



A NEW PLAN FOR MOBILE

An Urban Planning, Design and Economic Development Plan

Mobile, Alabama



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An Urban Planning, Design and Economic Development Plan
Mobile, Alabama

March, 2009

PREPARED FOR:



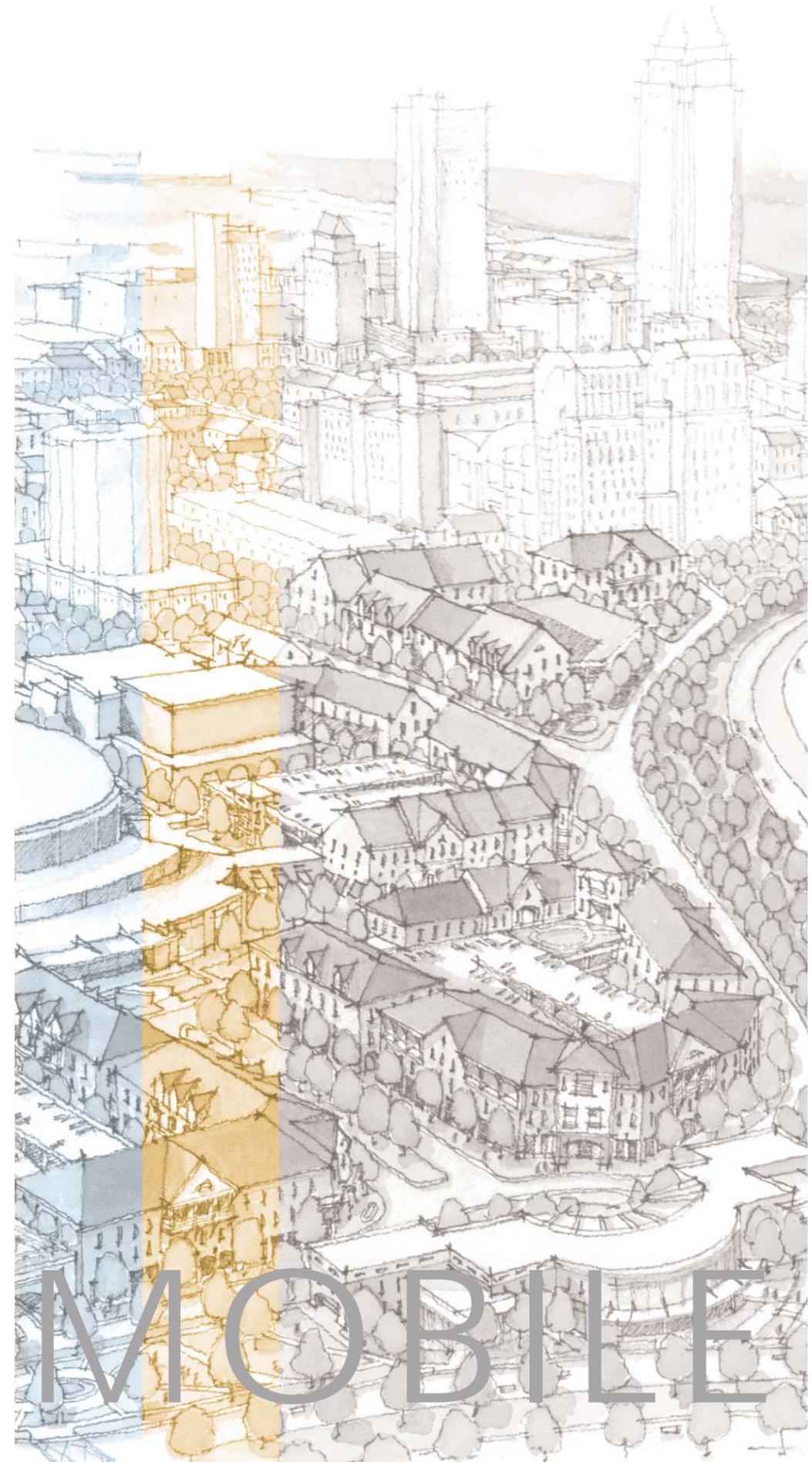
THE CITY OF MOBILE

PREPARED BY:



EDSA, Inc.
Asset Property Disposition, Inc. with the assistance of Contente Consulting, Inc
RKG Associates, Inc.
Volkert & Associates, Inc.
Suzanne Turner Associates

A NEW PLAN FOR MOBILE



A MESSAGE FROM MAYOR SAMUEL L. JONES

The City of Mobile is experiencing rapid success on many fronts - employment, the economy, education and economic development. Though the city's future is extremely bright, we are mindful that continued progress will require planning and a comprehensive blueprint that carefully directs our future path.

This blueprint cannot be implemented without every segment - business, civic, neighborhood and faith-based - in the study area participating. Our city is made up of many positives, but none greater than its citizens. Exceptional people, that's what makes Mobile, Alabama an exceptional place to live. What better way to improve the city's physical character or municipal services than to ask the exceptional people who proudly call these boundaries home.

Though each City Council leader represents different areas, there is a common thread that binds us all together - our determination to insure that all parts of the city reach their fullest potential. The current "New Plan For Mobile," includes a ten square mile planning area - from the downtown waterfront to Houston Street in midtown; to the south ending at Arlington Street; and areas along Three Mile Creek.

The "New Plan For Mobile," is the core philosophy that directs all development activities in the city. Our mission in the plan includes looking at the following:

Visions of the future:

- An ability to grow and expand
- A strengthened role as the economic engine for the region
- Increasingly sustainable communities
- Connecting the world to Mobile's regional opportunities and attractions
- Healthy economic development
- High quality infrastructure
- Business friendly
- Vibrant neighborhoods
- Quality public services

The "New Plan For Mobile" Mission

"Our mission now is to achieve the results that will prepare the city to compete in a global market for better jobs, a cleaner environment and quality services that will make each of us proud to live, work, and play in Mobile."



A NEW PLAN FOR MOBILE

THE VISIONARIES – CITY OFFICIALS

The planning process and resulting New Plan for Mobile: Urban Design and Economic Development Plan was made possible through the leadership of Honorable Mayor Samuel L. Jones and continuous support of the Mobile City Council Members.

<i>Reggie Copeland, Sr.</i>	<i>District 5, Council President</i>
<i>Fredrick Richardson, Jr</i>	<i>District 1, Council Vice President</i>
<i>William Carroll</i>	<i>District 2</i>
<i>Clinton Johnson</i>	<i>District 3</i>
<i>John C. Williams</i>	<i>District 4</i>
<i>Connie Hudson</i>	<i>District 6</i>
<i>Gina Gregory</i>	<i>District 7</i>

While this plan focuses solely on the Downtown and surrounding Midtown Neighborhoods, it should be noted that the Mayor and Council Members take a strong role in the planning needs for all of Mobile on a daily basis. The Mayor and Council Members should be commended for their forward thinking approach to planning for the future of Mobile through an open community planning process that focused on the interrelationship of the Downtown core and surrounding Midtown neighborhoods. The result is a Downtown “community-wide” plan that has blended the input of thousands of Mobile citizens, business people, employees and City officials into one common set of initiatives for all to follow, implement and sustain.

Special recognition goes out to the Council Members who oversee the Districts and specific areas in which this New Plan for Mobile was focused. Councilman Fredrick Richardson, Jr., Councilman William Carroll, and Councilman Clinton Johnson remained vested in the entire planning process and showed their support by hosting community tours, participating in consultant work sessions, attending public meetings and offering suggestions and guidance as plans and initiatives emerged for the area. Leadership buy-in is a critical component of a successful planning process and the participation level of City Officials in the New Plan for Mobile indicates that it is well on its way to guiding meaningful change in the Downtown and Midtown neighborhoods.

LOCAL PLAN MANAGERS

Special recognition goes out to Dan Dealy of DSD Services Group, LLC the City’s Project Manager for the New Plan for Mobile process, and Allyson Wynne, a public relations consultant to Mobile’s Administrative Services and Community Affairs Department, for their local management, guidance and coordination on the project. The Mayor’s decision to supplement the plan with local project management and public relations support to assist the consultant planning team paid big dividends in achieving a well attended and well received public planning process.

THE PLAN ADVISORY GROUP

The Mayor’s Office and Project Advisory Group Members overseeing the public planning process and plan development included:

<i>Al Stokes</i>	<i>Chief of Staff to the Mayor</i>
<i>Barbara Drummond</i>	<i>Executive Director, Administrative Services & Community Affairs</i>
<i>Laura J. Clarke</i>	<i>Director, Urban Development Department</i>
<i>Dan Dealy</i>	<i>Project Manager for the New Plan for Mobile Initiative</i>
<i>Richard Olsen</i>	<i>Deputy Director of Planning, Urban Development Department</i>
<i>Bert Hoffman</i>	<i>Planner, Urban Development Department</i>
<i>Frank Palombo</i>	<i>Planner, Urban Development Department</i>
<i>Adam Buck</i>	<i>Public Affairs Coordinator</i>
<i>William J. Metzger, Jr.</i>	<i>Director, Traffic Engineering</i>
<i>John D. Crawford</i>	<i>Director, Public Works</i>
<i>Scott Kearney</i>	<i>City of Mobile GIS Department</i>
<i>Elizabeth Sanders</i>	<i>Executive Director of the Downtown Mobile Alliance</i>

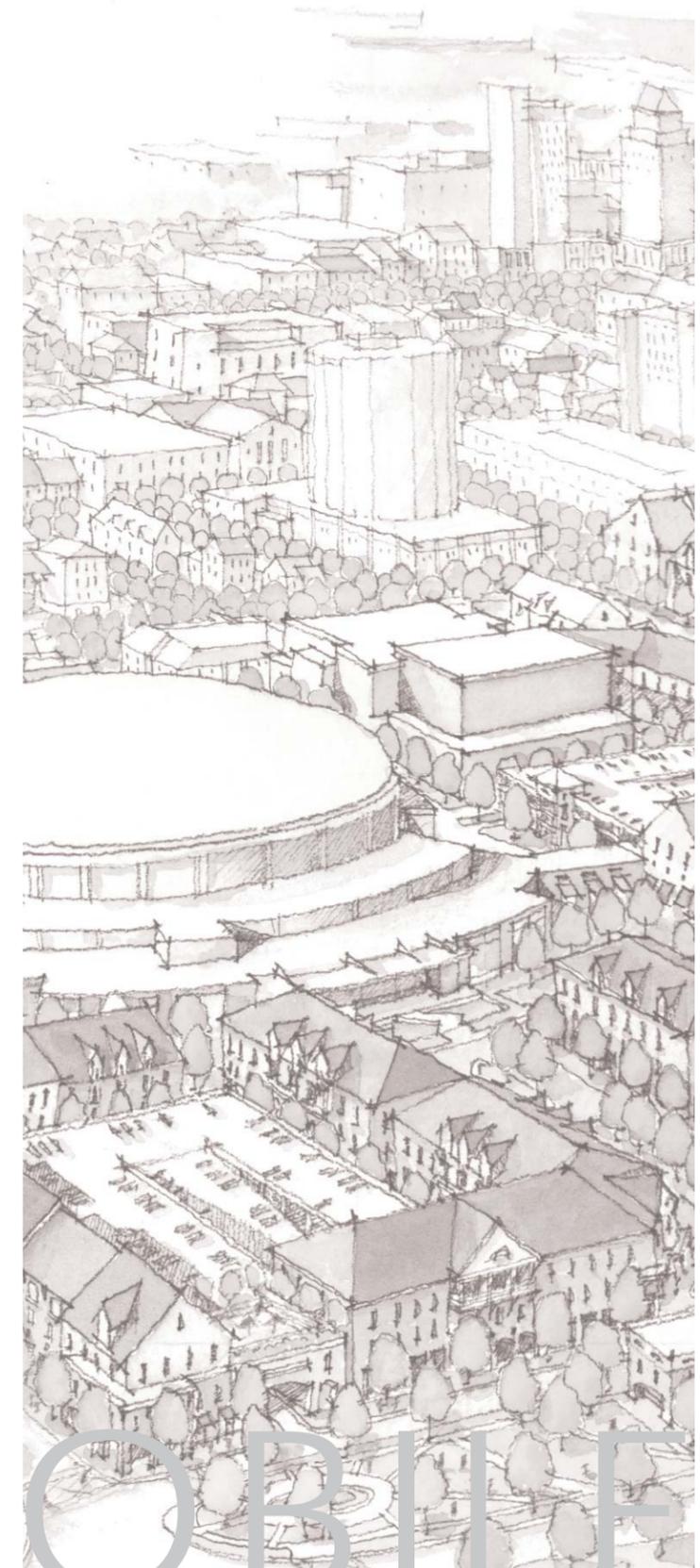
This group deserves great credit for the time they contributed to the process by attending progress meetings, providing oversight and constructive feedback as well as assisting with the public workshops. Special thanks goes out to the Mobile GIS Department for their assistance in assembling and providing the GIS documentation that allowed this planning process and final plan to be as thorough and detailed as possible. It should also be noted that the New Plan for Mobile was primarily funded and made possible by the City of Mobile, with significant supplemental funding from the Downtown Mobile Alliance.

THE PLANNING TEAM AND THE PEOPLE OF MOBILE

The New Plan for Mobile – An Urban Design and Economic Development Plan is the result of a team collaboration led by the Baltimore, Maryland office of EDSA, Inc. (Headquartered in Ft. Lauderdale, Florida) with the support of Asset Property Disposition, Inc. of Jacksonville, Florida; RKG Associates, Inc. of Alexandria, Virginia; Suzanne Turner Associates of Baton Rouge, Louisiana; and Volkert & Associates, Inc. of Mobile. We list our group together with the people of Mobile because throughout the planning process we saw ourselves as an extension of the Community and the tools for communicating the community’s wishes in a planning document that is visionary, but achievable if approached in smaller implementable pieces as set forth herein.

The EDSA Team wishes to take this opportunity to thank Mayor Samuel Jones, the Mobile City Council and the members of our core client group, as well as the many members of the Mobile community that put their trust in our team to prepare this plan for you. This New Plan for Mobile is truly based on the active participation and involvement of the many Mobile residents, businesses, employees, and the multiple local organizations that participated in the planning process. We trust that the process and plan presented herein is as inspiring for you, the reader, as the public planning attendance was for our team.

You have a great City to live, work and play within....make the most of it by staying involved and continuing to influence positive change!



THANK YOU

The Downtown Mobile Alliance joins the Mayor and Council of the City of Mobile in thanking the following for their investment of time and funding to the New Plan for Old Mobile. Throughout the planning process, Main Street Mobile, Inc., the philanthropic arm of the Alliance, sought financial contributions from area businesses, individuals, foundations, and organizations. These contributions helped pay for the master planning process.

PLATINUM INVESTORS

Alabama Power Foundation
Hearin-Chandler Foundation
Ben May Charitable Trust

GOLD INVESTORS

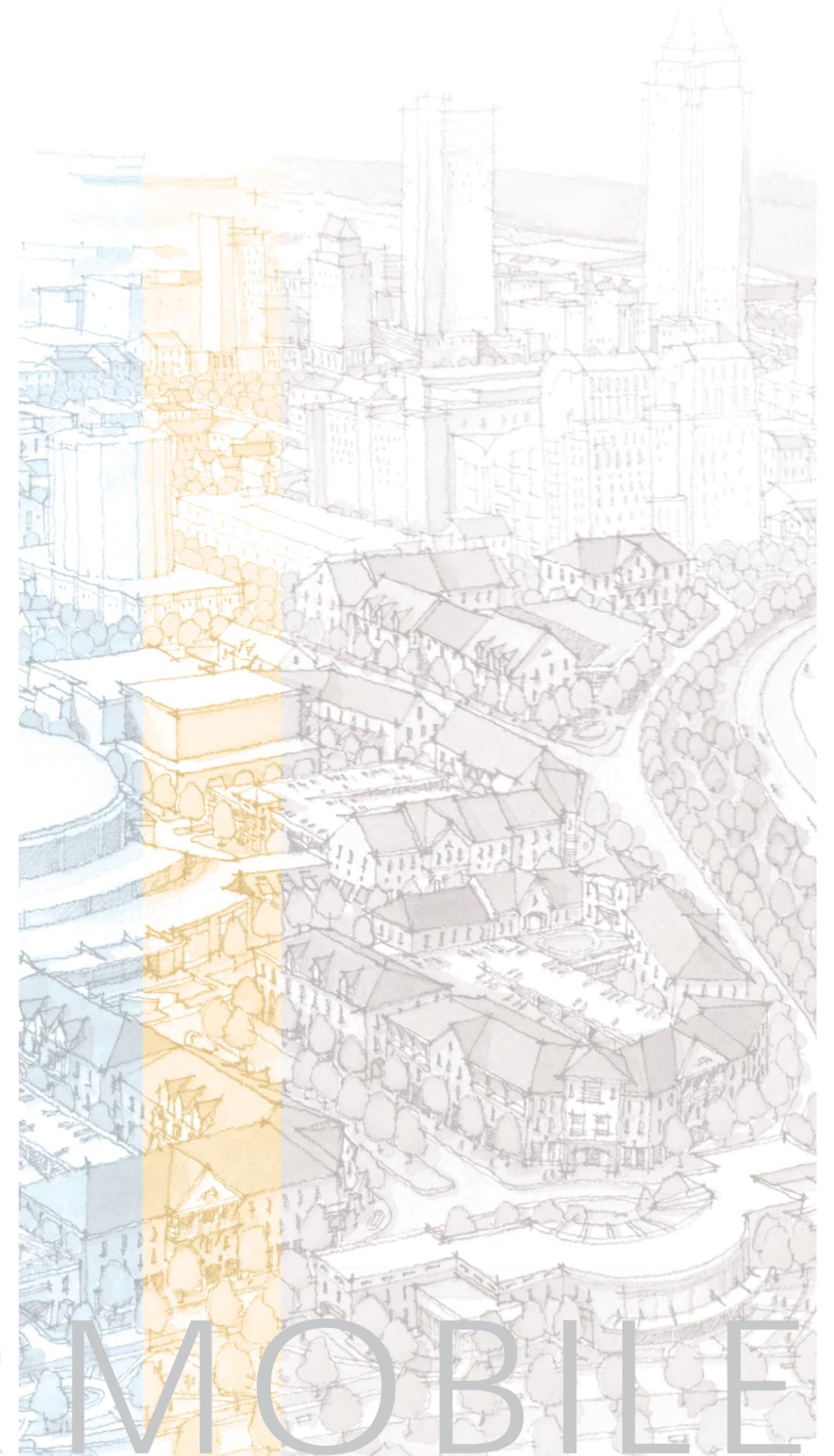
A. S. Mitchell Foundation
Wachovia Foundation
Friends of Magnolia Cemetery

SILVER INVESTORS

Gulf Coast Multiple Listing Service
Keep Mobile Beautiful
Keep Mobile Moving
MLK Jr. Avenue Redevelopment Corporation
Sybil H. Smith Charitable Trust
Bienville Properties, LLC
Lyons Pipes & Cook
Mobile Bay Convention and Visitors Bureau
City Management Company, LLC
Oakleigh Garden District Society
Christ Church Cathedral
Church Street Historic District
Committee for the Restoration of Historic Monroe Park

FRIENDS OF PLANNING

Mary Anne & Stuart Ball
deTonti Square Neighborhood Association
Dee Gambill
Regions Bank Matching Grant
Mobile Historic Development Corporation
Old Dauphin Way Association
Thompson Foundation



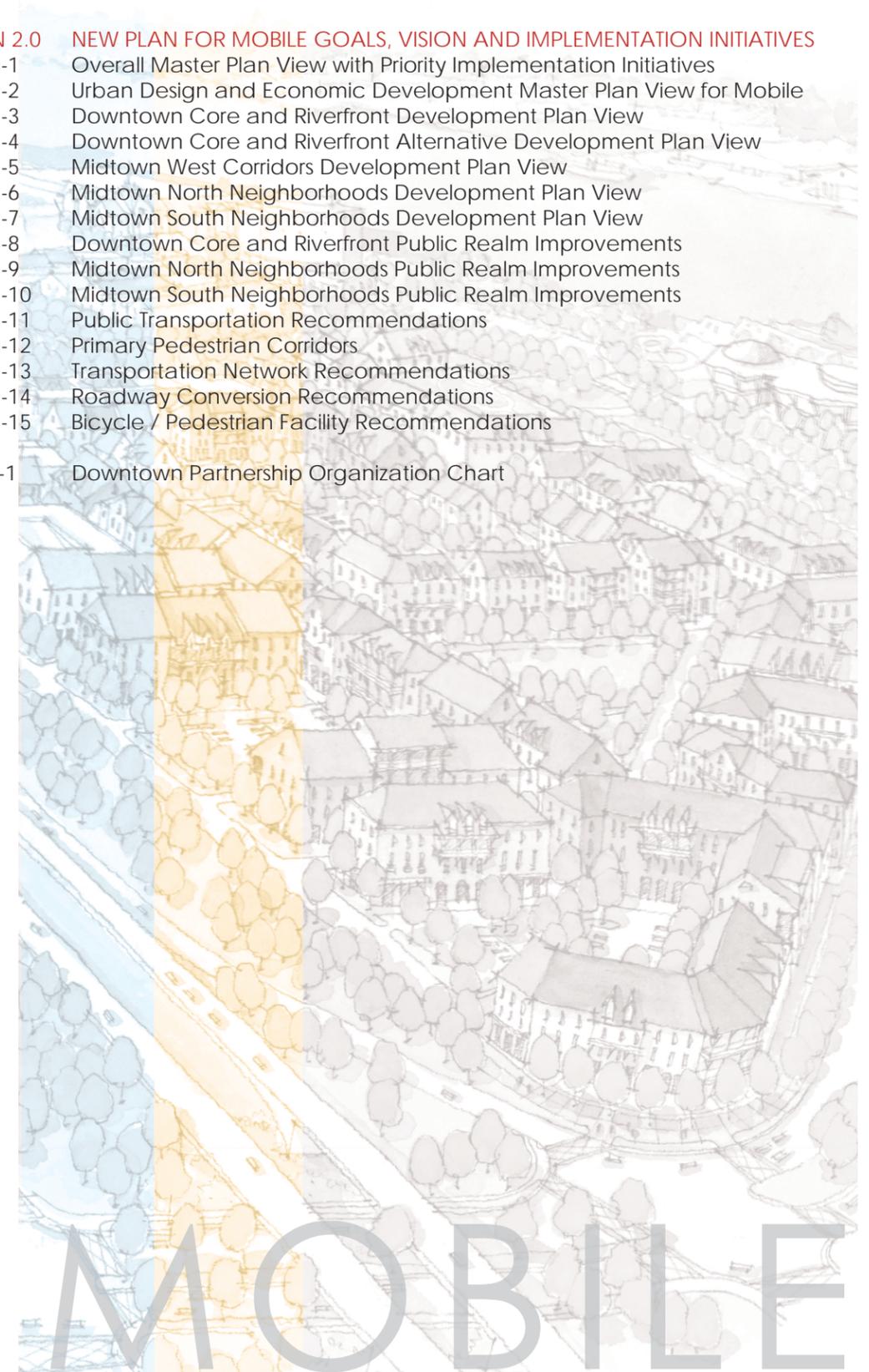
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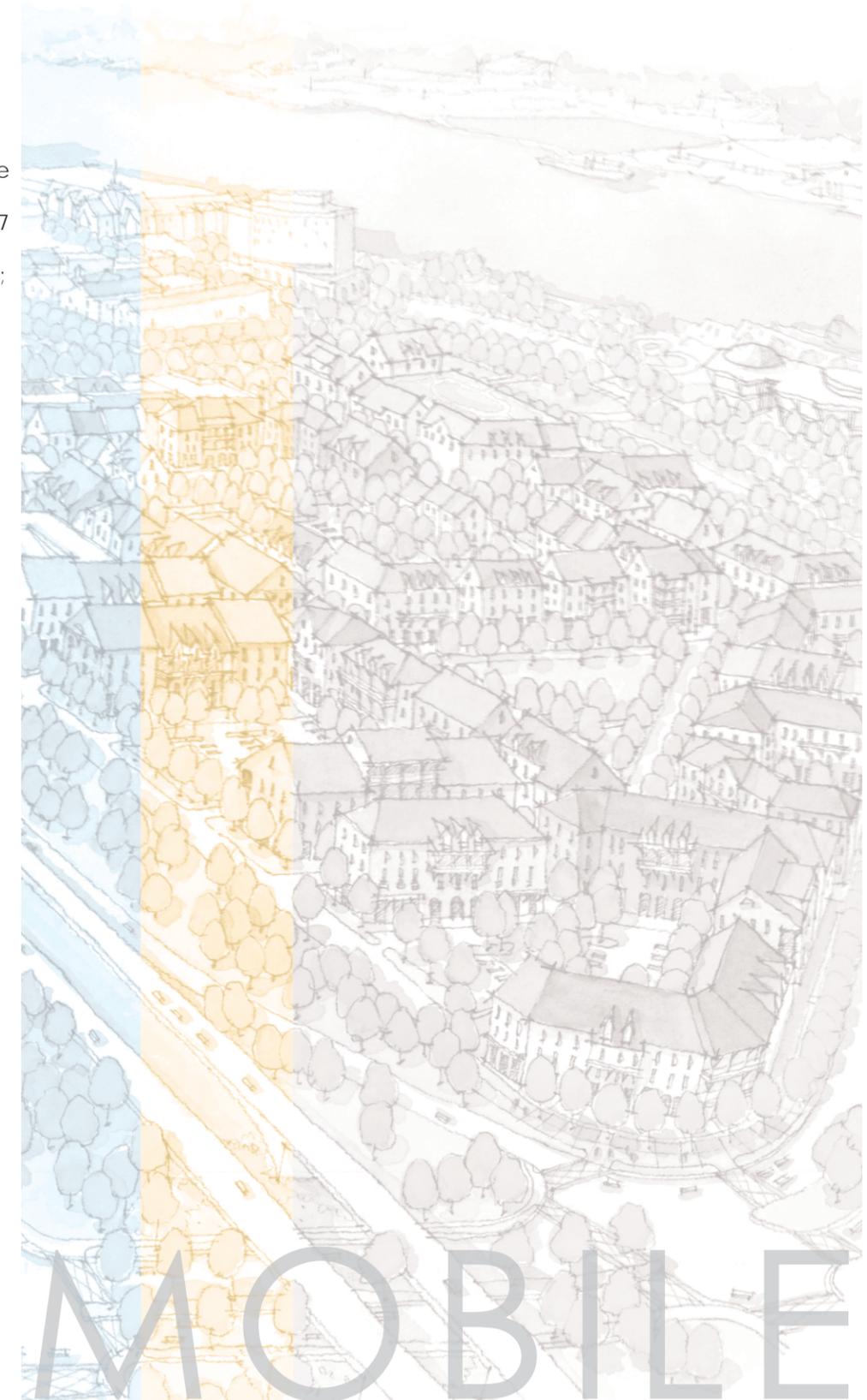
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A NEW PLAN FOR MOBILE

Background

The last master plan update for Mobile was prepared in 1996 and many of the initiatives have been completed or are no longer applicable to current conditions in the City. It is standard planning practice for a Master Plan to be reviewed and updated every 10 to 15 years to keep pace with new market, neighborhood and government conditions as well as advancements in technology, environmental, transportation and land-use planning.

The New Plan for Mobile (the Plan) is an effort to shape the City's future by creating a guide for sustainable change that will direct urban growth for the next 20 years. The nine square mile study area encompassing the Downtown Core and its surrounding Midtown Neighborhoods underwent a detailed twelve-month public planning process. Through the input of community residents, business owners and government officials, ideas and aspirations of all segments of the community were merged into a shared vision for the future.

EDSA, Inc., serving as the project lead urban planner working with City representatives, community stakeholders and residents, orchestrated a multi-disciplinary team consisting of economists, historians, transportation and housing experts to conduct this effort. The result was an integrated vision and master plan which responded to the unique and diverse physical, cultural, environmental and social composition of the community.

Mobile is well positioned for both physical and economic growth over the next 10 years and as stated in the **Mayor's Transition Task Force Report**,

"...The City of Mobile should become the leading business and cultural community in the State of Alabama in order to be nationally recognized as the regional center for economic growth and quality lifestyle along the northern Gulf Coast. A vibrant, culturally diverse, residentially and commercially desirable downtown area core is critical to having the City of Mobile achieve this goal. We must build upon the energy and success of our immediate past and stand upon our 300 years of coastal heritage to move forward together."

To succeed at this goal, the City's elected officials, professional staff; and, its citizenry, businesses, property owners and industries have prepared this new guiding master plan to provide a vision for the future and direction for strategic public and private investments that will foster continued

growth in Mobile's Downtown Core and surrounding neighborhoods.

Vision Statement

One of the most critical components of the New Plan for Mobile was the open and inclusive public participation process that facilitated broad and active community engagement. The Mobile citizenry played a very active role in the identification of community issues and assets, goals setting and visioning through to the final plan formulation. The result is the **NEW PLAN FOR MOBILE VISION FOR THE YEAR 2020** which reads:

*"In the future, the heart of Downtown Mobile will be an **attractive, safe and inviting** place to live, learn, play and work.*

*The historic boundaries that once defined the commercial district will be expanded, with the recognition that Downtown is a collection of **urban neighborhoods**, each one contributing to the shared stability and health of the others. The Downtown's established and revitalizing neighborhoods will be recognized throughout the country as fine examples of southern living and thousands of new households will be attracted to the livable qualities of the City's most **diverse neighborhoods**.*

*In the future, Downtown Mobile will emerge as a **vibrant mixed-use** district with popular **family attractions** and a variety of **tourist destinations** that draw visitors to its eclectic urban riverfront, its fabulous downtown parks, its lively festival and arts scene as well as its 300 years of History.*

*The expansion of economic, health care, industry and educational opportunities will establish Downtown Mobile as an employment and service hub for the North Gulf Region and people of all skills and education levels will be able to find **economic opportunity** in Mobile."*

Community meetings were held in three different areas of the community to ensure that everyone had a chance to participate and to discuss in more detail the area in which they lived and were most familiar with. Input from all the meetings was incorporated into the final overall plan.

Planning Structure

The New Plan for Mobile targets strategies and initiatives for optimizing:

- Future land use,
- The land-based and water-based visitor experience,
- The transportation networks,
- The community heritage,
- Equity in community resources,
- Linked public realm amenities, and
- Leverage between public spending and private investment.

The Plan focuses on four key topic areas:

- Urban design, neighborhood conservation and public realm enhancements;
- Economic development, market feasibility, business retention and financial implementation;
- Historical resources and cultural heritage; and,
- Transportation, parking and infrastructure.

Managing the planning effort required that the overall geographic area of study be subdivided into "study zones":

Zone 1: The Downtown Core and Midtown West Corridors

- This study zone includes the Mobile Waterfront, Downtown Core, DeTonti Square District, Lower Dauphin District, Church Street East District; as well as three Midtown West Commercial Corridors -Government St, Dauphin St, Springhill Ave, which relate to the Oakleigh Garden District, Leinkauf District and Old Dauphin Way District.

Zone 2: The Midtown North Neighborhood and Commercial Corridors

- Dr. Martin Luther King Jr. Avenue, St. Stevens Road and Beaugard Street Neighborhood(s).

Zone 3: The Midtown South Neighborhoods and Commercial Corridors

- Michigan Avenue, Virginia Street, Broad Street and Washington Avenue Neighborhood.

These study zones were established to facilitate a more inclusive public engagement process. The results give the New Plan for Mobile effort a cohesive, unified vision for the Downtown Core, riverfront, and surrounding neighborhoods.

It is important to note that every strategy, initiative, goal, and action outlined in the Implementation Matrix can be traced back to issues and concerns raised by Mobile's community and stakeholders. Every stage of the planning process took into consideration what residents had to say about the history of their community, the challenges to be overcome, and their opportunities for the future. The result is a set of defined Initiatives which guide a course to the desired future.

Critical Findings

The following points represent the critical development and market findings and needs that should be addressed to continue Downtown's Mobile's revitalization and growth.

- Private Sector Investment is lacking, with significant stakeholder issues regarding planning and permitting.
- The Retirement Systems of Alabama (RSA) accounts for more than 80% of recent Downtown investment.
- An increase in demand for all types of housing, but especially condominiums and apartments, could result from the new ThyssenKrupp steel mill development.
- Ease of access to the mill makes Downtown (and surrounding neighborhoods) an attractive location.
- Currently there is not the appropriate housing stock in place to appeal to higher income households.
- New housing opportunities for modest income households needs to occur throughout the Downtown, particularly in the neighborhoods north and south of the Core Business District (CBD).
- The lack of specialty retailers and fine dining restaurants and sidewalk cafes limits the (Downtown) corridor's appeal to families, cruise ship passengers, hotel guests and day trip visitors.
- Special events Downtown, and especially the investments in the Saenger Theatre and Crescent Theater, have added pedestrian traffic in the Core Business District (CBD)and entertainment corridor along Dauphin Street.
- Currently, Mobile's Downtown lacks the synergy of uses and physical connections to make tourism a bigger attraction.
- The new maritime museum is scheduled to open on the Downtown waterfront in 2011 or early 2012 and should draw between 100,000 and 200,000 visitors per year; and, with plans to also house transportation links with a passenger ferry and public trolley shuttle services, the project is expected to provide the catalyst for Downtown tourism.

- The additional rooms from the recently completed Battle House and Hampton Inn hotels do not meet the need for Mobile to grow and maintain its image and ability to function as a destination city.
- As the employment and tourism base of Mobile continues to grow, the Downtown market may be able to support 200 to 300 additional hotel rooms over the next five to ten years.
- The Civic Center functions as an important community asset, but the building is dated and does not have the potential to draw top level performers for concerts that other competitive civic centers are able to attract.
- Limited aesthetic quality of public and private building structures in the planning area, diminishing investment appeal.
- The City has overly deferred maintenance of public amenities and infrastructure (streetscapes, sidewalks, streets, etc.), diminishing investment appeal.
- Gulf Coast storms and hurricanes have historically caused storm surges along the Mobile riverfront and up into the back water areas of Three-mile Creek and the Tennessee Street ditch which have inundated portions of the Bottoms neighborhood, the HOPE VI neighborhood, the Downtown Core and the Down the Bay and Oakdale neighborhoods.
- Designated bikeways and pedestrian trails are limited to one route through the Downtown and there is a need for a much expanded pedestrian and bikeway network.
- Efficient north-south traffic movement and connections through the Downtown are limited, resulting in greater impacts on the surrounding neighborhoods streets. The initial conversion of one-way streets to two-way streets has helped to calm traffic and increase visibility to key areas of the Downtown Core.

Critical Recommendations

The following points represent the critical development and market recommendations that should also be addressed to continue Downtown's Mobile's revitalization and growth.

- The City of Mobile should work in close partnership with the RSA in the future to leverage

greater private investment in collaboration with public investments.

- In the future, public investments should be designed to leverage private sector investment, by using performance-based public/private partnership agreements with developers to leverage private sector-led redevelopment efforts through more strategic use of limited public funds which are targeted towards specific project elements that have a direct public benefit, but also benefit the private development, making it financially feasible.
- A combination of new condominiums and apartments are needed to capture new, higher income households Downtown.
- New housing development and rehabilitation opportunities targeted for more modest income households needs to occur throughout the Downtown submarket, particularly in the neighborhoods located to the north and south of the CBD in order to reverse declining conditions and to attract more economically diverse households, particularly new homeowners.
- It will be imperative for the Downtown to pursue a more balanced and complementary business mix in order to widen its appeal to a greater number of people and market segments.
- Support for completion and continuation of the Downtown waterfront development is vital to the growth of the Downtown area business, tourism, entertainment, and hospitality markets.
- Major renovations to the Civic Center, or a completely new facility, are necessary in order for this operation to remain competitive.
- Investment needs to continue in improving building conditions and the aesthetics of the study area (streetscaping, sidewalk repair, infrastructure, etc.), and in the marketing of Downtown as a place to live, work and play for the area to realize its full economic potential.
- Continued development Downtown and of the North and South Midtown residential areas within the lower elevation storm surge zone will have to employ flood mitigation construction techniques to avoid future damage and neighboring impacts on the Mobile floodplain.
- Depending on economic conditions some flood prone sites within the North and South Midtown

residential areas may be better designated for organized open space rather than residential infill development.



New Plan Initiatives

Analyzing and planning for the New Plan for Mobile revealed and documented an overwhelming number of items to be addressed, especially in the areas that have been neglected by deferred planning, design and maintenance. For this reason, the planning approach worked with City leadership and citizens to identify concentrated areas of greatest need and/or opportunity in the Downtown Core and Midtown Neighborhoods, and focus on initiatives that would best improve, enhance and revitalize those areas.

The New Plan for Mobile identifies sixty-nine (69) initiatives for the overall planning area: Twenty-eight (28) total initiatives were developed for the Downtown Core and Midtown West Corridors, which include:

- Sixteen (16) initiatives for the Downtown Core and Riverfront (DCR)
- Twelve (12) initiatives for the Midtown West Corridors (MW), and
- Five (5) supplemental alternative approaches for the following initiatives:
 - 1) Alternative "Skyline District Development Initiative"
 - 2) Alternative "Riverfront Development Initiative"
 - 3) Alternative "MLK Avenue Neighborhood Initiative"
 - 4) Alternative "Civic Center Initiative"
 - 5) Alternative "Ft. Condé Development Initiative".

Twenty Nine (29) total initiatives were developed for the neighborhood areas surrounding the downtown core:

- Fifteen (15) for the Midtown North Neighborhood and Commercial Corridors (MN),
- Fourteen (14) for the Midtown South Neighborhoods and Commercial Corridors (MS)

Thirteen (13) Community-Wide (CW) policy-based initiatives promote greater neighborhood stewardship, quality-of-life improvements, and add opportunities for responsible growth. Seven (7) of the Community -Wide initiatives specifically focus on the overall Transportation, Parking and Infrastructure support systems that are needed for Mobile to continue see downtown and neighborhood advancement.

To begin implementing these recommended initiatives, a matrix of prioritized goals and actions for

Overall Master Plan View
with Priority Implementation
Initiatives



PRIORITY INITIATIVES

- a** Mobile Riverfront Loop and Dauphin Landing
- b** Fort Condé Village Expansion and I-10/Canal Street Interchange Reconfiguration
- c** Dauphin Street / St. Francis Street Retail, Arts & Entertainment District
- d** Spanish Plaza Mixed Use Event and Entertainment Village
- e** Downtown Mobile Medical Technology Corridor
- f** Hickory Street Sports Academy and Community Park - Landfill Redevelopment and Reuse
- g** MLK Avenue East Gateway Commercial - Mixed-Use District
- h** MLK Avenue West Mixed-Use Commercial Neighborhood Center
- i** The Bottoms and Campground Neighborhood Revitalization
- j** Ladd-Peebles Stadium Surface Parking Expansion and Supporting Mixed-Use Development
- k** Increase Low and Moderate Income Homeownership in Neighborhoods with Expanding Historic Districts
- l** Create Mixed-Income Neighborhoods

the highest priority initiatives has been developed. For each action, this Implementation Matrix identifies the possible lead public and private organizations, the potential length of time it may take to implement, and a conceptual cost estimate. The number of action projects within each cost and timing category are summarized below.

Priority Initiatives and Implementation Actions

The following twenty (20) Priority Initiatives represent the highest priority interests which address many of the revitalization priorities and goals identified by the residents and businesses of Mobile. These Initiatives contain efforts which are not immediately implementable and could take many years to accomplish. Within the Implementation Matrix, these Initiatives are further defined with specific Goals and Actions.

The Priority Initiatives are also supplemented by forty-nine (49) Secondary Initiatives listed below for reference in each of the appropriate geographic areas and further defined in Section 2: New Plan for Mobile Goals, Vision and Implementation Initiatives.

Downtown Core & Riverfront (DCR) Priority Initiatives

DCR Priority Initiative 1: Mobile Riverfront Loop and Dauphin Landing Development - This initiative suggests completion of the existing waterfront riverwalk loop by constructing a waterfront promenade and boat landing at the north side of the Convention Center and linking it with an expanded Downtown Arts & Entertainment District that stretches from the existing Lower Dauphin and Conti Street areas to include a newly rediscovered St. Francis Street/St. Michael Street commercial corridor.

DCR Priority Initiative 2: Ft. Condé Village Expansion and I-10/Canal Street Interchange Reconfiguration - This initiative suggests an expansion of the Ft. Condé Village beyond the limited number of uses and activities that can occur within the current property footprint. In the future, this area could be redeveloped as a living, working and tourist destination district linking the south waterfront with the Central Business District and surrounding Church Street East and Down the Bay neighborhoods.

DCR Priority Initiative 3: Dauphin Street / St. Francis Street Retail, Arts & Entertainment District – This initiative suggests that the Lower Dauphin (LoDa)

COST ESTIMATE LEGEND

- A - Under \$25,000
- B - \$25,000 to \$100,000
- C - \$100,000 to \$500,000
- D - \$500,000 to \$1,000,000
- E - \$1 million to \$5 million
- F - \$5 million +
- G - Unknown

IMPLEMENTATION LEADERS

PUBLIC SECTOR

- CC - City Council
- ALDOT - Alabama Department of Transportation
- UDD - Urban Development Department
- ACE - Army Corp. of Engineers
- P&R - Parks and Recreation Department
- OM - Office of Mayor
- MDRP - Mobile Downtown Redevelopment Partnership
- PSS - Mobile County Public School System
- HMP - Historic Mobile Preservation Society
- CE - Code Enforcement
- USA - University of Southern Alabama
- MSB - Mobile School Board
- PW - Public Works
- CVB - Convention & Visitors Bureau
- PA - Downtown Parking Authority
- PC - Planning Commission
- CHD - Mobile County Health Department
- WT - Wave Transit
- MHB - Mobile Housing Board
- NS - Neighborhood Services

PRIVATE/NON-PROFIT SECTOR

- D - Development Community
- PO - Property Owners
- C - Consultant
- BO - Business Owners
- U - Utility Company
- DMA - Downtown Mobile Alliance
- CH - Church Community
- RE - Realtors
- BC - Banking Community
- AA - African American Archives
- CDC - Community Development Corporation
- MM - National Maritime Museum
- NA - Neighborhood Association
- CoC - Mobile Area Chamber of Commerce
- CF - Community Foundation of Southern Alabama

Refer to this legend throughout the executive summary

Downtown Core & Riverfront	Implementation Lead		Implementation Timing			Estimated Cost
	Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
DCR Priority Initiative 1 - Implementation Matrix						
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES						
Goal: To enhance linkages through the CBD, with emphasis on designating greenway trails, bikeway routes & greater access to the Mobile waterfront						
<i>Create a riverfront walkway loop and a boat landing at the end of Dauphin Street that will expand and invite public access and activity along Mobile's Riverfront from Dauphin Street to Mobile Landing and the Mobile Cruise Terminal</i>						
Action 1: Create a boat landing for water taxi and or visiting ships and an enhanced riverfront plaza gateway entrance at the foot of Dauphin Street to finish the riverfront promenade around the Mobile Convention Center	P&R,PW		X			E
Action 2: Design and build a convention hotel or mixed-use destination on the north side of the existing Mobile Convention Center	CVB,CC	D		X		F
Action 3: Encourage additional residential/mixed-use development adjacent to Cooper Riverside Park on the site of the old CSX rail terminal	MDRP	DMA,D		X		F
Action 4: Create a walkway loop that connects the Convention Center with the proposed hotel and the Dauphin Landing to the north with the future national maritime museum to the south	CC,PW		X			D
DCR Priority Initiative 2 - Implementation Matrix						
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES						
Goal: To Continue to Expand and Refresh the Fort Conde' 'Visitor Area' with new destinations and						
Goal: To establish recognizable Downtown districts through the use of gateways, signage, streetscape and open space improvements.						
Goal: To restore and enhance key neighborhood linkages with signage, walkways, bikeways, lighting and						
<i>To Provide for the Fort Conde' Village Revitalization and Expansion Which Will Link Fort Conde' with the</i>						
Action 1: Conduct a feasibility study, design and construct an urban diamond interchange on Water and Canal Streets in the place of the existing I-10 ramps	PW				X	C/F
Action 2: Sensitively infill the extended Fort Conde' Village area and the existing vacant sites with mixed-use and residential buildings. Phase 1 development would include the Russo's Restaurant site and the public parking lots along Royal Street	MDRP	FC,D			X	G
Action 3: Create a Fort Conde' urban park with associated street and walkway extensions to connect the Fort Conde' development with Mobile Landing and the Civic Center redevelopment	P&R,PW			X		E
Action 4: Provide for parking decks to accommodate for the additional development parking needs	PA,MDRP	D			X	F
TRANSPORTATION/TRANSIT/INFRASTRUCTURE INITIATIVES						
Goal 6: To improve road connectivity between downtown neighborhoods						
Action 1: Continue planned improvements to the Broad Street corridor.	PW/ALDOT				X	E
Action 2: Implement plan for diamond interchange for I-10 west of the Wallace Tunnel	ALDOT				X	F
Action 3: Develop Michigan Avenue and Ann Street to create north-south connection to surrounding neighborhoods.	PW				X	F
Action 4: Construct roundabouts due alleviate confusion from angled streets and confusing intersections	PW			X		E
Action 5: Implement walkway and/or bikeway improvements along key North-South and East-West streets (as indicated in the master plan) linking parks, schools, churches and key commercial destinations	PW			X	X	E
Action 6: Implement bold pedestrian crossings along Government Street and Spring Hill Avenue in areas of highest pedestrian activity as indicated in the Midtown West Public Realm Framework Plan	PW			X		D
Action 7: Develop new site development guidelines which encourage pedestrian friendly and bike friendly linkages and facilities to be included as part of the required site development amenity package	PW		X			A

Downtown Core & Riverfront DCR Priority Initiative 3 - Implementation Matrix	Implementation Lead		Implementation Timing			Estimated
	Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES						
Goal: To focus on improving deferred maintenance items for public streetscapes, lighting, parks, and <i>To expand the Downtown Arts and Entertainment District by Reinforcing and Expanding the Existing</i>						
Action 1: Establish a maintenance and operations funding source and program to address public realm deferred maintenance on streetscapes, parks and plaza paving, landscape, lighting and site furnishing repairs and replacement. I.e. Dauphin streetscape paving issues	P&R,PW			X		C
Action 2: Following the Dauphin Streetscape standards, design and implement streetscape improvements along Francis Street and key connecting side streets with Dauphin Street as indicated in the Master Plan mapping for the Downtown core	PW				X	F
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION						
Goal: To define the LoDa arts & entertainment district and create a unique identity for Downtown focused on						
Goal: To Consider Expansion of Boundaries of the LoDa Arts & Entertainment District						
Action 1: Formally Adopt Façade Design Guidelines, Business Incentives, and a Market Strategy for LoDa District Buildings		DMA	X			A
Action 2: Establish Incentives to Attract Specialty Retailers, Restaurants, and A&E Businesses to the LoDa District		DMA	X			C
Action 3: Examine Feasibility of Converting the Barton Academy into the Alabama Institute of Culinary Arts or Alabama School for the Performing Arts	PSS,HMP	DMA		X		F
Action 4: Create Uptown Market Place & Outdoor Public Venue at the New Mardi Gras Park	CC		X			C
Action 5: Create Artists Loft Residential District Between St. Anthony and Government Streets		DMA	X			A
Action 6: Create a Weekend Public Concerts Series in Cooperation with Downtown Churches (i.e., classical, jazz ensemble, etc.)		DMA,MAC,C H		X		A
Action 7: Expand the Fort Conde' Museum Site once the New Highway Interchange is Constructed	CC	MDRP,D			X	F
Action 8: Convert Civic Center Site into a Mixed-Use Family Entertainment and Retail Themed Destination	OM,CC,MD RP	MDRP,D		X		F
Goal: To reposition the Dauphin Street's business mix to provide a more exciting dining, entertainment, and						
Goal: To increase the number and diversity of annual events at the Mobile Arthur Outlaw Convention						
Action 1: Formalize the boundaries of the LoDa arts district and provide a program of incentives and design guidelines to attract targeted businesses (e.g., art galleries, restaurants, cafes, specialty retailers, entertainment businesses, etc.)		DMA,BO,PO	X			A
Action 2: Work with Dauphin Street property owners to cluster complementary businesses in the corridor		DMA,BO,PO	X			A
Action 3: Create a Weekend Public Concerts Series in Cooperation with Downtown Churches (i.e., classical, jazz ensemble, etc.)		DMA,BO		X		A
Action 4: Create Uptown Market Place & Outdoor Public Venue at the New Mardi Gras Park	OM,CC,MD RP			X		G
DCR Priority Initiative 4 - Implementation Matrix						
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION						
Goal: To redevelop the current Civic Center site to create a new, exciting mixed-use attraction downtown <i>To Establish a Downtown Mixed-Use Entertainment Village around the Spanish Plaza and the Mobile</i>						
Action 1: To create infill mixed-use and medium density residential development on the open sites around the Spanish Plaza and the surface parking areas surrounding the Mobile Civic Center	MDRP	D		X		G
Action 2: To solicit development interest from experienced mixed-use developers to create an urban entertainment district	MDRP	D	X			B
Action 3: Create a TIF district to partially fund public infrastructure in support of a large mixed use project	OM,CC,MD RP	PO	X			A
Action 4: Examine the potential to incorporate the current theater into a new redevelopment plan	MDRP		X			A
Action 5: Examine the need and feasibility to developing a new civic center in the downtown	OM,CC,MD RP		X			B

District influence, funding, programs, management and public realm improvements should be extended one block to the north, encompassing Francis Street, to create a larger Arts & Entertainment District and walking loop that could help to transform the underutilized areas northwest of Bienville and Cathedral Squares.

DCR Priority Initiative 4: Spanish Plaza Mixed Use Event and Entertainment Village – This initiative suggests the future improvement and use of the Mobile Civic Center Theater building and potential redevelopment of the south side Civic Center parking site. Two development concepts have been included in the New Plan for Mobile; one with and without the Civic Center Arena remaining in place, to show the full range of redevelopment potential for this key downtown site.

Downtown Core & Riverfront (DCR) Secondary Initiatives

- DCR Secondary Initiative 1: Skyline Gateway Office District - Preferred & Alternative Development Plans
- DCR Secondary Initiative 2: Royal Street, St. Joseph Street, Emanuel Street Hospitality & Attractions Mixed-use Loop
- DCR Secondary Initiative 3: St. Louis Street Business Corridor
- DCR Secondary Initiative 4: Northeast Intown Research & Development, Employment Campus
- DCR Secondary Initiative 5: Northwest MLK Avenue Gateway Neighborhood
- DCR Secondary Initiative 6: Broad Street Intown Commercial Corridor
- DCR Secondary Initiative 7: Bienville Square Commercial Mixed-use Center
- DCR Secondary Initiative 8: Downtown Transit Transfer Center & North-South Shuttle Loop
- DCR Secondary Initiative 9: Government Street Infill Development with Barton Academy Cultural Arts Center
- DCR Secondary Initiative 10: Proposed Courts Complex Expansion
- DCR Secondary Initiative 11: Church Street East Infill Residential
- DCR Secondary Initiative 12: HOPE VI Commercial Redevelopment

Midtown West Corridors (MW) Priority Initiatives

MW Priority Initiative 1: Create a “Downtown Mobile Medical Technology Corridor” – This initiative suggests that the City seek a partnership

MW Priority Initiative 1 - Implementation Matrix Midtown West Corridors		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To focus revitalization on radial commercial corridors, while rethinking the future land use pattern and mix to be sensitive to surrounding neighborhoods. <i>Reinforce the purpose and role of the Government Street, Broad Street, and Spring Hill Avenue corridors to be focused on localized, neighborhood serving retail goods and services, public services and medical services.</i>						
Action 1:	Discourage the clustering of auto repair, service, maintenance facilities and pawn shops within close proximity of the established historic districts.	PC		X			A
Action 2:	Establish a Mobile Medical Technology Corridor and University of South Alabama land use theme along the Spring Hill Avenue and St. Stephens Road corridors.	MDRP,USA	MDA,D	X			A
Goal:	To create a "Downtown Mobile Medical Technology Corridor" along the Spring Hill and St. Stephens corridors targeting medical, technical, medical research or supportive businesses.						
Goal:	To initiate redevelopment activities and offer incentives to attract medical and healthcare-related businesses to locate within the Downtown Mobile Medical Technology Corridor.						
Action 1:	Study the potential to install high-speed, fiber optic lines on Spring Hill and St. Stephens corridors.	MDRP	C		X		B
Action 2:	Work in cooperation with USA to develop joint City/University R&D district and establish incentive package to attract private companies.	MDRP,OM,USA			X		B
Action 3:	Provide technology incubator to foster start-up companies working on medical research and medical services.	MDRP,USA,OM				X	D
Action 4:	Provide shared office services and business planning assistance for new businesses.	USA,MDRP			X		D
Action 5:	Provide "wireless cloud" in downtown to provide free broadband Internet throughout downtown.	OM,MDRP			X		G

of interests to create a Downtown Mobile Medical Technology Corridor for the purpose of capitalizing on and expanding the presence of the current medical cluster, anchored by the University of South Alabama, College of Medicine along Spring Hill Avenue.

Midtown West Corridors (MW) Secondary Initiatives

- MW Secondary Initiatives 1 & 2: Prepare Urban Design Overlay Development Standards and Public Realm Guidelines for the Commercial Corridor areas Inside and Outside of Existing Historic District Boundaries.
- MW Secondary Initiative 3: Discontinue Suburban Sprawl Into the Edges of the Historic and Non-Historic Residential Neighborhoods
- MW Secondary Initiative 4: Restore the Residential Edge Behind the Government Street and Spring Hill Avenue Commercial Areas Where Possible with Redevelopment and Complete Neighborhood Streets with Residential on Both Sides
- MW Secondary Initiative 5: Consider Medium-Density Residential Infill and Redevelopment of Isolated and/or Vacant Commercial Parcels on the Corridors, i.e., Senior Living
- MW Secondary Initiative 6: Reinforce Clustered Commercial/Office Areas Along the Corridors through Controlled Zoning and Land Use
- MW Secondary Initiative 7: Increase the Connectivity and Walkability of Commercial Serving Areas with Surrounding Residential Walkway and Bikeway Improvements along Key North-South and East-West Streets Linking Parks, Schools, Churches and Key Commercial Destinations

- MW Secondary Initiative 8: Encourage Additional Mixed Use Infill on Existing Commercial Center Sites
- MW Secondary Initiative 9: Discourage the Clustering of Auto Repair, Service and Maintenance Facilities within Close Proximity of the Historic Districts
- MW Secondary Initiative 10: Encourage the Redevelopment of Multi-family Residential and Commercial/Office Sites Which Are Out of Scale with Historic Development Patterns along the Corridors
- MW Secondary Initiative 11: Explore the Alternatives for Better Linking Michigan Avenue and Ann Street as a Potential North-South Connection between the South and North Neighborhoods

Midtown North Neighborhood and Corridors (MN) Priority Initiatives

- **MN Priority Initiative 1:** Hickory Street Sports Academy and Community Park – Landfill Redevelopment and Reuse – This initiative suggests an opportunity to correct this environmental injustice and help provide new open space recreation facilities through the transformation of the landfill site into the Mobile Sports Academy complex (or equally programmed initiative), designed to foster sports education, physical fitness and personal accomplishment in the Downtown neighborhoods.
- **MN Priority Initiative 2:** MLK Avenue East Gateway Commercial-Mixed use District – This initiative suggests actions to reverse the negative perceptions and once again establish the MLK Avenue corridor

as a successful, vibrant, commercial mixed-use street that evokes community pride in residents and business people, a new "full -time" focus on re-establishing community leadership, marketing, repair and redevelopment must be undertaken.

MN Priority Initiative 3: MLK Avenue West Mixed-use Commercial Neighborhood Center – This initiative suggests that the west end of Dr. Martin Luther King, Jr. Avenue should be the focus of a renewed neighborhood commercial revitalization initiative, given the additional residential revitalization initiatives also recommended for the Roger Williams Homes area along Three-mile Creek as well as the Campground Neighborhood and the Bottoms Neighborhood discussed below.

