



SOUTHSIDE NEIGHBORHOODS

Mobile, Alabama



Resurgence of a Legacy: *Southside Rising* **Draft**

PREPARED FOR THE **MOBILE HOUSING BOARD**
AND THE U.S. DEPT. OF **HOUSING & URBAN DEVELOPMENT**

CAMIROS | NOVEMBER 2016

Acknowledgements:

***Additional information on the development of the Southside Choice
Neighborhoods Plan can be found on the project website:***

www.southsidechoice.com

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Southside Today

MAYSVILLE

R.V. TAYLOR PLAZA

BOYKIN
TOWER

THOMAS JAMES PLACE

BROOKLEY AEROPLEX

LEGEND:

 SOUTHSIDE CNI
 NEIGHBORHOOD





PREFACE/OUR VISION

The Southside Neighborhood is one of the most diverse communities in the entire City of Mobile. It is celebrated for its legacy of strength, perseverance, leadership and resilience. For here, the convergence of advanced aviation manufacturing, robust railroads, transportation prowess, and strategic economic advancement merges with families who are eager, willing and striving for economic and lifestyle independence – reaching for their slice of One Mobile. Neglected and marginalized from the economic and lifestyle prosperity blossoming throughout the City for far too long, the Southside Neighborhood is a phoenix rising from the ashes of neglect

and decay to become a premier region where vibrant and spectacular mixed-income, mixed-use, high-quality, safe and vibrant neighborhoods thrive.

Some of the tools for the rebirth of the community are already present. Where else in Mobile can one enjoy the beauty and majesty of Mobile Bay, view a brand new commercial airliner take flight, marvel as students excel in a state-recognized Blue Ribbon elementary school, and behold homeowners with renewed hope improving their lifelong investment, all within three minutes of downtown Mobile? Where else can we see families, stakeholders

and institutions with diverse economic, lifestyle, racial, and social backgrounds come together to enhance the very fabric of the historic Southside community? No longer do the various constituencies of the Neighborhood seek to make improvements in isolation. Rather they have embraced the wisdom of seeking to move the community forward – together.

What was needed to galvanize these stakeholders and solidify the desired changes? City, County, Neighborhood and Community stakeholders had already agreed that change was needed, and longed for a vehicle to ensure that such

a change would benefit all. The Choice Neighborhoods Initiative Planning Grant process provided such a tool.

In January 2015, the Mobile Housing Board (“MHB”) learned that it had been awarded a Choice Neighborhoods Planning Grant under the U.S. Department of Housing and Urban Development’s (“HUD”) Choice Neighborhoods Initiative (“CNI”). This signature place-based initiative builds on a federal partnership with municipalities, neighborhood stakeholders and residents to transform high-poverty neighborhoods into places of opportunity and economic growth. The seeds of a community’s readiness for change and transformation heighten the likelihood of taking the CNI effort from planning to actual implementation of the community’s strategies and goals. When a community is already mobilized and progressing toward a comprehensive housing and economic development strategy, the promise of the CNI planning process flourishes. Such is the condition of the Southside CNI Neighborhood.

MHB had recently completed the “Housing Transformation Plan 2020”, an assessment of its entire housing portfolio and road map to guide system-wide improvements and better position MHB to continue to serve low-income residents. Over the past two years, the City of Mobile (“City”) has also been actively planning for the future, guided by the new “Map for Mobile” comprehensive plan – a plan that builds on Mobile’s history, assets and people, and

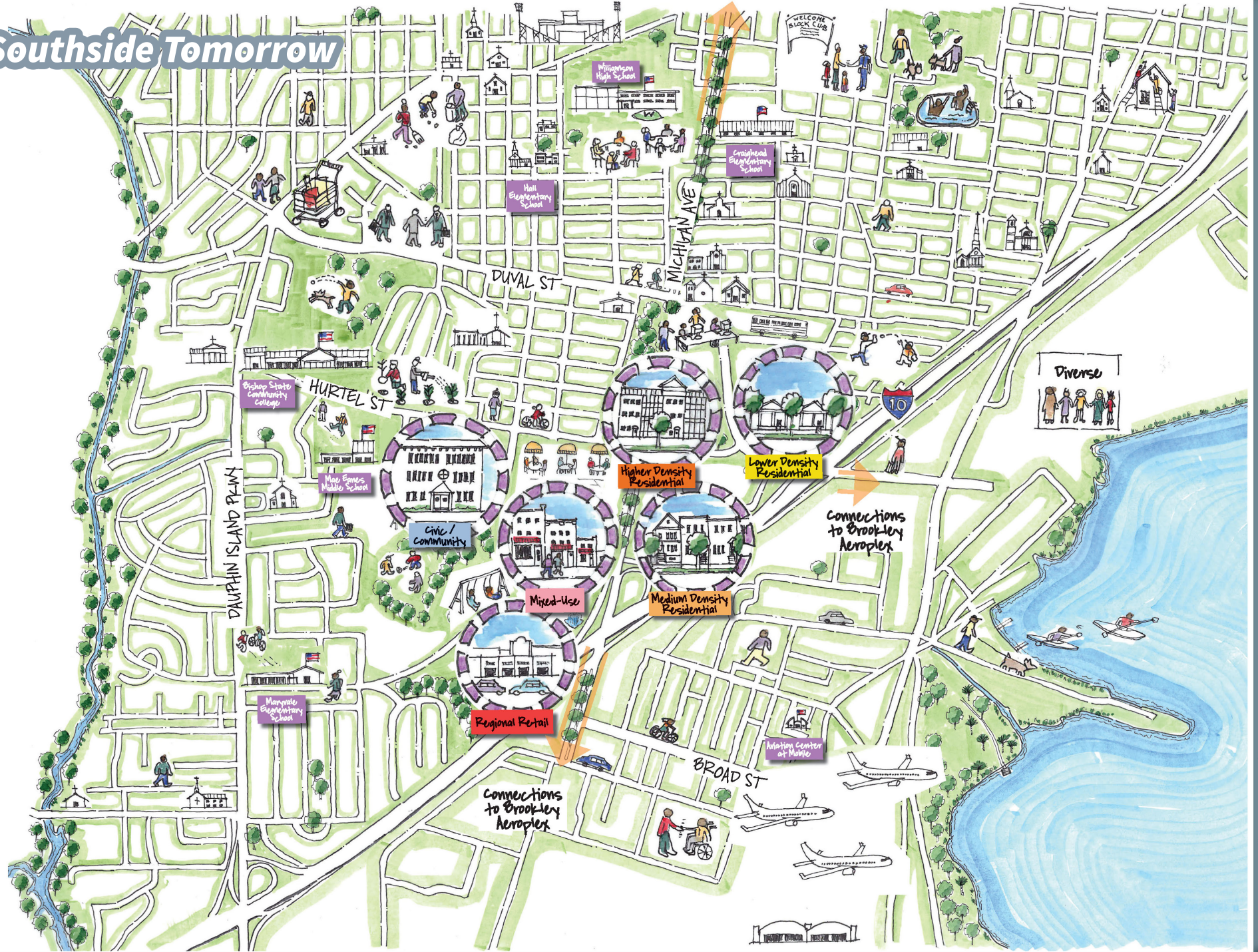
sets the stage for the development of more detailed neighborhood and urban system plans. Both plans are action-oriented, designed to make Mobile the “safest, most business and family-friendly city in America by 2020”, and to achieve MHB’s mission of becoming “a dynamic catalyst for community and family empowerment.”

The Choice Neighborhoods Planning Grant award enabled MHB to work with the residents of three of MHB’s Southside affordable communities – Thomas James Place, R.V. Taylor Plaza and Frank W. Boykin Tower – the broader Maysville community, and a host of community residents, stakeholders and partners to better understand the needs and desires of MHB residents and people living in adjacent neighborhoods, as MHB transitions to a new mixed-income housing platform for its properties within the Southside CNI Neighborhood. The Southside Choice Neighborhoods Plan outlines opportunities to leverage the substantial investment that MHB intends to make to create a modern, mixed-income residential community that will serve Mobile residents well into the future. This Southside Choice Neighborhood Plan chronicles the resurgence of the Southside, and points the way toward revitalization on a scale not previously seen in Mobile.

