefully investing money to invite businesses and homeowners and cyclists, because they see it as an important Main Street in the heart of the city. Putting in a trolley car, rail car in there, streetcar. All this is logical, and yet incompatible with it being maintained as a state route with hazardous material traffic. Those are collision points. Policy collision points. I would think then it's in the vested interest of those local governmental entities that have as their charge looking at those kind of policy things and identifying where they collide and how do you avoid them.

Interviewer: Yeah. This is really good stuff, by the way. This is exactly what ... I'm glad I did this interview last, because I was trying to get at this exact stuff with all the other interviews, and I mean you're the first person that's actually come out and articulated it the way that I've been thinking about it.

Bicycle Advocate: Oh good.

Interviewer: Now let me ask you this question: how do you respond to ...

Bicycle Advocate: You can quote me in this book, or wherever it's printed.

Interviewer: Well I mean I'm recording it, so.

Bicycle Advocate: That's good.

Interviewer: How do you respond to people who would say what you're saying is I guess anti-trade, you know, anti what New Orleans is.

Bicycle Advocate: Sure. Well I think it's not a zero sum game, right? So the fact that you are putting forth proposed safeguards doesn't automatically, shouldn't automatically catalog you as anti-progress, anti-growth, anti-trade. I think I get the defense, I get the arsenal. I understand that if you're opposing a bill, if the status quo works for you, 100 percent, you really don't want to change that.

Interviewer: Yeah.

Bicycle Advocate: In the art of legislating, you should expect to be bombarded from the starting gates with some fairly weighty if comical accusations like that.

Interviewer: Yeah.

Bicycle Advocate: Then you work through that. You know, you stand your ground, you keep an even keel, and you put forth pragmatism and realistic proposals. That was frankly the conversation we had. We were met with that kind of resistance, and immediately like, you're just trying to bring us back to the stone age kind of approach to this, and you know, you don't take that seriously, 'cause it's not true.

Interviewer: Yeah.

Bicycle Advocate: You assure the other side that this is actually in their best interest, that there's a middle ground to be had that allows them to maintain their trade, the transitive product to and from. Then you are eliminating the risk that some caller on your behalf killed somebody or contaminated a neighborhood. Which ultimately is in your best interest to avoid. So I think the right thing is to be judicious, to lay out a reasonable proposal that addresses issues on both sides of the equation, change that has to be meted out. I think like any legislation, you have to be realistic in your expectations, you're not going to get everything you want. These are victories, policy victories by inches. So that we left the session with a study is a great thing, because there hasn't been a study at all at this very point, and I think illuminating the situation is the right thing, because I think a lot of good, longstanding people will learn a lot from a hazardous commodity flow study that suddenly lays out on a map the transit of hazardous materials relative to humans, and therein began a long term process for identifying alternatives.

Interviewer: What's the status of the study right now?

Bicycle Advocate: My understanding is that DOTD is shepherding it and the bill that was passed and signed [inaudible 00:25:22] gave them their marching orders of who to talk to and including the port industry, neighborhood and business leaders, school leaders and along these ticker routes, local officials. Don't know where it is and any of that happening. The expectation was that DOTD would have a file a report to submit to the legislature in time for this coming session.

Interviewer: When would that be approximately?

Bicycle Advocate: March.

Interviewer: March.

Bicycle Advocate: Yeah, so I think it's timely for advocates to check back in, make sure that's actually happening, and then I think to reinvigorate the debate. You know, I think armed with the findings, this is a very technical subject, so it's unlike some other legislation where you don't take a deep dive in terms of policy research, this one would warrant that, I think. Because what we found was in putting forth a proposed bill, we were identifying segments that intuitively we thought shouldn't have had hazardous material in transit. But that necessarily means off the bill, when you've identified alternate routes that are commercial viable, you don't have to put them in the bill, the bill is prohibitory. It's only listing the things you can't do, but it implies there's an alternative that is satisfactory to all parties.

So I think that was the added value of a study, which was to not only identify, quantify if you will, the threat posed by hazardous material truck traffic on these routes, but to more fully look at what alternative routes are heading in that western direction. If in fact, or frankly if it is, is it that detrimental to just have that solo route north of Paris Avenue. But that's the basis upon which we can move a bill.

Interviewer: Do you see reluctance apart from among the city and or the regional planning commission to actually do this kind of work?

Bicycle Advocate: Well awkwardly, I don't know. Partly because when putting forward this bill, we were not met in partnership with those entities. This is one of those moments where as an advocate, you often times find yourself awkwardly standing in the shoes of governmental entities that probably should be the ones driving this endeavor. The handful of private citizens taking it upon themselves to identify street routes in the city that shouldn't have truck traffic can only go so far. Now calls to the city and regional planning commission were returned, and there was a general voice of support for the inquiry, but there was no testimony offered or representatives sent to champion the bill, and I think that's just again, I think mostly because it was a bill first impression and came out ... it didn't come from governmental quarters, but I can lead, the only way a measure like this could ever succeed as state law is if the local governmental entities support it. It's ultimately their fight to be had. Advocates can only go so far.

Now in the uptown case study you mentioned, I don't know if it requires state law or they were just able to use their political mettle to persuade both the court and the city to invest dollars in an alternative. That might well have been the case, and again that, outside of state law, you're really reliant on your ability to sway politicians and their funding.

Interviewer: What do you think [State Representative's] impressions of all this were when it was all said and done? Do you think she still remains supportive of a cause?

Bicycle Advocate: I reached out to several state legislators from New Orleans that I thought had a vested interest in getting behind a proposal like this. They were all verbally supportive, and whether it was decided amongst themselves or not, [State Representative] responded to me directly and said I want to help support this, and [State Representative] sponsored the bill very enthusiastically. She was engaged on issues, she did her homework, she listened. It was not in her political interest necessarily to ... it wasn't even for her district, I might add. But nonetheless she I think saw the value of this and this went up, brokered a conversation between us the supporters of the bill and representatives on behalf of the port of Saint Bernard, and did not wilt under immediate opposition, you know? Above all, used her savvy to get a study passed and kept it very savvy, beneath the radar to be squashed and allowed the study to happen, seeing it as I do as an important seed to be planted for future legislation.

Interviewer: Cool. Advocates like Easy Ride, any others?

Bicycle Advocate: There was some general expression of support from the St. Claude Main Street Association and some other organizations, though we decided given the way things were heading that we thought we could get a victory with a study. We didn't need to bolster the cause with further support. It goes without saying that if we want [inaudible 00:31:58] to pass the law, we're going to need a much deeper and wide base of support representing itself before the legislature, and I might add before the city of New Orleans to get them to support this, too.

Interviewer: Any other thing to add on this topic?

Bicycle Advocate: I don't think I can get in there. No.

Interviewer: All right, I'm going to stop this now.

Local Transportation Expert, November 18, 2015

- Interviewer #1: We can try to keep this on the short side. We've met with a bunch of people, [named omitted for confidentiality], the RPC. We met with [name omitted for confidentiality] which is ...
- Interviewer #2: [Name omitted for confidentiality]
- Interviewer #1: [Name omitted for confidentiality]. Just met with [name omitted for confidentiality]. Earlier today I met with [name omitted for confidentiality] and [name omitted for confidentiality], who's now the director of Bike Easy.
- Local Transportation Expert: Oh really?
- Interviewer #1: Yeah. What we're trying to get a sense of is how passenger and freight planning are both competing for the same space in New Orleans within the last mile, and at the same time what are the issues? What's the role of coordinating some of these issues? Who's working on these issues? What are good and bad examples?
- Local Transportation Expert: Well, it's all about timing because what was relatively easy to accomplish in the mid to late '80s when we did the first phase of the Riverfront Streetcar, the volumes on the abandoned ... Well, on the abandoned track there weren't any trains. That's the track we bought from CSX, but we were able to then acquire the middle right of way for our second track from the public belt, who then at that time was only running 900 boxcars a month. They had really no traffic, so yeah, if you're going to build this new track, absolutely. We couldn't do that job today except with divine intervention, because they're now running 15 thousand cars, and they could move more if they were just answering the needs of the market, which are probably ...
- Interviewer #1: Today they're running 15 thousand you said?
- Local Transportation Expert: Right. They peaked at about 18 thousand, but it stressed them out, stressed the system out to such an extent that they said, "No. 15, that's it."
- Interviewer #1: Per month, right?
- Local Transportation Expert: Yeah.

Interviewer #1: Are these per month or per day?

Local Transportation Expert: No, no. Per month.

Interviewer #1: What you're saying is to a certain degree, back in the '80s it wasn't also a hell of a lot of demand for people to want to live in the core part of New Orleans. It was the early stages of that movement, but now everyone wants to live near the river and freight traffic is off the charts.

Local Transportation Expert: You've now got two competing agendas basically for the same limited space.

Interviewer #1: All right, so tell us a little bit about your role, because you've had a career that spanned both freight and passenger transportation for quite some time. Tell us a little bit, how did you evolve to be able to work on both sides of these issues?

Local Transportation Expert: Well, it was a case of being a long term resident and neighborhood activist downtown, where my concentration was on basically passenger movements and people issues regarding historic districts and living downtown. There's a classic example going back to the world's fair in 1984, where all of the streets in the Warehouse District were redirected to maximize the flow in and out of that 86-acre site.

The city made that decision, they changed the directions at a time when there was no one living down there. Now there are, say, five thousand people and growing. They are spreading out, and yet the streets are still primarily one-way, two lanes going the same direction, with buses flying through there at 50 miles an hour, cars going equally that fast, and it's just a matter of time before somebody gets killed. And yet, the streets department, and [name omitted for confidentiality] in particular, who was the CEO at the time under [name omitted for confidentiality], refused to even consider this because the streets are, in his opinion, they're meant to move the maximum number of vehicles that they can. Doing so creates safety problems, but he doesn't ... He and now the streets department don't seem to be concerned about that, which is a shame.

Then you've got the proposed upriver expansion of the Convention Center, and Tulane is now building their riverine and coastal ecological research center.

Interviewer #1: I thought that kind of got put on the back burner.

Local Transportation Expert: It's under construction.

Interviewer #1: Oh, is it?

Local Transportation Expert: Yeah.

Interviewer #2: Where is that?

Local Transportation Expert: On what used to be called the Orange Street Wharf, right next to the dock port. That is purported to be potentially several billion dollars of convention, hotel, specialty retail, the same stuff that everybody's been selling for 35 years, but that is going to really seriously complicate the movement of everything down there. You talk about a freight-generating behemoth, it's the Convention Center, because those exhibits come in by truck and they go out by truck. They're now set up to have one going on while one is setting up and another is tearing down, so you've got the multiple of at least three vehicles involved in each of those events.

Interviewer #1: Do you think that there's ...

Local Transportation Expert: And then the Convention Center is so fucking stubborn. They are now taking, and the RTA just got in that \$10 million gift from the feds for the TIGER Grant for the reconstruction of the Canal Street Ferry Terminal, they've got in there a switch and a lead track that's going to go up and then turn on Poydras, and they're going to put a parallel streetcar line to that which we built as a double track 25 years ago with them as a participating developer.

Interviewer #1: Wait a minute, so they're going to run streetcar lines up Poydras?

Local Transportation Expert: Yeah. They're going to have to Poydras and then to Convention Center Boulevard.

Interviewer #1: I thought that they weren't building streetcars on [inaudible 00:09:31].

Interviewer #2: Not on Poydras, just to the foot of it?

Local Transportation Expert: Yeah. Just a block and a half from the riverfront to Convention Center Boulevard, and then they'll make a left and run down ...

Interviewer #1: I thought what they were doing is they're coming down Canal and just building a righthand turn. Right now the tracks just go downriver, and I thought they were just going to make the tracks from Canal Street also go off, go upriver to the right.

Local Transportation Expert: They may, I haven't seen it. I'm telling you what Jack told me over the phone. I haven't seen drawings.

Interviewer #2: Okay. I don't know.

Local Transportation Expert: They are taking out streets and converting them to open space and to a motorized sidewalk.

Interviewer #1: Yeah, that's what we were talking about with [name omitted for confidentiality]. Well, so there's a lot of demand for that, right? This is case in point.

Local Transportation Expert: Oh yeah.

Interviewer #1: You get people that want to have these more pedestrianized ... They're going to go from four lanes to two lanes of traffic, and then they want to ...

Local Transportation Expert: I would love to see the traffic [inaudible 00:10:47]. I would love, because you just can't ... That's like putting 20 pounds of shit in a five pound bag.

Interviewer #1: This is my question, right? Who is coordinating these conversations?

Local Transportation Expert: Nobody, because no one has the balls to go up against the powers that be that run the Convention Center. The Convention and Visitors Bureau could, because they have just strongly come out opposed to the mayor's proposal for increasing the hours of operation of the parking meters and also the rates of charge for parking meters. [Name omitted for confidentiality] has said it's just an asinine idea. This redo of Convention Center Boulevard is equally stupid.

Interviewer #1: Why though? I understand from a ...

Local Transportation Expert: Because they can't handle the traffic right now using four lanes.

Interviewer #1: See, I disagree. I go on Convention Center Boulevard all the time.

Local Transportation Expert: So do I.

Interviewer #1: Because there's never traffic on Convention Center Boulevard.

Local Transportation Expert: Depends. There's not much going uptown, but there is a pot full going downtown.

Interviewer #1: Maybe it just depends on the time of day, but do you think it's relates to the cruise terminal?

Local Transportation Expert: No.

Interviewer #1: You don't think it's the cruise passengers?

Local Transportation Expert: Mm-mm (negative). I know it.

Interviewer #1: It's funny because this morning [name omitted for confidentiality] dropped me off at Canal Street and she said, "Oh no, no. We got to take Convention Center because I can always go on Convention Center Boulevard without hitting traffic." All right, so then let me ask you this question. Cities around the world, let's take Europe for example, many of their downtown centers are automobile-free in the sense that they are limiting automobile traffic in these places, which is in essence what the Convention Center is moving towards with reducing the lanes on Convention Center Boulevard. That's what you have. When you have people who move to downtown locations, they go from virtually no residents to now over five thousand residents ...

Local Transportation Expert: Got more than a quarter.

Interviewer #1: People want to have more livability. They want more pedestrian space, they want more bicycle lanes, they want less traffic and less trucks, yet we're right next to a major port, so how do we reconcile these two things? Can we reconcile it? Should we even try?

Local Transportation Expert: I think the only solution and what I was just talking to you and [name omitted for confidentiality] about is you've got to figure out a way to get the damn near two thousand ... No, it's 2400 truck movements a day.

Interviewer #1: He was saying three thousand, didn't he, [Interview #2]?

Interviewer #2: Yeah. That's what he said.

Local Transportation Expert: It may be. It's a lot. You've got to get those trucks in and out of the port in a different way than currently using Tchoupitoulas or Religious Street, because it just doesn't work. I go through there all the time.

Interviewer #1: So connected from the highway to the port.

Local Transportation Expert: From the bridge to the port and the port's only entrance is at Felicity. Within literally a stone's throw from that particular intersection, you have got dedicated HOV lanes on the bridge, which should look at, I would say, utilizing as another alternative to their current use, which is HOV and it's minimal. It's convenient if you're going, depending upon the time of day. We [inaudible 00:15:42] for 10 years, but they're hardly ever used.

Interviewer #1: Do you have a sense of what that would potentially cost?

Local Transportation Expert: No. I have heard a figure like \$560 million. That doesn't seem enough.

Interviewer #2: [Name omitted for confidentiality] mentioned at the RPC something about funding that may be complicated because the bridge was built to the specifications to have a light rail, at least the idea of it or something about ...

Local Transportation Expert: There was. That's all true.

Interviewer #1: The Federal Transit Administration put money into the bridge, so you can't ...

Interviewer #2: Right.

Local Transportation Expert: Put \$44 million into the construction of that, but if you get the power of the Port of New Orleans, the cruise ship people, you could get some serious lobbying and political pizzazz, you could get through that. I don't think that's ... I can understand [name omitted for confidentiality]'s caution, but I don't think that that is necessarily enough to stop you.

Interviewer #1: All right. Tell me your thoughts on the whole Claiborne Project.

Local Transportation Expert: It'll never get off the ground because ...

Interviewer #1: Actually, not so much about your thoughts on whether it'll get off the ground or not, about how the whole thing unplayed between freight and passenger.

Local Transportation Expert: Well, again, it's the port interests and the strength of those guys and the battles that they went through to get access to the port and access to the port's facilities, not only uptown, but also on France Road, Jordan Road, [The Chef 00:18:10]. The first time they heard about it, they just went, "What?" I was in the room at the World Trade Center, the Transportation Committee, and they just were horrified from the get-go. They weren't even willing to discuss it. They were just flat-out, "It ain't going to happen. We'll go [inaudible 00:18:43]. We'll do everything we can to stop it," and they did.

Interviewer #1: Going back, how did you get ... I know how you got involved in the passenger side. How did you get involved on the freight side of transportation?

Local Transportation Expert: I suspect it was through the UTCs.

Interviewer #1: Was it the intermodal study in the '90s?

Local Transportation Expert: Yeah. That's where I got the general exposure to how these things are done. That was an interesting process because I was brought into it because of my experience with the streetcar, and I was responsible initially for just surface passenger, and then after we got the plan adopted, we got a sole source contract to be the implementer or the agent for implementation of the entire plan, and so all of the freight stuff then fell into our bailiwick and we participated in all of those internal and external meetings with the trucking people, with the freight railroads, with the long-distance passenger buses.

Interviewer #1: Tell me, the Intermodal Transportation Plan in Louisiana looks at both passenger and freight and looks at the entirety of the infrastructure.

Local Transportation Expert: Yup.

Interviewer #1: Is that unique nationally? Do all states have that kind of a plan?

Local Transportation Expert: It started in 1993, it was adopted in 1996 I believe. It was one of six model planning efforts that were funded by the USDOT, and the buzzword at that time was intermodalism, although I don't probably think there were more than a handful of people in Washington who knew what that meant, and there was certainly nobody in Louisiana that was advocating it. It was a very unique process, it was a very successful process, and it was a very open process, by which I mean that when we

convened stakeholder listening sessions or briefings about various stages of the plan, I remember one occurred at the Faculty Club in Baton Rouge on LSU's campus, and there must've been 250 to 300 people there. They had another one of these things at the Jung Hotel downtown, equally attended, and then it was very much a planned process to engage as many people as possible so that you could demonstrate that it did in fact have broad support both from the public sector and the private sector.

Interviewer #1: And it looked at rail, truck.

Local Transportation Expert: Aviation.

Interviewer #1: Did it look at public transit?

Local Transportation Expert: Mm-hmm (affirmative). Oh yeah.

Interviewer #1: Okay.

Local Transportation Expert: And the advocacy groups representing all of those interests. The only thing that it did not address, although it tried to, was the pipeline industry, who refused to even talk. They got their own ... Their system is basically their own and they don't interact with anybody.

Interviewer #1: Do you know how many states ... Does every state have an intermodal plan?

Local Transportation Expert: Mm-mm (negative). To my knowledge, we were one of six that were funded in the early '90s and then I think the buzzword or the glamor wore off intermodalism. It might come back, I don't know.

Interviewer #1: Did that planning process ... It's continued?

Local Transportation Expert: Mm-hmm (affirmative). Every five years, but it's been since about since Katrina, I would say, it has been taken over by traditional transportation planning consultancies who have got kind of a cookie-cutter approach to the traffic demand and all that bullshit. And yet, you got \$23 billion of development on the books for St. John, St. Charles, and St. James parishes between them, within the Port of South Louisiana. That's all new. There are no provisions for any upgrades of anything in that corridor.

Interviewer #1: Did that planning process really ... Did it percolate down into the local level? Because you don't ...

Local Transportation Expert: Oh yeah.

Interviewer #1: It did?

Local Transportation Expert: Yeah.

Interviewer #1: At the local and regional level of New Orleans, was there ...

Local Transportation Expert: RPC was actively involved.

Interviewer #1: But I guess what I'm saying is from what we've heard, it sounds like freight and passenger planning are happening in two different spheres and there's not a lot of overlap between the two.

Local Transportation Expert: That's correct.

Interviewer #1: But it sounds like the state plan looked at it all.

Local Transportation Expert: They had to. They were mandated by the intent of the funding. I'll tell you the reality of what happened. Once the plan was adopted as law by the secretary of transportation, the underlings within the department decided that they would find the deepest, darkest, highest shelf to bury it on, and they did that until about 18 months later, the feds came back, the very feds that had spent maybe \$3 million on that plan. The feds said, "By the way, gentlemen, what have you done with this plan?" "What plan?" "Why, the intermodal plan." "Uh, you mean [name omitted for confidentiality] plan?" [Name omitted for confidentiality] is [name omitted for confidentiality], who's number two now of the DOTD, but it was his baby to mother this thing through.

They said, "Uh, oh you most mean [name omitted for confidentiality] plan. Well, we're working on that right now." Sure enough, within six weeks, we got tapped, we the Transportation Institute, we got \$519,000 contract for implementation services which they didn't even know how to describe what we were going to do. Since we've been in it since the get-go, we were the obvious ones that they would pick, and then we were tasked to do what we could to prioritize and then implement, and we ended up ... There were 43 actual projects and of those, I think we were able to at least start about 21.

Interviewer #1: The state?

Local Transportation Expert: We were the agents of the state. Then because of that, that's when I started working with the Chamber of Commerce and their intermodal transportation committee and Charles [Atvell 00:29:25], who at that time was very active and was the lead for that committee who had been on the statewide intermodal plan representing the National Ports and Waterways Institute, and then Charles got ... He basically fell on his own sword and opposed the proposal for a maglev, which was never going to happen, but he just took it on himself that that was just going to be dreadful, and he just got skewered, and then he died.

Interviewer #1: When you were working with the Chamber of Commerce, was it focused mostly on freight or were you looking at both freight and passenger?

Local Transportation Expert: Freight and passenger.

Interviewer #1: Okay. That was the New Orleans Chamber of Commerce?

Local Transportation Expert: Mm-hmm (affirmative). Then all of those activities died after the storm, and then they have been replaced by GNO, Inc.

Interviewer #1: Do you think GNO, Inc. is looking at this intermodal concept?

Local Transportation Expert: I don't know, but I don't think so. There's another thing that's really interesting. Before Katrina, there was one project that was above all else, prioritized, and that was a rail link between the airport and downtown, and that project fell off the table after the storm. It's still off the table now. What has come to replace it is the passenger connection between Baton Rouge and New Orleans by rail, but I'm sure [name omitted for confidentiality] could tell you the history of that better than I can. I got to call a cab.

Interviewer #1: All right, [name omitted for confidentiality], this was useful. I appreciate it. Anything else you want to add?

Local Transportation Expert: No, but I can talk to you [inaudible 00:31:55].

Interviewer #1: This was pretty good.

Former Port of New Orleans Board Representative, November 11, 2015

Interviewer: Okay. All right. [Name omitted for confidentiality], the interviews that we've been conducting have been with stakeholders. We met with [name omitted for confidentiality] ...

Former Port NOLA Board Rep: [Name omitted for confidentiality]

Interviewer: [Name omitted for confidentiality]. I've known [name omitted for confidentiality] for 10 years. [Name omitted for confidentiality] and [name omitted for confidentiality] at the RPC. We met with ...

Former Port NOLA Board Rep: [Name omitted for confidentiality]

Interviewer: [Name omitted for confidentiality], who you know. You're our third interview, I think. We're not going to do a ton of these, but just a handful, particularly get the understanding of what does "the last mile" mean to different people, but more important, not just what does it mean, how can we recognize that maybe there's increasing conflicts in New Orleans around the concept of "the last mile".

When I talk about "the last mile", I'm talking about it from both a passenger and freight perspective. Some people here, "the last mile" they think is just freight, but there's increasing discussions occurring nationally around "the last mile" on the passenger side as well, which we can talk about some of those issues, but in New Orleans, it seems like there's been an increasing conflict on a project-by-project basis.

For example, the Claiborne Corridor was a proposal that seemed to bring freight and passenger transportation at odds with one another. Looking at St. Claude Avenue, there's long been talk about extending the streetcar all the way down to Poland Avenue, but of course the freight tracks cross it, and that's kind of another issue. Now that there's a lot of freight trains that, I don't know if they get stuck, but they kind of wait there, you get a lot of drivers and bicyclists that are getting increasingly frustrated with freight transportation.

If we spoke to residents of the neighborhood, they'll tell you their frustrations with freight. Some people are concerned about the impacts that the new cruise terminal's going to have on the Bywater, but if you talk to people in the freight industry, they'll tell you, "New Orleans is here because of the port, and the people came afterwards."

Our question is not necessarily to identify the problems, because I think we have a good handle on that, although we could talk a little bit about that, but more importantly think about, are we even trying to solve these problems. There was a proposal last spring, and we're trying to meet with [name omitted for confidentiality] and [State Representative] because there was a bicyclist that was killed on Elysian Fields. [Name omitted for confidentiality], who's an attorney, he used to work for the city. You know [name omitted for confidentiality]?

Former Port NOLA Board Rep: No.

Interviewer: He used to work for [name omitted for confidentiality] and the recovery. He's an avid cyclist, mostly for exercise. He worked with [State Representative] to try to get a bill on the legislature that would ban all truck traffic on St. Claude and maybe even Claiborne, although they were willing to let Claiborne go and just abandon it, because a lot of the port movements from the Port of St. Bernard comes up through Claiborne and Rampart Street.

Of course, the bill didn't go anywhere because there's a lot of freight interest came out very strongly again, but these are the things that we're starting to notice. You've been working with us on Stack for a while, but you've also been on the Dock Board. I guess the first question is, tell me a bit about what roles you've played, and you're also a friend of the ferry.

Former Port NOLA Board Rep: Yeah, because my perspective has somewhat changed over the years as far as my role. I served 24 years as a state representative, representing [inaudible 00:04:29] Jefferson Parish.

Interviewer: On the West Bank?