MN Priority Initiatives 4 & 5: The Bottoms and Campground Neighborhoods Revitalization – This initiative suggests that new infill single-family homes for first time homebuyers should be developed in the Bottoms Neighborhood as an extension of the proposed HOPE VI project through the acquisition of vacant lots and building outside the floodplain area, together with a rehabilitation financing program that helps preserving and improving existing housing stock for lower income families. It also recommends the establishment of a Neighborhood Conservation District built on the historic accreditation the neighborhood has achieved and establish Neighborhood Conservation Design Standards that respect the vernacular of the neighborhood, but also address the need for housing affordability for the renovation of existing occupied homes, vacant homes and new construction on vacant lots.

Midtown North Neighborhood and Corridors (MN) Secondary Initiatives

- MN Secondary Initiative 1: Florence Howard Elementary Residential Initiative
- MN Secondary Initiative 2: Spring Hill Avenue Intown East Gateway Village Commercial
- MN Secondary Initiative 3: New Park and Residential Proposal
- MN Secondary Initiative 4: Five Points Commercial Expansion and Revitalization
- MN Secondary Initiative 5: St. Stephens Road West Gateway Commercial Relocation & Midway Shopping Center Redevelopment
- MN Secondary Initiative 6: Three-Mile Creek Greenway Park and New Terrace Residential Community
- MN Secondary Initiative Secondary 7: HOPE VI Neighborhood Commercial Infill
- MN Secondary Initiative 8: Relinking Dead End Streets to Promote Connectivity and Security
- MN Secondary Initiative 9: Northwest MLK Gateway Neighborhood
- MN Secondary Initiative 10: Broad Street Intown Commercial Corridor

MN Priority Initiative 1 - Implementation Matrix Midtown North Neighborhoods	Implementation Lead		Implementation Timing			Estimated
	Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES						
Goal: To provide enhanced recreational facilities and expanded programs for the youth of the Community. <i>To Develop the "Hickory Street" Sports Academy and Associated Community Park on the Site of the Old Landfill to Provide for Youth Recreational Activities Including a Possible First-Tee Program</i> Action 1: Conduct a feasibility study and perform a landfill reclamation to secure the area of the old dump. Action 2: Create a gateway to the park between Live Oaks and Hickory Street with an associated community center. Action 3: Provide for Tennis, Basketball, Baseball / Softball and Soccer / Football fields. Action 4: Provide for a Golf Academy with a possible First-Tee program.	PW,P&R P&R P&R P&R	C,NA C,NA NA NA	X			F
MN Priority Initiative 2						
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES						
Goal: To focus revitalization on the radial commercial corridors and rethinking the future land use pattern. Goal: To identify and secure strategic uses for key vacant buildings/sites in the neighborhood which discourage investment and reuse. Goal: To establish development nodes along MLK Avenue. <i>Provide for a Mixed-Use Neighborhood Village Center on MLK Avenue</i> Action 1: Develop neighborhood commercial businesses that are fronting on the street with associated surface parking in the back along MLK Ave, in front of the New HOPE VI development. Action 2: Develop a commercial business recruitment program to secure occupancy of vacancies in existing businesses.	MDRP,NS MDRP,NS	CDC,NA MDA,CDC		X		G B
MN Priority Initiative 3						
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION						
Goal: To assemble potential frontage lots along MLK Boulevard, Springhill Avenue, and St. Stephens Road that can be Action 1: Identify targeted redevelopment properties for acquisition Action 2: Work with existing property owners to acquire properties to allow for greater lot depth to accommodate larger development Action 3: Seek development partners and provide development assistance and incentives Action 4: Relocate existing businesses impacted by the redevelopment	MDRP MDRP MDRP MDRP	C PO,BO CDC,D BO		X		A C B C
MN Priority Initiative 4 & 5						
HOUSING & NEIGHBORHOOD INITIATIVES						
Goal: To continue to expand and refresh the neighborhood residential base Goal: To help existing homeowners fix up their homes in the Bottoms Neighborhood & Campground Historic focus areas Goal: To design new City programs to encourage first time homeownership <i>Create a Revitalization Initiative for the Bottoms Neighborhood</i> Action 1: Provide of additional single family housing sensitive to the character of the areas to be infilled in the existing vacant lots in the Campground area Action 2: Conduct detailed housing inventory as basis for housing development strategy Action 3: Assemble land in 3 to 4 block area, package land for Model Block Development Site Action 4: Establish a housing rehabilitation program in the Bottoms Neighborhood Action 5: Build capacity of neighborhood leadership to support homebuyer counseling & community improvement initiatives	MHB MHB MHB,MDRP MHB NS	CDC,NA,D C NA,CDC,D NA,PO NA		X	X	G B C A
Goal: To build new single family homes & restore existing vacant homes for homeownership in the Campground Historic District Action 1: Conduct detailed housing inventory as basis for housing development strategy Action 2: Employee Housing Program & partnership with Franklin Memorial Medical Mall and Bishop State Community College Action 3: Create Neighborhood Conservation District Plan Action 4: Develop rehab initiative for elderly homeowners and rental housing with code violations Action 5: Build capacity of neighborhood leadership to support homebuyer counseling & community improvement initiatives	MHB MHB MDRP MHB MDRP,NS	C CDC,NA C,NA NA,CDC NA	X		X	B A B D A
HISTORIC & CULTURAL INITIATIVES						
Goal: To expand the African American Heritage Trail into the Bottoms Neighborhood and Campground Historic District Goal: To celebrate neighborhood heritage and culture as basis of redevelopment Action 1: Use Campground historic district designation research to locate historic markers in Campground area Action 2: Create a Façade Program along African American Heritage Trail	MDRP,MHP MRDP	AA,NA AA,NA	X			B C
Goal: To continue to expand and refresh the neighborhood residential base Goal: To design new City programs to encourage first time homeownership Action 1: Provide of additional single family housing sensitive to the character of the areas to be infilled in the existing vacant lots in the Campground area Action 2: Conduct detailed housing inventory as basis for housing development strategy Action 3: Assemble land in 3 to 4 block area, package land for Model Block Development Site Action 5: Build capacity of neighborhood leadership to support homebuyer counseling & community improvement initiatives	MHB MHB MHB,MDRP NS	CDC,NA,D C NA,CDC,D NA		X	X	G B C A

Midtown South Neighborhood and Corridors (MS) Priority Initiatives

MS Priority Initiative 1: Ladd-Peebles Stadium Surface Parking Expansion and Supporting Mixed Use Development – This initiative suggests that a large cluster of under-utilized and vacant properties, south of Ladd-Peebles Stadium in the Maysville Neighborhood, should be redeveloped for either new clean industry employment, skilled training facilities and/or mixed-use development near the Stadium and High School. Support parking facilities for Stadium events were also suggested as part of the future site redevelopment.

MS Priority Initiative 2: Incentives to Increase Low and Moderate Income Homeownership in Neighborhoods with Expanding Historic Districts – This initiative suggests that a Conservation District be established using the expanded Leinkauf Historic District revitalization as a model that includes adopted renovation design features regulations considering the socioeconomic make-up of the Maysville neighborhood. It is also important to build up the capacity of neighborhood organizations as part of the overall redevelopment.

MS Priority Initiative 3: Encourage Creation of Mixed-Income Neighborhoods - Target Areas Maysville Neighborhood & Oakdale- Baltimore – Taylor Park Residential Neighborhood – This initiative suggests the development of new infill single-family homes and the renovation of vacant houses providing workforce housing for employees being generated by new industry locating in the greater Mobile area. It is also recommended that the neighborhood establish design standards for both new construction and renovated houses, and building a community support group to ensure long-term sustainability of this new neighborhood.

This initiative also suggests the residential redevelopment of the area around Taylor Park for new low-rise apartment building frontage on the park and new single-family detached homes located along Gorgos and Kentucky Streets. The Taylor Park Residential development would be the catalyst project to an overall Oakdale/Baltimore Neighborhood Revitalization Initiative, like that described for Maysville above.

MS Priority Initiative 1- Implementation Matrix		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
Midtown South Neighborhoods							
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal: To assemble potential frontage lots along Broad, Virginia, or Michigan corridors that would accommodate neighborhood serving retail and service businesses and also serve the needs of people attending events at Ladd-Peebles Stadium.							
Action 1:	Provide for additional commercial development in the vacant or underutilized sites adjacent to Ladd-Peebles Stadium	MDRP			X		G
Action 2:	Create a façade enhancement program to reinforce the existing commercial base and create a unified business corridor image and quality	MDRP	PO,BO	X			C
Action 3:	Identify and recruit targeted businesses for major corridors	MDRP	MDA	X			A
MS Priority Initiative 2		Implementation Lead		Implementation Timing			Estimated
HOUSING & NEIGHBORHOOD INITIATIVES							
Goal: To increase opportunities for homeownership.							
Goal: To introduce more housing types/choices with park amenities for all age groups							
Goal: To encourage the construction and renovation of workforce housing to meet the needs of new households attracted to Redevelop and Create Additional Housing Opportunities Around Taylor Park							
Action 1:	Extend Kentucky Street through Taylor Park to alleviate the gap in the city grid and construct an additional road on the east of Taylor Park to create frontage opportunities in the park	PW	NA		X		D
Action 2:	Provide for the relocation of the existing apartment complex located on the east side of Taylor Park	MHB	NA		X		F
Action 3:	Incorporate community building provisions among community leaders to support housing development.	MHB	NA,CDC	X			A
Action 4:	Construct higher density housing overlooking the park and additional single family housing on the east side of it	MDRP	NA,CDC,D		X		F
Action 5:	Create homeownership training and financing incentives to encourage renters to become homeowners	MHB,NA	CDC		X		A
<i>Create the Down the Bay Multi-Family Residential Revitalization Initiative</i>							
Action 1:	Prepare a detailed plan for replacing Down the Bay high density apartments with lower density housing	MDRP	C,NA	X			B
Action 2:	Work with existing property owners of multi-family developments to determine interest in selling or reinvesting	MDRP		X			A
Action 3:	Prepare solicitation for Development Partners to build lower density developments	MDRP	D		X		B
Action 4:	Include provisions for community building as part of detailed lower density development plan	MDRP,UDD	NA,CDC	X			A
<i>Create a Neighborhood Revitalization Initiative for the Maysville Neighborhood</i>							
Action 1:	Construct additional single family residential homes compatible in character with the existing neighborhood to infill the existing neighborhood vacant sites	MDRP,MHB	CDC,NA,D		X	X	D
Action 2:	Prepare neighborhood plan to determine Model Block projects within Maysville Neighborhood	MDRP	NA,C	X			B
Action 3:	Prepare Neighborhood Conservation District Plan/Designation for Maysville Neighborhood	MDRP,UDD,HMP	NA		X		A
Action 4:	Incorporate community building provision into neighborhood plan to help organize non-profit development organization or CDC	MDRP,NS	NA	X			B
Goal: To Establish an Oakdale Historic/Conservation District							
Action 1:	Conduct a study and detailed housing inventory to identify the exact boundaries of the potential historic/conservation district located in the south of Oakleigh Garden Historic District between Magnolia National Cemetery and Michigan Avenue	MDRP,HMP	C,NA,PO	X			A
Action 2:	Contact National Trust to apply for Inner-City Venture funding for housing rehabilitation	MDRP	NA,CDC	X			A
Action 3:	Prepare a Pattern Book for use in developing affordable new infill homes and housing rehab	MDRP	C,NA,CDC	X			A
Action 4:	Develop workshop series based on community capacity building for resident leaders to support Conservation District	MDRP,NS					A
Action 5:	Prepare a Neighborhood Conservation District Plan and Overlay	MDRP,NS	C,NA	X			B
Goal: To Establish a Maysville Historic/Conservation District							
Action 1:	Conduct a study and detailed housing inventory to identify the exact boundaries of the potential historic/conservation district located in the south of Leinkauf Historic District	MDRP	C	X			A
Action 2:	Prepare a Pattern Book for use in developing affordable new infill homes and housing rehab	MDRP	C	X			A
Action 3:	Contact National Trust to apply for Inner-City Venture funding for housing rehabilitation	MDRP		X			A
Action 4:	Develop workshop series based on community capacity building for resident leaders to support Conservation District	MDRP,NS	C	X			A
Action 5:	Prepare a Neighborhood Conservation District Plan and Overlay	MDRP		X			B

MS Priority Initiative 3 - Implementation Matrix Midtown South Neighborhoods		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
HOUSING & NEIGHBORHOOD INITIATIVES							
Goal: To increase opportunities for homeownership.							
Goal: To introduce more housing types/choices with park amenities for all age groups							
Goal: To encourage the construction and renovation of workforce housing to meet the needs of new households							
<i>Redevelop and Create Additional Housing Opportunities Around Taylor Park</i>							
Action 1:	Extend Kentucky Street through Taylor Park to alleviate the gap in the city grid and construct an additional road on the east of Taylor Park to create frontage opportunities in the park	PW	NA		X		D
Action 2:	Provide for the relocation of the existing apartment complex located on the east side of Taylor park	MHB	NA		X		F
Action 3:	Incorporate community building provisions among community leaders to support housing	MHB	NA,CDC	X			A
Action 4:	Construct higher density housing overlooking the park and additional single family housing on the east side of it	MDRP	NA,CDC,D		X		F
Action 5:	Create homeownership training and financing incentives to encourage renters to become homeowners	MHB,NA	CDC		X		A
<i>Create the Down the Bay Multi-Family Residential Revitalization Initiative</i>							
Action 1:	Prepare a detailed plan for replacing Down the Bay high density apartments with lower density	MDRP	C,NA	X			B
Action 2:	Work with existing property owners of multi-family developments to determine interest in selling or reinvesting	MDRP		X			A
Action 3:	Prepare solicitation for Development Partners to build lower density developments	MDRP	D		X		B
Action 4:	Include provisions for community building as part of detailed lower density development plan	MDRP,UDD	NA,CDC	X			A
<i>Create a Neighborhood Revitalization Initiative for the Maysville Neighborhood</i>							
Action 1:	Construct additional single family residential homes compatible in character with the existing neighborhood to infill the existing neighborhood vacant sites	MDRP,MHB	CDC,NA,D		X	X	D
Action 2:	Prepare neighborhood plan to determine Model Block projects within Maysville Neighborhood	MDRP	NA,C	X			B
Action 3:	Prepare Neighborhood Conservation District Plan/Designation for Maysville Neighborhood	MDRP,UDD, HMP	NA		X		A
Action 4:	Incorporate community building provision into neighborhood plan to help organize non-profit development organization or CDC	MDRP,NS	NA	X			B
Goal: To Redevelop and to Create Additional Housing Opportunities Around Taylor Park							
Action 1:	Extend Kentucky Street through Taylor Park to alleviate the gap in the city grid and construct an additional road on the east of Taylor Park to create frontage opportunities in the park	MDRP,MHB	CDC,D		X		D
Action 2:	Provide for the relocation of the existing apartment complex located on the east side of Taylor Park	MHB			X		F
Action 3:	Construct higher density housing overlooking the park and additional single family housing on the east side of it	MDRP,MHB	CDC,D		X		F

Midtown South Neighborhood and Corridors (MS) Secondary Initiatives:

- MS Secondary Initiative 1: Broad Street – Virginia Street Commercial/Civic District Revitalization
- MS Secondary Initiative 2: Potential Oakdale Neighborhood Conservation District
- MS Secondary Initiative 3: South Broad Street – Tennessee Street Commercial/Mixed Use Gateway District
- MS Secondary Initiative 4: Black Heritage Memorial Park and Museum
- MS Secondary Initiative 5: Down the Bay Multi-family Residential Revitalization
- MS Secondary Initiative 6: Michigan Avenue - Ann Street Neighborhood Commercial Center
- MS Secondary Initiative 7: Michigan Avenue South Gateway Commercial Revitalization
- MS Secondary Initiative 8: Tennessee Street Greenway Rail-Trail to the Mobile Riverfront
- MS Secondary Initiative 9: Houston, Duval Streets Commercial Gateway Revitalization and Housing
- MS Secondary Initiative 10: Cemetery and Civic Services Campus

Community Wide (CW) Priority Initiatives:

CW Priority Initiative 1: Public Realm Improvements – This initiative is specifically intended to address deferred maintenance of public spaces in the Downtown by reconnecting the existing open spaces and neighborhood destinations with proposed new neighborhood amenities through a clear network of improved tree-lined streets, bikeways and walkways.

CW Priority Initiatives 2: Seek Creation of a New Mobile Bay Applied Learning Center – This initiative suggests the creation of a Mobile Bay Learning Center, centrally located in the region to allow workers to gain the skills and retraining they need, in a variety of occupational categories, on a schedule they can maintain. Organizational flexibility, training efficiency and expedience are key components of this initiative whether it be pursuit of a general degree, certificate or specific training needs of individual companies in the Mobile area.

CW Priority Initiative 3: Roadway Condition Improvements Through Pavement Management System – This initiative suggests efficiently improving the condition of Mobile’s roadways through the development of a Paving Management System (PMS) to manage and prioritize pavement maintenance and rehabilitation actions for long-term implementation based on need and potential economic spin-off or gain.

CW Priority Initiative 4: Drainage Improvements – This initiative suggests the preparation of a new comprehensive drainage strategy for the downtown area with a goal of providing adequate drainage to facilitate future development without danger of localized flooding.

CW Priority Initiative 5: Parking Improvements – This initiative suggests long- and short-term parking improvements for the downtown parking areas inside of the Hank Aaron loop which are required to sustain current development and to accommodate future development. Recommendations include, but are not limited to: Parking Authority creation and funding, new design criteria/code amendments, adjusted parking management techniques and restriping of on-street parking resources.

CW Priority Initiative 6: Transit Service Improvements – This initiative suggests providing more frequent and direct transit service to the downtown area by establishing smaller transit loop linkages from to the Downtown Core to the immediate surrounding neighborhoods. Bus stop locations throughout the downtown area could also be improved by adding

benches, shade structures, trash receptacles, and posting route information.

CW Priority Initiative 7: Transportation Network Improvements – This initiative suggests a series of improvements for the downtown roadways including; improved north-south traffic corridors, reconfiguration of the I-10 interchange, intersection realignments, road narrowing with parking, access management and traffic redistribution efforts.

Midtown South Neighborhood and Corridors (CW) Priority Initiatives:

- CW Secondary Initiative 1: Establishing Neighborhood Conservation Zones and Guidelines
- CW Secondary Initiative 2: Green Building Principles and LEED Certification Building Incentives
- CW Secondary Initiative 3: Secondary Pedestrian and Bike Facilities Initiatives

Moving Forward

Implementation of the New Plan for Mobile will require significant organization and resources. Priority “first steps” are recommended to start the process of bringing the New Plan to life.

Step 1 – Formal Adoption of the New Plan for Mobile. The first step of implementation requires formal adoption of the New Plan for Mobile as the master plan document guiding policies, economic development efforts, redevelopment and growth for the defined geographic planning area. This will require presentation and approval of all involved Commissions and adoption by the City Council.

Step 2 – Establish Implementation Organization Structure. Commensurate with the formal adoption process, it is necessary to establish an organizational framework and to focus management resources adequate to address funding and project planning.

Step 3 - Initiate Activities Related to Marketing, Recruitment and Coordination.

Recommended “First Step” Goals:

1. Create an Organization with the Powers and Authorities Required to Implement Complex Projects.
2. Undertake Key Site Redevelopment Projects Important to the Renewal of Downtown Mobile.

3. Undertaking a Targeted Approach to Recruiting New Businesses to Greater Downtown and the Commercial Corridors.
4. Create a Package of Incentives that would Encourage Existing Business Expansion and Attract Targeted Businesses.
5. Establish Funding Mechanisms for Implementing Key Elements of the Revitalization Strategy.

Thirty-two (32) actions have been articulated in the Implementation Matrix for these five goals. It is estimated that fully accomplishing these goals will take between one to five years, at an estimated cost associated with these initial goals are between \$17Million and \$25Million.

Twenty-four (24) of these actions are estimated to take from one to three years to accomplish at an estimated cost between \$830,000 and \$2,500,000. Sixteen (16) of these actions are estimated to cost less than \$25,000 each.

Of the set of thirty-two (32) actions associated with accomplishing the initial “first step” goals, seven (7) actions are deemed top priority actions that should be initiated as soon as possible.

These top priority action steps are:

- Present the Downtown Vision Plan to Civic and Community Groups. (\$5,000 to \$25,000)
- Establish an ombudsman position on City Staff to manage the downtown development approval process between developers, builders, and city officials until the Mobile Downtown Development Partnership (MDRP) is available. (\$5,000 to \$25,000)
- Identify Key Properties for Redevelopment. (\$5,000 to \$25,000)
- Establish a Mobile Downtown Redevelopment Authority. (\$5,000 to \$25,000)
- Mayor and City Council Appoints MDRP Board of Directors. (\$5,000 to \$25,000)
- Establish a Downtown TIF District to Finance Major Public Improvements. (\$5,000 to \$25,000)
- Create a Downtown Parking Authority to Construct Surface and Structured Parking and Manage Public Parking Supplies. (\$25,000 to \$100,000)

The estimated cost associated with accomplishing these seven action steps is between \$75,000 to \$325,000. (Refer to Section 2 for full matrix listing of action Items, implementation responsibility and estimated costs.)

Implementation Management Structure:

The public operations of the City do not currently possess the organizational capacity or necessary expertise to carry out some of the more complex real estate development initiatives. Additionally, the cost and possible controversial and/or political nature of some recommended redevelopment projects may make it difficult for local elected officials to implement. To successfully implement the more complex elements recommended by the New Plan for Mobile, the City will need to create an organization that has the power and authority to implement large-scale redevelopment projects.

It is recommended that a Mobile Downtown Redevelopment Partnership (MDRP) be created in accordance with Section 11-54A-9 of the Code of Alabama. This “MDRP” shall be governed by a board of directors and managed by a full-time redevelopment executive director and staff.

Organizationally, the Mobile Downtown Redevelopment Partnership (MDRP) Board of Directors would be primarily appointed by the governing body of the City, with additional appointments made by the Mobile Downtown Alliance (MDA). It is important that the MDRP not be viewed as a function of local government, but rather as a partnership between the City of Mobile and the non-profit Mobile Downtown Alliance.

Staffing of the MDRP is estimated to require an annual budget between \$200,000 to \$300,000 to cover salaries, benefits, and administrative support. Other operating overhead expenses would be in addition to these costs (e.g., rent, insurance, supplies, etc.). In the short-term, however, the MDRP may be able to operate on a reduced staff with shared administrative staff from the Downtown Alliance.

The resulting New Plan for Mobile has the potential to reunify, enhance and create equity across the Downtown Core and Midtown areas from the north and south neighborhoods to the surrounding industries, the ongoing revitalization of the historic commercial corridors to the west and the Mobile riverfront to the east. The Final New Plan for Mobile is:

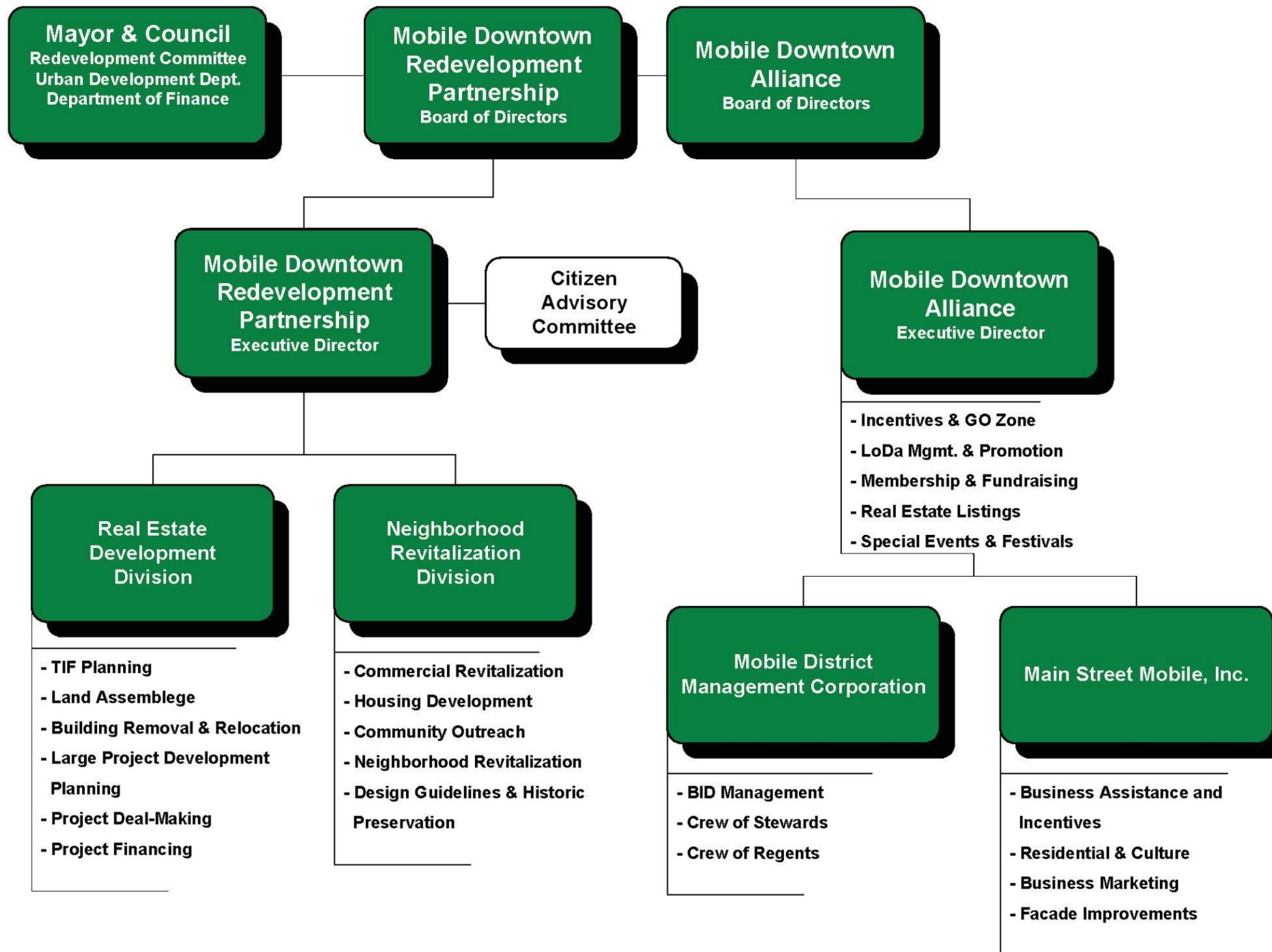
- A community consensus-based vision that outlines what the future of the Downtown Core, Riverfront and Midtown Neighborhoods could be and prioritizes initiatives that can be taken to achieve that vision. Every strategy, initiative, goal,

and action outlined in the Implementation Matrix can be traced back to issues and concerns raised by Mobile’s community and stakeholders;

- A reference to guide future public policy in the form of land use, open space, transportation, and infrastructure planning in the future;
- An economic development tool to share with the development community to generate continued investment in Mobile. It should be viewed as a catalyst for future Downtown and neighborhood investment and an idea book for both the public and private sectors;
- And a tool to assist decision makers in identifying and prioritizing actions necessary to create this vision of Mobile’s future.

Perhaps most importantly, the New Plan for Mobile is a plan that conveys one cohesive vision for Downtown and its neighborhoods which respects the past, accommodates the present and reaches for the opportunities the future can bring.

If followed, the New Plan for Mobile implementation strategy and implementing structure will make this a dynamic plan which truly guides change and advancement in the Mobile Community. All of the good work, input and ideas gleaned from the Mobile community through the public planning process and incorporated herein have made for a great New Plan for Mobile; however, the Plan is only going to be successful if it is substantially implemented over the next 10 to 15 years. Mobile is now better equipped and positioned to compete with urban centers throughout the US for positive growth and sustainability in an ever changing marketplace.





A NEW PLAN FOR MOBILE

1.1 Purpose of the New Plan for Mobile Planning Effort

The “New Plan for Mobile,” (“The Plan”) is an extensive and forthright assessment of the potential and limitations of Mobile’s continued development for the next 10 to 15 years. The New Plan for Mobile focuses on both public realm enhancement (“urban design”) of the Downtown Core and neighborhoods, while also serving as a marketing tool for attracting new private sector investment (“economic development”). The Plan especially focuses on areas of the Downtown and neighborhoods that have been overlooked in Mobile’s rediscovery period. The City, private sector interests and others will utilize this plan in marketing properties and attracting investment in the Downtown Core and adjacent neighborhoods.

The New Plan for Mobile builds upon the accomplishments from past planning exercises, while also setting new directions for the Downtown Core and surrounding neighborhood areas to follow in the future. The last master plan update for Mobile was prepared in 1996 and many of the initiatives have been completed or are no longer applicable to current conditions in the City. It is standard planning practice for a Master Plan to be reviewed and updated every 10 to 15 years to keep pace with new market, neighborhood and government conditions, as well as advancements in technology, environmental, transportation and land-use planning.

Mobile is well positioned for both physical and economic growth over the next 10 years and as stated in the Mayor’s Transition Task Force Report, *“...The City of Mobile should become the leading business and cultural community in the State of Alabama in order to be nationally recognized as the regional center for economic growth and quality lifestyle along the northern Gulf Coast. A vibrant, culturally diverse, residentially and commercially desirable downtown area core is critical to having the City of Mobile achieve this goal. We must build upon the energy and success of our immediate past and stand upon our 300 years of coastal heritage to move forward together.”* To succeed at this goal, the City and its citizens, businesses, property owners and industries must prepare a new guiding plan that provides direction for strategic public and private investments that will continue to foster growth in Mobile’s downtown business and neighborhood core.

The Plan defines a common community vision, one which includes a series of creative design principles, strategies and innovative site development concepts that carefully build upon the City’s maritime orientation, architectural heritage, cultural mix, industrial economy and the southern quality of life that Mobile residents enjoy. The Plan also serves to unify, enhance and give equal attention to the overall Downtown Core and Midtown areas from the north and south neighborhoods to the surrounding industries, the ongoing revitalization of the historic commercial corridors to the west, and the Mobile riverfront to the east. The New Plan for Mobile focuses on creating development strategies and initiatives for optimizing:

- Future land use,
- Land-based and water-based visitor experience,
- Transportation networks,
- Community heritage,
- Equity in community resources,
- Linked public realm amenities, and
- Leverage between public spending and private investment.

These strategies and initiatives are an outgrowth of the public planning process.

The consultant team accomplished the effort through two major “Phases”: an Orientation Phase and a Plan Formulation Phase. The plan and supporting strategies and initiatives were developed through a nine-step planning process as follows:

- 1) Research and observation,
- 2) Public participation,
- 3) Physical analysis of current conditions,
- 4) Market analysis,
- 5) Transportation, parking and infrastructure improvements,
- 6) Creating options for economic development and public enhancement,
- 7) Sifting and choosing plan options,
- 8) Setting priorities, implementation strategies and development tools, and
- 9) Plan documentation and communication.

Key activities included:

- An assessment of current conditions and assets of the community,
- Documentation and celebration of accomplishments since the 1996 Downtown Revisioning and Plan Update and subsequent

- Parking Studies,
- Development of more detailed/specific planning for key underutilized focus areas of the Downtown Core, Waterfront and the Midtown Neighborhood corridors,
- Identification of potential opportunities for environmental enhancements, new development and redevelopment,
- Provision of strategies for achieving the desired initiatives, and
- The design of an action and implementation plan to accomplish the strategies.

The Plan focuses on four key topic areas:

- Urban design, neighborhood conservation and public realm enhancements,
- Economic development, market feasibility, business retention and financial implementation,
- Historical resources and cultural heritage, and
- Transportation, parking and infrastructure.

1.2 Study Area Boundaries and Zones

The New Plan for Mobile focuses on a large nine (9) square mile area, including the Downtown Core, waterfront and the surrounding Midtown neighborhoods. For purposes of project management, the overall Downtown & Midtown study area was divided into three geographic zones. This approach better facilitated the public participation process and allowed development of focus area initiatives that vary in each zone.

The boundaries for each of the study zones are outlined below:

- Zone 1: The Downtown Core & Waterfront Area Plan – Mobile Waterfront, Downtown Core, DeTonti Square District, Lower Dauphin District, Church Street East District, as well as The Midtown West Commercial Corridors Plan – Oakleigh Garden District, Leinkauf District and Old Dauphin Way District (three commercial corridors).
- Zone 2: The Midtown North Neighborhood and Corridors Plan – Dr. Martin Luther King, Jr. Avenue, St. Stephens Road and Beauregard Street Neighborhood(s) area.

- Zone 3: The Midtown South Neighborhoods and Corridors Plan – Michigan Avenue, Virginia Street, Broad Street and Washington Avenue Neighborhood area.

The final New Plan for Mobile provides for a unified plan that portrays one cohesive, unified vision for the Downtown Core and Midtown neighborhoods.

EXHIBIT 1-1:
Study Area and Zone Boundaries

The study area is bounded from the Mobile River to the right, Duval Street to the South, Houston Street to the East and the Three-Mile Creek and Hickory Street landfill area to the north. The outlined zones were established to accommodate a more inclusive public engagement process.



City of Mobile

Study Area Boundaries

NEW PLAN FOR MOBILE GOALS, VISION AND IMPLEMENTATION INITIATIVES



A NEW PLAN FOR MOBILE

VISION STATEMENT

*"In the future, the heart of Downtown Mobile will be an **attractive, safe and inviting** place to live, learn, play and work.*

*The historic boundaries that once defined the commercial district will be expanded, with the recognition that Downtown is a collection of **urban neighborhoods**, each one contributing to the shared stability and health of the others. The Downtown's established and revitalizing neighborhoods will be recognized throughout the country as fine examples of southern living and thousands of new households will be attracted to the livable qualities of the City's most **diverse** neighborhoods.*

*In the future, Downtown Mobile will emerge as a **vibrant mixed-use** district with popular **family attractions** and a variety of **tourist destinations** that draw visitors to its eclectic urban riverfront, its fabulous downtown parks, its lively festival and arts scene as well as its 300 years of History.*

*The expansion of economic, health care, industry and educational opportunities will establish Downtown Mobile as an employment and service hub for the North Gulf Region and people of all skills and education levels will be able to find **economic opportunity** in Mobile."*



2.1 Introduction

The New Plan for Mobile addresses both organizational and physical design requirements which will guide public and private development, housing conservation and revitalization, as well as public realm and transportation initiatives in the nine square mile planning area which includes the downtown core, riverfront and surrounding neighborhoods. More than sixty (60) physical initiatives have been defined to address issues, needs and opportunities which were raised in the public planning process by citizens, businesses, city officials and the planning team. These initiatives are also a direct outgrowth of the planning team's economic market analysis, site development programming, urban environment analysis and transportation analysis. A Master Plan view of the overall study area is provided in this report, along with numerous illustrations which will provide greater visual detail to accompany the recommended initiatives. Documentation of the extensive planning process will be found in the appendix of this report.

Based on the research findings of this study, as well as comments and suggestions from various segments of the Downtown Mobile community, the EDSA team prepared an implementation strategy to accompany the New Plan's initiatives. Implementation recommendations were developed from field research, analysis of various data sources, interviews with local professionals and government officials, and the consultants' experience with similar downtown districts. The policy directives presented in the implementation strategy were shaped by input obtained from several different groups including the general public, key stakeholders, city officials, and the Downtown leadership and steering committees. The implementation strategy is summarized in a detailed matrix that organizes and presents goals and action items identified with each recommended initiative.

The New Plan for Mobile is:

- A community consensus-based vision that outlines what the future of the Downtown Core, Riverfront and Midtown Neighborhoods could be and prioritizes initiatives that can be taken to achieve that vision. Every strategy, initiative, goal, and action outlined in the Implementation Matrix can be traced back to issues and concerns raised by Mobile's community and stakeholders;
- A reference to guide future public policy in the form of land use, open space, transportation, and infrastructure planning in the future;

- An economic development tool to share with the development community to generate continued investment in Mobile. It should be viewed as a catalyst for future Downtown and neighborhood investment and an idea book for both the public and private sectors;
- A tool to assist decision makers in identifying and prioritizing actions necessary."

The New Plan for Mobile has the potential to reunify, enhance and create equity across the Downtown Core and Midtown areas from the north and south neighborhoods to the surrounding industries, while enhancing the ongoing revitalization of the historic commercial corridors to the west and the Mobile riverfront to the east.

2.2 Community Priorities and Goals

In July 2008, the residents of Downtown Mobile participated in a number of public workshops led by the EDSA Team. The purpose of the meetings was to assist local residents in identifying their top revitalization priorities. Participants were asked to review a series of goal statements and vote for the top three they believed were most important for the revitalization of the Downtown. The following section is a summary of what local residents believe are the strategic priorities for Downtown Mobile in the five subject categories. These priorities will be considered for inclusion in the annual work plans of the City of Mobile and the Mobile Downtown Partnership, the proposed leadership organization that will spearhead the Plan's implementation.

2.2.1 Urban Design/Public Realm/Land Use Goals

ZONE 1: ZONE 1A & 1B - Downtown Core, Riverfront and Midtown West Neighborhood Corridors

- GOAL: Enhance linkages throughout the CBD with emphasis on designating greenway trails, bikeway routes and greater access to the Mobile riverfront.
- GOAL: Secure strategic uses for key vacant sites in the CBD which currently discourage investment and use.
- GOAL: Focus on improving deferred maintenance items for public streetscapes, lighting, parks and facilities.

ZONE 2 - Midtown North Neighborhood

- GOAL: Introduce more housing types/choices with associated park amenities for all age groups.
- GOAL: Consider and plan appropriately for flood surge impacts on residential areas.
- GOAL: Restore and enhance key neighborhood linkages with signage, walkways, bikeways, lighting and tree canopy.

ZONE 3 - Midtown South Neighborhood

- GOAL: Consider flood/drainage impacts on existing & future housing areas.
- GOAL: Restore and enhance key neighborhood linkages with signage, walkways, bikeways, lighting and tree canopy.
- GOAL: Continue to expand and refresh the neighborhood residential base.

2.2.2 Economic Development & Commercial Revitalization Goals

ZONE 1: ZONE 1A & 1B - Downtown Core, Riverfront and Midtown West Neighborhood Corridors

- GOAL: Encourage the adaptive reuse of vacant commercial/industrial properties or the development of new higher density residential in the Downtown to attract empty-nesters, young professionals, and creative people into the Downtown Core.
- GOAL: Redevelop the current Civic Center site to create a new, exciting mixed-use attraction Downtown that incorporates residential, commercial, office, and urban entertainment uses.
- GOAL: Examine the long-term potential to relocate the State Docks operations to the new Mobile Container Terminal in order to reconnect the City to its waterfront.

ZONE 2 - Midtown North Neighborhood

- GOAL: Assemble potential frontage lots along Dr. Martin Luther King, Jr. Avenue (MLK Avenue), Springhill Avenue, and St. Stephens Road to create deeper parcels to accommodate larger scale neighborhood-serving commercial development.
- GOAL: Create an innovative model project located in Zone 2 that would be focused on the workforce training and continuing education needs of Mobile-area residents.

- GOAL: Seek new residential development opportunities that might meet the needs of new employees moving to Mobile to work at the Thyssen Krupp Steel plant.

ZONE 3 - Midtown South Neighborhood

- GOAL: Seek the creation of a new Mobile Bay Applied Learning Center targeting non-college bound students to create viable "career ladders" in support of local industry.
- GOAL: Assemble potential frontage lots along Broad, Virginia, or Michigan corridors that would accommodate neighborhood-serving retail and service businesses and also serve the needs of people attending events at Ladd-Peebles Stadium.
- GOAL: Encourage the construction and renovation of workforce housing to meet the needs of new households attracted to the Downtown's emerging job opportunities (e.g., Austal USA, Northrop Grumman, etc.)

2.2.3 Housing and Neighborhood Revitalization Goals

ZONE 1: ZONE 1A & 1B - Downtown Core, Riverfront and Midtown West Neighborhood Corridors

- GOAL: Continue to expand the neighborhood residential base in the Downtown.
- GOAL: Introduce more housing types/choices and park amenities in the CBD and Neighborhoods.
- GOAL: Establish prescribed development standards and public realm guidelines for existing and new development outside the current Historic Districts.

ZONE 2 - Midtown North Neighborhood

- GOAL: Help existing homeowners fix up their homes in the Bottoms Neighborhood & Campground Historic focus areas.
- GOAL: Build new single-family homes and restore existing vacant homes for homeownership in the Campground Historic District.
- GOAL: Design new City programs to encourage first time homeownership.

ZONE 3 – Midtown South Neighborhood

- GOAL: Increase opportunities for homeownership.
- GOAL: Encourage use of incentives that support low- to moderate-income homeownership in neighborhoods with expanding historic districts.
- GOAL: Protect architectural integrity of neighborhood areas without Historic District designation.

2.2.4 Transportation / Transit / Infrastructure Goals

ZONE 1: ZONE 1A & 1B - Downtown Core, Riverfront and Midtown West Neighborhood Corridors

- GOAL: Improve transit connections from Midtown to Downtown.
- GOAL: Improve the West Tunnel interchange.
- GOAL: Improve transit services in the Downtown area by fostering more direct service.

ZONE 2 - Midtown North Neighborhood

- GOAL: Conduct an updated, comprehensive Drainage Study and Plan.
- GOAL: Improve transit connections from the neighborhoods to the Downtown CBD.
- GOAL: Improve north-south connection between Zone 2&3 neighborhoods.

ZONE 3 – Midtown South Neighborhood

- GOAL: Conduct an updated, comprehensive Drainage Study and Plan.
- GOAL: Identify areas to focus sidewalk improvements.
- GOAL: Improve transit connections from the neighborhoods to the Downtown CBD.

2.2.5 Historic & Cultural Goals

ZONE 1: ZONE 1A & 1B - Downtown Core, Riverfront and Midtown West Neighborhood Corridors

- GOAL: Find a sympathetic, viable use for Barton Academy, a valuable and architecturally significant building.
- GOAL: Increase the use of the riverfront park.
- GOAL: Create parks that engage the public and contribute to community recreation and health.

ZONE 2 - Midtown North Neighborhood

- GOAL: Expand the African American Heritage Trail into the Bottoms Neighborhood and Campground Historic District.

- GOAL: Build historic character into all housing rehabilitation and new construction building designs.
- GOAL: Increase the involvement of the church community in planning and preservation.

ZONE 3 – Midtown South Neighborhood

- GOAL: Celebrate the cultural and historic heritage of neighborhoods without Historic District designation.
- GOAL: Increase the involvement of the church community in planning and preservation.
- GOAL: Recognize the distinct characteristics of the Zone 3 neighborhoods.

2.3 Plan Recommendations

While there are many steps that must be taken in order to realize Mobile’s vision for Downtown renewal, there are several fundamental tools or strategies that must be put into place before substantial progress can be made. Aside from the adoption of The New Plan for Mobile, the City must first address issues related to organization and management, funding, project planning, marketing and recruitment, and coordination. These are framework elements necessary to bring the community’s generalized vision into focused implementation.

Over the next several years it is recommended that the City of Mobile adopt and pursue the following implementation tools and strategies to achieve its downtown revitalization objectives. These elements are overarching in their importance and will create a framework for implementation. In all likelihood some of these strategies will have to be put in place before the City can undertake many of the more aggressive projects recommended in this plan. In addition to these generalized strategies, each zone of the Downtown has its own implementation priorities.

a. Formation of a Mobile Downtown Redevelopment Partnership (MDRP)

In order to successfully implement the more complex elements of this revitalization strategy, the City will need to create an organization that has the power and authority to implement large-scale redevelopment projects. Unfortunately, the City does not currently possess the organizational capacity or necessary expertise to carry out some of the more complex real estate development initiatives. Additionally, the controversial and political nature

of some redevelopment projects and their cost may make it difficult for local elected officials to implement. The redevelopment partnership will be governed by a board of directors and managed by a full-time redevelopment executive director and staff.

In accordance with Section 11-54A-9 of the Code of Alabama, the Mobile Downtown Redevelopment Partnership would have the following powers:

- To sue and be sued in its own name and to prosecute and defend civil actions in any court having jurisdiction of the subject matter and of the parties;
- To adopt and alter bylaws for the regulation and conduct of its affairs and business;
- To acquire and to refinance existing indebtedness on one or more projects, including all real and personal properties;
- To lease to others any or all of its projects and to charge and collect;
- To sell, exchange, donate or convey and to grant options to any lessee to acquire any of its projects and any or all of its properties;
- To issue its bonds for the purpose of carrying out any of its powers;
- To mortgage and pledge any or all of its projects or any part or parts thereof, as security for the payment of the principal of and interest on any bonds so issued and any agreements made in connection therewith;
- To finance (by loan, grant, lease or otherwise), construct, erect, assemble, purchase, acquire, own, repair, remodel, renovate, rehabilitate, modify, maintain, extend, improve, install, sell, equip, expand, add to, operate or manage projects and to pay the cost of any project from the proceeds of bonds, or any other funds of the authority;
- To make application directly or indirectly to any federal, state, county or municipal government or agency or to any other source in furtherance of the authority’s public objectives;
- To extend credit or make loans to any person, corporation, partnership (limited or general) or other entity for the costs of any project
- To make, enter into, and execute such contracts as may be necessary or convenient to accomplish any purpose for which the authority was organized; and
- To encourage and promote the improvement and revitalization of the downtown development area and to make, contract for or otherwise cause to be made long-range plans or proposals for the downtown development area in cooperation with the city or the county.

Organizationally, the MDRP Board of Directors would be primarily appointed by the governing body of the City, with additional appointments made by the Mobile Downtown Alliance. It is important that the Partnership not be viewed as a function of local government, but rather as a partnership between the City of Mobile and the non-profit Downtown Alliance. Local politics and competing City needs could bog down the organization and reduce its effectiveness.

While State enabling legislation requires that the Board consists of no fewer than three members, it is recommended that a larger and more diverse board of directors be appointed to direct the organization’s activities. The MDRP would be responsible for both the central business district, as well as the revitalization of the adjacent neighborhoods to the north and south. Directors would serve six-year terms. Several ex-officio members of the MDRP Board should be appointed from the Downtown Alliance Board and vice versa to ensure a “cross-pollination” of leadership and greater coordination. It is important to note that the Downtown Mobile Alliance would not be under the authority of the City of Mobile or the Partnership Board of Directors. The Partnership and Alliance would function as co-equal organizations with complementary missions.

The Mobile Downtown Redevelopment Partnership will be the organization largely responsible for leading and coordinating some of the more complex elements of the Downtown revitalization strategy. In order to carry out this function, the organization needs to have appropriate legal and financial powers and the technical in-house expertise to carry out its operations.

In short, a single person or organization cannot implement the more complex elements of this plan. The executive director and staff will answer directly to the MDRP Board of Directors and will be responsible for a wide range of duties including:

- Real estate analysis,
- Real estate development,
- Land acquisition,
- Land banking,
- Neighborhood planning and organizing,
- Public/private negotiations,
- Grant proposal writing,
- Grant administration and compliance,
- Budget preparation and project planning,
- Project management,
- Media and Public relations,

- City Council coordination, and
- Downtown planning and coordination.

The MDRP's primary responsibility will be to implement key redevelopment and infrastructure elements of the new Downtown Plan. The Executive Director, in concert with the Board of Directors, will establish the project priorities for the MDRP on an annual basis. The executive director will manage an in-house staff of professionals and will provide direct oversight of all Partnership activities. The MDRP will work in close coordination with the Mobile Downtown Alliance, which will carry out a number of functions not under the purview of the MDRP. The MDRP Executive Director and Mobile Downtown Alliance Executive Director will work in tandem to manage the affairs of Downtown Mobile.

Within the first five years of operation, the following staff positions will be necessary in order for the MDRP to carry out its mission:

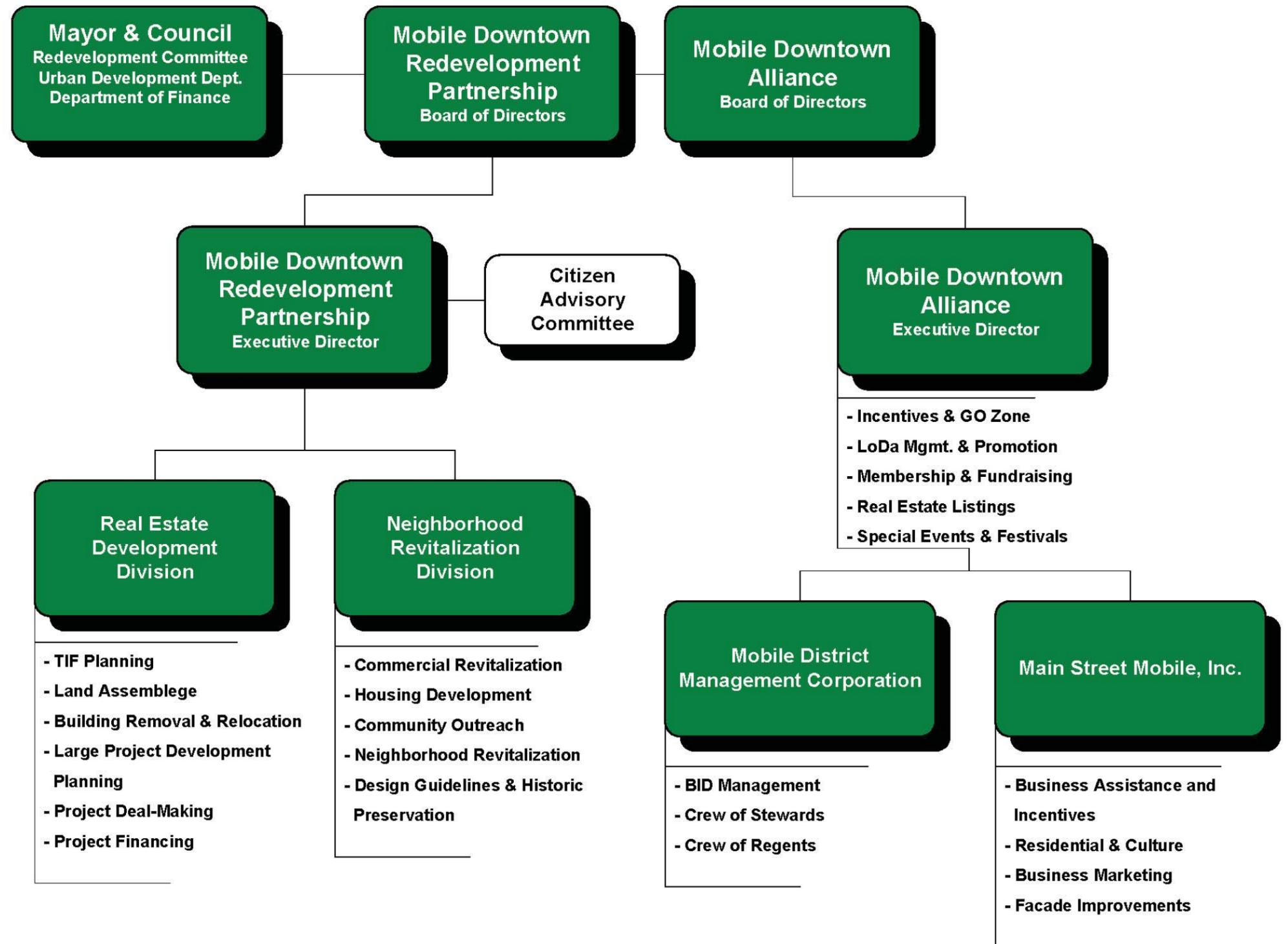
- **Executive Director** – The Executive Director must be able to coordinate the activities of the MDRP and interact with the Board of Directors, developers, downtown property owners and businesses, neighborhood organizations and residents, city officials, and the general public. The executive director should also be responsible for: 1) planning and implementing new projects and programs; 2) managing consultant contracts; 3) setting and managing an annual budget; 4) interacting with local, state and federal public officials, lending institutions, and strategic partners; and 5) preparing development plans and negotiating development agreements.

An annual salary of \$85,000 to \$100,000, plus a competitive benefits package, may be necessary to attract a person with a minimum of 7-10 years of experience and a successful track record in community revitalization.

- **Real Estate Development Division Manager** – The Real Estate Development Manager provides expertise in the area of real estate development, commercial leasing, property acquisition and management, facilities redevelopment, and building rehabilitation. The Partnership must have the expertise to structure and negotiate complex real estate projects with property owners, developers, commercial lenders, granting agencies and the City.

The real estate development manager should have at least 5 years of experience in real

FIGURE 2-1:
Downtown Partnership Organization Chart



estate development, development finance, commercial lending, building construction, or related field. This position might require a salary of \$55,000 to \$70,000, including competitive benefits.

- **Neighborhood Revitalization Division Manager** – The Neighborhood Revitalization Division Manager must have experience working with neighborhood residents and property owners and possess technical experience in housing development, construction management, historic preservation, and grant writing and administration. The revitalization manager will plan projects and programs to assist property owners and businesses renovate their homes and businesses, work with community residents to establish strong neighborhood associations, and work with home builders and real estate developers. This manager will also work closely with the Mobile Housing Board, the Urban Development Department, and the City's Neighborhood and Community Services Division to plan and administer housing and commercial revitalization in low and moderate income areas.

The housing and community development Division Manager should have at least 5 years of experience in housing and community development, housing, and local government. The position might require a salary of \$45,000 to \$60,000, including a competitive benefits package.

Based on the above staffing assumptions, the MDRP would need an annual budget of between \$200,000 to \$300,000 per year in order to cover salaries, benefits, and administrative support. Other operating overhead expenses would be in addition to these costs (e.g., rent, insurance, supplies, etc.). In the short-term, however, the MDRP may be able to operate on a reduced staff with shared administrative staff from the Downtown Alliance. Ideally, the Partnership would be located in the same building as the Alliance.

b. Undertake a Targeted Approach to Recruiting New Businesses to Greater Downtown and the Commercial Corridors

In conjunction with The New Plan for Mobile, a series of promotional, advertising and recruiting initiatives should be undertaken. The objectives of these campaigns should be to: 1) cross-promote Downtown businesses in conjunction with different sub-district branding and images (e.g., LoDa Arts & Entertainment District), and 2) adopt a recruitment campaign to bring new targeted businesses

to Downtown. A more generalized effort is also needed to promote the benefits of shopping and visiting existing Downtown businesses. The Mobile Downtown Alliance is currently assuming some of these responsibilities but should consider expanded initiatives in the future.

In the future, the Downtown could evolve into an area with several different commercial nodes or themed districts. As such, a certain amount of competition may emerge between these areas that will require a more comprehensive approach to promotion and marketing to ensure that all areas prosper. Rather than blending the differences between these areas into one district, it is recommended that distinct commercial or themed districts be created, branded, and promoted together, along with the waterfront.

The market orientation for each area would be consistent with the following:

LoDa Arts & Entertainment District

The LoDa Arts & Entertainment District would include the area of lower Dauphin Street and would stretch further down Dauphin Street as new businesses enter the district. In time, it might be appropriate to extend the District's boundaries, funding, programs, management and public realm improvements one block to the north to include the entire St. Francis Street from Royal Street to Father Ryan Park and Bayou Street. The primary purpose for this initiative would be to create a larger Arts & Entertainment District and walking loop that could help transform the underutilized areas northwest of Bienville and Cathedral Squares.

The focus, as it is today, would be to promote and recruit a variety of businesses that complement each other and are consistent with an Arts & Entertainment theme. As stated in the Retail Market Analysis section, there are a number of businesses that are missing from this area that would add to its attraction. Hobby shops, bike shops, tobacconist shop and cigar bar, wine bar, antique dealers, fine dining and lunch restaurants, beauty and spa treatments, dance studio, and similar businesses could be acceptable target businesses for this district.

More importantly, the City and the Mobile Downtown Alliance need to formalize the LoDa District by instituting certain measures to reinforce the theme:

- Architecture and Design Controls
- District Promotional Campaign

- Façade Improvement Grants
- Active Business Recruitment Campaign
- Financial Incentives for Upper Story Uses

Downtown Mobile Medical Technology Corridor

The Medical Technology Corridor will focus on attracting businesses that have either a healthcare service or research focus. This should be organized and promoted as a special district with its own incentives and business recruitment targets.