What might this look like? The transformation journey will be exciting, challenging, but very rewarding. We urge you to come along for the flight!

Beautiful Robust Education Positive Green Markets Safe Shopping Clean Pretty Winning

Southside Tomorrow



Modern Growing Optimistic Family-Friendly Relaxing Historic Productive Inclusive Parks Neighborhood



EXECUTIVE SUMMARY

The Southside Choice Neighborhoods Initiative (“CNI”) Neighborhood has a rich legacy of workforce and market rate housing close to interesting jobs that pay well. The community is known for its strength, resilience and character. It has seen better days, but is poised to make a dramatic comeback. Although physically isolated by an intentional, but unfortunate, circular development pattern, the Southside CNI Neighborhood remains firmly rooted to the fortunes of the surrounding community.

After rising to prominence during the heyday of Brookley Army Airfield and Mobile’s shipbuilding industry during and after World War II, Thomas James Place (also known as “Birdville”) and

the adjacent Maysville, Oakdale and Dauphin Island Parkway (D.I.P.) areas, began a long and sustained decline following Brookley’s closure in 1969. As jobs left the area, so did opportunities and hope for the future. The area became less and less diverse, more prone to social decay, and generally unattractive to the workforce families who formerly lived there and the commercial establishments that provided goods and services. Undaunted by this decline, government and community leaders worked tirelessly to restore Brookley’s prominence as a major industrial and aviation employment center. Thomas James Place and adjacent Southside residential areas, however, have not received the same focused attention – until now.

Community conversations and active resident input informed development of this Southside Choice Neighborhoods Plan (the “Plan”), which stresses the importance of reinvesting in neighborhood families by improving housing stock, infrastructure, economic diversity, employment opportunities and the overall reputation of the area. The Plan focuses intently on leading residents to economic and lifestyle independence. Linking neighborhood residents to skilled jobs at the revitalized Brookley Aeroplex, in Mobile’s growing high tech industries and with other employers can stimulate the resurgence of Mobile’s Southside Community and improve the quality of life for residents. While this Plan focuses heavily on

revitalization of three Mobile Housing Board (“MHB”) communities within the Southside CNI Neighborhood, the benefits of this transformation will ripple through adjacent neighborhoods and the rest of the City as well.

Repositioning MHB’s Southside properties and improving opportunities for residents is critical to the successful revitalization of the Southside CNI Neighborhood. However, this transformation cannot be done by MHB alone. Through the CNI planning process, organizational partnerships have developed and been strengthened. These partnerships promise to continue to grow as the elements of the Southside Choice Neighborhoods Plan are implemented.

SOUTHSIDE CNI NEIGHBORHOOD VISION

The collective voices of residents who live in the community and the adjacent neighborhoods created the vision for transformation of the Southside CNI Neighborhood. Seniors, adults, teens, parents and their children, merchants, community leaders and service providers all participated in describing the features that were important to include in the revitalized Southside CNI Neighborhood.

We envision a neighborhood that is safe, clean, vibrant and diverse with shopping amenities, parks and tree-lined streets. Summarizing this vision under the three pillars of the Choice Neighborhoods Initiative, we want:

Neighborhood – safe, populated with new residents as well as old, new businesses and jobs, better connected to regional assets

People – healthy, educated, focused on youth, empowered and employed

Housing – new, mixed-income developments with housing that respects the neighborhood fabric



OUR PLAN

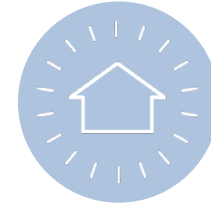
The transformation of the Southside CNI Neighborhood was planned using the collective wisdom and voices of neighborhood residents of all ages, local businesses leaders, and organizations that serve the community. At the core of the Plan is the redevelopment or repositioning of approximately 330+ acres of land and apartments owned by MHB. Several opportunities must be embraced directly, creatively, and strategically to achieve our vision.

The expanding Brookley employment base, and the desire to connect neighborhoods, creates the opportunity to attract families who want to live close to their jobs and who prefer housing types other than the detached single-family houses that are ubiquitous in too much of Mobile. The new Southside CNI Neighborhood will have a completely different look and feel from what presently exists.

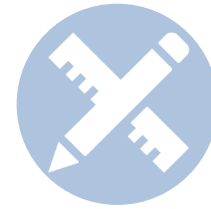
The strategic location of the Southside CNI Neighborhood creates significant revitalization and repositioning opportunities. It provides a unique opportunity to create a dynamic “new town” with housing that meets the needs of

millennials, seniors, neighborhood families, youth, and current low-income residents. This new mixed-income environment will improve opportunities for low-income households, provide newly-constructed workforce housing within walking distance of hundreds of jobs, and elevate Mobile’s image as a vibrant community with a new type of residential neighborhood that is unique within the region.

This strategic location also allows the value of MHB’s Southside properties to be leveraged to support redevelopment and improve the quality of the housing that is available to low wealth individuals. The redevelopment of such a large site also creates the opportunity to significantly expand Mobile’s tax base and literally change the “look and feel” of the Southside to an area of destination, with parks, bike and walking trails and a full array of community amenities.



**NEW HOUSING FOR ALL
TYPES OF HOUSEHOLDS**



**TOOLS SO NEIGHBORHOOD
RESIDENTS CAN THRIVE**



**MIXED-USE REDEVELOPMENT
OF 330+ ACRES**

NEIGHBORHOOD

Changing the image of the Southside CNI Neighborhood involves much more than demolishing vacant and deteriorated public housing units. The entire area must look different, and embrace proven concepts of neighborhood revitalization and livable, sustainable communities. We must take advantage of economic opportunities nearby, and adopt a new attitude that embraces transformation, vibrancy and promise. The physical environment of the revitalized community will be distinctive and carefully designed to retain working families and attract new middle-income, and upwardly mobile households. Building this diversity will clearly demonstrate that the old “Birdville” has transformed and is no more.

The existing infrastructure is old. It is well past the end of its useful life and needs to be replaced to support the new community. This creates the opportunity to address the safety, access and sustainability challenges that were identified by residents through comprehensive redesign of the neighborhood. Best practices, such as Crime Prevention Through Environmental Design (“CPTED”), Leadership in Energy and Environmental Design for Neighborhood Development (“LEED-ND”) and the Healthy Community Design Initiative sponsored by the Centers for Disease Control (“CDC”) can be systematically employed to ensure that the new community is one that is safe, exciting, desirable, promotes healthy lifestyles, and meets the needs of all of its current and future residents.

The conceptual land use plan for the Southside CNI Neighborhood enjoys strong resident and stakeholder support. It calls for MHB’s property to be repositioned as a complete, mixed-income mixed-use community that will complement the residential character of the adjacent Maysville, Oakdale and D.I.P. Neighborhoods. Overall residential density is expected to be slightly higher than exists today. The introduction of garden-style apartments, clustered multi-family housing and mixed-use buildings will allow new commercial and community amenities to be included.

The specific form that these amenities take will continue to evolve in response to community needs and desires as the neighborhood is transformed. The conceptual design for the redeveloped neighborhood is bold, imaginative, innovative and inviting.

