



**Milan Neighborhood  
Planning District 5  
Rebuilding Plan**



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**Introduction**

The Recovery Plan for the City of New Orleans was instituted by the City Council in response to specific needs in the 49 flooded neighborhoods Post-Katrina. These neighborhoods were organized into the 13 Planning Districts as identified by previous work undertaken by the City Planning Commission of the City of New Orleans. Overarching Goals and Objectives were established by the City Planning Council: "Work with neighborhoods to assist them in developing revitalization plans that are thoughtful, can be implemented, and formed into a citywide recovery and improvement plan for submission to the State of Louisiana and the federal government."

Basic assumptions also formed the basis for the Planning District 5 Recovery Plan: 1) That a flood protection system will be designed to withstand future catastrophic loss from a 1 in 100 year storm and that this is a commitment by the Federal Government; 2) That stringent building codes will be implemented to further limit wind damage; 3) That the basic urban structure of the city is sound and that rebuilding will respect this structure; 4) That there is an organized, coherent and operable Hurricane Evacuation Program.

Planning District 2, the subject of the following report, includes two geographically specific neighborhoods: Milan and Central City.

The New Orleans Neighborhoods Rebuilding Plan would like to thank the citizens of Milan, the Milan Neighborhood Association, and the Delachaise Neighborhood Associates.



## A. Milan Neighborhood

### Location and History

The Milan Neighborhood is located in Uptown New Orleans at the heart of Planning District Two. Milan spans the area from St. Charles Avenue to Claiborne Avenue, roughly between Louisiana Avenue and Napoleon Avenue. Contextually, the Milan Neighborhood is adjacent to Central City, Broadmoor and the Garden District. Milan is bordered on all four sides by wide, tree-lined avenues and serviced by the historic St. Charles Avenue Streetcar.

Milan is situated along St. Charles Avenue and is home to several neighborhood and area institutions. The United States Post Office operates a major postal facility on Louisiana Avenue that serves as a distribution hub for the entire Uptown area. Memorial Medical Center, located near the uptown riverside corner of Claiborne and Napoleon, is adjacent to the Milan neighborhood. Also, before Hurricane Katrina, Flint-Goodrich Hospital on Louisiana Avenue had been adaptively reused as housing for seniors.

The character and variety of housing types and land uses in the Milan Neighborhood change as one travels north towards Claiborne Avenue. The area near St. Charles is recognized as both local and national historic districts. Stately mansions that line St. Charles Avenue give way to simpler houses and, ultimately, to the Claiborne Avenue commercial corridor. This parallels

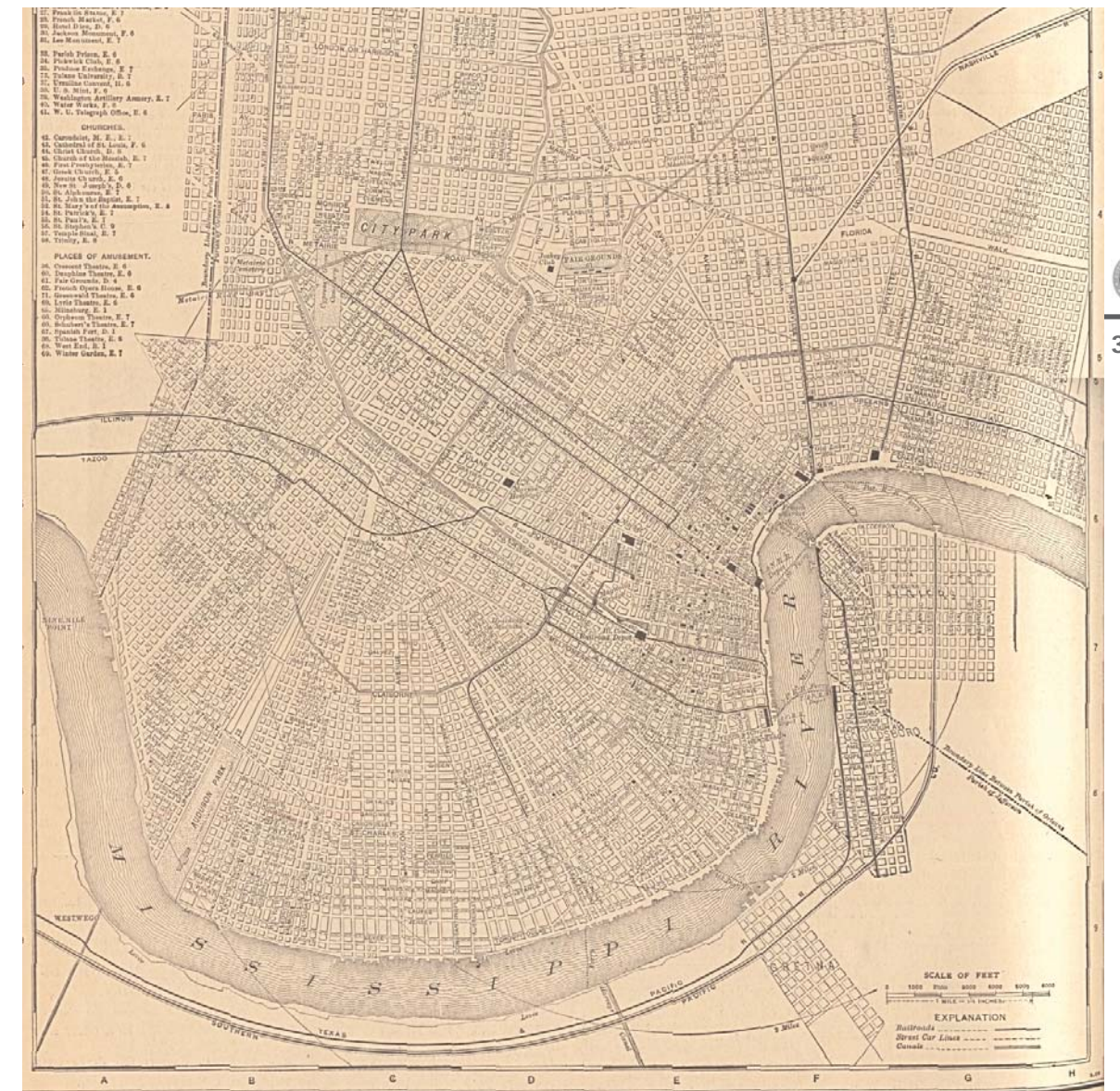


the decrease in elevation from St. Charles to Claiborne. Merchant activity, interspersed with residential, defines Louisiana Avenue in Milan.

This progression of intensity and land uses can be traced to eighteenth century French land grants along the Mississippi River. In 1737, when ordered by the French Crown to reduce the size of his personal land holdings, Jean-Baptiste LeMoyné, Sieur de Bienville subdivided his large plantation located upriver from the city of New Orleans. These land grants were based upon the valuable river frontage. The resulting plantations extended back from the river until they dissolved into the swamp. The resulting plots of land were wedge-shaped due to the crescent-shaped curvature of the river.

As the population of the city of New Orleans grew, the pressure to subdivide the suburban plantations into residential areas mounted. As this occurred, the resulting Faubourgs (suburbs) were incorporated into the street grid. East-West streets, generally, run parallel to the Mississippi River while north-south streets run perpendicular to the river. The resulting street grid produces city blocks that are larger near St. Charles Avenue and smaller near Claiborne.

Present-Day Milan is the northern portion of the area of Uptown New Orleans that, in 1850, was incorporated as Jefferson City. As the demand for municipal services grew, so did the pressure to unite the region's



Images from left to right:

A & B: Milan Residences  
C: Napoleon & Saint Charles Intersection





Above: Aerial Map of Milan Neighborhood



municipalities into a single, more effective government. A series of annexations began that expanded the city into its present boundaries.

In nineteenth-century New Orleans, drainage issues and engineering often dictated the form of residential development. The movement of large quantities of runoff water from populated areas required the construction of wide boulevards with open drainage canals in the center. In the Milan neighborhood, Louisiana and Napoleon Avenues served this purpose. The enclosing of the canals left behind wide, grassy expanses that serve the neighborhood as public green spaces. Properties located along these streets are typically larger than those along the minor interior streets. St. Charles Avenue had the added feature of the Carrollton Railroad running along its length, providing the spine of the Uptown mass transportation network.

### Recovery Vision and Goals

The Milan Neighborhoods Rebuilding Plan provides a vision and framework for physical improvements, new service structures, and community development opportunities for the Milan Neighborhood.

#### Vision

The Milan Neighborhood is attractively located within the Mississippi River's crescent and short



distances away from the CBD, French Quarter, and several universities. The residents' vision of a recovered Milan is one of a neighborhood of restored historic homes, preserved public green spaces, and increased economic opportunities for its residents.

### Neighborhood Recovery Goals

In an effort to rebuild and improve Milan's built-form environment to pre-Hurricane Katrina levels, residents have communicated the following goals for their neighborhood:

- Rebuild and enhance the streets, sidewalks and infrastructure of the Milan Neighborhood
- Remodel the neighborhood's existing public schools
- Preserve Milan's historic architectural fabric
- Improve public safety by reconstructing the neighborhood's police and fire stations

#### Restore and redevelop existing commercial corridors

- Reinforce Claiborne avenue as a commercial corridor
- Restore residential / commercial balance to Louisiana Avenue
- Encourage the return of small business to the short Baronne Street commercial corridor

#### Provide attractive residential options

- Create attractive, architecturally appropriate, and affordable residential infill construction options

Images from left to right:

- A: Milan Residences
- B: South Claiborne & Napoleon Intersection





- Develop attractive affordable housing options
- Encourage construction of affordable housing units.
- Develop strategies to restore blighted housing

**Upgrade Existing parks and recreational spaces**

- Adaptively reuse empty lots as public parks. Restore and upgrade existing parks and green spaces
- Where appropriate, add attractive landscaping to public spaces
- Install bike paths and other pedestrian-friendly amenities

**Planning Process and Neighborhood Participation**

The planning process for the Milan Neighborhood began with gathering information from the residents. The two neighborhood associations active in the Milan Neighborhood are the Milan Neighborhood Association and the Delachaise Neighborhood Association. Before Katrina, the primary purpose of these groups was to ensure and promote public safety.

The Delachaise Neighborhood Association, organized in 1983, operates in the area bounded by St. Charles Avenue, Louisiana Avenue, Marengo Street, and Saratoga Street. They meet regularly to discuss

security issues and the financing of patrols by an off-duty NOPD officer. The association formed a sub-committee to work with the architectural firm of Byron J. Stewart and Associates, conduct meetings with residents, and to develop a recovery plan for Milan.

The Milan Neighborhood Association meets occasionally to discuss its patrol and is bounded by a much more limited area than the Delachaise Neighborhood Association. Also operated by a resident board, the Milan Neighborhood Association operates in the area from St. Charles Avenue to South Liberty Street and from Napoleon Avenue to General Pershing Street

After photographing and surveying the neighborhood, the planning teams conducted a series of meetings to present findings to and receive input from the various neighborhood groups.

**Schedule of Neighborhood Meetings**

The neighborhood outreach program carried out by the consultant group consisted of the following District-Wide meetings:

*Saturday, May 20, 2006 Milan and Central City – 2:00 p.m. – Holy Ghost Church 2015 Louisiana Avenue-* An initial meeting with all neighborhood and District Two residents to present the planning consultants and discuss opportunities for recovery within

Milan.