Mobile Waterfront District

A larger Waterfront District will be established and marketed as the City's waterfront dining and tourism district. It will start on the north side of the Arthur Outlaw Mobile Convention Center and go south along the Mobile riverwalk to the Alabama Cruise Terminal. In the future, the district could include a public marina on the north side of the convention center (called "Dauphin Landing" in this Plan report), a mixed-use retail/ restaurant facility in Cooper Park, and will encompass the Mobile Landing development with its planned ferry and the existing cruise ship embarking areas, the National Maritime Museum of the Gulf of Mexico ("Gulf Quest") and associated park space.

Civic Center/Fort Condé Village

The Civic Center/Fort Condé Village District assumes a redevelopment of the current Civic Center and the expansion of the Fort Condé Village tourist attraction. Both of these developments are considered long-range opportunities and depend on major public/private investment. The general focus of these areas would be on mixed-use residential and commercial development. The Civic Center redevelopment could incorporate existing elements of the current Civic Center facilities. With the right development partner, national retailer and restaurants may be attracted to a new Downtown urban lifestyle center or town center development. In addition, certain types of entertainment could be included in this type of development including a movie theater, sports bar, nightclub or small performance venue.

c. Undertake Key Site Redevelopment Projects Important to the Renewal of Downtown Mobile

The City of Mobile, through its Mobile Downtown Redevelopment Partnership, should actively solicit private development proposals for key redevelopment parcels within the Downtown study area. Before this can occur, the Partnership must first control the properties or have a cooperative joint agreement with the property owner. Once under partnership control, redevelopment objectives for each site must be decided and the

stimulative effects these projects could have on future redevelopment evaluated. The process is typically reserved for development projects that are instrumental to revitalization success. If possible, adjacent properties should be assembled and packaged in the same development solicitation, giving developers more flexibility in meeting the City's redevelopment objectives.

While there are several methods for soliciting developers, the following approach is recommended:

Prepare Development Prospectus

The Mobile Downtown Redevelopment Partnership must prepare a developers' prospectus containing information about the subject properties and the City's redevelopment objectives. Information about the property should include:

- Base map or conceptual site plan of the properties showing the location of existing driveways and access points, parking spaces, building footprints and other structures,
- Lot acreage or square feet,
- Easement and other right of way locations,
- Utility locations,
- Identification of surrounding land uses,
- A purpose and scope statement defining the City's goals for the site(s),
- Description of the site and its history,
- Guidelines for redevelopment in Historic Districts or with historic properties, and
- Findings of environmental site assessment (if necessary).

The prospectus should also contain information about the City and County's growth trends including population, development activity, and retail spending. Any public infrastructure investments, such as streetscape improvements or other private investments in the neighborhood, should be highlighted.

The Partnership should also establish minimum standards for redevelopment that must be met by developers in order for their proposals to be considered. While it would not serve the City well to be too rigid and restrict the options of developers, the Partnership should express the quality and type of development it would like to see occur. Providing developers with illustrations/sketches of what the redeveloped sites might look like is one way to convey the quality of development and site design preferred by the Partnership. While the developer will propose his own architectural styles and land use mix, the Partnership should establish some basic

COST ESTIMATE LEGEND

- A - Under \$25,000
- B - \$25,000 to \$100,000
- C - \$100,000 to \$500,000
- D - \$500,000 to \$1,000,000
- E - \$1 million to \$5 million
- F - \$5 million +
- G - Unknown

Implementation Leaders

PUBLIC SECTOR

- CC - City Council
- ALDOT - Alabama Department of Transportation
- UDD - Urban Development Department
- ACE - Army Corp. of Engineers
- P&R - Parks and Recreation Department
- OM - Office of Mayor
- MDRP - Mobile Downtown Redevelopment Partnership
- PSS - Mobile County Public School System
- HMP - Historic Mobile Preservation Society
- CE - Code Enforcement
- USA - University of Southern Alabama
- MSB - Mobile School Board
- PW - Public Works
- CVB - Convention & Visitors Bureau
- PA - Downtown Parking Authority
- PC - Planning Commission
- WT - Wave Transit
- MHB - Mobile Housing Board
- NS - Neighborhood Services
- MCH - Mobile County Health Department
- ASD - Alabama State Docks

PRIVATE/NON-PROFIT SECTOR

- D - Development Community
- PO - Property Owners
- C - Consultant
- BO - Business Owners
- U - Utility Company
- DMA - Downtown Mobile Alliance
- CH - Church Community
- RE - Realtors
- BC - Banking
- AA - African American Archives
- CDC - Community Development Corporation
- MM - National Maritime Museum
- NA - Neighborhood Association
- CoC - Mobile Area Chamber of Commerce
- CF - Community Foundation of Southern Alabama

New Plan for Mobile General Policy Recommendations	Implementation Lead		Implementation Timing			Estimated
	Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
Downtown Vision 2020						
In the future, the heart of Downtown Mobile will be an attractive, safe, and inviting place to live, learn, play, and work. The historic boundaries that once defined the commercial district will be expanded with the recognition that downtown is a collection of urban neighborhoods, each one contributing to the shared stability and health of the others. The Downtown's established and revitalizing neighborhoods will be recognized throughout the country as fine examples of southern living and thousands of new households will be attracted to the livable qualities of the City's most diverse neighborhoods. In the future, Downtown Mobile will emerge as a vibrant mixed-use district with popular family attractions and a variety of tourist destinations that draw visitors to its eclectic urban waterfront, fabulous downtown parks, lively festival and arts scene, as well as its 300 years of history. The expansion of economic, healthcare and educational opportunities will establish Downtown Mobile as an employment and service hub for the North Gulf Region, and people of all skills and education levels will be able to find economic opportunity in Mobile.						
ORGANIZATIONAL CAPACITY/MARKETING/INCENTIVES & FUNDING						
Goal 1: To Create an Organization with the Powers and Authorities Required to Implement Complex Projects.						
Action 1: Establish a Mobile Downtown Redevelopment Partnership	OM,CC	DMA	X			A
Action 2: Mayor and City Council Appoints MDRP Board of Directors	OM,CC	DMA	X			A
Action 3: Hire a MDRP Executive Director & Neighborhood Revitalization Staff		DMA	X			C
Action 4: Establish Downtown TIF District to Finance Major Public Improvements	OM,CC,UDD	DMA,C	X			B
Action 5: MDRP - Mobile Downtown Redevelopment Partnership						
Action 6: Create a Downtown Parking Authority to Manage Public Parking Supplies	OM,CC,UDD	DMA		X		C
Goal 2: To Undertake Key Site Redevelopment Projects Important to the Renewal of Downtown Mobile.						
Action 1: Identify Key Properties for Redevelopment	MDRP			X		A
Action 2: Initiate Preliminary Discussions with Affected Property Owners	MDRP			X		A
Action 3: Plan redevelopment projects with City and other private sector partners	MDRP	D		X		B
Action 4: Work with City Housing Board to Develop New Mixed Income Housing in Zone 2 and 3 Neighborhoods	UDD,MHB	D,PO	X			F
Action 5: Use a Downtown Land Bank to Acquire Parcels for Future Sale and Redevelopment	MDRP		X			D
Goal 3: To Undertake a Targeted Approach to Recruiting New Businesses to Greater Downtown and the Commercial Corridors.						
Action 1: Maintain a Database of Available Building Space for Lease or Sale in the Downtown and Commercial Corridors		DMA	X			A
Action 2: Decide on Business Recruitment Targets (e.g., Specialty Retail, Restaurants, Full-service Grocery Store, etc.)		DMA	X			A
Action 3: Coordinate Building Marketing & Business Recruitment with Property Owners		DMA	X			B
Action 4: Coordinate Building Marketing & Business Recruitment with Local Realtors		DMA,RE,PO	X			A
Action 5: Prepare Collateral Materials (property data sheets) for Recruitment Campaign		DMA	X			A
Action 6: Work with Property Owners to Cluster Complementary Businesses in the Right Locations		DMA,PO	X			A
Action 7: Aggressively Market the Downtown Business Incentive Package to Target Businesses within the Region		DMA,RE,PO	X			A
Action 8: Increase the Number of Community and Special Events Offered in the Downtown		DMA	X			B
Action 9: Present Downtown Vision Plan to Civic and Community Groups	UDD	DMA	X			A
Goal 4: To Create a Package of Incentives that would Encourage Existing Business Expansion and Attract Targeted Businesses.						
Action 1: Appoint DMA to Serve as an Ombudsman on Downtown Building Code and Permitting Issues	CC	DMA	X			A
Action 2: Create Façade Improvement Revolving Loan Program for Zone 2 and 3 Businesses		DMA		X		C
Action 3: Create Local Bank Funding Pool to Subsidize Building Interior Improvements	MDRP,CE	PO	X			F
Action 4: Seek Enabling Legislation to Provide Tax Credit for Installation of Elevator/Lift and Sprinklers in Downtown Rehabs	OM	DMA	X			A
Action 5: Provide Sales Tax and Personal Income Tax Abatements for Artists in Residence within the Artist Loft District	OM,CC	DMA		X		C
Action 6: Create Annual Downtown Business Plan Competition		DMA,USA	X			A
Action 7: Establish Infrastructure Direct Cost Sharing Program	OM,CC	D		X		E
Action 8: Consider Adopting Graduated Abatement of Business License Fee Program	OM,CC		X			C
Action 9: Consider Adopting Graduated Property Tax on Major Building Renovations	OM,CC		X			E
Action 10: Provide Advertising Matching Grants		DMA		X		A
Action 11: Offer Business Plan Development and Marketing Assistance		DMA,USA	X			A
Goal 5: To Establish Funding Mechanisms for Implementing Key Elements of the Revitalization Strategy.						
Action 1: Create a Downtown Tax Increment Financing District (TIF) to Fund Major Public Investments	OM,CC,MDRP	DMA		X		B
Action 2: Capitalize a \$25 million Downtown Bank Lending Pool to Fund Downtown Code Compliance Renovations		DMA,BC		X		F
Action 3: Create Downtown Parking Authority to Construct Surface and Structured Parking	OM,CC,MDRP	D		X		F

Note: Refer to this Legend throughout this section

limits on building massing and unit density, as well as landscaping and screening treatments to ensure that the development complements the scale and character of the surrounding neighborhood. Also, if redevelopment projects occur in residential neighborhoods, the Partnership should seek input from its citizen advisory group and remain open to creative site planning and development approaches. Ultimately, the terms and conditions of the project will be negotiated between the developer and the City on mutually agreeable terms.

Project Development Information

The developer should provide the City with a detailed description of the proposed project and how it will or will not meet the City's design, land use, tax base, economic development, or other objectives. The developer should be required to provide a conceptual plan of the project that illustrates how the site will be used showing the location of proposed buildings, associated parking facilities, site landscaping, and orientation to frontage road and access points. The plan should also address the market orientation of the project and offer data that support the project. Finally, if any public financing is requested by the developer, detailed financial pro formas should be provided to the Partnership for review. The project's financial projections should demonstrate how and why public funds are needed to make the project succeed. The Partnership should confirm the developer's financial and market assumptions and judge whether a public subsidy is necessary for project success.

2.4 New Plan Initiatives

The New Plan for Mobile will take the assembled Community Priorities and Goals further, assuring that what residents had to say about the history of their community, the challenges to be overcome, and their opportunities for the future are built into a set of defined Initiatives that will best improve, enhance and revitalize all areas within the downtown community. This is done in a strategic approach conveying one cohesive vision for the downtown core and its surrounding neighborhoods which respects the past, accommodates the present and reaches for the opportunities the future can bring.

Sixty-nine (69) initiatives for the overall planning area were developed, using five categories:

- **Private Development** – Identify opportunities for economic/private building development and related changes in historic land-use patterns.
- **Housing/Neighborhood** – Identify opportunities for housing rehabilitation, neighborhood revitalization, and new residential construction.
- **Public Realm** - Enhance the overall public realm landscape and community design, and increase the proportion of open space/recreation.
- **Transportation** - Update the transportation and circulation systems to expand and safer auto, bicycle, and pedestrian movement.
- **Infrastructure** - Improve public facilities and infrastructure, especially in the areas of neighborhood drainage and overhead utilities.

These initiatives will require years of sustained effort. Finding an appropriate starting place and funding will require that the organization involved in managing the implementation of the New Plan develop a prioritization schedule. To begin implementing these recommended initiatives, the planners have developed a matrix of prioritized goals and actions for the highest priority initiatives that were apparent from the community's input, critical leading items necessary before further actions may take place, and the highest level of return on early investment. These may be visualized in Exhibit 2-1, Overall Master Plan View with Priority Implementation Initiatives.

It is important to note that these action items are not intended to interrupt current business, development, or neighborhood activity in and around the Downtown and its commercial corridors. Rather, they are meant to encourage and guide future phased development/redevelopment activity in a way that supports the community's vision for an identifiable Downtown and its supporting Midtown neighborhoods. The Plan and its proposed economic development strategies are designed to be flexible so that they can be adjusted to changing conditions in Mobile over the next 20 years.

2.5 Urban Design Principles

Illustrated in Exhibit 2-2 is the Urban Design and Economic Development Master Plan View for the Downtown Core, Riverfront and Midtown Neighborhoods. A number of urban design principles were referenced in creating the New Plan's initiatives that will give strength, credibility and help achieve "buy-in" so that this master plan view of the overall effort will be seen as an accurate

depiction of the community's vision for downtown Mobile. Key principles that shaped the illustrated master plan include, but are not limited to:

- Expressing accurate City leader, resident and business viewpoints in the execution of the physical plan.
- Discovering the economic potential of key Downtown sites to help fund initiatives in other needy, but isolated portions of the community.
- Retaining the current business environment and restructuring only where necessary to better serve the community.
- Optimizing rather than maximizing site development potential to better resolve site program requirements on-site, rather than pushing problems off-site.
- Encouraging context-sensitive redevelopment of sites within and surrounding Mobile's Historic Districts.
- Making Mobile great for local citizens, as well as for visitors.
- Expanding and continually reinventing the visitor domain to include new destinations and attractions.
- Understanding and planning for business and neighborhood needs.
- Getting a detailed understanding of the current housing stock and living options and addressing the needs.
- Re-establishing employment zones within the community to help employ resident skills that are not being tapped.
- Understanding university, college and student needs as active members of the community.
- Providing more parks and open spaces that are successful, defensible spaces rather than liabilities to the community.
- Re-establishing safe pedestrian and bikeway linkages between all key destinations to make Mobile a truly "walkable and bike-friendly community" for residents.

- Creating additional transportation linkages for residents to get around to community destinations without relying on radial collector roads.
- Understanding infrastructure needs for improving existing drainage, flood control, trash control, power line clutter in addition to new development needs.

For easier reference and legibility, the overall master plan view and its related physical initiatives have been subdivided, listed, and illustrated by the four zone areas that were referenced throughout the public planning process. Each of the zones are introduced in Section 1 and are further discussed in the appendix.

EXHIBIT 2-1:
Overall Master Plan View
with Priority Implementation
Initiatives



PRIORITY INITIATIVES

- a** Mobile Riverfront Loop and Dauphin Landing
- b** Fort Condé Village Expansion and I-10/Canal Street Interchange Reconfiguration
- c** Dauphin Street / St. Francis Street Retail, Arts & Entertainment District
- d** Spanish Plaza Mixed Use Event and Entertainment Village
- e** Downtown Mobile Medical Technology Corridor
- f** Hickory Street Sports Academy and Community Park - Landfill Redevelopment and Reuse
- g** MLK Avenue East Gateway Commercial - Mixed-Use District
- h** MLK Avenue West Mixed-Use Commercial Neighborhood Center
- i** The Bottoms and Campground Neighborhood Revitalization
- j** Ladd-Peebles Stadium Surface Parking Expansion and Supporting Mixed-Use Development
- k** Increase Low and Moderate Income Homeownership in Neighborhoods with Expanding Historic Districts
- l** Create Mixed-Income Neighborhoods

Urban Design and
Economic Development
Master Plan View
for Mobile



Legend:

- Existing Buildings
- Business Recruitment / Infill
- Proposed Civic/Destination / Attraction Use Buildings
- Proposed Mixed-use / Retail Buildings
- Proposed Employment / R&D Uses Buildings
- Proposed Office Business Uses Buildings
- Proposed Hospitality Uses Buildings
- Proposed Multi-family Buildings
- Proposed Single-family Buildings
- Existing Surface Parking
- Proposed Parking Structures
- Parks, Schools and Recreational Facilities
- Lower Dauphin Street Historic District
- Church Street East Historic District
- Detonti Square Historic District
- Existing Dilapidated Buildings in Need of Restoration
- Existing Buildings in Need of Major Repair
- Campground Historic District
- Commercial Revitalization Area
- Old Dauphin Way Historic District
- Leinkauf Historic District
- Oakleigh Garden Historic District
- Proposed Commercial Corridor Overlay Outside the Historic Districts
- Proposed Commercial Corridor Overlay within the Historic Districts
- Proposed Medical Corridor

2.6 Downtown Core and Riverfront

2.6.1 Overview

The first area of Initiatives focuses on the "Downtown Core & Riverfront" zone (Exhibits 2-3 & 2-4), generally defined by the properties within and surrounding the Hank Aaron Loop along Water Street, Beauregard Street, Broad Street, Canal Street as well as the west bank properties along the Mobile Riverfront between the Mobile Cruise Terminal and the GM&O Building to the north. A large portion of the Downtown area falls within one of three recognized Historic Districts: the DeTonti Square Historic District, the Lower Dauphin Historic District, and the Church Street East Historic District. Prior efforts for the Downtown area focused primarily on the areas in and around these historic districts, the Business Improvement District and the riverfront. The New Plan for Mobile takes a different approach in that it highlights development initiatives spread equally across the Downtown and suggests specific public and private development concepts for every opportunity site found during field reconnaissance. Special emphasis was also placed on areas that had never received planning attention such as the northwestern section of the Central Business District.

A set of sixteen (16) recommended initiatives for the Downtown Core and Riverfront have been developed. Of these, four (4) are identified as priority initiatives:

- 1) Mobile Riverfront Loop & Dauphin Landing,
- 2) Ft. Condé Village Expansion & I-10 Interchange Reconfiguration,
- 3) Dauphin Street, St. Francis Street Retail – Arts & Entertainment District, and
- 4) Spanish Plaza Mixed-use Event and Entertainment Village.

Alternatives have been prepared for five (5) of the initiatives to allow for future flexibility:

- 1) an alternative Skyline District Development Concept,
- 2) the alternative Riverfront Development Concept,

EXHIBIT 2-3: Downtown Core and Riverfront Development Plan View



- 3) an alternative MLK Avenue Neighborhood Concept,
- 4) an alternative Civic Center Concept, and
- 5) an alternative Ft. Condé Development Concept.

All priority initiatives and selected secondary initiatives are complemented by an implementation matrix.

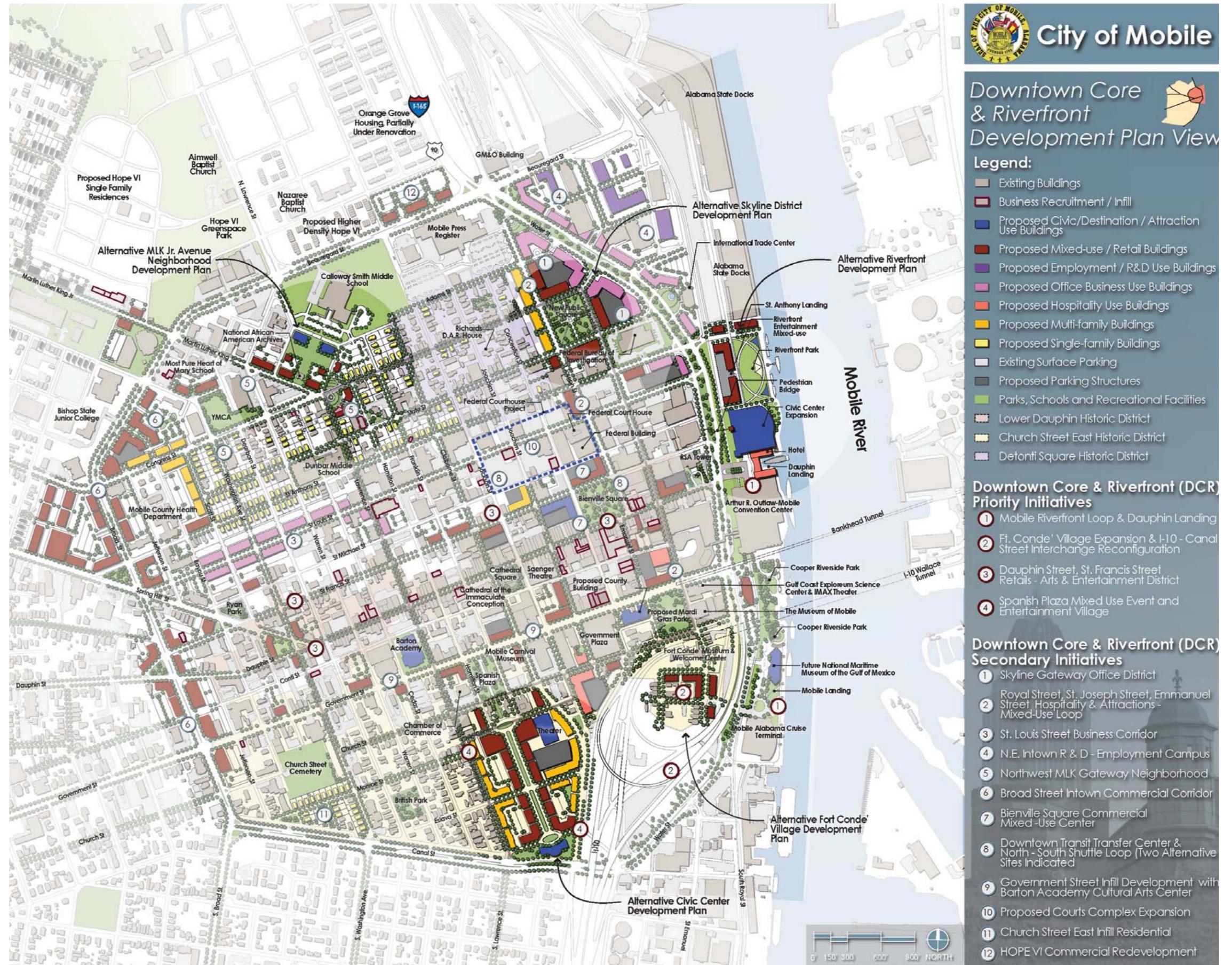


EXHIBIT 2-4:
Downtown Core and Riverfront
Alternative Development Plan View



Mobile Riverfront Loop and Dauphin Landing Illustration



Maritime Center Anchor Attraction | Shade pavilions & jewel box retail | Convention hotel & North Halls rotunda



Mobile Riverfront Loop and Dauphin Landing Plan View



Support Cooper Park Entertainment Venue | Waterside Shop and Tour Boat Landing | Riverfront information tickets and vending



'Dauphin Landing' Slip Development | Elevated Mixed-use Waterside Development | 'Dauphin Landing' Performance Venue

2.6.2 Downtown Core & Riverfront (DCR) Priority Initiatives

DCR Priority Initiative 1: Mobile Riverfront Loop and Dauphin Landing - Preferred & Alternative Development

This Initiative proposes completing the existing waterfront riverwalk by constructing a small craft marina / boat landing on the northern side of the Convention Center at the terminus of Dauphin Street (to be called "Dauphin landing") and improving the promenade along the riverside of the Convention Center which connects with Cooper Riverside park and the Mobile Landing development. This Initiative also proposes linking this northern end of the riverwalk promenade to an expanded Downtown Arts & Entertainment District. The expanded District will stretch from the existing Lower Dauphin Street and Conti Street areas to include a newly rediscovered St. Francis Street / St. Michael Street commercial corridor. Together these streets will work to create an Arts & Entertainment / Shopping District loop extending from the riverfront to Broad Street.

Given that the Retail, Arts & Entertainment experience is primarily located on Lower Dauphin

Street, there is an opportunity to extend the district one or two blocks north to include the St. Francis and St. Michael Street corridors much in the same way that Dauphin and Conti Street work together. These areas are generally occupied by social service providers, service industries and many surface parking lots that detract from the Downtown visitor experience as perceived barriers or unsafe areas to venture into. For the lower Dauphin Street District to continue to gain momentum as a sustainable commercial district, the surrounding streets must also be put to their highest and best use for commercial, residential, or a mix of uses that suggests a vibrant, active, healthy and safe environment to explore. Under current conditions this is not the case, with portions of Dauphin Street also waiting for property owners to improve their buildings and fill vacancies with productive tenants. Until these items are addressed the Retail, Arts & Entertainment district is not a completed initiative.

The existing waterfront riverwalk loop could be completed by constructing a waterfront promenade and boat landing at the north side of the Convention Center and linking it with an expanded Downtown Arts & Entertainment District, stretching from the existing Lower Dauphin and Conti Street areas to include a newly rediscovered St.

Francis Street/St. Michael Street commercial corridor. Together these streets would work to create an Arts & Entertainment/Shopping District loop extending from Royal Street to Broad Street.

This Initiative can be done in Phases. The Phase 1 limits for the Dauphin Landing project would include the area on the north side of the Convention Center bounded by Water Street, the Mobile River and the Alabama State Docks to the north. This area is currently used for parking and service access to the Convention Center and the waterfront portion contains a small inlet/slip that would have to be redefined and constructed as part of the Dauphin Landing development.

The Phase 2 limits for the larger waterfront development vision involving the Alabama State Docks properties would include the north waterfront area generally defined by the Mobile River, Dauphin Street extended to the river, St. Anthony Street extended to the river and the CSX Railway right-of-way to the west. This site is not currently available for waterfront development as it is under current use for a container-loading facility. However, it could become available if a site of equal value, use and ease of operation could be accommodated within the larger Mobile working waterfront.

Key Program Elements and Alternatives

The preferred waterfront development for Dauphin Landing is envisioned as a smaller, interim step to creating a north riverfront destination that will link the Dauphin Street experience with the riverfront experience, allowing patrons to loop through the Downtown and waterfront via Dauphin Street, the Riverfront, Ft. Condé Village and Church Street or Royal Street back to Dauphin Street. Dauphin Landing would be a public landing for visiting vessels and a base for waterfront activities and tours as visitation and demand grows in the future. This project should include the following key elements:

- Phase 1 Waterfront Hotel/mixed-use development anchoring the north end of the Convention Center.
- Reconstruction of the Dauphin Street Convention Center entry into a formalized pedestrian plaza that can also accommodate vehicle and service truck use.
- Extension of the Mobile Riverfront Promenade to link with the Water Street and Dauphin Street crossing.
- Bulk-headed boat landing/slip to accommodate a significant historic museum ship as a tourist destination and satellite of the U.S.S. Alabama tourist attraction.

- The addition of water taxis, dinner cruise boats, visiting ships, transient boats, etc. along the Convention Center promenade to help animate the riverfront experience.

The Alternative Development Concept prepared for the waterfront from Dauphin Street to St. Anthony Street proposes a larger redevelopment opportunity for the North Riverfront after future negotiation and relocation of the Alabama State Docks Facilities to a site near the new container port facility on the south riverfront. The north riverfront initiative is a recommendation that originated in the early 1990s prior to the development of the Cooper Riverside Park. However, it continues to have public support as it is seen as the one remaining opportunity for extending the Central Business District to the river and carving out a world-class waterfront facility surrounded by a working waterfront that compares with other working waterfront cities like Boston, Portland, Savannah, etc. This project is envisioned to include, but not be limited to, the following important elements:

- Phase 2 Expanded Waterfront Hotel/mixed-use development anchoring the north end of the Convention Center and framing the portal to Dauphin Landing.
- Future expansion of the Arthur R. Outlaw Mobile Convention Center to a separate but linked North Hall connected through the proposed hotel to the existing Convention Center. The North Hall should also be linked with the RSA Tower or the Tower's parking garage through an additional pedestrian bridge over Water Street Boulevard.

- A new 4-5 acre riverfront park offering space for large festivals and outdoor entertainment venues as well as transient dockage for small and large visiting vessels.
- An additional half-mile of pedestrian promenade and walkway linkages connecting the proposed In Town Business Park (north) and central Business District (west) with the riverfront.
- Redevelopment of the northern and western edges of the State Docks site for multi-level, mixed-use development overlooking North End Riverfront Park.

To execute the short-term Phase 1 preferred development concept for Dauphin Landing would require the Mobile Downtown Redevelopment Partnership and the Mobile Convention and Visitors Bureau prepare a Request for Developer Interest inviting local, regional and national hotel/mixed-use developers to submit qualifications for redevelopment of the predetermined private portion of the waterfront site. Developers would be short-listed based on their qualifications and invited to submit proposals and site concepts for further consideration and selection. The new Dauphin Landing park and plaza, streetscape and infrastructure improvements associated with the project would be negotiated through a public-private partnership between the City and the selected developer. Portions, such as the boat landing and promenade, may be facilitated through the City's CIP process or Potential 2010 Transportation Efficiency Act funding if tied to waterfront transportation as a boat & water taxi

landing and possible trailhead for a proposed waterfront bikeway trail.

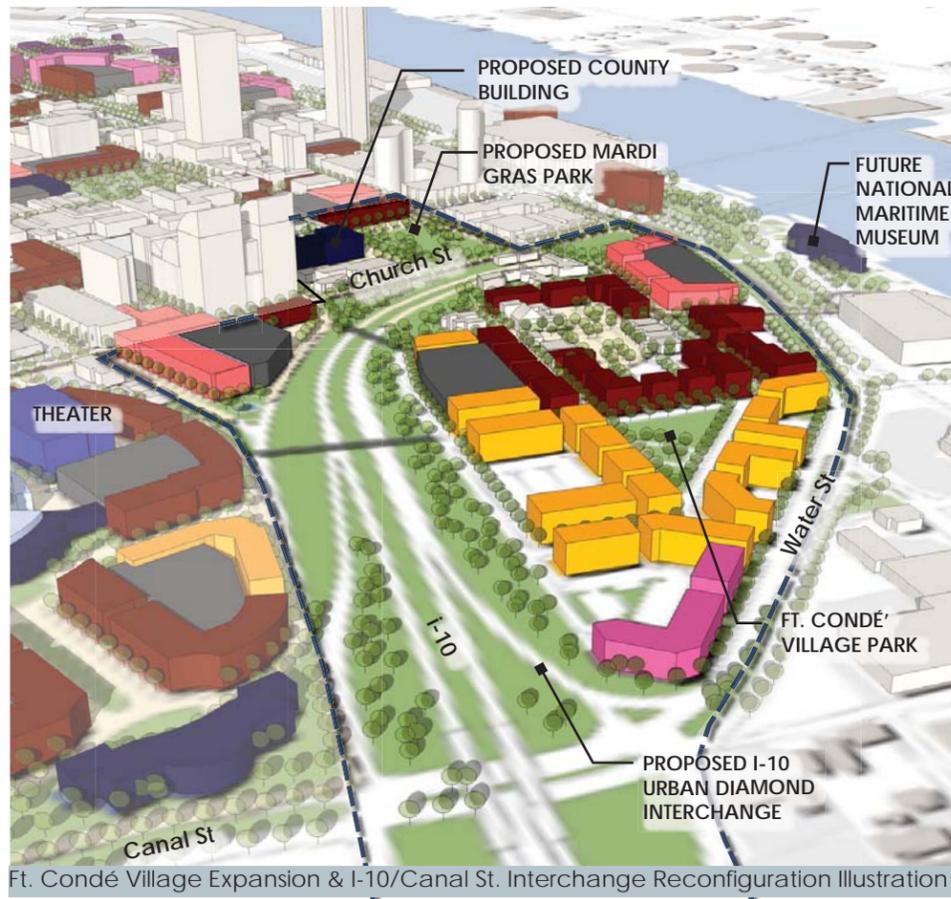
Under the longer term Phase 2 alternative development concept for the North Riverfront, the City, Downtown Mobile Alliance and local Alabama State Docks Leadership would first work to draft a Memorandum of Understanding agreement facilitating the conveyance of the Alabama State Docks property (from Dauphin Street to St. Anthony Street or some portion thereof) to the City of Mobile in exchange for a waterfront relocation site near the new cargo terminal. Secured by the City and conveyed to the Alabama State Docks, the City could then develop the entire site into a short-term park area with specific sites designated for future hotel development/expansion, Convention Center expansion, private mixed-use development and a northern riverfront park/entertainment facility.

The City and Mobile Downtown Redevelopment Partnership would also work with the Alabama State Docks to prepare a Request for Development interest inviting local, regional and national developers to submit qualifications for redevelopment of the predetermined private portions of the waterfront site. Developers would be short-listed based on their qualifications and invited to submit proposals and site concepts for further consideration and selection. The streetscape and infrastructure improvements associated with the frontage of the proposed properties would be negotiated through a public-private partnership between the City and the selected developer. All other new streetscape, park, plaza and utility infrastructure should be facilitated through the City's

CIP process to coincide with both the public and private infill development as it occurs.

Transportation improvements within this area consist of following through with the City's one-way to two-way street conversions. St. Francis Street has the potential to be a two-way street with additional on-street parking that would be desirable for new development. The addition of an east-west bicycle path and additional transit routes from the CBD into the Midtown area and the MLK Avenue corridor would provide additional modes of access to the Dauphin Landing developments.

DCR Priority Initiative 1 - Implementation Matrix Downtown Core & Riverfront		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES							
Goal:	To enhance linkages through the CBD, with emphasis on designating greenway trails, bikeway routes & greater access to the Mobile waterfront.						
	<i>Create a riverfront walkway loop and a boat landing at the end of Dauphin Street that will expand and invite public access and activity along Mobile's Riverfront from Dauphin Street to Mobile Landing and the Mobile Cruise Terminal</i>						
Action 1:	Create a boat landing for water taxi and or visiting ships and an enhanced riverfront plaza gateway entrance at the foot of Dauphin Street to finish the riverfront promenade around the Mobile Convention Center.	P&R,PW		X			E
Action 2:	Design and build a convention hotel or mixed-use destination on the north side of the existing Mobile Convention Center.	CVB,CC	D		X		F
Action 3:	Encourage additional residential/mixed-use development adjacent to Cooper Riverside Park on the site of the old CSX rail terminal.	MDRP	DMA,D		X		F
Action 4:	Create a walkway loop that connects the Convention Center with the proposed hotel and the Dauphin Landing to the north with the future national maritime museum to the south.	CC,PW		X			D



Ft. Condé Village Expansion & I-10/Canal St. Interchange Reconfiguration Illustration



Ft. Condé Village Expansion Illustrative Sketch



Alternative Development Plan View



Ft. Condé Restaurant and Retail



Sensitive Scaled Infill Development

DCR Priority Initiative 2: Ft. Condé Village Expansion and I-10/Canal Street Interchange Reconfiguration - Preferred & Alternative Development

Fort Condé Village has struggled to retain its identity and value as a historic neighborhood district and visitor destination in Mobile since the development of the Interstate 10 and Wallace Tunnel Interchange ramps. This transportation project removed a large portion of the historic building stock and created a small, isolated setting within an auto-dominated highway facility that has never really been rediscovered to its full potential. The area has benefited from gradual restoration and re-use of the structures over the past 20 years, primarily for downtown office commercial use, and is now home to a Village Inn project currently underway. Unfortunately, with the area's improvements there have also been some setbacks. The area lost its one restaurant, Roussos, and the public streetscape and parking infrastructure is in need of improvement from deferred maintenance and lack of ADA accessibility compliance. Overall, Ft. Condé Village continues to struggle with its purpose, identity and attention for both public and private reinvestment.

The EDSA Team recommends an expansion of the Ft. Condé Village beyond the limited number of uses and activities that can occur within the current property footprint. In the future, this area could be redeveloped as a living, working and tourist destination district linking the south waterfront with the Central Business District and surrounding Church Street East and Down the Bay neighborhoods.

The preferred long-range development concept for Ft. Condé Village is envisioned to expand to the south, encompassing the area bounded by South Water Street, Canal Street and the Interstate 10 Highway, essentially taking back the area occupied by the I-10/Wallace Tunnel ramps for urban development. The net result is a multi-phased, mixed-use Ft. Condé Village District that nearly triples the size, offerings and potential tax base of the current village.

Short-Term Actions

There are a number of downtown core and riverfront development options that can be implemented to reinforce Ft. Condé's offerings, allowing planning and negotiations to continue toward achieving the larger vision. They include:

- Completion of Mardi-Gras Park and the new Mobile County Administration Building to create a better gateway and linkage from the Downtown Core to Fort Condé Village and back.
- Structural changes within the current village streetscape to provide ADA accessibility and greater pedestrian safety in the district.
- Infill architecture that is sensitive to the scale and character of the existing historical building fabric within Ft. Condé Village.
- Redevelopment of the Royal Street Surface Parking Lots for 3 to 4 story mixed-use gateway development north and south of Monroe Street.
- Demolition and redevelopment of the old Roussos Restaurant site for 3 to 4 story mixed-use development along Royal Street.
- Redesign and incorporation of the existing power substation along Royal Street into the architectural redevelopment of the Roussos site.
- Construction of an integrated public/private parking structure with redevelopment of the City parking lot along Royal Street (south of the Wallace Tunnel).

Under the shorter term Phase 1 alternative development concept, the City and Mobile Downtown Redevelopment Partnership would work

with the Roussos' restaurant property owner to prepare a joint Request For Development Interest inviting local, regional and national developers to submit qualifications for redevelopment of the Roussos' restaurant, Substation and Royal Street parking lot sites. Developers would be short-listed based on their qualifications and invited to submit proposals and site concepts for further consideration and selection. The streetscape and infrastructure improvements associated with the frontage of the proposed properties would be negotiated through a public-private partnership between the City and the selected developer. All other streetscape elements and utility infrastructure needing repair from deferred maintenance should be facilitated through the City's Capital Improvement Program (CIP) process to coincide with infill development as it occurs.

Long-Term Actions

The preferred complete development concept for Ft. Condé Village recommends that the Water Street/I-10 Interchange be relocated and combined with the Canal Street interchange to the south as a new urban diamond interchange. This initiative would require the existing Water Street Interchange ramps to be removed and Water Street extended to include a pedestrian-friendly boulevard. The result

would be a significant gain in repurposed land which would facilitate the development of the following important elements:

- Additional public and private parks, plazas and streetscapes that encourage pedestrian connectivity between the waterfront and the Central Business District.
- Removal of stub streets and suburban style cul-de-sacs in favor of an interconnected and extended street grid that is both vehicle and pedestrian-friendly.
- Gateway office/mixed-use development at the new Water Street/Canal Street Interchange.
- Residential apartment and condominium living surrounding a new Ft. Condé Village park.
- Expanded office, mixed-use and hospitality/inn uses surrounding the existing Ft. Condé Village buildings.
- A combination of new surface parking and structured parking along the less desirable Interstate 10 frontage to serve the Village's expansion. Ultimately, the amount and mix of

surface and structured parking will have to be commensurate with the proposed development pattern and density suggested in the Plan View.

The longer term, preferred development concept requires the City of Mobile to initiate planning and negotiations with the Alabama Department of Transportation (ALDOT) and Federal Highway Administration (FHWA) regarding the potential for vacating, removing and co-locating the Water Street Interchange with Canal Street. The first step required to initiate this project is to have it placed on the Transportation Improvement Plan list with the Metropolitan Planning Organization. This can be done by the Mayor of Mobile who is on the MPO Board. After becoming a project, an Interchange Justification Report will have to be performed for the FHWA to determine the impact of the changes on I-10. Should the interchange improvements prove to be viable, funding authorization will be required. It is recommended that local governments seek federal 80/20 matching funds for the project. The 20% match could be provided by the ALDOT or the

City of Mobile. ALDOT would also need to deed the existing R.O.W. that will not be required for the new interchange to the City of Mobile.

Over the next 12 months, significant progress can be made with local engineers, transportation consultants and design professionals working with the City's appointed Ft. Condé Village Implementation Sub-committee to prepare more refined site plans, transportation plans and cost estimates suitable for State and Federal funding request submissions.

Note: *Although the New Plan for Mobile has not rendered an opinion on the proposed Mobile Bridge Crossing being considered, the Plan does recognize and suggest that the preferred vision for Ft. Condé Village could be implemented as a favorable mitigation measure for the Mobile Bridge Crossing among the City of Mobile, the Mobile Community and State and Federal Transportation Authorities.*

DCR Priority Initiative 3: Dauphin Street / St. Francis Street Retail, Arts & Entertainment District

The Lower Dauphin Street Arts & Entertainment District continues to grow in offerings and developer/business interest each year of its existence. Over the past 15 years, the LoDa District has grown from a few blocks near Bienville Square to now include the entire length of Dauphin Street in the Downtown Core and a significant portion of Conti Street as well. The focus on these two corridors and related side streets has helped keep projects and funding from being diluted over too large an area. The District should now be extended one block north to include all of St. Francis Street from Royal Street to Father Ryan Park and Bayou Street. The primary purpose for this will be to create a larger Arts & Entertainment District, with its associated walking loop, that will help transform the underutilized areas northwest of Bienville and Cathedral Squares.

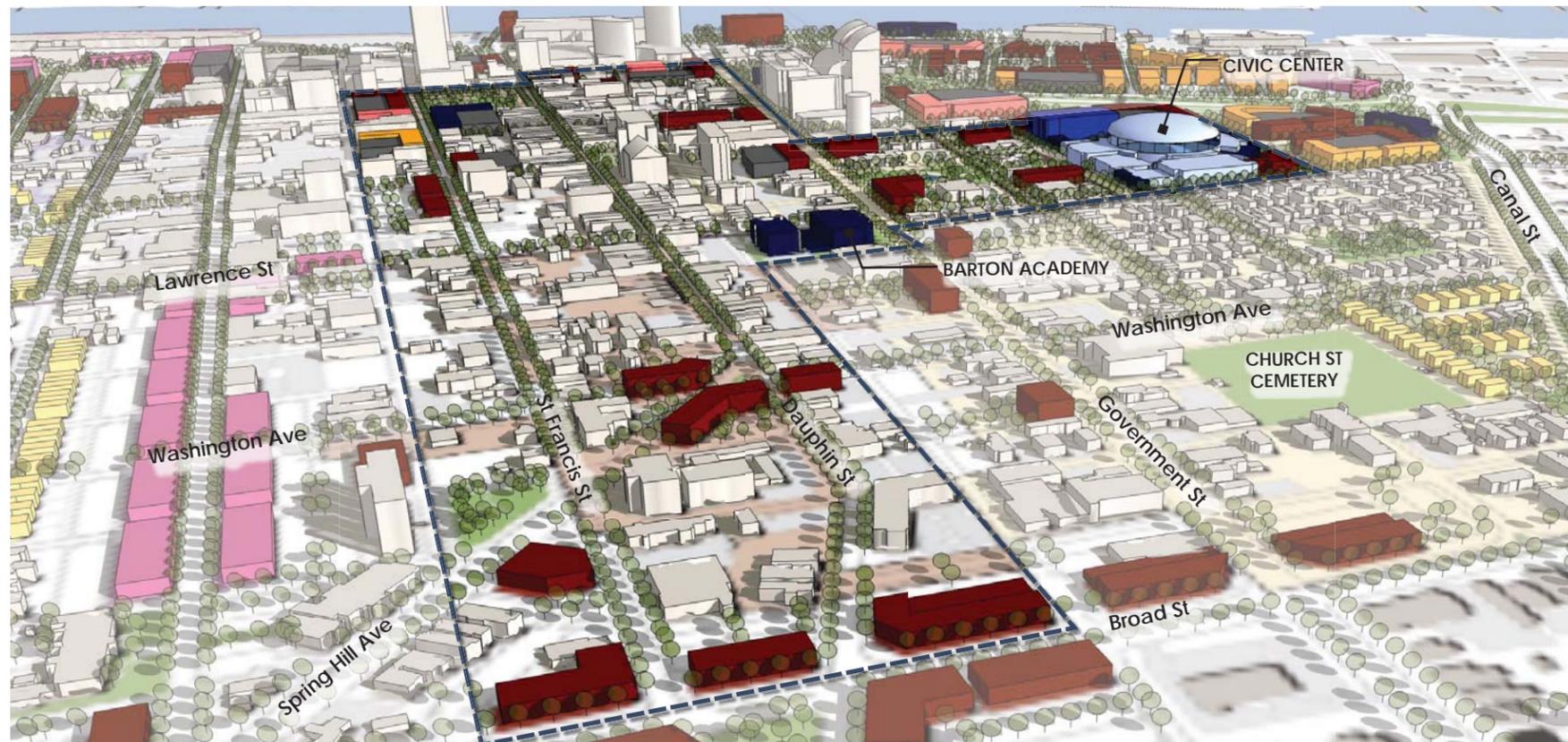
The Dauphin Street/St. Francis Street Retail, Arts & Entertainment District is envisioned to include the buildings and parcels within the area bounded by St. Michael Street to the north, Bayou Street to the west, the Conti Street frontage to the south and all Royal Street frontage to the east.

The primary focus of the district initiatives will be targeted toward vacant or underutilized structures that remain along the Dauphin Street and Conti Street corridors, as well as all related side streets and an expanded focus on the many vacant, underutilized sites along the St. Francis Corridor and connecting side street blocks.

The Dauphin Street and Conti Street properties may be considered "first-tier" properties with commensurate rent structures. St. Francis Street will provide a "second tier" of properties that may allow additional entry-level artisans, retailers and first-time homebuyers the opportunity to gain access to the Central Business District marketplace, while enjoying the benefits of being within a managed district. This expanded district initiative is envisioned to include, but not be limited to, the following elements:

- A new facility to be built to the northwest on St Francis Street near the Mobile Health Department and the YMCA facilities to be used for co-location of Downtown Social Service Facilities.
- Revitalized and uniform surfacing, parking striping, and drainage improvements for all streets within the proposed expanded Retail, Arts & Entertainment District.

DCR Priority Initiative 2 - Implementation Matrix		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
Downtown Core & Riverfront							
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES							
Goal: To Continue to Expand and Refresh the Fort Condé "Visitor Area" with new destinations and attractions.							
Goal: To establish recognizable Downtown districts through the use of gateways, signage, streetscape and open space improvements.							
Goal: To restore and enhance key neighborhood linkages with signage, walkways, bikeways, lighting and tree canopy.							
<i>To Provide for the Fort Condé Village Revitalization and Expansion Which Will Link Fort Condé with the Riverfront.</i>							
Action 1:	Conduct a feasibility study, design and construct an urban diamond interchange on Water and Canal Streets in the place of the existing I-10 ramps.	PW/ALDOT				X	C/F
Action 2:	Sensitively infill the extended Fort Condé Village area and the existing vacant sites with mixed-use and residential buildings. Phase 1 development would include the Russo's Restaurant site and the public parking lots along Royal Street.	MDRP	FC,D			X	G
Action 3:	Create a Fort Condé urban park with associated street and walkway extensions to connect the Fort Condé development with Mobile Landing and the Civic Center redevelopment.	P&R,PW			X		E
Action 4:	Provide for parking decks to accommodate for the additional development parking needs.	PA,MDRP	D			X	F
TRANSPORTATION/TRANSIT/INFRASTRUCTURE INITIATIVES							
Goal 6: To improve road connectivity between downtown neighborhoods							
Action 1:	Continue planned improvements to the Broad Street corridor.	PW/ALDOT				X	E
Action 2:	Implement plan for diamond interchange for I-10 west of the Wallace Tunnel.	ALDOT				X	F
Action 3:	Develop Michigan Avenue and Ann Street to create north-south connection to surrounding neighborhoods.	PW				X	F
Action 4:	Construct roundabouts to alleviate confusion from angled streets and confusing intersections.	PW			X		E
Action 5:	Implement walkway and/or bikeway improvements along key north-south and east-west streets (as indicated in the master plan) linking parks, schools, churches and key commercial destinations.	PW			X	X	E
Action 6:	Implement bold pedestrian crossings along Government Street and Spring Hill Avenue in areas of highest pedestrian activity as indicated in the Midtown West Public Realm Framework Plan.	PW			X		D
Action 7:	Develop new site development guidelines which encourage pedestrian friendly and bike friendly linkages and facilities to be included as part of the required site development amenity package.	PW		X			A



Dauphin Street/St. Francis Street Retail, Arts & Entertainment District Illustration



Entertainment District structured Parking



Broad Street commercial development



LoDa - St Francis St. 'Retail Loop' Infill

- Provide for ADA accessibility and greater pedestrian safety in the streetscape.
- Repair the Dauphin Street streetscape and related side-street streetscapes that were developed in the mid-1990s. These are in a great need of maintenance including paver repair, mortar repair, furniture repair and painting.
- Expand the Downtown Business Improvement District to include all properties and businesses within the Retail, Arts & Entertainment District.

DCR Priority Initiative 3 - Implementation Matrix

Downtown Core & Riverfront

URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES

Goal: To focus on improving deferred maintenance items for public streetscapes, lighting, parks, and facilities.

To expand the Downtown Arts and Entertainment District by Reinforcing and Expanding the Existing Visual Arts, Performing Arts and Entertainment Activities along the Dauphin Street corridor to include the St. Francis Street corridor and connecting side streets

Action 1: Establish a maintenance and operations funding source and program to address public realm deferred maintenance on streetscapes, parks and plaza paving, landscape, lighting and site furnishing repairs and replacement. i.e. Dauphin streetscape paving issues.

Action 2: Following the Dauphin Streetscape standards, design and implement streetscape improvements along Francis Street and key connecting side streets with Dauphin Street as indicated in the Master Plan mapping for the Downtown core.

ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION

Goal: To define the LoDa Arts & Entertainment District and create a unique identity for Downtown focused on the region's music, food, artists, and cultural heritage.

Goal: To Consider Expansion of Boundaries of the LoDa Arts & Entertainment District.

Action 1: Formally Adopt Façade Design Guidelines, Business Incentives, and a Market Strategy for LoDa District Buildings.

Action 2: Establish Incentives to Attract Specialty Retailers, Restaurants, and A&E Businesses to the LoDa District.

Action 3: Examine Feasibility of Converting the Barton Academy into the Alabama Institute of Culinary Arts or Alabama School for the Performing Arts

Action 4: Create Uptown Market Place & Outdoor Public Venue at the New Mardi Gras Park.

Action 5: Create Artists Loft Residential District Between St. Anthony and Government Streets

Action 6: Create a Weekend Public Concerts Series in Cooperation with Downtown Churches (e.g., classical, jazz ensemble, etc.).

Action 7: Expand the Fort Conde' Museum Site once the New Highway Interchange is Constructed.

Action 8: Convert Civic Center Site into a Mixed-Use Family Entertainment and Retail Themed Destination.

Goal: To reposition the Dauphin Street's business mix to provide a more exciting dining, entertainment, and shopping destination for

Goal: To increase the number and diversity of annual events at the Mobile Arthur Outlaw Convention Center.

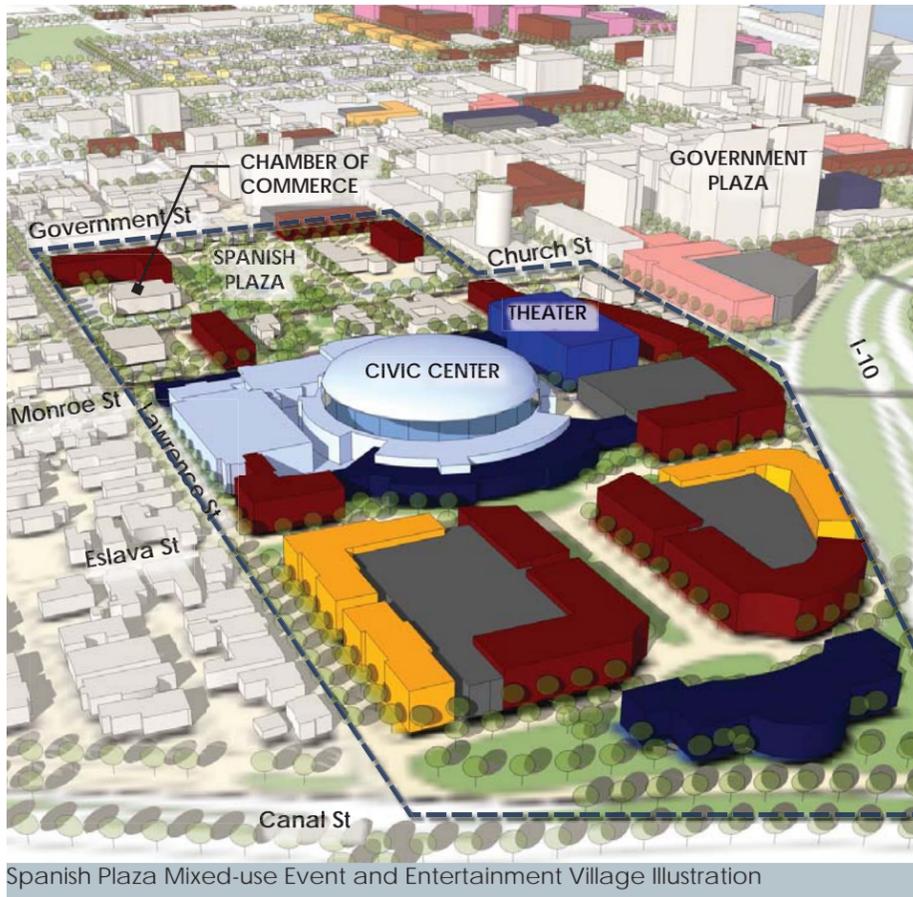
Action 1: Formalize the boundaries of the LoDa Arts District and provide a program of incentives and design guidelines to attract targeted businesses (e.g., art galleries, restaurants, cafes, specialty retailers, entertainment businesses, etc.).

Action 2: Work with Dauphin Street property owners to cluster complementary businesses in the corridor.

Action 3: Create a Weekend Public Concerts Series in Cooperation with Downtown Churches (e.g., classical, jazz ensemble,

Action 4: Create Uptown Market Place & Outdoor Public Venue at the New Mardi Gras Park.

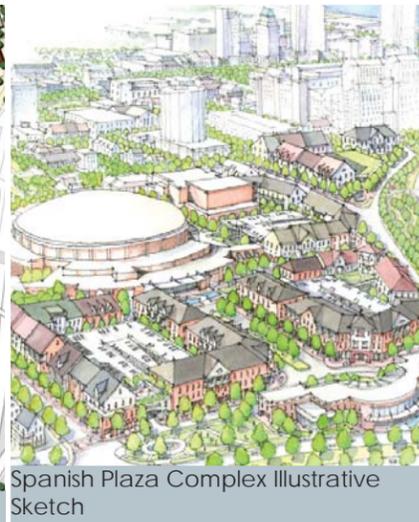
	Implementation Lead		Implementation Timing			Estimated
	Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
	P&R,PW			X		C
	PW				X	F
		DMA	X			A
		DMA	X			C
	PSS,HMP	DMA		X		F
	CC		X			C
		DMA	X			A
		DMA,MAC,CH		X		A
	CC	MDRP,D			X	F
	OM,CC,MDRP	MDRP,D		X		F
		DMA,BO,PO	X			A
		DMA,BO,PO	X			A
		DMA,BO		X		A
	OM,CC,MDRP			X		G



Spanish Plaza Mixed-use Event and Entertainment Village Illustration



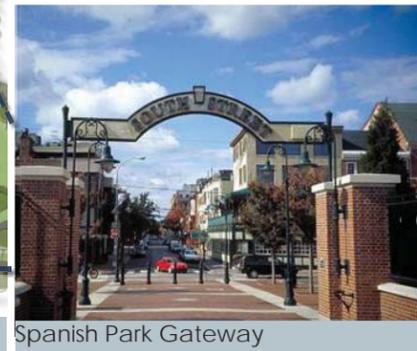
Alternative Development Plan View



Spanish Plaza Complex Illustrative Sketch



Alternative Development Plan Illustrative Sketch



Spanish Park Gateway



Civic Center as a District Focal Point



New South Side Civic Center Entrance

DCR Priority Initiative 4: Spanish Plaza Mixed-use Event and Entertainment Village - Preferred & Alternative Development

One of the greatest areas of potential change in the Downtown Core and Riverfront involves the future improvement and use of the Mobile Civic Center and Theater buildings and south side surface parking site.