This new community will:

Transform Obsolete Residential Property

Add New Shopping Options

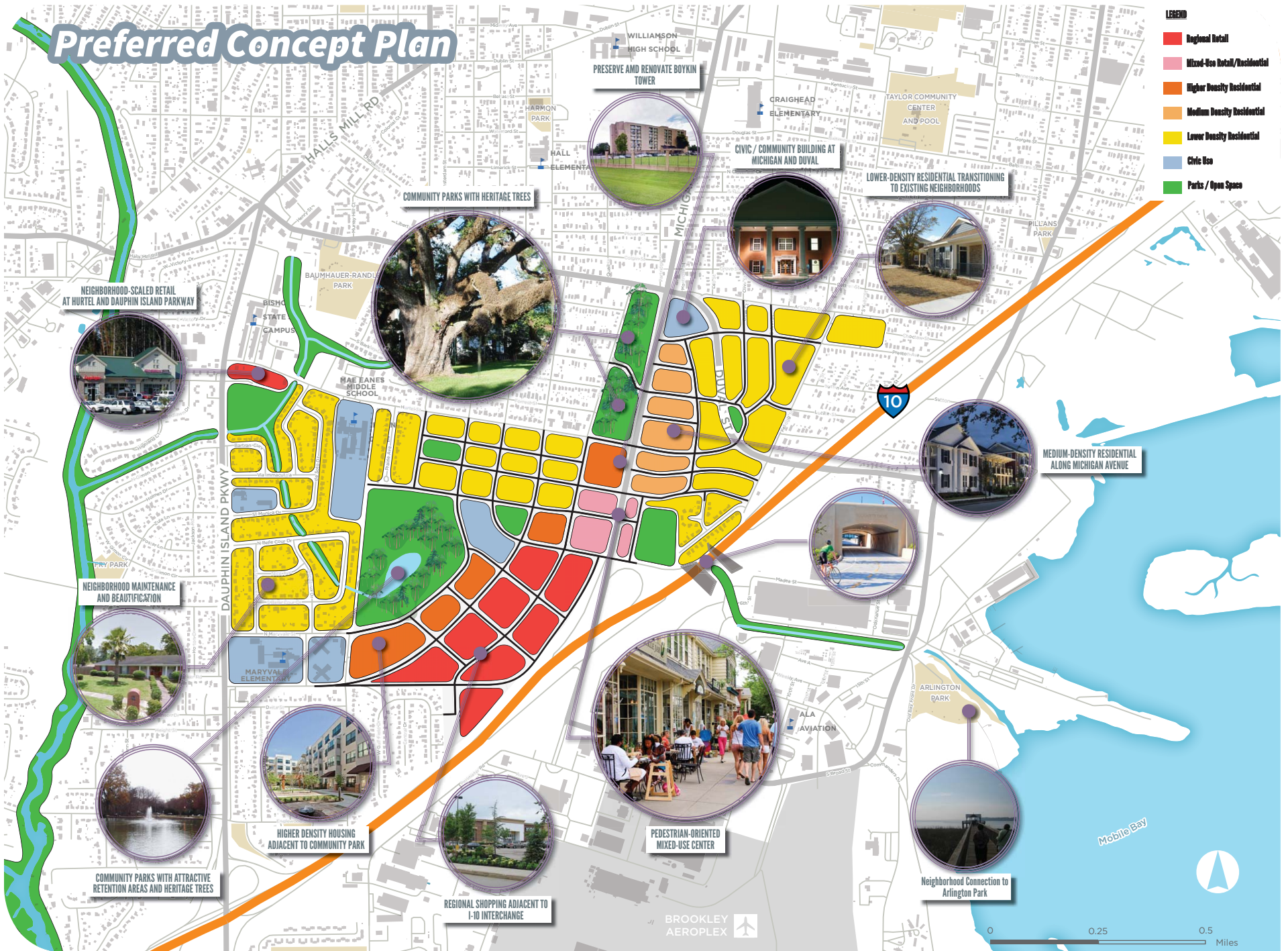
Provide New Parks/Community Spaces

Enhance Michigan Avenue

Connect the Community

Upgrade Infrastructure

Make it Easy to Visit



Our “People Plan” strategies are directed toward creating opportunities for families.



PEOPLE

Our “People Plan” strategies are primarily directed toward creating opportunities for current low-income MHB residents – a population that will have more employment and housing mobility choices in the future than it is today. Many families will live in neighborhoods and regions of the City that have higher opportunity, while awaiting the redevelopment of the Southside CNI Neighborhood. Today, nearly 950 MHB resident households live within the Southside CNI Neighborhood. When redevelopment is complete, there will be nearly 2,000 new or renovated residential apartments. Approximately 660 units are expected to be available to MHB families who chose to return to the neighborhood. If not enough former resident families choose not to return, other

low-income families will be accommodated. Without a strong case management approach, these low-income families may not prosper as fully with the changes brought about by the redevelopment. To address this possibility, MHB will develop and pilot targeted resident services initiatives at Thomas James Place, R.V. Taylor Plaza and Frank Boykin Tower before any relocation begins. These initiatives will allow MHB residents to be engaged and supported in acquiring the skills that they will need to be successful in the new Southside CNI Neighborhood, or in any other Mobile neighborhood. MHB has many long-standing organizational partners ready to assist in this effort, and therefore, the initiative will have a “community-based” appeal and broader

support. The lessons learned can be used to help other low-income families succeed as the neighborhood continues to evolve.

MHB residents are being connected with services and programs provided by City and regional service providers and MHB’s organizational partners. New program initiatives are being developed to fill service gaps, and the community has embraced a coordinated network of service providers under a “Continuum of Care” practice model. To ensure that a sense of community continues to flourish, a series of voluntary resident engagement activities and events are underway.

We will pursue the following People Plan goals and outcomes:

EDUCATION AND YOUTH GOAL - Youth and their families are fully connected to Mobile's improving and expanding educational resources and enrichment programming and supportive services needed to break the cycle of poverty.

Desired Outcomes:

- Children enter kindergarten ready to learn.
- Children are proficient in core academic subjects.
- Youth, including youth with disabilities, graduate from high school college-and-career-ready.
- Parents enroll their children in out-of-school enrichment programs and participate in parenting programs and school events.

HEALTH GOAL - Residents and families have the tools and resources needed to maintain good health.

Desired Outcome:

- Children, youth, and adults are physically and mentally healthy.

ECONOMIC EMPOWERMENT GOAL - Residents are employed and connected to the education, training and supportive services needed to secure and keep living wage jobs with advancement potential.

Desired Outcome:

Households are economically stable and self sufficient.

COMMUNITY EMPOWERMENT GOAL -

Residents are successfully integrated into an inclusive mixed-income living environment and engaged with community life.

Desired Outcome:

- Target housing residents use technology to connect with neighborhood associations, community groups and access information about neighborhood events and activities and positively engage with their neighbors.

HOUSING

Once the Southside CNI Neighborhood's new identity as a Community of Choice has been established, development of the mixed-income housing phases, including replacement housing for MHB's low-income families, can begin. Today, the Neighborhood includes a total of 1,368 MHB apartments. Several hundred of those are too badly deteriorated to be inhabited. MHB identified Thomas James Place (796 units) as the target housing in its CNI Planning Grant application, and a key focal point in the revitalization effort. MHB's Frank W. Boykin Tower (122 units) and R.V. Taylor Plaza (450 units) are also located within the boundaries of the Southside CNI Neighborhood, and must be repositioned as part of the housing plan for true revitalization of the Southside CNI Neighborhood to take place.

Neighborhood residents and stakeholders are nearly unanimous in their view that replacing all low-income housing units within the Southside CNI Neighborhood would not change the current negative image. The area would still be seen as "Birdville" and largely foreclose the opportunity to attract workforce and market-rate families to the neighborhood. "Rebranding" the neighborhood is virtually impossible with the current predominance of readily identifiable public housing or modernized affordable housing. The troublesome concerns that characterize the current neighborhood would remain. Approximately 2,000 residential units area planned. MHB's Southside properties will be addressed as follows:

- **Renovate Boykin Tower** – Modernizing all of the elderly units at Boykin Tower (122 units), improving amenities, and updating of the outside of Boykin Tower.
- **Demolish Thomas James Place ("Birdville")/R.V. Taylor Plaza** – Demolishing all of the current MHB units, warehouses and other buildings at Thomas James Place (796 residential units) and R.V. Taylor Plaza (450 residential units).
- **Develop up to 660 Units of On-Site Replacement Housing** – Seamlessly incorporating affordable, replacement housing units into the fabric of the new mixed-use, mixed-income neighborhood.
- **Provide the Remaining Required Replacement Housing Off-Site** – Identifying opportunities to build new affordable housing in higher-opportunity Mobile neighborhoods and use of Housing Choice Vouchers will allow MHB to fulfill one-for-one replacement housing requirements of HUD's Choice Neighborhoods Initiative or HUD's Rental Assistance Demonstration ("RAD") program.