*Wednesday, June 28, 2006 Milan Community Meeting-* 6:30 to 8:30 p.m. - Cannon's Restaurant, 4141 St. Charles Avenue-

*Saturday, July 22, 2006 Central City Renaissance Alliance -* 2:00 to 4:00 p.m. - Israelite Baptist Church - 2100 Martin Luther King Blvd

*Saturday, August 19, 2006 Central City Renaissance Alliance -* 2:00 p.m. – 4:00 p.m. - Central City EOC, 2020 Jackson Avenue

*Tuesday, September 12, 2006 Milan Community Meeting -* 6:00 p.m. - 8:00 p.m. - Holy Ghost Catholic Church 2017 Louisiana Avenue

**Planning Efforts Pre-Katrina**

Planning efforts prior to Hurricane Katrina addressed issues on a district-wide basis and neighborhood basis. These include the 1999 Land Use Plan, The New Century New Orleans Master Plan (Parks, Recreation, and Open Space) and the New Century New Orleans Transportation Plan.

The 1999 Land Use Plan, prepared by the New Orleans City Planning Commission, identified a series of challenges and opportunities in Planning District Two. The

pressures on the community included commercial disinvestment, blight, proximity to high-density public housing developments, an increase in non-conforming uses, and issues related to area medical facilities.

The Plan made a series of recommendations that were designed to improve conditions. Among the recommendations were the creations of several new land use categories such Mixed Use, Neighborhood Mixed Use, and Urban Mixed Use. Together these three additions were designed to better integrate District Two's commercial uses with the existing historic residential structures as well as return underdeveloped parcels to use.

The New Century New Orleans Master Plan Parks, Recreation and Open Space (2002) made no specific recommendations for the three public parks in the area: Samuel Square playground, the Saratoga playground, and the Edgar B. Stern Tennis Center. It did, however, find the northwest corner of Milan, near the intersection of Napoleon and Claiborne to be deficient in public green space.

The 2004 New Century New Orleans Master Plan-Transportation recommended a detailed traffic study along South Claiborne Avenue. Specifically, it recommended improvements to signal lights. Due to damage from Katrina, traffic signal repairs have been completed

Images from left to right:

- A-C: Milan Residences
- D: Louisiana & South Claiborne Avenue



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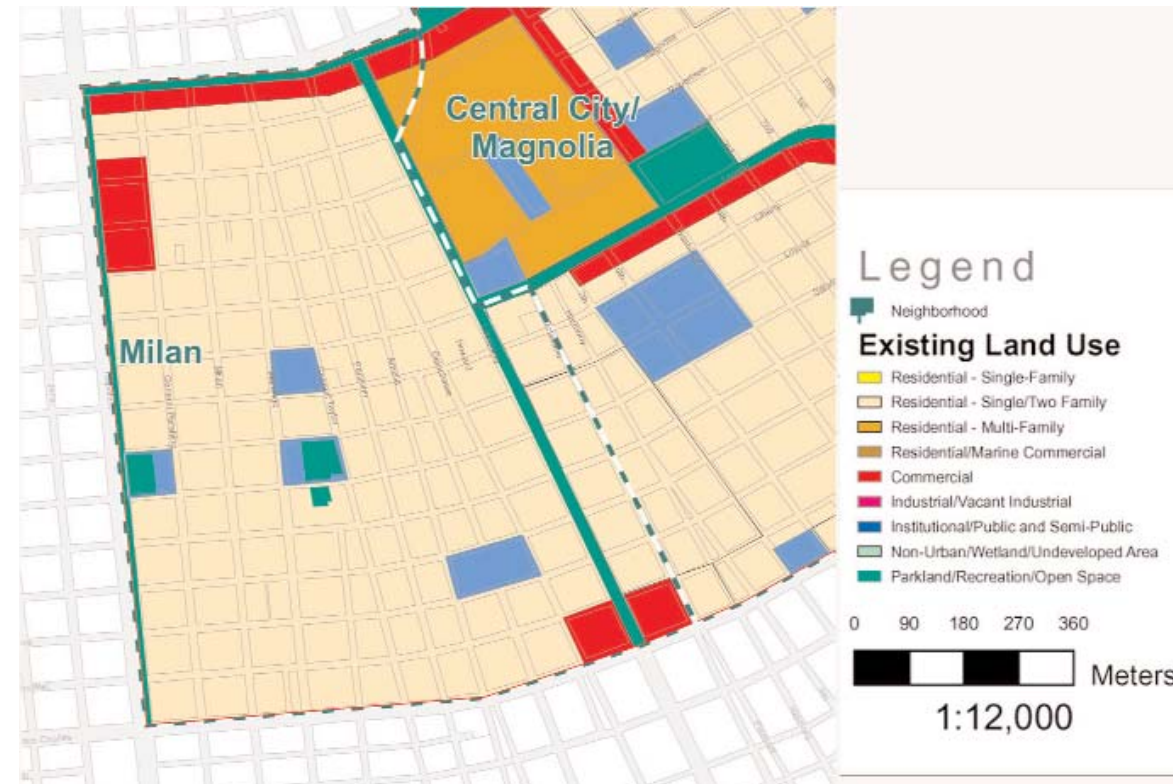
## B. Pre-Hurricane Katrina Neighborhood Existing Conditions

### Land Use and Zoning Elements

Changing land use patterns and an organic growth pattern have resulted in eleven different zoning classifications in the Milan Neighborhood. The majority of the neighborhood's interior is zoned for residential development while the commercial activities are concentrated along the major avenues. The short Baronne street commercial corridor, anchored by Martin's Wine Cellar, is a lone penetration by commercial interests into Milan's residential core. The City of New Orleans Comprehensive Zoning Ordinance outlines and defines these classifications. Specific zoning designations for Milan are as follows:

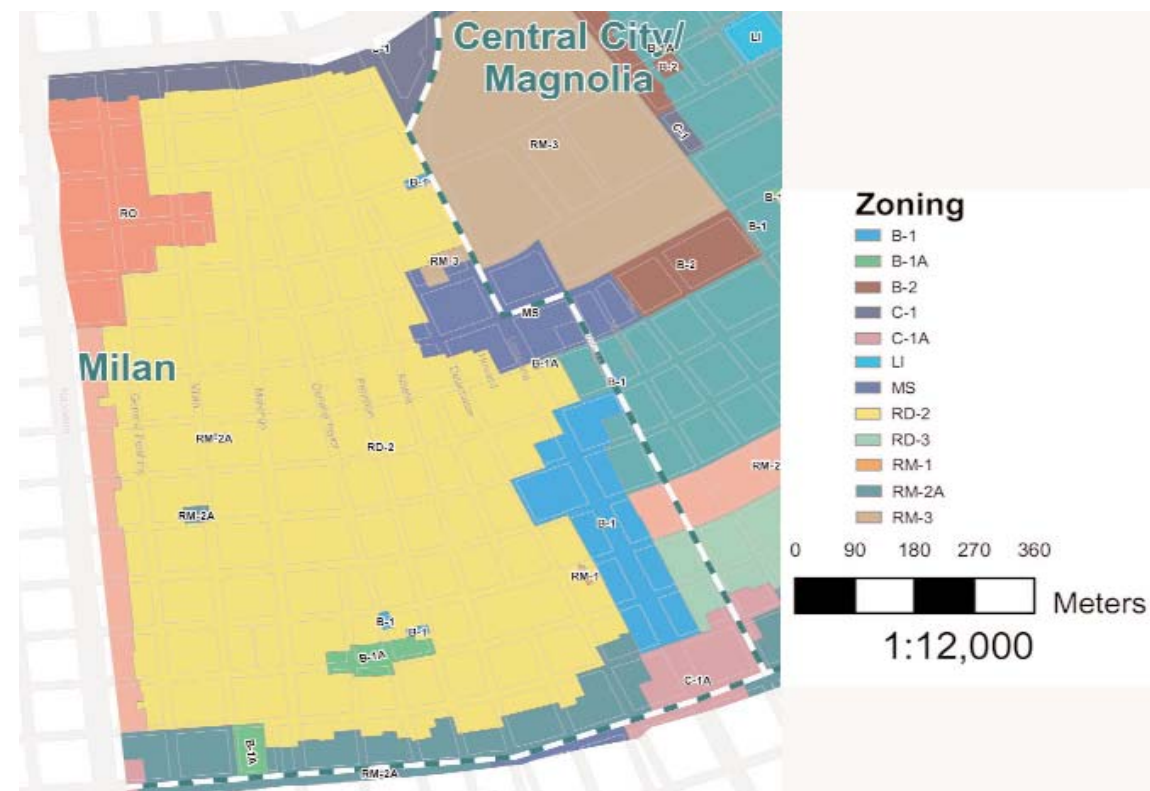
**RD-2** Two-Family District Residential Zoning allows for two family dwellings on smaller, single lots in older, densely populated parts of the city. Single-family dwellings, churches, and recreational facilities are permitted, compatible uses. In Milan this zoning spans the area from Carondelet Street north to Willow Street.

**RM-1** Multiple-Family Residential District zoning allows garden apartment-type developments. Usually, this zoning category is reserved for suburban complexes. In Milan, spot zoning allowed a single property to gain this designation. RM-1 zoning is limited to one property on



Milan Neighborhood Present Land-Use Map (Above)

Milan Neighborhood Present Zoning Map (Below)



Dryades Street between Louisiana and Delachaise.

**RM-2 and RM-2A** Multiple-family residences are allowed under these categories. RM-2 zoning allows for dense medium-rise, 75 feet high or less, residential construction. RM-2A is especially suited for older, historic neighborhoods where appropriate infill construction is required. Both allow for residential to exist in close proximity to commercial employment opportunities. These classifications are present along and immediately adjacent to St. Charles Avenue and Louisiana Avenue.

**RM-3** This is the zoning category under which most of the public housing developments are classified. In Milan, this applies only to a small strip along Louisiana Avenue across from the Housing project. It allows for a variety of high-density residential uses.

**C-1 and C1-A** These commercial zoning districts can accommodate a wide variety of commercial and service activities. C-1 zoning, in Milan, applies only to properties fronting on Claiborne. C1-A is limited to the intersection of Louisiana and St. Charles Avenues. It is applied here because it encourages the retention of older commercial structures

Image at right:

A: Milan Apartment Complex

intermixed with historic residential structures.

**B1 and B1-A** Used primarily to allow for a variety of small business uses, B level zoning is especially usefully in the zoning of businesses that are in close proximity to residential areas. In Milan, this type of zoning is found along the Baronne Street Corridor and several other scattered areas.

**RO** This zoning is used for the grouping together of professional, administrative, or sales offices. In Milan, this applies to the medical offices located along Napoleon Avenue across from Memorial Medical Center.

**MS** The area around the Flint-Goodridge Hospital, at the corner of Louisiana and Freret, is zoned as a Medical Services District. The hospital has since been converted to senior housing but the zoning classification remains.

### Pre-Katrina Demographic Profile

The demographic data presented here was taken from the 2000 United States Census and describes the Milan Neighborhood that existed at that time.

#### Population

Before Hurricane Katrina, the Milan

Racial & ethnic diversity (2000)	Milan	Orleans Parish	Louisiana	United States
Black/African American	73.80%	66.60%	32.30%	12.10%
White	21.60%	26.60%	62.60%	69.20%
Other	1.20%	2.70%	1.80%	4.60%
2 Race Categories	0.90%	1.00%	0.90%	1.60%
Hispanic (any race)	2.50%	3.10%	2.40%	12.50%

Average household income (1999)	Milan	Orleans Parish	Louisiana	United States
Average Household Income (1999)	\$36,430	\$43,176	\$44,833	\$56,644

Population in poverty (2000)	Milan	Orleans Parish	Louisiana	United States
Percent of Population in Poverty	28.60%	27.90%	19.60%	12.40%
Percent of Children Under 5 in Poverty	36.10%	43.00%	29.00%	18.10%
Percent of Population over 65 in Poverty	17.10%	19.30%	16.70%	9.90%

Vehicles available (2000)	Milan	Orleans Parish	Louisiana	United States
No vehicles available	34.40%	27.30%	11.90%	10.30%

Type of transportation (2000)	Milan	Orleans Parish	Louisiana	United States
Use of Public Transit to Work	19.00%	13.00%	2.20%	4.60%

Source: U.S. Census 2000; the Greater New Orleans Community Data Center at <http://gnocdc.org/orleans/>

neighborhood had a population of 7852 residents out of a citywide population of 484,674. This population was spread out over 3175 households.