It is recommended that any redevelopment for this site by the City include a higher density, mixed-use, development plan.

Given the site's excellent interstate highway access and visibility, any number of commercial and entertainment uses could occur here. An urban destination or entertainment development might be feasible in the future, given the lack of such a development in Mobile County. Urban destination districts involve a blending of entertainment, retail, office, hotel and residential uses in an exciting new development. In many cities across the U.S., civic centers and arenas are becoming the focal point of themed mixed-use sports districts with integrated structured parking, rather than continuing

the premise of isolating the facility with acres of underutilized surface parking.

The Civic Center is considered to be a valuable attraction, destination and multi-use facility for Mobile's Central Business District. It serves a key role in the Downtown as a multi-purpose space with its large flexible, flat floor space in the Center and Expo Halls. Its 1,900 seat theater space cannot be matched anywhere along the gulf coast, in Mobile, or at the Arthur R. Outlaw Mobile Convention Center, due to the size of its stage, its elevated floor plan and extensive service access. The facility is currently under private management for event booking. It is principally used for a variety of small- to medium-sized events including arena performances, trade shows, concerts and sporting events. The Civic Center services a few large events, especially during Mardi Gras, where the Civic Center becomes the focal point and staging ground for many large Mardi Gras activities stretching over the 30-day holiday celebration. While the current facility may not provide the highest and best use of this important site, if the property were redeveloped the community's demand for larger performance and function space will not disappear. It is the

consultant's general opinion that regionally, the population is sufficient to support one civic center complex of this type.

Commensurate with a recent feasibility study showing how the facility could best be reworked to continue operating in the short-term and possibly longer term, two redevelopment concepts for this site are provided in this report. One with, and one without, the inclusion of the entire Civic Center in future redevelopment efforts.

Key elements of any redevelopment for the Civic Center site:

- **Include High Density Residential** – The integration of apartment and condominium living in the Downtown will address a market gap that currently exists. Condominium development in the downtown Mobile area has increased in recent years, but it is happening on a small scale. Apartments built for middle income and higher income residents are not being created in significant numbers. The Civic Center property is large enough to accommodate multiple development configurations including stand-alone residential buildings or residential over commercial development.

- **Provide an "Urban Destination" Development** – Urban Destination Entertainment Districts are being developed across the United States with a wide variety of uses. Typically, such developments integrate residential with retail, office, hotel, restaurant and entertainment uses. It is important to clearly define the entertainment uses that might take place at the redeveloped site versus what occurs elsewhere in the Downtown and on Dauphin Street. Entertainment uses might include a movie theater, bowling alley, night clubs, hotels, single or multi-stage music venues – enclosed or open-air, and other exciting uses.

The **first development concept** in this Initiative envisions that the Civic Center be retained and renovated per the feasibility study. Rather than continue as a freestanding facility, it will become the focal point of a future mixed-use event and entertainment district extending from Canal Street to Government Street, and from Lawrence Street to Joachim Street. This first development concept illustrates the following key points:

- The existing Civic Center facilities will be renovated and the facility will be double fronted by adding a new contemporary entrance on the south side (Shown in dark blue on the illustration above). This will provide patron access from the parking structures provided to the east and south (shown in dark grey on illustration).
- Realign and reconfigure Claiborne, Jackson and Joachim Streets to accommodate two-way traffic around the Civic Center.
- Extend Eslava Street to the east to indirectly connect with Claiborne Street.
- Extend the service road along Canal Street east to link with Claiborne Street.
- Create a new visitor destination complex that is linked to the Civic Center with a new "mixed-use main street boulevard" lined with shops, restaurants and upper floor residential or hotel rooms.
- Create a new mixed-use development (shown in red in the illustration) which will be programmed around the perimeter of the Civic Center site and down the new Main Street Boulevard.
- Design of new multi-family, owner-occupied condominiums and lofts will be programmed along the St. Lawrence, Eslava and Claiborne

- Street frontages to appropriately respond to existing Church Street East residences.
- Expand the Admiral Semmes Hotel with a second tower at the corner of Joachim and Church Streets (This is shown in orange on the illustration).
- The Holiday Inn Express Hotel may be renovated or replaced with a high-quality hotel (in orange) with integrated structured parking (in dark gray), overlooking the Spanish Plaza area and the expanded Ft. Condé Village.

Although the exterior architectural design of the Civic Center makes it an arguably positive contribution to the City’s heritage and urban fabric, the facility is outdated in its overall appearance, functional layout and lack of technological facilities. A recently conducted feasibility study for improvement of the Civic Center facility, prior to this plan, and it was concluded that \$40,000,000 in improvements would have to be funded for the Civic Center to be fully functional and marketable in the region as a “state-of-the-art” event and conferencing facility. Given the facility’s age and condition, this investment may be better spent building an entirely new arena or civic center complex in an alternate downtown location and offering the existing site up for new public/private mixed-use development that would incorporate the existing Civic Center Theater.

A **second, alternative development concept** for the existing Civic Center site assumes that a new facility would be built at another equally accessible location Downtown (Note: specific sites for a new Civic Center were not identified within this planning effort.) Specific elements of alternative concept are:

- Demolish the Civic Center Arena and Expo Hall buildings.
- Retain the Theater building.
- Extend the mixed-use “main street” boulevard described in the first development concept further to the north. This new “Spanish Plaza Boulevard” and its associated mixed-use development will encompass the land area of Civic Center Arena and Expo Hall buildings.
- Construct two large buildings as “anchor tenants” to frame the corners of the new Spanish Plaza Boulevard and Civic Center Drive.
- Shared surface parking will be provided for residential use.
- A centralized parking structure will be located behind the Theater building for retail-mixed use patron parking.

Ultimately, the decision of whether the Civic Center site is redeveloped in whole or in part lies with the City Administration and their view of what is best for Mobile’s future. Allowing things to remain as they are with the Civic Center is not a sustainable option. The City should certainly work to secure a public/private partnership with a developer to deliver an economically viable development which retains the full Civic Center complex in its program. If this does not prove feasible, the site development will follow some derivation of the second, alternative development concept.

As of the writing of this report, the current economic conditions are not conducive to large-

scale commercial developments. The effects of current economic limitations will likely forestall any commercial redevelopment of the Civic Center property in the near term. This does not stop the City from pursuing development inquiries.

Attracting a private development partner may require the City to become a partner in the project. This may require the City, through its newly formed Mobile Downtown Redevelopment Partnership, to provide financial and other incentives to make the project feasible. Moving ahead with the demolition of the Civic Center Arena and Expo Hall, and preparing the site for redevelopment may be one way to improve the chances of finding a suitable development partner.

The search for a developer, or development partner, should focus on firms with extensive urban, mixed-use experience. This search may involve preliminary identification of firms with both the desired level of interest and qualification by soliciting a formal Request For Interest (RFI). Further refinement of interested responders can be accomplished through the release of a formal Request For Proposals (RFP). A preferred development program may be established prior to releasing these Requests, providing potential developers with focused information on which to provide realistic responses. Preparation of such a preferred program may be managed through the Mobile Downtown Redevelopment Partnership, in conference with community stakeholders and City administration.

DCR Priority Initiative 4 - Implementation Matrix Downtown Core & Riverfront		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To redevelop the current Civic Center site to create a new, exciting mixed-use attraction downtown that incorporates residential, commercial, office, and urban entertainment uses.						
	<i>To Establish a Downtown Mixed-Use Entertainment Village around the Spanish Plaza and the Mobile Civic Center Complex</i>						
Action 1:	Create infill mixed-use and medium-density residential development on the open sites around the Spanish Plaza and the surface parking areas surrounding the Mobile Civic Center.	MDRP	D		X		G
Action 2:	Solicit development interest from experienced mixed-use developers to create an urban entertainment district.	MDRP	D	X			B
Action 3:	Create a TIF district to partially fund public infrastructure in support of a large mixed use project.	OM,CC,MDRP	PO	X			A
Action 4:	Examine the potential to incorporate the current theater into a new redevelopment plan.	MDRP		X			A
Action 5:	Examine the need and feasibility to developing a new civic center in the downtown.	OM,CC,MDRP		X			B



Skyline Gateway Office District Illustration



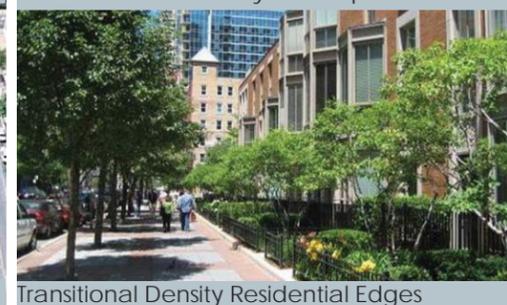
Alternative Development Plan



Water Street Gateway Development



Potential Post Office Square Park alternative



Transitional Density Residential Edges

2.6.3 Downtown Core & Riverfront (DCR) Secondary Initiatives

DCR Secondary Initiative 1: Skyline Gateway Office District - Preferred & Alternative Development Plans

Downtown Mobile is served by a series of radiating entry corridors that present visitors with a variety of impressions as they travel through either residential, commercial, industrial or civic land use areas. A key entry needing improvement and redevelopment is the Interstate 165 north entry as it descends upon Water Street. This area presents a mixed message to the visitor with positive entry structures like the GM&O Building and the new Mobile Press Register, surrounded by a menagerie of lower quality structures and sites including the vacant City Hall North building, partially rehabbed public housing, service stations, post office maintenance facility, vacant parcels, warehouse buildings, and a nightclub along Water, Royal and St. Joseph Streets. The City Hall North Building and site are currently being offered for sale by the City; however, demolition and site clean-up costs coupled with the relatively small size of the parcel and limited redevelopment potential of the site have kept it from being redeveloped thus far. The City Hall North site can certainly be a catalyst for redevelopment in the area if coupled with other properties, but a much larger view of the northern gateway redevelopment

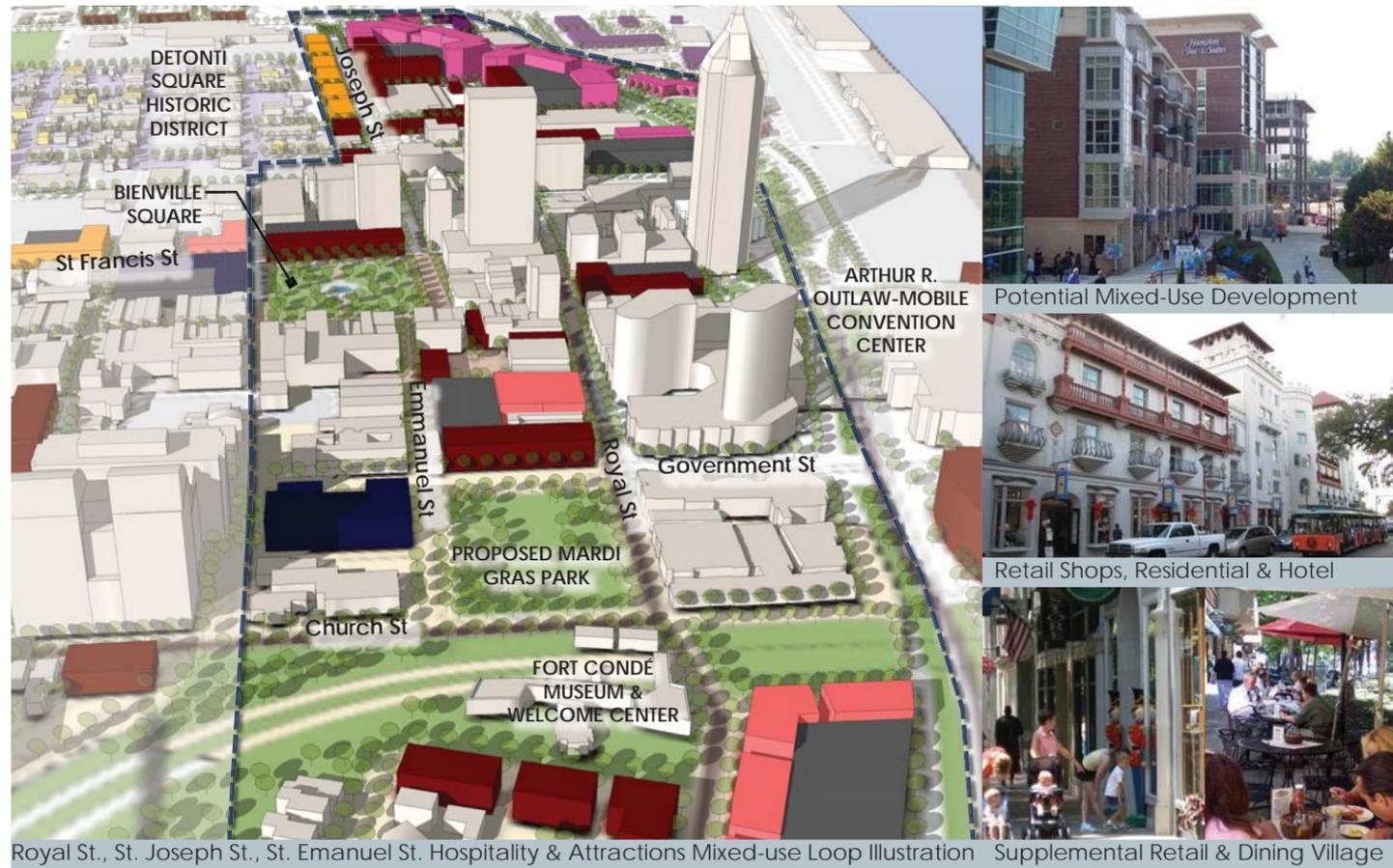
opportunities must be taken for the area to reach its optimum development potential. As such, the Water, Royal, Congress and St. Joseph Street Corridors have been identified as the primary address streets for attracting larger scale developments to a newly branded "Skyline Gateway Office District" within the CBD.

The Skyline District is envisioned to include the area bounded by Water Street, St. Joseph Street and St. Louis Street surrounding the FBI Building and U.S. Post Office. Visitors to Mobile would be greeted by a new gateway park and intersection enhancements at I-165 and Water Street designed to better tie

the GM&O Building, Mobile Press Register Building, HOPE VI retail development, and new Skyline Development into one cohesive area rather than the disparate parts that they are today. Congress Street and Royal Street would share a new entry from Water Street framed by taller, multi-story office buildings with integrated structured parking along the Water Street frontage. First floor supporting retail and restaurant uses would be incorporated into a series of "podium" parks and plaza spaces along Water Street to safeguard against future storm surge impacts. The interior blocks around the FBI and Post Office buildings would be developed with moderate-scale, mixed-use buildings (4-8 stories) designed to extend the increasingly vibrant mix of uses that is currently enjoyed from the City Museum to the Battle House Hotel. The third component includes medium density, 3-4 story residential loft and condominium development along the northern portion of St. Joseph Street to sensitively buffer and transition the scale of development back to the DeTonti Square Historic District.

A second development alternative, illustrated above, shows the potential for incorporating the Post Office function within future Skyline development and transforming the current Post Office site into a public park similar in scale to Bienville Square. This would serve as a northern destination and amenity for attracting commercial and mixed-use development (like the success of Cathedral Square) in an area that has much greater potential for extending Mobile's future skyline northward.

DCR Secondary Initiative 1 - Implementation Matrix Downtown Core & Riverfront		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To target higher density, higher value redevelopment to occur in the area between St. Louis and Beauregard Streets, from the Alabama State Docks to St. Joseph's Street.						
Action 1:	Consolidate key vacant and underutilized parcels on the northeast of the downtown core area including but not limited to the City Hall North Annex Building, surrounding warehousing and US Postal Vehicle Maintenance Facility.	MDRP	PO,D	X			F
Action 2:	Create high-rise, mixed-use and office development with associated parking decks.	MDRP,PA	PO,D		X	X	G
Action 3:	Recruit businesses looking to have a corporate presence downtown.		MDA				
Action 4:	Study, design and construct a street network that provides for smaller developable blocks on the north-east side outside the downtown core loop.	PW	C		X		B
Action 5:	Develop infill employment buildings that face Water Street.		D			X	G
Action 6:	Design and construct a gateway plaza in front of the International Trade Center.	MDRP			X		C
HOUSING & NEIGHBORHOOD INITIATIVES							
Goal:	To continue to expand the neighborhood residential base in the Downtown.						
Goal:	To introduce more housing types/choices and park amenities in the CBD & Neighborhoods.						
Action 1:	Provide for additional infill single-family development on vacant or underutilized sites within established neighborhoods such as the the DeTonti Square area.	UDD,PC	D		X		G
Action 2:	Develop higher density residential developments in areas of transition between single-family neighborhoods and commercial/mixed-use hubs such the eastern edge of the DeTonti Square District.	UDD,PC, MDRP	C,D		X		G



Royal St., St. Joseph St., St. Emanuel St. Hospitality & Attractions Mixed-use Loop Illustration Supplemental Retail & Dining Village



Potential Mixed-Use Development



Retail Shops, Residential & Hotel



DCR Secondary Initiative 2: Royal Street, St. Joseph Street, St. Emanuel Street Hospitality & Attractions Mixed-use Loop

Like the Dauphin Street and St. Francis Street loop, Royal Street, St. Emanuel Street and St. Joseph Street also have the potential to function as a key north-south visitor loop, linking Fort Condé Village with a new Skyline Office District to the north (discussed in DCR Initiative #6). This area is already emerging as a strong commercial and hospitality-oriented walking district with recent developments including the Marriott Renaissance Hotel renovations, the Battle House Hotel restoration, the RSA Tower construction, a new Hampton Inn and adaptive re-use of the Kress Building block to name a few. These accomplishments are further reinforced with ongoing plans and development proposals for a new Mardi Gras Park at Government and Royal Streets, a new Hilton Garden Inn on Royal Street, the Courts expansion project on St. Joseph Street, as well as new recommendations in the Plan for expansion of Ft. Condé Village and the Skyline District.

Given all this attention in the area, there were very few building or site vacancies that could be identified for business recruitment or infill development. However, there was an identified need for many buildings to undergo potential façade, signage or awning/canopy improvements to give the area a fresh and inviting look. Supplemental business recruitment is mostly needed around the Dauphin Street/Royal Street area with mixed-use infill sites (shown in red) identified on the Royal Street and St. Joseph Street blocks surrounding the Alabama Power block, as well as the Dauphin Street corner next to the Battle House Hotel and the Government Street corner at the Bankhead Tunnel entry.

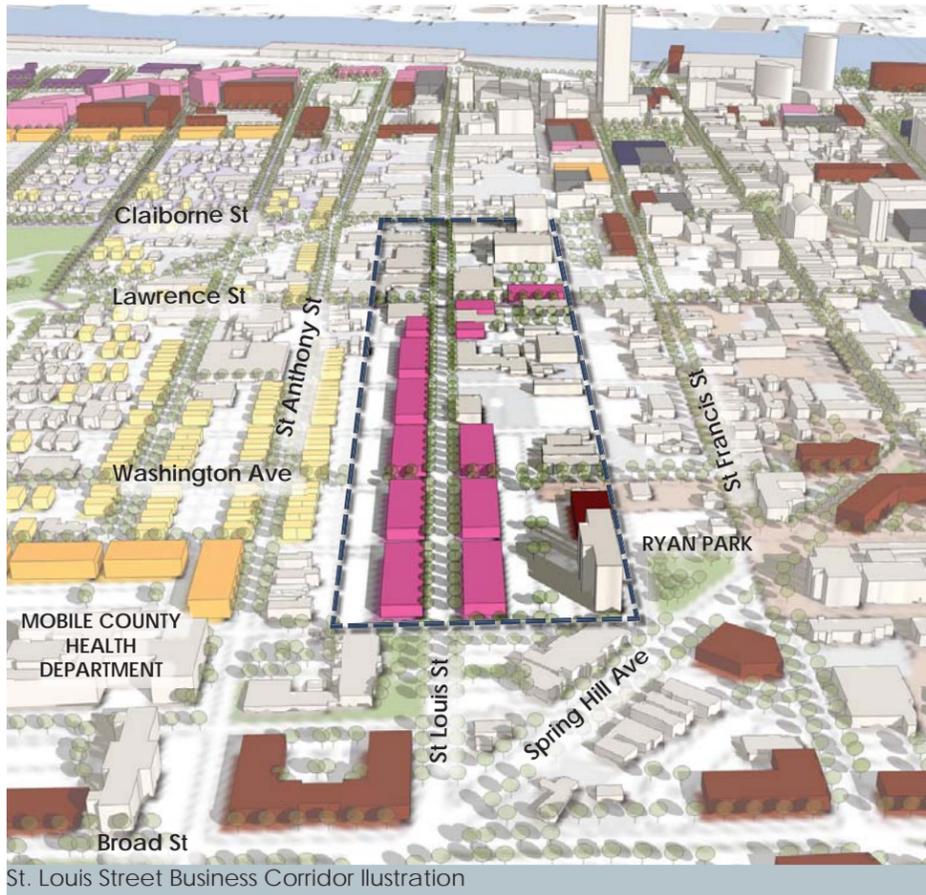
With private development that continues to occur along these corridors, there is an even greater need for implementing updated public realm streetscape, park and plaza improvements to keep pace with development and continue to improve the image and public perception of the area. The streetscape and park enhancements for the Royal Street loop should be of a similar or higher quality design to that of Dauphin Street and Cathedral Square, yet distinctly different in character through the use of different construction materials, design treatments, furniture elements and resulting range of costs. This loop walk and its associated north and south end parks is likely to be the next major public improvement project to implement and convey the concept of established, separately themed districts in Downtown Mobile.

DCR Secondary Initiative 3: St. Louis Street Business Corridor

The northwest and northeast quadrants of the Downtown Mobile CBD have been known for their focus on light industrial, commercial service and utility uses. While these types of uses in the northeast quadrant have blended well with the working waterfront, the northwest area has struggled to improve its image as a viable area to live and work due in large part to prominent cases of deferred maintenance, code violations, poor street and sidewalk conditions, declining residential quality, aging building stock for businesses, and vacant buildings and parcels. The underutilized sites immediately surrounding the north and south sides of the St. Louis Street corridor between Hamilton Street to the east and Bayou Street to the west have been identified as potential receiving areas for more animated, clean industry businesses that would require skilled workers residing in and around the Mobile region.

St. Louis Street is envisioned as the address street for spin-off business that would help to support some of the larger industries which have been entering the Mobile Region, i.e., the Thyssen-Krupp stainless steel manufacturer. Ten key blocks have been highlighted for new business, employment and R&D uses envisioned to replace the current parcel vacancies and/or antiquated structures. Many neighborhood

DCR Secondary Initiative 2 - Implementation Matrix Downtown Core & Riverfront		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
ECONOMIC DEVELOPMENT							
Goal:	To optimally reuse & redevelop vacant parcels and underutilized City & County owned facilities/sites.						
Goal:	To provide additional parks and open space locations equally disbursed through the Downtown and increase the maintenance budget for existing parks.						
Goal:	To strategically increase the density of perimeter parking & redevelop internal surface parking sites for new private development.						
Action 1:	Encourage mixed-use and hospitality development to occur on vacancies along Royal Street, St. Joseph Street, St. Emanuel Street and Conti Street.	MDRP	DMA	X	X		G
Action 2:	Seek public/private partnerships to create parking decks to serve the needs of new and existing development in the Downtown core where current parking deficiencies exist and surface parking lots will be lost for redevelopment.	PA,MDRP	D		X		F
Action 3:	Conduct a detail review of downtown core parking regulations and redraft the requirements to have the private sector developments provide adequate new structured parking resources to serve the development program.	UDD,MDRP	DMA	X			B
Action 4:	Construct the proposed Mardi Gras Park and study the potential of constructing a second urban square at the North End of Royal Street as indicated in the Alternative Development Plan for the Skyline District.	P&R,PW		X			D



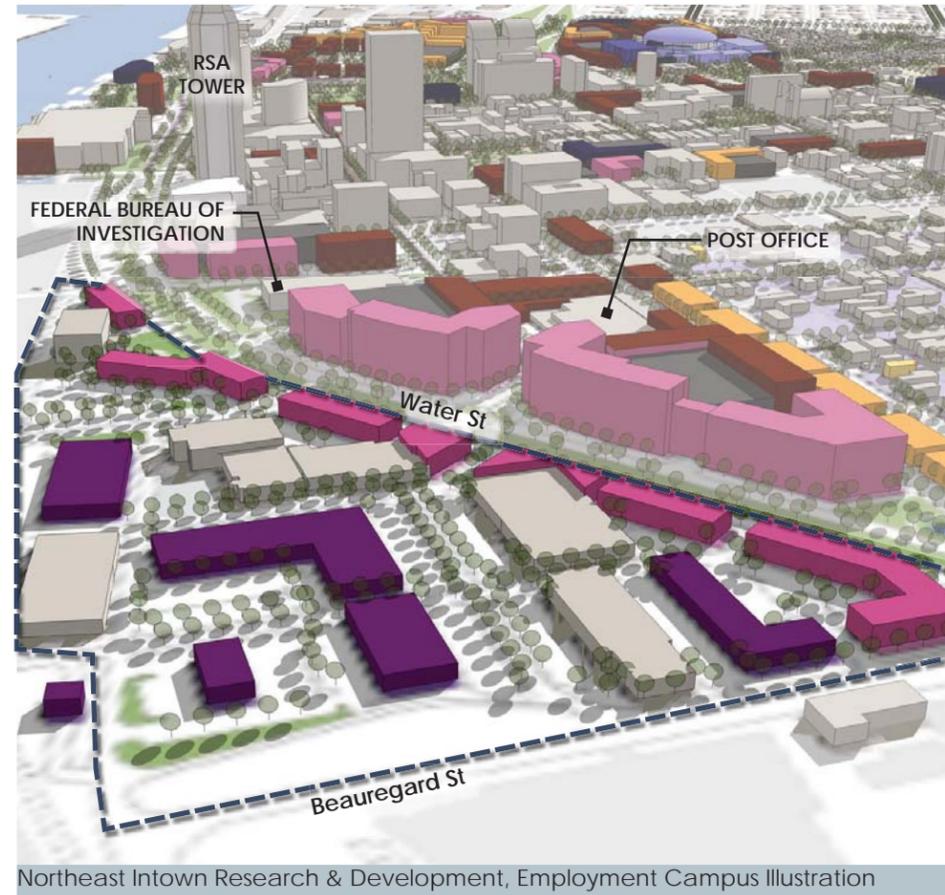
St. Louis Street Business Corridor Illustration



Small-scale Infill Office Opportunities



Well-designed Commercial Building



Northeast Intown Research & Development, Employment Campus Illustration



Adaptive Re-use for Corporate Headquarters



Multi-level R&D Uses with Offices over Industry Uses



Adaptive Re-use of Industrial Building

residents are looking for additional opportunities to work in small- to medium-sized light manufacturing/skilled trade companies such as glass production shops, machine shops, auto shops, pre-fabrication builders, etc. that could also locate to this "St. Louis Street Business Empowerment Zone." This corridor could also accommodate the relocation of businesses from other areas that have been identified for higher and better residential, mixed-use or commercial redevelopment such as the Ice House plant in the Church Street East Neighborhood that has been recommended for infill residential development (see DRC Secondary Initiative 11), building upon the Mobile Housing Authority's Mobile Street planned residential infill initiative. As part of their ongoing residential development program in the city, the Mobile Housing Authority has plans to develop one block of infill, single-family work force housing along Mobile Street south of the Mobile Public Library parking lot and the southeast corner of the Church Street Cemetery, between South Washington Avenue and the existing ice plant.

For the St. Louis Street initiative to come to fruition, the City, MDRP, and Downtown Alliance will have to work together to focus on land assemblage, business development, private investment and construction, and parallel public realm streetscape improvements

to change the image and marketability of the area for new business recruitment. Private development standards should also be put in place to guide development to fit and reinforce the urban context.

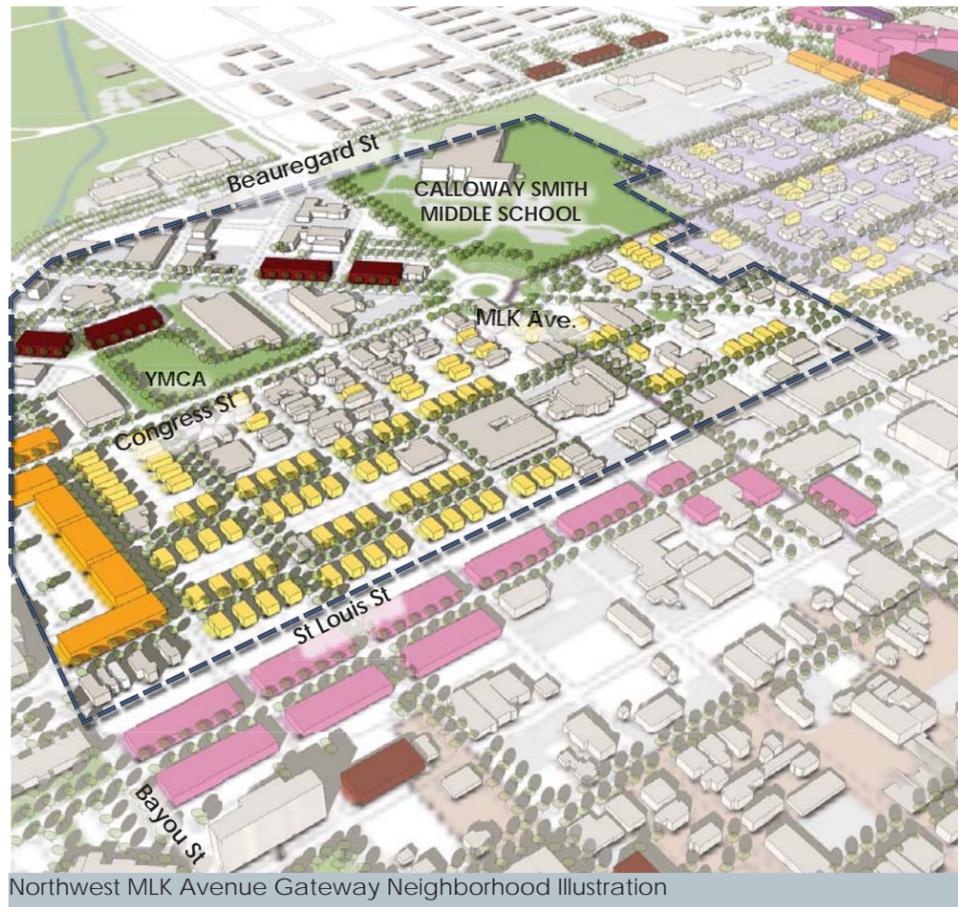
DCR Secondary Initiative 4: Northeast Intown Research & Development, Employment Campus

The change discussed in the Skyline Gateway District is only half of the equation for improving the overall image and productivity of the North Water Street Corridor. The northeastern corner of the Downtown Core, defined by Water Street, Beauregard Street, the CSX Railway and the Alabama State Docks, appears to be operating around 50% active use of the available buildings and sites, mostly attributable to the distribution, service station and refueling facilities. The area suffers from vacancies, deferred maintenance, and the lack of an identifiable overlying marketable brand to bring the area together into a cohesive business/industrial park setting. One noteworthy building and tenant is the International Trade Center for Mobile which is well recognized for its Alabama State Docks business, community meeting(s) and facilities, and upper level

dining facilities overlooking the entire Mobile River, Bay and working waterfront. This facility coupled with five other existing, productive industry buildings and businesses in the area form the foundation for redeveloping the industrial zone into a better organized employment and training center for Mobile's citizens.

The vision for this area is to rebrand the industrial zone as Mobile's new "Northeast Intown Employment Campus" which will focus on attracting new spin-off research and development or production companies that support the larger regional industries. The frontage along Water Street is suggested to be used for small-scale, incubator, start-up office facilities (in pink). Where possible, new office space would be connected to existing industrial users to allow room for corporate expansion of existing businesses. Office buildings are also envisioned to frame the Trade Center building and forecourt with parking resources screened to the rear of the site adjacent to the industrial service courts. The internal areas of the Campus are recommended for both existing industries (in gray) and new research and development space (in purple) designed to have flexible floor space build-outs. Refueling access is still an important component to this industrial area so that use is suggested to be relocated to the northeast corner of the employment park where it maintains

easy access from Beauregard Street without sacrificing higher image sites for redevelopment. This initiative will take the collective efforts of the Mobile Downtown Redevelopment Partnership, the Alabama State Docks and the larger industry users in the Employment Campus area working as a collective implementation subcommittee to: 1) assemble land, 2) relocate and/or attract new businesses, 3) make the appropriate public realm improvements, and 4) establish a new marketable brand and physical identity for the area to become a successful extension of the Central Business District's employment offerings.



Northwest MLK Avenue Gateway Neighborhood Illustration



Alternative Development Plan



New Pocket Parks along MLK Avenue



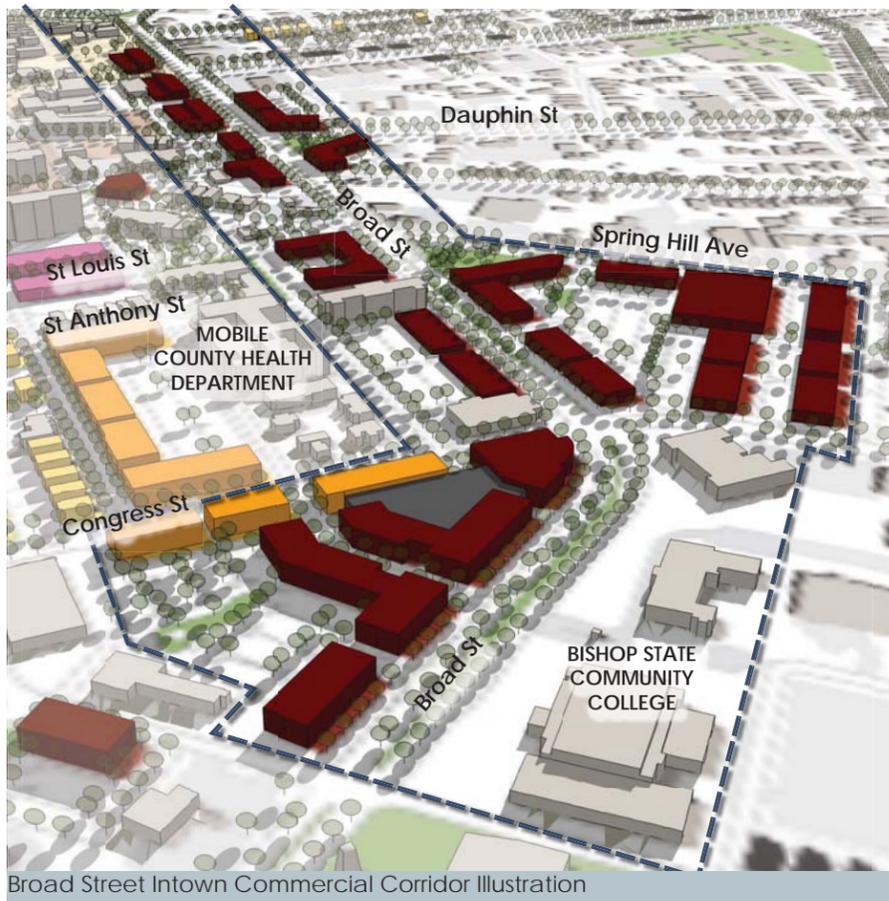
A Mix of Multi-family Housing Types

This alternative concept introduces infill building opportunities along MLK Avenue and provides a strong street character image and cohesive street identity that reinforces the connection between the Downtown Core and the neighborhood to the northeast. The enhanced MLK Avenue ends at a park that provides a community landmark for possible art display on Congress Street and is framed from new neighborhood retail and commercial opportunities. Additional single-family infill opportunities are provided in the vacant parcels that surround the area which complement the character and style of the existing housing stock in order to provide for a stronger residential base.

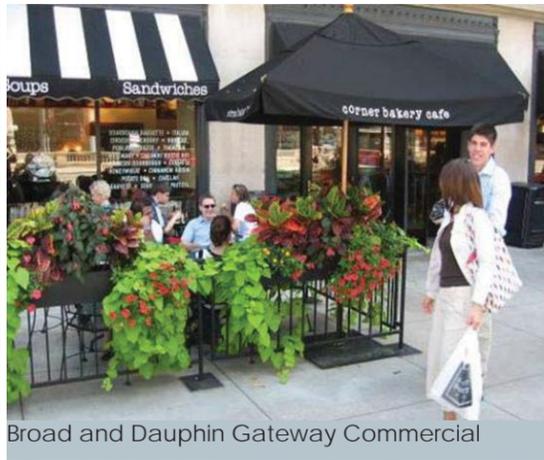
DCR Secondary Initiative 5: Northwest MLK Avenue Gateway Neighborhood - Preferred & Alternative Development Plans

If there was an opportunity to explore the redesign of the Calloway Middle School grounds and allow for additional development to occur, it would allow for a civic and community campus to emerge. For such an opportunity to be possible, Lawrence Street would have to be closed and the school's parking and drop-off area would have to be redesigned. Under that scenario, illustrated as Alternative Development concept, a central park space is created to emphasize the axial relationship between the School and the National African-American Archives to create a visual and physical link between the two. Additional buildings are proposed that could host the expansion of the National African-American Archives, community functions, and some neighborhood retail opportunities.

DCR Secondary Initiative 5 - Implementation Matrix		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
Downtown Core & Riverfront							
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To encourage the adaptive reuse of vacant commercial/industrial properties or the development of new higher density residential in the downtown to attract empty-nesters, young professionals, and creative people into the downtown core.						
Action 1:	Create Artists Loft Residential District Between St. Anthony and Government Streets.	UDD,PC, MDRP	DMA,PO		X		A
Action 2:	Provide ombudsman assistance to developers seeking planning approvals for renovations of downtown buildings.	MDRP			X		B
Action 3:	Create marketing and advertising campaign to attract target populations to downtown housing projects.		DMA		X		B
Action 4:	Conduct focus groups of target markets to determine housing preferences of future downtown residents.		DMA		X		A
HOUSING & NEIGHBORHOOD INITIATIVES							
Goal:	To continue to expand the neighborhood residential base in the Downtown.						
Goal:	To introduce more housing types/choices and park amenities in the CBD & Neighborhoods.						
Action 1:	Provide for additional infill single-family development on vacant or underutilized sites within established neighborhoods such the MLK Avenue neighborhood.	UDD,PC, MDRP	D		X		G
Action 2:	Develop higher density residential developments in areas of transition between single-family neighborhoods and commercial/mixed-use hubs such as the east side of the Mobile County Healthcare Department.	PC, MDRP	C,D		X		G



Broad Street Intown Commercial Corridor Illustration



Broad and Dauphin Gateway Commercial



Lower Dauphin Public Park

DCR Secondary Initiative 6: Broad Street Intown Commercial Corridor

The Broad Street corridor has been the recipient of much deserved attention starting with the preparation of the Bring Back Broad Study in 2004 and the first phase construction of the South Broad Street transportation and streetscape improvements extending from Canal Street to Virginia Street in 2008. The next step in the process is to focus attention on the Broad Street corridor from Canal Street northward to MLK Avenue. Over the course of three public meetings in the Downtown, Midtown West and Midtown North Neighborhood zones, this area emerged as a unified concept for creating a centrally located, neighborhood commercial village that would cater to the localized shopping and servicing needs of surrounding residents and businesses in the Downtown Core and surrounding neighborhoods. Although each neighborhood area has two or three smaller commercial nodes close by, this area is envisioned as an “inner loop” of commercial uses that would typically be found at the “edges” of a City.

The goal is for Mobile to play an active role in the national trend whereby major retailers are

making it their mission to venture back into the City Centers across the country to capture underserved marketplaces that are untapped by typical suburban retail and service centers. The retail focus would be placed on attracting companies that are now known for going back into urban centers such as Whole Foods, Trader Joe’s, Urban Outfitters, Caribou Coffee, Barnes & Noble, Best

Buy, Houlihan’s restaurant, PF Chang’s restaurant, etc., as well as local Mobile retailers that want to expand or open new locations in the Downtown marketplace. The resulting development concept (as illustrated on this page) for this mile-long section of the corridor highlights a number of opportunities for redevelopment that could include:

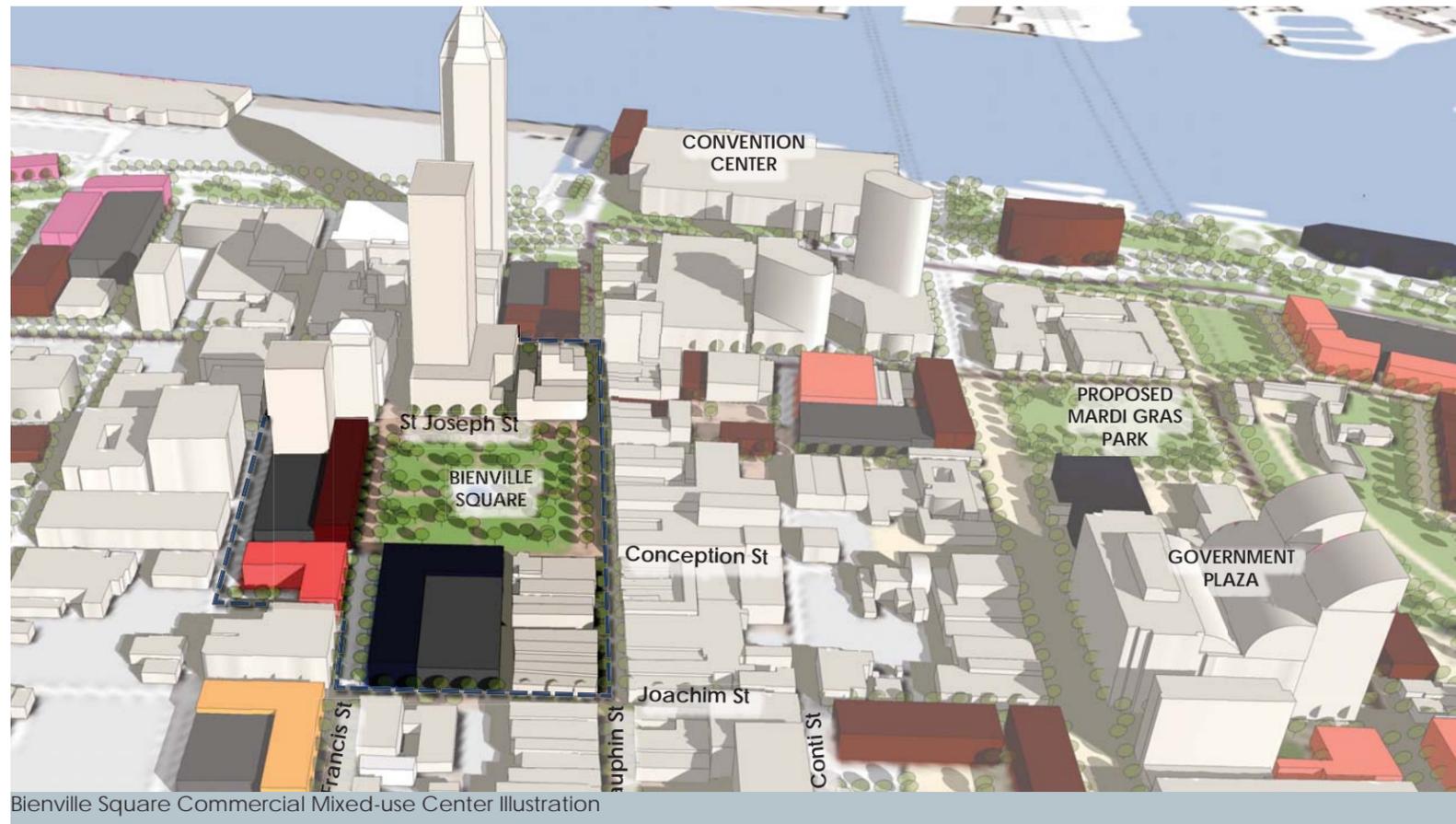
- Redevelopment of the open space and Vector Control site, located across Broad Street from Bishop State Community College, for new retail, commercial and professional office space.
- Redevelopment of the Mobile County Health Department frontage on Broad Street or selective infill of commercial/office buildings catering to the medical professions.
- Redevelopment of a large site bounded by Broad Street, Congress Street and Spring Hill Avenue partially occupied by moving companies, mini-storage facilities, auto-oriented repair and detailing businesses, etc. This site is envisioned for a new pedestrian-oriented, intown retail village anchored by a full-service grocery store and brand-name support businesses.
- Development of a triangular gateway park defined by Broad Street, Spring Hill Avenue and St. Anthony Street and framed by a new commercial, mixed-use building overlooking the park between St. Louis and St. Anthony Streets.
- Development of a triangular gateway park defined by Broad Street, Dauphin Street and St. Francis Street with new but smaller footprint commercial buildings to attract local Mobile merchants to a potentially highly visible,

accessible and marketable area as the new entry to the expanded Dauphin and St. Francis Street Retail, Arts & Entertainment District.

- Redevelopment of the Save-a-lot grocery store site and companion corner gateway site across Government Street for two new free-standing destination retailers or hospitality uses.
- Realignment, design and implementation of a Boulevard streetscape environment along North Broad Street similar to that of South Broad Street, with the exception of using higher quality paving materials, street furnishings and lighting that would complement and blend with that of the nearby Dauphin Street corridor improvements. The result should be a net decrease in roadway cross-section and pavement and a noteworthy increase in the space dedicated to a pedestrian walkway and crosswalk safety along the corridor.

Like the other areas of the Downtown Core Development Concept, a number of opportunities for redevelopment of existing business sites have been identified; however, this is not meant to imply that any viable business should be automatically removed. Instead, every effort should be made to assist with the relocation of a business within the proposed new developments or to a more appropriate use location within Mobile when it is non-conforming to the proposed vision for the area. The changes envisioned for an area like Broad Street can only be achieved through focused and well-coordinated efforts and working with local property owners to facilitate the area’s transformation from a transportation corridor with a marginal retail component to a major retail/business corridor with a calmed transportation environment.

DCR Secondary Initiative 6 - Implementation Matrix Downtown Core & Riverfront		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES							
Goal:	To focus revitalization on radial commercial corridors, while rethinking the future land use pattern and mix to be sensitive to surrounding neighborhoods.						
Action 1:	Discourage the clustering of auto repair, service, maintenance facilities and pawn shops within close proximity of the established historic districts.	MDRP,PC		X			A
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To improve the level of neighborhood serving retail and services in the Government Street/Broad Street Corridors.						
Action 1:	Work with Broad Street property owners interested in selling or redeveloping their properties.	MDRP			X		A
Action 2:	Support the efforts of the MLK CDC to develop a centrally located shopping center to service downtown residents.	MDRP	CDC	X			A
Action 3:	Work closely with the Mobile County Health Department on the sale and redevelopment of their surplus property.	MDRP,MCH	D	X			A
Action 4:	Seek to assemble properties for the development of a downtown serving shopping center.	MDRP	D		X		E



Bienville Square Commercial Mixed-use Center Illustration



New Bienville Square Inn on the Square



Designated Outdoor Dining Spaces

The remaining three street edges around the Square are greater contributors to the area's problems as St. Joseph Street has dormant service businesses, a bus transfer facility, and structured parking for its frontage; St. Francis Street is dominated by law and finance offices with surface parking filling gaps in the building fabric; and Conception Street has one retail bank façade with the remainder of the block dedicated to privately operated and leased parking spaces. Together, 75% of the park's frontage is attributed to parking or non-retail oriented businesses, which significantly impacts pedestrian activity around the park. Not much can be done about the St. Joseph Street frontage without the complete redevelopment of the corner tower and parking structure. However, the St. Francis Street frontage is recommended for either infill mixed-use development of the vacant infill sites or dramatic, 100% redevelopment of the entire block for mixed-use retail, office and residential development with an integrated parking structure. The corner site overlooking the park (the old GSA site) is envisioned for a 80-100 room boutique hotel, and the surface parking lot along Conception Street is recommended for the next destination-attraction use in the Downtown, after the Gulf Maritime Museum is completed, with an integrated public parking facility to serve the expanded LODA District previously discussed.

DCR Secondary Initiative 7: Bienville Square Commercial Mixed-use Center

From a historical perspective, Bienville Square has long been recognized as the commercial and cultural hub of the Central Business District; however, an analysis of conditions in the Downtown Core revealed that the Square continues to struggle as a destination for Mobile. Although the park is well programmed and monitored by Main Street Mobile, it is the relatively low activity level in and around the park's edges during normal business days, lunches and evenings that are cause for concern.

In some aspects, Cathedral Square has now surpassed Bienville Square to become the more popular and active square in the Downtown. The success of Bienville Square is directly linked to the activity, or more accurately, inactivity of its edges. The Dauphin Street edge along the Square is by far the most successful due to its retail commercial focus, but there still remains a handful of private properties at the corner of St. Joseph Street and Dauphin Street, as well as one or two key mid-block properties on Dauphin, where absentee landlords have made little to no effort to renovate and

secure new tenants for their buildings. Although it is perceived as only a few buildings in the mix, they hold very strategic positions in the retail fabric of the area. When coupled with other non-retail businesses along the street, these buildings create large gaps in the retail/restaurant fabric that produces a barrier for drawing pedestrians along Dauphin Street and around the Square. These properties must be converted from the "white elephant, nuisance properties" that they are into productive, ratable retail/mixed-use structures that contribute to the Bienville Square experience.

On a broader and more basic note, if the transient or criminal activity in the park is at a level that requires police presence, it should be handled in the form of a foot patrol and the police substation should be removed in favor of a shared office location in a nearby commercial building. A police substation does more to spark a negative perception of safety, rather than a positive sense of security in the Square among Mobile patrons.

DCR Secondary Initiative 7 - Implementation Matrix Downtown Core & Riverfront		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES							
Goal:	To establish recognizable Downtown districts through the use of gateways, signage, streetscape and open space improvements and new development edges.						
Action 1:	Develop mixed-use buildings that front Bienville Square and provide active first floor commercial uses that address the street and provide activity for Bienville Square that parallels that of Cathedral Square.	MDRP	DMA,D		X		G
Action 2:	Provide for localized parking deck(s) to accommodate the additional development parking needs as well as the needs of the Arts and Entertainment District.	PA,MDRP	D		X		F
Action 3:	Develop a new downtown anchor attraction and/or inn at the northwest corner of Bienville Square.	MDRP	DMA,D	X			G



Downtown Transit Transfer Ctr. & North-South Shuttle Loop Illustration



Downtown Transit Transfer Ctr. & North-South Shuttle Loop Plan View

The second recommendation for transit improvement involves the expansion of the MODA trolley system to a second north-south loop through the CBD that would link DeTonti Square and the new MLK Avenue Northwest Neighborhood with the Church Street East and Ft. Condé Village districts. The route that was suggested for further study and validation by WAVE Transit and MODA was Royal Street, Congress Street, Lawrence Street, Civic Center Drive and Church Street. This loop would provide transfers from one loop to the other at Royal and Dauphin, Lawrence and Dauphin, Lawrence and Church, and Royal and Church Streets. The new route would require the expansion of transit stops and rider amenities, but would certainly help to connect many of the proposed redevelopment areas in this plan with the traditional core areas of the CBD: Ft. Condé, Government Plaza, the Civic Center, Church Street East, Lower Dauphin Arts & Entertainment District, and the south riverfront/Mobile landing to name a few. Further financial assessments and routing feasibility will have to be tested by WAVE Transit with the encouragement and backing of the Mayor's Office, City staff and the Downtown Mobile Alliance.

DCR Secondary Initiative 8: Downtown Transit Transfer Center & North-South Shuttle Loop

Establishing greater accessibility and mobility within Mobile's Wave Transit System and MODA trolley system was a key point of conversation with citizens throughout the planning process. Two key items for action arose that would have a positive contribution to the Central Business District. The first was the very real need to establish a satellite bus transfer facility in the Downtown Core to supplement the services of the larger Intermodal Transit Facility at the GM&O building. The bus transfer facility was historically located on the east side of Bienville Square along St. Joseph Street but was relocated away from the Square (as recommended in the 1996 Mobile Plan Update) to remove the ill effects of idling buses, noise and air pollution from an area that was trying to draw pedestrian/visitor activity. Over the course of this study, the City has been working with WAVE Transit representatives to re-establish a bus transfer facility on the St. Joseph Street block. While the concept of a Downtown transfer facility is merited, the final location should be studied further to find another site that will

have less impact on Bienville Square, but still serve transit rider needs for a convenient Downtown location. A more detailed feasibility study of other potential on-street and off-street sites within 2 to 3 blocks of Bienville Square should be conducted prior to establishing St. Joseph Street as the final transit center location. Many cities throughout the United States have built off-street transfer center facilities that contribute to the urban character, while also minimizing impacts to merchants, residents or open space resources.

DCR Secondary Initiative 8 - Implementation Matrix Downtown Core & Riverfront		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
TRANSPORTATION/TRANSIT/INFRASTRUCTURE INITIATIVES							
Goal:	To improve service in the Downtown area - Foster more direct service.						
Goal:	To improve transit connections from Midtown to Downtown.						
Action 1:	Increase downtown loop trolley services.		WT		X		C
Action 2:	Improve midtown to downtown connection with new trolley service.		WT		X		C
Action 3:	Improve bus stop conditions - add benches, shade from the sun, trash receptacles, posted maps.		WT			X	C
Action 4:	Improve public knowledge by education programs, flyers and posted bus route maps.		WT		X		A



Government St. Infill Development w/Barton Academy Cultural Arts Ctr. Illustration

Create a Destination for Locals and Visitors

Create a Cultural Icon for the Community

vacancies or older structures could be redeveloped for new commercial-office uses along the corridor (shown in red). Some of the noted sites included the surface parking sites between Franklin Street and Joachim Street, the Mardi Gras Museum parking lot site, the Goodyear Tire Center site and the motel site at Cedar Street. Relatively few vacant building sites were also identified for areas needing active business recruitment in the vicinity of Government Plaza and Jefferson Street to the west.

The highest priority property discussed in the planning process as both a treasured historical-cultural resource and opportunity for sensitive redevelopment, renovation and adaptive re-use along the Government Street corridor was the Barton Academy. Although vacant for some time now, the Mobile County School Board continues to hold ownership of the property and continues to explore potential reuse scenarios for the historic school that would maintain its use as an educational facility (not necessarily the traditional definition) and continue School Board control and use of the property. A large majority of participants in the planning process suggested that the school be used for a public Cultural Arts Center and School for the performing arts, visual arts, culinary arts, etc., much like the old City Hall building was converted into the City Museum and Exploreum. This concept has been implemented in a number of similar facilities across the United States, such as the Savannah College of Art and Design and the Governors School for the Arts in Greenville,

SC, using public, private and non-profit/foundation funding resources as well as historic tax credits when appropriate. This initiative would be a win-win for the City, the Mobile School Board, Mobile Citizens and the Convention and Visitors Bureau by providing another destination venue for residents that could also be enjoyed by visitors.

DCR Secondary Initiative 9: Government Street Infill Development with Barton Academy Cultural Arts Center

Government Street is perhaps the grandest and most picturesque street in all of Downtown Mobile, but it too presents areas that could undergo smaller scale, site-by-site redevelopment which should be sensitive to the surrounding vernacular of the corridor. Much of the area is protected by the Church Street East Historic District guidelines that were mostly developed for residential structures. However, commercial projects are also reviewed by the Historical Architectural Review Board against these standards, leading to mixed results along the corridor based on some degree of subjectivity. One of the key suggestions was to develop parallel commercial corridor guidelines (both public realm guidelines and private development standards) for the areas inside and outside the Historic Districts, to establish more continuity and less subjectivity in design and construction approvals.