Former Port NOLA Board Rep: Yes. All West Bank, Gretna area. I've been very involved during that period of time and since in the public service and essentially the politics of Jefferson Parish as a whole. In the last seven years since being out of the legislature, I served one five-year term on the Board of Commissioners of the Port of New Orleans, a five-year term with no reappointment, so I served that five years and lived in Algiers Point. It allowed me to get involved in the public service and the politics of Orleans Parish. It's interesting to be involved in it too, because although being next door to one another, the politics and the interests, publicly and privately, is somewhat different.

Some of the issues you've mentioned regarding "the last mile" I think in Jefferson Parish really are given very little conversation. Jefferson Parish considers itself a bedroom community, I was at the big meeting yesterday of the Jefferson Chamber, they referred to themselves as more and more being the retail center of the metropolitan area. However, yesterday and regularly, the people in the know in Jefferson Parish do admit publicly and private, and acknowledge that New Orleans is the hub, that they need New Orleans in order to survive in the suburbs.

Looking more directly in New Orleans, there's much more awareness I think of issues relative to "the last mile". There's more conversation, both privately and publicly, and perhaps because it is the hub and is more congested economically, these issues come to light much more often in New Orleans because of the natural conflict between industry and private life. I mean, that's basically the issues that you mentioned. St. Claude, Claiborne, and the like, are reflective of the congestion and the interaction of industry and private life. Jefferson and St. Tammany have the advantage of being able to spread out and avoid those conflicts just by geographic spread.

With the vast development that's going on in downtown New Orleans, which just presents more and more conflicts with the industry related to and along the Riverfront, this is a continuing debate. While serving on the board of New Orleans, we had very definite concerns regarding the proposals for Claiborne, were very involved in the discussions on St. Claude, but interesting, the Port was very much opposed to the proposals for Claiborne, because they thought that the rerouting of the truck traffic would just present more problems in the community, and more inefficiencies for access to and from the Port.

However, on the St. Claude project, the Port was very much in favor of extending the streetcars, and in a perfect world, would love to have the streetcar connected from the Poland Avenue cruise terminal directly to the French Quarter. That would be a real game changer, but the politics in the neighborhoods dictated that that be the last phase of the streetcar project. I think [named omitted for confidentiality] and the neighborhood people had decided that St. Claude would be the first leg, Poland would be the second leg, and the Riverfront would be the third leg. The Port would love to have it in reverse order, but is glad to have the Riverfront portion of that on the drawing board, because that really

is most beneficial to the Port as well as being most beneficial to the residents.

There were proposals offered to address the railroad conflict, and unfortunately I think the Port was in a position to push to railroad on some of those issues, but this is a good example where we did not have a coming together of the elected officials, the Port and the neighborhood, because I think there was options. Of course it would've needed to push to railroad, but once you had the officials and the Port and the community together, I think there was a likelihood we could've achieved some of those options. Any one of the three rattling swords wasn't going to make the railroad move.

Interviewer: The three being the city, the Port, and the RTA?

Former Port NOLA Board Rep: Well, and the neighborhood.

Interviewer: The neighborhood, okay, but together they could've.

Former Port NOLA Board Rep: I think together there were achievable options. Those options are still available, but bringing all the parties together, it's a challenge as to who is going to bring the parties together.

The other thing that comes to mind in these, I had coffee this morning with one of the Congressmen from Louisiana. Our conversation had to do with the need, from a economic development standpoint, to look more at regions, whether it be New Orleans, Baton Rouge, or [Canadienne 00:13:03]. Some of these things we talked about really do have a regional effect, especially with the Port of New Orleans, Port of St. Bernard, and I think more and more, the interaction of businesses throughout the community. That's just another example, whether we're talking about St. Claude or whether we're talking about some other major project. Ideally, I think-

Interviewer: Would you like some water?

Former Port NOLA Board Rep: No, no.

Interviewer: You sure?

Former Port NOLA Board Rep: I think ideally, you should look at these things on a more regional basis.

Interviewer: Okay, I'm glad that you brought that up, because that was actually a question that I was going to ask you. In thinking about transportation planning, and we have a good structure in place, I think. The Regional Planning Commission is very much involved in coordinating and planning for the regions' passenger transportation network. Then, on the freight side, I think they're increasingly maybe getting involved because of new federal requirements, but you have the port that obviously plays a pretty large role in looking at long-term freight planning in the region. I guess my question is, do these efforts ever interface with one another? Or do you see them in your experiences as being in separate silos?

Former Port NOLA Board Rep: They surely don't interact to the extent that they should. I think for the most part, they are separate. My suspicion is that, regional planning represents the interests of the elected officials in the multi-parish area. I think that's partly why their interests are much different than, say, the Port of New Orleans, which is made up of entirely people with a business interest, or industry interest. The elected officials are obviously much more sensitive to residential and citizen concerns, and should I think be more interested in balancing those residential and citizen concerns with economic development interests, because a good economic development plan is good for the citizens and the residents. You need both to make a community the best that it could be.

Interviewer: Let me ask. You're saying, and I agree, that the elected officials are ultimately the people responsible for regional economic development, planning, and understanding these needs, but do you think that they have the technical skills or knowledge, or are they mainly just being driven on a project-by-project or issue-by-issue basis as opposed to thinking of it from a more strategic long-term standpoint?

Former Port NOLA Board Rep: You notice there's few elected officials whose priority is strategic and long-term plans, unfortunately. If we didn't have the regional planning in place, the input from professionals at regional planning, it would be much more chaotic. I think that's the only hope we have, regional planning, is for sensible development for the overall community, because as much as we have a reliance on the activities along the Riverfront, the interest from elected officials is almost entirely the officials that represent that very area, even though the affected area is virtually the whole metropolitan area. The interest of elected officials is only those that represent that geographic area, and you just can't get the attention of the other elected officials, so it's key for regional

planning to be sensitive to residential and community needs as well as the economic development needs.

Interviewer: It's been my experience, I guess, that at the Regional Planning Commission level, they tend to try to not step on the toes of any individual parish, and you've recognized that these "last mile" issues tend to be most acute in Orleans Parish. If that's the right forum for these conversations to happen, how do you get around the issue that you have the RPC and then obviously the City of New Orleans, and you've got obviously the Dock Board and the RTA and all the various disparate agencies as well as the neighborhood, what's the right way? Is there a right way, or is there a better way to think about how these issues-

Former Port NOLA Board Rep: Well, I keep mentioning the Port of New Orleans, but really another entity that I think even better serves the industry/community development role is GNO, Inc.

Interviewer: GNO, Inc., okay.

Former Port NOLA Board Rep: Because they have really managed to, better than anyone else I think, bridge the business interests with the elected officials' interest. They are truly recognized as a regional interest. They approach things on a regional basis, and they have enough interaction with the elected officials and enough substance to get the attention of the elected officials. As much as I'm fond of the Port of New Orleans, it's really GNO, Inc. that has the potential to be the regional player.

RPC, I think, would just continue their role as a professional consultant, but the real mover and shaker to make things happen on a regional basis I think is GNO, Inc. Looking back, I think that was, from a regional standpoint, the best thing ever created. It got away from Chamber of Commerce, which has professional development but a lot of social activities. GNO, Inc. is all about economic development, and recognized as the regional leadership in economic development. I think what they say on "last mile" projects would be heard the loudest.

Interviewer: Okay, that's good. All right. I believe, there's probably some tensions between the role that GNO, Inc. plays and the role that the RPC plays, and I've gotten a sense in conversations with GNO, Inc. that they've tried to avoid some of these passenger transportation issues because they feel like they're maybe stepping on the toes of the RPC. The RPC

has the federal mandate to take on disbursing federal funds for specific projects, as well as engaging in public outreach that's mandated by the federal government on disbursing those funds. On the other hand, you have GNO, Inc. that has really good connections, as you say, with both the business community and the elected officials, but probably doesn't have a mechanism or at least at this point in time, a way to engage in neighborhood-level issues, other than through the elected officials. It's kind of a "one step removed" sort of a thing.

With that in mind, could you imagine that GNO, Inc. and the RPC could better collaborate to take what they're each good at to try to better coordinate how they could deal with the conflicts between passenger and freight?

Former Port NOLA Board Rep: Absolutely, because I think, somewhat knowing both entities, they both have a good appreciation of each other's roles and each other's limitations. RPC is more the passive consultant and conduit for funding, and GNO, Inc. is the active go-to entity in the business community. Somebody coming in here to do a major economic development is not going to go to RPC. They're going to go to GNO, Inc., and it's critical that GNO, Inc. have a clear line of communication with RPC.

Interviewer: Yeah. Okay, great. Earlier we were talking about the Claiborne project, and that the Dock Board came to the conclusion that removing the Claiborne expressway would have tremendous hardships to freight traffic.

Former Port NOLA Board Rep: That was one of the few times they actually formally took a position in opposition to a project of that nature.

Interviewer: Okay, and in some of the conversations I've had, there's a perception that that opinion came out before the analysis had been fully completed by the consultants working on the project. Is that accurate, or did they conduct their analysis, or was it really just, you know ...

Former Port NOLA Board Rep: I think there was some hard feelings to begin with. The Port people did not think that the TIGER grant monies should be used for that purpose. From the beginning, there was a question about the funding. The Port typically has things that are "shovel ready to go" when they apply for TIGER grant funds. In the case of Claiborne, it was like, I think the Port thought of it as spending \$3 million on a project that wasn't going to go

anywhere. I think you're correct in the sense that the Port predicted what the outcome was going to be prior to the study.

Interviewer: Okay, so it's probably [inaudible 00:28:20] difference in opinion. It was almost more of fighting for the same resources.

Former Port NOLA Board Rep: Exactly. RPC did eventually come up with some schemes to reroute the truck traffic. I think the concerns with the Riverfront industry was, those alternatives required a lot of planning and a lot of funding. Unless you could do Claiborne project in conjunction with the alternative routing of truck traffic, it was going to have a negative effect on transportation.

Interviewer: I'm just trying to get [inaudible 00:29:26]

Former Port NOLA Board Rep: That was just looking at it from the standpoint of Port of New Orleans. As you mentioned earlier, it had effect on the Port of South Louisiana as well, primarily with the container traffic.

Interviewer: Was that seen as a city project, RPC project? By the Port. Or was it kind of a combined project?

Former Port NOLA Board Rep: It was seen as a politically-motivated project. Had it come from RPC, I think they would've waited a little longer to see what the full plan was and options for satisfying the truck traffic.

I tell you, a project that's a real crow in the side of the Port that has been long in developing, but was an example of where we didn't have everybody looking at the full scope of the project at the same time, and that was the improvement to Convention Center Boulevard, or should I say, the revisions to the traffic flow on Convention Center Boulevard. That came to light without any input from the Port, and the Port just thought it was inconceivable, because you are reducing traffic literally one block from the cruise terminal, and surprising to everybody with the Port, they didn't have input early on in this project. It really scared them. That was a classic example of where everybody didn't come to the table initially, the city, RPC, Regional Transit, and the Port.

I think everybody in their own right realizes that the tremendous increase in cruise traffic has been beneficial for the city as a whole, but here's something that was going to directly affect it, and not everyone was at the table. I think that's more of a classic case of where you didn't

have all of the affected parties working together from the start on a project.

Interviewer: Tell me a little bit about that. That was one that I've heard about, I don't even know much about it. It's going into construction soon?

Former Port NOLA Board Rep: All of a sudden, Regional Transit was involved in the plan to put the ... This goes back to when there was going to be an expansion of the streetcar line around the Convention Center, essentially.

Interviewer: Yeah, I remember that, but that kind of died, right?

Former Port NOLA Board Rep: Which made sense from the hotels. That died, even though it made sense to some of us. Then the plan overnight, this plan evolves to reduce Convention Center Boulevard, two lanes in each direction, to one, and have more pedestrian activity. The impact on the cruise industry and the volume of traffic that that brings, there was always this quandary as to, how as that being addressed.

Interviewer: That was driven mainly by the Convention Center itself, that project?

Former Port NOLA Board Rep: The Convention Center primarily.

Interviewer: And the city.

Former Port NOLA Board Rep: Even though the Convention Center and the Port are next door neighbors, it was not a collaborative effort.

Interviewer #2: Do you think it was an oversight, or ...

Former Port NOLA Board Rep: I think these are too often where you don't have collaboration early on, so it invites conflict. I think all of these projects we talk about, with earlier collaboration would have quelled some of the conflicts.

I hate to keep going back to the Port, but when you think about the truck traffic that goes in and out of the Napoleon Avenue Container Terminal, which is a tremendous amount of traffic. It operates without major conflict with the neighboring community.

Interviewer: Yeah, let's talk about that, because that's come up in a couple of conversations. You're talking about Tchoupitoulas Corridor? What are the issues there that you see? There's been some proposals about

maybe converting the HOV lanes on the bridge and creating a new interchange.

Former Port NOLA Board Rep: The Tchoupitoulas, with the container terminal, I think works well. It's once you get away from Tchoupitoulas in order to go further is where the conflict comes. The conflict is getting on the expressway and getting off the expressway.

Interviewer: What's the name of that corridor, that road? I forget the name.

Interviewer #2: Clarence Henry Truckway, or whatever.

Interviewer: Yeah, so that part of it works pretty well.

Former Port NOLA Board Rep: That part works, but then you get a bottleneck trying to get on the expressway. [Name omitted for confidentiality] had shared with me about the HOV lane, and thought there was some workable alternatives. Again, I think there could've been, and should be, more collaboration on the affected parties.

Interviewer: That's an ongoing conversation, that one?

Former Port NOLA Board Rep: Yes.

Interviewer: All right, so let's shift gears.

Former Port NOLA Board Rep: That could be a win-win for everybody. Moving the traffic clearly helps the community, getting the traffic moving, and it helps the industry. That's a clear example where we need to have more ongoing collaborative talk with the officials, the city, and the industry, and somewhat community interest. The more the elected officials and the industry can address those transportation problems, it's beneficial to the community, and the residential.

Interviewer: Okay, so let's then throw into the mix the expansion of the Convention Center over there, which is adding even more congestion, fuel to the fire, so to speak. That's a perfect issue where you have all these "last mile" issues that come up butting heads, economic development and shopping and residential and hotels and Convention Center space. Then of course, that's really where in the ground zero where all that truck congestion is coming together.

Former Port NOLA Board Rep: Right, so if you can't move the existing trucks in and out, you can't move the commercial or individual interest of the Convention Center development in and out.

Interviewer: Is there a forum for these parties, the Convention Center and the Port and the RPC and maybe GNO, Inc.?

Former Port NOLA Board Rep: I think, unfortunately, the conversations have been one-on-one, and not collaborative with all of the interested parties.

I'll tell you, on most of these projects we're talking about that affect the Riverfront, from Napoleon Avenue to Poland, there was a concern in not having [named omitted for confidentiality] in the mix, because she was one of the few officials that took a real interest in transportation as a whole. It is one thing of being a supporter, and industry has its supporters among elected officials, but to have an activist, there was a concern in losing that activist.

Interviewer: Activist on the standpoint of transportation, not necessarily just-

Former Port NOLA Board Rep: Specifically transportation.

Interviewer: Not specifically passenger transportation, versus freight transportation.

Former Port NOLA Board Rep: No. To look at transportation overall.

Interviewer: Yeah, so the loss of her in the city has created less of conversations on these issues, you think?

Former Port NOLA Board Rep: It's slowed the discussion. Even if all the city officials say, "We're going to support you," you need that leadership because the person that takes the leadership role has a better understanding of where they want to go, and can relate that to their colleagues. Support is not enough to get some of these projects done. You need activists and leaders. There's too many affected parties. You need people in the leadership roles to take charge.

Interviewer: Then, that begs the question, has there been a lack of transportation ... You could argue transportation's one of the biggest economic generators in New Orleans. Certainly when you include both passenger and freight transportation, it impacts everybody everyday, but yet it doesn't seem like there's been any sort of a caucus or any kind of

political organizing to put forward candidates that can understand these issues. Why do you think that's the case?

Former Port NOLA Board Rep: I think because you've got another player on these issues, and that's the Department of Transportation. I should say, the Department of Transportation and Development, which most people involved in any and all of these projects would say there's been a lack of development appreciation in the Department of Transportation and Development. It's been about paving and resurfacing highways and roadways, and not enough attention given to development projects. They're another player in this whole mix when you talk about HOV lanes and utilizing some of those, changing some of these transportation corridors, and they seem to be short-sighted in the sense of elected officials' vision, as opposed to more long-sighted, like Regional Planning.

Interviewer: To a certain extent, do you think that the interest of the Department and Transportation and Development is in essence more rural-minded?

Former Port NOLA Board Rep: It's more maintenance-oriented.

Interviewer: That's interesting. This is a great conversation. Maybe this was a question I should've asked you to begin with, but going back, how would you define "the last mile"?

Former Port NOLA Board Rep: I was hoping you wouldn't ask me that. I think it's the completion of a coordinated, comprehensive transportation system. I should say, public transportation.

Interviewer: The completion of a coordinated ...

Former Port NOLA Board Rep: Public transportation system.

Interviewer: That sounds more passenger-focused when you say public transportation system.

Former Port NOLA Board Rep: Not when you want to get from Napoleon cruise terminal to the expressway.

Interviewer: Yeah, good point.

Former Port NOLA Board Rep: You affect no residences, but the positive effect is equally on the citizens as it is on industry, because it's a log jam trying to get on and off the expressway at Tchoupitoulas, whether you're in a truck or in a smart

car. No, I'm taking into mind transportation in a broad sense. It drives me crazy to think about coordinated transportation when, I live on Algiers Point, people have trouble getting to the ferry, and then getting from the ferry to a public transportation system. Now, supposedly just because we just got a \$10 million grant to put a new ferry terminal at the foot of Canal Street, everything's going to be coordinated. I think there was a lot more room for coordination of transportation, given what we have now.

Interviewer: I think that's a good point. Let me get that one down. I'm still trying to write down your last point.

Former Port NOLA Board Rep: Yeah, it's amazing to me to think that one new federal grant is going to provide for a fully comprehensive and integrated transportation system.

Interviewer: That's a \$10 million grant, you said?

Former Port NOLA Board Rep: Right.

Interviewer #2: How does that affect, or does it affect, the Algiers side of things? Or is it just about the foot of Canal?

Former Port NOLA Board Rep: It would be greatly welcome by the West Bank community, for two reasons.

Interviewer #2: I mean, does the money directly ...

Former Port NOLA Board Rep: Just for the Canal Street terminal. Two reasons.

Interviewer: The \$10 million grant is for the Canal Street side.

Former Port NOLA Board Rep: It's just to build a new ferry terminal at Canal Street, which is a really big deal for the West Bank. Number one, the big thing is, it's a commitment to keep the ferry service in place. There's been anxiety the several years in whether we were going to continue to have ferry service. This is a positive commitment to long-term continuing service of the ferry. The other thing is, it's a positive commitment to, as I said, supposedly an integrated public transportation system, once you get to the foot of Canal Street.

Interviewer: Would that be buses and streetcars?

Former Port NOLA Board Rep: Supposedly. A missing piece, to answer your question, you would still need a coordinated public transportation system to get to the ferry on the West Bank side, but I would hope that once you have a coordinated system on the East Bank side, it's only natural that you want to get people to the West Bank side.

Interviewer: Are they moving forward with passenger only, or will cars be included in-

Former Port NOLA Board Rep: No, the cars are completely out of the mix, now and in the future. [Name omitted for confidentiality] was the one that was adamant about keeping the cars, and it really came down to a matter of, "You're going to have ferries without cars or you're not going to have ferries."

I think what the plans are now with the \$10 million grant is the best thing that could happen to the Riverfront and public transportation in a long time. It's a good question, asking about the cars. By doing away with the cars, you open up the pedestrian corridor from Woldenberg to Spanish Plaza. It would be a tremendous Riverfront development to have that pedestrian passageway open. That's a big advantage. On top of everything talked about with a new terminal, continued ferry service and coordinated public transportation, having the Riverfront open, pedestrian Riverfront, would be a huge plus. Then you add that other developments like the World Trade Center and things like that, and you bring people back to the Riverfront in the way that they typically do in Europe and other places.

Interviewer: What does that do on the West Bank side, where you don't particularly have great access to the ferry terminal on the West Bank side?

Former Port NOLA Board Rep: My hope, this is strictly a hope, is that as you develop public transportation on the East Bank, the logical extension would be to enhance the public transportation to the ferry terminal on West Bank.

Interviewer: What about trying to create better pedestrian or maybe bicycle connections on the West Bank? Do you see that as well?

Former Port NOLA Board Rep: I've been a proponent for a long time. I actually talked twice to the former Secretary of Transportation in Washington about making the ferry route itself officially part of the system as a lifestyle enhancement, so that you would have coordinated bike routes that included the ferry.

Actually, this is a conversation we've had over the last three or four years. Under this current administration, they thought that was the best selling point to maintain the ferry service and enhance it, was to make it part of a lifestyle enhancement.

Interviewer: That's the former secretary of the US DOT?

Former Port NOLA Board Rep: Right. That was LaHood? I had occasion twice in New Orleans to speak to him about that.

Interviewer: All right, so on this topic of lifestyle improvements, along the lines of bicycles and pedestrians, do you think that there ought to be a reexamination of truck route corridors through neighborhoods and cities? I don't know when the truck routes, how they came about, I don't know much about it. Do you know when and where certain corridors were designated as truck routes? Do you have any sense as to what a truck route means or if there's been much conversations about it? Because I know certain corridors are considered truck routes.

Former Port NOLA Board Rep: Yeah. I think that's just a local government designation, and I'm not familiar with that process.

Interviewer: Okay. I think it's a federal, because when we spoke with [name omitted for confidentiality] ...

Interviewer #2: Yeah, I think they said there's a ...

Interviewer: RPC follows a US DOT policy guidance, Federal Highway Administration, to designate truck routes based on some set of criteria, which I'm not particularly familiar with. I need to educate myself on that.

Former Port NOLA Board Rep: Yeah, I'm not familiar with that.

Interviewer: Do you think though that maybe if the RPC and the FHWA, Federal Highway Administration, has a policy on that, and since you served on the Dock Board, do you think that maybe there's a lack of education perhaps on what a truck route means on federal guidance? Maybe there needs to be more education on what that concept is.

Former Port NOLA Board Rep: All I know is that the Napoleon Expressway is the truck route. Whether it's designated or not, I know it's a truck route.

Interviewer: Yeah. I think there's Camp Street, for example, through downtown is a designated truck route. I think St. Claude Corridor is a designated truck route. It has something to do with the width of the lanes. For example, if the city is looking at putting in a bike lane, you usually need a certain amount of space for a bike lane. I think it's five feet. Then oftentimes what they do is they narrow the automobile and truck lanes, like on Esplanade for example they narrow the lanes, but on certain streets that are designated truck routes, they can't narrow the lanes to a 10-foot width. If it's a truck route, it has to be 12 feet, things like that. Again, I'm not particularly well-versed in it.

Former Port NOLA Board Rep: All I know is that, one of the things I dealt with for a long time as state representative in Gretna, the truck route that serviced the Riverfront on the West Bank is essentially 4th Street. The state highway, 4th Street when it gets into the middle of the city of Gretna at Huey P. Long Avenue, doglegs to 5th Street. No sizable trucks can make the turn, so the trucks always continue going straight, whether the highway went straight or not, because it was impractical. In this case, the state highway was meant to be the truck route, but it was not physically able to be the truck route. We had to acquire some railroad property and extend the highway and swap property with DOTD in order to make a navigable state highway, navigable by trucks.

Interviewer: All right. I don't know. [Interviewer #2], do you have any questions you can think of?

Interviewer #2: I think we kind of hit on ... Our big thing was this collaboration between the interests and where could this happen. Everybody agrees that it doesn't really happen, but nobody's sure where it may happen, I guess.

Former Port NOLA Board Rep: That kind of falls back to that leadership. Leadership on transportation and transportation projects as it relates to economic development is, let me say, lacking.

Interviewer: Yeah, I felt once [named omitted for confidentiality] left office, the work we were doing with the Stack Committee really lost the momentum, because the new elected officials just didn't really seem to take much of an interest, and now they've created this new committee that I've been serving on called the Bicycle and Pedestrian Safety Committee. Of course, Stack continues to meet, but I think it's trying to figure out what impacts it can really have when you don't have an ear willing to listen. That's the thing, a lot of times these elected officials like creating their

own brand, their own thing, and what I've been a little disheartened with, with this new Bicycle and Pedestrian Safety Committee, is it's too focused on just bicycle and pedestrian safety and it doesn't look at the integration of the modes. Anything else that you want to add? This has been really informative.

Former Port NOLA Board Rep: No. I think that was obviously a strong point with Stack, and that is something that should be replicated in other areas where you have a coordinated effort of all of the affected parties. I think you need that, just to develop a competence in moving projects forward, because the people that are not at the table are always going to be apprehensive of whether a project's going to be detrimental to their interest. That goes back to public skepticism about official action in Louisiana. There's always a skepticism, so if people aren't at the table, I don't think they feel comfortable. I think they feel skeptical. Yeah, I think the Stack Committee was an ideal situation of having all of the parties at the same table, and having the ear of the City Council, and even more so, being used by the City Council as a resource. Well, I was honored to be asked.

Interviewer: Yeah, thank you. No, I appreciate it. It's interesting.

Metropolitan Planning Organization, Staff Representatives #1 and #2, October 30, 2015

Interviewer #1: Interviewer #2 has been doing the research, so we haven't found his formalized definitions over this. I'd be curious, what does the last mile mean exactly to you?

Staff Rep #1: Well, the last mile, in terms of freight planning, is the intermodal connector into a freight or rail facility or airport. For the New Orleans region, it's the Tchoupitoulas Corridor and Felicity Street entrance to the ... off the interstate, on to Tchoupitoulas, over to Felicity to get onto the Chink Henry Truckway. For the Norfolk Southern, it is ... and I actually have a map of all the intermodal connectors and a description. I think we have 10, and they're different lengths. They're not actually specifically a mile, but that's the way they refer to them. [crosstalk 00:01:05]

Interviewer #1: Okay. That definition, is that a federal definition?

Staff Rep #1: Uh-huh (affirmative).

Interviewer #1: Okay. Is that-

Staff Rep #1: Intermodal connector, yeah.