Transforming the Southside CNI Neighborhood into a community of opportunity and choice will require the relocation of MHB residents during redevelopment and repositioning. Relocation options include moving to other MHB housing properties, Housing Choice Vouchers and other affordable housing options. Each family that remains in good standing will have a right to the opportunity to return to the redeveloped community should they desire to do so. This is at the core of a Choice-

based Relocation plan that allows each family to choose what is best for that family.

In the MHB resident needs assessment survey undertaken to inform the planning process, almost 60% of the 950 households surveyed expressed a desire to return to the revitalized community. Approximately 570 on-site units would be needed to accommodate these households, which fall well within the 660 on-site affordable units that are included in the planned housing mix.

The services that will be provided to MHB residents to ensure that they are supported during any required relocation are critical to the successful revitalization of MHB's Southside properties. Opportunities to enhance life and employment skills will be provided to residents so that they can thrive in the new Southside CNI Neighborhood or another Mobile neighborhood of their choosing.

Construction will occur in phases over a period of several years, so that the market can reasonably absorb new residential units and commercial space, and financial resources can be identified to complete the redevelopment. The need to completely reconfigure and rebuild the street and utility infrastructure to support redevelopment also must be coordinated with local and state governmental officials.

MHB Southside CNI Housing Plan Summary:

No.	Description	Amount/Explanation
1	Estimated Number of Housing Units	2,000
2	Type of Units	Multi-family (Garden style, duplexes, tri-plexes, etc.) buildings from 1 to 4 stories, Senior mid-rise, limited homeownership units.
3	Income Mix	Mixed income. Approximately 25%-33% Affordable Units. Balance of units market, tax credit, and/or workforce housing.
4	One-for-One Replacement Strategy	Generally yes for R.V Taylor and Frank Boykin, Subject to possible reductions for units vacant more than 24 months, and reductions, if any negotiated with HUD if the Section 18 demolition/disposition process becomes necessary or advisable. Use of the Community Inspired Replacement Plan for Thomas James
5	Demolition and Replacement - Phased Development	Community will be developed in geographic phases to mirror proposed redevelopment activities. Currently, development contemplates approximately eight (8) phases for Thomas James, approximately six (6) phases for R.V. Taylor, and approximately three (3) phases for Frank Boykin Tower.
6	Site/Development Constraints (trees, environmental conditions,	Slight flood zone issues on small portions of the site, and possible existence of embedded asbestos in some of the units in R.V. Taylor
7	Locations - On-Site	Thomas James Place and R.V. Taylor Plaza, as indicated in the Master Plan
8	Locations - Off-Site	Two possible off-site locations have been identified, one slightly southeast of the primary site and one in West Mobile, slightly outside of the City of Mobile limits. Developers are seeking to identify additional sites.
9	Design Features (Architectural Drawings/Schematics)	Design of the replacement housing features will be continued in earnest following completion of the Planning process and identification of financial resources. Possible design types were presented in Community Meeting No. 4
	Broad-band/Internet Access	Yes. In all of the housing units. Developers/MHB intend to apply for federal funding established to provide broadband or Wi-Fi access to the entire neighborhood of need (i.e., White House Initiative: ConnectHome).
11	Energy Efficient Design	Yes. Developers intend to seek Leadership in Energy & Environmental Design (LEED), Green and other energy-efficient certifications for several of the developed buildings.
12	ADA/Universal Design - Meeting Accessibility Standards	Yes. Designs will Meet ADA (Americans with Disabilities Act), and other appropriate accessibility and visitability standards.
13	Other	Replacement Housing Plan will be amended, from time to time, in consultation with residents to meet the needs of development and vision for the community.





THE SOUTHSIDE CNI NEIGHBORHOOD IN CONTEXT

Mobile has a rich and storied past. It was founded in 1702 as the capital of French Louisiana. It first became part of the United States in 1813. Mobile is home to the nation's first Mardi Gras celebration, which draws large numbers of residents and tourists to the city each year. Mobile has flown the flags of the United States, France, Britain, Spain, and the Confederacy at various times in its history.

Mobile's major period of growth was spurred by World War II. The development of the Brookley Army Air Field and the rise of a major shipbuilding industry attracted thousands of new residents

during this time. Brookley quickly became one of the area's largest employers, but sent shock-waves through the City's economy when it closed in 1969.

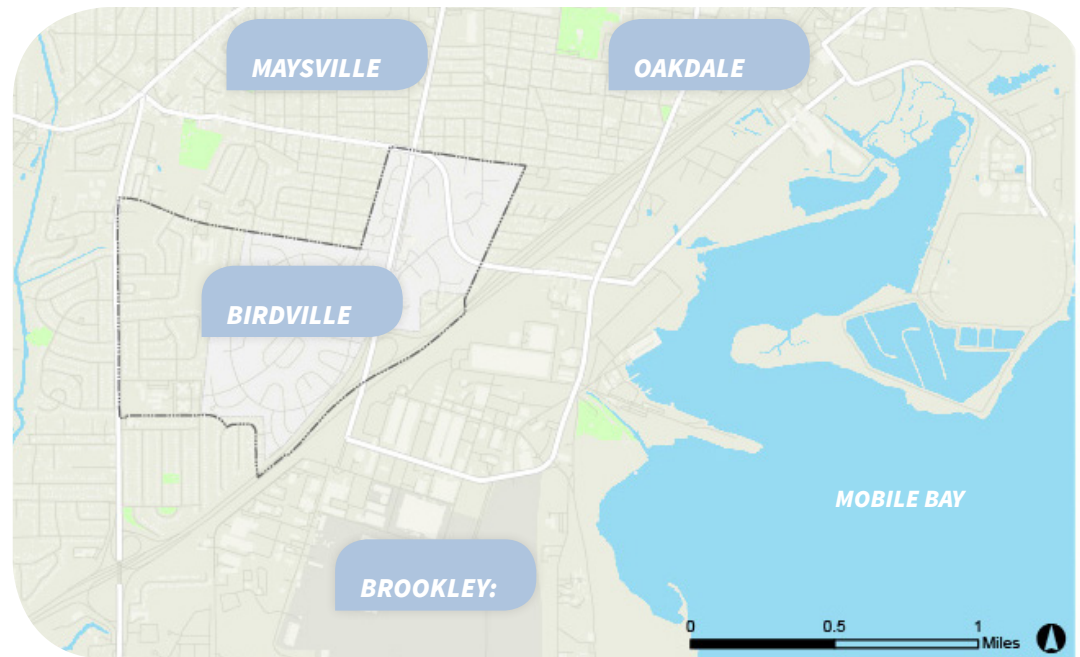
In general, Mobile's development pattern followed national trends. With the advent of suburban living after World War II, Mobile and much of its population expanded to the west, leaving many of the City's older central neighborhoods to deteriorate. Some, but not all of these older neighborhoods have since been reclaimed through preservation efforts, and are celebrated by local and National Register historic districts.

Today, Mobile is nationally recognized for its recent economic development achievements, including the creation of thousands of new, well-paying jobs over the last few years. With two airports, five national railroads, the country's 12th largest port and two interstate highways, Mobile enjoys significant locational and logistical advantages. Mobile is frequently listed as one of the nation's best places to live. The low cost of doing business, diverse economic base, availability of professional and skilled jobs, and high quality-of-life continue to attract people and businesses from all over the world.

Mobile has embraced this future, guided by the new Map for Mobile comprehensive plan, which builds on the City's history, assets and people. Mobile is already making significant strides toward improving transportation options, with an emphasis on "complete streets" and improvements to support alternative transportation modes, including transit, bicycles and walking. Multi-modal and digital connectivity, as well as improved mobility, are key topics addressed by Map for Mobile and are themes that are expanded upon in the Southside Choice Neighborhoods Plan.