#### Age

A large number, 24.3 percent, of Milan's residents were minors aged 17 and under. Senior citizens, those above the age of 65, comprised 12.6 percent of the population. These numbers are significant because these age groups are most likely to be dependent upon a variety of public services such as schools, mass transit, and healthcare. Also, as the age of the resident increases so do the barriers to rebuilding.

#### Income

The average household income for residents of Milan, \$36,460, was above the Orleans Parish average of \$27,133. Due to the varied incomes present in the area, from high earners along St. Charles Avenue to lower earners near large public housing developments near Claiborne Avenue, this number is likely skewed towards higher incomes.

The Milan Neighborhood was also challenged with a poverty rate of 28.6 percent; slightly higher than New Orleans' rate of 27.9 percent, but significantly higher than the United States' average of 19.6 percent. 36.1 percent of the children under the age of five in Milan lived at or below the poverty limit. On the opposite





end of the spectrum, 17.1 percent of adults over 65 lived in poverty.

#### Mobility and Transportation

According to the 2000 Census, 34.4 percent of Milan's population did not have access to an automobile. This underscores the importance of a regional transit system to the residents. The route from Milan to the Central Business District and French Quarter was serviced by the St. Charles Avenue streetcar and New Orleans Regional Transit Authority bus service along Freret Street and Claiborne Avenue. Connecting north-south lines ran along Louisiana and Napoleon Avenues. No area of Milan is more than five blocks distant from a transit line.

Currently, service in this area has been restored to near pre-storm levels. The Carrollton Streetcar barn, and the streetcars inside of it, was severely damaged and is undergoing repairs. The streetcars have been temporarily replaced with RTA buses on the St. Charles line. At this time, the traditional green St. Charles Avenue streetcars are being used on the Canal Street line. When repairs to all cars are completed the New Orleans Regional Transit Authority plans to return the St. Charles Avenue cars to their proper route.



Milan Neighborhood showing at left the Samuel Playground and at right center the Stern Tennis Center

#### Recreation and Open Space

Residents of the Milan Neighborhood enjoy access to both formal and informal public open spaces. Milan is ringed with wide boulevards and neutral grounds that residents can utilize for passive activities such as jogging and dog walking. For more structured recreational activities residents can visit a neighborhood park or the Stern Tennis Center

#### Edgar B. Stern Tennis Center 4025 S. Saratoga St.

The center sits on a 1.56 acre site and features tennis courts, lights, restrooms, and can be staffed by the New Orleans Recreation Department during athletic events. In the past a booster club was active at the Stern Center. Currently, the center is closed and in need of repairs.

#### Saratoga Playground 2943 S. Saratoga Street

The Saratoga playground is a .41 acre pocket park located near the Stern Tennis Center. It is classified as an active playground by NORD and features a basketball court.

#### Samuel Square Playground 4400 Loyola Street

Samuel Square is the largest park in the area. It sits on a 2.19 acre site and is maintained by NORD and the Parkway department. It features playground equipment and a multipurpose field.

Images from left to right:

- A: South Claiborne Neutral Ground
- B: Napoleon Neutral Ground
- C: Samuel Square Playground
- D: Stern Tennis Center



### Roadway Hierarchy and Jurisdiction

The City of New Orleans' Roadway Classification Map illustrates the hierarchy of streets in and adjacent to the Milan Neighborhood. It includes all roads that are subject to federal, state, and local jurisdiction.

The streets within and surrounding Milan all adhere to a basic grid form. Due to the curvature of the river, a bicycle spoke pattern emerges in the street grid. All interior streets provide local access.

Claiborne Avenue as it travels through Uptown New Orleans is State Highway 90. St. Charles, Napoleon and Louisiana Avenues are arterial roads that traverse the entirety of Uptown New Orleans. They are key roads in the larger, citywide transportation grid as they link commercial traffic with the Port of New Orleans and residents with downtown.

### Housing, Architecture and Historic Preservation

#### Housing

The 2000 Census counted 3807 housing units in Milan, of which 83.4 percent were occupied. Of the 3175 occupied units, only 33 percent were owner occupied while the remaining 67 percent were occupied by renters. Significantly, 63 percent of the housing units in Milan were constructed prior to 1949 and a total of 92.7 percent were constructed prior to 1960. Pre-Katrina there were limited opportunities for new residential construction within Milan.

The large number of renters in the neighborhood means that there is potential for a demographic shift. With only one-third of the residents tied to their property via ownership, the future makeup of the neighborhood is dependent upon the ability and willingness of the pre-storm renters to return. Absent their return,

Tenure (2000)	Milan	Orleans Parish	Louisiana	United States
Owner Occupied	33.00%	46.5%	67.9%	66.2%
Renter Occupied	67.00%	53.5%	32.1%	33.8%

Images from left to right:

- A & B: Samuel Square Playground
- C: South Claiborne Neutral Ground
- D: South Claiborne & Louisiana Neutral Ground



there will be opportunities for new residents to enter Milan either as renters or home owners.

Many of the 16.6 percent of unoccupied properties were classified as abandoned, blighted, or adjudicated. Residents consistently listed blighted housing as one of their top concerns. The Neighborhoods Rebuilding Plan has suggested several policy initiatives that may help reduce the amount of blighted properties in Milan. These policies are enumerated in the Housing Recovery portion of this document.

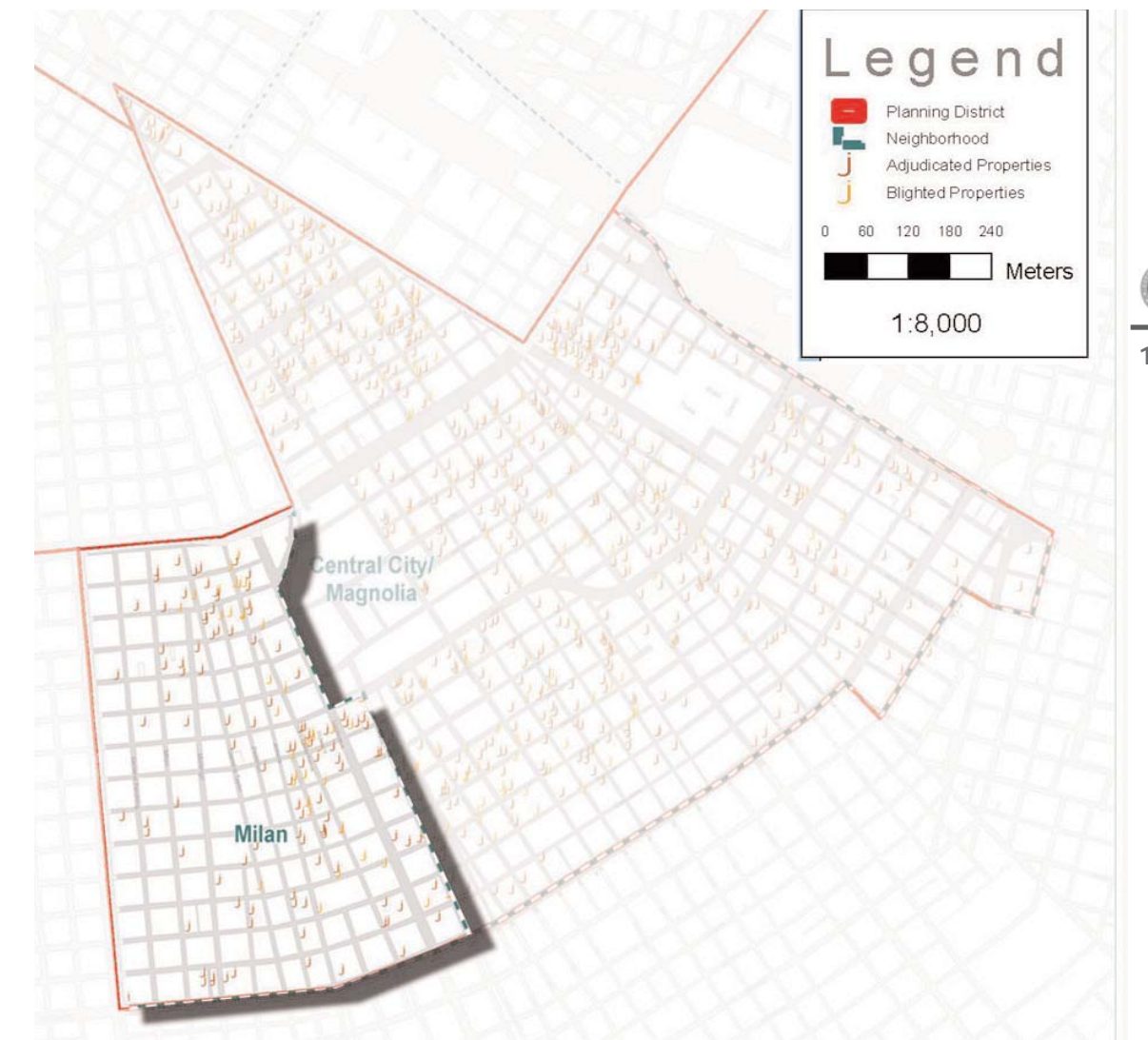
### Architecture

While the variety of house types and styles precludes the selection of a typical home, the native architectural language of New Orleans is spoken in Milan. Along St. Charles and Napoleon Avenues Greek Revival homes stand shoulder to shoulder with Victorian era shotguns and Italianate cottages. Deeper into the neighborhood the architectural vernacular begins to reflect the change in demographics that occurs the farther one travels from St. Charles. The center of Milan is best represented by the double house. These may be simple shotguns or four-bay Victorians. Almost all of the significant homes feature above-grade construction with the older homes having unoccupied first floors.

### Historic Preservation

The Milan Neighborhood is recognized as a local historic district by both the National Register of Historic Districts and the City of New Orleans. The national designation covers the majority of the district while the city-recognized designation limits the historic labeling of structures to a thin strip along St. Charles Avenue. Of the two, the local designation is the only one that has enforcement power. Changes to historic structures must be reviewed by the Historic Districts Landmarks Commission. If the changes are approved, a Certificate of Appropriateness is issued and work is allowed to begin.

For private home owners in historic districts, there are significant tax benefits available. The Milan National Historic District includes all areas except for the Claiborne commercial properties. Once certified by Louisiana's State Historic Preservation Office (SHPO), owners can receive a 20% federal tax credit on historic homes that have been rehabilitated or 10% on non-historic homes that were built before 1936. Judicious use of these credits in an historic neighborhood like Milan can augment other funding mechanisms that are available for individual home rehabilitation.