Interviewer #1: Intermodal connector. Okay. This is important, because we're trying to really understand this, because as you know, freight transportation planning is probably relatively new in terms of urban planning, so to speak. There's been a lot of freight planning that's been going on for many, many years, but the interface between freight planning and passenger transportation planning, I think, is somewhat relatively new under MAP-21. Is that true?

Staff Rep #1: No. Well, the integration, the idea of looking at both instead of looking at them separately is formally stated through federal highway documentation, is probably MAP-21.

Interviewer #1: Okay.

Staff Rep #1: But prior to that, I want to say we did an Intermodal Connector Survey. The first one was like in 2003. I did it for the New Orleans region.

Interviewer #1: Okay.

Staff Rep #1: No, I didn't do it. Tom Hunter did it when he was here, before I even started working here. That's over 17 years ago, and then I updated it.

Interviewer #1: What was that called?

Staff Rep #1: It was the Intermodal Connector Survey.

Interviewer #1: Intermodal-

Staff Rep #1: It was the first survey when they determined the connectors. Okay?

Interviewer #1: Okay.

Staff Rep #1: There was the airport road into the Louis Armstrong ... There was a specific definition of intermodal connector under federal standards as 100 trucks per day in each direction.

Interviewer #1: Okay.

Staff Rep #1: I will send you a copy of our freight brochure. It has lots of good information in there, including the connectors, maps, commercial highway system, the priority freight system.

Interviewer #1: Okay.

Staff Rep #1: That's more recent.

Interviewer #1: Okay. This is great, because this is all new information to me.

Staff Rep #1: Okay.

Interviewer #1: I'm really trying to better understand how freight and passenger transportation planning interface. What we've been ... and, [Interviewer #2], correct me if I'm wrong, but we've been doing a bunch of literature review, and when I say we, I mainly mean [Interviewer #2].

Staff Rep #1: [Interviewer #2], you, you are [Interviewer #1's] graduate student, correct?

Interviewer #2: Yes.

Interviewer #1: Yes.

Staff Rep #1: Okay.

Interviewer #1: And [Interviewer #2] is-

Staff Rep #1: Are you in your final year ...

Interviewer #2: Yeah.

Staff Rep #1: ... and you're working on your thesis?

Interviewer #2: No, I'm not doing a thesis. I'm just helping [Interviewer #1] with research for The Transportation Institute.

Staff Rep #1: Okay.

Interviewer #1: Yeah, and [Interviewer #2's] one of our best students, so if you need a good employee, I'd recommend-

Staff Rep #1: Okay.

Interviewer #1: ... just keeping in close touch with him.

Staff Rep #1: Okay.

Interviewer #1: He's also potentially going to maybe also do the master's in transportation. He may graduate with a dual master's in urban planning and a master's in transportation, because we just launched that program this semester.

Staff Rep #1: Right.

Interviewer #1: He's already finished a year in the MURP program. He's now finishing up the MURP requirements this year, but to get the actual master's in transportation probably only requires an additional year of work. You can finish that off in like a year.

Staff Rep #1: So it'll be a three-year deal?

Interviewer #1: If you do both at the same time, yeah. The interesting thing about this new master's in transportation that we just launched is that it includes course work in both dual freight and passenger transportation. I was trying to get [name omitted for confidentiality] to think about this degree program, because it's only 33 credits as opposed to the MURP, which is 45 credits. That's the thing. If you add 33 and 45, what does that put you at? Like-

Interviewer #2: 78.

Interviewer #1: Yeah, 78 credits, but if you do the MURP and the MST together, you could finish it in more like maybe 60 or 65 or something like that. Anyway, [name omitted for confidentiality], who teaches more of the freight classes, her focus is teaching more on the freight side, and then me and whoever they get to replace me will continue to teach on the passenger side. That way, when a graduate finishes the MST, they'll have both freight and passenger, and then they'll take electives in either urban planning or public administration.

Staff Rep #1: Okay.

Interviewer #1: Those are the two tracks.

Staff Rep #1: Who's going to teach passenger after you leave?

Interviewer #1: Well, that's a good question. The university is not committing yet to replace my position. Please don't repeat this, but there's a big fight going on right now between our department and the administration to be like, "You've got to replace these positions." I mean, we lost [named omitted for confidentiality]. We lost [name omitted for confidentiality]. We lost myself. I think that [name omitted for confidentiality] and [name omitted for confidentiality] and [name omitted for confidentiality] are the three that are leading the charge, so I would talk to them because they could probably use some help to ... I'm actually working with them to try and figure out a good strategy to ... I suggested we create a non-profit called Friends of Planning or Friends of UNO Planning and basically develop a platform and say, "Look it. The UNO Department of Planning and Urban Studies, including The Transportation Institute, ought to have 10 full-time faculty members." We'll be dropping down to five come January, after I leave, and that will raise awareness and do a campaign. It's the only planning program in Louisiana, and if-

Staff Rep #1: In three states, right?

Interviewer #1: I think Mississippi now has one.

Staff Rep #1: Okay.

Interviewer #1: At Jackson State, that's accredited, but-

Staff Rep #1: Okay.

Interviewer #1: Maybe Arkansas still doesn't have one. If we don't maintain at least six or seven full-time faculty-

Staff Rep #1: We'll lose accreditation.

Interviewer #1: ... we'll lose accreditation, because you have to have five full-time faculty just in the MURP program alone.

Staff Rep #1: I think [named omitted for confidentiality] [inaudible 00:07:39]

Interviewer #1: Well, he's gone.

Staff Rep #1: I know.

Interviewer #1: He's announced his retirement, and the new provost they hired, he's just a hatchet man. He's just cutting, cutting, cutting. That's, I think, why they hired him. They're in a tough position. I mean, I can't say it's their fault. They're implementing the massive budget cuts that the state is forcing down on UNO, and that's the tough part. Anyway, back to this.

Staff Rep #1: Yeah. Okay.

Interviewer #1: As we, transportation planners, get more involved in freight issues, I haven't found the formal definitions so much in the literature, but this is really useful. You're saying that ... Is it FHWA that has the formalize definitions?

Staff Rep #1: Yeah. They have a freight department, if you will, or a freight section, and it's gotten very sophisticated. There's a lot of stuff online, a lot of free classes, webinar-type classes that students could use and bone up on, get caught up I guess. Yeah. Really, it started, I think, with ISTEA, is when the term intermodal was the ... It was either ISTEA or TEA-21. I can't remember, but it became very central in the thinking, the crossover between ... Yes, containers moved through from maritime to trucks or to rail and the multimodality, if you will, of freight. Intermodal was the first term, and then it moved to multimodal, and then it moved to infrastructure and supporting it. The whole idea of integration has been the most recent push. We, as transportation planners, have been dealing with the integration of the modes without that formalized structure for many years. Federal Highway is paving the way and doing more formal analysis.

Interviewer #1: Okay. What we're looking at ... There's, I guess, a couple ways to look at this. One is from more of a rigid federal/MPO lens, and then the other is more of a just the general issues that we see on the ground, in terms of the advocacy communities, increasing fatalities, and then this continual ... I don't know how to put it. I don't want to say there's a butting of heads between freight interest

and passenger interest in New Orleans, but there seems to be increasing tensions between the two and potentially a lack of communication.

Staff Rep #1: Conversation.

Interviewer #1: Yeah, a lack of conversation. That's a good way to put it.

Staff Rep #2: If I can-

Interviewer #1: Yeah.

Staff Rep #2: I think the way that we're looking at the last mile too is, with rail, it's more defined because you have a defined track there, but, to us, the last mile can be anywhere because this is also for just people going to their house. A last-mile connection can be anywhere and for delivery trucks or whatever. These conflicts are happening. There's not a defined area this could happen. Conflicts between my last leg ... Last mile's really the last leg of your trip, regardless of-

Staff Rep #1: Well, that's true anywhere.

Staff Rep #2: ... where you are.

Staff Rep #1: That's anywhere in the city, on any street.

Staff Rep #2: Yeah, but we're looking at-

Interviewer #1: Yeah. For example, if you're defining last mile from a company like UPS or FedEx standpoint, you have your long-haul trucking, and then you've got basically that last leg of the trip, from the terminal to the house. They consider that the last mile, and that's typically where most of the costs are born from a company like FedEx or UPS, is getting the package from the main processing terminal. Kara's father was a UPS driver for 25, 30 years, and he delivered packages in downtown Omaha. Interestingly, they would get parking tickets almost every single day, and UPS's policy was, "All right. We just pay that, as a cost." That's an actual-

Staff Rep #1: Part of our business cost.

Interviewer #1: Part of our business cost is paying the parking tickets every day. That's a tangible way to cost the last mile, is a company like UPS having to deliver a package in a downtown setting, just willing to accept the fact that they're going to get parking tickets every day. What we're looking at on the passenger side, which there's been very little research on last mile in terms of passenger, but

Uber, for example, is very much trying to push the last-mile concept. If you take a bus or if you take a train, there's poor connections from ... Let's say they build a train between New Orleans and Baton Rouge. There are some transit connections that connect into UPT, but Uber is trying to say you can use Uber to get from that terminal to where you need to go as a last-mile leg.

[Named omitted for confidentiality], who used to be [name omitted for confidentiality] chief of staff, now works for Uber. He spoke to our class, and he's now starting to use this last-mile language as the role that Uber could fill, similar with the Pedicabs, the bicycle Pedicabs. They help to fulfill a last-mile service. Bike sharing is another thing that we've been pushing to try to help fill the last mile. The bus service only gets you so far, and you could use the bike sharing to help fill in some of those other trips, but I don't think, in terms of passenger, there's been a ton of formalized definitions around what last mile means in-

Staff Rep #1: Passenger cars or-

Interviewer #1: Passenger transportation.

Staff Rep #1: ... any and all transportation? This is not a new concept. This has been around a long time.

Interviewer #1: Yeah.

Staff Rep #1: When I was ...

Staff Rep #2: The term "last mile" actually started in telecommunications. All that meant was the last connection to the end customer.

Staff Rep #1: Okay. Okay. Well, when I was the executive director for The Rail Commission ... Okay. This is going to show up as one of the problems that existed with the funding and the siloing the funding. The Rail Commission, they had a little money. I wanted to do, as a pilot in New Orleans, take some of that money, because only Louisiana had the match, and improve that connectivity ... I called it connectivity ... to the New Orleans Union Passenger Terminal. Let's look at bike parking. Let's look at the buses and how often they come, their frequency, and how married are they to the trains that come in? What do the sidewalks look like, and is there any trailblazing signs to get to the terminal from different locations downtown? The Commission said, "That is not in our wheelhouse. Okay, we just are focused on the track," and that's the great idea I carry around, but that's too planner-esque, and we're over here.

Today, the Louisiana Super Regional Rail Authority understands that in order to have a Baton Rouge to New Orleans rail that that has to be resolved and improved. A multi-state rail commission perhaps and the federal railroad money that was associated with that wasn't eligible, and continues not to be eligible, for that. It had to come back to the MPO or to the city of New Orleans to do that work, but it wasn't a huge, high priority. It wasn't a priority for anybody. Now there's starting to be some momentum and more discussion around it because, post-Katrina, we have all this influx of people living in the downtown area. There's more demand for that connectivity. There's more understanding. We're seeing that those discussions pop up everywhere.

On the rail side ... Excuse me, on the port side, the city of New Orleans is undertaking this core downtown circulation evaluation. You know about that?

Interviewer #1: Nn-hmm (negative). I think I've heard something about it. I don't know the details.

Staff Rep #1: It's looking at all of the available parking spaces. It's looking at one-way roadways and-

Interviewer #1: The port is looking at parking?

Staff Rep #1: No, the city of New Orleans.

Interviewer #1: Oh, okay.

Staff Rep #1: But their boundaries go from Elysian Fields all the way over to maybe Louisiana.

Interviewer #1: Who's working on the city side? Is it The Department of Public Works or is it the mayor's office?

Staff Rep #1: Well, it was [name omitted for confidentiality] I don't think it's going to be The Department of Public Works. They will be technical advisors on it, but they ...

Interviewer #1: It's just consultants doing the study?

Staff Rep #1: Well, I think RPC got-

Staff Rep #2: We led it, right?

Staff Rep #1: I think we're doing it on behalf of the city.

Interviewer #1: Oh, okay.

Staff Rep #1: But the city ... and I am not the project manager on it. I think [name omitted for confidentiality] is, actually.

Interviewer #1: Okay.

Staff Rep #1: But, really, it's [name omitted for confidentiality] baby, and it's in answer to ... Like many of the projects that the RPC does, we do it on behalf of an entity. They come to us and say, "We've got these kinds of problems or these kinds of issues we need to solve," and we turn it into a scope of work. For that one, I think it's a very large evaluation. I think there's multiple contributors to the local 20% match. I think it includes the Port of New Orleans and the city of New Orleans.

Staff Rep #2: I think DDD might have put money into it.

Staff Rep #1: Yeah, DDD. There is movement to look at all those elements. They're looking at the convention center and the proposal that the convention center put forth to lose two lanes of traffic and make a wider sidewalk. We know that's going to impact freight movements, but the solution that they came up with, they did in a vacuum.

Interviewer #1: Let me ask this question. That's exciting for a sub-area-type study, and it sounds like there's certainly ... The freight and the passenger interests are probably coming together in a new way that hasn't happened probably too often in the past. We have some meetings coming up with [State Representative] and [name omitted for confidentiality], because last spring, in the state legislature, [State Representative] proposed a bill, which didn't really go anywhere. It may have turned into a resolution, but it was to look at more of a regional-level analysis of trying to shift freight traffic, particularly trucks that were coming into the Port of St. Bernard. Rather than them coming through-

Staff Rep #1: Just go down Paris Road to the port and not down St. ...

Interviewer #1: Not down St. Claude or-

Staff Rep #1: ... Claude to Elysian Fields.

Interviewer #1: Yeah, because of all of the increased number of cyclists and pedestrians in that Marigny-Bywater corridor and try to get the trucks. According to, I guess, [State Representative], when I was talking with her last spring, there was a pretty strong coalition from the port side that came out and the trucking side that came out against that, but I'm curious to think about ... and I'm not asking for

your guys' opinion on that, but I guess more of what I'm thinking is that do you see ... What is the role of regional transportation planning in help to identify these larger regional freight versus bike-ped or transit issues?

Staff Rep #1: It's demands for space, unlimited roadway width. We, as much as we can, influence it. We do try to make sure that the accommodations are correct and innovative and are the correct treatment for an Elysian Fields at St. Claude Avenue.

Interviewer #1: Yeah.

Staff Rep #1: We don't necessarily control those decisions because, in particular, that vocation is a state-maintained, state-owned roadways, both of them.

Interviewer #1: Sure. I get the specific design issues at the-

Staff Rep #1: Right. Right.

Interviewer #1: ... intersection or even a corridor level.

Staff Rep #1: We have been involved in partnership with the Department of Public Works to push an improved design for that intersection, particularly after the last death there, and we were squarely involved with the first time it was redesigned. It was in the fact that St. Claude got a bike lane. Those were all things that we were pushing, so yeah. What is our role? A lot of times, we play an advocacy role behind the scenes because the state hasn't caught up.

Interviewer #1: I understand that. I guess my question is slightly different. Rather than looking down at the intersection design level, what is, I guess, either the scope or the efforts, or maybe there is not as much effort, of looking at regional flows of, "Where do the trucks go? Should the trucks be using the Claiborne Corridor?" When the city of New Orleans got the big HUD grant to look at the removal of the ... or not just the removal, but all the various options, it was the port that came out very strongly against the removal of the Claiborne expressway, but there were some analyses that I saw that stated that if there were certain improvements made, particularly to say 610 and this intersection right over here, you could get the freight in and out of the port without much inconvenience to the movements.

Staff Rep #1: Yeah, but it's something-

Interviewer #1: I'm guessing about more regional transportation planning.

Staff Rep #1: We obviously get involved at some level. Sometimes it's hyper-political, like that one in particular, but we do the transportation model here at the RPC, so we know what the volumes are. We do counts every year. It's not on every roadway, but the counts is part of what we're charged with doing. They go into the model. We know what the flows look like, and [name omitted for confidentiality] actually did the model for that study and gave the information back to the consultant. The city of New Orleans ran that evaluation.

Interviewer #1: Okay.

Staff Rep #1: Essentially, what it said was if we take down the Claiborne overpass, all of those truck movements will be spread throughout the city streets. As much as a lot of the proponents said, "This is the way to go," it actually jammed up traffic and would have caused a very large, difficult problem at the street level, making it probably more difficult for cyclists and pedestrians. Okay?

Interviewer #1: Mm-hmm (affirmative).

Staff Rep #1: It didn't confront the neighborhood issues of what it would do here, at this ... There would have to be an environmental impact statement done to look at all the impacts to alternatives. If that turned out to be the preferred alternative, what were the impacts? There would be public meetings, and there would be ... Just like moving the rail gateway to Hollygrove, along Hollygrove, moving all of the truck traffic to I-610, I-10 would, I'm sure, have met with the same amount of pushback, maybe even more so. That is one of the elements of consideration in an environmental assessment or an EIS.

Do we get involved? Yeah. We're looking at the data. We're doing the modeling. We get lots and lots and lots of complaints or suggestions of how to fix a problem. Whether it's from a councilman who just heard from a constituent in a neighborhood, or whether it's from the constituent themselves, or whether it's from a traffic engineer or the port or the convention center, everybody calls and says, "These are the things that we think we want to do." This is the role of any transportation department. Just because you present a solution doesn't mean that's the solution.

Interviewer #1: Sure, and you guys wear these interesting hats, right?

Staff Rep #1: Right.

Interviewer #1: Because both of you work on the bike-ped program, and you work particularly on the freight program as well.

Staff Rep #1: Yeah, I work on both.

Interviewer #1: Yeah. I guess my question is ... It sounds, what you're stating, that right now there are some projects, like a big federal-funded study like Claiborne, where you take a look at the regional model, you tinker with it and see if you remove this expressway option, what would happen? The model spits out that you'd get more freight traffic on local streets, which could potentially, like you said, create more conflicts for bike and pedestrians, which is very understandable.

I guess my question, at this point, in listening to you, is would you characterize the planning efforts that are occurring as more driven from specific projects and more of a ground-up analysis, or is there a regional look at bringing together the passenger and freight issues in some sort of a top-down approach at all, in terms of saying, "Okay. We know we have a lot of freight in the city. It's a port city. We know we have increasing bike and ped usage in this city. It's one of the fastest-growing in the country. Is there a way to think about these issues from a regional transportation planning perspective, or is it mostly driven by requests and from the project level?"

Staff Rep #1: We do both.

Interviewer #1: Okay.

Staff Rep #1: It's not either/or, I would say. I mean, constantly projects bubble up, but at the same time, we're doing the grand overview. In the bike and pedestrian program, one of the things that we have been pushing is to evaluate all the bridges in the region and how they accommodate cyclists and pedestrians, because we know they don't, and they are a huge checkpoint. Instead of this grand, comprehensive evaluation, which is the way often I think it tends to be looked at when you're in planning school, it's like, "Okay. That's missing something we can suggest." In real life, it doesn't always work out that way. Instead, we're working to get a master bicycle plan instigated in each parish, when they're ready. They're not always ready. As they mature and they have champions and the departments are buying in and there's some reasonable element of success at the end of it, that we move forward on that.

Interviewer #1: Sure.

Staff Rep #1: The way we do that is through our programs that we develop. We're training engineers. We're training planners. We're teeing up all the staff people within a parish to do those plans through our complete streets training. We know that going through that effort, we're going to be confronting freight. We're going to

be confronting, with the parish engineers, where are the passenger cars? Where are the major destinations? Where is the freight intermodal terminals? What are the state highways? Where do people want to be? Where's the latent demand, but they can't get there? It gets confronted that way.

Interviewer #1: Okay. I completely get what you're saying, in terms of happening more probably so at the parish level and doing these bike-ped plans. You recently completed one for Jefferson Parish. Can you speak to how freight interests or freight issues were addressed through the Jefferson Parish bike-ped planning process?

Staff Rep #1: We worked very closely with Jefferson Parish engineering every step of the way, because at the end of the day, they're the ones that have to implement everything, and we walked it through with the parish council every step of the way, because you're not going to get anything unless you've got political buy-in in it. At the end of the day, sometimes you don't get everything you want, but you get some key wins. We've had to do that for the last 15 years, and sometimes winning something is better than winning everything.

Interviewer #1: Sure. Okay. Would it be safe to assume that specifically getting to the needs and/or issues related to freight in Jefferson Parish itself that it was through Jefferson Parish engineering and through the Jefferson council, or were there freight entities or stakeholders involved in the actual planning process of the Jefferson Parish bike-ped plan? Is it a bike plan or a bike-ped plan?

Staff Rep #2: Bike.

Interviewer #1: Just bike then.

Staff Rep #1: That one is just a master bicycle plan.

Interviewer #1: Okay.

Staff Rep #1: I don't think we went out and met with specific ... like with the CN Railroad, or we didn't go out and meet with the head of [Elmwood 00:32:36].

Interviewer #1: Okay.

Staff Rep #1: Okay. Or the Union Pacific or BNSF on the West Bank, but we know-

Interviewer #1: You know the issues.

Staff Rep #1: We know their issues because we work with them on a lot of other things. They wouldn't necessarily understand why you would be coming to a bicycle master plan meeting, you know?

Interviewer #1: Okay.

Staff Rep #1: But we held public meetings to gauge and get feedback on where people were rioting. A lot of citizens came out, and we relied on our knowledge and, I think, the council's knowledge, and the engineering department's knowledge of major roadway issues and turning, because we have limited truck routes. All state routes essentially, I think, are truck routes, but everything else on local roads is designated by the parish through ordinance. Some of that's very politically motivated as well, as you know. It used to be, many years ago, in Orleans Parish, if you were a business man and you needed the truck route to your facility, you'd go in and have a talk with your councilperson or a councilperson and write them a check, and then you'd get your designated truck route.

Interviewer #1: Yeah.

Staff Rep #1: Or hope to, because that would help a lot, if you gave him a couple thousand bucks.

Staff Rep #2: Public charters, like in the Bywater, has a designated truck route along the ...

Staff Rep #1: Well, that's also a last mile, a freight last mile, and it may need to come ... Well, it's because of the ships down there, the Cape Kennedy and the Cape Knox, I think. Go back and see if that still designated.

Interviewer #1: I also believe that Camp Street in downtown was a designated truck route, and that was one of the [bases 00:34:42] for which the bike lane on Camp Street ... and, [Staff Rep #2], maybe correct me if I'm wrong, but wasn't that one of the reasons why they determined they couldn't put a bike lane and they had to put a sharrow on Camp Street downtown?

Staff Rep #2: I don't remember if it's still a designated truck route. I have to double-check, but the lane widths were the concern brought up by public works because there's transit and truck traffic on both Camp and Magazine.

Interviewer #1: Yeah. I thought it was the lane widths because it was a designated truck route. You couldn't reduce the lane widths to 10 feet because the truck route necessitated that it had to be more like 11 or 12 feet, but I don't know.

Staff Rep #2: Yeah, I don't think there's a specific regulation that it's required to be 11 or 12. It's just-

Interviewer #1: More of an opinion.

Staff Rep #2: traffic engineering-

Staff Rep #1: Judgment.

Staff Rep #2: ... judgment that it should be wider or that that's the way it's been done or that's the way AASHTO has traditionally been interpreted.

Staff Rep #1: That one was one of the first ones, right? Wasn't that one of the first ones where we dealt with that, and Allen put the kibosh on it?

Staff Rep #2: Yeah.

Staff Rep #1: That was one of the first ones.

Interviewer #1: Because the one on Magazine Street, near the World War II Museum, only two blocks went it, but then Camp Street did not.

Staff Rep #2: The statement there was that those blocks are a little wider, and it was unclear whether it was wider because the reconstruction built them wider or if it was just a quirk of city layout from whenever. We've seen the change in opinion. Napoleon's going to have 10-foot lanes, and it's a transit route, and it's a truck route, so they have shifted over.

Staff Rep #1: Some of this is just the timing. Yeah. Traffic engineering opinion has been successfully shifted a little, and that's what I'm saying. You take the wins where you can get them. I can remember clearly when Allen [inaudible 00:36:45] was like, "Hell no. No way." He was not for any [crosstalk 00:36:52]

Staff Rep #2: Then Baronne Street happened where, instead of putting shared-lane markings, they did the road diet, which five, six years ago, the idea of a road diet downtown was not nearly as workable of a concept, even though you could make the argument if you put shared-lane markings and a bicyclist is positioning themselves safely in the lane away from traffic, vehicles need to change lanes to safely pass. You're more or less creating more conflicts because you've got lane changing happening all the time for passing, as opposed to a dedicated space could be more organized. That's one interpretation or viewpoint about how a dedicated space over a shared-lane condition is not necessarily going to be the capacity destroying fear that some people have.

Interviewer #1: Okay. At least the way that I look at some of these issues is there's, "How do we deal with conflicts within a corridor?" For example, there's shifting opinions like Napoleon Street, Baronne Street over time.

Staff Rep #1: Well, that's engineering. That's on the engineering level.

Interviewer #1: On the engineering side, right?

Staff Rep #1: Mm-hmm (affirmative).

Interviewer #1: Exactly. There's design and engineering within a corridor, right?

Staff Rep #1: Mm-hmm (affirmative).

Interviewer #1: I don't think most of the times the engineering looks at whether or not this is the right corridor. Engineers typically don't look at those particulars, like should trucks be coming down this corridor? That's more of a planning function, in terms of if we designate a truck route, should we discourage bicycle-pedestrian infrastructure? My question, I guess, is just not thinking specifically about any particular projects, but just in a grand scheme of things, and I know this is an evolving process over time.

Do you think there will come a point that the New Orleans region may take a look and say, "Okay. Where can we specifically encourage freight transportation through the core of the region?" When I say core, I'm not talking about the French Quarter. I'm talking the general city of New Orleans, connecting St. Bernard to, say, the East Bank and whatnot. Is there a way to designate certain areas as freight and discourage bike-ped, and is there a way to get freight to realize that that may be a better way to do it and the bike-bed advocates to realize that we're going to say, "These are areas for more bike-ped and less freight, and these are areas for more freight and less bike-ped"? Do you see what I'm getting at? Is that possible to do that?