In recent years, demand for new housing types has begun to emerge. Millennial and senior populations are major drivers of a national trend toward more urban, denser neighborhood living. These growing demographic groups often choose smaller units in more diverse neighborhoods rather than the traditional single-family home on a large suburban lot. They also often seek townhouses and low-rise multi-family dwellings that invite communal activity.

The location of the Southside CNI Neighborhood is ideal to support these housing types and resident groups. The Southside Choice Neighborhoods Plan, which emphasizes the creation of new neighborhoods that are close to expanding employment centers and that can be efficiently served by public transit or other alternatives to private automobiles, is an opportunity to create a new template for neighborhood growth in Mobile.



HISTORICAL CONTEXT

The development history and current conditions in the Southside CNI Neighborhood and adjacent residential areas are closely linked to the history of Brookley Field from the beginning of World War II, through its closure in 1969. The construction of Interstate 10 in the 1960s also shaped Mobile's Southside neighborhoods as they exist today.

According to the 2009-13 American Community Survey, the six census tracts that include and immediately surround the Southside CNI Neighborhood contain 4,953 housing units and approximately 11,202 residents. MHB's three Southside properties (Thomas James Place, R.V. Taylor Plaza and Frank Boykin Tower) contain 1,368 units or 28% of the total housing unit inventory, and 2,239 residents, 20% of the total population.

Rental housing represents 57% of occupied housing units, a percentage that is heavily skewed by the presence of over 900 occupied MHB public housing units. MHB rental units make up 43% of total rental housing stock of these six census tracts.

In its heyday through the mid-1960s, thousands of workers who called the historic Birdville, Maysville and Oakdale areas home were employed at Brookley. A steady period of disinvestment and decline began with closure of the base and the displacement caused by construction of I-10 along the eastern edge of the Oakdale neighborhood. The result has been population loss and large numbers of vacant lots and buildings, both in the Southside CNI Neighborhood and in the adjacent residential areas.

BROOKLEY:

This major employment center has a long and storied place in Mobile's history. It began with the development of Bates Field, Mobile's first municipal airport, in 1929. In 1938, the U.S. Army Air Corp. took over the 1,000-acre site and established the Brookley Army Air Field during the military buildup to World War II. Brookley's location along Mobile Bay and the Arlington Point dock, allowed ocean-going vessels to offload aircraft and transport them directly to Brookley's repair facilities without using public roads. About 17,000 skilled civilians were employed during the war, making Brookley Army Air Field Mobile's largest employer. The facility became Brookley Air Force Base with the creation of an independent U.S. Air Force. It remained a major local employer with more than 10,000 jobs into the 1960s. The Secretary of Defense announced plans to close Brookley in 1964. By the time Brookley officially closed in June 1969, nearly 10% of Mobile's workforce had lost their jobs. Brookley Field was subsequently returned to the City of Mobile, and in 1980 the City created the Mobile Airport Authority to advise the City on its management. In 1982, the Alabama Legislature created an independent Mobile Airport Authority to own and operate the Brookley Complex and the Mobile Regional Airport. Since the 1986 opening of the Mobile Regional Airport in West Mobile, the Mobile Airport Authority has successfully worked to recruit aviation and aerospace industry to Brookley. Today, the employment base is rapidly growing with the addition of the new Airbus North American assembly line and training facilities for aviation and aerospace jobs.

BIRDVILLE:

Thomas James Place was built as a Federal housing project during World War II to provide workforce housing for workers employed at Brookley Army Airfield and Mobile's shipyards, along with their families. The 796-unit housing complex was unofficially known as "Birdville" because its streets were named for various birds and from the air, the neighborhood resembles the shape of an egg.

MAYSVILLE:

Maysville was originally platted in 1871, but the area did not begin to develop as a residential community until the early 1900s. This was mostly a result of a long-lasting economic depression that followed the Civil War. Maysville has long been a working class neighborhood, particularly for more affluent African-Americans. It contains many late 1890s and early 1900s houses including bungalows and cottages, some with modest Victorian influences. Raised brick foundations, large recessed or projecting porches, low pitched roofs with wide eaves and extensive use of windows and doors for light and ventilation are common local features. The Maysville Historic District was listed in the National Register of Historic Places in 2013. Notable contributing structures in the district are Ladd-Peebles Stadium, built in 1948, and Williamson High School, built in 1965. Maysville provided convenient housing for Brookley workers. When Brookley closed, the jobs that had sustained many Maysville families vanished.

OAKDALE:

Oakdale began life as one of Mobile's first streetcar suburbs. Development began in the late 19th Century and the area became home to well-to-do Creole and white middle class residents seeking relief from the decline of more established central Mobile neighborhoods. The southern anchor for the Broad Street corridor, the area thrived during the streetcar days. After World War II, the neighborhood first fell victim to the rise of the automobile that forced the streetcar line out of business. A decade later, construction of I-10, which cut through the eastern edge of the neighborhood, reduced both neighborhood size and cohesion. The Oakdale National Register District was listed in 2014. It is located south of Virginia Street and west of I-10. The district contains approximately 1,300 buildings with many good examples of shotgun style houses. The Oakdale neighborhood is also the site of MHB's Oaklawn Homes development, which provides 100 units of family housing.





Frank W. Boykin Tower



R.V. Taylor Plaza



Thomas James Place

SOUTHSIDE CNI NEIGHBORHOOD OVERVIEW

The Southside CNI Neighborhood is approximately 556 acres in size. It includes three MHB properties and a small single-family enclave located between Thomas James Place and Dauphin Island Parkway to the west. The combined area of MHB's Southside properties is approximately 330 acres, representing about 60% of the Southside CNI Neighborhood's land area. Thomas James Place, the designated target housing property, is approximately 275 acres in size.

Although they share common community facilities and demographic characteristics, the MHB developments are physically and psychologically disconnected from the larger neighborhood fabric due to the organization of the street network that provides access to MHB's residential units.

Approximately 2,239 MHB residents live in the Southside CNI Neighborhood, with females representing 86% of the total population. Racially, 98% of residents are African-American, which mirrors the racial composition of the surrounding Maysville, Oakdale and D.I.P. communities. Slightly less than half of MHB residents are children, including 734 who are school age and 375 who are under the age of 5 years. Approximately 219 seniors reside at MHB's three developments. MHB household income is less than 1/3 of Mobile's median household income of \$38,644.