Blighted and Adjudicated Properties - 1999 Land-Use Plan, City of New Orleans

Images from left to right:

- A & B: Milan Residences
- C: Milan Rental Housing
- D: South Claiborne Commercial Corridor



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### C. Hurricane Katrina Neighborhood Impacts

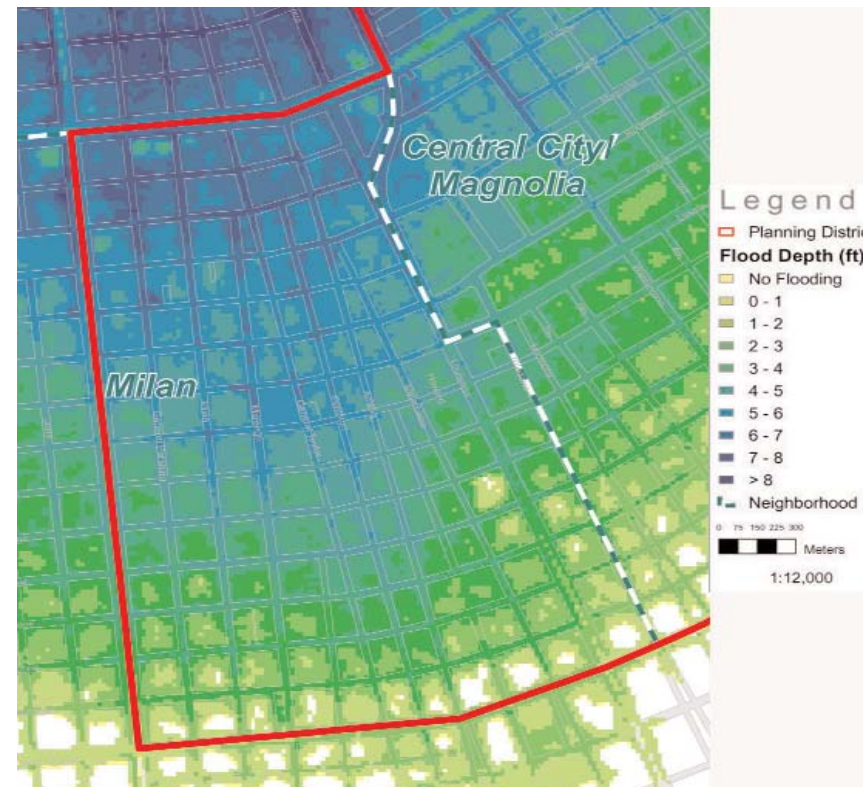
#### Extent of Flooding

Over three-fourths of the Milan Neighborhood experienced flood depths of over two feet during Hurricane Katrina. The greatest depths were recorded near Claiborne Avenue. This corresponds to the data which lists this part of the neighborhood as the lowest in elevation. Water depths varied from less than two feet at Carondelet Street to over 8 feet at Claiborne and Napoleon. Streets near Napoleon and Louisiana Avenues recorded lower depths due to protection afforded them by the natural ridges of the streets.

#### Residential Properties Damage Assessment

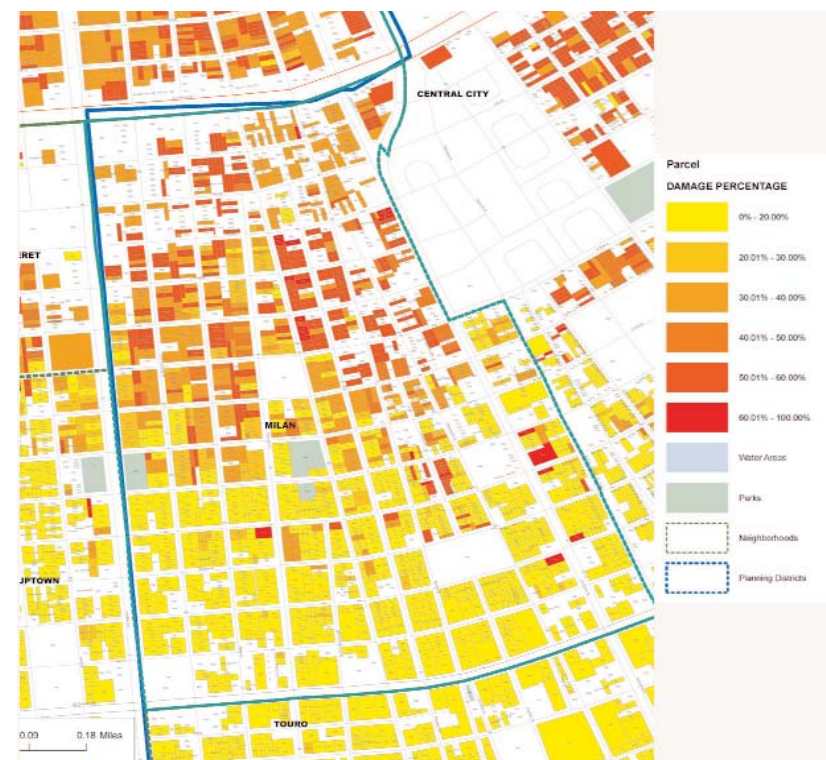
According to data received from the City of New Orleans Damage Assessment Data, over 90 percent of the homes in Milan received some form of damage. A majority of homes suffered damage of over 30 percent from flooding, hurricane driven winds, or a combination of both. The most severely damaged homes (over 50 percent damage), not coincidentally, were located near Claiborne Avenue between Napoleon and Louisiana Avenues.

Homes receiving damage that exceeds 50 percent of the pre-storm value of the property will have to be brought into compliance with FEMA's revised Base Flood Elevations before reconstruction will be allowed.



Milan Neighborhood Flood Damage Map showing inundated areas of the neighborhood (above). Source: City of New Orleans - April 2006

Milan Neighborhood Assessment Map showing the extent of the damage to neighborhood structures (below). Source: City of New Orleans - April 2006



#### Commercial Properties Damage Assessment

All commercial property in Milan, except those along St. Charles Avenue, sustained flood related damage. The following commercial areas sustained flood damage:

**Claiborne Avenue** – All commercial structures along Claiborne Avenue were flooded and severely damaged. Currently, only the Rite-Aid store is undergoing repairs.

**Louisiana Avenue** – The worst flooding along Louisiana Avenue occurred in the four blocks immediately south of Claiborne. Commerce has yet to return to this area. Closer to St. Charles, a few small business have returned.

**Baronne Street** – Martin Wine Cellar and the handful of other small businesses in this short commercial corridor have yet to reopen.

#### Infrastructure Damage Assessment

Damage to infrastructure in the Milan Neighborhood was assessed through a series of drive-by evaluations conducted by the Neighborhood Planning Consultant and in consultations with area residents.

#### Street Conditions

Including the avenues that encircle Milan,

Image top right:

A: Damaged Residential Property in Milan



there are approximately twenty miles of streets that crisscross the neighborhood. A close examination of street conditions has determined that 27,400 linear feet of sidewalks and roadway needs to be reconstructed. This number includes

The most damaged streets are minor, interior streets. The main avenues that encircle Milan are in good condition. Portions of Napoleon Avenue were resurfaced during recent drainage repair projects.

The neighborhood meeting process further identified roads that were in need of repair. The combined information is graphically represented by the Streets Condition Map at right.

**Milan Street Conditions post Hurricane Katrina**



### Parks and Open Space Damage Assessment

The Stern Tennis center, Samuel Square and the Saratoga Playground were submerged beneath 4 to 6 feet of water during Hurricane Katrina. This resulted in serious damage to the facilities. With the exception of St. Charles Avenue, all neutral grounds in the area flooded and sustained tree and landscape damage.

The New Century New Orleans Master Plan, Open Space and Recreation (2002) made several district-wide recommendations for Planning District Two that were based upon observed demographic shifts. Among these was an observation that, while overall district population was declining, the percent of the populations under 18 and over 65 was increasing. Even with that decrease, District Two had the second highest population density in the city (17 residents per acre).

The plan did not recommend any new parks in the Milan Neighborhood. The residential density, combined with demographic shifts, suggest that the existing public facilities in the area should be restored to their pre-storm levels.

**Images from left to right:**

- A: Milan Interior Street**
- B: Louisiana Avenue**



### Community Facilities

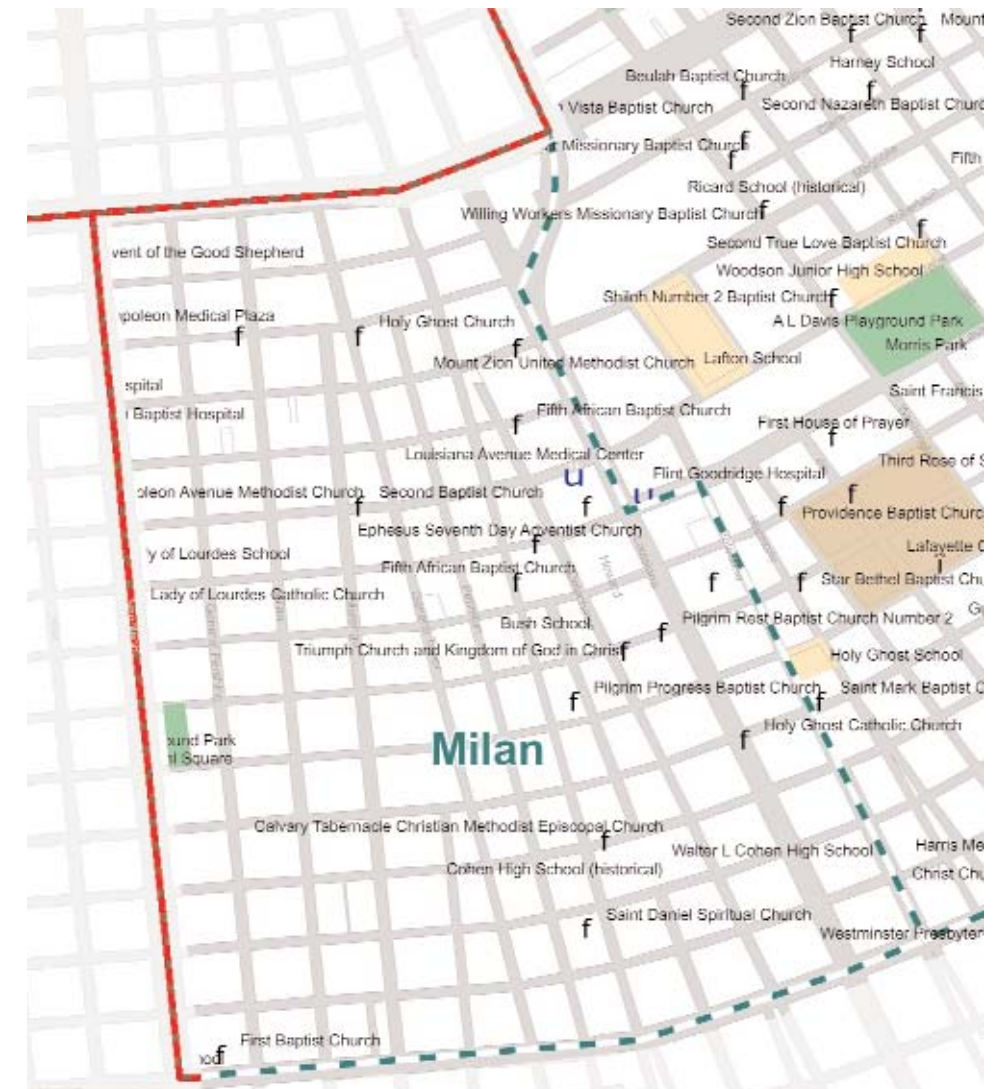
The Milan Neighborhood is home to several facilities that serve the entire City of New Orleans. Most significant among these is New Orleans Fire Department Engine Number 11, located at 2312 Louisiana Avenue. This fire station suffered wind and water damage during Hurricane Katrina and has not yet reopened. Fire Department operations are being conducted out of temporary trailers. The NOFD has returned all fire suppression vehicles and trucks to this temporary location. A new fire station in Milan is currently being considered. There are no community facilities located in the immediate neighborhood nor are any required.

### Schools and Universities Damage Assessment

The two public schools located in the Milan Neighborhood both sustained heavy wind and water damage during Hurricane Katrina. Students previously attending these schools have enrolled in schools outside of their neighborhood district.