Staff Rep #1: Possibly. A lot of the business and industry is located where it's located, and it morphs over time, depending on a lot of factors that we don't control. There are times when, as things slow down, perhaps, say, along the riverfront ... and the Bywater used to be all industrial, and now it's definitely shifted.

Interviewer #2: Yeah, and that's exactly what we're looking at, neighborhoods like that, that are in what used to be industrial areas but now have particularly a lot of walking and biking.

Staff Rep #1: Right. I do think, as planners, and in particular perhaps more so at the city level, when they're encouraging certain kinds of land uses and developments, it helps encourage that shift away from certain types of freight moves.

Staff Rep #2: I think some areas you have more options if you wanted to create an approach where you ... I wouldn't necessarily say discourage walking and biking, but pick an alternative parallel corridor to prioritize it. We're seeing that being much more of a priority in Portland and Seattle, developing their neighborhood greenway networks. They're not ignoring the arterials. They still want to make those more inviting to people that aren't just in cars and address the safety concerns that exist for all users on those road, but recognizing the idea, if you really want to get a mode share of non-motorized traffic in double digits, let alone in the ... I think Portland has set their goal as like 25% by 20 ... I don't know what year. I don't remember ... having to build out a neighborhood greenway network where a much larger percentage of the population is going to be able to comfortably move around the city, neighborhood to neighborhood, neighborhood to business district, without having to interact with as much motorized traffic.

They're not doing one or the other. They're doing both in tandem, recognizing that the one appeals to a larger segment of the population, the other appeals to a smaller segment, but is still also critical because you get to that last mile, the neighborhood greenway gets you to the business corridor, but you might need to go down that heavy corridor for two blocks to get to your final destination. You still want to have sidewalks or have a protected bike lane on that main street to accommodate that part of the movement.

Interviewer #1: I lived in Boulder for like five years, and they have a phenomenal network, just like you're describing. I was actually there last weekend, and I got a bike share, Bcycle. It just reminded me of how nice it is to be able to bike around the city without actually having to interact with a lot of automobile traffic, but like you said, there are situations where you do have to go a few blocks, from time to time, and interact. Coming to New Orleans, we have our first example now of a greenway with the Lafitte corridor. Do you see that-

Staff Rep #2: Sorry. When I was using the term "neighborhood greenway," that's Portland's term for a bike boulevard.

Interviewer #1: A bike boulevard.

Staff Rep #2: They shifted away from bike boulevard for a PR purpose, because it was too easy to be like, "What is this project? Why is it just for these people on bikes?"

The city of Portland views that neighborhood greenways have multiple benefits, and they didn't want to have these projects pigeonholed as a bike project.

Staff Rep #1: Bike only.

Staff Rep #2: They integrated with their stormwater management projects. They look at it as mostly neighborhood traffic calming for a safety thing, and-

Staff Rep #1: It could be-

Staff Rep #2: ... that does actually accomplish it, and it also is better PR for presenting these projects to the public.

Interviewer #1: Okay.

Staff Rep #2: Instead of it just being a bike boulevard.

Interviewer #1: I think you answered my question. It doesn't actually have to be physical green space. It's actually more of-

Staff Rep #2: It's neighborhood streets ...

Interviewer #1: Okay.

Staff Rep #2: ... where they're doing traffic calming, whether it's narrowing things at intersections-

Interviewer #1: Traffic diversions.

Staff Rep #2: ... traffic diversions. When they get to a major arterial, doing some sort of crossing treatment to facilitate that trouble spot for where people on foot or on bike need some traffic control to be able to do that. Portland has a lot of offset grid. You'll get to a major, or even a minor, road and you'll have a half-a-block jog. They something on that half a block of the street to facilitate that.

Staff Rep #1: For a bicycle left turn. They had a really cool one up there.

Interviewer #1: Actually, what you're saying ... Yeah, I live Uptown, and I find biking from my neighborhood, which is Lower Garden, to say Audubon Park extremely challenging.

Staff Rep #1: Yeah.

Interviewer #1: Aside from the issues of the actual pavement itself, one thing that always boggles my mind is if I take Coliseum Street, which goes one way and then it goes two ways ... It goes one way Uptown, through ... let's call it from about Martin Luther King or whatever [inaudible 00:45:55], whatever it's called there, to Jackson. Then it turns into two way, and then you're heading up. Then you get to Louisiana, and there's one block near Touro Hospital where it's one way coming at you. Legally, you're supposed to go right or left, go another block, and then go back, but everyone always just breaks the law and goes that one block, biking Uptown against the law. Then it becomes two way again from that one block all the way up to Audubon Park.

I used to live in a neighborhood in Boulder where there was a lot of traffic diversion, so I always think, from St. Charles to Magazine Street, an automobile should not be able to drive from Audubon Park to downtown without being diverted towards either Magazine Street, Prytania, or St. Charles because it shouldn't be a through street because they're neighborhood streets. What I'm understanding is, in Portland and Seattle and certainly I know Boulder, the idea would be to take a Chestnut or a Camp or a Coliseum Street and to prioritize one of those, like more neighborhood streets, for a throughput for bike and ped and discourage automobile traffic. That could be like a win-win for the residents of the neighborhood, and also try to get people not biking on Prytania Street, which Prytania is one of those streets where a lot of avid bicyclists like Prytania because the pavement is actually pretty good, but it's incredibly dangerous. I've actually seen a doctor get hit on a bike on Prytania Street, because there's really very little room.

Staff Rep #2: There's not a lot of room.

Staff Rep #1: You have to take the lane.

Staff Rep #2: Sight lines aren't great. There's plenty of car-on-car crashes there because of the sight lines.

Interviewer #1: Yeah.

Staff Rep #1: Yeah.

Interviewer #1: Yeah.

Staff Rep #2: And people drive way faster than the speed limit because of the nice pavement.

Interviewer #1: Yeah. Do you think that if that included Tchoupitoulas as a corridor to bring the freight interest into the discussion of the last mile ... and I don't think there's a ton of bicycle-pedestrians that use Tchoupitoulas anyway, but to say, "Let's look from Tchoupitoulas maybe to St. Charles and that uptown-downtown corridor," do you think that that could be an example ... or maybe it's already happening ... to say, "How do we incentivize bicyclists to use a bike greenway in New Orleans or a bike boulevard in New Orleans and allow Tchoupitoulas to become more of the Industrial corridor?" Or are the issues more about auto versus truck?

Staff Rep #1: Yeah. The thing of it is you can't keep either one of them off of either one of them. They're both legal users of the street.

Interviewer #1: Well, you can't drive a truck through the Garden District. It's illegal to drive a truck through the Garden District.

Staff Rep #1: A large truck. You could drive a UPS, right?

Interviewer #1: You're not allowed to take a tour bus through the Garden District. It's illegal to bring a tour ... They do have very strict restrictions in the Garden District about the kind of vehicle you can drive through the Garden District.

Staff Rep #1: Okay.

Interviewer #1: That's why they don't have any tour companies. They're all walking tours in the Garden District.

Staff Rep #1: Okay. That's very protected.

Interviewer #1: Yeah.

Staff Rep #1: That's probably going to be something that you couldn't pass all over the city, but I do think you can encourage ... When you make a road comfortable for a walker, you improve the sidewalks on that roadway or you provide a protected lane or whatever, they're going to gravitate toward it, unless they're a very skilled cyclist that isn't worrying about the safety issues as much as most people, like [Staff Rep #2] said, 85% of the population. I think you can incent it by just doing a better job with design, but in terms of a policy to say, "Taking trucks off this roadway completely," then you start getting into the ordinances, city ordinances, and you start to see some pushback, especially Uptown, because they've already removed so many truck routes into the Port of New Orleans.

Interviewer #1: Well, let's think about it the opposite way. Let's say we went to the port, which we're trying to get an interview with them, and to say to them, "How do we

improve the last-mile access? What are your strategies?" I think one that we've heard is converting the HOV bridge portion of the Crescent City Bridge ... or what do they call it? Crescent City Connection or Mississippi River Bridge-

Staff Rep #1: Yeah.

Interviewer #1: ... to convert that into truck only and to create a direct interchange from that bridge into Tchoupitoulas. That could potentially be a win-win maybe for the freight industry as well as your bike-ped.

Staff Rep #1: Yeah, that hasn't been studied yet. I think because FTA money was used to field that, it would have some major hurdles, and that's probably-

Interviewer #1: FTA money was used to build that?

Staff Rep #1: Yeah, because that HOV lane was actually designed to accommodate a street car or a light rail, the slope.

Interviewer #1: Yeah, yeah.

Staff Rep #1: Those are the kind of issues that we have to deal with, okay?

Interviewer #1: Yeah. Yeah, yeah.

Staff Rep #1: What money was used to build it? What were the stipulations at the time? What does it take to convert it? Much less, does it make sense for the truckers? Because you're going to the West Bank, so it's only going to be a certain segment of the truck population.

Staff Rep #2: I thought the idea was to use the HOV lane going towards [inaudible 00:52:04]

Staff Rep #1: I thought it was in both directions.

Staff Rep #2: I don't know.

Interviewer #1: Yeah.

Staff Rep #2: I know [named omitted for confidentiality] intrigued by the idea, but like [Staff Rep #1] said, there has to be a lot of study to the feasibility, and the cost would be exorbitant, which [named omitted for confidentiality] has acknowledged, because ramping something up to the HOV lane down by the bridge is a very high structure.

Interviewer #1: But your point about the strings attached on which money was used to build that is an important point, right?

Staff Rep #1: Oh, yeah. Ownership.

Interviewer #1: Yeah.

Staff Rep #1: That's, "Who owns the facility, and what are their perceptions?"

Interviewer #1: I've never heard of ... Is it common that the FTA would put money into the highway system to enable it to become transit-ready like that?

Staff Rep #1: I don't know. I don't know. That was all before my time.

Interviewer #1: Yeah.

Staff Rep #1: That would be a [name omitted for confidentiality] question, because I think I've heard him-

Staff Rep #2: Yeah, a very different environment 30 years ago when-

Staff Rep #1: Right.

Staff Rep #2: ... the bridge was built and the funding was assembled.

Staff Rep #1: Now, typically, human nature and the budgets that all states and any government entity has is you don't have enough money to do what you need to do, and it's very hard to be so progressive that you ... like the Baton Rouge to New Orleans rail could have been purchased 20 years ago for many 20 million bucks, but the state said, "You know, this isn't our priority right now, and we don't really have the money to do that. We're not interested," and there was no real discussion.

Today, finally, it's bubbled up to the top. There's a real sense that this is something that would be useful, but the cost has gone up. It's not even for sale anymore, but the cost to invest in the capital infrastructure to make it 79-mile-per-hour ready for a train is \$300 million.

Interviewer #1: Yeah.

Staff Rep #1: Now it's really unaffordable. A lot of jurisdictions get into that dilemma.

Interviewer #1: The biggest part is the bridge replacement, though, the-

Staff Rep #1: Well, the KCS on that particular project gold plated their estimates, and they wanted every bridge replaced, every single bridge. That's also something that happens. When they built the Chink Henry Truckway, everybody wanted the gold-plated version of the truckway.

Interviewer #1: Where is that?

Staff Rep #1: That is inside the port.

Staff Rep #2: Yeah.

Interviewer #1: Oh, yeah, yeah. Yeah.

Staff Rep #1: The price tag went up tremendously over the course of the length of the project.

Interviewer #1: That's a good example. I forgot about that. That could be a good example of freight improvements, right?

Staff Rep #1: Mm-hmm (affirmative).

Interviewer #1: To get some of the ... but what was it like before that truckway because I ...

Staff Rep #1: Well ...

Staff Rep #2: We had all the entrances ... right?

Staff Rep #1: Yeah. You have multiple entrances.

Staff Rep #2: ... at Napoleon.

Interviewer #1: What's the name of it? Henry?

Staff Rep #2: Clarence Henry.

Staff Rep #1: Well, it was Chink, C-H-I-N-K, was the nickname of Clarence, Clarence Henry Truckway.

Interviewer #1: Okay.

Staff Rep #1: Clarence Henry, I think he was a labor leader or he was part of the labor environment, and it was named after him.

Interviewer #1: That probably has helped a lot alleviate ...

Staff Rep #1: Yes and no. It answered the problems of that time, but it's led to problems of this time, because what was happening is trucks were allowed to go up Napoleon Avenue from Claiborne, go up Louisiana Avenue, Martin Luther King. You could get to the Port of New Orleans.

Staff Rep #2: Nashville, I think.

Staff Rep #1: Nashville.

Staff Rep #2: Or Jefferson, one of those.

Staff Rep #1: Right. Those were all named truck routes, and each neighborhood, local neighborhood, was tired of their homes, their historic homes, being ... There was vibration. There was noise, more and more trucks, and they were pitching to the city to get rid of those designated routes. Lo and behold, how did they fix it? They said, "We have a plan, and we'll get this put in the timed program." That's how they got the funding, finally, or most of it. "We're going to build this flood wall and put this major roadway behind it that is built to Federal Highway standards for an interstate," essentially.

Interviewer #1: Quick question. Was there flood control money used to help fund that?

Staff Rep #1: I don't know.

Interviewer #1: Okay.

Staff Rep #1: I think it was all state funded.

Interviewer #1: Okay.

Staff Rep #1: They had to realign some of the track. The New Orleans folk built track in there. By doing so, it was like, "Okay. We're going to funnel all the trucks off the interstate through this roadway, and it's going to relieve the neighborhoods." With that, I don't remember the exact timing, but they got rid of the last of the interior truckways, but over time and growth in the number of freight trips and the growth in containerization, it's now very congested, and everybody wants a new solution.

Interviewer #1: I recognize that there's issues now, but you could argue that the problems of today are better than what would have been had that project not been completed. There would have potentially been more neighborhood-level

conflicts in the Uptown areas. I never thought about that project, but that's a really good, almost a case study within New Orleans. We don't have the equivalent of that in the downriver portion of New Orleans, from Canal Street to the Industrial Canal. It's not necessarily that there's as much active ports along the river in the Marigny-Bywater maybe. Perhaps the issues might be different, because-

Staff Rep #1: Yeah. The Port of New Orleans is a major terminus for container traffic, and then it's mostly drained from the port to New Orleans East. It goes to Csx.

Interviewer #1: But when they say the Port of New Orleans ... and this is a really basic question that I should know the answer to, but because the average person doesn't really go over the flood wall that often, would it be safe to say that the bulk of the volume of the Port of New Orleans is happening from the French Quarter to, say, the river bend Uptown, or is there significant port operations from the French Quarter to the Industrial Canal?

Staff Rep #1: Port operation?

Staff Rep #2: [crosstalk 00:59:12] on the Industrial Canal, too. That's still technically the port.

Staff Rep #1: Yeah.

Interviewer #1: Would there be the same demand for the Chink Henry Truckway in the Marigny-Bywater is my question.

Staff Rep #1: No.

Interviewer #1: No? Okay.

Staff Rep #1: No, no. The conversion of the riverfront property obviously to neighborhood regional park space has changed a lot of that, and then what's along France Road and Jordan Road on either side of the intercostal is a lot of that traffic went to the port. They consolidated it into Napoleon Terminal.

Interviewer #1: Okay.

Staff Rep #1: All the cranes are up there.

Interviewer #1: The issues downriver are very different issues because of where the ... You're saying a lot of the port operations are along the Industrial Canal, so-

Staff Rep #1: Well, they own the land on both sides of the Industrial Canal, and they lease it to a lot of different firms. TCI's over there, The Kearney Companies, and they get ... I don't know how many ... maybe 300 trucks a week or something going into there, I want to say. Is that right? I don't know the exact number. There are lots of trucks movements to the Industrial Canal from the Port of New Orleans. It goes back and forth for a couple of businesses and for the Csx Railroad, the yard that's over there across the Industrial Canal.

Interviewer #1: Yeah.

Staff Rep #1: There's a lot of movement.

Interviewer #1: I guess what I'm trying to think about in my mind ... because you had mentioned that, over time, things have shifted. The Marigny-Bywater area used to be predominantly industrial, and in the last probably 20 years, specifically in the last five to ten years, there's been a tremendous growth in residential and retail and neighborhood services in the Marigny-Bywater area, but-

Staff Rep #1: It was always residential right next to the Industrial port.

Interviewer #1: Yeah.

Staff Rep #1: Those warehouses that the port owned in that section, they obviously had rail service because the public fell right in front of them, but I think a lot of it was more ... I don't have a complete history and understanding of how all of those wharfs functioned, but they had wharfs. They had ships that pulled up and-

Interviewer #1: Yeah, but that's pretty much gone away.

Staff Rep #1: Right, that has gone. That's gone away. It's almost all ...

Staff Rep #2: There's just one at ... What is that? [crosstalk 01:02:11]

Staff Rep #1: Alabo or ... Oh, no, Governor Nick.

Staff Rep #2: Yeah.

Staff Rep #1: Governor Nick.

Staff Rep #2: Yeah.

Staff Rep #1: Just right there at the end of Esplanade. However, now the port is developing the new cruise ship terminal down there. There's actually, "What is the conflict

going to be, and what is that going to look like if you have 1,000 passengers coming in and out a few days a week? Where will they park? Will they park in one location and then be bused down?" I don't know what the plan is for that, but that's a new, emerging conflict that, really, we haven't been asked to look at. Well, I shouldn't say that. I think that actually will probably ... No, that's not-

Interviewer #1: It's 11:28 already.

Staff Rep #1: It won't be part of that downtown evaluation because that's beyond Elysian Fields.

Interviewer #1: Do you know when that is expected to open, the cruise terminal?

Staff Rep #1: I think we're looking like in 18 months or something.

Interviewer #1: Oh, wow. Okay.

Staff Rep #1: Yeah.

Interviewer #1: But it would be safe to say that those issues would probably be more auto issues as opposed to truck issues. You're not going to get-

Staff Rep #1: There's going to be some truck-

Interviewer #1: Yeah. Obviously, they have to supply the-

Staff Rep #1: Yeah. Yeah.

Interviewer #1: Yeah, okay.

Staff Rep #1: The Cape Knox and the Cape Kennedy traded places, and there was some sort of a random understanding between the maritime administration ... They manage those ships ... and the cruise terminals. They traded places on the wharf, or they will.

Interviewer #1: All right. We've taken up a lot of your time, so I want to wrap this up. I really appreciate all of this, but I have a couple of, I guess, looking-forward questions. Looking forward in, say, the next five to ten years, or maybe even beyond, do you see there being ... I see right now ... This is my opinion. I just want to get your thoughts on that ... that there is increasing tensions between the bike-ped advocacy community and the port and the freight. I hear debates on both sides of this. I go to meetings with the World Trade Center, which is predominantly freight, and people don't understand what happens on the other side of the

flood wall. New Orleans is here because of the river, and the port was here before anything else.

But then on the bike and ped advocacy side, there seems to be a growing, raising awareness for Vision Zero and, "Let's get rid of trucks off of certain ... like St. Claude." I guess my question is, looking to the next five to ten years, is there a way to solve these problems, or are these problems just endemic in living in a river city that has an active port? I want both of your opinion.

Staff Rep #2:

I think the tensions ... and I will say tension like not implying that it's a bad tension. It's just a natural tension between competing uses of limited resource ... has the potential to be a less-productive tension because I don't think there's a regular forum where those different parties communicate as to their needs, their interests, their ideas. People take initiatives or make assumptions about their motives and other people's motives without being able to discuss it first. I think that bill you mentioned last year is maybe an example of that.

I don't know the full history, but the language came out, and it appeared that whether it was [State Representative] or the people that worked with her to draft the bill hadn't talked with the port interests prior to releasing the language, because the language was vague, and LA 39 and LA 46 have two intersections, one in the Marigny and one way down St. Bernard. It was interpreted by the port interest that they were talking about the one way down in St. Bernard, so they came into it thinking this 20-mile stretch of road was going to be taken away from them. Automatically, everyone's really tense and digging in because there wasn't any conversation between all the parties ahead of time to have an understanding before this became just a public thing. There was too much of a vacuum there because there's not an established forum for communications between those different interests.

Interviewer #1:

Do you know of examples in other cities around the US where they have established a better process for bringing in both sides of these debates into a forum? Is there a role model that we could look towards?

Staff Rep #2:

I don't know a specific one. I would say look at the Port of Long Beach, though, because I know that they're doing some projects, balancing the freight need with the environmental justice needs, which obviously I think that concept goes a lot further in California. There's a lot more buy-in to it from the public and therefore the elected officials. They're looking at removing the freeway into the Port of Long Beach and shifting a lot of the capacity to rail, and a lot of the benefits-

Interviewer #1: Alameda Corridor.

Staff Rep #2: ... are environmental justice, and they're going to replace the highway with a park in West Long Beach, which is very park deficient. The public is going to be gaining all this new public space, plus the health benefits of not having a 10-lane freeway running through your neighborhood that has a large percentage of trucks with their heavy particulates and all that. I don't know the full process that went into that, but given that it's California and they have a much stronger institutionalization of stakeholder groups coming together on mega projects like that, it may be a good example of ... or it may be an example of a process that-

Interviewer #1: Yeah, I know that they built the Alameda Corridor, the intermodal rail corridor, about a decade ago, and that was a very expensive investment, but to a certain extent, New Orleans has a lot of preexisting rail infrastructure, the Public Belt and other connectors. I don't know the issues specifically, but you could presumably argue that there may be the opportunity to shift truck to rail, or maybe shift the location of where the intermodal exchange happens to another location perhaps outside of the core portion of the city.

Staff Rep #1: I don't think you're going to get rid of all of it, and we just actually had a meeting this week with the port and the public about railroad, and the terminal operators, to talk about a steel-wheel shuttle, which would be to move containers, or a portion of them, over to France Road during the evening hours to relieve congestion at the port entrance and along the interstate. Those are the kind of things that we're working on, but I think to get to your bigger point of a process, it's not typical to bring these stakeholders together. They each have their own issue areas and advocacy areas, and they tend to ... You've got a bike plan. You've got a freight plan. You've got pedestrian and ADA compliancy plans. They do tend to be siloed, just often the way the money is siloed. Maybe there is an opportunity when you start to see this level of conflict to, instead of doing it on a project-level basis, maybe do it on a more city-wide discussion, just to get to know each other and to have a way to communicate, improve communication.

Back to the St. Claude and the [State Representative], I was surprised. I got an email from [name omitted for confidentiality] telling us about ... It was almost like a done deal. He was trying to sell what he had already done, maybe. I'm trying to remember exactly how it fell, but they were talking about the efficiency of freight, but really it was all about improving safety for bike and peds, which I completely understand, but he just went about it completely the wrong way. In half the discussions, it got pushed back very hard on, I think,

because there was no ... In New Orleans, and I think really just human nature, people, they want to come talk to me. Make an appointment. Let's talk about it.

Interviewer #1: Let me ask you this question-

Staff Rep #1: Don't do it in front of the cameras.

Interviewer #1: ... because I think that's a good example. Do you think that the lack of a forum to have those conversations maybe exacerbated that response to say, "We're going to go and create a state legislation"?

Staff Rep #1: I don't think the lack of a forum. Just the lack of having those pre-conversations, because that's the typical way to do it. If we had a forum, maybe ... Any kind of a forum only lasts as long as there's an interest. I think that need kind of comes and goes, depending on what's emerging issues.

Staff Rep #2: Are we using forum in a singular event or a forum is just like a conversation space?

Interviewer #1: Well, I was thinking of it like, if I were [name omitted for confidentiality], and I'm an avid cyclist, where would I go? I'm not Interviewer #1, a transportation planner, knowing that I would come have conversations with you. I'm somebody who is somewhat aware of the process, but maybe not quite aware of the transportation planning process. I'm thinking like ... or anybody. Let's just say maybe ... I don't know, just to pick someone randomly out of the blue ... a highly-connected political individual ... Who's the guy that used to own the trash company that lives on [inaudible 01:13:45]?

Staff Rep #2: [Name omitted for confidentiality]

Interviewer #1: [Name omitted for confidentiality]. Let's say I'm [name omitted for confidentiality]. I really don't know much about urban planning or transportation planning, but I'm well connected. I have money. Let's pretend [name omitted for confidentiality] is an avid cyclist. Where do I go? I may pick up the phone and call my city council member. I'm going to pick up the phone and call my state rep, which I'm assuming is going to [State Representative] in this district, or maybe not. If I'm [name omitted for confidentiality], I wouldn't think to pick up the phone and call the RPC because I don't even know who the RPC is.

Staff Rep #1: But [State Representative] should know to do that.

Interviewer #1: Yeah.

Staff Rep #1: You know?

Interviewer #1: Yeah.

Staff Rep #1: This is not unknown or atypical. Problems like this come up. Conflicts come up, and people don't know who to call, but they call who they know, and they call their representatives, and the representatives turn around and call us. I know [name omitted for confidentiality], and I got an email from [name omitted for confidentiality].

Interviewer #1: Yeah. No, I understand that.

Staff Rep #1: But it was very late. It had already been on the news. He went first in the media, and it was like, "What? What's going on?"

Interviewer #1: Yeah, yeah.

Staff Rep #1: It was just how he handled it. To me, he just didn't handle it quite right, but-

Interviewer #1: Yeah, yeah.

Staff Rep #2: A bunch of little mistakes or missteps added up.

Staff Rep #1: Yeah, unfortunately. It made it harder to have the real conversation that needs to be had.

Staff Rep #2: Those missteps happened for a variety of reasons.

Staff Rep #1: Yeah.

Staff Rep #2: I'll say one of them. This is completely off topic. Our legislators are part-time. They're not topic experts, even though hopefully on the committees they serve, but if a constituent approaches a legislator, hopefully they have the time to go talk to their colleagues on the transportation committee about a transportation idea like that to, "Who do I need to talk to before we start drafting language, if we even need to draft language? Can this be dealt with non-legislatively?"

I don't want to say that none of that happened on that thing because I wasn't involved in any of those steps, but it seemed like the end result would demonstrate that that kind of conversations didn't happen, and whether that's a systemic problem or a one-off on that specific issue, I don't know. I lean towards a systemic problem that there's just not enough communication between disparate groups.