In addition to the new development standards, a series of 7 to 8 sites were identified where existing open space,

DCR Secondary Initiative 9 - Implementation Matrix Downtown Core & Riverfront		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To Provide for an Adaptive Re-use of the Barton Academy from a Vacant School Building to a Productive Community/Civic Use.						
Action 1:	Protect the Barton Academy Building from further deterioration while awaiting a re-use. Secure the building against vandalism, weather elements, threat of fire and structural issues as necessary.	PSS		X			C
Action 2:	Mobile School Board to work with City representatives to evaluate feasibility study results for the Barton Academy's adaptive re-use alternatives that have already been prepared.	PSS,UDD, HMP		X			N/A
Action 3:	Establish a Mobile School Board and City partnership to oversee the preservation and restoration of the Barton Academy for a public use, preferably a new destination /attraction.	PSS,CC			X		F
Goal:	To attract more professional service businesses (i.e., physicians, attorneys, design firms, etc.) to locate in vacant properties along the Government Street Corridor.						
Action 1:	Identify and target professional service businesses to locate to vacant Government Street properties.		DMA,RE	X			A
Action 2:	In cooperation with real estate brokers, MDA should actively recruit new professional service businesses.		DMA,RE	X			A
Action 3:	Provide facade loans and occupancy license incentives for professional service businesses locating downtown.	MDRP,CC		X			B



Proposed Courts Complex Expansion Illustration

DCR Secondary Initiative 10: Proposed Courts Complex Expansion

During the New Plan for Mobile planning process, a series of projects that were already planned or underway in the Downtown were identified as key initiatives that needed to be worked into the plan document for reference. One of particular note was the proposed expansion of the Federal Courts facilities north and northwest of Bienville Square. Details of the plans were not released to the consultant team; however, construction of the project is envisioned to occupy an area defined by St. Michael Street to the South, Joachim Street to the west, the DeTonti Square District line to the north, and St. Joseph Street to the east. Most of the construction will be limited to redevelopment of surface parking lots for new structures and expansions. This initiative is envisioned to bring many new jobs to the Downtown as well as additional patronage as a spin-off to normal court activities and processes. However, with additional people comes additional vehicles and additional need for parking, putting extreme pressure on already limited parking resources in the Central Business District. For this reason, coupled with the additional redevelopments that have been suggested for the Downtown, 5 to 6 candidate sites have been

identified in the Downtown Development Plan View for either public, private or public/private parking structures (in dark gray) to be constructed in the area of St. Francis and/or St. Michael Street. Current development standards in the CBD do not require private developers or agencies to provide on-site parking for newly constructed buildings if the parking can be secured and reserved on neighboring surface lots or garages. Unfortunately, this practice has now put the City, parking management companies and developers in the tough position of being short on parking for new development. The cost of parking construction must therefore again be born by the City in partnership with developers to facilitate continued business growth in the Central Business District.



Church Street East Infill Residential Illustration

DCR Secondary Initiative 11: Church Street East Infill Residential

Church Street East is one of the three established National Historic Districts in Mobile's Downtown Core area. The entire Historic District covers approximately 169 acres and includes the southern portion of the Hank Aaron Loop. The western portion of the district extends from the Arena site to Broad Street. This area is predominately residential and includes the Church Street Cemetery where burials occurred as early as 1819. While there is a great residential collection in the area with buildings ranging in age from the 1820s to 1900, there are some vacant and underutilized lots south of the Church Street Cemetery that include the Ice House



Monroe Street Residential Infill

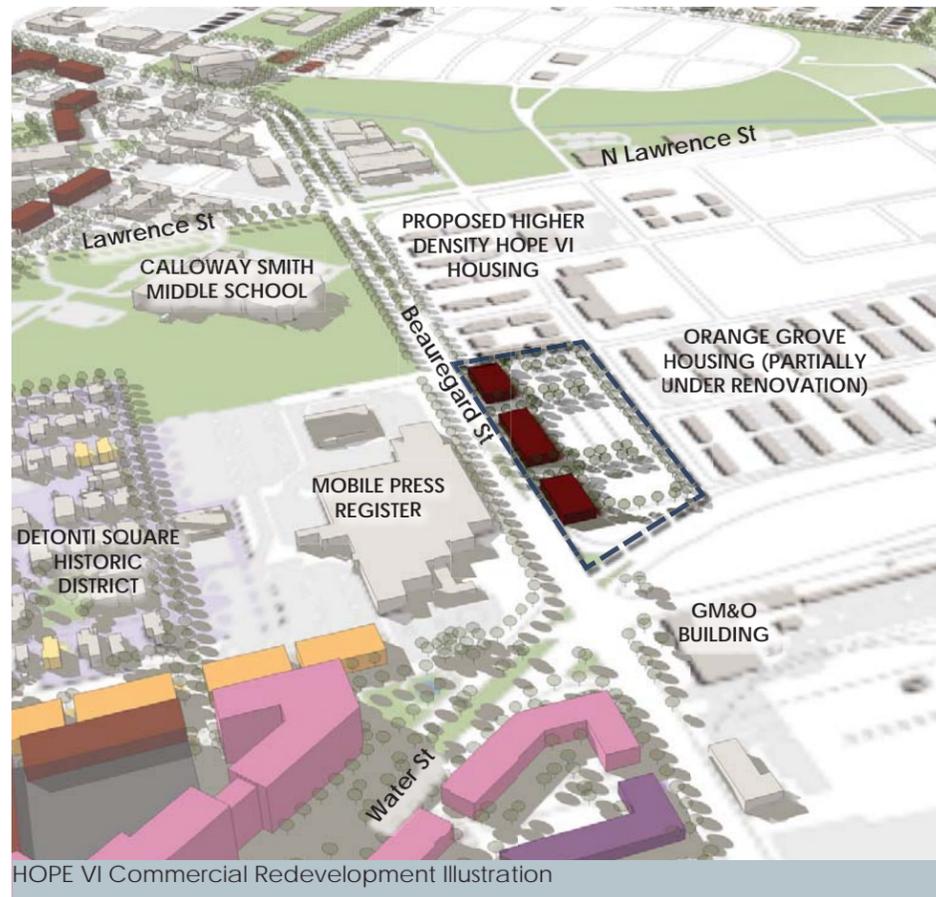


Comparable style and scale Infill Medium-density Single-family Residential

site. The Housing Authority has initiated residential infill efforts on the south edge of the cemetery and along Monroe Street.

As illustrated in yellow in the illustration above, this initiative identifies and introduces additional single-family homes around that area. New residences should be comparable in style and scale with the existing homes and should complement the neighborhood character. The Church Street East single-family infill area will help reinforce the residential base of the Downtown Core and strengthen the neighborhood living character and capacity of the area.

DCR Secondary Initiative 11 - Implementation Matrix Downtown Core & Riverfront		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
HOUSING & NEIGHBORHOOD INITIATIVES							
Goal:	To continue to expand the neighborhood residential base in the Downtown.						
Goal:	To introduce more housing types/choices and park amenities in the CBD & Neighborhoods.						
Action 1:	Provide for additional infill single-family development on vacant or underutilized sites within established neighborhoods such as the Church Street Cemetery area.	MDRP,PC	D		X		G
Action 2:	Develop higher density residential developments in areas of transition between single-family neighborhoods and commercial/mixed-use hubs such as the eastern and western edges of the Mobile Civic Center Redevelopment.	MDRP,PC	C,D		X		G



floodplain, was separately identified by the Housing Authority for future neighborhood commercial retail service uses in the northwest corner of the I-165, Beauregard Street and Water Street intersection just in front of the Orange Grove Housing currently under renovation.

As indicated earlier in this section under Skyline Gateway, this commercial site holds a key position at the north gateway to the Central Business District and has the potential to drastically change the image of the area through its new urban design response. As illustrated above, the intention for this site is to create two-story commercial structures with professional office over retail uses that are elevated slightly on a “podium” for flood surge mitigation measures. The buildings should be double-fronted and oriented toward Beauregard Street with parking to the side and rear of the property. The building materials should be of brick, stone or architectural stone/precast concrete that builds upon the character of the GM&O Building and Mobile Press Register Building across the street. At three acres, the site should yield approximately 30,000 to 35,000 square feet of commercial uses for the surrounding neighborhood following the principles outlined above.

DCR Secondary Initiative 12: HOPE VI Commercial Redevelopment

The City and the Mobile Housing Authority have currently embarked on a multi-million dollar neighborhood revitalization project through the Housing and Urban Development HOPE VI program for the public housing area North of Beauregard Street and MLK Avenue. Demolition has been completed for the project area and redevelopment of single-family housing is planned for the MLK Avenue neighborhood while townhomes and senior apartments are planned for the area East of Lawrence Street and North of Beauregard Street. Much of the area will remain in open space because it is within the 100-year floodplain and thus cannot be redeveloped for housing with Federal funding. One key +3-acre piece of property, also within the

DCR Secondary Initiative 12 - Implementation Matrix Downtown Core & Riverfront		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES							
Goal:	To focus revitalization on the radial commercial corridors and rethinking the future land use pattern.						
Goal:	To identify and secure strategic uses for key vacant buildings/sites in the neighborhood which discourage investment and reuse.						
Action 1:	Develop neighborhood commercial businesses that are fronting on the street with associated surface parking in the back in front of the HOPE VI development.	MDRP,NS	CDC,NA		X		G
Action 2:	Develop a commercial business recruitment program to secure occupancy of vacancies in existing businesses.	MDRP,NS	DMA,CDC	X			B

2.7 Midtown West Neighborhoods

2.7.1 Urban Design Plan Overview

The second geographic area of urban design Initiatives focuses on the “Midtown West Neighborhood Corridors” zone (Exhibit 2-5), generally defined by Broad Street to the east, Spring Hill Avenue to the north, Houston Street to the west, and Texas-Eslava Streets to the south. A large portion of the Midtown West Neighborhood and corridor properties lie within one of three historic Districts: the Old Dauphin Way Historic District, the Oakleigh Garden Historic District and the Leinkauf Historic District. While undergoing pre-planning efforts for the City’s planning process, it was determined that each of the three Historic Districts were well equipped with Historic District guidelines designed to guide neighborhood revitalization, private development and public enhancements. Subsequently, the attention of the planning effort, was turned to studying the relative economic health, conditions and potential of the east-west corridors that traverse the area including Spring Hill Avenue, Old Shell Road, Dauphin Street and Government Street.

Each of the corridors serves a slightly different role for the Midtown neighborhoods and larger Downtown Mobile area. Dauphin Street is largely a historic residential corridor dotted with school and institutional uses that fit well within the residential context. Like Dauphin Street, Old Shell Road is predominantly residential with some institutional uses, but also has one or two quaint pockets of commercial at Ann Street and Broad Streets. The Ann Street area appears to be in scale with the surrounding residential district properties and is well addressed by the Old Dauphin Way guidelines with some additions noted below in the recommendations. The Spring Hill Avenue corridor is largely commercial in nature between Broad Street and St. Stephens Road, transitioning to an institutional focus to the west with the University of South Alabama and the Mobile Infirmary Medical campus as corridor anchors. This corridor exhibits the greatest potential for future commercial viability at the Five Points Shopping Center area and the Broad Street Gateway Neighborhood Village, as well as future growth as a Mobile Medical District from Julia Street to Houston Street. Government Street is best known as a commercial corridor with small pockets of multi-family residential and institutional uses. It also exhibits the greatest potential for future commercial around the Weinacker and Shoppes of Midtown shopping centers, as well as the eastern gateway commercial area between Broad and Ann Streets.

Given the varying roles identified above, a common set of twelve (12) recommended initiatives for the Midtown West corridors was developed, one (1) of which is defined as a priority initiative, to respond to the issues, opportunities and key goals documented during the consultant team’s field reconnaissance and public input process. The priority initiative is accompanied by the associated implementation actions and illustrations. Selected secondary initiatives are supported by implementation actions while others are described through narratives and illustrations and their specific implementation actions need to be further investigated in the future.

EXHIBIT 2-5:
Midtown West Corridors
Development Plan View



Midtown West
Corridors
Development Plan View

- Legend:**
-  Existing Buildings
 -  Business Recruitment / Infill
 -  Old Dauphin Way Historic District
 -  Leinkauf Historic District
 -  Oakleigh Garden Historic District
 -  Proposed Mixed-use, Retail, Office Buildings
 -  Proposed Multi-family Buildings
 -  Proposed Single-family Buildings
 -  Existing Parking
 -  Proposed Parking Structures
 -  Parks, Schools and Recreational Facilities
 -  Proposed Commercial Corridor Overlay Outside Historic District
 -  Proposed Commercial Corridor Overlay within Historic District
 -  Proposed Medical Corridor

Midtown West (MW) Priority Initiatives:

- 1** Create a "Downtown Mobile Medical Technology Corridor"

Midtown West (MW) Secondary Initiatives:

- 1** Prepare Urban Design Overlay Standards and Public Realm Guidelines for the Commercial Corridor Areas Outside of Historic District Boundaries
- 2** Prepare Supplemental Urban Design Overlay Development Standards and Public Realm Guidelines for the Commercial Corridor Areas Inside Current Historic District Boundaries
- 3** Discontinue Commercial Sprawl into the Edges of the Historic and Non-Historic Residential Neighborhoods
- 4** Restore the Residential Edge Behind the Government Street Commercial Areas Where Possible with Redevelopment; Complete the Neighborhood Streets with Residential on Both Sides
- 5** Consider Medium Density Residential Infill and Redevelopment of Isolated and/or Vacant Commercial Parcels on the Corridors, i.e. Senior Living
- 6** Reinforce Clustered Commercial/Office Areas Along the Corridors
- 7** Increase Connectivity and Walkability of Commercial Serving Areas with Surrounding Residential Serving Areas with Surrounding Residential Walkway and Bikeway Improvements Along Key North-South and East-West Streets Linking Parks, Schools, Churches and Key Commercial Destinations
- 8** Encourage Additional Mixed-use Infill on Existing Commercial Center Sites Reverse Auto-oriented Development Patterns by Reducing/sharing Parking, Shared Access Agreements, Reduced Curb Cuts, Parking Relocation to the Side and Rear of Properties and New Buildings Fronting on the Street at an Appropriate Setback Matching the Historic Development Pattern
- 9** Discourage the Clustering of Auto Repair, Service and Maintenance Facilities Within Close Proximity to the Established Historic Districts
- 10** Encourage the Redevelopment of Multi-family Residential and Commercial/Office Sites Which Are Out of Scale with Historic Development Patterns Along the Corridors
- 11** Explore the Alternatives for Better Linking Michigan Avenue and Ann Street as a Potential North-South Connection Between the Midtown North and South Neighborhood



Downtown Mobile Medical Technology Corridor Plan View

2.7.2 Midtown West Neighborhoods Corridors (MW) Priority Initiatives

MW Priority Initiative 1: Create a "Downtown Mobile Medical Technology Corridor"

The City of Mobile, and specifically Downtown, is a regional medical center and home to USA Children's and Women's Hospital, the Mobile Infirmery Medical Center, the USA Medical Center, and USA College of Medicine. This cluster of medical services, plus the presence of numerous physician offices, creates a health services delivery and research cluster that creates hundreds of good-paying jobs for the area.

In the future, it is recommended that the City seek a partnership of interests to create a Downtown Mobile Medical Technology Corridor. The purpose of this initiative would be to capitalize on and expand the presence of the current medical cluster that currently exists. The core of this cluster is anchored by the University of South Alabama College of Medicine.

The University's medical school conducts research in several specialty areas including:

USA College of Medicine – Areas of Basic Research

- Biochemistry and Molecular Biology
- Cell Biology and Neuroscience
- Comparative Medicine
- Microbiology and Immunology
- Pharmacology
- Physiology

The University also maintains three Centers of Excellence that include: 1) Comprehensive Sickle Cell Center - 1 of only 9 NIH-funded Sickle Cell research centers in the United States, 2) Lung Biology at USA College of Medicine, and 3) Mitchell Cancer Institute. The Mitchell Cancer Center conducts research in the following areas:

Mitchell Cancer Center

- Breast Cancer
- Colon/Rectal Cancer
- Melanoma
- Lung Cancer
- Follicular B-Cell Non-Hodgkin's Lymphoma
- Pancreatic Cancer
- Endometrial Cancer
- Ovarian Cancer
- Cervical Cancer

Working with the University's Office of Technology Transfer, the City would seek opportunities to foster new commercial enterprises from the funded research conducted by USA researchers and professors. The overall mission of the technology corridor would be to:

- attract researchers and experts,
- launch companies,
- tap new investment financing,
- devise products,
- create innovation centers,
- secure major laboratories, and
- keep our best and brightest young talent.

In order to accomplish this objective, the City and the Mobile Downtown Redevelopment Partnership will have to create a well-funded organization, typically a nonprofit economic development corporation, devoted singularly to site development with senior-level leaders serving on the Board of Directors. No one organization, but multiple entities, would focus on the redevelopment of the Springhill Avenue, St. Stephens Road and Broad Street corridors. Other factors to be considered would be:

- **Infrastructure** - Key infrastructure such as roads, water, sewer and broadband fiber optics available for areas to be developed. Infrastructure enhancements will be needed and funding requests are pending at local, state and federal levels.
- **Research University** - Direct link with a research university.
- **Private Sector and Local Government Partners** - Private sector partners and government leaders directly involved in the management and funding of research incubator or small research park, if suitable land can be assembled.
- **Incubating and Attracting Innovation Companies** - The mission of the park includes both incubating technology start-up companies and attracting major technology company tenant

MW Priority Initiative 1 - Implementation Matrix Midtown West Corridors		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To focus revitalization on radial commercial corridors, while rethinking the future land use pattern and mix to be sensitive to surrounding neighborhoods.						
	<i>Reinforce the purpose and role of the Government Street, Broad Street, and Spring Hill Avenue corridors to be focused on localized, neighborhood serving retail goods and services, public services and medical services.</i>						
Action 1:	Discourage the clustering of auto repair, service, maintenance facilities and pawn shops within close proximity of the established historic districts.	MDRP,PC		X			A
Action 2:	Establish a Mobile Medical Technology Corridor and University of South Alabama land use theme along the Spring Hill Avenue and St. Stephens Road corridors.	MDRP,USA	DMA,D	X			A
Goal:	To create a "Downtown Mobile Medical Technology Corridor" along the Spring Hill and St. Stephens corridors targeting medical, technical, medical research or supportive businesses.						
Goal:	To initiate redevelopment activities and offer incentives to attract medical and healthcare-related businesses to locate within the Downtown Mobile Medical Technology Corridor.						
Action 1:	Study the potential to install high-speed, fiber optic lines on Spring Hill and St. Stephens corridors.	MDRP	C		X		B
Action 2:	Work in cooperation with USA to develop joint City/University R&D district and establish incentive package to attract private companies.	MDRP,OM,USA			X		B
Action 3:	Provide technology incubator to foster start-up companies working on medical research and medical services.	MDRP,USA,OM				X	D
Action 4:	Provide shared office services and business planning assistance for new businesses.	USA,MDRP			X		D
Action 5:	Provide "wireless cloud" in downtown to provide free broadband Internet throughout downtown.	OM,MDRP			X		G



Midtown West Neighborhoods Commercial Corridor Plan View

2.7.3 Midtown West Neighborhoods Corridors (MW) Secondary Initiatives

MW Secondary Initiatives 1 & 2: Prepare Urban Design Overlay Development Standards and Public Realm Guidelines for the Commercial Corridor areas Inside and Outside of Existing Historic District Boundaries.

Initiative 1 - Due to inconsistencies in guidelines governing construction and development for other than residential structures in this part of the planning area, there is an immediate need for updating and revising the Historic District guidelines to include specific standards for all historic building uses found in the Midtown West neighborhoods and corridors.

Initiative 2 - Adapted govern guidelines to include additional sections on contemporary compatibility requirements for new building construction in the Historic Districts and their associated commercial corridors. One method to alleviate haphazard development condition is to create a points-based overlay system of private development standards and public realm guidelines for the commercial corridors. These can be coupled with additional incentives in the form of density bonuses, abatements or reduced parking requirements for the property owner.

The architectural fabric and character of the Midtown West neighborhoods is largely protected and controlled by pre-established Historic District Guidelines for the Old Dauphin Way, Oakleigh Garden and Leinkauf Historic Districts. Given that the three districts are largely composed of historic residential structures, the guidelines focus primarily on residential improvements, treatments and details, leaving improvements for commercial and institutional uses in the districts to be more subjectively judged for appropriateness.

Zoning standards currently guide the overall height, scale, siting, etc., but the character of new architecture (not covered by U.S. Department of the Interior standards) is largely left to the review of the Architectural Review Board without details of specific character and material guidelines for reference.

This also applies to buildings and land use which lie outside of the Historic Districts and perhaps have the greatest potential for impacting the adjacent neighborhood edges. Most frequently, these "clashing" issues occur within the commercial and institutional areas of the Midtown West corridors where newer uses had already displaced historic properties before the protections afforded the Historic Districts were put in place. The result is a series of small, dis-connected commercial pockets along the Spring Hill Avenue, Broad Street and Government Street corridors which have only the current zoning and subdivision regulations to guide private development and public enhancements.

The solutions proposed in these initiatives are intended to create a win-win scenario for the City and property owners, whereby higher quality property improvements are rewarded and neighborhood investments are further safeguarded for future generations.

MW Secondary Initiatives 1&2 - Implementation Matrix Midtown West Corridors		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
HOUSING & NEIGHBORHOOD INITIATIVES							
Goal: To celebrate and reinforce the culture and heritage of the Historic District neighborhoods.							
Action 1:	Reestablish the residential land-use and edge behind the Government Street commercial areas where possible with redevelopment. Complete the residential street environments with residential on both side of the street.	UDD,PC,MDRP	D	X	X		N/A
Action 2:	Encourage medium-density residential infill/redevelopment of isolated or vacant commercial parcels along the corridors.	PC,MDRP	D	X	X		N/A
Action 3:	Conduct a detailed review of the current zoning requirements along the Midtown West corridors with a special focus on identifying key sites that should be considered for rezoning from a non-residential use back to residential use because of their impact on the Historic neighborhood fabric or neighborhood conservation efforts.	UDD,PC,MDRP	PO	X			A
HISTORIC & CULTURAL INITIATIVES							
Goal: To Establish an Overall Conservation Initiative for Historically Significant or Contributing Areas Outside of the Historic District Boundaries.							
Action 1:	Conduct a detailed review of the current zoning requirements with a focus on identifying conflicting standards and reestablishing consistent orientation, siting, setback, height and density standards that reinforce the pattern desired in the areas outside of the historic districts.	UDD,PC,MDRP	DMA	X			B
Action 2:	Establish a supplemental Urban Design Zoning Overlay District with incentive-based Development Standards and Design Guidelines for the areas outside of the current historic district boundaries.	UDD,PC,MDRP	DMA	X			B
Action 3:	Prepare a supplemental Public Realm Master Plan with Design/Maintenance Guidelines and an implementation phasing schedule including such items as; sidewalk upgrades or replacement, tree canopy planting/replacement, crosswalk management, street & pedestrian lighting, etc.	UDD,PW,MDRP	DMA	X			B



Midtown West Residential Neighborhoods Plan View

MW Secondary Initiative 4: Restore the Residential Edge Behind the Government Street and Spring Hill Avenue Commercial Areas Where Possible with Redevelopment and Complete Neighborhood Streets with Residential on Both Sides

This initiative recommends a reassessment of the existing land use, zoning designations, and need for guidelines for parcels along the side streets and the first-tier residential streets within one-block of the Government Street and Spring Hill Avenue corridors, and which lie outside of the current historic district requirements. The intent of this initiative is to maintain and reinforce the residential edges that abut these corridors, while also providing for new commercial, institutional or multi-family residential redevelopment of underutilized Government Street and Spring Hill Avenue frontage sites, as illustrated in Exhibit 2-5: Midtown West Corridors Development and the map on the left. This initiative is closely associated with Initiative 3 whereby the goal of this study should be to identify frontage parcels along the residential streets that need to be rezoned and guided toward residential redevelopment and re-use, while also defining clear frontage parcels for non-residential redevelopment along the commercial corridors.

There are many instances where past commercial and multi-family developments along the Government Street and Spring Hill Avenue corridors have encroached on the "first-tier" residential streets of the Historic Districts. In many locations, Conti Street and Church Street residences have been removed to create deeper commercial and multi-family residential sites that now back onto these residential frontage streets. The same can be said for Spring Hill Avenue's impact on the residences of Oak Street, Old Shell Road and State Street along the eastern portion of the corridor. This has resulted in incompatible land use and site design relationships between the remaining single-family homes and the commercial developments which impact the quality of life for Mobile residents, as reflected in their public comments.

In preparation for continued positive redevelopment along the Government Street and Spring Hill Avenue corridors, new land-use, zoning and guidelines which support sensitive, context driven redevelopment solutions will help to secure property values and the quality of life that Mobile residents have come to enjoy in the Midtown West neighborhoods. The result will be better defined and enhanced neighborhood edges that are complemented by good neighbor uses and architectural design that blends with and completes the surrounding neighborhood streets.

MW Secondary Initiative 3: Discontinue Suburban Sprawl Into the Edges of the Historic and Non-Historic Residential Neighborhoods

This activity proposes a reassessment of the existing and proposed detailed land use and zoning that is desired and marketable along the corridors within this part of the planning area. The goal of this detailed study should be to identify parcels that need to be rezoned to residential use, while also defining clear boundaries for non-residential development to be contained within.

As shown in Exhibit 2-5, Midtown West Corridors Development Plan View, appropriate locations are suggested for commercial/ mixed use, multi-family/ senior residential and single family residential to be further studied and a "rezoning report card" can be provided as an assessment for each of the Midtown West corridors.

A neighborhood's integrity, strength and sustainability as a community are only as secure as the surrounding edges that define its perimeter. A neighborhood's image and experience is set at its gateway edges and if these are poorly defined or degraded by surrounding uses, the first impression and perceived values in the neighborhood can be severely eroded.

These were common points of discussion throughout the Midtown West Neighborhood planning meetings. Residents expressed openly that they had little to no input or control over the type of use or design of commercial development being constructed along "their" main commercial corridors, and sometimes the adjoining residential side streets. Residents expressed concern that redundant uses are becoming commonplace along the corridors, especially with regard to gas stations, car washes, auto repair businesses and pharmacies. Residents

also cited that contemporary building designs and site development templates are requiring larger development sites which are beginning to encroach into the residential side streets with less and less room to adequately buffer the commercial use or its parking requirement.

As property values within a neighborhood can be negatively impacted by harsh transitions from less-than-optimum planned, designed and constructed commercial "edges" or gateways, the City of Mobile's image and marketability is also negatively impacted. These downward impacts are especially hurtful when economic development projects include selling Mobile's quality of life as a part of a prospective business relocation or new location.



Midtown West Infill Development Plan View

MW Secondary Initiative 5: Consider Medium-Density Residential Infill and Redevelopment of Isolated and/or Vacant Commercial Parcels on the Corridors, i.e., Senior Living

Portions of both the Government Street and Broad Street corridors have either pockets of vacant buildings or entire parcels that are commercially zoned and awaiting re-use. Marketplace conditions indicate a limited potential for continued commercial growth among a number of neighborhood-serving commercial centers in the study area.

A more appropriate re-use of these isolated commercial sites will be for multi-family residential development. This will help expand the residential offerings in the area. It may also serve a vital function for senior citizen residential development and allow Mobile’s senior citizens enjoy living comfortably close to the commercial, medical, social and transit services they require.

Sites along the Broad and Government Street corridors for residential development:

- 1) The new Broad Street/Dauphin Street gateway park area,
- 2) Government Street frontage between Chatham and George Streets,
- 3) Government Street and Catherine Street (as part of shopping center, mixed-use redevelopment), and
- 4) The northeast corner of Government Street and Monterey Street.

Note: Implementation Actions for MW Secondary Initiative 5 are comparable to the Housing and Neighborhood Implementation Actions included in the MW Secondary Initiatives 1&2 Matrix

MW Secondary Initiative 6: Reinforce Clustered Commercial/Office Areas Along the Corridors through Controlled Zoning and Land Use

Suburban land use standards and existing Euclidian zoning standards have encouraged too much “auto-oriented” commercial development in the commercially zoned areas of the Midtown West Neighborhoods. These developments are not sensitive to the surrounding neighborhoods. They are overly suburban in detail and layout, with “strip commercial” characteristics such as deep building setbacks, front-loaded parking lots, multiple curb cuts and entryways, large-scale signage, and a general lack of on-site pedestrian amenities. Many traditional neighborhood-serving local businesses operating in these small “through-traffic” environments struggle to remain competitive against the growth of outlying full-service commercial centers.

The City needs to create “destination-based” environments in these neighborhood-serving commercial corridors by reshaping the future land use and zoning of the corridors to create pedestrian-oriented, “village style” commercial clusters (“destinations”). These should be targeted at key intersections and linkage streets with the surrounding neighborhoods.

This can best be accomplished by reconfiguring the underlying zoning designations to encourage commercial at desired marketable locations and rezoning unsuccessful commercial areas to high-density residential, institutional or office use.

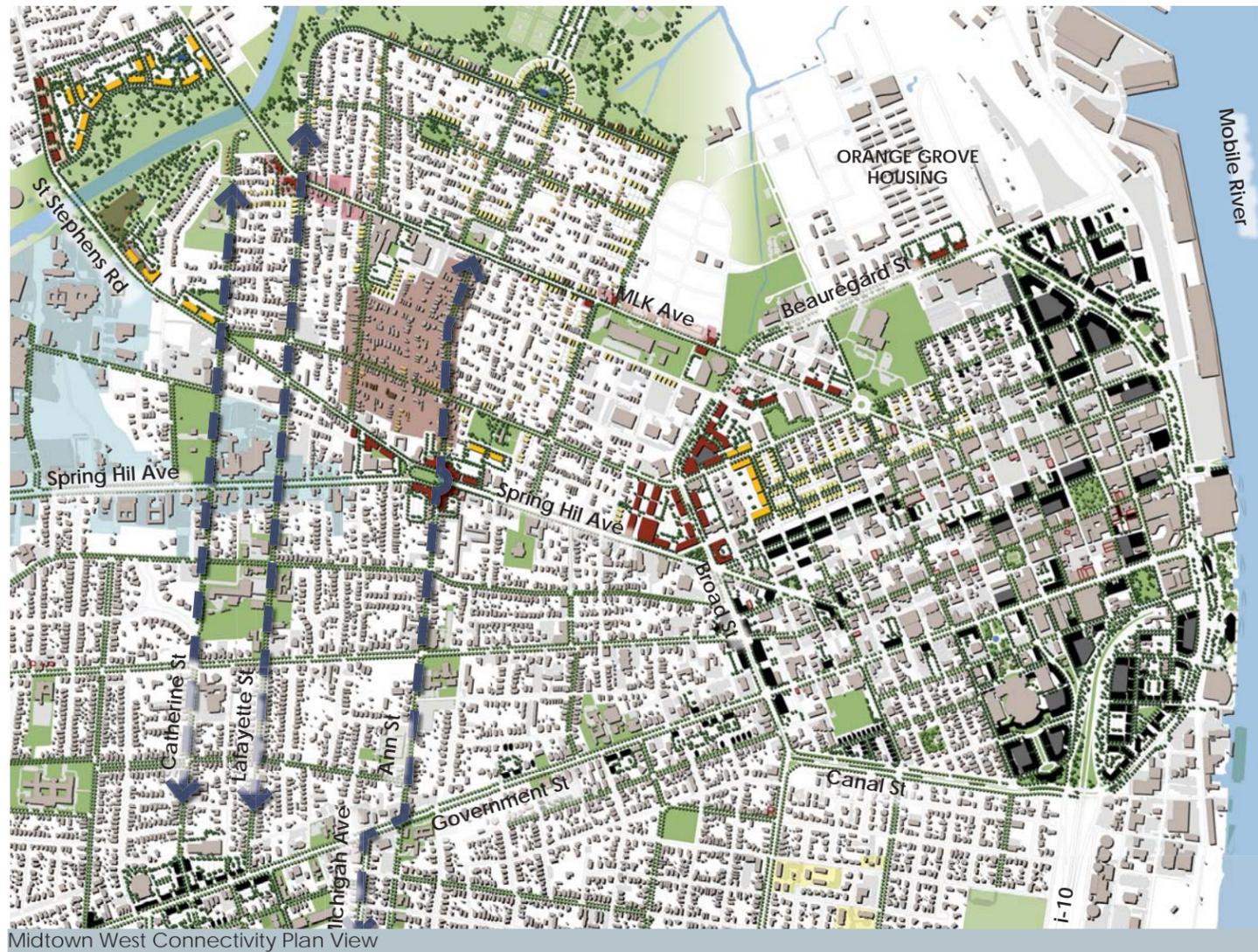
Rezoning must also be accompanied by a Commercial Corridor Overlay District with site development standards and design guidelines that reinforce a pedestrian environment. The creation of minimum “build-to” lines and reduction of required parking are examples of possible changes to the existing zoning ordinances. This need not be limited to existing large parcels that have already been developed. New “Commercial Corridor Overlay District Standards” and modifications to existing zoning ordinances can also apply to individual sites as they come up for redevelopment.

The following areas were identified for clustered commercial zoning due to site size and potential for land assemblage:

- 1) Weinacker (Winn Dixie) Shopping Center,
- 2) Shoppes of Midtown Shopping Center,
- 3) New Springhill Gateway Village Center,
- 4) Five Points Shopping Center, and
- 5) Old Shell Road/Ann Street commercial node.

It should be noted that many of these same areas have also been considered for future mixed-use infill development as will be discussed MW Initiative #8. Similar standards can be applied if the site were slated for clustered commercial or mixed-use; however, the site yield would be higher for mixed-use if shared parking standards were adopted.

MW Secondary Initiative 6 - Implementation Matrix Midtown West Corridors		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES							
Goal:	To focus revitalization on radial commercial corridors, while rethinking the future land use pattern and mix to be sensitive to surrounding neighborhoods.						
Goal:	To implement public realm improvements where most needed & where development could likely occur.						
	<i>Reestablish a continuous design character for both residential and commercial areas along the Government Street, Dauphin Street, Old Shell Road and Spring Hill Avenue corridors which compliments the three larger historic districts</i>						
Action 1:	Conduct a detailed review of the current zoning requirements along the Midtown West corridors with a special focus on identifying conflicting standards and reestablishing consistent orientation, siting, setback, height and density standards that reinforce the pattern desired in the overlapping historic districts.	UDD,PC	PO,DMA	X			A
Action 2:	Establish a supplemental Urban Design Corridor Zoning Overlay District with Development Standards and Design Guidelines for the commercial areas inside and outside of the current historic district boundaries within the Midtown West corridors.	UDD,PC	PO,DMA	X			B
Action 3:	Prepare a supplemental Public Realm Master Plan with Design/Maintenance Guidelines and an implementation phasing schedule for the Midtown West corridors including such items as; sidewalk upgrades or replacement, tree canopy planting/replacement, crosswalk management, street & pedestrian lighting, etc.	UDD,PC		X			B
	<i>Redefine the desired land use development pattern along the Government Street and Spring Hill Avenue corridors</i>						
Action 1:	Reinforce clustered commercial, office or mixed-use areas along the Midtown West Corridors through revised land-use/zoning codes which incentivize non-residential uses to locate at key intersection nodes (illustrated in the master plan) with residential and institutional/civic uses maintained between commercial clusters.	UDD,PC,CC,MDRP	D		X		A
Action 2:	Encourage additional mixed-use infill development on existing, older commercial/retail center sites by reducing the requirements under shared parking, shared access agreements, reduced curb cuts and parking relocation to the side or rear of buildings with the primary building fronting the Main Street(s).	MDRP	D		X		A
Action 3:	Encourage the redevelopment of multi-family residential and commercial/office sites which are currently out of scale with historic development along the corridors.	MDRP	PO		X	X	A
Action 4:	Discontinue non-residential site plan approvals which facilitate commercial sprawl and erosion of the Historic and Non-historic residential neighborhood fabric behind the commercial corridors.	UDD,PC		X			A
Goal:	To focus revitalization on radial commercial corridors, while rethinking the future land use pattern and mix to be sensitive to surrounding neighborhoods.						
	<i>Reinforce the purpose and role of the Government Street, Broad Street, and Spring Hill Avenue corridors to be focused on localized, neighborhood serving retail goods and services, public services and medical services</i>						
Action 1:	Discourage the clustering of auto repair, service, maintenance facilities and pawn shops within close proximity of the established Historic Districts.	UDD,PC		X			A



Midtown West Connectivity Plan View

first phase (primary) tier of a street hierarchy system for revitalizing pedestrian, bicycle and vehicular connections.

The following primary corridors were carefully selected as critical North-South and East-West connectors that already link or could link many of community resources.

Key North-South Connectors:

- Ann Street
- Catherine Street
- Lafayette Street
- Michigan Avenue

Key East-West Connectors:

- Dauphin Street
- Government Street
- Spring Hill Avenue

Appropriate, focused investments can change these corridors from purely functional connections to truly enjoyable street environments for the community."

MW Secondary Initiative 7: Increase the Connectivity and Walkability of Commercial Serving Areas with Surrounding Residential Walkway and Bikeway Improvements Along Key North-South and East-West Streets Linking Parks, Schools, Churches and Key Commercial Destinations

There is a need for pedestrian and bikeway connectivity enhancements between the neighborhoods and existing civic amenities, commercial areas and community landmarks of the Core Business District (CBD) downtown. This must be done in a phased approach. Maintaining all streets and sidewalks to the same level is not an attainable goal and not recommended under current conditions.

By guiding future roadway, streetscape and utility infrastructure funding to the most important functional and image setting corridors in Mobile's Midtown Neighborhoods, the City will establish the

MW Secondary Initiative 7 - Implementation Matrix Midtown West Corridors		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES							
Goal:	To improve service in the Downtown area - Foster more direct service.						
Goal:	To improve transit connections from Midtown to Downtown.						
	Action 1:	Improve midtown to downtown connection with new trolley service.	WT		X		C
	Action 2:	Improve bus stop conditions - add benches, shade from the sun, trash receptacles, posted maps.	WT			X	C
	Action 3:	Improve public knowledge by education programs, flyers and posted bus route maps.	WT		X		A
Goal:	To improve road connectivity between downtown neighborhoods.						
	Action 1:	Continue planned improvements to the Broad Street corridor.	PW/ALDOT				X
	Action 2:	Develop Michigan and Ann streets to create north-south connection to Zones 2 and 3.	PW				X
	Action 3:	Construct roundabouts due alleviate confusion from angled streets and confusing intersections.	PW			X	
	Action 4:	Implement walkway and/or bikeway improvements along key north-south and east-west streets (as indicated in the master plan) linking parks, schools, churches and key commercial destinations.	PW			X	X
	Action 5:	Implement bold pedestrian crossings along Government Street and Springhill Avenue in areas of highest pedestrian activity.	PW			X	
	Action 6:	Develop new site development guidelines which encourage pedestrian-friendly and bike-friendly linkages and facilities to be included as part of the required site development amenity package.	PW, MDRP		X		



Additional Mixed-use Infill on Existing Commercial Center Sites on Government Street Plan View



Additional Mixed-use Infill on Existing Commercial Center Sites on Government Street Plan View



Additional Mixed-use Infill on Existing Commercial Center Sites on Spring Hill Avenue Plan View

MW Secondary Initiative 8: Encourage Additional Mixed-use Infill on Existing Commercial Center Sites

Building upon the clustered commercial concepts discussed in MW Initiative #6, there are also opportunities for redeveloping some of the commercial centers into mixed-use centers with additional vertically integrated land uses that would optimize the use of highly visible and marketable sites along the corridors. Under current conditions, the commercial shopping centers tend to be active places 12 hours a day, whereas mixed-use centers that also offer residential or institutional uses can extend their activity to a minimum of 18 hours a day. The following commercial areas were identified as potential candidates for new mixed-use zoning and redevelopment: 1) Weinacker (Winn Dixie) Shopping Center, 2) Shoppes of Midtown Shopping Center, 3) the new Springhill Gateway Village Center, and 4) the Five Points Shopping Center. Potential layouts for mixed-use development were prepared for each of these sites and illustrated in the Midtown West Corridors Development Plan View. In each case, under typical mixed-use development standards with smaller properties assembled into larger parcels, the sites studied supported more development than was currently in place on individual sites.

The recommendations for these areas include development of a mixed-use development toolkit that establishes either a new mixed-use zoning overlay with prescribed development standards and guidelines, or a new form-based zoning code for the commercial corridors. Under either scenario, existing property owners would receive the benefit of enhanced zoning and higher potential use for their property in exchange for prescribed, but economical, standards with regard to building

materials, fenestration, roof types, site design, etc. The new land use and zoning requirements should also reduce "auto-oriented development patterns" by: 1) reducing surface parking requirements and allowing for shared use calculations for parking, 2) allowing shared access agreements with neighboring properties, 3) reducing curb cut allotments to one per block face, 4) requiring all parking to be located to the side or rear of a building, and 5) requiring new buildings to front the street at an appropriate setback matching, not exceeding, the historic development pattern of the neighborhood and corridor. Together these and other prerequisite guidelines will work to the City's and developers' advantage in reducing redundant development costs and optimizing the site use of key neighborhood-serving commercial properties for more creative mixed use.

MW Secondary Initiative 9: Discourage the Clustering of Auto Repair, Service and Maintenance Facilities Within Close Proximity of the Historic Districts

Both Spring Hill Avenue and Government Street have succumbed to an over abundance of auto repair, service station and maintenance facility uses. The short section of Government Street from Broad Street to Houston Street currently has five service stations (one is vacant) vying for patronage from local and through traffic. This issue, coupled with other auto repair spots and car washes, dominates portions of the Government Street and Spring Hill Avenue corridors and impacts the development potential of other neighboring sites.

In this instance, clustering auto-oriented businesses in one area near the historic residential districts is detracting from the entrances and edges of

the neighborhoods due to inadequate buffers, increased auto traffic, excessive signage, on-site/off-site auto storage, garage visibility, etc. With the exception of service stations and auto retail stores, all other auto repair and service uses should be relocated to industrial or business areas in Downtown Mobile to minimize impacts to nearby neighborhoods. Service stations should be limited in number and dispersed to limit the visual impact created by typical service station architecture and be in ratio with the number of other commercial types along the corridors. Auto retail businesses can be incorporated within the existing commercial mix if they offer auto servicing or installation services, which should be provided in the rear of the building and adequately screened from street front or neighboring views.

The intent of this initiative is not to remove all auto-oriented businesses from the Midtown West corridors, but to zone for and control the number, type, appearance, site design, location and proximity of auto service uses to better co-exist with nearby residences.

MW Secondary Initiative 8 - Implementation Matrix Midtown West Corridors		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES							
Goal:	To focus revitalization on radial commercial corridors, while rethinking the future land use pattern and mix to be sensitive to surrounding neighborhoods.						
Action 1:	Reinforce clustered commercial, office or mixed-use areas along the Midtown West Corridors through revised land-use/zoning codes which incentivize non-residential uses to locate at key intersection nodes (illustrated in the master plan) with residential and institutional/civic uses maintained between commercial clusters.	UDD,PC,CC,MDRP	D		X		A
Action 2:	Encourage additional mixed-use infill development on existing, older commercial/retail center sites by reducing the requirements under shared parking, shared access agreements, reduced curb cuts and parking relocation to the side or rear of buildings with the primary building fronting the main street(s).	MDRP	D		X		A
Action 3:	Encourage the redevelopment of multi-family residential and commercial/office sites which are currently out of scale with historic development along the corridors.	MDRP	PO		X	X	A
Action 4:	Discontinue non-residential site plan approvals which facilitate commercial sprawl and erosion of the Historic and Non-historic residential neighborhood fabric behind the commercial corridors.	UDD,PC		X			A



Midtown West Multi-family and commercial/Office Redevelopment Plan View

MW Secondary Initiative 10: Encourage the Redevelopment of Multi-family Residential and Commercial/Office Sites Which Are Out of Scale with Historic Development Patterns along the Corridors

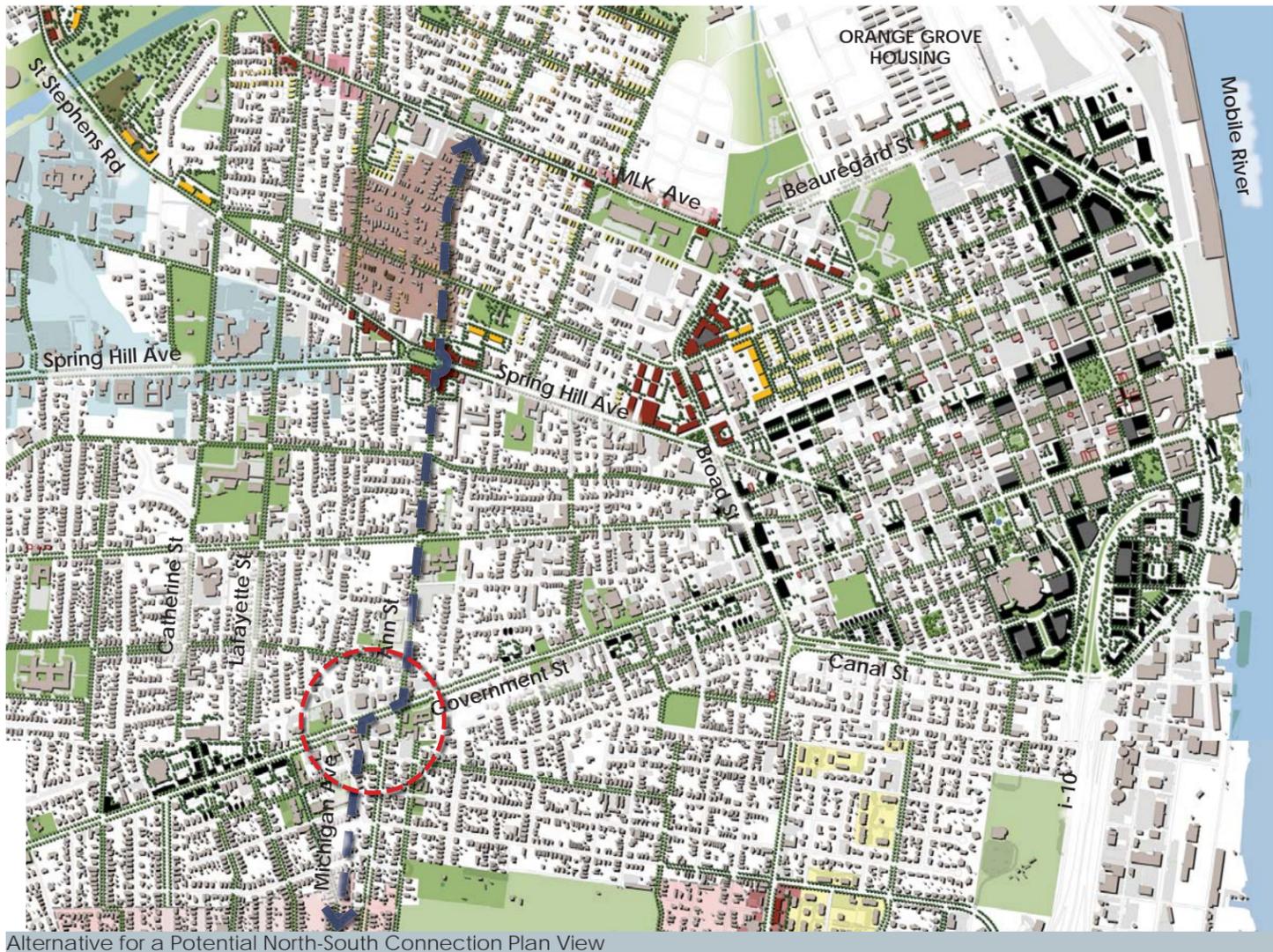
Given that a very large portion of the Midtown West neighborhoods and corridors architectural fabric is composed of moderately scaled buildings and parcels, it seems only appropriate that new development should respect this scale and character. The largest buildings in the Historic Districts are typically attributable to schools, institutions or places of worship as well as some larger antebellum residences. Unfortunately, larger contemporary commercial and multi-family buildings have emerged along the Midtown corridors, primarily along Spring Hill Avenue and Government Street, that are out of scale and character with the surrounding contributing structures of the Historic Districts. In most cases the commercial centers, offices and apartment buildings have been developed as nondescript, homogeneous structures that make no reference to the surrounding architecture. Many of these sites have been noted as potential locations for future redevelopment in the Midtown West Corridors Development Plan View (Exhibit 2-5) with new development that would be in scale with and complement nearby contributing architecture. The intent is to show how these sites could be more optimally developed if the infill development is kept to three or four stories and internally parked to the rear and side of the property. Some specific case studies for where this could occur include:

- Redevelopment of the blank wall mini-storage warehouse property at Government and George's Street with three- to four-story multi-family apartments, lofts or condominiums.
- Redevelopment of low-rise office buildings at Government and Rapier Streets with smaller footprint, three- to four-story commercial-office buildings fronting the street with on-site parking to the rear.
- Redevelopment of the current high-rise apartment building at the corner of Government and Marine Streets with smaller footprint, three- to four-story mixed-use buildings that front Government Street and allow for compatible single-family residences to the rear of the block.
- Infill redevelopment of shopping centers at Government and Catherine Streets and Spring Hill Avenue and Ann Streets with two- to three-story mixed use and loft buildings.

The resulting corridor development plans for the Spring Hill Avenue and Government Street area illustrates the appropriate scale and pattern of redevelopment that should be prescribed along the corridor with the use of the enhanced development standards discussed in MW Secondary Initiatives 1 & 2.

MW Secondary Initiative 9 - Implementation Matrix Midtown West Corridors	Implementation Lead		Implementation Timing			Estimated
	Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES						
Goal: To focus revitalization on radial commercial corridors, while rethinking the future land use pattern and mix to be sensitive to surrounding neighborhoods.						
Action 1: Discourage the clustering of auto repair, service, maintenance facilities and pawn shops within close proximity of the established historic districts.						
	MDRP,PC		X			A

MW Secondary Initiative 10 - Implementation Matrix Midtown West Corridors	Implementation Lead		Implementation Timing			Estimated
	Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES						
Goal: To focus revitalization on radial commercial corridors, while rethinking the future land use pattern and mix to be sensitive to surrounding neighborhoods.						
Action 1: Reinforce clustered commercial, office or mixed-use areas along the Midtown West Corridors through revised land-use/zoning codes which incentivize non-residential uses to locate at key intersection nodes (illustrated in the master plan) with residential and institutional/civic uses maintained between commercial clusters.						
	UDD,PC,CC,MDRP	D		X		A
Action 2: Encourage additional mixed-use infill development on existing, older commercial/retail center sites by reducing the requirements under shared parking, shared access agreements, reduced curb cuts and parking relocation to the side or rear of buildings with the primary building fronting the main street(s).						
	MDRP	D		X		A
Action 3: Encourage the redevelopment of multi-family residential and commercial/office sites which are currently out of scale with historic development along the corridors.						
	MDRP	PO		X	X	A
Action 4: Establish stringent approval standards governing the commercial reuse of historic homes along commercial corridors to protect the architectural and historic character of these properties and to protect against encroachment on adjacent properties.						
	UDD,PC		X			A



Alternative for a Potential North-South Connection Plan View

MW Secondary Initiative 11: Explore the Alternatives for Better Linking Michigan Avenue and Ann Street as a Potential North-South Connection Between the South and North Neighborhoods

Upon initial observations, Mobile’s utilitarian street grid and urban fabric provides a variety of choices for north-south and east-west movement in the Downtown Core. However, a second look beyond the Hank Aaron Loop reveals that the dominant road pattern is a series of radiating streets and avenues that frame changing road patterns between neighborhoods. The result is that there are very few direct north-south routes, vehicular or pedestrian, linking the North, West and South Midtown neighborhoods and their institutional or recreational resources. This was a key point of discussion during the public planning process with a possible solution emerging with either the Michigan

Avenue or Ann Street corridors or some combination thereof.

The Michigan Avenue corridor offers a wider right-of-way for street, bikeway and walkway improvements, but only extends from Duval Street to Government Street. The Ann Street corridor is narrower with tighter right-of-way constraints for bikeway and walkway improvements, but offers greater connectivity from Duval Street to MLK Avenue. It should be noted that the Catherine Street/Alder Avenue/Tuttle Avenue route was also noted as a potential north-south walkway and bikeway linkage from Lillie B. Williamson High School to Three-Mile Creek Greenway and MLK Avenue.

The ultimate solution for better north-south bikeway and walkway linkages tends to favor use of the Ann Street corridor with the addition of 4’ wide striped bike lanes and consistently restored 5’ wide

walkways, street trees for shade and pedestrian lighting for nighttime security. The Michigan Avenue corridor offers better opportunities for limited, but beneficial transportation improvements that could be diverted and linked to the northern portions of Ann Street and/or Catherine Street.

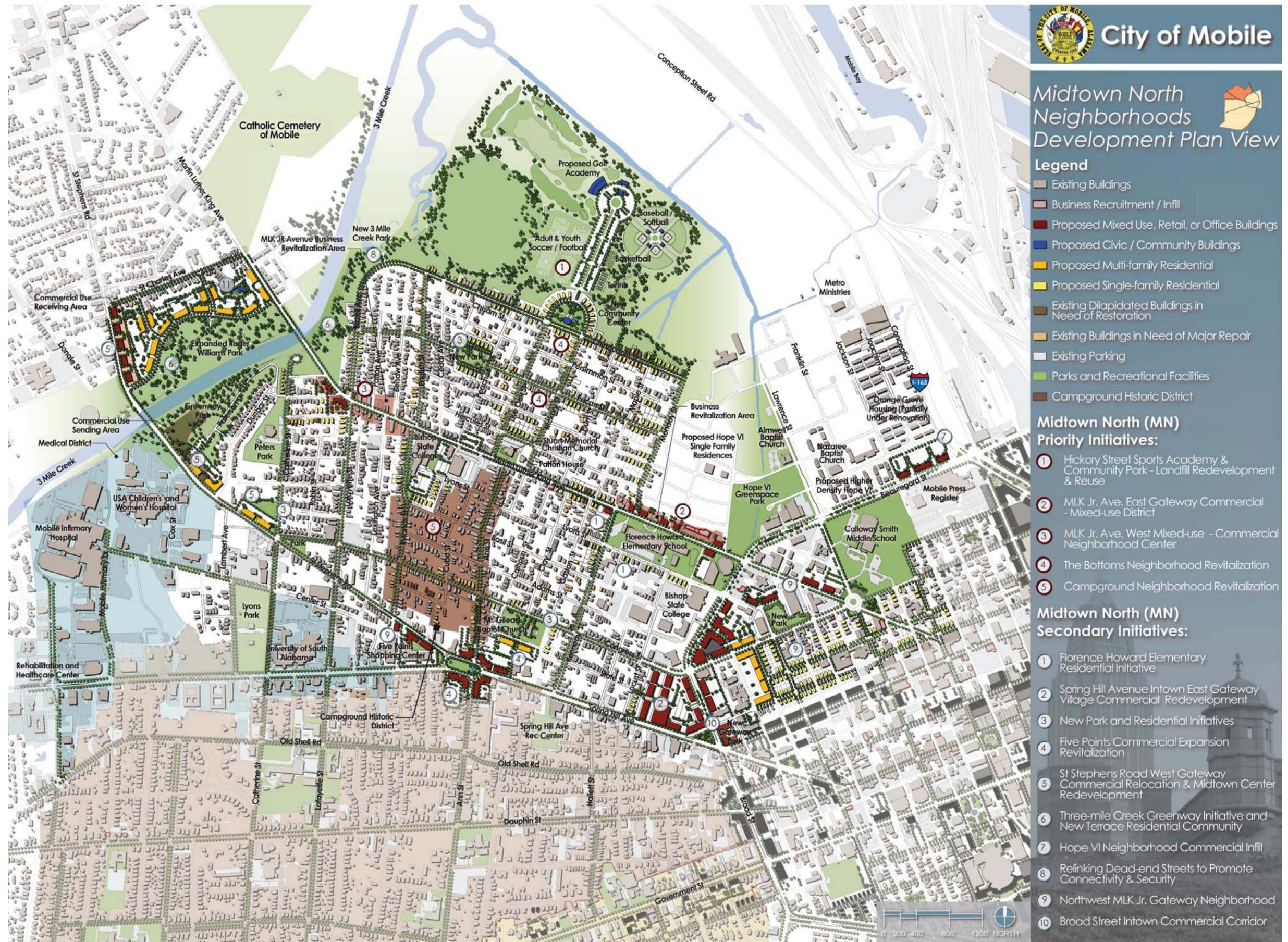
Each of these corridors has their implementation challenges, but establishing new and stronger pedestrian, bikeway and possibly vehicular connections between proposed neighborhood conservation areas and prime redevelopment commercial districts must be a high priority of the neighborhood plans. For this reason, the Michigan Avenue/Ann Street connection should be further studied for design and short-term implementation.