2239 RESIDENTS



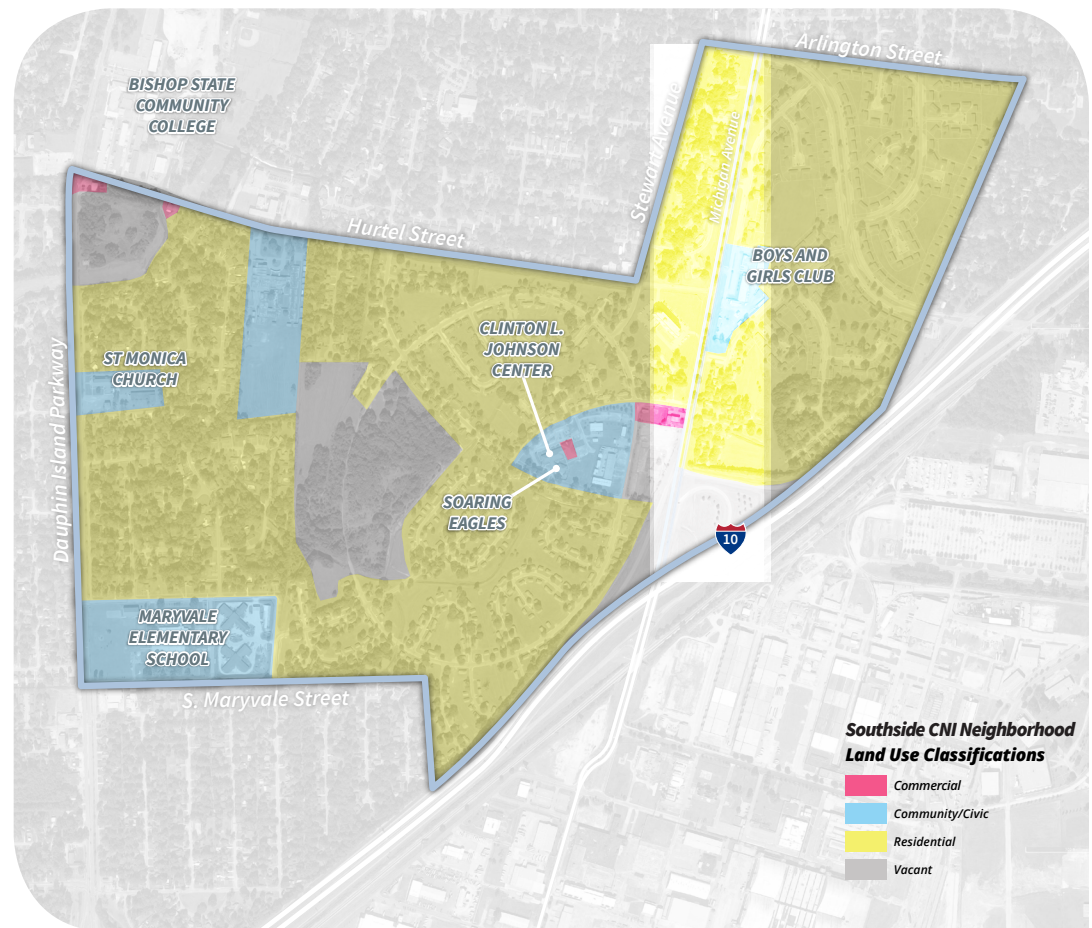
556 ACRES



734 SCHOOL AGE CHILDREN

LAND USE

Residential is the largest component of the Southside CNI Neighborhood's land use mix. Limited commercial uses include a gas station located at Michigan Avenue and Eagle Drive, a small convenience center located at Hurtel Street and Dauphin Island Parkway, and an animal hospital on Hurtel Street. Community service uses within the designated CNI Neighborhood include the Clinton L. Johnson Center for Economic Development and the Soaring Eagles Child Development Center – both located at Thomas James Place. The Optimist Boys & Girls Club is located at R.V. Taylor Plaza and provides services for youth of these communities and surrounding neighborhoods. Maryvale Elementary School is located at the southwest corner of the neighborhood. While the school serves some children living at Thomas James Place, most of its students come from adjacent residential



areas. The Mae Eanes Middle School campus is on Hurtel Street. The Mobile County School Board recently voted to close this facility and transfer Mae Eanes students to available space at Lillie B. Williamson High School.

In addition to the now vacant school property, the Southside CNI neighborhood has three large concentrations of vacant land. A vacant site along Michigan Avenue once contained

a hotel that catered to Brookley's military personnel. A large wooded area is in the center of Thomas James Place, and there is also a vacant wooded area with frontage along Hurtel Street and Dauphin Island Parkway.

Bishop State Community College is located along Dauphin Island Parkway immediately north of the Southside CNI neighborhood.



**OF NEIGHBORHOOD RESIDENTS
CANNOT WALK TO BASIC AMENITIES**



Brookley Commercial Development on Michigan Avenue



Closed business on Eagle Drive

NEIGHBORHOOD ASSETS

There are relatively few community services within walking distance. Because residents must leave the Southside CNI Neighborhood to meet most of their shopping and service needs, the transportation options that are available to them are an important planning consideration. While many residents have access to a personal car, other residents must rely on public transportation to access jobs, doctors and shopping for some or all trips. Like many other places, Mobile's bus system is under financial stress, which in turn places stress on residents who must rely on bus service to meet their needs.

Understanding how residents use and access the neighborhood amenities that are currently available is a critical piece of information in creating a neighborhood land use plan that is responsive to resident needs. Similarly, understanding the safety issues and concerns of residents today can inform the design of

a new street grid and building types that facilitate public safety monitoring and minimize opportunities for criminal activity to occur.

Commercial and industrial uses are located along Michigan Avenue, Broad Street, Dauphin Island Parkway and Duval Street. When the community was thriving, Michigan Avenue served as a vibrant commercial corridor due to its proximity to an active military base. When Brookley closed, commercial activity in the area declined and disinvestment began.

While Mobile's aviation and shipbuilding sectors continue to provide a strong employment base, other major employers located within the Maysville and Oakdale neighborhoods also provide jobs for neighborhood residents. These include several City of Mobile facilities, Mobile Pulley Works and Alabama Power. Two I-10 interchanges connect the

Southside CNI Neighborhood to the region and Michigan Avenue and Broad Street provide easy access to the downtown.

Institutional uses in and around the Southside CNI Neighborhood include Ladd-Peebles Stadium, the Bishop State Community College Southwest Campus, Williamson High School, Taylor Community Center and Pool, Maryvale, George Hall and Craighead Elementary schools, Optimist Boys & Girls Club, Franklin Primary Health Center, Mobile Police Department substation, Soaring Eagles CDC, and several churches.



Craighead Elementary School



George Hall Elementary School



Maryvale Elementary School

NEIGHBORHOOD SCHOOLS

The population loss experienced in Mobile's Southside neighborhoods over recent decades has implications for the long-term viability of local businesses and a variety of community facilities. This impact is evident when looking at the capacity and current enrollments of the public schools that serve the Southside CNI Neighborhood.

Elementary students living in the Southside CNI Neighborhood attend one of three elementary schools that serve grades K-5. Maryvale School serves 574 students including approximately 61 students (11%) from Thomas James Place. Craighead Elementary School is located on Michigan Avenue north of the Southside CNI Neighborhood and serves 630 students, including approximately 218 children (35%) living at R.V. Taylor Plaza. George Hall

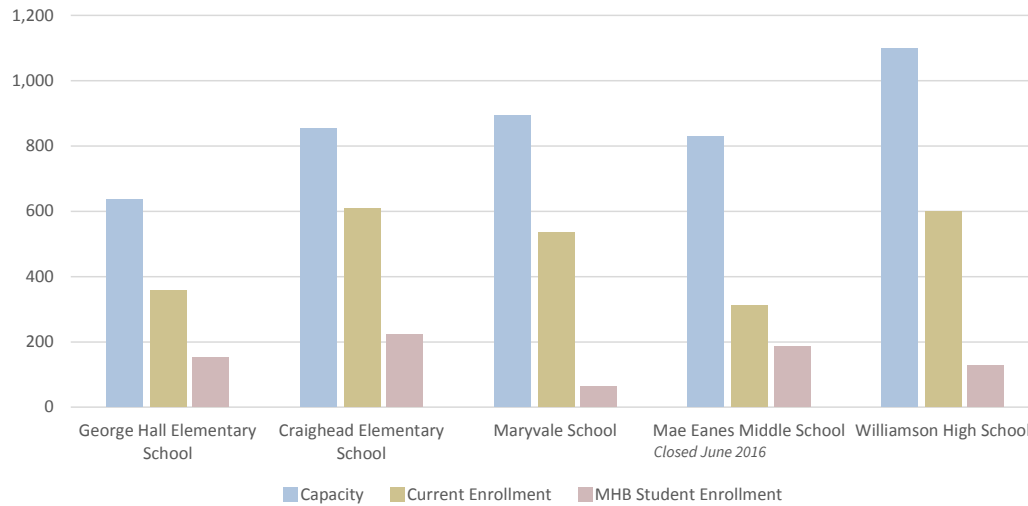
Elementary School is a high performing school that serves 392 students, including 128 children (33%) living at Thomas James Place and 20 children living at R.V. Taylor Plaza. These schools are all currently operating below their design capacity.

Quality schools are essential to neighborhood stability and success. The elementary schools that serve the Southside CNI Neighborhood have been performing well. The same cannot be said of Mae Eanes Middle School and Lillie B. Williamson High School. Mobile County Public Schools and other educational partners have focused considerable resources on improving these facilities.