- **Lawrence D. Crocker Elementary School**, located at 2300 General Taylor Street, was flooded by over four feet of water and has not reopened. At this time no restoration of the school has begun.
- **Walter L. Cohen Senior High School**, located at 3520 Dryades Street, suffered less water and wind damage than Crocker Elementary. At this time, renovation of the facilities is ongoing and plans to reopen Cohen High at the same location are in place.

- **The Academy of the Sacred Heart**, located at 4521 St. Charles Avenue, operates an all-girls elementary school at the corner of St. Charles and Napoleon in the Milan. It sustained minor water damage during Katrina and has since reopened. The site also contains the Mimms multi-purpose building, which is also repaired and available for school functions.



Milan Community Facilities

Images from left to right:

- A: Crocker Elementary School
- B: Cohen High School
- C: Academy of the Sacred Heart
- D: Fire Engine Station No. 11



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## D. Neighborhood Rebuilding Scenarios

The recovery plan will follow the existing neighborhood urban pattern with special emphasis placed on restoring the residential quality of Milan while enhancing its retail, commercial, and civic areas. There are no proposed changes to the current street grid network. Due to the historic characteristics of the Milan neighborhood, No other rebuilding scenarios are applicable.

The historic nature of the neighborhood make most of the areas not suitable to implement or evaluate rebuilding scenarios that do not address selective infill development and strict controls over the architectural style and quality of new and rehabilitated construction.

As indicated in the diagram only the areas along Claiborne Avenue can be evaluated in light of rebuilding scenarios. Potential scenarios for Claiborne Avenue may include:

- No Action or Intervention – Where natural market forces would take action in reconstruction of the commercial areas along Claiborne Avenue. Pre Hurricane Katrina these sites were unable to attract redevelopment of any significance and it is most likely that in the Post Hurricane Katrina environment they will still not be able to garnish any new commercial activity.

- Expansion of the C-1 Commercial

District further into the neighborhood – The option preferred by the neighborhood would provide for the expansion of C-1 zoning to create deeper parcels to allow the potential to include large scale retail or big box retail fronting on Claiborne Avenue. Commercial Design Guidelines need to be prepared to ensure that the new commercial development is designed and constructed in a manner that is complementary to the aesthetics of the neighborhood and area.

- Mixed Use Development – While this is an option that is open under the present zoning, it would still require that the commercial zoning be expanded into the neighborhood to create parcels of enough depth to accommodate these structures.

The likelihood that these sites would develop as mixed use are relatively remote given the character of Claiborne along this section of the city, the heavy traffic and lack of pedestrian amenities.

A number of basic underlying assumptions serve as the backdrop for the entire neighborhood rebuilding process. These assumptions are made for Milan, Planning District Two, and the City of New Orleans. They come from a series of commitments made by state, federal, and local officials to the citizens of New Orleans regarding adequate flood protection, modern building codes, and efficient evacuation plans. These assumptions are:



- A federally funded flood protection system will be designed to withstand future catastrophic storms;
- That the basic urban structure of the city is sound and that rebuilding will respect the basic built form of New Orleans;
- Stringent building codes will be implemented to further limit wind damage;
- That an organized, logical, and communicable evacuation plan is implemented.

The rebuilding scenario assumes that the residents of Milan enjoyed the basic pattern and layout of their neighborhood as it existed before Katrina and that the key to the restoration of the neighborhood is the implementation of site-specific remedies and improvements. In order for this to happen the following must take place:

- Implementation, financing, and construction of projects and policies deemed to be essential to the recovery by Milan residents. These projects have been identified in public forums sponsored by the Neighborhoods Rebuilding Plan .
- Financing of key public projects that can spur private capital investment. In particular, improvements to public property along Milan's commercial corridors can

encourage private investors to funnel capital to these areas.

- The restoration of community parks and open spaces to a form that is superior to their pre-storm condition.
- Reconstruction of the water and sewer system by the City of New Orleans Sewerage and Water Board.

sidewalk infrastructure system that was damaged by Katrina and worsened by subsequent demolition and clean-up activities.

### Neighborhood Repopulation

There are a variety of factors that the Milan neighborhood will continue to repopulate at a faster rate as time progresses:

- The areas of Milan along St. Charles Avenue did not flood and serve as the catalyst for future repopulation.
- Milan is located in the heart of the Uptown New Orleans and is surrounded by areas that have already heavily repopulated.
- Area churches schools, in and outside of Milan, have reopened or begun repairs to facilities. Residents often cite accessibility to community services as

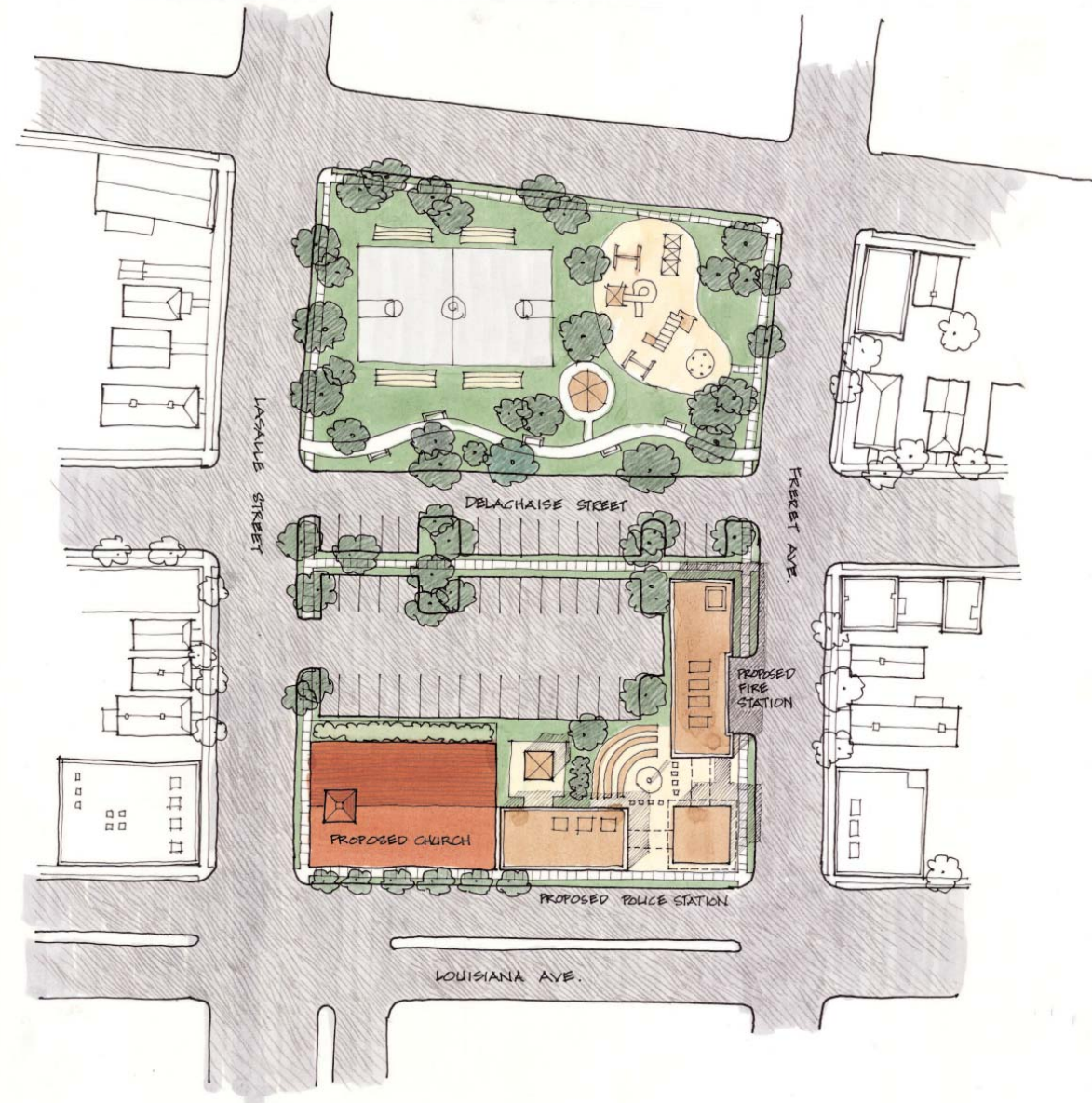
Images from left to right:

A: The Brown Derby on Louisiana  
B: Louisiana & Freret

central to their willingness to return.

- Home owner financial assistance programs such as the Louisiana Recovery Authority's "The Road Home" program will help to close gaps in repair costs.
- The L.R.A. recent announcement that funds will be made available to owners of rental properties to assist them in bringing these units online. Given that two-thirds of the areas pre-storm residents were renters, this will lead to the re-habitation of a large number of these vacant units.

Renderings of Proposed Fire and Police Sub-Station on Louisiana Avenue.



## E. Neighborhood Recovery Plan

The Milan Neighborhood Recovery Plan proposes a series of strategic initiatives that are designed to address and facilitate the reconstruction of damaged community assets.

### Strategic Initiative No. 1: Promote cooperation and unity of purpose with respect to the Milan and Delachaise Neighborhood Associations

In a compact historic neighborhood such as Milan, duplication of efforts and resources is particularly inefficient. In the community meetings many residents suggested that an economy of scale could occur if certain coordinated events could occur. It is important that the two associations join together in an effort to monitor the pace and progress of recovery efforts in the neighborhood. It is suggested that information sharing sessions begin immediately in order to protect Milan's delicate, historic community legacy.

### Strategic Initiative No. 2: Promote the aggressive enforcement of all current and future city codes

The residents of Milan believe that enforcement of municipal codes can lead to a better quality of life for everyone. This process can begin with following up, by neighborhood organizations, on enforcement of the city's gutting law and continue with assuring that all new construction in historic areas follow



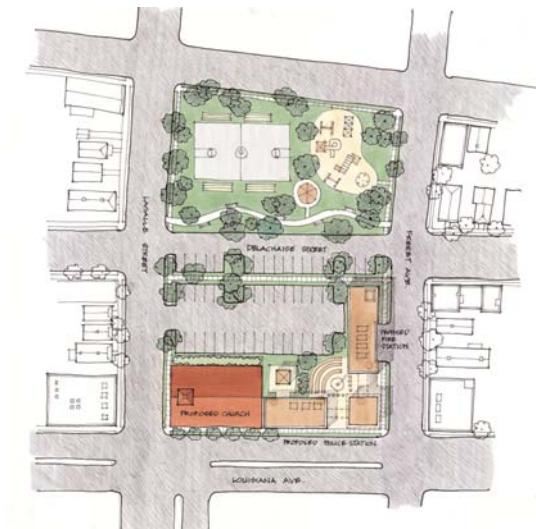
guidelines established by the city's Historic District Landmarks Commission.

### Strategic Initiative No.3: Identify and Promote Early Action Projects

Early action projects, identified by residents and listed as such in the attached funding matrix, are incubators of community confidence. If residents identify something as in immediate need of action and, subsequent to that declaration, observe remedial action taking place, then their level of confidence in the rebirth of their community will be elevated. In Milan, residents have identified the repair of area streets and the reopening of the local schools to be early action projects. This is consistent with a community that is seeking a restoration of services and way of life as opposed to one requiring wholesale reconstruction.

### Strategic Initiative No. 4: Implement Housing Recovery Initiatives

Local government must supplement public sector improvements with specific housing recovery policies that are designed to encourage residents to participate in the reconstruction of their individual homes and neighborhoods. The most important decisions in the recovery process are the individual decisions that homeowners and renters make regarding placement of resources. The City of New Orleans can



provide a framework and incentives that will help guide and influence them in their choices. Housing initiatives include The Lot Next Door program, the Elderly Housing Road Home Link, and policies that protect the current residential to commercial mix. These are expanded upon in the Housing Section later.