2.8 Midtown North Neighborhoods

2.8.1 Overview

The third area of urban design Initiatives focuses on the Midtown North Neighborhoods zone (Exhibit 2-6), generally defined by Broad Street and Interstate 165 to the east, the Three-Mile Creek tributaries and the Hickory Street Landfill to the north, Three-Mile Creek and St. Charles Street to the west, and Spring Hill Avenue and St. Stephens Road to the south. A large portion of the Midtown North Neighborhoods zone was already dedicated and planned for the HOPE VI neighborhood revitalization and Orange Grove Neighborhood renovations currently underway for the area north of Beauregard Street and MLK Avenue from Monday Street to I-165. The area also includes The Bottoms Neighborhood, the Campground Neighborhood and the Roger Williams/Three-Mile Creek Neighborhood served by the MLK Avenue, Springhill Avenue and St. Stephens Road commercial corridors. A set of fifteen (15) recommended initiatives, five (5) of which are identified as priority, for the Midtown North Neighborhoods was developed to respond to the issues, opportunities and key goals documented during the consultant team's field reconnaissance and public input process. These initiatives are described and illustrated on the following pages.

EXHIBIT 2-6:
Midtown North Neighborhoods
Development Plan View





Hickory Street Sports Academy and Community Park - Landfill Redevelopment and Reuse Plan View

2.8.2 Midtown North Neighborhoods (MN) Priority Initiatives

MN Priority Initiative 1: Hickory Street Sports Academy and Community Park – Landfill Redevelopment and Reuse

Based on an analysis of neighborhood and open space conditions in the MLK Avenue community and specifically the Bottoms Neighborhood, there is a shortfall of parks and open space areas focusing on active recreation and organized sports. Community residents and Housing Authority representatives also confirmed that there is a similar shortage of programmed sports and after school activities for Mobile's inner city youth. To illustrate this point, the Boys and Girls Club and pool facility located on MLK Avenue was recently closed and will now be used for part of the Franklin Memorial Medical Center campus. No replacement facility for this activity was identified.

On a parallel note, the old Hickory Street Landfill site, located north of the Bottoms Neighborhood between Three-Mile Creek and the HOPE VI housing site, continues to lie fallow as a partially capped rubble landfill site. Its past use and current conditions do not make positive contributions to the Bottoms Neighborhood. This raises the question of whether there is a more productive use for this site that can help spark neighborhood reinvestment, create positive youth activities, increase community spirit and interaction, and also help to bring the parks and open space needs within the community closer in balance.

The focus area outlined for this initiative is the portion of the Hickory Street Landfill Site that lies wholly above the 100-year floodplain. The intent is to build a facility that is not subject to seasonal flooding, with the exception of the perimeter trail systems, so that maintenance and repair costs can be kept to a minimum. The facility would be generally located within the area surrounded by Pine Street to the south and the Three-Mile Creek tributaries to the west, north and east. It would be accessed via MLK Avenue and both Live Oak and Hickory Streets and have a gated entry secured from dusk to dawn to discourage loitering and crime in the park during evening hours.

Transforming the Hickory Street Landfill site into a state-of-the-art Mobile Sports Academy complex (or equally programmed initiative) would foster sports education, physical fitness and personal accomplishment in the Downtown neighborhoods. The complex is currently envisioned to focus on outdoor activities such as soccer, football, basketball, tennis, baseball and golf for anticipated limited funding reasons. With additional funding, an indoor facility could be included for work-out facilities, community meeting and training rooms,

gymnastics and sports courts with an indoor running track and pool facility.

As illustrated in the neighborhood plan view, the site could accommodate 4 soccer fields, 3 to 4 tennis courts, 3 to 4 basketball courts, 4 baseball or softball fields, a Par 3 golf academy and driving range, as well as a network of walking trails with par course fitness activity nodes. The focal entry element for the park would be a new community facility with police substation, meeting rooms, weight rooms and an indoor or outdoor pool depending on needs.

To facilitate this transformation the current landfill site would have to have a Phase 1 and Phase 2 Environmental Assessments completed for the project area and the appropriate clean-up actions would have to be completed before the site was appropriately recapped and approved for use as an outdoor recreation facility. This process has been successfully completed on a number of urban landfill sites throughout the United States to create safe, successful parks offering residents everything from court sports to downhill skiing. This initiative would be a win – win for the City and the Community as it would serve to clean-up an environmental eyesore for the community, expand the Three-Mile Creek Greenway Improvement initiative currently underway and provide much needed safe, secure, recreation space and programs for both families and the youth.

The proposed north-south connector from I-10 connecting Michigan Avenue and Ann Street would provide direct access to the park from I-10 and would open it to the Midtown North and South Neighborhoods. Adding a mixed-used bike and pedestrian facility on the north-south connector road, and providing open air transit linkage similar to Moda in the MLK corridor would also provide access to the park for all age and demographic groups.

MN Priority Initiative 1 - Implementation Matrix Midtown North Neighborhoods		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES							
Goal: To provide enhanced recreational facilities and expanded programs for the youth of the Community.							
<i>To Develop the "Hickory Street" Sports Academy and Associated Community Park on the Site of the Old Landfill to Provide for Youth Recreational Activities Including a Possible First-Tee Program</i>							
Action 1:	Conduct a feasibility study and perform a landfill reclamation to secure the area of the old dump.	PW,P&R	C,NA	X			
Action 2:	Create a gateway to the park between Live Oaks and Hickory Street with an associated community	P&R	C,NA		X		F
Action 3:	Provide for Tennis, Basketball, Baseball / Softball and Soccer / Football fields.	P&R	NA		X		
Action 4:	Provide for a Golf Academy with a possible First-Tee program.	P&R	NA		X		



MLK Avenue East Gateway Commercial Mixed-use District Plan View



New Community Co-op Grocery Store



MLK Gateway and Walkway Improvements

once again marketable and developable in the community.

With the new HOPE VI Housing initiative underway to the northeast of both MLK Avenue and Beauregard Street and additional residential revitalization initiatives proposed in this plan document, the eastern commercial portion of MLK Avenue should be the focus of a renewed neighborhood commercial revitalization initiative. It was clear from the public meetings that residents feel MLK Avenue represents a very large part of the symbolic heart of the MLK community. These areas are also very important to the heritage of the neighborhood with the candidate Campground Historic District and future Bottoms Neighborhood Conservation District also located in this vicinity. As such, every effort should be made to preserve the historic properties and conserve the good, contributing building stock along the corridors while retaining businesses, residences, churches and social organizations that make this the community core for the Midtown North Neighborhoods. To reverse the negative perceptions and once again establish the MLK Avenue corridor as a successful, vibrant commercial mixed-use street that evokes community pride among residents and business people, a new “full-time” focus on re-establishing community leadership, marketing, repair and redevelopment must be undertaken. Outlined below are specific items that are illustrated in the Neighborhood Development Plan as action projects that could be undertaken:

MN Priority Initiative 2: MLK Avenue East Gateway Commercial Mixed-use District

The MLK Avenue corridor is named for Dr. Martin Luther King, Jr., a great African American civic leader who focused on Civil Rights for African Americans and the creation of a society where all human beings are treated as equals. The importance of the role Dr. King played in America should be reflected in the quality of development and physical appearance of the roadway that bears his name.

There are many bright spots along the corridor that uphold and communicate these community values including but not limited to the YMCA, Calloway Smith Middle School, Bishop State Community College east and west facilities, many civic churches, Florence Howard Elementary and the Franklin Memorial Medical Center. However, there are an equal or greater number of vacant, underutilized or deferred maintenance sites in the east end that outweigh the positive aspects and

create a negative perception of the MLK Avenue corridor’s success and value within the Mobile community.

The commercial decline has primarily occurred due to the parallel decline in household populations surrounding the MLK Avenue corridor with notable losses in housing stock in the Bottoms Neighborhood

to the north and the temporary loss of residents in the HOPE VI project housing area. Parcel sizes and commercial lot depths along the corridor are small and narrow in relation to contemporary commercial uses that would be attracted back to the area, and therefore parcel assemblage and land banking will be necessary to create commercial sites that are

- MLK Avenue Street and Streetscape improvements in commercial gateway areas: themed lighting, banners and signage, paving, crosswalks, benches and trash receptacles that define a sense of place for the neighborhood. Theme the MLK Avenue corridor to appropriately express the dignity for which it is named.

MN Priority Initiative 2 - Implementation Matrix Midtown North Neighborhoods		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES							
Goal:	To focus revitalization on the radial commercial corridors and rethinking the future land use pattern.						
Goal:	To identify and secure strategic uses for key vacant buildings/sites in the neighborhood which discourage investment and reuse.						
Goal:	To establish development nodes along MLK Avenue.						
	<i>Provide for a Mixed-Use Neighborhood Village Center on MLK Avenue</i>						
Action 1:	Develop neighborhood commercial businesses that are fronting on the street with associated surface parking in the back along MLK Ave, in front of the New HOPE VI development.	MDRP,NS	CDC,NA		X		G
Action 2:	Develop a commercial business recruitment program to secure occupancy of vacancies in existing businesses.	MDRP,NS	DMA,CDC	X			B

- Help to facilitate façade Improvements for existing corridor buildings in need of updates or repairs by providing architectural design assistance for signage, canopies, building materials, etc., as well as matching grants or loans for implementing façade improvements or building repairs. Key areas have been highlighted to the west of Bishop State/Franklin Memorial Medical area and the area between Kennedy Street and Broad Street to the east.
- Encourage new commercial/mixed-use infill development on vacant or underutilized parcels surrounding the Lincoln Pharmacy and the current MLK Avenue Shopping Center.
- Encourage new infill commercial/mixed-use development on vacant or underutilized parcels adjacent to the African American Archives building.
- Encourage new infill commercial/mixed-use development on vacant or underutilized parcels at the west end of the MLK Avenue corridor, specifically the old hotel/motel site on the south side prior to Three-Mile Creek.
- Discontinue residential development along the MLK Avenue corridor and maximize the potential for future commercial development, especially in the area associated with the proposed HOPE VI single-family residences.

MN Priority Initiative 3: MLK Avenue West Mixed-use Commercial Neighborhood Center

A windshield survey of existing conditions along the MLK Avenue corridor revealed a continued decline of neighborhood commercial serving uses since the last neighborhood plan was conducted in 1996. Public participation comments supported this observation with noted losses of traditional businesses throughout the corridor. Traditionally, residents could “find most everything they needed along the MLK corridor without leaving the community.” Like the eastern portion of the corridor, many of the historic commercial uses in the west end have been replaced by building vacancies, demolitions, new homes built in the place of commercial storefronts, churches, medical facilities (a positive contribution), and a number of hair salons and barber shops. The commercial corridor has also been impacted by its close proximity to neighborhood commercial uses that have remained stronger along the Spring Hill Avenue corridor. However, many residents sited outside retailers (reachable by car or bus) such as Walmart as their new source for shopping given that they could no longer find what they needed in their community.

The west end of MLK Avenue should be the focus of a renewed neighborhood commercial revitalization initiative given the additional residential revitalization initiatives proposed herein for the Roger Williams Homes area along Three-Mile Creek, the Campground and the Bottoms Neighborhood. Initiatives in the West End should primarily focus on the following: 1) retention of existing businesses, 2) recruitment of new businesses, 3) private property improvements and building enhancements, 4) unified marketing strategies, 5) merchant association leadership, and 6) overall corridor streetscape improvements that attract increase patronage.



MLK Avenue West Mixed-use Commercial Neighborhood Center Plan View



Complementary Infill Residential



New Pocket Parks Along MLK Avenue

Transportation improvements that would aid in the redevelopment of the MLK Avenue corridor include:

- Adding the MLK Avenue corridor to the Moda route structure with a new route and vehicle.
- Adding a major pedestrian crossing on Broad Street. Broad Street is perceived as a barrier by local residents.
- Adding a roundabout at the intersection of MLK Avenue and Broad Streets. This would provide a gateway into the district.
- Complete the Michigan Avenue and Ann Street north-south connector to provide vehicle, bike and pedestrian traffic to the area.

MN Priority Initiative 3 - Implementation Matrix		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
Midtown North Neighborhoods							
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To assemble potential frontage lots along MLK Boulevard, Springhill Avenue, and St. Stephens Road that can be assembled to create deeper parcels to accommodate larger scale neighborhood serving commercial development.						
Action 1:	Identify targeted redevelopment properties for acquisition.	MDRP	C		X		A
Action 2:	Work with existing property owners to acquire properties to allow for greater lot depth to accommodate larger development.	MDRP	PO,BO		X		C
Action 3:	Seek development partners and provide development assistance and incentives.	MDRP	CDC,D		X		B
Action 4:	Relocate existing businesses impacted by the redevelopment.	MDRP	BO		X		C



The Bottoms Neighborhood Revitalization Plan View



The Campground Neighborhood Revitalization Plan View



Candidate Areas for Residential Infill in the Bottoms Neighborhood

MN Priority Initiatives 4 & 5: The Bottoms and Campground Neighborhood Revitalization

The **Bottoms Neighborhood** area is bounded by Dr. Martin Luther King, Jr. Avenue on the south, Monday Street on the east, Chinquapin Street on the north, and Bizzell Avenue on the west. The neighborhood is currently characterized by large tracts of vacant lots and an increasing amount of vacant housing. These blighting influences are due in part to flooding that occurs in the northern section of the neighborhood and environmental concerns created by a dump site which has been closed for a number of years. Much of the Bottoms Neighborhood was formerly home to a significant portion of Mobile's working-class African American population, including families and individuals who later made significant contributions to science and business in Mobile and other U.S. cities. Being partially located in a floodplain has significantly impacted the quality of life in this neighborhood.

The **Campground Neighborhood** revitalization initiative is designed to build on the Historic District

designation that this neighborhood has achieved. The Campground Historic District is generally bounded by Dr. Martin Luther King, Jr. Avenue on the north, Ryland Street on the west, Ann Street on the east, and St. Stephens Road on the south. The neighborhood still retains a majority of its existing housing stock, but many of the homes are in need of maintenance. A significant portion of the homes are severely deteriorated and may require major renovations. Restoring homes in this area must take into consideration that the area is occupied primarily by low- to moderate-income families. Because of the socioeconomic make-up of the District's residents, it is recommended that the City adopt design standards that reinforce the historic architectural character. However, as a first step in the adoption of design guidelines a determination should be made as to whether the Campground Historic District has a local or national Historic District designation. During interviews and discussions with residents, stakeholders, and City officials it appears that a designation was assigned to the area as an acknowledgement of its important African American cultural heritage contributions to

the history of Mobile. Discussions and research did not uncover the type of local or national Historic District designation found in other Mobile historic districts that incorporates design guidelines and a Historic Review Board review process that reinforces the preservation of building character or reinforces design elements as part of new construction in historic districts. Adopting a Neighborhood Conservation approach to the Campground and Bottoms Neighborhoods would provide an opportunity for the City to establish a framework to protect the cultural and historic character of these neighborhoods without imposing restrictive regulation and design guidelines that sometimes impede reinvestment by lower income residents living in older neighborhoods with historic designations.

A Neighborhood Conservation District designation in the Campground and Bottoms Neighborhoods would protect the character and quality of renovation and construction of established and new residential and commercial areas. However, the City would be able to define elements that must be included with the

conservation district(s) such as lot size, building height, off-street parking, setbacks, and lot coverage, but the parameters of these elements could vary between the Campground Neighborhood and the Bottoms Neighborhood. In addition, the conservation district should include architectural guidelines that would be established by the City and take into consideration the fact the many of the neighborhood's existing residents have low to moderate household incomes. All building permits would receive a zoning compliance and certificate of occupancy certificate as a way to reinforce the regulations established to the conservation district designation.

There are several important principles that should be considered as part of this initiative:

- Bishop State Community College and the owner of the Medical Center should be encouraged to collaborate on the development of new homes at the SE corner of Ryland and Basil Streets. The City should offer development incentives that encourage their employees to purchase homes in this area.



Build new single-family homes and restore existing vacant homes for homeownership in the Campground Historic District

- There are key vacant lot locations within the district along Congress Street, Ann Street, etc. adjacent to each other. These lots should be assembled and developed as model project development areas. These project areas could provide a major impact and act as a catalyst for future developments.
- Prepare a Pattern Book that features design standards.

Single-Family Infill Development Strategy

An analysis of the Campground and Bottoms study area identified key blocks within these neighborhoods that had vacant parcels of land in sufficient number to support targeted development sites of new single-family homes. The focus of these developments should be for owner-occupancy. Because of the large number of single-family homes being converted to rental units in the Campground and Bottoms neighborhoods, the development of additional single-family rentals should not be encouraged. In an effort to maximize the impact of single-family infill

development, project sites should be considered in conjunction with the location of vacant buildings acquired for rehabilitation. The project's approach should include several important elements:

- Architecture sensitive to the existing history and character of the community.
- Training that prepares families and individuals for homeownership in the Campground and Bottoms neighborhoods.
- Affordable housing that can be purchased by existing Campground and Bottoms residents who qualify for an affordable mortgage product.
- Financing and development subsidies that encourage non-profit and for-profit development and leverages the involvement of conventional lenders.
- Mixed-Income development that attracts a range of household incomes.

Strategic Approach

The production of single-family infill homes in the Campground and Bottoms neighborhoods can be accomplished through the use of three basic approaches:

- **Land Assembly by the Mobile Downtown Redevelopment Partnership** - Sites rezoned as needed to support existing development patterns, small development sites packaged with development incentives, and restrictive covenant used to reinforce building design guidelines. The Redevelopment Partnership and the Mobile Housing Board would acquire vacant building lots, package the lots for sales to non-profit and for-profit builders and developers, including re-platting lots if required, establish land use and zoning compliance, offer development and homebuyer incentives, and establish regulations to ensure house designs conform to architectural character of the existing housing stock.
- **Lot Acquisition and Development of Single-Family Infill by Non-Profit and For-Profit Developers** - Under this option experienced developers would be encouraged to assemble vacant lots, build new homes, and resell the homes to homebuyers. Since there is no evidence of any for-profit or non-profit developer active in these areas, other than the MLK Development Corp., use of this model would require building both capacity and interest on the part of other developers active in inner city development.
- **Creation of Neighborhood Associations** - Neighborhood associations are active in virtually every community as people organize around common cultural values, shared social problems,

social movements, physical proximity, and specific tasks. They are generally small face-to-face groups where the residents volunteer to improve their community. Associations in every community, including Campground and The Bottoms, generally have five important community functions:

- They reach large numbers of people,
- They shape members' attitudes and behaviors,
- They mobilize members to act on many different issues,
- They are creative, and
- They improve the community through their vision and action on the vision

Residents in Campground and The Bottoms are continuously forming new associations. Block clubs, churches, local chapters of national organizations and informally organized special interest groups are the building blocks of community life. These groups empower citizens to mobilize their capacities for community improvement. They represent community capacity, much of which is untapped for community development purposes.

- **Infill Development Financing** - An important element of financing Single-Family Infill will be the delivery of existing and reconfigured parcels free of liens or encumbrances that would cloud title and impede securing development financing. The Partnership should consider assembling property for the purpose of packaging key parcels for delivery to for-profit and non-profit developers. As part of the overall financing strategy, the cost of land could be "written down" as a form of subsidy to be passed through to the homebuyer. The use of affordable housing mortgage products that feature low down-payment requirements and flexible underwriting should be used in conjunction with CDBG and HOME funding as a financing tool for first-time low-to-moderate income homebuyers. In addition to the land write-downs, financing subsidy should be used to help make mortgage financing affordable. The use of HOME funds for down payment, closing costs, and to reduce loan principal can be tools to help make home buying affordable. The use of the Fannie Mae's Community Express program that makes loans directly to municipalities is a funding source that should also be considered for land assembly or for use as a revolving construction loan fund.

Housing Rehabilitation in The Bottoms and Campground Target Areas

The consultants' windshield survey identified existing occupied homes in various stages of disrepair and

vacant houses that could be restored for owner-occupancy. However, because of the large number of occupied homes needing minor rehabilitation, this project category represents the best opportunity to address the housing needs of current Campground and Bottoms residents. In the event a significant portion of the homes requiring minor rehabilitation are occupied by renters the overall approach to working with these households should provide incentives for conversion of renters to owner-occupants, and incentives for investor-owners to reinvest in their property. Similar to the approach suggested for Single Family Infill, this project approach should include several key elements:

- Require architectural sensitivity and rehab standards as part of the overall approach to both minor and major rehabilitation.
- Homeownership Training that prepares families and individuals to transition from rental to owner-occupancy.
- Financial incentives that encourage investor-owners to reinvest in their property without passing the cost of reinvestment to lower income tenants.
- Link identification of code violations with financial incentives and technical assistance to encourage reinvestment.
- An outreach and marketing component should be incorporated into the overall approach to encourage rehabilitation, since the rehabilitation of occupied homes are generally met with concerns of displacement and gentrification.
- Targeted marketing of vacant/abandon homes to moderate/middle income homebuyers to facilitate mixed income within the Campground and Bottoms neighborhoods.

Strategic Approach

The production of vacant purchase/rehabilitation houses & owner-occupied rehabilitation is similar to the production of Single-Family Infill and should use two basic models:

- **Purchase/Rehabilitation of Vacant Houses** - Purchase of and vacant and abandoned houses by the City of Mobile, or the Mobile Housing Board, and package the houses for re-sale to owner-occupant purchasers on the basis of plans and construction specifications. The City of Mobile, or the Mobile Housing Board, would establish a fund to be used as a construction line-of-credit. Access to this fund would be contingent on the homebuyer securing a commitment for permanent mortgage financing. Typically this production model is widely used in communities without active community development corporations to acquire existing

vacant and abandoned houses requiring extensive renovation. Owners acting as their own contractors are not encouraged because of the level of financial and construction knowledge required.

- **Owner-Occupied Rehabilitation** - The use of the MLK CDC or a City-wide non-profit development corporation is the recommended production model to use for occupied rehabilitation in Campground and the Bottoms neighborhood, although consideration could be given to allowing investor owners and owner-occupants to contract directly with qualified contractors as an option. Either production method requires close monitoring and is not recommended for volume production. The production process should include the preparation of detailed work-write-ups and construction specifications to provide guidance to all rehab work. The use of design standards for all renovations should also be considered as part of any work on the exterior of the house.

- **Private/Public Financing Strategy** - In regards to funding the rehabilitation of vacant houses, lenders are reluctant to finance rehabilitation so it is important that the city be prepared to fund short term construction financing and secure repayment through the homebuyer's permanent mortgage financing.

Grants and Deferred Payment Loans (DPL)* are the most likely funding mechanism for owner-occupied homes requiring minor to moderate rehabilitation. While it is recommended that grants be limited to very low-income owner-occupied families, there should also be occupancy restrictions to ensure families remain in the house for an extended period of time after the repairs work is completed. In the case of moderate-income owner-occupied houses and investor-owned houses requiring minor repairs, below market interest rate loans and DPL are recommended. Since grants require no repayment they should have limited use and be restricted to owner-occupied households.

DPL are recommended for investor-owned houses rented to low-to-moderate income households. Since DPL are typically loans in which the principal and interest are deferred until some point in the future, or repaid when the property title is transferred, they can be used to finance minor-to-moderate repair cost and ensure that lower income households remain in the community. DPL could also be converted into grants as an incentive for the investor-owner to sell the house to the renter-occupant, or income-restricted purchaser.

The current housing and foreclosure crisis must be factored into any housing and community development initiative that is pursued by the City of Mobile. However, the federal government has provided an important tool that should be used as part of the City's funding strategy for the revitalization of Midtown North Neighborhood. The Housing and Economic Recovery Act of 2008, provides emergency assistance to states and units of government for the redevelopment of abandoned and foreclosed homes. Approximately \$4 billion has been appropriated in FY08 in Community Development grant funds. Approximately \$37 million will be allocated to the State of Alabama. Also, the American Recovery and Reinvestment Act makes additional Neighborhood Stabilization Program monies available. These funds will not require a local match. Eligible activities include:

- Neighborhood Stabilization Strategic Planning
 - Identify at-risk neighborhoods

- Inventory Foreclosed properties
- Define scope of intervention
- Purchase and rehabilitation for sale, rent, or redevelopment
- Establishment of Land Banks
- Demolition of blighted property
 - Funds must be used for low-to-moderate income families at or below 125% of area median income, however 25% of the funds must be used for families at or below 50% of area median income.

Dependent on the number of foreclosed properties in the emerging project areas in Midtown North Neighborhoods, this could be an important neighborhood revitalization tool for area such as The Bottoms, Campground Historic District, and other areas of Midtown North Neighborhood experiencing disinvestment caused by the bank foreclosures.

**Note: Deferred Payment Loans (within the context of housing redevelopment initiatives) are generally underwritten and originated by a local government using either general funds or some form of Community Development Block Grant program. These loans are not amortized (thus the term "Deferred Payment") and become due either at the sale of the home, the transfer of the property, or when the home is refinanced. Using such a program, the City of Mobile would have the option to call the loan due under any of the above mentioned circumstances or waive the provision. Since a Deferred Payment Loan is not an amortizing loan, it does not impact the homeowner's ability to make payments on their first mortgage. Deferred Payment Loans are used by cities throughout the country to help low to moderate income homeowners make repairs to their home rather than have the homes lost to accumulated deferred maintenance. Jackson, Ms.; Augusta, Ga.; Jacksonville, Fl. and Anderson, SC are a few of the cities in which this planning team has worked and used this home-repair financing strategy.*

MN Priority Initiative 4 & 5 - Implementation Matrix Midtown North Neighborhoods		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
HOUSING & NEIGHBORHOOD INITIATIVES							
Goal: To continue to expand and refresh the neighborhood residential base.							
Goal: To help existing homeowners fix up their homes in the Bottoms Neighborhood & Campground Historic focus areas.							
Goal: To design new City programs to encourage first time homeownership.							
Create a Revitalization Initiative for the Bottoms Neighborhood							
Action 1:	Provide additional single-family housing sensitive to the character of the areas to be infilled in the existing vacant lots in the Campground area.	MHB	CDC,NA,D		X	X	G
Action 2:	Conduct detailed housing inventory as basis for housing development strategy.	MHB	C	X			B
Action 3:	Assemble land in 3 to 4 block area, package land for Model Block Development Site.	MHB,MDRP	NA,CDC,D	X			C
Action 4:	Establish a housing rehabilitation program in the Bottoms Neighborhood.	MHB	NA,PO				
Action 5:	Build capacity of neighborhood leadership to support homebuyer counseling & community improvement initiatives.	NS	NA	X			A
Goal: To build new single-family homes & restore existing vacant homes for homeownership in the Campground Historic District.							
Action 1:	Conduct detailed housing inventory as basis for housing development strategy.	MHB	C	X			B
Action 2:	Employee Housing Program & partnership with Franklin Memorial Medical Mall and Bishop State Community	MHB	CDC,NA		X		A
Action 3:	Create Neighborhood Conservation District Plan.	MDRP	C,NA	X			B
Action 4:	Develop rehab initiative for elderly homeowners and rental housing with code violations.	MHB	NA,CDC		X		D
Action 5:	Build capacity of neighborhood leadership to support homebuyer counseling & community improvement initiatives.	MDRP,NS	NA	X			A
HISTORIC & CULTURAL INITIATIVES							
Goal: To expand the African American Heritage Trail into the Bottoms Neighborhood and Campground Historic District.							
Goal: To celebrate neighborhood heritage and culture as basis of redevelopment.							
Action 1:	Use Campground historic district designation research to locate historic markers in Campground area.	MDRP,MHP	AA,NA	X			B
Action 2:	Create a Façade Program along African American Heritage Trail.	MRDP	AA,NA	X			C
Goal: To continue to expand and refresh the neighborhood residential base.							
Goal: To design new City programs to encourage first time homeownership.							
Action 1:	Provide of additional single-family housing sensitive to the character of the areas to be infilled in the existing vacant lots in the Campground area.	MHB	CDC,NA,D		X	X	G
Action 2:	Conduct detailed housing inventory as basis for housing development strategy.	MHB	C	X			B
Action 3:	Assemble land in 3 to 4 block area, package land for Model Block Development Site.	MHB,MDRP	NA,CDC,D	X			C
Action 5:	Build capacity of neighborhood leadership to support homebuyer counseling & community improvement initiatives.	NS	NA	X			A



Florence Howard Elementary Residential Initiative Plan View

The implementation approach to this initiative should take into consideration three important elements:

- Homes should be designed to reflect the architectural heritage of the neighborhood, e. g. off-grade construction, higher pitched roofs, and full front porches.
- Assistance should be made available to existing homeowners and small investor owners to reinvest in their properties as part of a overall housing initiative.
- Bishop State Community College should be approached regarding a work force housing initiative that would encourage faculty, administrators, and school support staff to live close to work.

2.8.3 Midtown North Neighborhoods (MN) Secondary Initiatives

MN Secondary Initiative 1: Florence Howard Elementary Residential Initiative

The Florence Howard Elementary School is located on MLK Avenue at the entrance to the historic corridor. The school has the potential to serve as an important neighborhood redevelopment catalyst because of its close proximity to the proposed HOPE VI project site and the HOPE VI Greenspace Park. It is also located within close proximity to the main campus of Bishop State Community College and the key intersection of MLK Avenue and Broad Street. Because of its location, the school has an opportunity to act as a catalyst for residential infill development of vacant lots along Lyons Street south of the school.

MN Secondary Initiative 1 - Implementation Matrix Midtown North Neighborhoods		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
HOUSING & NEIGHBORHOOD INITIATIVES							
Goal: To introduce more housing types/choices with associated park amenities for all age groups.							
<i>Strengthen the residential capacity of the neighborhood around Florence Howard Elementary School</i>							
Action 1:	Provide for additional single-family housing appropriate to the character of the area to be infilled in the vacant lots around Florence Howard Elementary School.	MHB	NA,CDC,D		X	X	G
Action 2:	Initiate community capacity building initiative for neighborhood leaders.	NS	NA	X			A
Action 3:	Send select group of neighborhood leaders to NeighborWorks of America Leadership Training.	NS	CDC,NA	X			A
Action 4:	Build capacity of neighborhood leadership to support homebuyer counseling & community improvement initiatives.	NS	NA	X			A



Broad Street and Spring Hill Avenue Contemporary Commercial



Broad Street and Spring Hill Avenue Village Center

area, bounded by Broad Street, Spring Hill Avenue, Locust Street and Congress Street, is currently occupied by moving and storage businesses that could possibly be relocated to an equally accessible and comparable industrial/commercial site outside the Midtown West neighborhoods. The second area includes the Mobile County Health Department frontage on Broad Street and the nearby open space and Vector Control sites to the north at Broad and Congress Streets. Both of these sites are currently underutilized given their great location, roadway access, transit access, visibility and proximity to nearby neighborhoods, employment areas and Bishop State Community College.

This initiative, or similar land assemblage, would create a 9- to 10-acre site supporting a new centrally located 100,000 square feet retail center with a 40,000-50,000 square feet, full-service grocery store to serve Downtown and Midtown community needs. This initiative would help redirect spending back into the Downtown and neighborhoods while also creating an additional job base for nearby residents, particularly youths, in the Downtown community. This initiative should be led by the City working in partnership with the Downtown Mobile Alliance to conduct an initial assessment of the proposed sites for potential availability, land assembly and local, regional or national developer interest in developing a commercial center in Downtown Mobile.

MN Secondary Initiative 2: Spring Hill Avenue Intown East Gateway Village Commercial

A key issue resulting from the community input process was the need for better choices in neighborhood retail and services in more convenient and accessible locations. Many residents indicated that they travel outside the Downtown Neighborhoods to purchase higher quality goods and receive better services than are offered in their local area. In response to the overwhelming number of resident requests for a higher quality local grocery store and supporting retail needs, a future neighborhood based retail village center is recommended to be located along the North Broad Street corridor in proximity of Spring Hill Avenue and MLK Avenue.

Two key areas were highlighted as having the potential land area to accommodate such a center. The first

MN Secondary Initiative 2 - Implementation Matrix Midtown North Neighborhoods		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To Create a Spring Hill Avenue Intown East Gateway Village Commercial.						
Action 1:	Identify targeted redevelopment properties for acquisition.		MDRP				A
Action 2:	Relocate existing businesses currently located in the eastern end of the neighborhood between Spring Hill Avenue and Congress Street.		MDRP		X		G
Action 3:	Prepare redevelopment master plan for targeted area.		UDD, MDRP	X			B



Community Pocket Park



Comparable Single-family Infill



New Residential Park Squares



Jesus Saves ministries Center Street Network Reconfiguration, New Park and Residential Development Proposal Plan View



Mt. Gilead Baptist Church New Park and Residential Development Proposal Plan View



Midway Shopping Center Site New Park and Residential Development Proposal Plan View

MN Secondary Initiative 3: New Park and Residential Proposal

As it stands today, the area around the Jesus Saves Ministries Center and the adjacent playground is characterized by vacant parcels and bordered-up houses. Pedestrian circulation is limited by poor streetscapes and inadequate connectivity.

This initiative proposes creating an engaging and defensible community space by:

- Revising the street network to provide for an expanded park/playground area, with traffic-calming measures to revitalize and replace vacant housing.
- Create an active and passive open space amenity where new residential development can occur.

These elements may be achieved by:

- Expanding the existing playground
- Creating a community pocket park.
- New single-family infill housing overlooking the new park
- Additional residential parks and infill opportunities

As illustrated in the graphics on this page, the portion of Pecan Street confined from Titi Street and Peach Street needs to discontinue and a new street configuration is proposed around the park. Such an approach accommodates traffic-calming measures, while at the same time creating a civic focal point in the community.

New residential parks are also suggested as part of the neighborhood redevelopment, along with residential infill opportunities surrounding the following existing open spaces:

- The area surrounding the Mt. Gilead Baptist Church on Congress Street.
- The triangular area across from the Midway Shopping Center site between St. Stephens Road and Congress Street.

The proposed parks will become the center of outdoor activity and new residential investment for the existing residential neighborhoods, while also providing a great amenity for new senior housing or multi-family housing development opportunities. The underlying assumption is that if any of the existing inhabited residences are impacted from the new layout, these residents will be given the opportunity to re-locate in new single family residential developments proposed around the new park.



Five Points Commercial Expansion and Revitalization Plan View

to strengthen its market position and improve the image and perception of the area for potential patrons and nearby neighborhoods. The area selected as the catalyst for this revitalization effort is the Five Points Commercial area because of its strategic “gateway” position and high visibility at the crossroads of Spring Hill Avenue, St. Stephens Road and Ann Street.

The Five Points Commercial Area initiative includes the frontage parcels along Spring Hill Avenue and St. Stephens Road between Ryland Street and Kennedy Street. Outlined below are specific action items identified for the Five Points commerce area which could be undertaken by a new Spring Hill Avenue Community Development Corporation with assistance from the City for funding and legal support, the Mobile Housing Authority for its business incubator program support, and the Downtown Mobile Alliance for its Main Street program approach. The actions include:

- Partial closure and abandonment of Center Street between Ann Street and Ryland Street to facilitate expansion of the Five Points Shopping Center frontage along St. Stephens Road for additional retail and restaurant uses.
- Land assembly and redevelopment of the corner frontage sites immediately surrounding the Spring Hill Avenue intersection with Ann Street. These sites are currently occupied by vacant restaurants, pawn shops, auto repair garages and service stations.

- Realignment and construction of Spring Hill Avenue, Ann Street and St. Stephens Road to create an elliptical traffic circle that would resolve the awkward intersection conditions and establish a unique gateway for the Midtown Neighborhoods.
- Streetscape and roadway improvements along St. Stephens Road, Spring Hill Avenue and Ann Street within the illustrated focus area to include reconstructed ADA accessible walkways and ramps, highly visible crosswalks, street trees, hedge screening along service stations and parking lots, pedestrian-scale lighting with complimentary waste receptacles and seating, and new Wave Transit shelters.
- New community gateway and wayfinding signage and landscape treatment welcoming and directing visitors to the Campground District, The Old Dauphin Way District and the Campus Medical District as well as specific sites like USA Children’s & Women’s Hospital, and Bishop State Community College.

These actions will result in a stronger, more identifiable and marketable Five Points Commerce Area and community gateway for both the Campground and Old Dauphin Way Neighborhoods.

MN Secondary Initiative 4: Five Points Commercial Expansion and Revitalization

Although the MLK Avenue corridor has historically been the commercial focus for the Midtown North neighborhoods, the Spring Hill Avenue corridor has gradually become the primary commercial corridor offering greater goods and services to both the Midtown North and Midtown West neighborhoods. The corridor is also much more traveled than MLK Avenue which contributes to the health and vitality of local businesses. Although the area is well traveled, it does show early signs of decline with vacant or underutilized buildings and parcels, deferred maintenance of both public and private properties, and the emergence of third-tier business uses, i.e., pawn shops which typically settle into areas that are experiencing a decline in rents and consumer spending. As such, the corridor is in need of focused private property reinvestment, new commercial development and business recruitment, and public streetscape enhancements

MN Secondary Initiative 4 - Implementation Matrix Midtown North Neighborhoods		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To Provide for the Commercial Expansion and Revitalization of the Five Points Shopping Center Area.						
Action 1:	Close Center Street to avert it from connecting at the intersection of Spring Hill Avenue and St. Stephens Road and in order to create a larger development lot.	ALDOT,CC, PW			X		B
Action 2:	Encourage additional commercial development fronting on St. Stephens Road.	UDD			X		G
Goal:	To Create a Commercial Gateway Hub at the Intersection of St. Stephens Road and Spring Hill Avenue.						
Action 1:	Accommodate for the relocation of adjacent impacted businesses.	MDRP			X		G
Action 2:	Design and construct an elliptical round-a-bout that signals a gateway to the community and provides for safer traffic patterns and new building configuration opportunities at the intersection of Spring Hill Avenue and St. Stephens Road.	PW			X		D
Action 3:	Encourage commercial development that fronts on the new street network with associated surface parking in the back.	UDD,MDRP			X		A
TRANSPORTATION/TRANSIT/INFRASTRUCTURE INITIATIVES							
Goal:	Improve road connectivity between downtown neighborhoods.						
Action 1:	Develop Michigan Avenue and Ann Street to create north-south connection to Zones 2 and 3.	PW				X	Included in Zone 1 Cost
Action 2:	Construct roundabouts to alleviate confusion from angled streets and confusing intersections.	PW			X		D



St. Stephens Road West Gateway Commercial Relocation & Midway Shopping Center Redevelopment Plan View



Senior Housing Opportunities



Infill Apartment with Amenities



Multi-Family Infill Residential

MN Secondary Initiative 5: St. Stephens Road West Gateway Commercial Relocation & Midway Shopping Center Redevelopment

More than 80% of existing business sites, including the Midway Shopping Center, along the north side of St. Stephens Road, east of Three-Mile Creek are currently included in the 100-year floodplain and are potentially at risk for flood damage based on the City's GIS Department storm surge data. Many past business sites have already been lost to previous storm events and never rebuilt as evidenced by building foundations still visible today. Continuing to allow commercial development in the floodplain along the St. Stephens Road corridor is not a sustainable, responsible or appropriate solution given that it puts the public health, safety and welfare at risk.

This initiative recommends:

- Rezoning sites within the Three-Mile Creek floodplain to open space.

- Working with existing property owners to either purchase or relocate residents, businesses, and commercial activities to other locations to safer, higher ground sites west of Three-Mile Creek.
- Create single- and multi-family residential opportunities.
- A new community and commercial complex as a community gateway through St. Stephens Road.
- Retain much of the floodplain area as a newly expanded and enhanced community greenway park with designated parking facilities.

"Three-Mile Greenway Park":

This neighborhood will greatly benefit from a new greenway park along Three-Mile Creek, programmed for passive recreation activities and linking with other proposed park spaces introduced in this plan as part of a city-wide greenway system. This park space will also provide a great neighborhood asset for surrounding residents.

Pope and Patterson Streets should become dedicated access roads to the greenway park and associated parking.

The "New Terrace Residential Community":

A key site occurs at the corner of Dunbar Street and St. Stephens Road. This location is at the edge of the currently designated 100-year floodplain, but is considered developable for multifamily residential housing and possibly much needed senior housing. This is because it can be accessed from areas above the floodplain and it can be slightly elevated with floodplain mitigation measures for greater access and ample flood protection.

A multi-family residential redevelopment should be designed to front St. Stephens Road. Parking can be accessed from the side and screened from view by locating it to the rear of, or under, the primary structure.



New Three-mile Greenway Park



Upgraded Recreation Amenities



Community Gathering Spaces

MN Secondary Initiative 6: Three-Mile Creek Greenway Park and New Terrace Residential Community

The Three-Mile Creek greenway park and new Terrace residential community adaptively re-uses the Roger Williams apartment complex. The initiative will require that the current apartment complex be demolished and redeveloped as a mixed-use development site featuring lower density, multi-family housing, and a retail/commercial district along St. Stephens Road. New multi-family units would be designed to overlook the expanded Roger Williams park and Three-Mile Creek. Neighborhood retail development, proposed for the SE corner of St. Stephens Road and St. Charles Avenue, will provide convenient shopping for residents. The strategy for the redevelopment of this site should follow many of the guiding principles used in developing HOPE VI projects, e.g., market residential units to mixed income families, lower density site planning, and provide opportunities for homeownership as well as rental.

MN Secondary Initiative 6 - Implementation Matrix Midtown North Neighborhoods		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES							
Goal:	To establish greenway trail & waterfront access to the Three-Mile Creek tributary.						
Goal:	To provide additional parks and open space locations equally disbursed through the neighborhoods. <i>Offer Recreational Opportunities for the Neighborhood Residents and to Take Advantage of the Natural Amenity of the Neighboring Three-Mile Creek</i>						
Action 1:	Design and construct a Three-Mile Creek greenway and trail system that connects the neighborhoods with the proposed "Hickory Street" park and the proposed expanded Roger Williams park.	P&R	C,NA	X			D
Action 2:	Provide for parking facilities adjacent to MLK Avenue that connect with the trail system.	P&R		X			C
Action 3:	Provide for associated lighting and site furnishing amenities along the Three-Mile Creek trail.	P&R	NA	X			C



MN Secondary Initiative Secondary 7: HOPE VI Neighborhood Commercial Infill

The HOPE VI Neighborhood Commercial Infill initiative has a role in both the Downtown Core and the Midtown North Neighborhood plans, thus it is listed in both sections as a recommended initiative for improving the Downtown and its surrounding neighborhoods. The full description for this initiative can be found under DCR Initiative #16 and an abbreviated abstract is provided here for easy reference.

The City and the Mobile Housing Authority are currently embarked on a multi-million dollar neighborhood revitalization project through the Housing and Urban Development HOPE VI program for the public housing area North of Beauregard Street and MLK Avenue. Much of the neighborhood area will remain in open space due to its location within the 100-year floodplain and thus cannot

be redeveloped for housing with Federal funding. One key +3-acre piece of property, also within the floodplain, was separately identified by the Housing Authority for future neighborhood commercial retail/service uses in the northwest corner of I-165, Beauregard Street and Water Street intersection just in front of the Orange Grove housing currently under renovation. The intention for this site is to create two-story commercial structures with professional office over retail uses that are elevated slightly on a "podium" for flood surge mitigation measures. The buildings should be double-fronted and oriented toward Beauregard Street with parking to the side and rear of the property. The building materials should be of brick, stone or architectural stone/precast concrete that builds upon the character of the GM&O Building and Mobile Press Register Building across the street. At three acres, the site should yield approximately 30,000 to 35,000 square feet of commercial uses for the surrounding neighborhood.



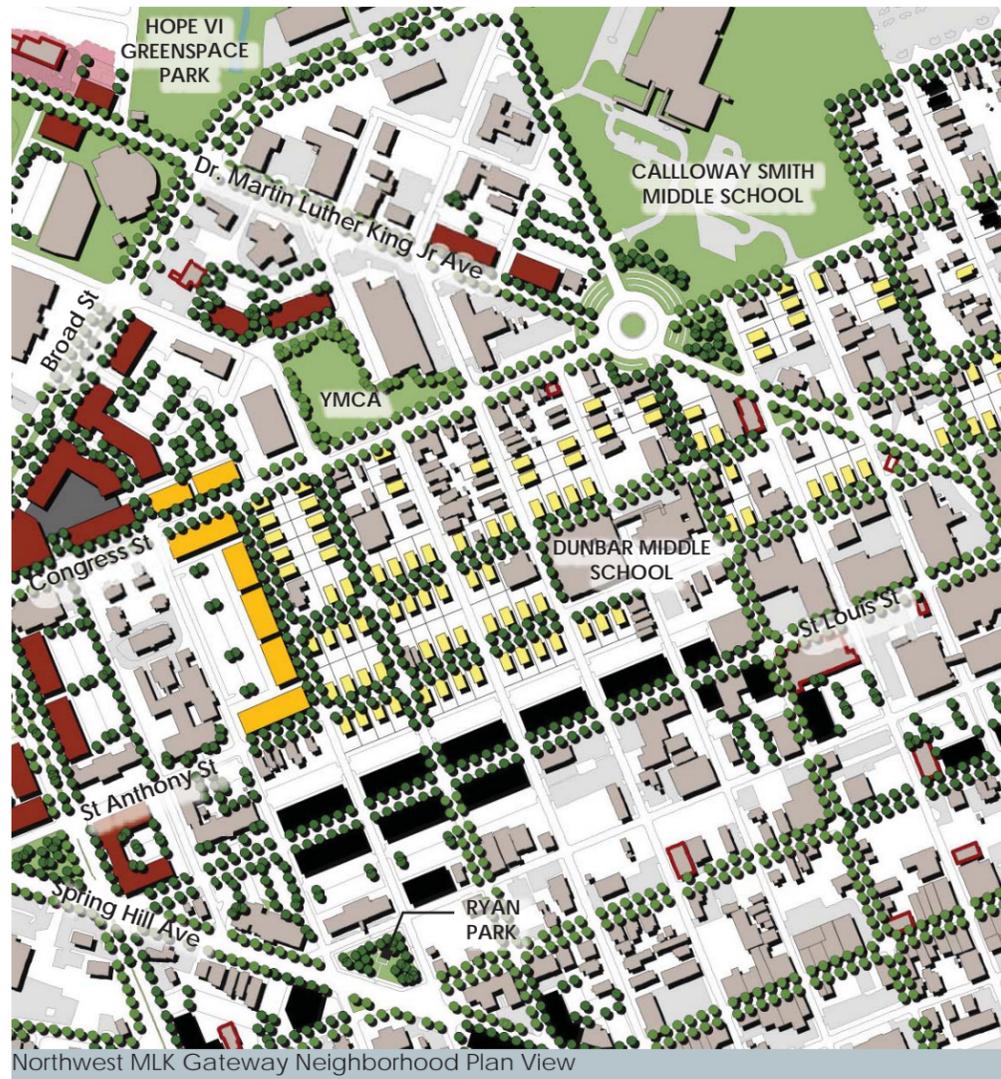
MN Secondary Initiative 8: Relinking Dead End Streets to Promote Connectivity and Security

As discussed earlier, based on the City's GIS Department data, the northern portion of the Midtown-North Neighborhoods is currently included in the 100-year floodplain. Because of the low-lying areas, housing conditions in that area have been deteriorating and in some cases residences have been abandoned. The many dead-end streets, such as Plum Street, Hickory Street, Maple Street and Live Oak Street, not only create limited connectivity and accessibility opportunities but also create unsafe conditions and "hot spots" in the community.

To alleviate that condition it is suggested that Chinquapin Street, which is predominately outside the 100-year floodplain boundaries, become the northern street of the Midtown-North neighborhoods and connect all streets that are running north-south in the community including Belsaw Avenue, English

Avenue, Patton Avenue, then connect back to MLK Avenue through Bizzell Avenue. That new resolution not only incorporates defensible space principles for a safer urban environment, but also provides the possibility for additional residential infill opportunities outside the 100-year floodplain and along Chinquapin Street, creating a more cohesive neighborhood street character.

The northwest MLK Avenue area is also characterized by a number of very narrow streets defining tight block conditions in what appears to be the densest portion of the MLK Avenue neighborhood. Many of the streets are undersized, lack curb and gutter or are just unimproved alleys serving as front door streets. This area would benefit from a detailed roadway conditions analysis and improvements plan to reconstruct neighborhood roadways in a manner compatible with new neighborhood housing and business development.



Northwest MLK Gateway Neighborhood Plan View



MLK Ave. Neighborhood Retail and Park



MLK Gateway Mixed-use Development



Future Congress Street Residential Boulevard



Broad Street Intown Commercial Corridor Plan View



Multi-Family Housing/Apartment Complex



Broad Street and Spring Hill Avenue Contemporary Commercial



Congress Street Mixed Use

MN Secondary Initiative 9: Northwest MLK Gateway Neighborhood

The proposed Northwest MLK Gateway Neighborhood is designed to link the northwestern edge of Mobile's Downtown business district and neighborhoods to the MLK Avenue commercial corridor and residential neighborhoods. Once developed, this underutilized area of the City could build on the rich African American heritage and culture celebrated through the African American Museum and other important but little known historic sites located in the neighborhood. The new African American Heritage Trail that points out these sites is included within this neighborhood. New retail/commercial development proposed for the northern portion of the neighborhood between Congress and Broad Streets would help announce arrival into the MLK Avenue neighborhood, while at the same time provide opportunities for residential housing, shopping, and passive recreation. The southern

portion of the Gateway Neighborhood will include the development of new infill, single-family housing and lower-density, multi-family on what is now vacant lots.

The implementation strategy for this initiative will require land assemblage and regulatory guidance from the City to ensure that development captures the scale, density, and design features needed to accomplish the goals established for the MLK Gateway development site.

A complementary description for this initiative and the associated implementation matrix can be found under DCR Secondary Initiative 5.

MN Secondary Initiative 10: Broad Street Intown Commercial Corridor

The Broad Street Commercial corridor initiative has a role in both the Downtown Core and the Midtown North neighborhood plans, thus it is listed in both sections as a recommended initiative for improving the Downtown and its surrounding neighborhoods. The full description for this initiative and the associated implementation matrix can be found under DCR Secondary Initiative 6 and an abbreviated abstract is provided below for easy reference.

Over the course of three public meetings in the Downtown, Midtown West and Midtown North neighborhoods, the North Broad Street area emerged as a unified concept for creating a centrally located, neighborhood commercial village that would cater to the localized shopping and servicing needs of residents and businesses in the Downtown Core and surrounding neighborhoods. This area is envisioned as an "inner loop" of local and national "urban" retailers who are making

it their mission to venture back into the City Centers and recapture underserved marketplaces untapped by typical suburban retail and service centers. The retail focus would be placed on attracting companies that are known for going back into urban centers, as well as local Mobile retailers that want to expand or open new locations in the Downtown marketplace.

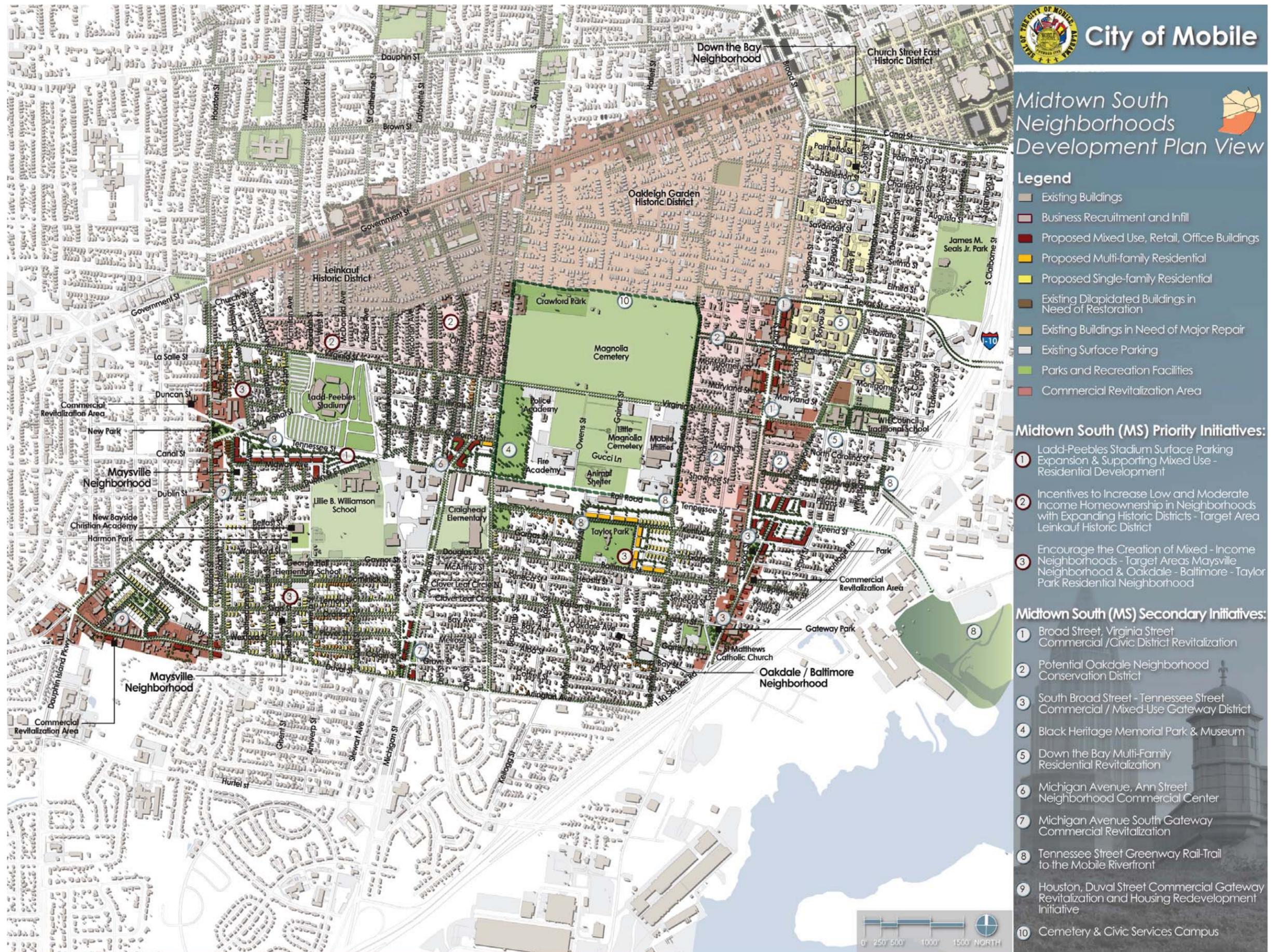
Like other areas of the Downtown Core, a number of opportunities for redevelopment of existing business sites have been identified; however, this is not meant to imply that any viable business should be automatically removed. The changes envisioned for an area like Broad Street can only be achieved through focused and well-coordinated efforts which includes working with local property owners to facilitate the area's transformation to a major retail/business corridor. The resulting development plan view for this section of the corridor highlights a number of opportunities for redevelopment to be considered and further negotiated with current property and business owners.