Lillie B. Williamson High School has traditionally served as the neighborhood

high school for the Maysville, Oakdale and Birdville areas. As of the 2015 academic year, the Mobile County Public School System has transitioned all of its high school campuses into Signature Academies, each with a different vocational theme. Students may choose to attend any high school in the district, with transportation provided, depending on their areas of interest. Williamson High School provides signature academy programs in maritime, engineering and entrepreneurship that provide students with the education and skills needed to pursue specific career paths. Careers in the maritime industry include welding, multi-craft and electrical. Entrepreneurship includes business and marketing education, hospitality and tourism, culinary arts, music performance, and cosmetology. Partners dedicated to ensuring that students have the

Southside Neighborhoods CNI School Enrollment



skills needed to move on to employment or higher education upon graduation include Austal (a major shipbuilder), Alabama Power, PNC Bank, Alabama Small Business Development Center, Bishop State Community College, and the University of South Alabama – Melton Center for Entrepreneurship and Innovation. Of particular note is the dual enrollment program with Bishop State Community College, where qualified students can receive college credits for high school coursework, which significantly shortens their academic and career paths.

Mae Eanes Middle School was designated as a failing school by the Alabama State Department of Education for a number of years. Due to this designation, parents had the option of transferring their children to higher achieving schools, which many parents

did. As a result of declining enrollment, deteriorated physical condition, and the lack of success in improving student achievement through a variety of interventions, the Mobile County Public School Board voted in May 2016, to close the current facility. Students have been transferred to the Williamson Middle Grades Preparatory Academy housed in available space at nearby Williamson High School. It is hoped that this move will help to better link middle school students with the opportunities that will be available to them as they transition to the high school setting, and begin to develop skills for future careers.

EDUCATIONAL PARTNERS

Mobile County Public School System (MCPSS) is the largest in Alabama, serving more than 57,000 students from pre-K through high school. MCPSS, in cooperation with the Mobile Area Education Foundation (MAEF), the Cooper Foundation and other educational partners, has developed a range of programs designed to reach every learner and prepare students to succeed in college.

A virtual school pilot project is underway for motivated, achieving students at Murphy High School, where students can earn up to 30 college credits through a partnership with the University of Alabama.

There are a number of MCPSS programs for at-risk students. Every high school has a “Twilight School that provides computer assisted learning for students serving out-of-school suspensions so that they do not fall behind. “Schools of Innovation” are housed in MCPSS middle and elementary schools. A middle school pathway program provides continuing education for out-of-school suspensions. The Star Academy program addresses over age middle school students by compressing 8th grade and the 1st semester of 9th grade, to position students to graduate with their age cohort.

Bishop State Community College provides a variety of vocational certificate programs and partners with MCPSS on technical and academic Dual Enrollment Programs that allow students to earn college credit while still in high school. Alabama’s State Articulation Agreement guarantees that all credits for the first two years at an Alabama Community College automatically transfer to any four-year Alabama college or university, ensuring that credits aren’t lost when a student transfers. Bishop State partners with MCPS to engage high school students and also reaches out to younger students through events like college tours and fun days.

Gulf Regional Early Childhood Services (GRECS) works to ensure excellence in programming and Early Head Start Performance Standards compliance. This organization is an important MHB partner in the CNI planning process. Other early childhood partners include the West Bay Christian Center and the Soaring

Eagles Child Development Center located at Thomas James Place. Soaring Eagles serves up to 75 children ages six weeks to 12 years. The older children participate in the Soaring Eagles after school program.

The Mobile Area Education Foundation (MAEF) has served as an advocate for educational improvements in Mobile County for more than 20 years, working with, but independent of MCPSS.. Work is focused on 1) innovation for student achievement, 2) enhancing strategic partnerships and 3) building a community-driven educational platform. MAEF provides services such as its Reading Buddy Program to provide enrichment opportunities to youth.

Boys & Girls Clubs of South Alabama is a long-standing MHB partner and has a key role in implementing strategies focused on youth. The Optimist Club, founded in 1959 and located at R.V. Taylor Plaza, serves youth in R.V. Taylor Plaza, Thomas James Place, Maysville and neighborhoods along Dauphin Island Parkway. The Boys & Girls Club provides a variety of activities and programs to help youth members reach their full potential as productive, caring responsible citizens. Staff of the Optimist Club has developed strong expertise in proven strategies for addressing the needs of the youth living at MHB’s Southside properties, including coordination with Boy Scouts, Girl Scouts and other youth service organizations.

COMMUNITY CONCERNS

Understanding the concerns of the Maysville, Oakdale and D.I.P. neighborhoods was an essential component of the Southside CNI planning process. Residents and businesses were surveyed to supplement the input received through engagement activities at well-attended community meetings.

Residents pointed to two major challenges. The presence of vacant and dilapidated properties make the area feel unsafe and provide locations for criminal activities to occur. Vacant lots and deteriorated buildings are common throughout the Maysville, D.I.P. and Oakdale communities. These properties are major challenges in terms of code enforcement and property maintenance. They also represent redevelopment opportunities that can help integrate the major reinvestment planned for MHB’s Southside properties into the revitalization of the adjacent residential neighborhoods.

The second major issue raised by neighborhood residents was the condition of the public infrastructure including streets, sidewalks, street lighting and storm water management systems. Many blocks that lack sidewalks entirely, and other places have intersections are not fully accessible for people with disabilities. This is an issue that the City has recognized and has begun to address through a recently approved capital improvement initiative to install and repair sidewalks throughout Mobile.

Maysville / Southside Neighborhood Resident and Business Survey Overview

The neighborhood resident survey questions focused on topic areas, including: demographics, community involvement, neighborhood conditions, safety, digital technology access, economic stability and transportation. Highlights of the survey results are provided below:

There was a split opinion as to whether the neighborhood was getting better or worse. More than half (54%) of residents said that the neighborhood was not a safe place for children; 61% said they felt safe being out during the day and most respondents said that they felt safe (39%) or somewhat safe (39%) at night. 61% indicated that they would not talk with a person that tried to stop them to ask directions after dark.

Trash and litter were cited as prevalent by 82% of residents; 57% reported that graffiti was not a major problem.

Half of respondents reported that they knew most of the people on their block and 60% were aware of neighborhood-based organizations.

Most survey respondents (79%) reported that they had access to a smart phone; 57% have high speed internet access at home.

Most survey respondents (53%) reported that they work full time, with another 29% indicating that they worked between 20 and 35 hours per week. Nearly all respondents (94%) reported that they travel to work alone by car.

Challenges faced by respondents in terms of household stability and the ability to save money were related to lack of employment, low wages and efforts to pay down existing debt; 63% reported that they did not receive paid sick leave.

The majority of respondents (86%) felt that the neighborhood lacked healthy food options.

The neighborhood business survey gathered information on employment opportunity, satisfaction with the Southside as a business location, business challenges and available business support services.

Survey respondents indicated that they collectively employed 124 people either full or part time, with most reporting that more than half of their employees live in the neighborhood.

Most are satisfied (35%) or very satisfied (41%) with their business location and 88% of businesses plan to stay in the neighborhood.

Amenities cited as being supportive for their businesses include churches, parks and open space, schools and police response times.

Projects to improve pedestrian access were rated as useful (25%) or very useful (50%) by respondents, suggesting the importance of ongoing infrastructure investment to support economic activity.



**OF RESIDENTS SAY THE
NEIGHBORHOOD IS
UNSAFE FOR CHILDREN**



**OF RESIDENTS HAVE
ACCESS TO A SMART
PHONE**



**FEEL THE
NEIGHBORHOOD LACKS
HEALTHY FOOD OPTIONS**



**RATED PROJECTS TO
IMPROVE PEDESTRIAN
ACCESS AS "USEFUL" OR
"VERY USEFUL"**



THOMAS JAMES PLACE

444 HOUSEHOLDS

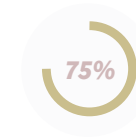
338 SURVEY RESPONSES (75%)



R.V. TAYLOR PLAZA

384 HOUSEHOLDS

300 SURVEY RESPONSES (78%)



FRANK BOYKIN TOWER

122 HOUSEHOLDS

92 SURVEY RESPONSES (75%)

MHB RESIDENT NEEDS ASSESSMENT SURVEY

One of the key components of the planning effort was an MHB resident needs assessment survey that provided qualitative information to supplement the statistical information maintained by MHB on its tenant households. The survey results document baseline conditions that will be used to measure progress toward implementing the strategies included in the Southside Choice Neighborhoods Plan.