Staff Rep #1: We had that problem. When we're working in a new issue area, it's like, "Okay. Who's the right people to talk to? What's already been done?" There's a period of investigation that everybody has to do to get up to speed, and even through that, you don't always discover who all has worked on this issue, and who has a history with it, and where the invisible tail is that you might step on.

Interviewer #1: I'm guessing that some of this is that passenger transportation planning and freight transportation planning historically has not ever intersected, right? I mean, it's-

Staff Rep #1: Well, it intersects all the time.

Interviewer #1: I'm talking about pre-ISTEA. I'm talking about going back several decades in the US. I haven't found a lot of examples of where there's been an integrated approach to passenger and freight transportation planning, but it seems like now this is more like the beginning of a new conversation in transportation planning.

Staff Rep #1: Yeah. Yeah, we are directed to plan for people and plan for freight. At the MPO level, we're planning for both. We also are directed to have more public outreach. We're getting better feedback, and at least we're telling them what we're doing more thoroughly. We're trying to provide more information about how we operate to those that are interested in attending and listening. It's moving in that direction for federal legislation. It's not perfect yet, obviously, and some of it's just human nature. No one person knows everything.

Interviewer #1: Let me ask the very, very final question. If you had the ability to make a recommendation to Congress for modifying the policies of the next transportation bill to better address these issues, what recommendations would you make over and above what has happened in the past from ISTEA all the way up to MAP-21? Are there policy things that you think could make these tensions more effective from the perspective of regional transportation planning?

Staff Rep #1: Here's the thing. I think it's all allowed already, and we're being pushed in that direction, to have improved integration.

Interviewer #1: Is it a non-funded mandate, or do you get specific money to actually conduct these issues, or is it just part of your general planning funds?

Staff Rep #1: It's part of the federal policy, I guess, to improve that crossover in planning.

Staff Rep #2: I think if the feds ... [Staff Rep #1] and I were just talking about this the other week. If the feds do mandate that states do a complete streets approach, then I think they will hopefully, by default, realize they have to better address the intersection, particularly between freight and non-motorized transportation. It might not be expressly said in the federal mandate, but is part of making it, and considering all users in complete streets, it would be inclusive of those two different ends of the spectrum.

Interviewer #1: When you think about that, that complete streets approach, is that looking at the corridor level or is it actually looking at the network and figuring out should there be maybe a hierarchy of ... I don't know. I don't know. Are freight corridors federally designated, or is that state designated, or locally designated?

Staff Rep #1: I think FHWA designates the freight network, but it was with input from the state and the [inaudible 01:20:49]

Interviewer #1: Okay.

Staff Rep #1: Back to what [Staff Rep #2] was saying. I don't want to lose this thought of ... One of the things that we found particularly for complete streets is, like the AASHTO Green Book, it allows engineering judgment and gives guidance on treatment designs, but engineers tend to look at it as a bible, and you can't go beyond what's in that book.

Interviewer #1: Yeah.

Staff Rep #1: They're afraid to use their engineering judgment. They haven't necessarily received training.

Interviewer #1: So partially it's education.

Staff Rep #1: Yeah. That liability that they feel, because they do get sued even if it's unjustified, it takes time away from their job, and it's a very fearful thing to be a public employee and to get sued and get sued personally for somebody's death at an intersection. They tend to fall back on what they know they can defend, and I do think ... [Staff Rep #2] was saying that they're in the middle of starting an update to the bicycle AASHTO.

Staff Rep #2: Oh, yeah. The AASHTO bike guide is in the early stages of its next update. They've selected a consultant team.

Staff Rep #1: Having those kinds of standards improved will help all engineers across the country do a better job of designing and removing some of the liability with

some of the more progressive treatments. Speeding that up would be good, making sure that that happens. Gosh, I'm having brain gaps here. There was something else that we said that I don't want to forget.

Staff Rep #2: While you think about that, I don't know if there's a way to direct it or not. For example, our commission has freight modes represented on the policy board and transit, but it doesn't have representation ... No, the technical advisory committee does, but the policy board doesn't have representation from non-motorized modes. It might be hard to take that from the federal level because not every region necessarily has a professional capacity to fill that kind of role. It may be something that's encourage instead of directed.

I know, for example, Southwest Pennsylvania Regional Commission, I think it's called, the mayor of Pittsburgh appointed the head of Bike Pittsburgh as one of his appointees to that. That's the Pittsburgh region's MPO. That may be another interesting like, "What has been the impact of that?" I don't know how much independent leeway the appointees of a political official have versus what the political official wants, and obviously the mayor of Pittsburgh is very transportation-focused.

Interviewer #1: Would it be safe to say what you're saying is that perhaps the feds should look at having MPO's policy committees have representation across all of the modes, including freight, bike-ped, transit, auto?

Staff Rep #1: Well, they're supposed to. I guess they're all ... There's nothing that says you absolutely have to have one from ... It doesn't specify each, but in our case, I don't know why, but we don't have the non-motorized. We have two transit reps, and they sort of represent pedestrians, but [crosstalk 01:25:16]

Interviewer #1: I bet there's some policy committees and MPOs across the country that have no freight representation.

Staff Rep #1: Yeah. Yeah. I don't know if adding specificity there is something that could potentially help. The other thing I was thinking of that I ran over with engineers, traffic engineers, in their training in colleges and universities, from what I can tell, they don't get any training on bicycle and pedestrian facility design. It's very, very small, so some emphasis at a university level so we don't have to catch them late in life.

Interviewer #2: In our class, you asked, "Are there any engineers?" There was one, and she said she'd never had any ... This wasn't a traffic engineer I don't think, but she said, "We never talked about people or bikes in any of our ... "

Interviewer #1: Also, I think, from what I've also heard, is not only is there a lack of training in engineering with regards to bike-ped, but there's also very little training with regards to freight as well, in terms of railway design, things like that.

Staff Rep #1: You don't necessarily have to understand rail design, but it would be good to have an overview of.

Interviewer #1: But let me ask this question. To be critical of the urban planning university educational system, do you think there is an increasing need or a current lack of training on freight issues amongst transportation planners that come out of urban planning programs?

Staff Rep #1: I guess some of it depends on where they work, but transportation is such an integral part of urban areas, and getting a transportation emphasis usually is a separate segment of ... You could choose to have that emphasis when I was in school. You could get a transportation land use emphasis, or I guess that was two different emphasis areas and why transportation emphasis was two classes, one from [name omitted for confidentiality] and one from [name omitted for confidentiality]. I know. That was it. It was like a very minor introduction into what it was, and there was a lot to learn. You don't get into the meat and potatoes until you start working at a facility that actually does it.

But it doesn't often carry over into city planning because they're so focused on zoning and land use, and transportation is like, "If we have enough money to hire somebody to do that, great," but they don't completely understand how the federal money works, so they don't know they need to come up with the local match. They come up with it, scrape it together [inaudible 01:28:11] project by project rather than build it into their annual funding. That sometimes happens. I mean, that's what was happening back in '94 or something with the city of New Orleans, and [name omitted for confidentiality] was over it at that time. We got her to add some money in there to the bond issue for the local 20% match for the city of New Orleans, which helped a huge amount in them getting their projects done.

Yes, there needs to be ... There should be some level of-

Interviewer #1: If I hear you correctly, what you're saying is that most of these issues, both in planning and in engineering, there tends to be an undereducation of transportation itself.

Staff Rep #1: Yeah, yeah.

Interviewer #1: Most of the people are learning through experience when they get on the jobs.

Staff Rep #1: Yes, I would say so.

Interviewer #1: Yeah.

Staff Rep #1: I think it's probably better now. I mean, it sounds to me like UNO ... There are so many people who are interested in bicycle and ped there that it's a new hot topic, or it's not all that new anymore, but ...

Interviewer #2: I'll just say that, as a current student, I was interested in transportation from [inaudible 01:29:34]. You go to cities that have a great transit, and that's interesting to me. I ride a bike a good amount too, but this semester I've had this freight class with [name omitted for confidentiality], and we went to the port, and we heard from a lot of big-time trucking guys and shipping guys. I live right by Tchoupitoulas, and there's a big wall. What you were talking about, you never think of all that.

Staff Rep #1: What's been going on.

Interviewer #2: It's been really eye-opening for me, and it's interesting from a historical standpoint. It was just funny to me because I was thinking, someone who studies this and is generally interested in the history of the city and how the current city works, and I had no idea. I should be somebody who knows. Now I'm beginning to understand it, but it goes-

Staff Rep #1: Yeah. It's a lack of exposure.

Interviewer #2: Yeah.

Staff Rep #1: Part of it's a lack of exposure.

Interviewer #2: But I think even if I wasn't in this program ... We went to the port and got on a boat and went down to the fly and then back all the way to Poland and back to the administration building there, but just learned a ton just in that hour and a half. I almost feel like the port should somehow just get people ...

Staff Rep #1: Well, [name omitted for confidentiality] and your class are probably having an influence on the port, because I sit on one of their committees, and they were asking this week, "How can we get the word out about ... We know that we're important in the city. We know there's jobs. We don't get enough funding. All the ports complain about that, but how can we help train the public so that they

appreciate who we are and what we do behind the flood wall?" That very issue. They are starting to think about what they can do.

Interviewer #1: I can tell you that what we have right now at UNO is incredibly unique. I don't think there's any other programs in urban planning in the United States that bring together freight and passenger transportation like we've been able to do, bringing [name omitted for confidentiality] on board and getting this master's in transportation approved. It's frankly in jeopardy, because if the University of New Orleans doesn't replace my position and [name omitted for confidentiality] position, which are transportation planners ... and we were supposed to have two ... actually four full-time faculty members, two in freight and two in passenger. Now we're down to one in freight after I leave, and the administration is saying, "Well, we can't let you rehire my position."

I think it's so important that the people in the profession know that we have this really cool, exciting, new program that brings freight and passenger together. Even if you go to MIT or Berkeley, they're not doing this kind of stuff, and it's driven because of the interest that we have in New Orleans, that the port is such an important part of our economy, and certainly passenger issues are really important here too. I would encourage you guys to connect with [name omitted for confidentiality] and figure out how you can support her to push UNO to continue what's going on, but I appreciate this. This has been really eye-opening for me. I've learned a lot in this meeting, because I think that this concept of integrated freight and passenger transportation planning is just so new, and I don't think many ... You've been working in it for years, but ... Man, I'll tell you. I worked at a consulting firm in transportation planning, and we hardly ever ... and I still keep in touch with my colleagues there, and hardly ever did we ever talk about the movement of freight.

Staff Rep #1: Okay.

Interviewer #1: Bike-ped, transit, all that stuff is very much on the table, but how that interfaces with freight transportation is ... At least it's new for me, and maybe I'm just a one-off example, but I think that this is definitely a new, emerging topic in bringing all this together.

Staff Rep #1: Yeah. Yeah. I mean, there's been ...

Former City Council Member, November 2, 2015

Interviewer #1:

Okay. All right, so let's go, let's transition into this idea of the Last Mile and the idea of ... You're the chairperson of this Louisiana Rail commission, and the idea is to connect New Orleans to Baton Rouge, and the number of locations in-between. The Last Mile as we define it in our research, but I'm curious to hear what you think it means, just how do you get your PT to wherever you need to go to. It's the local transportation that connects you to where you need to go to after you get off the rail, or on the freight side you get these big ships come up the Mississippi River, and they go to the port and the containers or the freight comes off these big ships and then it goes on to trucks, and the trucks are going to deliver it to the next point in the journey.

We're looking out of the tensioned between the neighborhood recovery and the port, and we interviewed last week with RPC, what's the plan for dealing with these tensions along the neighborhoods, along the river, you got this increased freight traffic, you've got increase in people wanting to live in these locations, is there a plan? What we heard back was like yes and no, like maybe there's plan to deal with an intersection or to deal with how do we get trucks more efficiently from Tchoupitoulas to the highway? In terms of the big picture, I haven't seen a big picture plan to address how do we grow our industry, and how do we grow our residents?

These are the questions that we're curious to get an understanding about, and because you chair the Rail Commission that is also very pertinent, like for example I know some of the other communities like Gonzales or La Place, let's say they build a rail station there how do people get to and from these rail stations? What are your thoughts? When I say the Last Mile is this a topic that's coming up on the conversations in your committee?

Former City Council Member:

Yeah, actually it is. I just want to make a comment about that to remind myself to tell them. The reason that I'm smiling is I had ... [name omitted for confidentiality] the [inaudible 00:50:00] in St. James wanted me to get a speck, wanted me to get a speck for all the business leaders in St. James where there's no stop scheduled, planned for St. James but he is such a huge proponent of this rail line, and it's just so wonderful and so cool to be part of something ... It's become so organic and all the

parishes see this as something to rally behind. We were talking about just that and I just needed to make sure that he has membership, on the station planning for La Place and for Gonzales, because we were talking just about that.

These business leaders I said to this meeting about, how do we make sure that the stations are being planned, also integrate the surrounding parishes two to one. I said, "We just need to make sure that your parish has membership." They already have membership on the rail authority, and they requested that which is actually cool. We should have actually thought of it, but they requested it and they're on it but also to make them members of the station planning, because that's a big deal too, and also how to get them to the west side of the river. We need to start having those conversations. I know they're having it about west side of the river up in Baton Rouge, but I think we need to have it in-between as well but I think everybody sees it.

I think the problems, the tensions that we have now along the river in New Orleans with the freight and the passenger and the residents, because we've had a reactive posture to transit, as opposed to a planning and a vocal process, by allowing neighborhoods to push to have truck lines moved off of [Napoleon 00:51:45] and Louisiana. That has now negatively impacted the entire west bank, thank you very much allowing the port to build that parking garage right there.

Interviewer #1: Where?

Former City Council Member: That massive parking garage right underneath the bridge for the cruise ship terminals.

Interviewer #1: Oh the cruise ship, I'm thinking of freight. You're talking about cruise ship, okay yeah.

Former City Council Member: People are coming in and out one time. There's a large fluctuation there. People may think it's only a minor number, but that's a number nonetheless and it's all using that intersection is where we're funneling the trucks, we're funneling the cars and then people are trying to get from the west bank to work. There's been ... Then taking the vehicles off of the ferry. No one is having a conversation about that either and they say they want [inaudible 00:52:40], there probably weren't enough cars, but if we don't have alternative sources of transit that are reliable.

Interviewer #1: It just exacerbates the problem.

Former City Council Member: It's exacerbating which brings more and more cars and trucks on the CCC in the region, without looking at other forms of transit and other modes.

Interviewer #1: I'm glad that you brought up the massive parking garage for the ferry under there, because that ...

Former City Council Member: Not the ferry, for the cruise ships.

Interviewer #1: The cruise ships yeah.

Former City Council Member: Because they're thinking about doing that up and down the river, how many more boats can we fit?

Interviewer #1: Is that all in the move to paw into [inaudible 00:53:20]?

Former City Council Member: No, that's going to be additional line.

Interviewer #1: It's going to be additional lines, okay. When you were saying taking the designated trucks off Louisiana and Napoleon, we were told that that was done really when they constructed that road that goes along the port, where the trucks go. Do you need to run?

Former City Council Member: Mm-hmm (negative).

Interviewer #1: Do you remember the name of it?

Interviewer #1 #2: Clarence Henry Truckway.

Interviewer #1: The Clarence Henry Truckway.

Former City Council Member: Where is that again?

Interviewer #1 #2: That's just on the other side of wall.

Interviewer #1: The flood wall, that road that goes on the river side of the flood wall?

Former City Council Member: Up town?

Interviewer #1: Along Tchoupitoulas?

Former City Council Member: Yeah.

Interviewer #1: We were told that that was, that that road was done in response to eliminating truck routes along Napoleon.

Former City Council Member: Right, that's what I'm talking about

Interviewer #1: Okay.

Former City Council Member: That's what I was told too and that's what I meant by reactionary nature, so now it all follows to that intersection underneath the bridge, and everybody goes up on to the interstate, but that's what's creating the funneling of the cars and the trucks and it's just not working. I'm sorry didn't ...

Interviewer #1: No, that's fine.

Interviewer #1 #2: Exactly because I live right by Tchoupitoulas, so that's how I came here behind a huge line of trucks.

Former City Council Member: Right and that's what I'm saying and then my concern too is the port and the offloading, they need to start doing flex time or something and telling the trucks to come at times there are not, during rush hours and having them load after midnight, having them load ... I know other ports do this, so we need to start. I'm sure somebody's thinking that.

Interviewer #1: Okay, so here's my question. You have these questions, are there flex hours or is the port so busy that they need all 24 hours? I don't know the answers to these questions. Putting the trucks closer to the Tchoupitoulas and US 90, is that good or bad, but I guess my question is as somebody who is working on these issues in various capacities over the last five or six years or however long, have you seen much communication in any formalized way, between the freight and the passenger transportation interest to say, "We have one region, we have, limited amount of highway space, we have one transportation network but yet it seems like in my opinion, we have this conversations in very separate silos that don't communicate, is that your impression or do you see it differently?

Former City Council Member: I don't think I'm in a position to see these those kinds of interchanges, as weird as that might sound. I think you would have to ask CPEX and that would be a really good question. We are not in a position as of now

to start having negotiations with the freight lines, with the passenger at this point so I'm not having this conversation in that preview. We're trying to go about this in a political way, to get all of our, you get everybody on board with this concept, you get a lot of grassroots support, business support, political support and then we're going to ... The rail is powerful. You see what I'm saying?

Interviewer #1: Yeah. I guess you're responding to a much more specific set of intersection. I guess I'm saying thinking back to when you were in city council.

Former City Council Member: Oh no.

Interviewer #1: We've got increase in cyclists, increase in pedestrians, the desire to extend the street car over [inaudible 00:57:16], the Claiborne corridor, all these things seem to be examples, where you have improvements that either people are actually using in terms of transportation more, but at the same time it seems like the freight side is coming at it and saying, "You're hindering our ability to grow economically."

Former City Council Member: Right and then there's the no overall plan to call them on it.

Interviewer #1: Yeah.

Former City Council Member: Yeah, you're right.

Interviewer #1: Who is responsible for that?

Former City Council Member: I have no idea. I would assume the RPC but I don't know. You would think of public belt, I've often thought of the public belt that we have more power than we think we do, and we just don't know how to wield it because everybody for so long has been ... Everybody I think is ... We all understand the importance of the port and that's why New Orleans is where we are, and we understand the value that that has to our region and our city, but also just better jobs like in the hospitality industry when you look at what they bring to the table. I don't think anybody wants to hinder that kind of economic growth and activity.

Interviewer #1: Sure.

Former City Council Member: Consequently if anybody says it's going to limit it, everybody climbs up, so I don't think there's ever been a thoughtful analysis on it and I'd like to see it. I also think that because we own the public belt, the people

that we have a really unique opportunity, to really talk about how you integrate that piece to it in a smart way but I don't think it's been done.

Interviewer #1: Okay.

Former City Council Member: Does that make sense?

Interviewer #1: Yeah, it makes perfect sense. Were you involved much in the Claiborne corridor, it went through your district?

Former City Council Member: Yeah, it was very much so. I wrote the first grant that got them the funding.

Interviewer #1: To look at the removal?

Former City Council Member: Mm-hmm (affirmative).

Interviewer #1: At one point it was talking about the removal and then ...

Former City Council Member: As soon as I became a council member [inaudible 00:59:18] \$5000 and I think it meant a great ... Because when I went to visit Rockefeller and they basically said there was ... Because the city council move went through as in support it, even taken down. That was a three million dollar grant.

Interviewer #1: In looking at that project, do you think that it was ... It seems like it was a lot of money that was spent.

Former City Council Member: I still think it could be taken down.

Interviewer #1: Was the port mainly you think mainly that came out against it?

Former City Council Member: Yeah, the port did come out against it. It came out against it I think before it was even formalized.

Interviewer #1: Before the project was even done?

Former City Council Member: Mm-hmm (affirmative).

Interviewer #1 #2: I've found several news articles about when they [crosstalk 01:00:05].

Former City Council Member: They came out before the study was even completed about the kind of impact, so it stopped.

Interviewer #1: No, I think the project was completed but it seemed like it just disappeared.

Former City Council Member: It's going to reappear when they've realized how much money it's going to cost to upgrade it and fix it, because it's going to cost a hell lot more than in taking it own.

Interviewer #1: Yeah.

Interviewer #1 #2: Which is very soon. That's ...

Interviewer #1: I think the study found that it has more life expectancy than they thought.

Former City Council Member: It's shocking that they found that after.

Interviewer #1: Okay, growth of cycling and pedestrians in the by-water Mariner neighborhood, that was your district.

Former City Council Member: It's over to St. John, St. Roch.

Interviewer #1: St. Roch exactly and you have freight street which increasingly, freight transport just packs there on top of ...

Former City Council Member: [Inaudible 01:01:02] just a fine of 500 bucks, before it was 50.

Interviewer #1: Are they enforcing it?

Former City Council Member: What do you think?

Interviewer #1: No.

Former City Council Member: Now my sister is a cop ... I have a little sister who is a cop at the fifth, I should tell her about that law, so I'll make a reminder of it.

Interviewer #1: How do we resolve this issue where you have this increase in ...

Former City Council Member: I think it needs to be done without threats of ... Obviously you have to show them the way and not done in a threatening way. I think ... I know you know this more than I do. [Name omitted for confidentiality] [inaudible 01:01:44] I think you had a conversation, I think it was with him along, long time ago and it was about ... I was getting so frustrated with the rail lines with Norfolk Southern, they wouldn't even walk into

... If I walked into a room ... They said that if I walked into a room when I was in the council for a meeting about it, because I wanted to get the street cars they were overpriced, they would get they would leave.

That's when it came back 11 players, so I was not allowed to any meeting that they had, which I think they may only have [inaudible 01:02:13]. There was so much intrigue and it was funny. [Name omitted for confidentiality] said that one of the things that the port and the rail road's, here is how you look at the marshaling yards, and what makes sense to get them in and out of the city faster. I think the approach which would be smart, we try to figure out, to do a report based on that, overall in terms of transportation of all the freight lines, because my understanding there's a lot of land right outside of the city where they have much bigger marshaling yards, where they could probably actually do it quicker and more efficiently, and then come through to return and not use that press street area and corridor for marshaling, but it's never been shown how to do it the right way and how to coordinate it the correct way.

It's something that could be done with that angle to try to find more, to look at the benefit and the cost benefit analysis for something maybe more efficiently, but I think it would work. Do see what I'm saying?

Interviewer #1: Mm-hmm (affirmative).

Former City Council Member: It's not efficient from their standpoint I would think to have a train sitting there.

Interviewer #1: Okay, going back I guess to your work with the Rail Commissions and the thinking of like, we built the streetcar to UPT a lot of which was ...

Former City Council Member: That got the [inaudible 01:03:51] to go there. That was something that I did too.

Interviewer #1: Yeah, so creating this inter-motor hub to get people from UPT to rest of the city, I guess talk a little bit about that, because that seems like ... In Baton Rouge you get to the other in Baton Rouge, how do you get from that point to [crosstalk 01:04:15]?

Former City Council Member: I think that linkage right there with the streetcar in UPT was huge. I think that's what woke everybody's eyes and then we woke up saying, "Oh my God, look at the positive benefits, look at all the private

investment following public investment, and that's really what this should be about. I think everybody is on the same page knowing that the Howard avenue link now is the next, really important little link to continue that, correct? Having Megabus move there, doing the passenger line between New Orleans and baton Rouge, that's huge because we already have infrastructure in place right there.

Once we get a bike Share program, I think it would be really great to have the bike share headquartered there. I really try and pushed that I thought the second floor of UPT should be like that's where Raj should be, that's where other transit operators should have their offices, which I think would be great in terms of promoting that as a centralized hub. They should all be there and use ... It should almost be like an incubator for transit. I pushed that.

Interviewer #1 #2: That hits on a point that we've been talking about which is a lack of communication even at an informal level, between passenger and freight.

Former City Council Member: Right. I think that would be a huge thing. I agree with you. I even compartmentalize them myself. I'm just as much at fault at that. I think that would be great. Anyway you could create something like that with more dialogue would be huge.

Interviewer #1: Any questions that you have?

Interviewer #1 #2: We've mentioned the [inaudible 01:06:09] avenue.

Interviewer #1: What impact do you think that will have on the by-water and the upper [inaudible 01:06:18]?

Former City Council Member: I think it's all going to be about transit, how are they going to link from [inaudible 01:06:28] avenue to downtown. NSA has what 1500, 1200 parking spaces already and that center of the building there's a huge parking garage, is that going to be incorporated into the terminal? Because if so there may be zero economic or impact anyway in the by-water, because they'll be funneled there and then they came back et cetera, right?

Interviewer #1: Mm-hmm (affirmative).

Former City Council Member: If we could get the streetcar all the way down to Pauline and it's something we would all like to see, could be very beneficial to that whole area.

Interviewer #1: You think people will walk from the Pauline Avenue, Cruise terminal to ...?

Former City Council Member: We have to do something because Americans are entirely too fat. You can have circulators, you can have whatever, but I think we've all realized too that if you have smart legislation ... Look at what we do with complete streets, who would have thought that, and if you make it friendly and usable so that's what the Last Mile should look like, to total integration of pedestrian and other modes of transit and have it all integrated.

Interviewer #1 #2: That was what [name omitted for confidentiality] suggested us ... I acknowledge this is a hard thing to enact from a policy standpoint.

Former City Council Member: It is hard.

Interviewer #1 #2: That was the only thing that they came up with, is actually helping, can help further.

Former City Council Member: It can totally help and sometimes you also have to have that policy in place, and at some point too you almost have to ... It has to be strong enough to also overcome misguided community input. For instance I think a huge fail with the street car on Carrollton was that linkage up Orleans Avenue, because they listened to the community and they didn't link the street car to Delgado, because they didn't want a streetcar in that neutral ground. They didn't want the noise, really? At what point ... We have streetcars cross St. Charles Avenue, what's the difference?