2.9 Midtown South Neighborhoods

2.9.1 Overview

The fourth and final area of urban design Initiatives focuses on the Midtown South Neighborhoods (Exhibit 2-7), generally defined by Broad Street and Interstate 10 to the east, Texas and Canal Streets to the north, Houston Street and Halls Mill Road to the west, and Duval and Arlington Streets to the south. A large portion of the Midtown South Neighborhoods study area is dedicated to open space and civic uses including cemeteries, active recreation parks, school facilities and the Ladd-Peebles Stadium. The area is primarily composed of three to five recognized neighborhood areas including the Down the Bay Neighborhood, the Texas Street Neighborhood, the Oakdale-Baltimore Neighborhood and the Maysville Neighborhood which are served by the South Broad Street, South Washington Avenue, Ann Street, Michigan Avenue, Houston Street, Virginia Street and Duval Street commercial corridors. A set of thirteen (13) recommended initiatives three (3) of which have been identified as priority for the Midtown South Neighborhoods were developed to respond to the issues, opportunities and key goals documented during the consultant team's field reconnaissance and public input process. The initiatives are accompanied by the associated implementation actions and illustrations.

EXHIBIT 2-7:
Midtown South Neighborhoods
Development Plan View





action items for the industrial corridor that could be undertaken:

- Facilitate land assembly and land banking of smaller parcels to create larger redevelopment sites that are more marketable and flexible for a variety of uses.
- Encourage new multi-family residential development along Liberty Street between Houston Street and Williamson High School.
- Encourage new employment or training center development on parcels closest to the still active Canal Street industrial and commercial uses.
- Develop a new community gateway park and entrance to the redevelopment area on the site defined by Houston Street to the west, Canal Street to the south, and the railway right-of-way to the north.
- Street and Streetscape improvements in the redevelopment area: themed lighting, banners and signage, paving, crosswalks, benches and trash receptacles that define a sense of place for the neighborhood.
- Facilitate façade Improvements for existing Houston Street corridor buildings in need of update or repairs by providing architectural design assistance for signage, canopies, building materials, etc., as well as matching grants or loans for implementing façade improvements or building repairs. Key areas have been highlighted between Dublin Street and LaSalle Street.
- Encourage new commercial/mixed-use infill development on vacant or underutilized parcels fronting on Houston Street between Dublin and LaSalle Streets.

2.9.2 Midtown South Neighborhoods (MS) Priority Initiatives

MS Priority Initiative 1: Ladd-Peebles Stadium Surface Parking Expansion and Supporting Mixed-use Development

Detailed field reconnaissance in the Maysville neighborhood revealed a large cluster of underutilized and vacant properties south of Ladd-Peebles Stadium that are collectively causing blighted conditions affecting nearby residential property values and image. This area has historically been zoned for industrial land use, but parcel sizes, configurations and relative difficulty accessing Interstate 10 has made these sites less desirable for industrial development. Thus, they have become marginalized uses within the Maysville community and a negative influence to nearby neighborhood revitalization. The focus area outlined for this initiative includes a series of vacant and underutilized industrial sites along the east-west railway corridor south of Ladd-Peebles Stadium. The area is

specifically defined By Dublin Street and Williamson High School to the south, Houston Street to the west and Canal Street and Ladd-Peebles Stadium parking lots to the north.

The Canal Street and Dublin Street industrial area in the Maysville neighborhood should be the focus of site redevelopment for a combination of residential, mixed-use development and/or workforce training and employment development opportunities to restore value to this blighted area of the community.

This area was highlighted as one of the highest priority areas for improvement among Maysville residents. It was cited as a critical initiative to be achieved before the parallel neighborhood improvement initiatives could be undertaken because of the overwhelming negative perceptions within the industrial area. For this reason, a Maysville Area Neighborhood Implementation Subcommittee should be formed by the Mayor and Council immediately after adoption of this Plan to specifically address this initiative. Outlined below are specific

The eastern portion of the target area located directly across from Williamson High School is currently under site planning and design consideration by the City of Mobile for future development and use as an overflow surface parking resource for Ladd-Peebles Stadium. For the purposes of this Plan, this stadium parking initiative has been illustrated in the Midtown South Neighborhoods Development Plan.

MS Priority Initiative 1 - Implementation Matrix Midtown South Neighborhoods		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To assemble potential frontage lots along Broad, Virginia, or Michigan corridors that would accommodate neighborhood-serving retail and service businesses and also serve the needs of people attending events at Ladd-Peebles Stadium.						
Action 1:	Provide for additional commercial development in the vacant or underutilized sites adjacent to Ladd-Peebles Stadium.	MDRP			X		G
Action 2:	Create a façade enhancement program to reinforce the existing commercial base and create a unified business corridor image and quality.	MDRP	PO,BO	X			C
Action 3:	Identify and recruit targeted businesses for major corridors.	MDRP	DMA	X			A



Leinkauf Historic District & Maysville Neighborhood Plan View

MS Priority Initiative 2: Incentives to Increase Low and Moderate Income Homeownership in Neighborhoods with Expanding Historic Districts - Target Area Leinkauf Historic District & Maysville Neighborhood

The City of Mobile should take the lead on an initiative that reviews the impact of a historic district designation on a neighborhood that has a demographic profile that is largely low to moderate income households. The focus of the recommendation is to identify policies and procedures that reinforce the use of the historic preservation as a development tool without adversely impacting the majority of existing residents. This approach should place emphasis on educating residents and stakeholders about historic preservation and exploring issues that could potentially impede embracing the designation. In some cases the approach may involve policies that embrace the use of a “Conservation District Designation” and less restrictive alternatives to restoration of housing and retail buildings without sacrificing the historic integrity of the property. The application of a model Conservation District approach to be used when existing historic district are expanding into low to moderate income neighborhoods could be applicable to other areas of the City. The City should work with the local historic preservation organizations, for-profit, and non-profit organization as potential development

partners. It is important that emphasis be placed on limiting the adverse impact of gentrification that often occurs when low to moderate income communities achieve a historic district designation.

The expansion of the Leinkauf Historic District south into the Maysville neighborhood would include an area generally bounded by Virginia Street on the south, Breamwood Avenue on the west, and Ann Street on the east. The area is characterized by a stable housing stock but many of the homes are in need of moderate to major renovation. It would be important to expand on the revitalization that has occurred in the Leinkauf Historic District as a means of preserving the character of the housing and neighborhood development pattern of the Maysville neighborhood.

While there are different types of Neighborhood Conservation Districts the recommended District is one that combines elements of historical preservation, as well as code enforcement. We think combining these features will protect the selected target area(s) of the neighborhood from further deterioration as well as protect the unique historical quality of the area(s).

Similar to the primary elements of a historic district designation, the preservation component of the Neighborhood Conservation District would regulate the design and character of the neighborhood.

The Neighborhood Conservation District should establish a systematic process involving the use of a Commission to review all major alterations to existing buildings and new construction. Since a Neighborhood Conservation District typically has less stringent design standards than a historic preservation district most reviews will be acted on administratively. It is suggested that the appeal process initially be assigned to the Architectural Review Board in order to accommodate the need for an appeal process. In the event the designated Conservation District area is increased, or the volume of appeals increases significantly, consideration could be given to establishing a separate Neighborhood Conservation Commission.

While the Commission would regulate any major changes to buildings that would be inconsistent with the character of the neighborhood, this would only apply to persons either renovating or altering existing structures, or erecting new structures. On the basis of our review of the existing conditions within the study area there appears to be signs of increased deferred maintenance and early signs of properties where the exteriors are being altered. These indicators suggest a need to establish a regulatory mechanism that would discourage the neglect and encourage the repair of deteriorating of properties. The increase in properties with deteriorating conditions is especially noted in single family houses that were formally occupied and may now be used as rentals or conversion into small two to four family properties.

Some landlords take advantage of low-income families in need of basic housing by renting dwellings that have numerous code violations. Additionally, some owners allow their homes to fall into disrepair, while causing a visual nuisance for their neighbors. Quite often these are “former” homeowners who have moved out of the neighborhood and re-occupy the house as rental property. Creating a mechanism that would require a property owner to bring the structure up to code before an occupancy permit is issued would slow down and eventually stop the continuation of deterioration existing housing stock. Properly administered the net effect of regulated issuance of occupancy permits would not adversely affect the supply of low-income housing, but the results could facilitate and encourage landlords and homeowners to maintain their properties.

The recommended code enforcement component would require a “flag” on each address within the Neighborhood Conservation District that would inform the utility provider to require an occupancy

permit, issued by Code Enforcement, prior to providing utility service to the property. Extending the utility company’s coordination to include occupancy will require both their cooperation and an extension of that cooperation to include the City of Mobile’s Property Safety Division.

Private / Public Financing Strategy

Efforts should be made to offer leveraged conventional financing with the National Trust for Historic Preservation’s Inner-City Venture funds, and public subsidies to fund development gaps that will enable lower income families to restore and purchase homes in a designated Conservation District. Consideration should be given to altering legislation that governs tax assessment as a means freeze property tax increases for 5 years on homes restored within designated Conservation Districts as a means to promote homeownership.

MS Priority Initiative 2 - Implementation Matrix Midtown South Neighborhoods		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
HOUSING & NEIGHBORHOOD INITIATIVES							
Goal:	To increase opportunities for homeownership.						
Goal:	To introduce more housing types/choices with park amenities for all age groups.						
Goal:	To encourage the construction and renovation of workforce housing to meet the needs of new households attracted to the downtown's emerging job opportunities (e.g., Austal USA, Northrop Grumman, etc.).						
	<i>Redevelop and Create Additional Housing Opportunities Around Taylor Park</i>						
Action 1:	Extend Kentucky Street through Taylor Park to alleviate the gap in the city grid and construct an additional road on the east of Taylor Park to create frontage opportunities in the park.	PW	NA		X		D
Action 2:	Provide for the relocation of the existing apartment complex located on the east side of Taylor Park.	MHB	NA		X		F
Action 3:	Incorporate community building provisions among community leaders to support housing development.	MHB	NA,CDC	X			A
Action 4:	Construct higher density housing overlooking the park and additional single-family housing on the east side of it.	MDRP	NA,CDC,D		X		F
Action 5:	Create homeownership training and financing incentives to encourage renters to become homeowners.	MHB,NA	CDC		X		A
	<i>Create the Down the Bay Multi-Family Residential Revitalization Initiative</i>						
Action 1:	Prepare a detailed plan for replacing Down the Bay high-density apartments with lower density housing.	MDRP	C,NA	X			B
Action 2:	Work with existing property owners of multi-family developments to determine interest in selling or reinvesting.	MDRP		X			A
Action 3:	Prepare solicitation for Development Partners to build lower density developments.	MDRP	D		X		B
Action 4:	Include provisions for community building as part of detailed lower density development plan.	MDRP,UDD	NA,CDC	X			A
	<i>Create a Neighborhood Revitalization Initiative for the Maysville Neighborhood</i>						
Action 1:	Construct additional single-family residential homes compatible in character with the existing neighborhood to infill the existing neighborhood vacant sites.	MDRP,MHB	CDC,NA,D		X	X	D
Action 2:	Prepare neighborhood plan to determine Model Block projects within Maysville Neighborhood.	MDRP	NA,C	X			B
Action 3:	Prepare Neighborhood Conservation District Plan/Designation for Maysville Neighborhood.	MDRP,UDD, HMP	NA		X		A
Action 4:	Incorporate community building provision into neighborhood plan to help organize non-profit development organization or CDC.	MDRP,NS	NA	X			B
HOUSING & NEIGHBORHOOD INITIATIVES							
Goal:	To Establish an Oakdale Historic/Conservation District.						
Action 1:	Conduct a study and detailed housing inventory to identify the exact boundaries of the potential historic/conservation district located in the south of Oakleigh Garden Historic District between Magnolia National Cemetery and Michigan Avenue.	MDRP,HMP	C,NA,PO	X			A
Action 2:	Contact National Trust to apply for Inner-City Venture funding for housing rehabilitation.	MDRP	NA,CDC	X			A
Action 3:	Prepare a Pattern Book for use in developing affordable new infill homes and housing rehab.	MDRP	C,NA,CDC	X			A
Action 4:	Develop workshop series based on community capacity building for resident leaders to support Conservation District.	MDRP,NS					A
Action 5:	Prepare a Neighborhood Conservation District Plan and Overlay.	MDRP,NS	C,NA	X			B
Goal:	To Establish a Maysville Historic/Conservation District						
Action 1:	Conduct a study and detailed housing inventory to identify the exact boundaries of the potential historic/conservation district located in the south of Leinkauf Historic District.	MDRP	C	X			A
Action 2:	Prepare a Pattern Book for use in developing affordable new infill homes and housing rehab.	MDRP	C	X			A
Action 3:	Contact National Trust to apply for Inner-City Venture funding for housing rehabilitation.	MDRP		X			A
Action 4:	Develop workshop series based on community capacity building for resident leaders to support Conservation District.	MDRP,NS	C	X			A
Action 5:	Prepare a Neighborhood Conservation District Plan and Overlay.	MDRP		X			B

MS Priority Initiative 3: Encourage Creation of Mixed-Income Neighborhoods - Target Areas Maysville Neighborhood & Oakdale- Baltimore - Taylor Park Residential Neighborhood

An analysis of the downtown neighborhoods identified two potential project areas that have a sufficient concentration of vacant lots to support the development of homes at a scale that would have a significant impact within the downtown. The focus of single-family infill should be for owner-occupancy. The focus of a planned infill housing strategy should be affordable workforce housing. However, it is important that the strategy also include attracting mixed-income owner-occupants. In addition to the Mobile Downtown Redevelopment Partnership, or the Mobile Housing Board, assuming a major responsibility of land assembly they should provide technical assistance to small local builders and emerging non-profit development corporations to develop the skills needed to build new single-family infill homes. Regardless of the target purchaser, all homes should follow design guidelines that incorporate the architectural elements unique to the target area in which the new homes are located. The infill homeownership initiative should follow five guiding principles based on resident and stakeholder interviews:

- New infill homes should be affordable to first-time homebuyers
- Design guidelines should be established that supports a range of architectural styles with proper scale and balance
- Area residents should be given priority to purchase homes developed as part of the initiative
- Marketing incentives should be developed to attract moderate to middle income homebuyers
- Housing development sites should be targeted rather than scattered as a means of increasing the impact of the development

Maysville Neighborhood

The Maysville Neighborhood is located in the southwest portion of this zone and is generally bounded by Duval Street on the south, Partridge Street on the east, Gaynor/Waterford Streets on the north and Houston Street on the west. Revitalizing the Maysville neighborhood will serve as an important anchor for this area of the City and will provide workforce housing for employees being generated by new industry locating in the greater Mobile area. The Maysville Neighborhood has the highest concentration of vacant lots and vacant buildings of any of the neighborhoods located in the Midtown South Zone.

The neighborhood is served by two schools, George Hall Elementary and Lillie B. Williamson High School,



Maysville Neighborhood Plan View



Maysville Neighborhood Existing Development



Oakdale-Baltimore-Taylor Park Residential Neighborhood Plan View



Multi-Family Housing/Apartment Complex



Senior Housing Opportunities Overlooking Taylor Park

which could both serve as important community assets for new families moving into the area. Implementation of this initiative could initially be facilitated through targeting Federal Community Development Block Grant and HOME funding to the area. The Federal funding would be used in support of land acquisition and down payment/closing costs for first-time homebuyers. It is anticipated that as the new developments gained acceptance, marketing the new homes through more conventionally structured financing would be possible. Building community support for the initiative would also be an important step to ensure long-term sustainability. As part of the initiative, supporting existing neighborhood organizations or starting new ones to provide technical assistance and grant funding for small-scale community projects is encouraged.

Oakdale- Baltimore – Taylor Park Residential Neighborhood

The apartment complex located east of Taylor Park should be demolished and redeveloped featuring low-rise apartment complexes that would front onto the park and new single-family detached homes located along Gorgos and Kentucky Streets. The Taylor Park Residential development would be the major project in the overall Oakdale/Baltimore Neighborhood Revitalization Initiative. The proposed Parks and Trail System at this location and the Tennessee Street Greenway Rail-Trail initiative would be important pieces of the overall site as well.

Implementation of this initiative will require the cooperation of the apartment complex owner. Ideally the property owner would agree to demolish the apartment complex and make the land available for development in exchange for a development interest in the project.

MS Priority Initiative 3 - Implementation Matrix Midtown South Neighborhoods		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
HOUSING & NEIGHBORHOOD INITIATIVES							
Goal:	To increase opportunities for homeownership.						
Goal:	To introduce more housing types/choices with park amenities for all age groups.						
Goal:	To encourage the construction and renovation of workforce housing to meet the needs of new households attracted to the downtown's emerging job opportunities (e.g., Austal USA, Northrop Grumman, etc.).						
	<i>Redevelop and Create Additional Housing Opportunities Around Taylor Park</i>						
Action 1:	Extend Kentucky Street through Taylor Park to alleviate the gap in the city grid and construct an additional road on the east of Taylor Park to create frontage opportunities in the park.	PW	NA		X		D
Action 2:	Provide for the relocation of the existing apartment complex located on the east side of Taylor Park.	MHB	NA		X		F
Action 3:	Incorporate community building provisions among community leaders to support housing development.	MHB	NA,CDC	X			A
Action 4:	Construct higher density housing overlooking the park and additional single-family housing on the east side of it.	MDRP	NA,CDC,D		X		F
Action 5:	Create homeownership training and financing incentives to encourage renters to become homeowners.	MHB,NA	CDC		X		A
	<i>Create the Down the Bay Multi-Family Residential Revitalization Initiative</i>						
Action 1:	Prepare a detailed plan for replacing Down the Bay high density apartments with lower density housing.	MDRP	C,NA	X			B
Action 2:	Work with existing property owners of multi-family developments to determine interest in selling or reinvesting.	MDRP		X			A
Action 3:	Prepare solicitation for Development Partners to build lower density developments.	MDRP	D		X		B
Action 4:	Include provisions for community building as part of detailed lower density development plan.	MDRP,UDD	NA,CDC	X			A
	<i>Create a Neighborhood Revitalization Initiative for the Maysville Neighborhood</i>						
Action 1:	Construct additional single family residential homes compatible in character with the existing neighborhood to infill the existing neighborhood vacant sites.	MDRP,MHB	CDC,NA,D		X	X	D
Action 2:	Prepare neighborhood plan to determine Model Block projects within Maysville Neighborhood.	MDRP	NA,C	X			B
Action 3:	Prepare Neighborhood Conservation District Plan/Designation for Maysville Neighborhood.	MDRP,UDD, HMP	NA		X		A
Action 4:	Incorporate community building provision into neighborhood plan to help organize non-profit development organization or CDC.	MDRP,NS	NA	X			B
Goal:	To Redevelop and to Create Additional Housing Opportunities Around Taylor Park.						
Action 1:	Extend Kentucky Street through Taylor Park to alleviate the gap in the city grid and construct an additional road on the east of Taylor Park to create frontage opportunities in the park.	MDRP,MHB	CDC,D		X		D
Action 2:	Provide for the relocation of the existing apartment complex located on the east side of Taylor Park.	MHB			X		F
Action 3:	Construct higher density housing overlooking the park and additional single-family housing on the east side of it.	MDRP,MHB	CDC,D		X		F



Broad Street and Washington Avenue Streetscape Vision



Guidelines for Commercial Development

terms of marketing, architectural improvements, infill development and business retention and recruitment to sustain its commercial role in the community.

Local property owners and business people attending the public meetings indicated a need for community leadership, financial assistance, marketing assistance and new private investment to strengthen and sustain the future role of the Broad Street-Washington Avenue Corridor for neighborhood-serving commercial and mixed-use centers. Outlined below are specific recommendations identified for the corridor to be undertaken in this initiative:

- Façade Improvements for existing buildings including signage, canopies, building materials, etc. Key areas of focus have been highlighted between Virginia and Texas Streets to the north and between Shawnee and Bay Streets to the south.
- Encourage new commercial/mixed-use infill development on vacant or underutilized parcels fronting on Broad Street between Virginia and Texas Streets.

As a result of the public participation process, there is renewed interest in improving both ends of the Broad Street Corridor by local property owners and business people, many of whom have been long-standing merchants and/or residents of the area. Keeping this enthusiasm elevated will be a critical component of the corridor's future sustainability and success.

2.9.2 Midtown South Neighborhoods (MS) Secondary Initiatives

MS Secondary Initiative 1: Broad Street – Virginia Street Commercial/Civic District Revitalization

A survey of existing conditions along the Broad Street and Washington Avenue corridors revealed a number of vacant or underutilized buildings and parcels along these corridor(s). The business health of the northern portion of South Broad Street was perceived to be stronger than that of the southern portion as noted by the mix of active businesses, pedestrian activity, nearby institutions and public facilities, and relatively few parcel vacancies. The Broad Street streetscape improvements that were implemented in 2009 from Canal Street to Virginia Street have also helped to bring a renewed and greater focus to the north end revitalization of the street. However, there is more work to be done in

MS Secondary Initiative 1 - Implementation Matrix Midtown South Neighborhoods		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To Create a South Broad Street & Tennessee Street Commercial Mixed-Use Gateway District.						
Action 1:	Provide for additional commercial development in the vacant or underutilized sites along Broad and Tennessee Streets.	MDRP	PO,D		X		G
Action 2:	Provide for city blocks consolidation and the relocation of existing businesses in the intersection of Broad and Tennessee Streets to allow for the creation of a gateway entry park.	MDRP	PO		X		D
Action 3:	Create a façade enhancement program to reinforce the existing commercial base and create a unified business corridor image and quality.	MDRP,UDD, PW	DMA,PO	X			B



Consideration should be given to the use of a Conservation District designation as an alternative approach to regulating how renovations are conducted to ensure proper treatment of architectural design features. Incorporating the use of a Conservation District, rather than a Historic District designation, could be used to preserve the architectural integrity of the neighborhood housing stock, while at the same time establishing design guidelines that take into consideration the economic hardship that sometimes accompanies strict adherence to U.S. Department of the Interior design guidelines.

Implementation of an Oakdale Historic or Conservation District Neighborhood Revitalization initiative will require conducting a detailed analysis of existing housing conditions, adopting a Pattern Book that illustrates design guidelines and takes into consideration the existing demographic make-up of renters and homeowners, and working with residents and neighborhood organizations to help them understand, participate in, and manage the changes that will take place in their neighborhood.

MS Secondary Initiative 2: Potential Oakdale Neighborhood Conservation District

The Potential Oakdale Conservation District is generally located between Virginia and Texas Streets and west of S. Broad Street and has retained its original development pattern and much of its traditional housing stock. The area represents an opportunity to expand on the revitalization that has occurred in the Oakleigh Garden Historic District south into the Oakdale neighborhood. However, it is recommended that the expansion be managed in a manner that not only prioritizes sensitive redevelopment of the neighborhood's existing housing stock, but takes into consideration the potential for gentrification that often results in the designation of Historic Districts in neighborhoods with a significant number of low- to moderate-income families.

MS Secondary Initiative 2 - Implementation Matrix Midtown South Neighborhoods		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
HOUSING & NEIGHBORHOOD INITIATIVES							
Goal: To Establish an Oakdale Historic/Conservation District.							
Action 1:	Conduct a study and detailed housing inventory to identify the exact boundaries of the potential historic/conservation district located in the south of Oakleigh Garden Historic District between Magnolia National Cemetery and Michigan Avenue.	MDRP, MHDC	C,NA,PO	X			A
Action 2:	Contact National Trust to apply for Inner-City Venture funding for housing rehabilitation.	MDRP	NA,CDC	X			A
Action 3:	Prepare a Pattern Book for use in developing affordable new infill homes and housing rehab.	MDRP	C,NA,CDC	X			A
Action 4:	Develop workshop series based on community capacity building for resident leaders to support Conservation District.	MDRP,NS					A
Action 5:	Prepare a Neighborhood Conservation District Plan and Overlay.	MDRP,NS	C,NA	X			B



- Continue the Broad Street and Washington Avenue roadway, utilities and streetscape improvements in the south commercial gateway area including themed lighting, banners and signage, sidewalk paving, crosswalks, benches and trash receptacles that define a sense of place for the neighborhood.
- Relocate existing businesses within the triangle bounded by Broad Street, Washington Avenue and Kentucky Street and develop a gateway community park for the Oakdale-Baltimore neighborhood and retail district.
- Encourage new infill commercial/mixed use development on vacant or underutilized parcels at the south end of the Broad Street and Washington Avenue corridor, specifically the area surrounding the proposed triangular gateway park.

The greatest opportunity for significant commercial, mixed-use redevelopment involves the parcels on the north and south sides of Tennessee Street along the Broad Street and Washington Avenue corridor. With proper site planning and consideration for potential flood conditions, these sites can be redeveloped to a much higher potential than the industry/warehouse uses that currently occupy the sites. This area will also benefit from increased employment activity and patronage from the south as Brookley Field development and the new port facilities continue to expand.

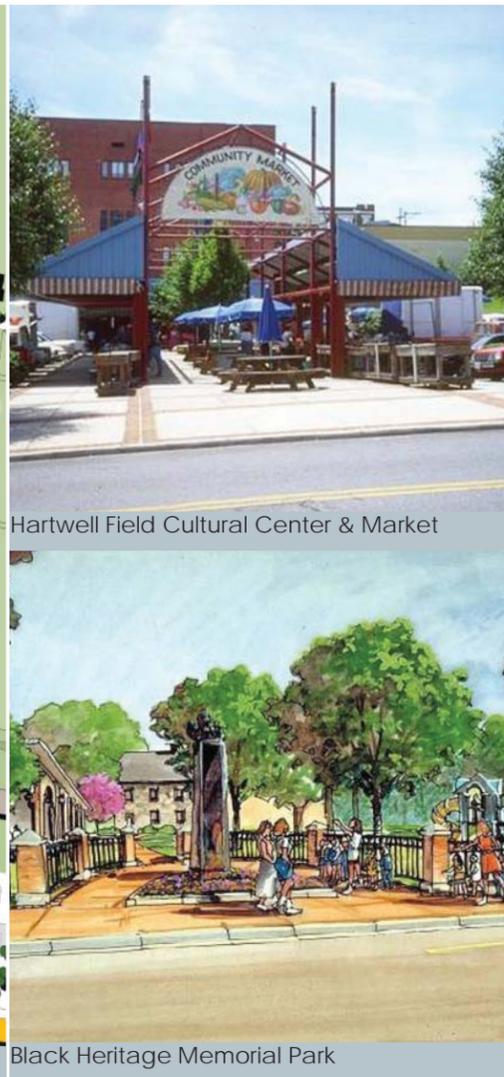
MS Secondary Initiative 3: South Broad Street – Tennessee Street Commercial/Mixed Use Gateway District

The southern portion of the Broad Street and Washington Avenue corridors suffers from a majority of the traditional neighborhood-serving commercial uses having left and been replaced by demolitions, building vacancies, warehouse uses and auto repair uses that surround the remaining Ladas Pharmacy, community churches and fire station facilities. This commercial decline has primarily occurred due to the parallel decline in household population south of the Virginia Street corridor with notable losses in housing stock in the flood-prone neighborhood edges surrounding the Tennessee Street ditch. The commercial area has also lost its position as a key north-south gateway into the City of Mobile from Interstate 10, which is part of the rationale for the Bring Back Broad Initiative started in the north end. The south Broad-Washington Avenue gateway is specifically in need of both public realm

improvements and private development that will facilitate new commercial uses. Parcel sizes and commercial lot depths along the corridor are small and narrow in relation to contemporary commercial uses that would be attracted back to the area. Parcel

assemblage and land banking will be necessary to create commercial sites that are once again marketable and developable in the community. Outlined below are specific recommendations identified for the south end of the corridor:

MS Secondary Initiative 3 - Implementation Matrix Midtown South Neighborhoods		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES							
Goal:	To focus revitalization on the radial commercial corridors, rethinking the future land use pattern.						
Action 1:	Focus Broad Street commercial corridor revitalization, business recruitment and redevelopment efforts between Virginia Street and Texas Street and within the Broad Street/Washington Avenue Triangle Gateway between I-10 and Tennessee Street.	MDRP	DMA,NA	X			E
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To Create a South Broad Street & Tennessee Street Commercial Mixed-Use Gateway District.						
Action 1:	Provide for additional commercial development in the vacant or underutilized sites along Broad and Tennessee Street.	MDRP	PO,D		X		G
Action 2:	Provide for city blocks consolidation and the relocation of existing businesses in the intersection of Broad Street and Tennessee Street to allow for the creation of a gateway entry park.	MDRP	PO		X		D
Action 3:	Create a façade enhancement program to reinforce the existing commercial base and create a unified business corridor image and quality.	MDRP,UDD, PW	DMA,PO	X			B



sites for slaves is rare and creates the opportunity to establish a memorial park in honor of this finding. Developing a “Black Heritage Memorial Park and Museum” at this location could attract local as well as national visitors.

Implementation of the “Black Heritage Memorial Park and Museum” should be coordinated in partnership with the National Trust for Historic Preservation and include an Interpretative Center. Other considerations for development of this site includes the need for parking to accommodate visitors, and the continuous use of part of this site for the Police and Fire Academy.

MS Secondary Initiative 4: “Black Heritage Memorial Park and Museum”

During many of the public meetings and individual interviews, the contribution of the City’s African American community was acknowledged as an important asset that should be embraced and celebrated. One of the most important revelations related to the City’s African American culture uncovered during the planning process was discussion of the police and fire academy site and acknowledgement that a portion of this site included land that was used as grave sites for slaves. While the exact plot of land is not known, preliminary excavation conducted during the Veteran’s Administration search for a cemetery site in Mobile uncovered an area west of the Police and Fire Academy site and east of Ann Street between Tennessee Street and Virginia Street that contained unmarked graves of former slaves. Identifying graves

MS Secondary Initiative 4 - Implementation Matrix Midtown South Neighborhoods		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To encourage a more active community use of the police equestrian grounds off Virginia Street.						
Action 1:	Research the feasibility and community support for an urban agriculture project on the police equestrian grounds.	MDRP	PO	X			A
Action 2:	Establish a neighborhood farmer's market to sell locally grown agricultural products.	MDRP,CC	PO		X		B
Action 3:	Market the urban agricultural program to all downtown residents.		DMA	X			A
HISTORIC & CULTURAL INITIATIVES							
Goal:	To celebrate the cultural and historic heritage of neighborhoods without historic district designation.						
Goal:	To Celebrate the African American Culture and Heritage in the Midtown South Communities of Down the Bay, Texas Street, Oakdale, Baltimore and Maysville.						
Action 1:	Conduct a formal African American Heritage Cultural Resource Survey and document all results in a formal report to the City.	NS	AA,NA	X			B
Action 2:	Expand the African American Heritage Interpretive Trail to include key heritage sites identified in the study suggested above.	NS	AA,NA		X		E
Action 3:	Design and construct a "Black Heritage Memorial Park and Museum" and satellite heritage facility at the site of the unmarked black slave cemetery at the old site of Hartwell Field and the current Police equestrian facility on Ann Street.	NS	AA,NA		X		E



The Down the Bay community was developed as part of an Urban Renewal initiative that demolished most of the original homes in this neighborhood. When the proposed Urban Renewal project fell through, new replacement housing was built. The architectural style of most homes was attractive one- story ranch homes. The new homes attracted working class- African American middle-income households to the neighborhood.

As part of the Urban Renewal project, several parcels were set aside for multi-family developments near the middle of this neighborhood. Unfortunately, over the years these apartments have been neglected through disinvestment and have lost their ability to attract moderate- to middle income renters. Residents report that the apartments have been cited for a variety of code violations and that much of the crime occurring in the area can be traced to individuals who live, or have friends in these apartment complexes.

These Down The Bay apartment complexes are located west of Washington Avenue and the location serves as an important gateway into the Down The Bay community when entered from Broad Street. Because of the condition of the multi-family units, they do not present an attractive gateway and could eventually adversely impact the desirability of the attractive single-family homes located east of Washington Avenue.

Implementation of this initiative will be dependent upon the cooperation of the apartment complex owners and their willingness to redevelop these sites. The City and the proposed Mobile Downtown Redevelopment Partnership (MDRP) will need to work with these property owners to incentivize the renewal of their properties. A new, detailed master plan for this neighborhood's renewal needs to be created from the concepts presented here with the participation of neighborhood stakeholders, property owners, City planners and the proposed MDRP.

MS Secondary Initiative 5: Down the Bay Multi-family Residential Revitalization

This Initiative recognizes that market forces and less than stringent attention to city planning requirements have resulted in an unstable, decaying neighborhood situation for the "Down the Bay" area where there once was a vibrant, healthy community.

In an effort to stabilize this community, this initiative proposes:

- Creating a new, more detailed neighborhood redevelopment master plan.
- Remove existing apartment complexes from this area.
- Renew the former apartment sites with both multi-family and single-family homes.
- Provide governances such that new housing is compatible with the existing neighborhood development pattern and housing stock.

MS Secondary Initiative 5 - Implementation Matrix Midtown South Neighborhoods		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
HOUSING & NEIGHBORHOOD INITIATIVES							
Goal:	To increase opportunities for homeownership.						
Goal:	To encourage the construction and renovation of workforce housing to meet the needs of new households attracted to the downtown's emerging job opportunities (e.g., Austal USA, Northrop Grumman, etc.).						
Action 1:	MDRP	C,NA	X				B
Action 2:	MDRP		X				A
Action 3:	MDRP	D			X		B
Action 4:	MDRP,UDD	NA,CDC	X				A

MS Secondary Initiative 6 & 7 - Implementation Matrix Midtown South Neighborhoods		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To assemble potential frontage lots along Broad, Virginia, or Michigan corridors that would accommodate neighborhood serving retail and service businesses and also serve the needs of people attending events at Ladd-Pebbles Stadium.						
Action 1:	MDRP				X		G
Action 2:	MDRP	PO,BO	X				C
Action 3:		DMA	X				A



MS Secondary Initiative 6: Michigan Avenue - Ann Street Neighborhood Commercial Center

As indicated in each public meeting of the Midtown South Neighborhoods, there is a desire for a neighborhood retail component in the community. The area around Michigan Street between California Street and Tennessee Street on the north side of the Mobile Pulley Works factory holds a great opportunity because it is partially vacant, underutilized and centrally located in the main community corridor.

This initiative proposes:

- The boulevard on that portion of Michigan Avenue between California Street and Tennessee Street be removed to allow for both sides of the street to be redeveloped.



MS Secondary Initiative 7: Michigan Avenue South Gateway Commercial Revitalization

- Develop multi-story (two- to three-story) mixed-use buildings fronting Michigan Avenue with surface parking accommodated in the back.
- Creating medium-density residential development along California Street.

The south Michigan Avenue gateway area between Duval Street and Bay Avenue was identified as a focus area that is at a critical tipping point for either sustaining its traditional commercial land use or slipping to other more marginalized uses.

This Initiative recommends the commercial area surrounding Michigan Avenue be redeveloped by either demolishing or selectively preserving the existing underutilized parcels to the west and east of the Avenue from Duval Street to Bay Avenue.

The focus for redevelopment in these blocks should be a combination of adaptive reuse and new modest-scale infill development to accommodate existing and new quality-oriented, neighborhood-serving commercial uses. These commercial use buildings can provide for small restaurants,



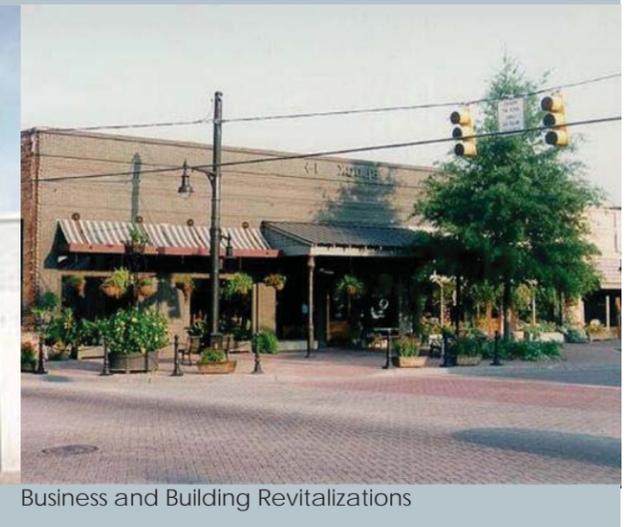
Redevelopment of under-utilized parcels



Michigan Avenue Streetscape Improvements



Mixed-Use with Upper Level Apartments



Business and Building Revitalizations

laundromats, small groceries, etc., with upper story one- and two-bedroom apartments.

These high quality, mixed-use buildings will overlook a new triangular public park in front of the existing community church.

The zoning in this area should be redefined to allow commercial and mixed-use clustered within the designated Michigan Avenue commercial nodes (These may be visualized on the Midtown South Neighborhood Development exhibit).

Gradual rezoning and redevelopment of commercial parcels along the Duval and Arlington Street corridors (east of Houston Street) for residential use is also recommended.



Tennessee Street Greenway Rail-Trail to the Mobile Riverfront Plan View

MS Secondary Initiative 8: Tennessee Street Greenway Rail-Trail to the Mobile Riverfront

Mobile residents identified the Tennessee ditch drainage system (and others) as one of the top issues to be addressed from a trash, safety, crime and flooding perspective.

This initiative proposes:

- Acquiring key vacant, blighted and underutilized sites along the ditch drainage system.
- Expand the +_50' wide ditch right-of-way.
- Clean out, realign and naturalize the Tennessee Street ditch, reshaped to a gradually sloped stream valley with a low-flow channel.
- Include storm water quality and quantity retention basins with trash skimmers for added flooding capacity during times of heavy rainfall and flash flooding.

- Create a linear stream park and greenway corridor.
- Create east-west bike trails to accompany the greenway.
- Extend and connect the bike trail from the Midtown South Neighborhoods through South Carolina Street to the Mobile riverfront.

This is large undertakings is demanded by the public outcry for something to be done about interior drainage and flooding problems in the Maysville, Oakdale and Down the Bay neighborhoods. It is an attainable initiative that can be phased appropriately and must be conducted while parcels are available to make it feasible to expand in the future.

MS Secondary Initiative 8 - Implementation Matrix Midtown South Neighborhoods		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES							
Goal:	To provide additional parks and open space locations equally disbursed through the neighborhoods.						
Goal:	To provide enhanced recreational facilities and expanded programs for the youth of the Community.						
Action 1:	Design and Implement an East-West Greenway Rail-Trail along the Tennessee Street/Ditch connecting parks, schools, cemeteries and open spaces from Houston Street to the Mobile River.	P & R, PW, MDRP	NA		X		D
Action 2:	Establish new passive neighborhood parks in the Houston/Duval Street area at Houston and Old Canal Road, at Broad and Gayle Streets, at Broad Street and Washington Avenue, and Ann and Kentucky Streets.	P & R, PW, MDRP	NA		X		D
Action 3:	Redesign the northern and eastern borders of Taylor Park to facilitate residential redevelopment around the park which follows defensible space principles regarding surveillance and homes which front onto the park areas.	P & R, PW, MDRP	NA		X		D



Houston/Duval Streets Commercial Gateway Revitalization & Housing Redevelopment Plan View

MS Secondary Initiative 9: Houston, Duval Streets Commercial Gateway Revitalization and Housing Redevelopment Initiative

The Houston, Duval Street Housing Redevelopment Initiative is generally located at the southeast edge of the Midtown South Neighborhoods Zone and is generally bounded by Duval Street on the south, Houston Street on the east, and Cherokee Street on the north. The area has a large concentration of vacant lots and provides an exciting opportunity to create a new single-family development that would feature a small park, sidewalks, and improved drainage. It is recommended that housing developed for this area be built within an affordable price range and could initially be offered through an option-to-purchase lease for first-time homebuyers. Implementation of this initiative could be managed through a non-profit development organization. Developing the homes as rentals with a lease-to-purchase option provides an opportunity to stabilize this community and provide low- to moderate-income families an opportunity for homeownership.

The use of Low Income Housing Tax Credits could be a financing tool to fund the cost of land acquisition and construction, although some public funding may be needed for infrastructure improvements.

MS Secondary Initiative 9 - Implementation Matrix Midtown South Neighborhoods	Implementation Lead		Implementation Timing			Estimated Cost
	Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES						
Goal: To focus revitalization on the radial commercial corridors, rethinking the future land use pattern.						
Action 1: Focus Houston Street commercial corridor revitalization, business recruitment and redevelopment efforts between Virginia Street and Dublin Street and focus Duval Street commercial corridor revitalization efforts between Halls Mill Road and Houston Street.	MDRP	DMA,NA		X		E
Action 3: Focus Michigan Avenue commercial corridor revitalization, business recruitment and redevelopment efforts between Texas Street and California Street and within the Duval Street to Bay Avenue South Gateway.	MDRP	DMA,NA		X		E
Goal: To provide additional parks and open space locations equally disbursed through the neighborhoods.						
Goal: To provide enhanced recreational facilities and expanded programs for the youth of the Community.						
Action 1: Design and Implement an East-West Greenway Rail-Trail along the Tennessee Street/Ditch connecting parks, schools, cemeteries and open spaces from Houston Street to the Mobile River .	P&R,PW	NA		X		D
Action 2: Establish new passive neighborhood parks in the Houston/Duval Street area at Houston and Old Canal Road, at Broad and Gayle Streets, at Broad Street and Washington Avenue, and Ann and Kentucky Streets.	P&R,PW	NA		X		D
Action 3: Redesign the northern and eastern borders of Taylor Park to facilitate residential redevelopment around the park which follows defensible space principles regarding surveillance and homes which front onto the park areas.	P&R,PW	NA		X		D
HOUSING & NEIGHBORHOOD INITIATIVES						
Goal: To Develop a Housing Revitalization Initiative on Houston and Duval Street						
Action 1: Provide for the relocation of the existing apartment complex located in the corner of Houston and Duval Streets.	MDRP,MHB			X		F
Action 2: Create a single-family infill development on the place of the existing complex with a street network configuration that connects the new housing with both Houston and Duval Streets.	MDRP,MHB	CDC,D		X		F
Action 3: Provide down payment and closing cost assistance for up to 20% of single-family homes developed for ownership.	MHB		X			C
Action 4: City acquires land and create a Community Land Trust to provide land for development that ensures affordability.	MDRP	PO	X			D



Cemetery and Civic Services Campus Plan View

MS Secondary Initiative 10: Cemetery and Civic Services Campus

A unique feature of the Midtown South Neighborhood is the approximately 200-acre public use "Campus" which contains the Magnolia National Cemetery, the Little Magnolia Cemetery, the Mobile County Animal Shelter and pet cemetery, Crawford Park, the Mobile Mounted Patrol equestrian facility, the Mobile Fire Training Facility, and the City of Mobile Utilities Department. The area along Ann Street is also now known to be the location of an unmarked slave burial ground near the old site of Hartwell Field (previously discussed in MS initiative #5). This area is very well defined by Ann Street to the west, Fry Street to the north, Gayle Street to the east, and the Tennessee Street swale to the south with only limited connecting streets crossing the area (Virginia Street and Owens Street).

At first glance this area appears to be a tremendous open space resource and amenity for the Midtown South neighborhoods, but in reality the area is quite broken up by individually secured areas that create barriers between the south neighborhoods. The area is also lacking the maintenance and care needed to make it a proud resource of the community. Although the Magnolia National Cemetery is quite noteworthy, the overall area conveys a strong industrial image with the open spaces, parks and

cemeteries being somewhat secondary. The community would be better served if this image were reversed to convey a park-like campus setting showcasing the parks, open spaces and cemeteries with the industrial and service uses hidden within the grounds.

The goal of this initiative would be to celebrate this large open space resource in the community and downplay the service uses through a public realm improvement campaign designed to implement the following key actions:

- Installation of new ADA accessible walkways and pedestrian lighting around the perimeter of the "Civic Campus" as well as along Owen Street and Virginia Street to encourage symbolic and literal linkages between surrounding neighborhoods.
- Clean-up and implementation of MS Initiative #5 - The Black Heritage Memorial Park and Museum.
- Clean-up and implementation of MS Initiative #12 - The Tennessee Street Greenway Rail-Trail to the Mobile Riverfront.
- Removal and relocation of all construction debris and rubble located within the proposed "Mobile Civic Services Campus", i.e., rubble piles located on the old site of Hartwell Field.
- Fence and landscape screening for all utility yard and industrial uses located within the proposed "Mobile Civic Services Campus" with special emphasis placed on the perimeter yards and parking lots that can be seen from Gayle Street, Ann Street and Virginia Street.
- Institution of green building practices and best management practices for all future City facilities and renovations within the proposed "Mobile Civic Services Campus."

- Restoration of the original landscape for the Magnolia National Cemetery and preparation of an overall parks, streetscape and cemetery landscape plan for the proposed "Mobile Civic Services Campus" area.

Once these actions are implemented, the proposed "Mobile Civic Services Campus" will be better viewed as a positive asset and unifying icon for the Mobile Community and the surrounding Midtown South neighborhoods.

MS Secondary Initiative 10 - Implementation Matrix Midtown South Neighborhoods		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal:	To encourage a more active community use of the police equestrian grounds off Virginia Street.						
Action 1:	Research the feasibility and community support for an urban agriculture project on the police equestrian grounds.	MDRP	PO	X			A
Action 2:	Establish a neighborhood farmer's market to sell locally grown agricultural products.	MDRP,CC	PO		X		B
Action 3:	Market the urban agricultural program to all downtown residents.	MDRP	DMA	X			A

2.10 Community-wide (CW) Initiatives

2.10.1 Introduction

Each of the initiatives outlined in this section have been unique to either the Downtown Core & Riverfront or Midtown Neighborhoods, but there are a few additional initiatives that are intended to apply to the entire Downtown Mobile study area across all neighborhoods. These initiatives are policy-based changes and overall public realm, transportation and infrastructure improvements that are important to protecting and retaining as much of Mobile's past as possible, while also promoting Mobile as a forward-thinking city focused on advancing environmental stewardship principles in the Gulf Coast region. The priority initiatives are accompanied by implementation actions and illustrations. The appendix includes a summary of all suggested implementation actions grouped by the following five topic disciplines:

- Urban Design, Public Realm, Land Use
- Economic Development and Commercial Revitalization
- Housing and Neighborhood Initiatives
- Transportation, Transit, Infrastructure
- Historic and Cultural

2.10.2 Community-wide (CW) Priority Initiatives

CW Priority Initiative 1: Public Realm Improvements

Downtown Core & Riverfront Public Realm Improvements

The Initiatives outlined in the previous pages primarily address priority and secondary initiatives involving both private site development and related enhancements for nearby parks, plazas and streetscapes. Each of these initiatives in their own right would help to improve the offerings and image of the Downtown Core and Riverfront. However, given the City's need to address deferred maintenance on the majority of streets, streetscapes and open spaces in the Downtown, it is important to have an initiative that focuses solely on implementing critical public realm enhancements. For this reason, the Public Realm Improvements exhibit (Exhibit 2-8) was prepared to focus attention on the minimum public realm improvements that must be undertaken to better connect Downtown resources with the citizens and visitors they are meant to serve.

Exhibit 2.8 highlights the following elements:

- 1) potential new infill development and redevelopment (in black),
- 2) existing and proposed parks, open space and recreation facilities (in green),
- 3) street and roadway improvements (in purple), 4) primary corridors for streetscape improvements (lined in green edges), and
- 4) key intersections for crosswalk improvements (in yellow).

Outlined below are the existing and proposed community destinations and linkages that have been highlighted for improvement over the next 10 years:

- Bienville Square
- Cathedral Square
- Father Ryan Park
- British Park
- Church Street Cemetery
- Spanish Plaza
- Calloway Smith Middle School & Grounds
- Dunbar Middle School & Grounds
- The YMCA & Grounds

Newly proposed public park spaces to be implemented:

- I-165 Gateway Park (Water & St. Joseph Street)
- Mardi-Gras Park (Government & Royal Streets)
- DeTonti Square Park (N. Conception Street)
- Ft. Condé Village Park (S. Royal Street)
- Dauphin Landing Park & Plaza Space (Dauphin Street & Mobile River)
- International Trade Center Park & Plaza (Water & State Streets)
- Broad & Springhill Gateway Park (Triangle)
- Broad & Dauphin Gateway Park (Triangle)

Connecting walkway/bikeway streetscapes and crosswalks to be maintained or implemented:

- Hank Aaron Loop: Water Street, Beaugard Street, Broad Street and Canal Street.
- Primary East-West Linkages (listed north to south): MLK Avenue, Adams Street, Congress Street, State Street, St. Anthony Street, St. Louis Street, St. Francis Street, Spring Hill Avenue, Dauphin Street, Government Street, Church Street, and Monroe Street.

- North-South Linkages (listed east to west): Royal Street, St. Joseph Street, Emmanuel Street, Jackson Street, Claiborne Street, Lawrence Street, Washington Avenue.

The 40 open spaces and streetscapes listed above and highlighted in Exhibit 2-8, Downtown Core and Riverfront Public Realm Improvements have been specifically selected for their high visibility and potential contribution to the Downtown's image, potential for attracting private development, potential for connectivity between themed districts, and need for public reinvestment. Implementation and, more importantly, ongoing maintenance of these public realm improvements will create a completed network of open spaces and streetscapes that is commensurate with where a City of Mobile's size and stature should be in providing an appropriate level of public amenities, as in similar cities like Charleston, South Carolina and Savannah, Georgia.

Midtown North Neighborhoods Public Realm Improvements

The Midtown North Neighborhoods are extremely underserved with regard to parks and open space. Key community resources such as the Boys and Girls Club and pool are being closed without replacement facilities being identified. The same can be said for pedestrian amenities and linkages throughout the area. There is a need to take a broad look at improving the overall character of the Midtown North parks, open spaces, community centers, school grounds, streets and streetscapes as well as new neighborhood amenities. Deferred maintenance and lack of new construction in this area are current obstacles to neighborhood image and perception which can easily be reversed with the renovation and enhancement of a few strategic, highly visible public streets and open space projects. This initiative is intended to highlight those high-visibility areas where the maximum economic and social return can be gained with public projects.

The Public Realm Improvements proposed in this Plan for the Midtown North Neighborhoods will focus attention on the minimum public realm improvements that must be undertaken to better connect this area's resources with the residents they are meant to serve. This Plan highlights the following priority elements for action:

- 1) New infill development and redevelopment (shown in black on the graphic)
- 2) Existing and proposed parks, open space and recreation facilities (highlighted in green on the graphic)
- 3) Street and roadway improvements (delineated in purple on the graphic)
- 4) Primary corridors for streetscape improvements (lined in green edges)
- 5) Key intersections for crosswalk improvements (highlighted in yellow)

Below is a summary list of the existing and proposed community destinations and linkages highlighted in this Plan:

Existing parks, open spaces and school grounds to maintain and/or renovate:

- Peters Park & Recreation Center
- Florence Howard Elementary School
- Bishop State Community College & Grounds

Newly proposed public park spaces to be implemented:

- HOPE VI Park (Old Mobile Gasworks Site)
- Hickory Street Park (Old Hickory Street Landfill Site)
- Pecan Park (Pecan & Peach Streets)
- Expanded Roger Williams Park (NW Bank of Three-Mile Creek floodplain)
- Three-Mile Creek Greenway Park (SW Bank of Three-Mile Creek floodplain)
- Mt. Gillead Park (Mt. Gilead Church & Congress Street)
- St. Stephens & Springhill Gateway Park (Traffic Ellipse)

Walkway/bikeway streetscapes and crosswalks to be maintained or implemented:

- East-West Linkages:
 - Chinquapin Street
 - Pecan Street
 - Dr. Martin Luther King, Jr. Avenue
 - Congress Street
 - St. Stephens Road
 - Spring Hill Avenue
- North-South Linkages:
 - Broad Street
 - Monday Street
 - Kennedy Street
 - Hickory Street
 - Ann Street
 - Live Oak Street
 - Rylands Street
 - English Street
 - Lafayette Street
 - Bizzell Avenue
 - Catherine Street
 - New Roger Williams Drive
 - St. Charles Avenue

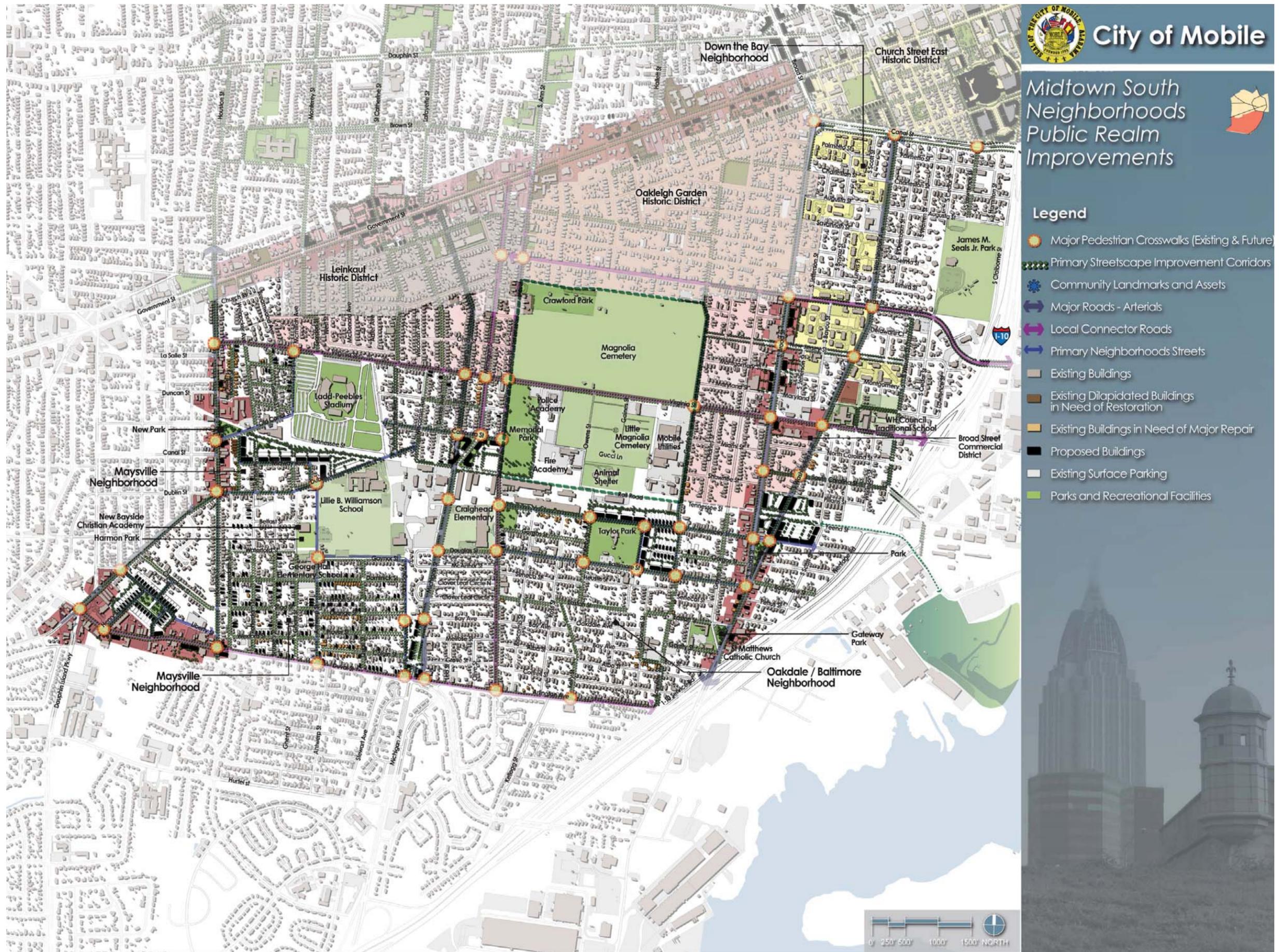
The thirty (30) open space and streetscape action items listed above and illustrated in Exhibit 2-9, Midtown North Neighborhoods Public Realm Improvements Framework have been specifically selected for their high visibility and potential contribution to the neighborhood's image, potential for attracting private development, potential for connectivity between themed districts and need for public reinvestment. Implementation and ongoing maintenance of these public realm improvements will create a completed network of open spaces and streetscapes that provides an appropriate level of public amenities for these neighborhoods.