### Strategic Initiative No. 5: Implement Key Recovery Projects

The long-term recovery of the Milan Neighborhood requires that the recovery projects be funded, implemented, and monitored. These Key Recovery Projects were identified through the consultants' evaluation and prioritization process. These projects were presented at a neighborhood meeting and vetted by the residents.

#### A. Rehabilitation of the Edgar Stern Tennis Center

Residents of Milan consistently listed renovations to the tennis center and adjacent green space as an early action recovery item. The Stern Center serves a dual purpose in Milan. First, it provides residents with a place to increase their physical fitness level. Secondly, if it remains out of use it becomes a public safety issue. Restoring Stern brings foot traffic and lighting back to the adjacent neighborhoods, thus increasing public safety.



#### B. Create shared Fire / Police Substation

Milan is already home to Engine Company 11. The Fire Department is returning this company to Milan in either a new facility or by renovating the existing engine house. At every meeting, Milan residents expressed a desire to create a police substation. By decentralizing the Second and Sixth New Orleans Police Districts, response time can be reduced and community policing can be given a chance to take hold. By sharing a public safety facility the recurring expenses associated with decentralizing these services can be reduced.

#### C. Repair/Replace Cohen High School

Cohen High is currently undergoing renovations and will reopen either sometime during the 2006-2007 school year or the year after. Additional resources should be dedicated to locate community services, such as a library or clinic, on school grounds.

#### D. Repair/Replace Crocker Elementary School

Crocker Elementary should be restored to use as a school. If demographic trends continue, high-density neighborhoods like Milan will need additional elementary school space. The residents are opposed to an adaptive reuse of the site.

Images from left to right:

A & B: Fire/ Police Sub-Station Renderings

C: Actual Proposed Site for Station



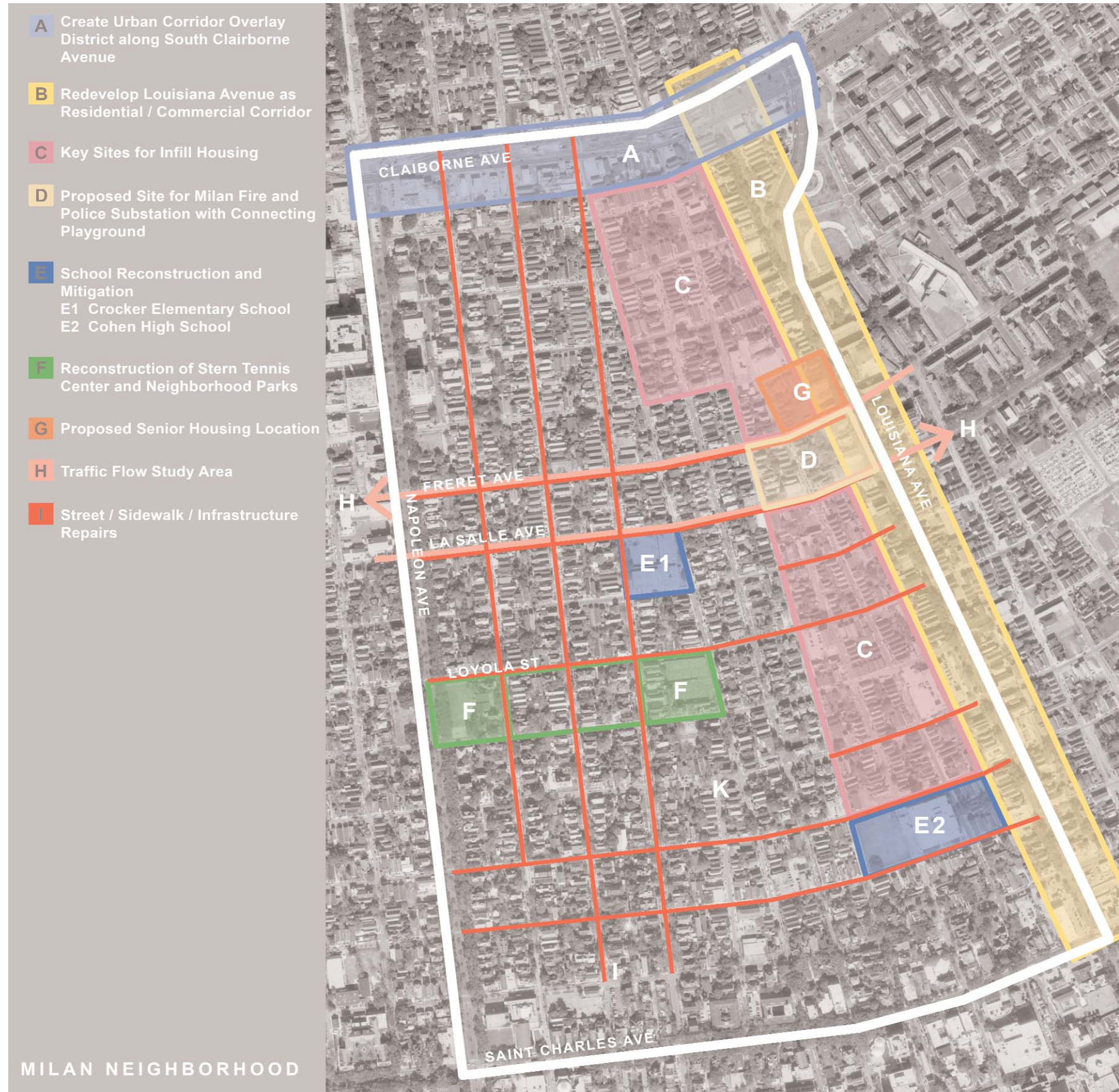
Currently, there are no ongoing repairs to the school and no decision has been made regarding its future status.

**E. Repair and restoration of neighborhood streets and sidewalk**

Generally, the majority of the streets do not need total reconstruction. Based on the results of the previously mentioned informal streets and roadway conditions survey, partial or total street reconstruction in Milan is limited to a total of 27400 linear feet. Uprooted trees and debris cleaning efforts have damaged sidewalks and sewer drains throughout the neighborhood. Repairs to these items must be done concurrently with street resurfacing and repair. All curbs in the neighborhood need reconstruction in order to make them handicap accessible and senior citizen friendly. Specific streets to be repaired include:

- Marengo Street from Clara to St. Charles
- Loyola from Louisiana to Jena
- Milan Street
- Freret Street
- General Pershing
- Peniston / Freret intersection reconstruction
- Portions of other streets as conditions merit

**Milan Project Map**



Images from left to right:

A: South Claiborne & Napoleon Intersection



**F. Street lighting enhancements**  
**New and enhanced lighting must be added throughout the neighborhood.** Particularly, residents support the addition of new, brighter lighting along LaSalle and Freret streets. This dovetails with their request to emphasize those streets as alternative routes through the neighborhood for bicycles, cars, and pedestrians. New lighting is required near the Stern Center and both playgrounds. If retail returns to the short commercial strip along Baronne Street, enhanced lighting would increase public safety.

**G. Rehabilitate/Repair Samuel Square and Saratoga Playground**  
Both playgrounds require complete electrical repair and replacement of all park amenities. Lighting is required on the perimeters of both parks and along Loyola Street between Samuel Square Playground and the Stern Tennis Center. The basketball court at Samuel Square must be replaced. The parks must also be landscaped in a manner that softens their impact on the adjoining residences.

**H. Create an Urban Corridor Overlay District along Claiborne Avenue**  
Claiborne Avenue is currently zoned C-1, which allows for a variety of intensive commercial activities. Residents have expressed a desire to attract larger format, national retailers to Claiborne Avenue

between Napoleon and Louisiana Avenues. UC Urban Corridor Districts, according to the city's Comprehensive Zoning Ordinance, create superior environments along major urban transportation corridors. This is done by imposing special regulations regarding conditional land use and provisions pertaining to signage and design. By creating this overlay district, residents can mitigate the negative effects that more intensive retail brings while preserving the residential integrity of the neighborhood.

It is also necessary to expand the C-1 zoning to include more properties south of Claiborne Avenue. Residents have expressed a willingness to accommodate larger retail formats in this area. Currently shallow lot size prohibits big-box retailers from considering this location. Rezoning adjacent, vacant properties would allow larger parcels to be assembled, thus satisfying this precondition to development.

By expanding the amount of land available for C-1 zoning, the South Claiborne Avenue could attract shoppers and allow the city to recapture sales tax revenue that is currently being lost to other parishes.

**I. Enhance neutral ground landscape and restore tree canopy**  
Neutral grounds and public streets must be replanted with trees and plants that can withstand future storms. Plantings must be

done in a way that, if uprooted, they are not in a position to sever power lines or impact homes.

**J. Infill Housing**  
Empty lots and vacant tracts of land are to be filled with architecturally appropriate infill housing. Modular concepts are acceptable provided they comply with the BFE's and conform to any and all regulations imposed by the New Orleans Historic Districts Landmarks Commission. Residents suggest the area near Louisiana Avenue, between Freret and Claiborne, as a location for quality infill housing.

**K. Improve Milan traffic circulation**  
The current traffic flow through Milan does not serve the residents well. Many have suggested converting Freret into a one-way, westbound street with return, eastbound traffic flowing down LaSalle Avenue. At this time, the recommendation is that a traffic study be commissioned. Given the close proximity to area schools, residents feel strongly that this is a pressing public safety issue.

**L. Create Elderly Housing**  
Prior to Katrina, Louisiana Avenue was increasingly becoming an area where senior citizens could receive medical care or housing. The former Flint-Goodridge Hospital on Louisiana Avenue had been converted to senior housing. This plan calls for this use to be reinforced by the addition of new senior housing at the

corner of Louisiana and Freret streets.  
**M. Reduce the number of Alcoholic Beverage Outlets in the Milan area**  
Pre-Katrina, Louisiana Avenue was home to several bars and alcoholic beverage outlets. Illegal activities in and around these establishments were a detriment to the quality of residential life in the area. The fire and flood that destroyed the Brown Derby and other establishments present an opportunity to reduce the number of ABO permits and, 21 simultaneously, eliminate several non-conforming uses in Milan.