That was going to improve that whole community, it was going to make that linkage from Delgado to Carrollton, because I personally think that we should try and link all of the universities by streetcar, or some kind of mass transit way and it can be done. If you do that line, if you continue from Carrollton all the way up to [inaudible 01:09:19], then you would basically connect Xavier, so then you would have two line [inaudible 01:09:25], Xavier, Delgado and then if you had some type of line not necessarily street car, but one that connects you to [inaudible

01:09:32], I'm sorry Region fields then boom you got them all, all universities.

Interviewer #1: The initial proposal was to connect to Delgado? That was before [crosstalk 01:09:49]?

Former City Council Member: That was way before our time.

Interviewer #1: Yeah, I didn't realize that.

Retired Port of New Orleans Staff Member, November 18, 2015

Interviewer #1: Our own ... Be able to get accurate ... Of course, I don't have my pen.

Retired Port NOLA Staff: I got a pen.

Interviewer #1: You got an extra pen? All right. Thank you. All right, [name omitted for confidentiality]. Thank you so much for coming out. We've been doing interviews on the last mile, and I guess I just want to start out asking you, how do you define the last mile?

Retired Port NOLA Staff: You talking about the last mile for the port of New Orleans, or nationally?

Interviewer #1: Anything. Both.

Retired Port NOLA Staff: We didn't specifically call it the last mile, I would say. We call it the Tchoupitoulas Corridor, but every port in the country, I would say 99% of the ports in the country, have an issue with connectivity between their port and their port facilities and the interstate highway system. That's what I would call the last mile. It's whatever that is.

Interviewer #1: Could be four miles.

Retired Port NOLA Staff: Could be more. Yeah. Yeah. Thinking about it since you called, ours ... I would say we dealt in large part with improving our last mile connection, the Tchoupitoulas Corridor, 20 ... Was that 20 years ago? When did we do that? We built ... When [name omitted for confidentiality] was mayor and we got with the city, and ... basically designed it. It was an architect. I don't know if you know [name omitted for confidentiality], but he was the guy who came to us and said, "Look, here's an idea. Let's take this rail corridor in Tchoupitoulas Street-

Interviewer #1: [Name omitted for confidentiality], you said?

Retired Port NOLA Staff: Yeah. I think he wrote his doctoral or one of his dissertations at Tulane on it, and basically said, "Here's the concept." He laid it out, connecting what's the Pontchartrain Expressway there right at Tchoupitoulas Street and Annunciation Street, and improving one side of the roadway, Tchoupitoulas Street, for local traffic and commercial traffic, but basically, the interior roadway for dedicated port traffic.

It wasn't all interstate highway, but it was a vast improvement over what we had. Tchoupitoulas Street in the area from the Expressway to our front gate went from two lanes to four lanes, and Religious ... There's a split at Religious Street, where it becomes two one-way pairs ... Religious Street was just rubble. It was literally just dirt and asphalt piled up. It was completely improved, and a big part of it was, the impetus was to get the trucks off of Louisiana Avenue.

In New Orleans, the trucks, and the names of the wharves, to a large extent, are street names. Nashville Avenue and Louisiana Avenue and so forth. Harmony Street. That was so people could find their way to a wharf. Louisiana Avenue was the truck route, and up until the time when this Tchoupitoulas Corridor was built ... Of course, we got a lot of complaints. Anyway, the city was looking for a solution, and so were we, and it was partially funded by the state, partially funded by the city and us. We put in ... I don't know how much money. We would put in several million dollars.

Interviewer #1: Do you know about what the project cost total?

Retired Port NOLA Staff: Total, it was about ... The number that sticks in my mind is about \$35 million. We had to move flood walls. We had to move some railroad tracks, eliminate some railroad tracks, but still provided the rail access we needed with the public belt. You had to find enough right of way within that rail corridor to build a two-lane truck roadway.

Anyway, I think that was done out of necessity, and it was done for several reasons. One main reason is to improve access for us and also to get the trucks out of residential streets in uptown New Orleans.

Interviewer #1: So it was the city, the port, and you said there was a third funding of that one?

Retired Port NOLA Staff: The Port of New Orleans-

Interviewer #2: And the state.

Retired Port NOLA Staff: - the city, and the state.

Interviewer #1: And on the freight side, that helped to improve the ...

Retired Port NOLA Staff: Oh, yeah. One of the accesses ... I don't know if y'all have a map, but-

Interviewer #1: We do, actually. It's out there. Yeah.

Retired Port NOLA Staff: - was through Leake Avenue, through Audubon Park. Trucks would come down River Road from Jefferson Parish, because there was a lot of truck terminals out there on Jefferson Highway and in Avondale, and come down River Road to Leake Avenue through Audubon Park, up Nashville Avenue, and they were on ... You can imagine.

One of the ... The design was to eliminate all that, so that everything had to come in from the Pontchartrain Expressway and turn around and go back out.

Interviewer #2: Were there major criticisms at the time the plan was proposed or while it was being constructed?

Retired Port NOLA Staff: I think-

Interviewer #2: Do you recall any?

Retired Port NOLA Staff: I think most ... I think most people felt that it was going to be a benefit. It would eliminate that truck traffic on Nashville Avenue and ... What is that? State Street ... and Louisiana Avenue, so in that sense I think they were good. I think the complaints were, "Why didn't you do this sooner?"

There was ... I'll never forget. There was one guy on ... There was a group that didn't like the idea of redoing Religious Street. I don't know whether it was a Lower Garden District association or whoever, but all you had to do was go out and look at Religious Street. It was impassable. You couldn't do anything with it, and there was really nothing on it. There was no businesses. There was no residences, but there's a triangle where Felicity Street comes into Tchoupitoulas, and then the Tchoupitoulas Felicity interchange, and you go into the port, and there's what we call a little triangle building.

The guy who owned this building, who bought it cheap, obviously, because it really wasn't in a great location ... It was basically an island ... he opposed it. He was absolutely, vehemently opposed to it, and every day he would go sit in the mayor's office, in [name omitted for confidentiality] office. By this time [name omitted for confidentiality] was mayor, and so [name omitted for confidentiality] was saying he was going to oppose this connection from Religious Street. Then you

would have still just had only two lanes access instead of the Religious. It would have just been a local street.

We said, "This can't be. We're trying to increase the serviceability of this, the level of service for this access." I remember we got one of our board members ... We didn't get him, but he ... [name omitted for confidentiality], who's dead now. [Name omitted for confidentiality] sat on the Convention Center board and he sat on our board. He called [name omitted for confidentiality], and we got a meeting. We had a meeting with several business people and business leaders with [name omitted for confidentiality], and he said, "This guy is here every day, sitting out in that hall." We said, "So what? We've got to have this." He said, "The Convention Center's against it." [Name omitted for confidentiality] slammed his foot, and he said, "That's not true. I sit on that board. We didn't oppose this."

Anyway, his opposition went away. He finally went along with it, and that's when it was eventually built. So yeah, there was some tense moments that we had to work through.

Interviewer #1: What was [name omitted for confidentiality] last name?

Retired Port NOLA Staff: [Name omitted for confidentiality]

Interviewer #1: [Name omitted for confidentiality]

Retired Port NOLA Staff: [Name omitted for confidentiality]

Interviewer #1: Was there any resistance on behalf of the freight companies, saying that they were going to have to ... We'll talk about it in a little bit. There's recently been an issue with St. Bernard and trucks using St. Claude, now that a lot of people are moving there, to say, "Let's reroute the truck traffic up and around the interstate to access the Port of St. Bernard." Were they initially opposed, saying that it was going to make their journeys longer and more costly?

Retired Port NOLA Staff: Yeah, I think there was probably some, but at some point ... I think they knew that the handwriting was on the wall. Once it was determined that trucks could no longer use that route and access that route through Leake Avenue, they just did what they had to do. In fact, in terms of time, it wasn't any more ... There weren't any time savings, really, for anybody, to speak of.

The Port made its decision that the gate was going to be at Felicity Street. That's the gate you had to come in. That was the security gate, and so they went along with it.

I think that was a vast improvement. Of course, now there are still ... As traffic increases, and it has increased, there are problems with the connection at the Expressway.

Interviewer #1: Let's get to that in a little bit too. Who was the group that initiated that project? Did it come from the neighborhoods because they didn't want trucks in their neighborhood? Did it come from the Port?

Retired Port NOLA Staff: The project came from the Port ... Basically, the Port and the city. I think we were the ones who fostered it. I'm trying to think whether or not Tchoupitoulas was in the Transportation Trust Fund Bill, the TIMED bill. It may have been. It may have been. the \$35 million number I'm thinking of may have been in the Transportation Trust Fund. I'd have to check that. [Name omitted for confidentiality] at the Port is a good, good resource for all this, because she worked through all that. She was sort of our project manager.

Interviewer #1: [Name omitted for confidentiality]

Retired Port NOLA Staff: [Name omitted for confidentiality]

Interviewer #1: [Name omitted for confidentiality]

Retired Port NOLA Staff: [Name omitted for confidentiality]. She would be a good resource. But yeah, it was the Port. Basically, it was ... I remember [name omitted for confidentiality] coming to us and laying this out and proposing this.

Interviewer #1: That's right. [name omitted for confidentiality] ... You mentioned-

Retired Port NOLA Staff: Our Port Director was [name omitted for confidentiality] at the time. He embraced the idea. He said, "We got to do this." I think it was around the time that the ... I'd have to go back and check it, but when [inaudible 00:14:24] was ... No.

Interviewer #1: The TIMED project? Was that part of the TIMED program?

Retired Port NOLA Staff: I think so. [Name omitted for confidentiality] [inaudible 00:14:31] was Chairman of the House Transportation Committee, and it was one of several projects that ... I think that was on that list.

Interviewer #2: Yeah. I think [name omitted for confidentiality] at RPC said-

Retired Port NOLA Staff: [Name omitted for confidentiality]

Interviewer #2: Yeah.

Retired Port NOLA Staff: - might know too. She was around at the time.

Interviewer #1: That's really a great case study, and we're definitely going to highlight that.

Retired Port NOLA Staff: Yeah, I think ...

Interviewer #1: With regards to the growing demand for residential living around the port, both in the uptown, downtown, central business district neighborhoods, what ... In your capacity at the Port, what were some of the things that you did with regard to these kind of bicycle, pedestrian, transit conflicts potentially growing with truck routes?

Retired Port NOLA Staff: I guess it's safe to say ... My feeling's that most of our interaction was with the city and the Regional Planning Commission, and it was to make sure that we had access. It's not only residential that ... There was the residential there on the apartments there, the Soleil apartments that were built much, much after. They were built there, I think, basically because of the Tchoupitoulas Corridor and the improvements in access, but they oriented them to Annunciation Street, to make it a little bit more quaint. I think that was the right thing to do, and it works out great for them. That really turned out not to be a conflict, because, I think, the way they designed it, and I think that was the right way to do it. In terms of residential, there's really no other residential.

The bicycle paths really were not a part of the original Tchoupitoulas Corridor design. It wasn't a big issue at the time. It was not thought of. In terms of safety, integrating a bike lane with these truck lanes, I would say, is a bad idea. It's a safety concern.

Our issue was more with the Convention Center and their plans to expand in that whole area and build a great development that they want to build, when they had major ... They expanded after the Tchoupitoulas Corridor project was conceived. They expanded the Convention Center in an uptown direction, and we put our building there. We put our cruise terminal kind of on the upper end of the

warehouse district [inaudible 00:17:49] and the downtown area, so it kind of moved more traffic right to where the bottleneck already was.

Interviewer #1: The Mardi Gras world?

Retired Port NOLA Staff: Yeah. Well, Mardi Gras doesn't really generate that much, but the cruise terminal's now a million passengers a year. The Convention Center, when they have a major show, is a move-in, move-out issue. Now the Convention Center wants to change the whole dynamic, the whole way that traffic is routed in the CBD and the warehouse district and their area, and basically wants to move traffic away from the front door of their building, which is good for them, but it takes our visitors coming to the cruise terminal ... It makes it more difficult for them, and it kind of pushes them right to where the trucks come to and from uptown to connect with the interstate, and it pushes the Convention Center traffic up there. That was my objection to it. I don't know what the Port's doing now.

One of the last things we wanted to do was the study. City asked us to do a study with them, which we agreed to do, which I presume they're doing ... I haven't heard ... to look at, to see how all that could work. The Convention Center had proposed a transportation center under the span of the bridges there, and they would have used Tchoupitoulas Street and Annunciation ... Not Annunciation, but Tchoupitoulas Street as a major access for all the taxis and buses and everything coming, which is where all our trucks were coming and making a left turn going out. I just saw it as adding a lot more conflict. There's no question.

[Name omitted for confidentiality] and Regional Planning was very attuned to it, as was [name omitted for confidentiality] at the city. That's why they wanted to take a look at what could be done. I don't know whether there is any ... Doesn't seem to be any room to expand lanes to build more capacity there. It was more about operational ... How do you operate streets, striping, signage?

Interviewer #1: The transportation center that's under the spans of the bridge, that would be to do what?

Retired Port NOLA Staff: I'm doing better when I draw. I hate to use your paper here, but.

Interviewer #1: Here. I can give you-

Retired Port NOLA Staff:

You have a blank page? It basically ... Let's see. Let's do this as the bridges, and this would Convention Center Boulevard. The Convention Center's in here, and I'm going to call this Henderson Street. The Port's facilities and the cruise terminal's back here, and you come here at Julia Street. Here's Julia here, and this is Convention Center Boulevard. What they wanted to do was make all ... now driving lanes for taxis and buses and things. Well, the buses don't go in there. The taxis do. The buses stay out, and they double park, and they block up traffic. Their idea was to build a facility here, a terminal with a pedestrian walk, so that ... Let's see. Here's Tchoupitoulas. I didn't do this very well, but here's Tchoupitoulas Street coming and going underneath the bridges to Annunciation, going to the up ramp. This is down ramp and Annunciation. We'll call this Annunciation Street.

Anyway, they were going to take South Peters, I believe it is, which is over here another block. This is getting off the scale. Here's Tchoupitoulas Street, and they were going to change direction here. I'm not sure exactly all, but Tchoupitoulas would be going this way, so downtown traffic for buses and taxis and so forth would come from that direction. Convention Center Boulevard would go from four lanes to two, and they would build a park in the front of it, and they would make all the taxis and buses and everything go here and then get in here, and then they would have a moving sidewalk along here.

A couple of things. One is it adds more concentration, in my opinion, there. That was part of the things that needed to be studied and looked at. We've 3,000 trucks a day. That's just our trucks, and our trucks were only ... The last study we did, which the Port has, is ... I think we were like 12 or 15% of the total vehicle count. This has become a major uptown route. It's not just Port business, and then on cruise days, we've got ... You're changing out, maybe it's with two ships, 6,000 people, say 3,500 cars, and you've got to service some trucks and so forth. Those trucks come in this way. 60% of the passengers going on the ship stay in a hotel, spend the night either before or after, and ... Now the hotels do package deals. They offer them a room for two nights, and we'll park your car for a week for whatever, \$100 or \$200. A lot of them, it's ... I think the Hilton stopped at \$30 a night.

But the ones who want to park here in the parking garage next to the terminal use Convention Center Boulevard, so narrowing this down to two lanes was an issue for us.

Interviewer #1: More from the automobile access, not the truck access?

Retired Port NOLA Staff: For the automobile access. Right. Both inbound and outbound, because you go outbound, and they wanted to send it there into the warehouse district. In my talks with the city, I said, "That's a problem." The warehouse district people were not exactly enamored with that idea, so that has to be considered.

Interviewer #2: A lot going on at the base of the bridge.

Retired Port NOLA Staff: Yeah. That goes down to two lanes. Of course, the idea was two lanes, and for the hotel you'd have a little indentation for a couple of taxis and cars. You know as well as I do they never abide by it. The taxis and others, they don't want to pull in there. If they do, they want to be the first in, get in quick, and get out, because otherwise they get trapped. They don't want to do that. The Convention Center said, "You got to have the police out there." Who's going to enforce it?

It has to be designed in a way that works, because otherwise this is going to back up traffic, and with just two moving lanes ... We thought it was a problem. That had to be looked at. You were concentrating traffic over here, just exacerbating a problem here, and then creating, I think, a problem with this.

Anyway, that's all part of what needed to be looked at. The Regional Planning Commission looked at a couple of things here, one of which is being built, that ... By the Superdome, there's a ramp that's being built where the ... I don't know if you know ...

Interviewer #1: Just past St. Charles?

Retired Port NOLA Staff: It's past St. Charles.

Interviewer #1: Yeah. I know what you're talking about. Yeah. As you're coming down-

Retired Port NOLA Staff: Yeah. As you're coming down ... It used to be a lot of accidents there, but they've raised that up now. They haven't opened it yet, but it's under construction. That was one that they looked at in terms of improving ... It got to be where this last mile issue included, we thought, improvements to the Pontchartrain Expressway. It narrows down to two lanes by the Superdome.

Interviewer #2: Yeah. That creates that conjunction.

Retired Port NOLA Staff: Now they're looking at trying to get that back to ... There's enough room. There's enough space to keep that third lane, and it has to be re-stripped, and so they're looking at doing that. Then there's the ramp meters, which I think they probably are on now. The ramp meters ... Annunciation Street, the up ramp at Annunciation Street ... When the Pontchartrain Expressway is full, there's nothing you can do. You just got to kind of inch your way in and get in. When it's not, these ramp meters would be activated, and you'd be given a green and a red, and you could go on-

Interviewer #1: I think they're just about to install them. I was ... Yeah.

This is useful. Let's talk for a moment ... I guess a couple other projects I want to make sure we highlight. The Claiborne Expressway, the city got the big grant to study the removal of the Expressway. The Port came out against that project, it seemed like, before the consultants had fully done the analysis. I just wanted to get your thoughts on that whole project.

I'm going to keep this too, if you don't mind.

Retired Port NOLA Staff: Let me [crosstalk 00:28:55] draw [inaudible 00:28:56]

Interviewer #1: Let me get another pen. Hold [inaudible 00:28:56] hold on.

Retired Port NOLA Staff: Yeah. I'm using your pen.

Interviewer #1: That's all right.

They don't have my pen. I just left it in the wrong room. Need another piece of paper?

Retired Port NOLA Staff: Yeah, if you have one.

We met the ... I guess one of the first groups they came to see was us, and we said, "This sounds like a problem." In our traffic study we looked at how many trucks came out of the Port area and went west out toward Mary, Jefferson Parish, or used that Claiborne Expressway out to the east and toward Mississippi.

Interviewer #1: Did you guys do your own traffic study, or this was part of theirs?

Retired Port NOLA Staff:

No, we did ours. We did our own. Volkert's did it, and [name omitted for confidentiality] has all that. She can share that with you. It was mostly traffic counts and what was going on in terms of Port traffic, what our traffic was doing, how many trucks were coming in from that direction, how many trucks were going out from that direction. I'm going to say it's somewhere around 30%. I can't remember the exact number. She probably can tell you. It's significant, say 3,000 trucks. I think it was 15 to 1,700 trucks in and out, 3,000 to 3,500 truck moves a day, and about 30% of that was to the east.

Basically, there's the triangle ... If I can remember how the geography works here, but ... That eastbound, and then there was the leg through City Park and out to the east, and then it connected in here, out toward Baton Rouge, and then into downtown. That's basically the triangle, so eliminating this meant that all that traffic had to go this way now, and vice versa, so it added time, it added delays, it added additional burdens that our cargo had to endure, which we just ... I think that's the reason our board came out against it and just said, "We're opposing this."

They went ahead and did their study, and I think during the course of the study it came out that a lot of, or some of, the neighborhood groups in here went, "Wait a minute. We use this too. We get up and on and off the expressway." There wasn't really that rousing chorus of people who wanted to eliminate it. There was ... "This serves this community as well." There was this issue of this interchange out here that was totally inadequate to handle this traffic in any direction, and it meant that those Whatever it was. 100 and ... Was it 150,000 cars a day or something like that of vehicles a day? Now all had to be rerouted this way and handle this, and it completely fell apart.

Then you were adding this burden to the Pontchartrain Expressway, and the people in the west bank, I think, when the west bank groups found out about it, they said, "Wait a minute. This is a hurricane evacuation route. This is our traffic going to that direction to the east, toward Mississippi and Slidell." They never could come up with an adequate way of addressing such a major thoroughfare and such a major amount of traffic and how it was going to come out better. That's the reason we opposed it.

Our traffic, really, as I said, 3,000 or so trucks a day, and then you got your cruise passengers, who a lot of them drove in from that direction ... Weren't really time sensitive as trucks going to and from the corridor,

but ours was a fraction of what the problem was, and they never really could develop any great movement or consensus that this was a burning need that had to be done, that it was going to restore Claiborne Avenue and ... That area had been completely devastated, and when they heard from some of the neighborhood groups saying, "Yeah, but we use it, and we need it, and we want it, and we like it ..."

I think that's why it kind of went away, but as far as our business, it would have been a major burden and it would have caused a lot more cost to the truckers and delays. They could never answer the question of how this was going to work better or at least be just as good as what we had.

Interviewer #1:

The new cruise terminal on Poland Avenue, there's a lot of issues there that ... getting people there. There's talk about street cargo in there and some issues with Norfolk Southern. Lot of people moving to that neighborhood. There's been resistance, I think, from some of the neighborhood communities to having more tourists in that neighborhood. Can you tell a little bit about that project?

Retired Port NOLA Staff:

From a standpoint of placing a major cruise vessel, an international cruise vessel of, say, 3,000 or 3,500 passengers, which is about the size that we would see here, we think, the size we have now ... In terms of placing a vessel on the Mississippi River, that is the next best place for us, because the river at Canal Street, the French Quarter is right there, and then, because of the flow of the river, these wharves here, Esplanade and ... Well, it's Esplanade, really. This is a major target. Not a target, but when barges come down lose control, they could hit it.

We had agreed with the Coast Guard years ago that we didn't want to place a passenger vessel there. The passenger vessels are here by the bridges, and it's in a straightaway and got a little bit of protection here from these pylons under the bridge for traffic coming downriver. The next best area, a straightaway with deep water, was Poland Avenue. That's why we picked Poland Avenue. We'd met extensively with community groups. We did it back when we first proposed it. That was before Hurricane Katrina. Now it's back up on the drawing board, and the city is redeveloping the Port Embarkation Facility down there.

We worked out a deal with the Maritime Administration, and we have half of the ... They basically donated or gave half of the wharf to us for the improvements that have to be made. They have a vessel in the

other half, right by the industrial canal, so their vessels ... They're two vessels, or they were. They're the Cape Kennedy and the Cape Knox, for part of their ready reserve fleet. Putting a cruise vessel up there is a perfect location for us [inaudible 00:38:13]. It's not that great ... The cruise lines are saying, "This is the French Quarter. That's where we want to be. This is where the hotels are. This is where the downtown ... That's a little bit far off." It's a little bit of a stretch for them, but it's close enough to where we think they will use it.

As far as the traffic is concerned, Poland Avenue is the access route. We did not propose that Charter Street be the access route. We felt Elysian Fields to St. Claude would be ... St. Claude to Poland and vice versa, or straight out Poland to the Interstate 10. That's the route. If it's a 3,000-passenger vessel, 3,500-passenger vessel, let's say 60% of those people are going to drive, but that's not 60% cars. It's two to four ... A family, usually, four people in a car. We felt like a parking area of 5 to 600 was sufficient. There's enough room on land to accommodate about 5 to 600. I'm going by memory, so those numbers ... Our cruise guys, Robert, Jim, and Bill, and others, are involved in the design of that with the architects, so they may come up with a little bit different number.

We had a deal. We were working with the Port of Embarkation developer in the city, because we have in our agreement, our cooperative endeavor agreement with the city, the city was to provide us parking in one of those parking garages. Well, it could be in the building or it could be somewhere else on the property. We didn't really care too much about that. They were proposing that it be a surface-level lot a little bit further up, which would be fine. That could accommodate another 3 or 400 cars.

That's about ... For a single-berth cruise terminal, a 1,000 cars is plenty. In fact, we could probably get away with 5 to 600. I think parking can be accommodated. Traffic, again, you're talking about, say, that many cars on a Saturday or a Sunday coming in and ... 500 coming in, 500, 600 coming in and 500, 600 going out, so say 1,200 cars in a window from 10 AM to 2 PM. It's not that much.

Interviewer #1:

Were there conversations that you had with the street car extensions?

Retired Port NOLA Staff:

We did some time, I would say years, before Katrina. The last couple of things that I did, we did not discuss it with them. They seemed to be more interested in other things, so we just didn't approach them. That

was not part of what I was involved in. They seemed to be more interested in the union passenger terminal and the St. Claude to Press Street and other things.

Interviewer #1: What are your thoughts, I guess, on ... Because now there's new federal legislation that mandates that the RPC, the MPO, get involved in more freight transportation planning, because they do all the passenger transportation planning. Based on what you saw, what worked well or what do you think could be improved on in terms of better coordinating these passenger freight issues collaboratively.

Retired Port NOLA Staff: I think [name omitted for confidentiality] is very aware of it. [Name omitted for confidentiality] was sort of assigned to do the ... on the freight study. We worked with her. She got involved in looking at our problem at the Nashville Avenue terminal gate and the backup of trucks there and the waiting time of trucks there. As I said, Regional Planning looked at these studies of the Pontchartrain Expressway when they came up with those two or three things and funded that new connection now to help and try and ... three lane and doing the ramp meters and all that. Also, there was another project that ... The down ramp at Annunciation. When you come off the expressway, you come right to a light at Annunciation. The design of that initially was one lane. It was not done very well, so they widened it to two lanes, and they-

Interviewer #1: Near the World War II museum? You're talking about-

Retired Port NOLA Staff: No. I'm talking about the off ramp, the Tchoupitoulas South Peters off ramp, which is called ...

Interviewer #2: [crosstalk 00:44:28] that's Annunciation.

Retired Port NOLA Staff: You come down, and there's Annunciation Street. It has a light, and the initial design of that was redone. This is even before ... I don't know when it was, but it was early on. They made two lanes, they widened it to two lanes coming off so they'd try and clear out some of the traffic, and the two lanes on the surface-level roadway, and they synchronized the lights and made the lights work better. Then, after that, they took the ... the turning lane to go up Tchoupitoulas Street, and they widened it out, and they created a turning lane here. There's a lane coming off from the west bank here, and there's like five lanes coming into there. They just expanded that over and created a much easier turn to the

right to go up Tchoupitoulas Street. Again, not only for us, but it was a lot of traffic doing that.