EXHIBIT 2-9:
Midtown North Neighborhoods
Public Realm Improvements

Midtown North Neighborhoods Public Realm Improvements

- Legend**
-  Major Pedestrian Crossing Locations (Present and Future)
 -  Primary Streetscape Improvement Corridors
 -  Community Landmarks and Assets
 -  Major Roads-Arterials
 -  Local Connector Roads
 -  Primary Neighborhood Streets
 -  Existing Buildings
 -  Proposed Buildings
 -  Existing Surface Parking
 -  Proposed Parking Structures
 -  Parks, Schools and Recreational Facilities
 -  Campground Historic District





Midtown South Neighborhoods Public Realm Improvements

The Midtown South Neighborhood is fortunate to have a variety of parks, schools and open space resources in the community. However, many of these neighborhood amenities are isolated and not well connected with the neighborhoods they serve, except by automobile. Reconnecting the existing open spaces and neighborhood destinations with proposed new neighborhood amenities through a clear network of improved tree-lined streets, bikeways and walkways is critical in improving the urban environment in the Midtown South Neighborhoods.

The Public Realm Enhancements for the Midtown South Neighborhoods (Exhibit 2-10, Midtown South Neighborhoods Public Realm Improvements) focuses attention on the optimal public realm improvements that must be undertaken to better connect this area’s resources with the residents they are meant to serve. It highlights the following priority elements:

- 1) potential new infill development and redevelopment (shown in black in the illustration)
- 2) existing and proposed parks, open space and recreation facilities (highlighted in green in the illustration)
- 3) street and roadway improvements (delineated in purple)
- 4) primary corridors for streetscape improvements (lined in green edges)
- 5) key intersections for crosswalk improvements (highlighted in yellow)

Below is a summary list of the existing and proposed community destinations and linkages that have been highlighted in Exhibit 2-10.

Existing parks, open spaces and school grounds to maintain and/or renovate:

- Crawford Park
- Taylor Park
- Magnolia National Cemetery and Little Magnolia Cemetery
- James M. Seals Jr. Park
- Ladd-Peebles Stadium
- Council Elementary School
- Craighead Elementary School
- George Hall Elementary School
- Lillie B. Williamson High School

Newly proposed public park spaces to be implemented:

- South Broad Street/I-10 Gateway Park
- A new Midtown South Riverfront Park

- South Broad Street and Washington Street Park (triangle)
- Houston and Canal Streets Park (triangle)

Walkway/bikeway streetscapes and crosswalks to be maintained or implemented:

- East-West Linkages:
 - Texas Street
 - Virginia Street
 - South Carolina Street
 - Tennessee Street
 - Kentucky Street
 - Baltimore Street
 - Dublin Street
 - Duval Street
 - Arlington Street
- North-South Linkages:
 - S. Lawrence Street
 - S. Warren Street
 - S. Washington Avenue
 - S. Broad Street
 - Gayle Street
 - Ann Street
 - Michigan Avenue-Flint & Stocking Streets
 - Old Canal & Lott Streets
 - Antwerp Street,
 - S. Houston Street
 - Sections of Halls Mill Road

The thirty-five (35) open space and streetscape areas listed above and highlighted in Exhibit 2-10 (Midtown South Public Realm Enhancements) have been specifically selected for their high visibility and potential contribution to the neighborhood’s image, potential for attracting private development, potential for connectivity between neighborhood destinations, and long-standing need for public reinvestment.

At first glance this appears to be an overwhelming list of public realm improvements; however, it represents only 10-15% of the total land area and an equal percentage of the total street infrastructure that is in need of ongoing maintenance and improvement. This will be an appropriate level of public investment given the positive benefits it could yield for strengthening the overall function, image and perceptions within the Down the Bay-Texas Street, Oakdale-Baltimore Street and Maysville neighborhoods.

CW Priority Initiative 1 - Implementation Matrix Community Wide		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
URBAN DESIGN/PUBLIC REALM/LAND USE INITIATIVES							
Goal:	To improve pedestrian connections from the Waterfront, Fort Condé and the Downtown core.						
Action 1:	Complete Sidewalk and HDCRP assessment already performed. Priority corridors for current setting - Government, Broad, Dauphin, Water and Beaugard. With specific initiative implement on Waterfront, Fort Cone and Downtown Core connections.	PW			X		A
Action 2:	Develop pedestrian corridors from current surface lots and on street parking areas. Sidewalks and ADA compliance as well as improved lighting.	PW			X		C
Action 3:	Priority corridors for vision plan Dauphin Street, St. Francis Street, Jackson Street, Royal Street, Government Street, Broad Street, Washington Avenue and Water Street.	PW			X		D
Action 4:	Add dedicated bike paths to Michigan Avenue/Ann Street and to Congress Street. This will provide east-west and north-south connectivity between zones.	P&R,PW			X		C
Action 5:	Improve pedestrian access to water front areas, specifically Cooper Park.	PW			X		C
Goal:	To improve road connectivity between downtown neighborhoods.						
Action 1:	Continue planned improvements to the Broad Street corridor.	PW/ALDOT				X	E
Action 2:	Implement plan for diamond interchange for I-10 west of the Wallace Tunnel.	ALDOT				X	F
Action 3:	Develop Michigan Avenue and Ann Street to create north-south connection to Zones 2 and 3.	PW				X	F
Action 4:	Construct roundabouts to alleviate confusion from angled streets and confusing intersections.	PW			X		E
Action 5:	Implement walkway and/or bikeway improvements along key north-south and east-west streets (as indicated in the master plan) linking parks, schools, churches and key commercial destinations.	PW			X	X	E
Action 6:	Implement bold pedestrian crossings along Government Street and Springhill Avenue in areas of highest pedestrian activity as indicated in the Public Realm Enhancements Plans.	PW			X		D
Action 7:	Develop new site development guidelines which encourage pedestrian friendly and bike friendly linkages and facilities to be included as part of the required site development amenity package.	PW		X			A

CW Priority Initiatives 2: Seek Creation of a New Mobile Bay Applied Learning Center

A new “Mobile Bay Applied Learning Center” will provide workers with training to gain needed skills on a schedule they can maintain. This initiative proposes such a “Learning Center” at the Brookley Complex off South Broad Street. The following is a programmatic description of the components of such a “Learning Center” and includes a fictional account of how a full-time employee might go through the “Center” while managing family responsibilities and other interests.

- **Open entry into the classes are offered by the center and open exits occur once students gain the skills they need** – The instructional calendar would allow open enrollment on Mondays. All instruction is individualized and self-paced so class schedules and semester-based calendars are immaterial.
- **Students are allowed to work at their own pace** – Students and incumbent workers may not be able to come to the Learning Center every day. Therefore, there are no formal class times and students come when they are able. Instructors will hold special lectures at pre-appointed times when they observe that many students need to focus on a specific knowledge or skill. These lectures will be videotaped for students who cannot attend. The Center will be open from 9:00 a.m. – 9:00 p.m., Mondays through Thursdays.
- **Instruction is arranged in logically sequenced, learning modules** – The Center’s curricular approach is founded in “Mastery Learning,” a learning approach that states that given sufficient opportunity to learn and enough time spent engaged in related learning activities, the vast majority of students can achieve mastery of specific skills.
- **College credit is provided for completed modules** – Instructional modules will be aligned with technical courses offered through local community colleges, colleges, or universities. As students complete modules, they will be awarded credit hours at the college of their choice. If a student completes all modules associated with a course of instruction, they will have completed most technical courses required for an associate degree.
- **Credit is given for previously acquired knowledge or skills** – Students can take the written and performance exams for any instructional module at any time. If they can pass the exam, they are given credit for that module and move on to the next module in their instructional sequence.

- **Computer technologies are used to manage student progress** – Every student will have an individual course portfolio on the Center computer system in which their student records will be maintained. If a student completes a module, they demonstrate their competence to the instructor and the instructor then validates their portfolio. If they have to leave the Center before they complete a module or module requirement, they merely register their progress on their portfolio and log off. When they return, they will be able to resume where they left off.
- **Instruction is arranged around clear learning objectives** – The Mobile Bay Learning Center curriculum will be organized around clearly defined modules and achievement can be determined via measures that assess the individual student’s mastery of the module’s learning objectives. The learning objectives will reflect competencies that are developed by local industry representatives. This reductionist approach acknowledges that most educational objectives can be broken down into smaller instructional components or modules that can be clearly identified and organized into a logical sequence. If these modules are successfully completed as demonstrated by passing a test or demonstrating specific skills, it is reasonable to assume that the student completing the module will be able to perform specific tasks.
- **Employers are involved in all phases of the enterprise** – Employers will participate in all aspects of the Center. They will help select the instructor, develop the curriculum, arrange lab exercises, evaluate student portfolios, and provide work-based learning experiences for those who do not have a job.

Employers will also experience significant benefits from such a Learning Center as proposed here. If there are specific skills they need their employees to learn – for instance, they’re installing new machinery or a new production process – they could enroll the employees for specific instructional modules. All modules are competency based, making the skills each student achieves by

completing a module easily identified. Employers only pay for the modules (skills) they need and employees only invest the time needed to gain the skills to maintain or upgrade their employment. Open entry; open exit: start where you are able, finish where you need to be.

- **Technology used to offset the demands created by higher greater student-to-instructor ratio** – Instruction will be self-paced. When beginning a module, students will be given a module packet that tells them what to read, what DVDs to watch, what lab exercises to complete, and what they need to do to demonstrate their mastery of the skills associated with the module. If they have questions or need more information, an instructor is available for assistance. Classroom instruction, work place instruction, internet-based assignments, and DVD-based instructional exercises will all be part of this learning experience.

Clearly, location is a significant issue for this Center. A centralized location that is proximate to local industry and a majority of the labor force would be ideal. The most successful center currently using this approach, the Regional Manufacturing Technology Center in Battle Creek, Michigan, is located in the Fort Custer Industrial Park.

This initiative recommends that the proposed Learning Center be located in Downtown Mobile, preferably at Brookley Complex off South Broad Street. Another potential location would be at Bishop State Community College.

The Learning Center’s proposed service area would cover the entire Greater Mobile region and be centrally located. The proposed facility should provide 20,000 to 40,000 Square Feet of carefully designed space to meet the full range of training needs of existing and new companies throughout its regional service area.

It is the consultant team’s suggestion that the Center be conceived as something more than a community college initiative. The Center needs to

market itself as a public-private partnership in which the community college is an important member but not the final authority. The consultants recommend that this Center be governed by a 12-16 person board with members appointed by appropriate local government, business, and education organizations. Organizational flexibility is a key component of this model as well as its ability to train workers efficiently and quickly. The traditional model for training incumbent workers can become too static. This approach focuses on conferring degrees or certificates to individuals which may take between 18 months and 4 years, or is targeted at the specific training needs of individual companies.

The proposed model focuses on developing a range of skill competencies for a variety of occupational categories. In other words, are the core competencies for an AutoCAD technician any different for an architectural firm than they are for an automobile maker? Are the core competencies for an engine mechanic any different for a car dealership than they are for a compressor manufacturer? While the application of these skills can vary between industries, the basic core competencies that allow one to function as an AutoCAD technician or engine mechanic are quite similar. This fundamental point allows the proposed model to function at a much higher level than existing programs and benefit more workers in a shorter period of time.

The Community Foundation of South Alabama Community Economic Development team has been working on a holistic approach to workforce development, workforce housing, and community healthcare. Over the past few years it has established four partnership councils: workforce development, regional housing task force, community health taskforce, and a leadership coalition. The workforce development task force has worked closely with major stakeholders on workforce in the community. The CFSA has created a Southwest Alabama Workforce Development Council Region 9 that would seem to be a logical group to take on the Applied Learning Center concept.

CW Priority Initiative 2 - Implementation Matrix Community Wide		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
ECONOMIC DEVELOPMENT & COMMERCIAL REVITALIZATION							
Goal 4:	To seek the creation of a new Mobile Bay Applied Learning Center targeting non-college bound students to create viable "career ladders" in support of local industry.						
Action 1:	Establish Mobile Bay Applied Learning Center to train non-college bound students in high demand occupations including medical support, logistical support, and other occupations.	USA	CF,CoC		X		E
Action 2:	Incorporate incumbent worker training program that assesses worker skills and customizes modular training curriculum to the needs of workers and employers.	USA	CF,CoC		X		E

CW Priority Initiative 3: Roadway Condition Improvements Through Pavement Management System

This initiative proposes the City develop a Pavement Management System (PMS) to manage and prioritize pavement maintenance and rehabilitation actions. This is essential to efficiently improving the condition of Mobile’s roadways. A “PMS” will prioritize roadways based on need, define rehabilitation methods and create a schedule of repairs.

Having this system in place will address shortfalls by:

- Establishing a defined decision making process for road improvement and construction.
- Supporting justification for consistent funding.
- Reducing politically influenced roadway improvements.

Safe driving conditions on roadways must not wait while implementing a Pavement Management System. The City should proceed with rehabilitating roadways and address these areas of high need observed in the planning areas:

- Refurbish Heavily Patched Roadways:
 - Ann Street
 - St. Anthony Street
 - Catherine Street
 - Jackson Street.
- Conduct a failure investigation and pavement remediation along Ann Street in the area of Craighead Elementary.
- Stripe downtown core roadways with a primary focus on areas with on street parking and where one-way and two-way directional flow mix.

CW Priority Initiative 4: Drainage Improvements

The last comprehensive drainage study was completed in 1980. The City of Mobile does not have a model of its complete drainage system or an electronic inventory.

Providing positive drainage without danger of flooding from natural disasters or everyday thunder showers is critical to the economic development of Mobile. The potential of future development is greatly reduced unless developers and property owners are comfortable that adequate drainage is provided.

Several current drainage improvement projects within the area include:

- Florida Street project
- Ice House project
- Ann and Springhill bond project
- Springhill and Old Shell project

The following areas have been identified as needing drainage improvements:

- Baltimore Street area
- Augusta Street area
- Flooding on Government Street from Catherine Street east
- Drainage issues north of MLK Avenue in the northern neighborhoods
- Persimmon Street

- Dunbar Street
- Church Street
- Flint Street
- S. Warren Street
- Government Street
- Michigan Avenue
- Virginia Street
- Spring Hill Avenue

Additional area wide drainage issues have been identified, such as:

- Closed systems that are clogged or debris filled
- Updating old terra-cotta lines
- Poor maintenance of concrete ditches

Recommendations for drainage improvements in the Downtown study area include:

- Develop a new comprehensive drainage strategy for the area. Include evaluation of the existing outfalls. It is anticipated that several of the existing outfalls are not functioning properly and that a series of improvements and properly located detention facilities may improve downtown drainage.
- Develop a comprehensive map of the downtown drainage system, to include pipe conditions. This will allow the City to identify where pipes have collapsed and where drainage problems are occurring and the

possible solution. Mapping should include a GIS inventory of drainage system to be used for future improvements.

- All future resurfacing projects should require the overlay pavement grade to match the existing pavement elevation or reconstruction of existing inlets.
- Reconstruct existing inlets that have been paved over or that are not draining.
- Continue the existing land disturbance permit application process.
- Improve maintenance on existing ditches and streams.

CW Priority Initiative 3 - Implementation Matrix Community Wide		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
TRANSPORTATION/TRANSIT/INFRASTRUCTURE INITIATIVES							
Goal 1:	To improve existing roadway conditions and routine maintenance.						
Action 1:	Develop a Paving Management System to prioritize resurfacing projects for long-term implementation and maintenance.	PW		X			B
Action 2:	Prioritize streets for paving - Streets needing paving now - list streets needing paving with New Plan Development implementations.	PW			X		E
Action 3:	Stripe all roads in downtown core.	PW		X			C

CW Priority Initiative 4 - Implementation Matrix Community Wide		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
TRANSPORTATION/TRANSIT/INFRASTRUCTURE INITIATIVES							
Goal :	Improve drainage facilities and drainage planning.						
Action 1:	Develop a detailed drainage study of the entire area. The drainage study would address current problems and offer solutions with a detailed list of project improvements.	PW		X			B
Action 2:	Priority areas to improve inlet drainage capacity are Springhill Avenue, Government Street, Royal Street, Broad Street, MLK Avenue, Michigan Avenue, Virginia Street and Texas Street.	PW			X		C
Action 3:	In pavement resurfacing projects, mill existing pavement so that existing inlets are not covered over by the new asphalt.	PW		X			C

CW Priority Initiative 5: Parking Improvements

Parking recommendations are provided for short term and long term solutions. A discussion of parking weaknesses is provided in the appendix of this report. The long term recommendations are provided to accommodate future development and to summarize planning recommendations provided through the initiatives proposed in this report.

Short-Term Parking Recommendations:

1. Create a City Parking Authority. This organization will be mandated to address the management of the existing parking as well as plan for future needs. A City Parking Authority can more consistently address the implementation of the following strategies for the downtown area:
 - Amend code so that existing parking requirements match design criteria developed by the Parking Authority.
 - Amend code to provide parking lot, on street parking and/or parking garage standards suited for the downtown area.
 - Create a parking enterprise fund to deposit all parking meter revenues and parking fines into a fund to create capital reserves dedicated to parking.
 - Provide the Parking Authority the ability to bond for financing of parking structures.
 - Manage the existing parking infrastructure.
 - Provide parking enforcement that is consistent with the desires of the downtown residents and businesses.

2. Re-stripe and re-sign existing curbs to create additional on street parking. Some of the streets outlined in the one-way to two-way conversion plan are not recommended for implementation. Some of the streets listed will keep on street parking if the road is not converted to two-way as recommended in this report. Signing should be in place to designate the parking time frames and parameters for parking. Existing curbs allowing parking should have clear striping as to the parking locations on either the street or the curb itself. The following streets may be restriped in order to provide additional on street parking.

- Claiborne Street south of the Civic Center.
- Cedar Street.
- Government Street on the south side from St. Emanuel to Royal Street.
- Hamilton Street.
- Jackson Street.
- Jefferson Street.
- Joachim Street.
- Scott Street.
- Saint Anthony Street.
- Saint Francis Street.
- Saint Joseph Street.
- Saint Louis Street.
- Saint Michael Street.
- Warren Street.

3. Convert identified loading zones to on-street parking. The 2008 "Hot Zone" Parking Study identifies these loading zones. As recommended in that 2008 study, deliveries should be coordinated with local merchants. Shared parking and loading zones could be implemented with a time frame provided for loading zones.

4. Reduce oversized entry drives. Several building and parking lot sites have oversized drives, in some instances the entire length of the block. These oversized drives need to be reduced to a normal drive width such as 24 ft. This reduction would allow for additional on street parking in the areas reduced. Examples of where this occurs are on Royal Street, Jackson Street, and St. Michael Street.
5. Do not be delete on-street parking to accommodate one-way to two-way street conversions.
6. Aggressively advertise park and ride opportunities. An advertising campaign should be implemented to educate the public as to the parking opportunities in the downtown area.
7. Require parking for new developments in the downtown core. Each PUD should address parking needs for the development in its Development Plan, preferably with dedicated, on-site or near-site parking. However, consideration may be given to a variety of options such as coordination with other developments for co-use parking, or contributions to a "parking bank" fund dedicated toward construction and maintenance of public-private parking facilities.

Long-Term Parking Recommendations:

- Implement "Park and Ride" strategies.
- Increase transit routes. Specifically on Dr. Martin Luther King, Jr. Avenue, Government Street and Broad Street.

- A parking structure should be added with the recommended development associated with the West Tunnel interchange modification (Refer to DCR Priority Initiative 2).
- An additional parking structure should be added should the Civic Center be redeveloped (Refer to DCR Priority Initiative 4).
- An additional parking structure should be added associated with the redevelopment plan on Water Street at Canal St (Refer to DCR Priority Initiative 2 and 4).
- Discourage additional surface lots in the Downtown Core.
- Create a funding structure to assist in developing parking structures. The cost of developing parking structures will be best justified though the increase in land values and increase in residential density that will be realized through implementing the New Plan Initiatives proposed in this report. The City or the proposed MDRP may provide for cost offsets through dedicated Tax Increment Financing (TIF) measures or through development fees.

CW Priority Initiative 5 - Implementation Matrix Community Wide		Implementation Lead		Implementation Timing			Estimated Cost
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	
TRANSPORTATION/TRANSIT/INFRASTRUCTURE INITIATIVES							
Goal :	To improve efficiency of existing parking facilities and address future parking needs.						
Action 1:	Restripe and sign curb parking in entire area and reduce loading zone spaces.	PW		X			C
Action 2:	Improve pavement, pavement marking and signing for surface lots. Develop color coding and signing to distinguish public or private parking and the rate.	PW			X		C
Action 3:	Develop a parking initiative/campaign to inform and educate the public of how and where to park downtown. Could organize lots by "districts" in the plan. Use cell phones to pay for parking meters.		DMA		X		B
Action 4:	City Code revision for provisions for requiring parking for new development - actual on-site space or a contribution to a public parking structure fund managed by the Mobile Downtown Redevelopment Partnership.	CC,UDD, MDRP	DMA	X			A

CW Priority Initiative 6: Transit Service Improvements

With the exception of Moda, the existing WAVE services are based on a county-wide plan. Service is not adequate for the downtown core or the surrounding neighborhoods.

This Initiative recommends creating smaller transit loops and provide better support services that focus on linkages from the Downtown Core to the surrounding neighborhoods with a goal to reduce downtown traffic and parking issues by creating a more frequent, direct service with greater ridership.

These linkages will be positive improvements for local residences for work and entertainment. They will allow visitors to navigate the downtown entertainment, arts and educational districts and also see the historical surrounding neighborhoods.

The following recommended new loop routes are shown on Exhibit 2-11:

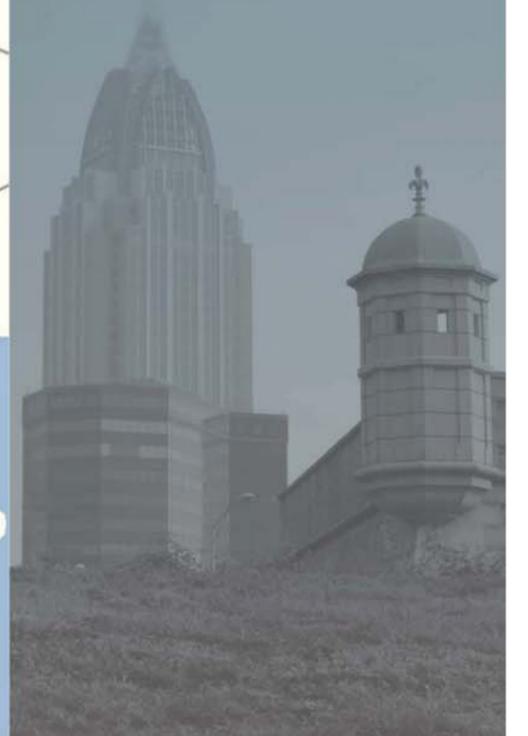
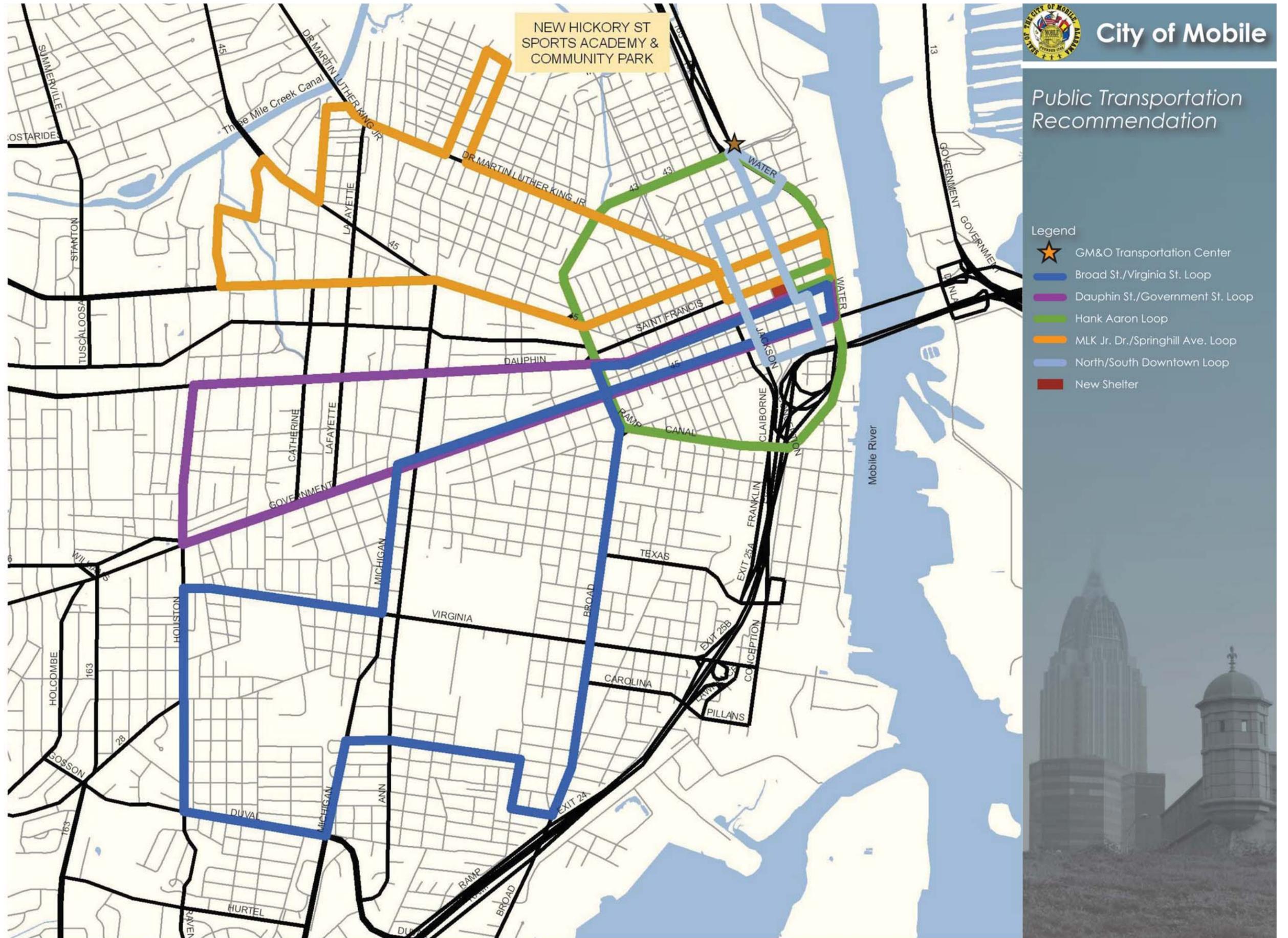
- North Neighborhood Loop
- Midtown Neighborhood Loop
- South Neighborhood Loop
- Hank Aaron Loop
- North-South Downtown Core Loop

The following recommendations will improve service and ridership:

- Head times need to be better managed. Current head times of one hour are not convenient. Users report inaccuracy of arrival times. The headway times of the loop services should be in the 15-20 minute range. Hours of operation should serve both work and entertainment.

- Vehicles need to compliment downtown image. Vehicles should be aesthetically pleasing, energy efficient, and complementary to Mobile's blend of heritage and progress, such as an open trolley or electric trolley type service.
- Bienville Square should be the principal hub location to connect with the new transportation hub planned by WAVE.
- Coordinate with "Park and Ride" strategies to include appropriate routing and stop locations in areas that are candidates for future parking structures, thereby establishing familiarity with the ridership for routes.
- Include benches, shade from the sun, trash receptacles, and posted route information on all bus stop locations throughout the downtown area.
- Bus stops within the downtown and surrounding historical neighborhoods should use designs and materials sensitive to the location.
 - Use design competitions to stage funding opportunities, allowing creative artistic architectural and functional design to promote the selection of bus stop characteristics within individual neighborhoods that will be in addition to certain "standard design criteria." This also serves as a means of creating public "buy-in."
 - Strictly manage advertising opportunities, presentation aesthetics, lighting and message is a consideration for bus stops within neighborhood areas.
- Increase public knowledge of the availability, affordability, and safety of these services:
 - Advertise the service on Internet, TV and radio.
 - Education programs can be promoted with civic groups and schools.
 - Flyers and bus route maps can be placed at all bus stops.
- Use current wireless technology (Twitter, E-mail - "Notify Me," Smartphone GPS applications, etc) to provide bus location on routes, promote special ridership opportunities, notify dependent riders of problems or changes.
- Establish a prioritized plan for bus stop improvements. Focus initially on routes with the highest usage then expand throughout the area.

CW Priority Initiative 6 - Implementation Matrix Community Wide		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
TRANSPORTATION/TRANSIT/INFRASTRUCTURE INITIATIVES							
Goal 3:	To improve transit connections from Midtown to Downtown.						
Action 1:	Increase downtown loop trolley services.	WT,MDRP, MHDC,ARB		X			C
Action 2:	Improve midtown to downtown connection with new trolley service.	WT,MDRP, MHDC,ARB		X			C
Action 3:	Improve bus stop conditions - add benches, shade from the sun, trash receptacles, posted maps.	WT,MDRP, MHDC,ARB			X		C
Action 4:	Improve public knowledge by education programs, flyers and posted bus route maps.	WT,MDRP, MHDC,ARB		X			A



CW Priority Initiative 7: Transportation Network Improvements

The following transportation network improvements are recommended: (Exhibits 2-12 and 2-13)

- North-South Connector
 - To provide an adequate north-south linkage between the surrounding neighborhoods.
- Reconfigure I-10 West Tunnel Interchange
 - Implement plan for diamond interchange for I-10 west of the Wallace Tunnel - see Downtown Core and Riverfront Development Plan in previous pages. Improve safety issues with I-10/Water Street entrance ramp.
- Improve Intersections with Roundabouts
 - Construct roundabouts to alleviate confusion from intersections with angled streets.
- Springhill Avenue/Broad Street Area network improvements (Exhibit 2-13)
 - To improve the existing confusion along Springhill, east of Broad Street and to assist with access management on Broad Street.
- Redistribute I-10 to Downtown Traffic
 - Revise signing along I-10 to increase Downtown exits to redistribute traffic to Downtown. Beautification projects and improved maintenance would be required along these corridors. These improvements would also be necessary along the I-10 service road.

Regarding the City's One-Way to Two-Way directional conversion plan, presented in the following pages, primary Corridors are recommended to be carried through. However, the secondary conversions are not generally recommended based on need for parking.

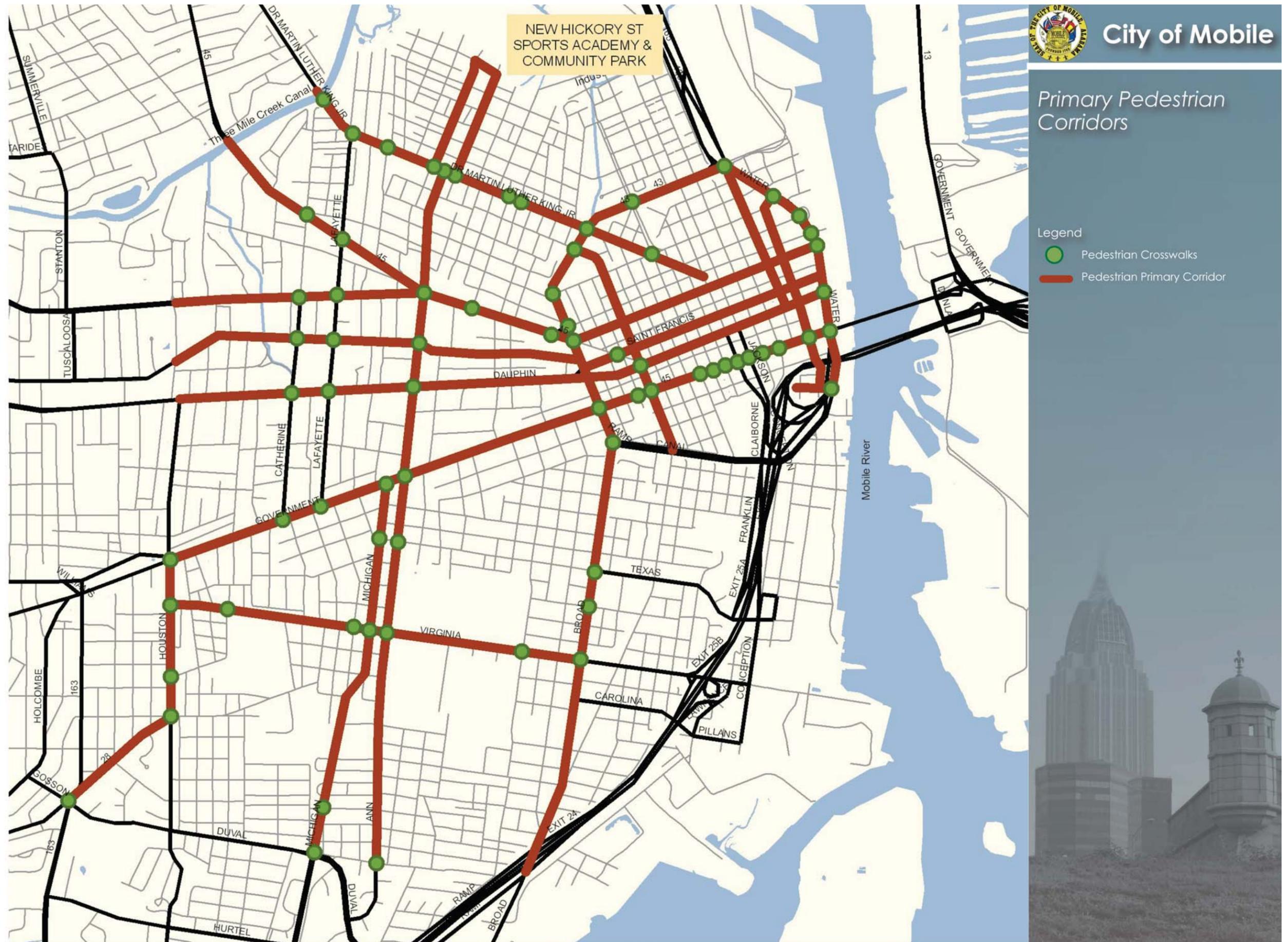
List of Roadways Recommendations for Conversion

If a street is not listed, no comments/recommendations are proposed with respect to parking, directional conversions or bike lanes. All streets are recommended to have improved striping and signage for parking. Examples of good striping are Royal St and Conti St between Conception and Royal.

DIRECTION	STREET	STREET WIDTH ² , FT	SUMMARY OF RECOMMENDATIONS	ADD PARKING ¹	ADD BIKE LANE	DIRECTIONAL CONVERSION
NS	CLAIBORNE ST	24	ON EAST SIDE OF CLAIBORNE, SOUTH OF CIVIC CENTER DRIVE, ADD PARRALELL PARKING	X		
NS	BAYOU ST	24'	DO NOT CONVERT			
NS	CEDAR ST	22'	DO NOT CONVERT.	X		
EW	CIVIC CENTER DR	30'	CONVERT TO TWO-WAY IF ENTRANCE AND TICKET PURCHASING ARE MOVED TO SOUTH SIDE OF BUILDING.			X
NS	CONCEPTION ST	24				
EW	CONTI ST	24				
EW	DAUPHIN ST	24				
NS	DEARBORN ST	24-30	DO NOT CONVERT NORTH SIDE - TAKES AWAY PARKING. DO NOT CONVERT SOUTH OF GOVERNMENT - TAKES AWAY PARKING			
NS	FRANKLIN ST	24	DO NOT CONVERT NORTH SIDE - TAKES AWAY PARKING. DO NOT CONVERT SOUTH OF GOVERNMENT - TAKES AWAY PARKING ON SPANISH PLAZA			
EW	GOVERNMENT	50-65	ADD PARKING SOUTH SIDE OF BANKHEAD TUNNEL ENTRANCE BETWEEN EMMANUEL AND ROYAL STREET - USE PARKING CONFIGURATION THE REDUCES EFFECT OF MANUVERING ON TRAFFIC LANE AND 9:00 - 4:00 PARKING TIME LIMITS	X		
NS	HAMILTON ST	24	DO NOT CONVERT SOUTH OF GOVERNMENT. TAKES AWAY PARKING ON SPANISH PLAZA.	X		
NS	JACKSON ST	30	OK FOR ADDITIONAL PARKING AS RECOMMENDED BY STUDY	X		
NS	JEFFERSON ST	24	DO NOT CONVERT. STRIPE FOR PARKING ONE SIDE.	X		
NS	JOACHIM ST	24	STRIPE FOR PARKING , ONE SIDE FULL LENGTH.	X		
NS	LAWERENCE ST	24				X
NS	SCOTT ST	24	DO NOT CONVERT. STRIPE FOR PARKING ONE SIDE.	X		
EW	ST ANTHONY ST	26-40	~ RESTRIPE TO ADD PARKING AND BIKE LANE. ~ END ST. ANTHONY AT BROAD STREET AND ALLOW RIGHT TURN OUT ONLY. CONNECT TWO-WAY TRAFFIC FROM SPRINGHILL WEST OF BROAD STREET TO TWO-WAY TRAFFIC ON ST LOUIS EAST OF BROAD STREET. VACATE SPRINGHILL EAST OF BORAD. SEE ALTERNATE BROAD ST. AREA PLAN.	X	X	
EW	ST FRANCIS ST	30	~ WHILE ST. FRANCIS REMAINS ONE-WAY, ADD PARALLEL PARKING PARKING ALONG NORTH SIDE OF STREET, NORTH OF PARK AND BOTH SIDES OF STREET IN THE WESTERN AREA. ~IF CONVERTED TO TWO-WAY TRAVEL, USE TWO LANES WITH PARKING ON ONE SIDE. USE 8 FT PARALLEL PARKING AND TWO 11 FT TRAVEL LANES.	X		X
NS	ST JOSEPH ST	44	USE PARRALLEL PARKING ON BOTH SIDES THROUGHOUT. ANGLED PARKING NOT RECOMMENDED.	X	X	X
EW	ST LOUIS ST	38 - 40	CURRENTLY TWO-WAY TRAVEL. STREET NEEDS TO BE RESTRIPE FOR PARKING AND POSSIBLE BIKE LANES. ~ TWO 11 FT TRAVEL LANES WITH TWO 8 FT PARALLEL PARKING ~ TWO 12 FT TRAVEL LANES WITH TWO 6 FT BIKE LANES, PLUS 2FT FOR GUTTER PAN ~ TWO 10.5 FT TRAVEL LANES WITH TWO 4.5 BIKE LANES AND 8 FT PARALLEL PARKING ONESIDE	X	X	
EW	ST MICHAEL ST	26	RESTRIPE TO ADD PARKING AND BIKE LANE	X	X	
EW	STATE ST	30	STRIPE AND SIGN FOR PARKING. ROOM TO HAVE TWO LANES OF TRAVEL WITH ONE FULL SIDE FOR PARKING. TWO-WAY TRAVEL AND PEOPLE ARE PARKING IN TRAVEL LANES. EXAMPLE - BLOCK WEST OF JOACHIM.			
NS	WARREN ST	24-28	DO NOT CONVERT. STRIPE FOR PARKING ONE SIDE.	X		
NS	WASHINGTON AVE	30	CONVERT TO TWO-WAY WITH BIKE LANE ON EACH SIDE. POSSIBLE CONFIGURARTION IS 11 FT DRIVE LANES WITH 4 FT BIKE LANES. RELOCATE CURRENT FIRESTATION PARKING TO VACATED SPRING HILL ROW.		X	X
NWSE	SPRINGHILL	62	END SPRING HILL AT BROAD ST. CONNECT TWO-WAY TRAFFIC FROM SPRINGHILL WEST OF BROAD ST TO TWO-WAY TRAFFIC ON ST LOUIS EAST OF BROAD STREET. VACATE SPRINGHILL EAST OF BORAD. SEE ALTERNATE BROAD ST. AREA PLAN. END ST. ANTHONY AT BROAD ST AND ALLOW RIGHT TURN OUT ONLY.			

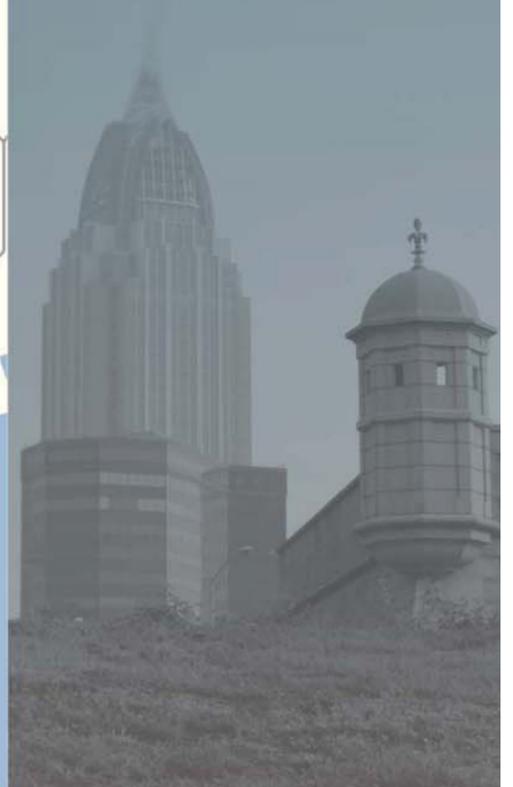
¹ - THIS ADDITIONAL PARKING DOES NOT INCLUDE LOCATIONS FOR ADDING PARKING VIA LOADING ZONE CONVERSIONS

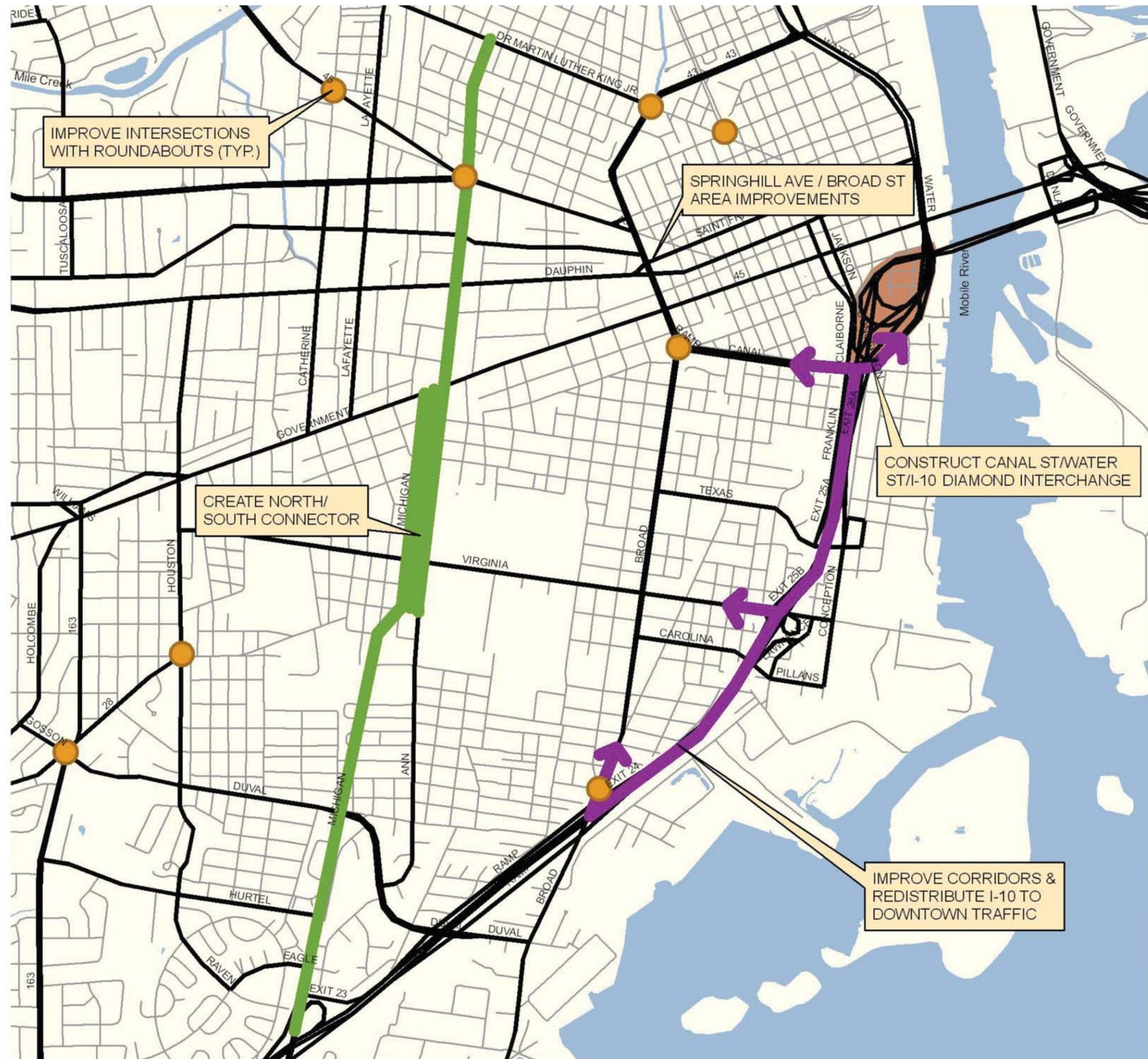
CW Priority Initiative 7 - Implementation Matrix Community Wide		Implementation Lead		Implementation Timing			Estimated
		Public	Private/NP	1-3 Years	3-10 Years	10+ Years	Cost
TRANSPORTATION/TRANSIT/INFRASTRUCTURE INITIATIVES							
Goal :	To improve road connectivity between downtown neighborhoods.						
Action 1:	Continue planned improvements to the Broad Street corridor.	PW/ALDOT				X	E
Action 2:	Implement plan for diamond interchange for I-10 west of the Wallace Tunnel.	ALDOT				X	F
Action 3:	Develop Michigan Avenue and Ann Street to create north-south connection to surrounding neighborhoods.	PW				X	F
Action 4:	Construct roundabouts due alleviate confusion from angled streets and confusing intersections.	PW			X		E
Action 5:	Implement walkway and/or bikeway improvements along key north-south and east-west streets (as indicated in the master plan) linking parks, schools, churches and key commercial destinations.	PW			X	X	E
Action 6:	Implement bold pedestrian crossings along Government Street and Spring Hill Avenue in areas of highest pedestrian activity as indicated in the Midtown West master plan view.	PW			X		D
Action 7:	Develop new site development guidelines which encourage pedestrian friendly and bike friendly linkages and facilities to be included as part of the required site development amenity package.	PW		X			A



Primary Pedestrian
Corridors

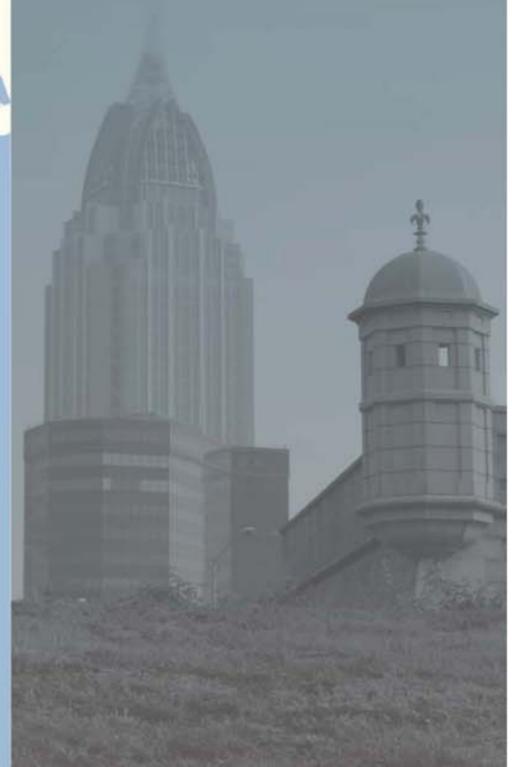
- Legend
- Pedestrian Crosswalks
 - Pedestrian Primary Corridor





Transportation Network Recommendations

- Legend
- Intersection Improvement with Roundabout
 - I-10 Improvement Corridor
 - North-South Connector Corridor



2.10.3 Community-wide (CW) Secondary Initiatives

CW Secondary Initiative 1: Establishing Neighborhood Conservation Zones and Guidelines

The Downtown core and Midtown West Neighborhood structures and properties are generally well-protected against demolition and incompatible architectural development inside the boundaries of the seven recognized Mobile Historic Districts. It is the adjoining areas outside of these districts and other isolated heritage sites that are cause for citizen concern because they contain structures that contribute to the history and culture of Mobile, but have no protections afforded them under current zoning and do not meet the criteria or critical mass for establishing additional historic districts and guidelines to preserve their integrity. As such, there are many architecturally intriguing buildings that could be lost forever to blight and demolition if incentive-based renovation solutions are not put into place immediately.

As a solution, many public process participants in the Downtown and Neighborhoods indicated a desire to establish new neighborhood Conservation Districts in Mobile, rather than additional Historic Districts which must comply with prescribed U.S. Department of the Interior construction standards that are often cost prohibitive in an economically unstable area. Local neighborhood Conservation Districts can be established and monitored by the Architecture Review Board. A separate set of architectural and site design guidelines featuring less costly and maintenance-friendly materials are typically prepared and prescribed to permit more economical building and renovation solutions that convey the original intent of the building's design. The incentive to renovate could come in the form of matching façade grants and low-interest loans for major building repairs backed by Community Development Block Grant (CDBG) or equivalent funding. While the architectural and site design results may vary slightly between Historic and Conservation zones, the latter approach offers housing solutions to a wider range of economic income groups and potential home owners or business entrepreneurs.



Potential Loft Adaptive Re-Use



Candidate Homes for Revitalization



Potential Candidate Homes for Revitalization adjacent to Oakdale and Down the Bay District



Potential Candidate Homes for Revitalization adjacent to Oakdale and Down the Bay District

CW Secondary Initiative 2: Green Building Principles and LEED Certification Building Incentives

New development in the Downtown Core and Midtown Neighborhoods should help to set a new precedent in the City of Mobile, whereby new developments are encouraged to build “smarter and greener” for long-term sustainability of the development, the neighborhoods and the City. Going “Green” with building design has proven to be a real estate marketing advantage in many cities across the United States. The U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) certification design principles has been shown to add value on a number of documented projects throughout the United States. At a minimum, LEED design principles should be implemented or taken into consideration for all City-owned or County-owned public facilities within Mobile’s corporate limits. With local support from the public and private sector, Pilot LEED Certification process could then be applied to many of the public facility initiatives outlined in the urban design, transportation or public facilities plans.



Perimeter rain gardens capture building stormwater run-off and re-use for natural irrigation



Cantilevered sun shades on windows to take advantage of natural lighting while regulating passive solar heating



Green roofscapes can be incorporated on parking structures as park spaces for surrounding building tenants



Rain Gardens used to Capture Roof Gutter Run-off and Increase On-site Water Absorption



Interpretive signage systems that educate the public on environmentally friendly green building methods



Successful Incorporation of Green Roof Design on Roof Terraces and Parking Structures



Green street techniques to filter stormwater before entering storm sewer system



Bio-swale use in Parking Lots to Filter Pollutants from Stormwater Prior to Entering Sewer System



Multi-level Green Roof Terraces with Parking Structures, Residential & Office Uses

CW Secondary Initiative 3: Secondary Pedestrian and Bike Facilities Initiatives

A goal of the Downtown redevelopment effort is to encourage pedestrian movement and street level commercial activity. Given the desire of the City to connect people to the waterfront and in an effort to provide the most beneficial areas, pedestrian improvements should be focused on the following initiatives:

a. Linkages to waterfront

- Improve pedestrian access to waterfront areas. Focus improvements on Water Street at the Dauphin Street, Government Street, Monroe Street, State Street and Congress Street intersections. Midblock crossings of Water Street would provide additional opportunities for pedestrian crossings in areas with longer distances between intersections. The use of midblock crossings with a "Z" configuration increase pedestrian safety by forcing the pedestrian, once in the median, to look in the direction of oncoming traffic. Design elements such as oversized pedestrian crossings, crossings with an alternate material than that of the roadway, oversized pavement markings and signage, and protective barriers such as decorative bollards should be used to provide high visibility for pedestrians.

b. Linkages along primary corridors

- A large amount of sidewalks within the Downtown area and surrounding neighborhoods were identified to be in poor condition and not ADA compliant. See Appendix 5 for sidewalk and HDC ramp assessment within the Downtown Core. In order to increase connectivity and walkability, sidewalk facilities in the area must be improved. To define areas to first prioritize improvements, Primary Corridors have been identified by the ability to link parks, schools, churches and key commercial areas. These areas of highest pedestrian activity should use bold and oversized pedestrian crossings for increased visibility. In addition, in areas with on street parking, refuge islands can be created at intersections in the no parking zones. As part of the Primary Corridors, the Broad Street Initiative should be continued to improve the corridor from the Downtown area to I-10 and assist with pedestrian crossing of the wide roadway width. North of Government Street, the Initiative will create a safe connection across Broad Street and Beauregard

Street, what now is felt by the public to be a barrier between the outer surrounding neighborhoods and the Downtown Core. In addition, pedestrian access to the GM&O Transportation Center should be provided, as noted in the 2002 Downtown Mobile Transportation Plan. Also included in Primary Corridors are those pedestrian corridors that link parking to commercial areas.

- After completion of efforts with the Primary Corridors, improvements should be expanded throughout the area, initially focusing on connections to schools, churches and commercial areas. Over time as needs change and new development occurs, Primary Corridors and linkages should be reassessed.

c. Night safety

- Safety lighting in the Downtown Core along pedestrian facilities need to be improved. Focus should be on high night time activity areas for both commercial uses and residential connections. Focus should also be made along side streets connecting parking to the entertainment areas. While this is recognized to increase safety and the perception of safety, it is also noted that this must be coupled with an increase in police presence and neighborhood watch efforts. Crime and safety was often mentioned in public comments as being an important issue.

d. Code revisions for City to maintain sidewalks in key corridors and new site development guidelines

- Revisions to Codes are recommended to develop new site development guidelines that encourage pedestrian-friendly and bike-friendly linkages and facilities to be included as part of the required site development amenity package.

The City should identify key commercial corridors and highly visited corridors in the Historic Districts and create a code revision for the City to maintain sidewalks in front of residential houses located in these identified primary/key commercial and pedestrian linkages. It is in the City's best interest to ensure that these areas have proper, well-maintained pedestrian facilities. In residential areas each resident is responsible for repairing/ replacing the sidewalks in front of their homes, unless damage is proved to be caused by oak trees located in the public right-of-way. As highly noted at the public

involvement meetings, this is not only an expensive burden to place on residents, it is also an extremely difficult task to organize numerous homeowners throughout the length of a corridor. The historic homes of Mobile are an asset to the City and an amenity for local residences as well as an attraction for tourists. Broken and cracked sidewalks hinder visitors in the Historic Districts, limit the use by local residences for local connections to other residences, and hinder both residences and tourists in commercial shopping areas. Numerous arrangements could be made along these corridors. The City could take over maintenance of these sidewalks or assist owners with the costs. Assistance with funds for repair could come from new developments in these areas. Currently, new developments located within the Downtown area that have existing sidewalks are waived from the provisions requiring installation of new sidewalks. This could be revised to have those developments pay a fee to the City towards a fund for repairing sidewalks along these key linkage corridors.

e. Provide dedicated bike paths and multi-use paths

- The area was reviewed with respect to providing safe bike linkages for needs such as work, school, church and local recreation. A network of dedicated bike paths and multi-use paths have been identified as seen in Exhibit 2-15, Bicycle/Pedestrian Facility Recommendations.
- In general, it is the intent that these paths be located within existing ROWs. It should be noted that it is not necessary to locate bike and multi-use paths along the existing street network. For example, in the southern neighborhood between Gaynor and Douglas Streets, it is proposed to construct a multi-use path that creates a continuous connection between Lillie B. Williamson High School, New Bayside Christian Academy, Harmon Park, Craighead Elementary and Taylor Park. This connection will require negotiation between the City and Alabama Power and residents of Douglas Street.
- Code revisions should be made for future developments along the adopted bikeway corridors to enhance the safety and convenience for bike travelers.

All future roadway and drainage improvements along these corridors should include considerations for bike travel.