Images from top to bottom:

- A: Milan Medical Corridor
- B: Freret Street
- C: Flint-Goodridge Senior Housing
- D: Infill Housing





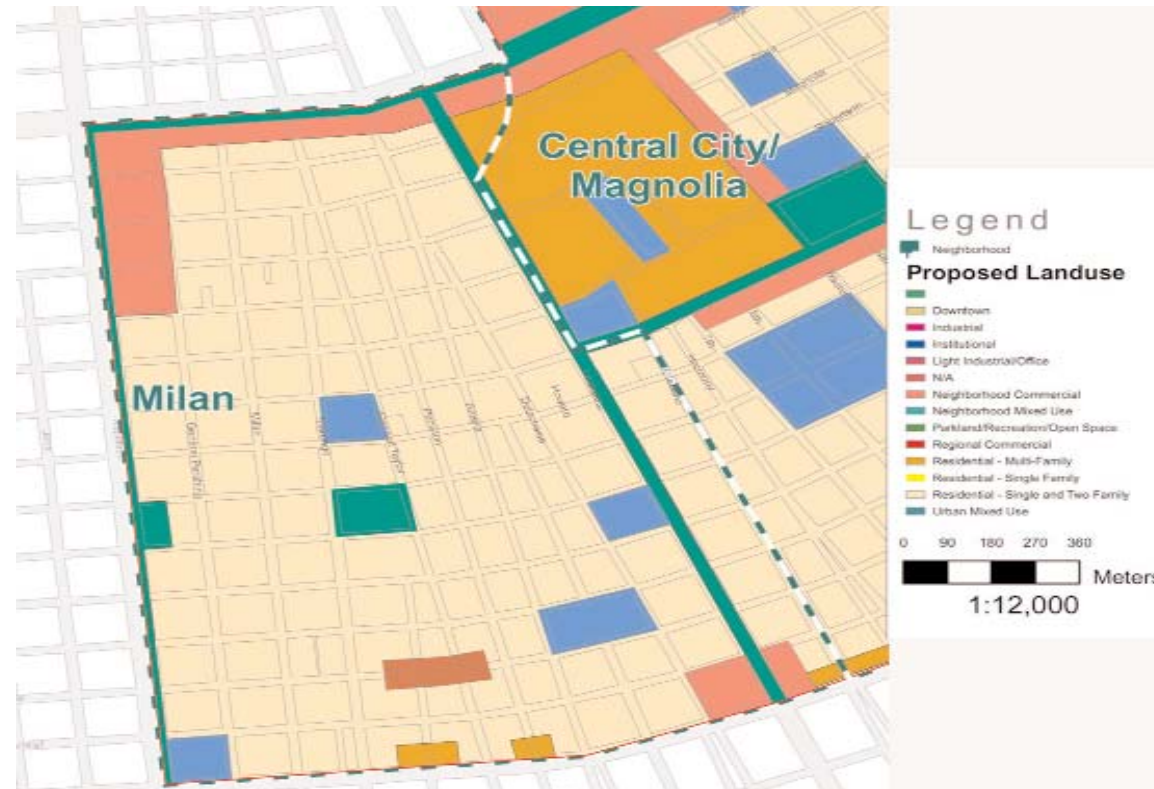
**LAND USE AND ZONING ELEMENT**

**Land-Use and Zoning Elements**

Current zoning permits a wide variety of land uses in Milan. The hierarchy of zoning and land use in Milan is a direct result of an organic development pattern. The vast majority of Milan is zoned RD-2, which allows for the traditional New Orleans double house to be present in great numbers. Residents do not want any changes to the zoning in Milan, with the exception of the Claiborne Avenue Urban Corridor. Areas in which residential and commercial appear to be incongruous, such as the Martin Wine Cellar location on Baronne Street, are a part of the neighborhood fabric and residents are comfortable with their presence.

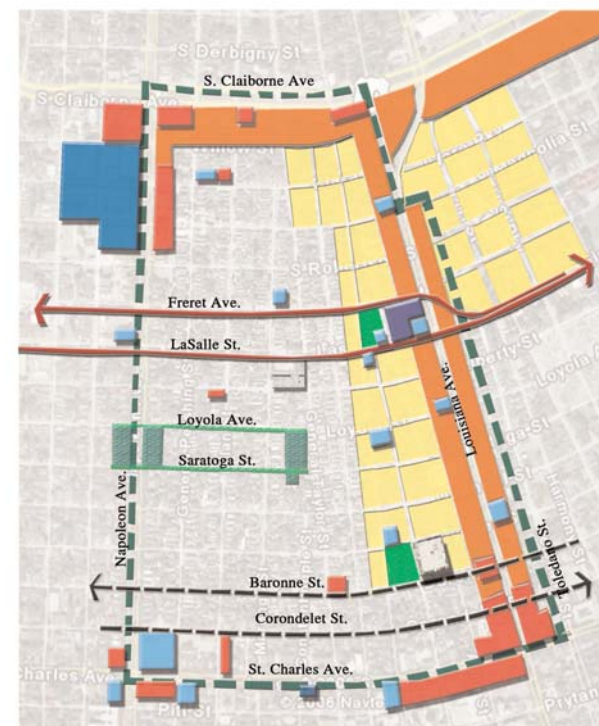
**TRANSPORTATION AND PUBLIC TRANSIT**

Uptown New Orleans is the most heavily repopulated area of the city. As such, the R.T.A. has resumed service on all lines that serve Milan. The St. Charles avenue streetcar has been replaced by a bus while repairs are being made to the cars, tracks, and streetcar barn in Carrollton. As previously mentioned, residents would like a traffic study performed to examine whether or not redirecting Milan and LaSalle streets would improve traffic flow.



**ABOVE: Milan Neighborhood Proposed Land-Use Map**  
 Source: City of New Orleans - 1999 Land Use Plan

**BELOW: Milan Neighborhood Proposed Zoning Map**  
 Source: City of New Orleans - 1999 Land Use Plan



**Planning District # 2 Milan Neighborhood Proposed Land Use**

- Legend**
- EXISTING MEDICAL FACILITY
  - EXISTING COMMERCIAL
  - EXISTING CHURCHES
  - EXISTING GREEN SPACE
  - PROPOSED COMMERCIAL DEVELOP.
  - PROPOSED POLICE/FIRE SUBSTATION.
  - PROPOSED GREEN SPACE
  - PROPOSED VEHICULAR CIRCULATION
  - PROPOSED INFILL HOUSING



**PARKS, OPEN SPACE AND LANDSCAPE ARCHITECTURE**

Proposed improvements to parks and open space are as previously described. Restoration of Stern Tennis Center, Saratoga Playground, and Samuel Square are very high priority. The only other open spaces requiring public landscape architecture are the wide Neutral Grounds. The tree canopy is mostly intact but replacement of trees felled during Katrina is required. All four corners of the neighborhood should be landscaped to serve as visual gateways into the community. Additionally, residents would like signs placed at key intersections to define the entrances to the Milan neighborhood. Claiborne Avenue is a state highway and all plantings thereon must be approved by the appropriate agencies.

**Neighborhoods Rebuilding Plan Proposed Housing Initiatives**

A number of housing initiatives are proposed as part of the Neighborhoods Rebuilding Plan and are presented in the overall policy element of the plan and issued under separate cover. Indicated below is a summary of these policies:

**LOT NEXT DOOR**

The principal thrust of redevelopment programs and policies that encourage the

speedy redevelopment of neighborhoods, must match various government powers and financing tools to the local housing and real estate market conditions.

A key question will be how to most effectively encourage the redevelopment of homes and residential lots that fall into public ownership.

The "Lot Next Door" program is one of a series of proposed housing policies which have been developed as part of the Neighborhoods rebuilding plan and takes direct aim at some particular market hurdles that slow the redevelopment of many of these properties.

In its simplest form the Lot Next Door program will offer homeowners who are committed to redeveloping their home the ability to purchase publicly owned adjoining properties prior to these properties being offered to any other buyers. This option would be provided should the property end up in public ownership either through the adjudication process or through the sale of the property to a public entity through the Road Home or other public acquisition program.

**ELDERLY MODERATE INCOME CONDOMINIUM ROAD HOME TIE-IN**

What has become quite apparent through the neighborhood planning process is that senior households which have some of the

strongest ties to the community and have expressed some of the strongest voices for rebuilding and returning to the City, but also face some of the most significant challenges in redeveloping or rebuilding their homes.

First, there are many areas of the City which had a high concentration of elderly homeowners (Lower Ninth, Pontchartrain Park, and Lakeview) which sustained substantial damage and which will require the demolition and reconstruction of many homes. Historically, the challenges dealing with contractors, permit inspectors, lenders, etc. has proved particularly challenging for many elderly households after experiencing the substantial damage (physical and psychological) that has been visited upon other communities after other disasters. Additionally, there are a substantial number of areas of the City including Lakeview, areas of Gentilly, among others where rebuilding homes with damage in excess of 50 percent will require the total reconstruction at three feet above grade or the Base Flood Elevations whichever is greater. Many of these homes will have to be raised nearly story, making them a difficult housing product type for people with physical frailties.

Elderly homeowners are clearly a special case with specific needs, and currently there are no programs targeted to this subgroup of homeowners.

A targeted elderly homeowner program is needed which will allow elderly households to tie their Road Home grant to senior specific elevator multi-story condominium projects to be developed throughout the City. There has been wide support for dedicated multi-family senior housing product in many parts of the City, but particularly in areas where younger homeowners have aging parents living nearby. In some cases, there may be a need to increase the grant amount or provide a low interest loan to the household if there is a gap between the value of the buyout (and insurance proceeds) and the market value price of the condominium unit.

**EXPANSION OF HOME PURCHASER ASSISTANCE PROGRAMS/ LOT WRITE DOWN PROGRAMS - USE OF REVOLVING FUNDS**

One of the principal questions that has come up again and again in the neighborhood meetings is the issue of how are properties that end up in public ownership either through the adjudicated or buy back process are going to be resold in the market. While the Lot Next Door program provides one method for recycling the lots in the market, there are going to be numerous lots that are not acquired by next door neighbors that are going to have to be sold on the open market.

Assuming that there are few new regulations associated with developing housing (i.e. some requirement that certain units must be homeownership vs. rental) it is likely that the value placed on many properties for sale will determine how quickly that property will be rebuilt for housing. Additionally, and realistically, there are a variety of neighborhoods throughout the City, where reducing the cost of a lot or unit to essentially zero will not be enough to insure the redevelopment of the property. These are generally those neighborhoods prior to Hurricane Katrina where land values were quite low and homes were not built unless there was significant targeted public assistance related to construction.

Given the different market factors influencing the redevelopment of housing in different neighborhoods, there are a variety of strategies that will have to be employed with regard to the sale of lots acquired through the acquisition program on the open market. These strategies include the following:

**All Neighborhood Policy #1** – To the extent possible, multiple adjacent lots within blocks and lots within adjacent blocks should be sold to experienced for-profit and not-for-profit builders who have the management and financial capacity to undertake multiple home redevelopment concurrently.

**All Neighborhoods Policy #2** – For those lots that find their way into public ownership, the sale of the lots should be sold back into the market at market cost based on some form of Fair Market Value/Appraisal Assessment. In some neighborhoods, the fair market value may be zero or close to zero, however there needs to be a formal process in place to determine the value of any given property. The principal reason why the public sector should not sell lots in the market at below market value is that the sale of a large number of lots owned by government at below market will naturally drive down the value of properties sold in private transactions.

**Revolve Funds from Higher Income Neighborhood Property Sales to Properties in Neighborhoods where Values are Lower** – There are a number of neighborhoods in New Orleans, generally where there were high concentrations of blighted and adjudicated properties prior to Hurricane Katrina, where the market value of many single family scattered properties is nearly zero. In these cases, it will be necessary to write down the construction cost of units so they are affordable to families below median incomes and in turn cause the redevelopment of these properties. No matter the program or structure, in order to appropriately serve low and moderate income families, either in rental or for-sale housing will cost significantly more than is currently available in the system. Therefore, one of the key sources of funding is to establish policies that recycle the sales proceeds from housing in neighborhoods where the market value for housing exists to neighborhoods where there is little or no existing housing land values and significant subsidy is required to provide high quality housing to low and moderate income families. In this way, the City will be using the proceeds from public to private sales of lots in higher income neighborhoods to assist the redevelopment of housing in the low income areas.

**ARCHITECTURE AND HISTORIC PRESERVATION**

With the exception of the Claiborne Avenue commercial corridor, the entirety of the Milan neighbor is listed as a National Register Historic District. The homes and businesses along St. Charles Avenue fall within a locally designated historic district. Since only the local district designation carries enforcement possibilities it is suggested that the following proactive measures be taken to ensure that the architectural integrity of the neighborhood, as a whole, remains intact:

- **Residential architectural guidelines** should be adopted to ensure that new infill construction mesh with the established architectural vernacular of the neighborhood. This is especially important with the introduction of modular housing to the city. While it can be done, design guidelines would compel the manufacturers to produce homes similar to those already existing.

- **Commercial Design Guidelines** will ensure that new business in the existing corridors will provide amenities such as landscape buffers and appropriate setbacks. Also, codifying what materials buildings are to be made and what style they will take can create a cohesive identity for a commercial corridor. By doing this in an area such as the Claiborne Avenue corridor can create an easily identifiable shopping district with a unified appearance.