I think they've done a lot in this area, and are partici[name omitted for confidentiality] ing, as I believe, in the study. In fact, I think they're doing the study, because the city, they weren't going to give the money to the city. The city was going to give it to them, and we gave the money to them for another major study of this area. I got to believe that that's being done. I haven't-

Interviewer #1:

Yeah. I think it is.

Retired Port NOLA Staff:

That was right when I was leaving. I remember telling [name omitted for confidentiality] at my going-away party that we got some unfinished business. They were going to take a look at all that and see what could be done and see what the best thing for the warehouse district was, the Convention Center, not only the Port but all this, and our business for trucks and for the cruise business, and this development here.

The Convention Center wants to develop this property that they have and create mixed-use development, residential and commercial and hotels and ... Not more Convention Center space, so much, but ... How is all that going to work together? There is no other way for Port traffic to get to its facilities then through that Tchoupitoulas Religious Street corridor. To build around it and then try and put the Port business somewhere else is just not going to work, because there is no place else.

Interviewer #1:

That was kind of my next question. Is there a forum, or how would these decisions be made with regard to the Convention Center's goals versus the Port's goals? Do you think that that's something that the city should mediate better or the RPC, or is it happening ... Is it being mediated, or is it kind of just more of a battle, I guess?

Retired Port NOLA Staff:

I think ... Again, when I was ... The last couple of months when I was there, it was just being revealed by the convention center exactly what they wanted to do and how they wanted to do it. They were trying to get it developed. I don't know whether they picked a developer or not, but ... they had traffic studies that they looked at. They came to us. They talked to us. We voiced our ... These same things I'm telling you is what I told them at the time. That's not to say they're going to stop doing what they're doing. They're going to proceed doing what they're doing, and

the traffic and the streets and all that are going to have to accommodate whatever it is that is developed. They were proposing adding a street up in that area there, where ... That's Henderson Street. This whole area here, where Convention Center Boulevard comes down, they were going to add a street here and create a street [name omitted for confidentiality] tern system in this-

Interviewer #1: Big block.

Retired Port NOLA Staff: - this property in that area. Yeah, they would need to do that, absolutely, but as far as Tchoupitoulas was concerned, no, they were not going to do anything with that that I know of.

One of the things, by the way, that we suggested, that I would be curious to find out why or when it is going to be done ... It's pretty cheap to do, and it's called a Florida T. You might ask [name omitted for confidentiality] about that. Volkert came up with this to basically take Henderson Street ... Blank paper. All right. Let's see. Henderson Street, where you come off of the Port here, and I'm not going to do it probably very well, but this is going uptown.

The idea is to try and get this traffic to free flow, at least one lane to free flow through here, so that you don't have to stop at that light unless you're turning left. They had what they called a Florida T, which would do that, which would create an island. I'm not exactly sure how it would work. They called it a T, but traffic on Henderson Street could come out and go this way on a light, on signal, and get in the left lane. This traffic could be free-flowing. This would have a signalize for a left turn here, and the concept was that you could draw down traffic coming off of there, off of the ... From the west bank too. There's a ramp coming down from the west bank and off of the expressway. That's a pretty cheap fix. For a couple hundred thousand dollars, I think you could do that and redoing the lights.

Interviewer #1: You didn't look at a traffic circle there?

Retired Port NOLA Staff: No. It wasn't a circle.

Interviewer #1: No. I just wondered if they looked at a traffic circle in addition to that concept or not, because that's another way-

Retired Port NOLA Staff: I don't know.

Interviewer #1: - to keep traffic free-flowing.

Retired Port NOLA Staff: I don't think they did, but ... Volkert is a big traffic consultant, and they do a lot of these things. They may have looked at it, but ... Yeah, that would be interesting. A roundabout. But anyway, I thought-

Interviewer #1: Guess if the ... I just was thinking more like this traffic can flow this way, and then the rest of these could be ... You know what I mean? More of a roundabout, so you can keep that leg straight, but the rest of it would go ... I don't know. Maybe there's not enough room.

Retired Port NOLA Staff: I don't know. It could be-

Interviewer #1: Of course, that might make it difficult for these trucks going this way.

Retired Port NOLA Staff: Right. Right. Yeah, we don't do roundabouts very well here. They do them great in England and Europe, and they work perfectly.

Interviewer #1: The one over here is pretty good. Both Elysian Fields and then the one over just ... Forget what street. Paris. I think it's at the end of Paris. That one's not bad, but I don't know if they would be good for trucks.

Did the city take much leadership on these issues with regards to bringing the Convention Center's plans and your plans together to mediate those?

Retired Port NOLA Staff: Their proposal was to try and put all of these together. I think [name omitted for confidentiality] saw this issue of the Convention Center and, if you want, the main thing being the reduction in capacity of Convention Center Boulevard. Everybody was trying to figure out why they want to reduce this down to two lanes. They saw this as an issue. They saw what was coming from the warehouse district folks because of pushing that traffic over there. They knew we had a problem here. I talked to [name omitted for confidentiality] about it, and so they said, "Let's put all this in one basket and see if we can ... Again, another study to take a look at, see what can be done."

There were different things that they proposed which made sense. A lot of them made sense, like at Annunciation Street ... I forget exactly. They wanted to change the down-bound Annunciation Street and the up-bound and eliminate this, because during special events that was what was done. When there was a Helen Brett jewelry show and there was

two cruise ships and there was a big, big jam-up of cars on the expressway on a Saturday. Finally, the city and the city's traffic people came up, and, I think, RPC. They eliminated that. They made this off ramp here pretty much free-flowing to get cars off and get them into a parking structure, a parking lot somewhere. You couldn't cross here. They made it a green light going on. I don't know what they did here, whether they made, making this a-

Interviewer #1: So more about managing the traffic on a conditional basis?

Retired Port NOLA Staff: Oh, yeah. Yeah, yeah. That was a special event plan-

Interviewer #1: Special event plan.

Retired Port NOLA Staff: - that the New Orleans police department put into effect when the Convention Center and the Port would say, "Look, we got this Helen Brett jewelry show." In fact, it's in November. It's probably coming up, and a lot of cruise business coming up. So they put that into ... And I think they do it for other things. They do it for ... I think they do it for Zulu, because Zulu packs this place when they have a ... on that Sunday. They do it for that.

But that told us something. That told us that that's something that needs to be looked at more or less as a permanent plan to try and fix this, because the down ramp and the up ramp here are major issues. If you can get cars up and get them going and, when they come off, not allow them to back up and have them drain off that expressway, that was what you were trying to achieve. They came up with some good ideas. Looking at some of the traffic flows in the warehouse district, I think, were good ideas.

I guess the big issue became this two-laning of this, where you were just reducing capacity that you really, vitally need to serve not only them but everybody else. Also, when you build this up here, you're going to have additional traffic that needs to be accommodated.

Interviewer #2: Does the city, the Port, and the Convention Center ever come together same time to talk about this?

Retired Port NOLA Staff: We did have meetings. [Name omitted for confidentiality] called a meeting. [Name omitted for confidentiality], I think, called a meeting. We had meetings, yes.

Interviewer #2: I didn't know if it was more like you would talk to the city and the city talked to [inaudible 00:56:51]

Retired Port NOLA Staff: No, no. We had meetings together where everybody kind of let their feelings be known, and it sort of becomes, "Well, but we're going to solve that because we're going to do this," and we go ... Everybody was sort of ...

Interviewer #2: Do you think the meetings came kind of later on, when everybody already had their ideas established?

Retired Port NOLA Staff: Yeah. They definitely came about after a plan was put on the table.

Interviewer #2: By the Convention Center?

Retired Port NOLA Staff: Yeah.

Interviewer #1: But not in a proactive way? It wasn't like ... The city or the RPC or the Port, they wouldn't say, "Hey, let's have a meeting, because we want to expand this. Let's figure out the best way to do it." It was more like, "Hey, here's our plan," and that was kind of more reactionary kind of-

Retired Port NOLA Staff: Right. It was, "Here's our plan. It's a good one, and we think everybody should accept it." I think the city and the RPC and us said, "Well, look, let's have some independent group take a look at this and see what makes the most sense here." Yeah, that's what it came down to, and that's why this study's being done, which I'm glad to hear you say it's being done.

Interviewer #1: I think AECOM is doing the study.

Retired Port NOLA Staff: AECOM?

Interviewer #1: This has been really useful. When we met with [name omitted for confidentiality], he mentioned something about changing EPA air regulations and the need to look at sustainability and how that could potentially impact local ground traffic and whatnot.

Retired Port NOLA Staff: Yeah. That's the raising the EPA emissions-

Interviewer #1: He didn't go into a lot of detail about it. He said-

Retired Port NOLA Staff: That's what that is.

Interviewer #1: - he had to talk to you about it.

Retired Port NOLA Staff: I'm sorry. Not raising it. They lowered it. They lowered it from ... What was it? No. They raised it from 70 to 75 or something like that.

Interviewer #1: Basically made it more stringent.

Retired Port NOLA Staff: Made it more stringent.

Interviewer #1: And that's for the air quality?

Retired Port NOLA Staff: Yeah. Your area, your particular area, is designated as a non-attainment area or attainment area. New Orleans has been under the emission standard for many years. [Name omitted for confidentiality] knows all about this, and [name omitted for confidentiality] all ... but they have air readers all over the ... Well, not all over. In like five or six places all over the city. The one that was consistently reading one or two one-hundredths of a part per million was the one under the flight [name omitted for confidentiality] at the airport, right on the interstate at Kenner. Once one of them is above that standard, then everything ... you go into a non-attainment area, and so any time federal funds ... That's my understanding. Any time federal funds are used, you've got to go through mitigation, all that. They already do environmental impact statements for everything they use with federal funds, but you've got other requirements that have to be met in terms of mitigation.

I think that ... I don't know that that's got ... I'd have to ask my friends at the Port what that's going to do. We use our own money to build facilities. We don't use ... We use FEMA money, which is federal money, but that's all been pretty much spent on hurricane repairs and things. I don't know why it would have an impact, or what would need to be done. I really don't know. I know that for federal highway projects, absolutely, it has a big issue.

Interviewer #1: I guess maybe it's how the trucks get access ... If there's a lot of traffic congestion, getting on and off the highways, maybe that could potentially have an issue with the air quality sensors, perhaps? I don't know. Was there the goal of trying to get more of the freight off of trucks and more on rail, perhaps?

Retired Port NOLA Staff: That's a great idea. We love it, and we love the idea of putting more on ... But it has to make economic sense. You can't force it. You can't

mandate it. I have some of my ... One of the things we did was build that rail facility, which should be in operation by now, in uptown, which is ... It's an intermodal yard to put containers on rail cars. That we got a \$12 million ... no, \$16 million federal grant to do, and then used a couple million dollars of our own money to finish it off. Yeah, absolutely. That would be part of what you want to try and do.

Interviewer #1:

And those containers that went onto the rail cars, then they get moved and get, in essence, put on a truck somewhere else?

Retired Port NOLA Staff:

Yeah. Yeah. They're going to go to one of the rail ... The rail lines have marshaling yards or yards somewhere where they take them off and put them on a truck for final distribution. Same way with a barge. There are no containers on barges now. That was tried, and it's not economically feasible to do. The distances are too great. But the other types of major cargo, like bulk cargos, grains, ores, and things like that, that all moves by barge routinely. It has for a hundred years.

So yeah, it would be nice to put more containers on rail cars. We would like to see it, and it would certainly help this situation as far as truck drivers. The problem is that those containers have to be going where the cargo needs to go, and somebody's got to book that. The buyer, the seller has to book it that way, and the railroad has to go and put a package together with the line, with the carrier, and say, "We'll book it straight through." Most of our container business was export business, so it was basically the chemical corridor between New Orleans and Baton Rouge that was containerizing packaged drums, lubricants, things like that, and PVC pellets and things, which also come from a packaging plant out in New Orleans east, out by France Road.

Those things have to be put together, and you go to the ocean carrier and the rail line and to the owner of the cargo and say, "We'll book that cargo through, and here's our through rate. You don't have to worry about it. When it gets on our car, you get your onboard bill of lading and get paid, and we got it." Those are things that the industry needs to do, but you can't mandate that in any kind of federal regulation. You've got to do it because it makes good business sense. I think some of them do that. Some of them do that. It just ... When there's onesies and twosies, one container of this or two containers of that or five containers of that, it's easier and makes more sense to do a truck.

Interviewer #1:

I don't have any other questions. Do you?

Interviewer #2: Does the Port have any thoughts on the new ferry terminal? They just got like a \$3 million grant. I don't know if that affects the Port at all.

Retired Port NOLA Staff: I don't think it would. I don't see how it would. When I was there, I had not heard the proposal, and I'd not seen the proposal, but making ... Is it going to be an all-passenger ferry, I guess? They're going to eliminate the vehicular lane?

Interviewer #2: Yeah. No vehicles.

Retired Port NOLA Staff: And so they're going to try and make it more friendly for passengers to walk to the-

Interviewer #2: Yeah, as opposed to open up that whole area.

Retired Port NOLA Staff: Which is, I think, a good idea. I don't think ... We absolutely wouldn't have any objection that. That's a good idea. The car ferry is not something we ... We're not involved in that at all. I don't think they would, but you'd have to ask ... Again, I'm retired, but I think they ... The Port owns the Canal Street wharf. You know how that's ... You have the Spanish plaza with the fountain, and then the wharf sits out in front of that. We have a vessel there. I don't know if it has any impact on that vessel.

Interviewer #2: I'm not sure.

Retired Port NOLA Staff: Because it's a sightseeing boat. It's a ... I don't know which one it is.

Interviewer #1: I forget.

Retired Port NOLA Staff: It's not the Natchez. It's ...

Interviewer #1: Natchez is [inaudible 01:07:53] the Quarter.

Retired Port NOLA Staff: Or the Queen's [inaudible 01:07:57] but anyway-

Interviewer #1: Creole Queen?

Retired Port NOLA Staff: Creole Queen, maybe.

To the extent that it might have some impact on that and the operation of that vessel, then I think they might have an issue.

Interviewer #1: Anything else?

Interviewer #2: I think that's it.

Retired Port NOLA Staff: Good.

Interviewer #1: [name omitted for confidentiality] , thank you so much.

Retired Port NOLA Staff: My pleasure.

Interviewer #1: I really appreciate it. This was real useful.

Interviewer #2: Informative.

Retired Port NOLA Staff: Thank you. Enjoy

Port of New Orleans, November 30, 2015

Interviewer: I guess what I'd like to do is to ask you what does the term 'last mile' mean to you, when you just hear that term?

Speaker 2: I think kind of looking at the big picture of what you're talking about is you would never arrange a port the way it's arranged here if it hadn't happened kind of organically over time. Then trying to sort of back track from that, find an efficient way to deal with it. That's kind of where we are. There's a lot of things coming together, really right out here, outside of my door. All of these different demands, some of it related to the port and some of it totally not related to the port.

Speaker 3: By no mean, I think you touched on it. It's not unique to New Orleans. You pick any port city in the United States and this issue has reared it's ugly and that is most great cities, and this is all my opinion, I'll be very quick because I know we're pressed for time, in my opinion all the great port cities in North America gave rise to great cities and so what happens when that takes places because of commerce, [inaudible 00:01:15] all that stuff, people, they want to live and grow up around the port and then what happens over time is they forget which of the chicken and egg came first and that is the port gave rise to this great opportunity. Now they live on top of it.

I still think the term 'NIMBY' came because of ports. They go yeah, you need a port road but don't put it in my backyard and so I think that all the major ports now are going through some of the ... are going to have to make some of the decisions that New Orleans is trying to make right now about our future if we're going to keep service transportation moving flowy and responsibly and safely, all those things.

Speaker 4: [Name omitted for confidentiality] said that you wouldn't have put a port here but what it really is is that the city's too close to the port. The port can go here and what's happened is that way ports operate has evolved. Initially when the port was built the workers wanted to be close and they're living right there. But now, the way port's operate, you need more land behind the wards. We don't have that now because of the city being so close to our facilities.

Interviewer: Okay, so that's a good point. So over time, over say decades, I guess technology has shifted from needing people nearby to in essence needing land to have the equipment move the freight, really, right?

Speaker 2: Yeah.

Speaker 4: The backup land for the ward. There's more cargo coming some of it has to sit for a little while and-

Speaker 3: Now there are port directors, and I don't know who all they are but there are a bunch of port directors in the U.S. that will tell you that that's, in essence what's happened is port authority has been forced to become real estate companies and it's who's got the real estate, best location, seated for cargo transfer those kind of things. Really I think ports are real estates companies.

Interviewer: That's a good point.

Speaker 2: And there are things you could do. We have a very limited footprint, particularly uptown. There are things that we can do that we have done to kind of maximize what you get there. Some of that is what we can do internally. I think as it relates to your project, the way that traffic flows in and out of the port area and the terminal is another variable that determines what ... influences what your capacity is.

Interviewer: So can you give me an example?

Speaker 2: Essentially there's one way in and there's one way out for us.

Interviewer: Oh, when you said traffic you're talking about the traffic on the land side as opposed to freight traffic.

Speaker 2: Well the fact that they're all competing for the same capacity and particularly at certain times of the day.

Interviewer: So is that possible. Is it possible for a port like the Port of New Orleans to be able to have ... is the volume of traffic of freight flows in such a way where you can have busier times and other times and schedule that will rush hour or not?

Speaker 4: There are times when the truckers want to get our facility that are more popular times. The terminal operators, what they do is they use an appointment system to try to keep it [inaudible 00:04:58] so they limit the number of people who can make an appointment and then at certain times. And they weren't using an appointment system for a while there. They were initially when the container terminal opened and then that went by the wayside because of change of the people who were operating the terminals. But now they've started doing it again and it has improved the area times of high demand have been even throughout the day.

Interviewer: So how many years approximately would you say it's been effect, the appointment system?

Speaker 4: Well the container terminal opened in 2003 and they had an appointment system at that time.

Interviewer: And then you said it went away.

Speaker 4: The terminal operators stopped using it.

Interviewer: Okay, and then when did they start using it again about?

Speaker 4: This year.

Interviewer: Oh, this year, okay.

Speaker 4: And when they weren't using it our volumes increased significantly and so were having some bad press about congestion but they found-

Interviewer: So were you guys ... were you pressuring the terminal operators to use the appointment system?

Speaker 4: Yes.

Interviewer: Okay, and they responded to that. That was based on ... was there involvement with the department of transportation or other outside entities?

Speaker 4: No.

Interviewer: No, okay.

Speaker 2: Truckers.

Speaker 4: The truckers, right. The truckers were complaining.

Speaker 3: Also, have you made the distinction, did up maybe with [name omitted for confidentiality] or with [name omitted for confidentiality], a landlord and an operating port, the two-

Interviewer: No, we haven't-

Speaker 3: [inaudible 00:06:55] refer to operators.

Interviewer: We haven't really talked about that so if you guys want to kind of educate us on it that that would be useful.

Speaker 3: You're better at it.

Speaker 4: We're a landlord port. We own the facilities, we construct the facilities. We don't necessarily own all the land but that doesn't really matter too much. We have maritime servitude. As long as we use the [inaudible 00:07:16] for our maritime purpose we can use [inaudible 00:07:19] area in the jurisdiction. Our jurisdiction is Orleans, Jefferson and Saint New Orleans parishes.

We lease our facilities to terminal operators. They usually act the [inaudible 00:07:32] also. So they load and unload the vessels and they also receive and deliver the cargo at the terminal.

Some people think cargo comes off of a vessel and goes immediately out. I don't know if you realize that doesn't happen. It comes off the vessel, it sits in the terminal for a short period of time and the terminal operator delivers it or [crosstalk 00:07:57] or cargo going out. The terminal operator will seize it for a while and that's usually just a matter of three days, maybe a week.

Speaker 3: It's not longterm warehousing at the terminal. So-

Interviewer: Right, just more of a transfer.

Speaker 3: Right, so like if something is going to stay in New Orleans for a longer period of time it will go to some other longer term warehouse.

Not to skip ahead but I know one of the areas that you want to hit on is the idea of a Claiborne, getting rid of the Claiborne overpass and one of the challenges for us when it comes to that is that one of the ways that we deal with the fact that we have limited land in that area is to try and use land that we have along the industrial canal to increase what we can do, our capacity. There's lots of companies that will take cargo back and forth and sort of use the industrial canal as a staging area and then move it into the container terminal when it needs to get on a ship and vice versa.

Interviewer: I actually wasn't going to get into the Claiborne quarters. We kind of talked a lot about it with [name omitted for confidentiality] and [name omitted for confidentiality] but I'm not sure I fully understand what your point is. Your point is that-

Speaker 3: What I'm saying is if you have a limited area where the ships are. That is our highest and most valuable pieces of property.

Interviewer: Along the river.

Speaker 3: Along the river between Henry Clay and Jackson Avenue. That capacity is not going to grow a whole lot and there are some things we can do to increase the capacity there. But you take activities that are related to that cargo and do it over here where you have

a good connection between here and here, it's sort of like a dumbbell. You have two areas of activity with a bar that goes between them. That bar begin the Claiborne overpass. So you take that bar away, all of a sudden this goes away. You're out of balance, you can't do as you used to do over here. That was missed in the debate. It wasn't like we had some agenda against what your planners wanted. It's that what your planners wanted didn't really recognize the fact that this activity over here in the east was going to influence our capacity on the river.

Interviewer: And how much land do you guys ... you own a lot of land along the industrial canal, right.

Speaker 3: 1400 acres.

Interviewer: Okay. How does that compare to what you own along here.

Speaker 4: Oh, I don't know how many acres are [crosstalk 00:10:38]

Speaker 3: We could figure that out and let you know.

Speaker 4: We don't necessarily own but I do say control.

Interviewer: Control yeah. Would it be more or less than 1400 acres.

Speaker 3: I think more.

Speaker 4: It's probably more.

But I don't know just of the top of my head. I mean one of the terms we use in our business is dwell time. That's how long cargo sits on our cargo facilities.

Speaker 3: That versus that. Now not all of that is used for the purposes of ...

It's at least equal I would say.

Interviewer: I'm sorry, you're saying dwell time.

Speaker 4: Right. And that's how long cargo would sit on one of our facilities used, one of our maritime facilities. A way to increase the throughput capacity of a maritime facility is to decrease that dwell time and that's what [name omitted for confidentiality] was discussing. If we can get that cargo off of our facility faster you can increase our throughput capacity.

Interviewer: Now what are the discussions with regards to potentially connecting the HOV lanes on the bridge into the port to increase capacity. Is that ... we've heard some conversations about that in our interviews.

Speaker 4: Right. It's something that I think, I'm not sure who came up with it first if it was Walter Brooks or one of our consultants but it's something that somebody just said oh, what if we did that and there's been no study done to see if it's feasible or even possible to reconfigure things. Actually we are just beginning to work with the regional planning commission to see about putting together a scope of work to have someone look into that because it's something people talk about and if it can't be done we need to stop talking about it. If it can be done we need to start planning now because it's millions of dollars and multiple years into the future and if it's really needed to help us with our access to the interstate we need to get started on it soon.

Interviewer: Okay, assuming that the ... I guess without having done the full feasibility study is that something that seems like it could potentially help with a lot of the traffic down along this area.

Speaker 4: Well what we'd be trying to do is right now when the trucks come down they have lights, a lot of intersections that they're hitting. A lot of lights, a lot of traffic they're trying to merge into before they get on Tchoupitoulas and on their way to the port. If there was a way to do a flyover to get them from the elevator port straight part of the interstate, straight down into Tchoupitoulas street without all those intersections then yeah it's great. Same thing with going up but I don't know anybody's, if that fly- it's never been clear to me whether that flyover idea was for exit or entering but that's one thing that you could do to figure out a study.

Interviewer: Can you talk a little bit, we also heard that there's this, I guess it's the CBD, I'm not sure whether the scope of the study is, but there's a study looking at all of the various issues with RPC and the city and the port. Can you talk about that?

Speaker 4: Yeah, the city's doing a comprehensive traffic study. They haven't signed the contract yet but they're very close.

Interviewer: I thought aecom was already working it.

Speaker 4: Well it's complicated. So the city's doing this comprehensive traffic study. They want an RPC in the court to be involved in it but RPC can't really give money directly to the city so what they're doing is they've taken part to the scope. It's the same consultant, aecom. We are doing the match with regional planning commission. So that's how we're involved. We're providing regional planning commission with the match and regional

planning commission already has their contract signed with AECOM. So that has just started but the city doesn't have their signed with AECOM.

Interviewer: So what's AECOM doing for the city differently than RPC?

Speaker 4: Nothing, it's all the same. It's just spreading the scope between the two contracts instead of-

Interviewer: What is that study, at the end of the day, going to look at or recommend?

Speaker 4: Well I can give you the scope. It's mostly about things that city needs with parking and bike lanes and that sort of thing. They are also, since it's going to encompass the area that includes port access, they are going to look at that. Mostly for us they're going to evaluate the convention center plans and their traffic studies as and an independent evaluation for our purposes and make some recommendations about port access but that's not the major of the study. So really the flyover is not part of that study.

Interviewer: No I realize that.

Speaker 4: Even though it's in that same area.

Speaker 2: That whole idea kind of arose out of the fact that you had the convention center planning in a vacuum.

Speaker 4: Well I think it may have but the city's, I mean the scope-

Speaker 2: And then the other stuff got added too.

Speaker 4: Right, but the city, I mean I think it's something the city also knew they had to do. I mean they're going all the way into the quarter with this study. It's not just in this area.

Speaker 2: When the convention center started coming up with plans the city said wait, this effects a whole different, a whole stretch of things we haven't done a study in what 10 to 20 years. We need to take a few steps back and look at this in a broader context.