**Historic Neighborhood Housing Development**  
There are a number of specific housing development and policy considerations within the historic neighborhoods of New Orleans that received significant damage in Hurricane Katrina. The challenges of rebuilding are particularly severe in those historic neighborhoods where a significant number of low and moderate income households resided prior to the storm.



The City of New Orleans, prior to Hurricane Katrina, generally made \$25,000 soft second mortgages available through the HOME program to write down the cost of acquisition for eligible families in Community Development neighborhoods throughout the City.

Today, the problem is further exacerbated by a rapid escalation in construction costs in the post-Katrina period which has further eroded the degree to which the \$25,000 fills gaps in funding for new construction, let alone more costly historic rehabilitation.

There is a need in Milan for targeted programs for expanded historic and blighted housing gap funding in order to insure the long term health and character of these unique neighborhoods.

Assuming that the gap now stands at \$30,000 to fill the gap for new home construction (and still be able to maintain affordability for low and moderate income families), the amount required for the restoration of a historic home could be in excess of \$50,000 (covering the additional cost of not only that portion addressed by the \$30,000 in new construction but a widened gap associated with the entire unit reconstruction).

While gap financing of \$50,000 per unit or \$5.0 million for every 100 units of blighted units of historic housing is quite significant, it is difficult to see how the historic fabric of many low and moderate income neighborhoods will be maintained without the provision of this funding. Otherwise, what is at risk is a major change in the character of many neighborhoods through displacement of the neighborhood's low and moderate income residents or the further erosion of a neighborhood's historic character.

Currently, no gap funding program is addressing this challenge, and without additional use of CDBG funds to fill these gaps, the historic and community fabric of many of the historic moderate income

neighborhoods of New Orleans stands to be shredded.

## UTILITIES AND MUNICIPAL SERVICES

### Utilities

At this time, all basic municipal services are available to residents of Milan. Gas, water, power, and telephone service has been restored. The removal of debris remains an issue and shall remain one until the restoration of Milan is complete.

### Municipal Services

The Sanitation department is coordinating the collection of Storm Debris as well continuing Solid Waste collection. The status of these efforts is as follows:

### Katrina Debris Removal:

General Storm Debris-FEMA has agreed to 100% funding of storm related debris removal through the end of 2006. Subsequently, funding will revert to the 90/10 formula. Under this scenario, FEMA funds ninety percent of the cost and the city pays the remaining ten percent. Of an estimated 34 million cubic yards of Katrina-generated debris to be collected, only 10 million cubic yards have been removed from city streets. If collection continues at this pace, only four million more cubic yards of debris will be collected by year's end. The city would then have to pay ten percent of the cost of removing 20 million cubic yards of debris from city streets.

On September 14, 2005 FEMA awarded debris removal contracts worth up to \$500 million each to the following firms: Environmental Chemical Corporation of Burlingame, California; Ceres Environmental Services, Inc. of Brooklyn Park, Minnesota, and Philips and Jordan Inc. of Zephyrhills, Florida.

Debris will only be removed from the public space between the sidewalk and street.

Contractors cannot collect debris from private property without first obtaining permission.

Contractors are currently collecting vegetation, C & D debris, household hazardous waste, air conditioners, and white goods such as refrigerators and washers and dryers. Before waste is transferred to landfills, it is segregated into waste categories.

### Construction and Demolition Debris Removal:

Over the next three to five years it is estimated that 38 million cubic yards of demolition debris will be generated in New Orleans as homes and businesses are demolished and the sites cleared. It is a stated goal of the Sanitation Director, Veronica White, to reduce C & D contributions to local landfills via recycling efforts such as gasification and recycling.

Reconstruction of and renovations to existing structures generate about one half of the amount of debris as demolition efforts. Reconstruction debris removal is not eligible for federal funding. This includes building materials such as drywall, lumber, carpet, furniture, mattresses, and plumbing supplies.

### Solid Waste Collection:

Currently, Waste Management offers residential household garbage and containerized trash collection once a week in Orleans Parish, including Algiers.

On January 1st of 2007 the contract for solid waste collection will be put out to bid. The city will request applicants to provide residents with automated, twice weekly curbside collection.

Waste Management will only collect refuse placed in the public right-of-way.

### Landfill Status:

The New Orleans East landfill is scheduled to be shutdown on 8/14/2006. In February of 2006 Mayor Nagin, using post-Katrina

emergency powers, rezoned an 80 acre site near the Bayou Sauvage National Wildlife Refuge for use as a landfill. Two previous efforts to change the zoning in the area were defeated by residents of Village de L'Est and the Vietnamese community.

Future C & D debris will be sent to the Avondale landfill on the Westbank. The Avondale location has a capacity of 80 million cubic yards.

## HUMAN SERVICES AND COMMUNITY FACILITIES

As previously stated, a combined Fire House and Police Station is to be built on Louisiana Avenue. Decentralization of the police department would increase public safety by reducing response time and allowing officers to become familiar with area residents

When Cohen High and Crocker Elementary Schools are rebuilt, community service facilities must be located within. In particular, residents would like to combine a health clinic with one of the school sites. This would increase the ability of area children to access decent health care.

Sacred Heart Academy's Mims Center at the St. Charles Avenue / Napoleon intersection is open and houses the elementary feeder program for Sacred Heart High School. The continued presence of this high quality private educational institution is important to Milan.

Residents of Milan are dependant upon easy access to other neighborhoods for additional community facilities and human services.



## F. Implementation and Funding Strategies

### Acronyms

FEMA: Federal Emergency Management Agency  
 CDBG: Community Development Block Grant  
 HUD: U.S. Department of Housing & Urban Development  
 USACE: U.S. Army Corps of Engineers  
 CIP: Capital Improvement Plan  
 LRA: Louisiana Recovery Authority  
 SWB: Sewage & Water Board  
 LHFA: Louisiana Housing Finance Agency  
 HANO: Housing Authority of the City of New Orleans  
 HOME: HUD Low Income Housing Program  
 EDA: Economic Development Administration  
 TIF: Tax Increment Financing  
 NMTC: New Market Tax Credits  
 BID: Business Improvement District  
 FHWA: Federal Highway Administration  
 FTA: Federal Transit Administration  
 LDOT: Louisiana Department of Transportation  
 NGO: Non-Government Organizations

NEIGHBORHOODS REBUILDING PLAN MILAN IMPLEMENTATION PRIORITY MATRIX																				
PROJECTS & PHASE	POTENTIAL FUNDING SOURCE(S)																			
	CRITICAL (1) NEEDED (2) DESIRED (3)	FEMA	CDBG/LRA	OTHER HUD	USACE	CITY CIP	SWB	LHFA	HANO	HOME	EDA	TIF/GO BONDS/NMTC	BID	SPECIAL TAXING DISTRICT	FRWA/FTA	LDOT	PRIVATE FOUNDATIONS	ORLEANS LEVEE BOARD	OTHER GOVERNMENT & NGOs	CAPITAL FUNDING NEED/GAP
<b>Early Action Plan</b>																				
<b>Capital Projects</b>																				
Repair and restore neighborhood streets	1	•	•																	\$26,250,000
Repair and Restore sidewalks	1	•	•																	\$550,000
Replace street trees and improve street lighting	1	•	•	•																\$685,000
Ferert/LaSalle New Traffic Flow (study cost only)	1	•	•																	\$35,000
Repair/Replace neighborhood specific street signage	1	•	•																	\$150,000
Rehabilitate/Restore Cohen High School	1	•	•												•					\$12,000,000
Rehabilitate/Restore Crocker Elementary	1	•	•												•					\$5,000,000
<b>Subtotal: Capital Projects</b>																				<b>\$45,670,000</b>
<b>Recurring Operations</b>																				
School Operations	1																			
<b>Housing Initiatives and Other Policies</b>																				
Create senior housing alternatives	1																			
Encourage infill housing redevelopment along Louisiana Avenue corridor	1																			
Maintain residential zone	1																			
Change zoning along Claiborne Avenue to allow for more intensive commercial activity including large format retailers in key locations	1																			
Address blighted housing through increased homeowner programs	1																			
<b>Mid Term Plan</b>																				
<b>Capital Projects</b>																				
Bicycle Lane designation along Napoleon and Ferert	2		•	•																\$30,000
Neutral ground landscaping Improvements	2		•	•																\$125,000
Move fire station and add police substation to create joint agency complex	2	•	•	•																\$2,800,000
Rehabilitate Stern Tennis Center	2	•	•	•																\$1,500,000
Create Milan Community Garden	2		•	•											•					\$20,000
Rehabilitate Samuel Square and Saratoga Playground	2	•	•	•																\$640,000
Landscape Ferert Street Corridor	2		•	•																\$40,000
Develop public school based health clinic	2		•	•											•					\$1,500,000
<b>Subtotal: Capital Projects</b>																				<b>\$6,655,000</b>
<b>Recurring Operations</b>																				
Police and fire services	2																			
Tennis Center and park operations	2																			
<b>Long Term Plan</b>																				
<b>Capital Projects</b>																				
Baronne Street commercial corridor façade and parking Improvements	3		•									•								\$150,000
<b>Subtotal: Capital Projects</b>																				<b>\$150,000</b>
<b>CAPITAL PROJECTS TOTAL</b>																				<b>\$52,475,000</b>



### Funding Matrix

The connection between the Neighborhoods Rebuilding Plan and potential funding sources are graphically represented here by the Implementation Priority Matrix. The costs analyses are provided on an order-of-magnitude basis as to the scope and magnitude of the proposed project and the investment required to construct it. In the process of cost analyses, consultations were carried out with the City of New Orleans Public Works department to identify general cost guidelines typically used for the calculation of street improvements and reconstruction; additionally other sources of cost identification included the Means Cost Data and our team's professional expertise in and outside of New Orleans.

Each project item has been rated by order of importance by residents of Milan. Those projects are then paired with potential revenue sources. Items that require study before funding are identified as such. Likewise, certain capital projects require a continuous funding stream after the initial outlay. These costs are listed as recurring expenses.

No single source of funding or financial plan will be capable of dealing with the capital improvements needs for total redevelopment and reconstruction of all the neighborhood projects and needs. However, the funding matrix included in

this report show different funding sources that could be made available for specific projects and it should be expected that layering of multiple sources of funding will be required in most cases. The ability to obtain these funds will rest with the City of New Orleans and neighborhood groups and advisory committees.

Each matrix matches proposed projects with potential funding sources identified through the planning process and while not exhaustive in its scope, it serves as a guide to where funds could originate. A substantial financial commitment by federal and state entities are a vital ingredient in the recovery effort and will provide the necessary economic infrastructure to attract the private investment required to create stable and vibrant communities.

Each funding matrix, based upon consultation with neighborhood residents through the community meeting process, also ranked projects based upon priority of need with regard to recovery: "Early Action/Critical;" "Mid-Term/Needed;" and "Long Term/Desired." This ranking provides a general guide as to what communities believe are the most important priorities with regard to revitalization and redevelopment.

Finally, there are a variety of items or initiatives listed on the funding matrix where a capital cost can not be attached or

determined without further study, but the community believed needed to be a central part of the plan. These include:

- Undertaking specific further studies to determine the actual cost to governmental entities for certain public/private initiatives (for which we have noted the general estimated cost of the study);
- Housing initiatives for which there may be dollars already allocated through the Road Home, LIHTC, private funding sources, or other sources but where the additional gap in funding is impossible to determine at this point;
- Other policies including land use and zoning regulations which the community believed to be in the short and long term interest of the community; and,
- Recurring operations (i.e. expanded police patrols, library operations, park operations, etc.) that either tie to certain capital improvements or are important to the health of the community through the expansion of existing services.