Interviewer: Yeah, so that kind of gets to like one of the key questions that we're trying to answer. Is there any organization that is looking, because I heard recently and I don't know if this is true or not but a guy who I know owns a limousine business in New Orleans and he was telling me that the visitor and convention bureau, I think it's the convention bureau, they're projecting, they want to see, we have like nine million visitors in New Orleans and by like 2025 they want us to be somewhere like over 15 or 18 million visitors a year. Then you hear the statistics about all these people moving to New Orleans and wanting

to live downtown. Then you hear the port statistics about how the port is growing and the expansion of the Panama Canal.

So you think okay, you got all this stuff that's growing and that's all a good thing but is there any collaboration ... I guess I kind of know the answer to this because you've talked about the city and the RPC and the Convention Center and the port. You guys are actually actively collaborating now on a study that arose out of one organization doing something in vacuum.

In the future what do you think would make sense for these issues to be better planned for in a regional context. Not just like what's happening at this intersection or what's happening in the french quarter, but in a bigger scale.

The RPC, they do a lot of regional traffic planning but they haven't traditionally done a lot of freight planning. GNO Inc. is very much now involved on the coordinating things at the super regional level and they now have a transportation committee that deals with more on the port side of things.

There's the world trade center's transportation committee but I guess the question is like, in the big picture, long term, is there a forum for this collaboration do you think?

Speaker 2: Well the RPC does it from a transportation standpoint. I'm not sure that there is anybody who does it from a-

Speaker 3: BNBO or-

Interviewer: That's the RPC.

Speaker 3: That's the RPC, that's the same thing. I'm kind of new here so I'm still warming up because-

Speaker 4: They have that, they do plan for freight. I mean there's a freight round table. I don't know if you talked to [name omitted for confidentiality].

Interviewer: Yeah, we interviewed [name omitted for confidentiality] for this.

Speaker 4: And also this traffic study that the city's doing. I mean the players are RTA, convention center, us, RPC, the city. There might even be somebody else that I can't remember. So this study is going to be done with all of us having a seat at the table and some say in the direction of the study.

Interviewer: So when we were interviewing [name omitted for confidentiality] about that she acknowledged that ... so this example of kind of the CBD study is a good example

because it kind of brings a lot of these different players together to talk about these issues but in a very small, narrow geographic sense. The RBC freight round table doesn't necessarily incorporate the people that are talking about expanding the highways or expanding other rail system.

Speaker 4: DOTD comes. DOTD is in the round table.

Interviewer: But they're freight people from the DOTD correct or no? Are the people ... because I haven't been to those meetings but the sense that I got, I mean I don't know, when we were taking with [name omitted for confidentiality], we were talking a lot of these issues, it seemed like it's very siloed still in terms of ...

Speaker 4: It is. I mean I'm new to them. I don't know how long she's been doing it but ...

Interviewer: But you see that it's kind of broader ...

Speaker 4: Well I think it's probably going to grow to be broader but there are a lot of people there. A lot of ... DOTD controls the interstate system, what can be done and they've got a seat at the table for that. They hear the issues. They've been very responsive with simple changes to just our access right here and tweaking intersections and singularization, signs, and they're putting ramp metering up and all types of things but there is ... I think everybody recognizes that something more drastic has to be done and I think we're hoping that we'll get that started with this study for the flyover.

Interviewer: For example, the expansion of the cruise terminal down here on Poland avenue. I know that that project is moving forward but it doesn't seem like there's a definite timeline on it per say. It seems like it's, I guess from I've read it seems like it's maybe five years or something like that. Is that connecting the tourists and then obviously there's already a lot of congestion and traffic safety issues along St. Claude avenue. That's been kind of a hot bed for a lot of the activists with several high profile traffic fatalities involving bicyclists and tractor trailers over the last, I guess, couple of years. There was even, I guess ...

Speaker 4: Bicycles, fatalities with tractor trailers?

Interviewer: There was on on [inaudible 00:22:59] fields and St. Claude.

Speaker 4: Oh I didn't know it was big truck.

Interviewer: Yeah that was about a year or two ago and then there was another one on [inaudible 00:23:09] fields, I think there were two on [inaudible 00:23:12] fields and St. Claude. It led to the point where [State Representative] sponsored a bill, it didn't get out of committee, but to ban trucks on St. Claude. So obviously it was gotten to a high enough

level where a politician was trying to ban trucks along that ... So I guess this is a question I have is like if you have politicians that are proposing bills that are going to ban ... and of course the port of St. Bernard was very opposed to it but the plan was that all of the traffic from the tractor trailers would have to go up [Parrish 00:23:46] road to I10 and over.

Speaker 2: Over Claiborne.

Interviewer: What's that?

Speaker 2: Over Claiborne too right?

Interviewer: Well originally the bill was going to ban it on Claiborne and St. Claude but then they were willing to let Claiborne go so I don't know but it never really got anywhere. But I guess my question is with these on the horizon and obviously a lot of projected growth in shipping in the near future, how are you guys thinking about these sorts of things where the community, and I guess the same thing happened, from what we heard, uptown back in the 1970's and 80's. There was a big push to get trucks out of uptown and that's what led to-

Speaker 4: [inaudible 00:24:31].

Interviewer: Yeah, to that. So I guess my question is now you're starting to see the same stuff downriver from the french quarter. How are you guys thinking about these sorts of issues now that they're kind of spreading in this direction?

Speaker 3: Poland avenue cruise terminal plan, you're going to start seeing, it's going to go forward a little more aggressively now that we have the funding issue all satisfied so it's not just lingering out there. It's a reality now.

A huge component is traffic management. At one point we were looking at six distinctly different traffic management plans and we're working with an architect that's helping us through this but that's ... the only way to address it or prepare for it is planning, planning, planning, strategy, all this and having the community involved but you can't ... it's not really apples to apples when you're talking about freight movement by river tire or by steel wheel.

Interviewer: Yeah, I brought up two different issues so you're correct. So let's talk about Poland avenue first and then we'll go back to the other issues. So tell us a little bit about the traffic management plan. Is it looking at providing bus or shuttle service.

Speaker 3: Well it's how you cycle everything. Whether it's people in private automobiles dropping off, the kids with the luggage and then going to park. Is it 50 passenger buses cycling

through. How do you get them there? And then the taxis and transportation from the airport to the terminal. Transportation from the french quarter hotels, the people who stay the night before and those kinds of things. So it's just planning what is the best traffic management plan and you that Bywater and I guess [inaudible 00:26:21] going to be in there too.

When you take that neighborhood, your commitment is to have the least impact on the lifestyles.

Interviewer: On that neighborhood.

Speaker 3: Yeah, that these people want.

Interviewer: Okay, so I didn't realize that there was a traffic management plan going on. That's-

Speaker 3: Well that's part of the study. That's part of the preparation for introducing what is the terminal going to look like. We can show you pretty pictures of what it's-

Interviewer: Yeah, and I think we've seen them on the ports website. There's nice-

Speaker 3: Yeah, it may change a little bit more but that's basically what, a cruise terminal's going to look like a cruise terminal but to be able to say that we've done a study and this is how you're going to ... we're not there yet. We've got it narrowed down to a couple of options that we think are going to be pretty efficient.

Interviewer: So does the ... so looking at the traffic management plan is there coordination with the RTA and the neighborhoods and things like that.

Speaker 3: We're starting our community outreach this month, well September of this month. And we're kicking it off with we're going to be meeting with some elected officials in the next seven days to bring them up to speed in the direction we're going. I met with one of the homeowners, neighborhood, you know there's two neighborhood associations over there.

Interviewer: In the Bywater, yeah.

Speaker 3: Yeah, I met with one of them back in the spring just to say, "look, there's a lot of information floating around there that's just not true. You're going to ask me questions that I can't answer. For example, what is the traffic management plan? This is the spring of 2015. I can't answer that question but I can tell you it's under review and we're gong to be glad to present what we think is a good idea to you at some point."

Interviewer: And when do you think that will done by the end of like 2016?

Speaker 3: It won't be done this year, that's for sure. It's going to be another month left but I think we'll be pretty far along in probably the second quarter of 2016. But that's not a guarantee because there's always hiccups and ...

Interviewer: Are you seeing, you said you went out there last spring, are you seeing neighborhood concern or resistance to the idea of the project.

Speaker 3: Well I think it's back to the old thing I said earlier. I think the term [nimbie 00:28:31] came about because of ports but if it's people that have preconceived notions about what it's going to be and we're as interested, we're as committed to not having a negative impact on their neighborhood as they are.

Speaker 2: The reality of it is that the facility doesn't work as well when it's influenced with the neighborhood.

Speaker 3: Well yeah, in a perfect world you wouldn't have a neighborhood sitting right on top of it but the conflict is we have a mission and that mission is to have a positive impact, economic development. We're motivated by economic development, jobs, business revenue, but yet not create a negative lifestyle for the people who just happen to live around the facility. So for us to carry out our mission we're trying to do quite a balancing act. I mean if you go talk to the neighborhood business association. I don't know that they call it but there is an organized business association over there. They're going you can't get that cruise terminal here quickly enough. Hurry up.

Interviewer: So you're bringing up a lot of great points. That this is exactly the kind of stuff that I'm interested in hearing and listening about. So in terms of what motivates you and what motivates the [nimbies 00:29:49] and what not it's very much aligned with what you see in other examples and stuff like that. The folks who seem to be the strongest [nimbies 00:30:01], do they tend, in your impressions, are they folks that have been around for many, many, many, many generations, people that have been around, or are these a lot of the newer people that are moving into the neighborhood?

Speaker 3: My exposure here, having only been at the port for a year, to satisfy your question, is Bywater. That's my only example and I can't tell you that that's generational. I think that that's a neighborhood that's gentrified and that for lack of better description they're basically newcomers. That doesn't mean they didn't grow up somewhere in New Orleans but I'm willing to bet ... and there are some, I've met some people that have lived in the Bywater for 50 years but that's not the typical Bywater resident, I don't think.

Interviewer: And do you guys find that in your work in the other neighborhoods that a lot of the people that are, I don't want to put words in your mouths, correct me if I'm wrong but,

are the people who are the newcomers, do they tend to be the most resistant to the operations and the projects of the ports?

Speaker 2: I don't know that that's really the biggest trend I see. What I see, and I don't necessarily have something to compare another community to but it seems to me, my impression of neighborhood issues in New Orleans is that they get kind of cast in very stark terms. It's not like oh well lets compromise and find a solution. There seems to be a certain aspect of the neighborhood communities, the groups, that are just like it's our way or no way. And it's almost to the fact as though they don't always completely appreciate other people's property rights.

Interviewer: Yeah.

Speaker 3: And you may want to, I still don't understand how this happened. How can you have two neighborhood associations? Just from what I can gather it's that one of them is a little more, not necessarily business friendly but they're willing to listen to the other side whereas I get the impression the other association has some preconceived ideas and there's nothing you're going to tell them that's going to that them away from their preconceived notion.

Interviewer: Well having lived in the lower garden district for the last 10 years I can tell you, if I had a whole bunch of extra time on my hands I'd probably go start a second one myself.

Speaker 3: Well this is the thing. It's like the idea that the people who speak the loudest are the ones who get the attention but they're not necessarily, and there's kind of an assumption that they speak for the silent majority but they don't always.

Interviewer: Well it seems like, at least my experience is that a lot of the neighborhood associations matters are all very-anti growth, anti, I don't know like ...

Speaker 3: Change is bad.

Interviewer: Yeah, exactly and I'm like. Neighbors come to me and like oh I can't believe this is happening. I can't. I'm like well I don't think it's a bad thing. I hope the whole area down here gets developed because I would like, I think it would be better. I rode my bike yesterday with my kid and I was like I don't like riding on empty blocks. I want to see people around and stuff moving and businesses open.

But, just trying to be cognizant of time, are there any other things that come to mind. Let me just ask how would you, should the port be in the business of dealing with these neighborhood organizations and these issues, traffic management plans, or should this be a responsibility of ... and that's not to say the port wouldn't have a role in it, but do

you think that it should be the role of another organization that you would work with in a more professional manner, like the city. One of the issues that has come up is that the city doesn't even have a department that deals with transportation.

Hey, Paul, good to see you.

The city doesn't have a single agency that deals with transportation issues. It's spread out across multiple agencies. Do you think if the city were reorganized in a different way it would make things better?

Speaker 3: I don't have a clue on that.

Speaker 4: So many of these problems, like I said, DOTD controls the [inaudible 00:34:28], the city controls the city streets and we need the access to our facilities. There's no way to have just one person look at these things. It has to be everybody and we push it because we see our growth coming and have the need and know that if we don't have access to the interstate we just might as well pick up our cargo and go somewhere else. I don't see how can have just one. I don't see how reorganizing the city can make that better and put some city department in charge of just ... it would be nice if they had a more proactive role.

Speaker 3: But even if there was sort of some efficient organization to do that it doesn't seem like it would really leave us with our [inaudible 00:35:27].

Speaker 4: No, you're just talking about somebody that would maybe be organizing the three of us but not in control at all.

Interviewer: Yeah, just in terms of if there is a better forum. It sounds like the forums for coordination, like the RPC freight round table is a good forum. I think it was [name omitted for confidentiality] that brought up that he thought GNO Inc. is increasingly getting more and more involved in a lot of these issues. Do you see them having much of a role in any of these kind of last mile issues at all?

Speaker 2: I think if we had a proposal they would. Like if the study says it's feasible and there's sort of a number attached to it and then trying to get the political will and the funding to do that, that seems to be [inaudible 00:36:28]

Speaker 3: But I'm always skeptical when some other agency or entity is answering port questions. Nobody's ever going to answer questions about our port as well as we answer them because we know.

Interviewer: No, I'm not saying the port wouldn't be involved, I'm talking more of coordination forums.

Speaker 3: I've seen it like that in other cities.

Interviewer: What would be the best example you've seen?

Speaker 3: Houston.

Interviewer: Okay. How does all this get worked out-

Speaker 3: Well it was all new to me 20 something years ago. I mean I'm from Houston, I worked for the port of Houston for 10 years but back then it was the greater Houston partnership was sort of a rallying organization that could bring in all of the elected officials, public agencies and all of these types. It's changes a little bit but you talk about [inaudible 00:37:18] give me a good example. I think Houston is going through a lot of [inaudible 00:37:24] over the last 30 years. It's one of the busiest sea ports in North America.

Interviewer: Okay. I guess last questions. Where do you see, with the expansion of shipping over say the next 10, 20 years, you mentioned that a lot of this is already pretty much at capacity. Of course you could decrease dwell time, you could increase efficiency but if there's a lot of expansion do you see it more along the industrial canal or other areas, where do you see like real growth of business happening for the port?

Speaker 2: I want to clarify what I said earlier. We have the capacity right now to handle, what 600,000 containers.

Speaker 4: More than that, yes.

Speaker 2: 700 maybe. We have a whole chunk of land where we could, with a lot of money, build more container capacity. You're not going to create any more land, was really my point and so you have sort of a ceiling there. But I think most of our efforts really are going to be based on how do you soak as much capacity out of the facilities and do projects incrementally to grow the volume. But the canal is not really

Speaker 4: Maritime.

Speaker 2: No because this is your only way in and out now, the locks.

Interviewer: Those locks yeah.

Speaker 2: And even when you had the Mississippi river going [inaudible 00:39:01] you were limited to 36 versus 45 for the depth here, which that time has already come and gone in terms of container ships. So that's all going to be up to ...

Speaker 4: And we have space here to double our container capacity. It just, like [name omitted for confidentiality] said, takes 770 million dollars to confine that force.

But we have plans to do it incrementally. And there are other things you can do to increase capacity. But the last mile is going to be the constricting factor at some point.

Interviewer: So then how, if you say that the last mile will be the constricting factor, do you know, have you ever looked at modeling what that would be in terms of how many containers, if you had 770 million to double the container capacity, would that create so much bottlenecks that business wouldn't even really want to do business there because of that bottleneck? Do you know what the-

Speaker 4: I hope not. We haven't done a study to ... but it's why we're pushing for the flyover study.

Speaker 2: That's one potential solution.

Speaker 4: One potential solution. Right.

Interviewer: What would be others if that's not feasible?

Speaker 4: Steel wheel getting those containers somewhere else. A container on a barge.

Speaker 2: Do you know about that? That's something that [name omitted for confidentiality] been working on.

Interviewer: Container on barge?

Speaker 2: No, steel wheel a rail service between here and here or here and further.

Interviewer: No, so obviously there's the public belt, right. It would be adding another-

Speaker 2: Another yard.

Interviewer: Adding a yard somewhere-

Speaker 2: Adding a yard and adding, really, essentially a service so that you know that every night there's a train going back and forth between [inaudible 00:41:41] but it's a short distance and-

Interviewer: Where does public belt go right now?

Speaker 2: They go from the bridge.

Interviewer: This is it right here.

Speaker 2: Yup.

Interviewer: Okay. So this right here-

Speaker 2: They go over this bridge.

Interviewer: Is at capacity. So you would need more capacity from here to here you're saying.

Speaker 2: No.

Speaker 4: No. It's just getting the containers off of the container terminal.

Speaker 2: Instead of moving the cargo out of the terminal by truck, doing it out of the terminal by train.

Speaker 4: And the barge is the same thing. Moving-

Interviewer: So that the public belt does not move any containers.

Speaker 2: They do but not on a service.

Speaker 4: They do but not, it would be like developing a yard here that replaces some yard here and instead of the container sitting here to be picked up, it's here being picked up. The yard for that now over here. They're moving containers over here for other people to do their.

Interviewer: Whatever.

Speaker 4: Right, something else. Stuff and strip them or-

Speaker 2: They have industry customers there. They don't have sort of like a yard where you could, if you're coming in from Alabama on truck, instead of going to Napoleon, you go here. The train brings it in the last mile.

Interviewer: Okay, so what are limits. It sounds like a reasonable solution. You just need to add more trains to the-

Speaker 2: Well it's a reasonable solution except that.

Speaker 4: It's not cost effective.

Speaker 2: It's probably more expensive.

Interviewer: It's more expensive right now. It's easier to get the trucks to pick it up right here.

Speaker 4: It's cheaper.

Interviewer: Cheaper, yeah.

Speaker 4: But it's the type of things that if volumes grew it would be cost effective, it's just getting it started. Who's going to eat that extra cost until it gets to that point? Who's going to make the capital investment for the rail yard.

Interviewer: Okay, I get it.

Speaker 4: And one thing [name omitted for confidentiality] working on is trying to find some outside funding source for the capital investment that's required.

Speaker 2: It's essentially using the railroad as another highway.

Interviewer: Exactly, no I understand that. I guess what I'm not clear on are what are the capital costs? What would they go to? Would it go to-

Speaker 2: It's capital costs but it's also increased operating cost. Because like [name omitted for confidentiality] was saying, unless you have an efficient operation or enough volume where, or really both, where you can move all that quickly, you're competing with trucks which is a pretty cheap way to move stuff. And it's already on a truck anyway so you got to take it off the truck and put it on the train. So you have to gain enough other efficiencies-

Interviewer: I'm sorry I missed that last point.

If a container comes off the ship and it's on the-

Speaker 2: The idea of the steel wheel shuttle is strictly to get it out of this area. So you still would conceivably have another truck come pick it up over here.

Interviewer: I get that. I understand that.

Speaker 4: When he said it was already on a truck, I guess what he's trying to say is every time you touch that container, every time you need somebody on a lift machine to pick that container up and either put it on a truck or on a train, it costs something.

Speaker 2: Cash register starts.

Speaker 4: It costs something. So you're picking it up to put it on a yard hustler that's taking it to the rail yard or are you picking it up and putting it on a truck that's taking it to-

Speaker 2: The train.

Speaker 4: Alabama or even-

Interviewer: So you don't have the ability to take a container off of a ship and put it directly onto the train.

Speaker 4: You don't want to do that because the thing is is you want that ship out of here as soon as possible. So they're trying to get those containers off and on like this and the way to do it is is to have these yard trucks that are just running around taking them off and on fast, fast and then putting them in the yard, then it gets picked up again.

Speaker 2: But there is some cargo that will come in and out by train only. But it's generically going long haul to close to where the customer is. The difference between that and the steel wheel shuttle is that the steel wheel shuttle is strictly to get those boxes off the terminal or to prevent the trucks from going into the terminal if it's an export.

Instead of trying to put, like this is our funnel right now. It's all got to come through here by truck. Instead of doing that, you take 20, 30% of that and say trucks, instead of coming here, come here.

Speaker 4: Which has easier access.

Speaker 2: It's like replacing some of this capacity over here.

Interviewer: Yeah, I completely get that and that could be a good win, win solution for a lot. But my question I guess is in terms of understanding the steel wheel shuttle concept, what would the capital cost needed to implement that?

Speaker 2: You'd have to build a yard.

You'd have equipment.

So that's the capital cost but I think probably a bigger nut to crack than the capital cost is the operating cost.

Speaker 4: And I wasn't sure if [name omitted for confidentiality] was going to be able to find funds for something like that or Walter I should say.

Interviewer: Usually they cannot find operating funds.

Speaker 4: It's used just for capital, that's why I said that but who knows.

Interviewer: You don't necessarily need to create another double track between here and there.

Speaker 4: No, no, no.

Speaker 2: No, the public belt would need to either rent or buy cars to handle containers.

Speaker 5: In a fantasy situation how would that happen? How could it be made cost effective or who, I guess I don't see like, this is a great-

Speaker 2: If this becomes harder to do. When you reach the capacity there the costs matter less.

Speaker 5: I guess that's my question, at some point you're just going to have to do that and then it becomes cost effective.

Speaker 2: Maybe. Unless there's some alternative with the lanes. There's other variables but-

Interviewer: It's really basically an economics kind of thing. What are the costs of the equipment, the yard. You already have the track so you don't necessarily need to double track or anything like that. And there's enough capacity on those tracks that you're not going to be interfering with the other-

Speaker 4: Just more trains going through the french quarter.

Interviewer: Yeah. Okay, that's good to know. So then I guess my question is when you look at the study of doing the HOV, will you also look at the steel wheel shuttle as like two alternatives or are they just going to be done in isolation to one another.

Speaker 4: Right it wouldn't be the same. What we need for the flyover, and I hate to say HOV because it might not necessarily connect to an HOV lane.

Interviewer: Well the current HOV lanes.

Speaker 4: Right, but it might not use the HOV lane. There's a way to do it with that. It could be a way to do it with that.

Interviewer: It could just be the existing-

Speaker 4: So I call it the flyover.

Interviewer: The flyover, okay.

Speaker 4: And don't be too shy to look at HOV lanes as the way the scope of work's going to be. But that has to be separate because the skill set to need to do that. We need a bridge engineer to look at that because we want to see if it's possible. Anything's possible with money.

Speaker 2: I got to excuse myself but it seems to me like the place where would look at alternatives and I don't know how the timings going to work out with this but the place where we would look at alternatives is in a master plan.

Speaker 4: Sure.

Speaker 2: Which we're actually choosing a consultant for.

Interviewer: How often is a master plan done?

[Name omitted for confidentiality], thank you so much, I appreciate it.

Speaker 4: The last one we did was in 2008, was that it?

Speaker 2: I think so.

Speaker 4: Yeah, 2008.

Interviewer: Okay, and so it's typically done like every 10 years.

Speaker 4: I wouldn't try to put a time on it.

Interviewer: Yeah, all right. So the plan is to it in 2016 you're saying?

Speaker 4: Yes.

Interviewer: Well this has been really informative. I definitely learned some new things that. This was great, the steel wheel shuttles is definitely a good one. Any-

Speaker 5: These are the guys right here. The experts.

Interviewer: Any other thoughts.

Speaker 3: No, my little components cruise. It's actually pretty easy to understand.

Speaker 6: People on, people off.

Speaker 3: These are the guys that are dealing with-

Interviewer: What's the projections for the cruise industry in New Orleans in the next five or ten years?

Speaker 3: Well cruise is growing all over the world. The Caribbean has always a place where any cruise vessel operator knows they can make money. There's somethings going on right now, for example there's a lot of assets going to the far east because there's an asian cruise economy over there that's pretty unique but it's there's any hiccup in that whatsoever you'll see ships come back to the safe haven which is the Caribbean so I think it's pretty optimistic. Ships are still being built, they're going to a specific markets but there's cascade effects so it's going to free up some assets and they start looking, okay, where can we make money and where do we know [inaudible 00:51:21] like to go in New Orleans there's one of those unique places-

Interviewer: What are the destinations out of new Orleans? I know you go to obviously the western Caribbean.

Speaker 3: It's the western. The two short, what I call the short itineraries are four and five days. All you can really do effectively out of New Orleans is get down to Yucatan so they'll do in essence two port calls but it's basically one and you can be back in four or five days.

Interviewer: Now do you see any potential business connecting New Orleans to the heart of the Caribbean like-

Speaker 3: Yeah, a seven day itinerary, which is both NCL and carnival both offer seven days, that gives you a variety of the other than extreme western Caribbean. They go to Jamaica, they go to Roatan. They go-

Interviewer: Oh, so they do all that now.

Speaker 3: They do. What's going to be a game changer down the road is in the event that the U.S. and the Republic of Cuba can come to terms on how can we let tourism on a boat go to your island. When they get all the sticky details worked out, that's going to be an absolute game changer because if it creates itinerary opportunities that we've never never seen in the U.S. cruise history because Cuba's never been there. So we're kind of optimistic that once that happens that's going to have a positive impact.

Interviewer: Are there any cruises that go from the Keys to New Orleans or like, are they-

Speaker 3: They're what we would call port calls. They didn't really originate in New Orleans but they may have originated in Miami, stopped in Key West, maybe one other port and then New Orleans. We just had one here last week. So we have those on a seasonal basis. But they're not home ported here.

Interviewer: So it's just stopping.

Speaker 3: Because we welcome all cruise ships because it's revenue but we're going to try to be the king of the home ports in the U.S. gulf and really the competition is Tampa, Mobile, Galveston. Houston's now off the radar screen because they just couldn't make it. The cruise line couldn't make any money out of Houston but yet they make it out of Galveston. So we see opportunists here otherwise we would not be looking at-

Interviewer: Expanding.

Speaker 3: [inaudible 00:53:50]

Interviewer: Yeah. Okay. Well thank you guys so much for your time. I appreciate it so much.

Speaker 3: Good luck.

Interviewer: Thank-