MHB's goal was to administer the resident needs assessment survey to at least 65% of MHB households at each property. These goals were exceeded for every community, with an overall response rate of 77%.

Topics covered by the MHB resident needs assessment survey included household demographics, education, youth, employment, health, safety, transportation and economic self-sufficiency. MHB residents were asked about their participation in current MHB programs and services. These questions were

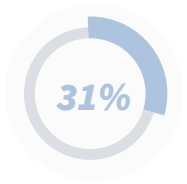
included to help identify any barriers that prevented or limited resident participation so that they could be addressed both in the planning process and the provision of resident services. Survey responses helped to inform the development of CNI strategies, projects and programs, and highlight the challenges that MHB residents face. **Summary survey results are presented in Appendix A.**



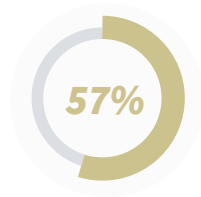
**OVERALL
RESIDENT SURVEY
RESPONSE
RATE**



of MHB residents have less than a 9th grade education



of MHB residents did not graduate from High School



of MHB residents are High School Graduates



*12% Not Searching for a Job
38% Searching for a Job*



*27% Work > 30 Hours/Week
23% Work < 30 Hours/Week*

EDUCATION AND YOUTH

The educational attainment level of adults living in MHB's three Southside properties is skewed toward lower educational levels. Of particular note is the lack of education of the Seniors living at Boykin Tower. Only four individuals had graduated from high school, and none were college graduates. Overall, 12% of MHB residents have less than a 9th grade education. Another 31% did not graduate from high school. At Thomas James Place, 36% of residents lacked a high school diploma or GED. At R.V. Taylor Plaza, the percentage of adults without a high school diploma or GED was 37%.

In part, the survey results for Boykin Tower Seniors point to historic issues with access to education for African-Americans in the South. There are significant challenges that need to be overcome to ensure that working age adults who currently live in MHB properties have educational attainment levels that are similar to those of Mobile's population generally. Of the 802 resident needs assessment survey respondents, 56.5% reported being at least a high school graduate. Less than 1% had a bachelor's degree. According to American Community

Survey data, 86.5% of Mobile residents over the age of 25 have at least a high school diploma, and 26.2% have a bachelor's degree or higher.

The disparity of educational attainment between residents of these MHB properties and Mobile's broader resident workforce suggests that MHB residents will face stiff competition from better educated applicants for skilled, living wage jobs.

The MHB resident needs assessment survey, included a number of questions related to parental engagement in their children's academic success. These include how often parents read to their young children, enrollment in early learning programs, computer access, after school activities and college/career plans for high school students.

EMPLOYMENT

Only 27% of adults living at Thomas James Place and R.V. Taylor Plaza reported working more than 30 hours per week. Half of the survey respondents reported being unemployed, with 38% reporting that they are unemployed and looking for work.

Survey respondents were asked whether they were interested in participating in job training, what types of job skills they had and what types of training they were interested in obtaining.

When asked to describe impediments to working or finding a higher paying job, disabilities and health problems, lack of adequate transportation, lack of affordable childcare, and lack of needed education or training were common responses.



HEALTH

Ensuring that children, youth, and adults are physically and mentally healthy is a priority outcome under the Choice Neighborhoods Initiative. Poor health can significantly impact both educational and employment outcomes for public housing residents. The vast majority of survey respondents reported that they had a doctor or clinic that they visited regularly, with a similar percentage reporting that they had a physical exam in the prior twelve months. While 51% of survey respondents also reported having a dentist, only 45% reported receiving preventive dental care in the prior year.

Most residents of MHB's Southside properties participating in the MHB resident needs assessment survey reported that they were in good health. This question required a subjective response. Boykin Tower seniors reported almost unanimously that they were in good health, despite the fact that many suffer from the usual range of health issues related to aging.



NEIGHBORHOOD SAFETY

MHB residents were asked if they felt safe in their neighborhood. Vandalism, fights, drugs and gambling were cited as examples of the types of activities that made residents feel less safe. The potential for vacant buildings and lots to be used for illegal activities was also raised as a concern.

While MHB residents reported that they generally felt safe, this is not a feeling that is shared by people from outside the community. Nor do crime statistics paint a portrait of a safe neighborhood. One of the factors that led to the CNI planning grant award was a Part I Violent Crime rate that was six times that of Mobile overall. Part I Violent Crimes include murder, forcible rape, robbery and aggravated assault.

At the initial CNI planning meetings, MHB residents cited examples of visitors getting into fights and gun violence. However, the biggest issues were related to gambling, drugs, vandalism and break-ins. Residents also

observed that the current design of units at Thomas James Place necessitated parking away from the front doors of units, which created safety concerns for residents.

There are several initiatives in place that are designed to address the needs of ex-offenders seeking to return to the community and helping to improve community encounters with police. Project HOPE (Helping Offenders Pursue Excellence) provides assistance with jobs, housing and substance abuse. The STYLE (Successful Tips for Youth on Law Encounters) Program is designed to educate high school aged youth on how to interact with police.

The Mobile Police Department also works with neighborhood groups to establish Community Action Groups (CAGs) and uses its Family Intervention Team (FIT) to help connect at-risk youth and their families with local social service agencies, providing a tailored intervention program to re-direct the lives of troubled youth.

SOUTHSIDE CNI NEIGHBORHOOD MARKET POTENTIAL

As part of MHB's efforts to reposition its Southside properties, two market assessments were undertaken to identify the potential market demand for a variety of residential and commercial land uses. The first study analyzed the demand for industrial, office, multi-family residential and single-family residential uses within the Southside CNI Neighborhood over the next five years. This assessment concluded that:

The market area is currently oversupplied with industrial space. Only a limited amount of additional industrial land is needed to accommodate future industrial development.

No demand for office space is forecasted. Projected job growth in the office sector is insufficient to absorb the current supply of office space.

Demand is supported for multi-family development in the market area. The demand is created by the demolition of MHB's Thomas James Place and R.V. Taylor properties, and the potential demand created from job growth forecasted in the Brookley Aeroplex.

No demand for single-family residential housing due to a high single-family vacancy rate in the surrounding Maysville, Oakdale and D.I.P. neighborhoods. The potential demand created from job growth forecasted at Brookley is insufficient to absorb the current vacant housing stock.

During the last five years, development has been minimal within the Southside CNI Neighborhood market area. However, the proximity to the Mobile Aeroplex at Brookley, located just south of I-10 offers a number of logistical advantages for future economic growth. Airbus has invested \$600 million with 1,000 direct new jobs expected when the plant reaches full production capacity by 2018. Approximately 4,000 indirect jobs and 3,200 construction jobs are expected to be created by this addition to Mobile's economy. The Riverfront Industrial Area is located immediately east of the Brookley Aeroplex, with frontage on Mobile Bay. The APN Terminal and interchange of five Class 1 railroads enhance the logistical advantages of interstate access and a general airport with two runways that can accommodate any size of commercial jet.

A second market assessment focused on retail development potential. This analysis looked beyond the boundaries of the Southside CNI Neighborhood to consider a larger trade area due to the presence of the Michigan Avenue and I-10 interchange. This regional access point expands the retail market area and builds upon the importance of functional connectivity and aesthetic character in providing convenient and safe retail amenities to the new master-planned and mixed-use community. This study concluded that:

There is potential for up to 160,000 square feet of new retail space that could include the following retail categories: 1) grocery/supermarkets, 2) fashion/department stores (women's, men's, children's and accessories), 3) hardware/home center, 4) sporting goods/hobby, and/or 5) office supplies. The retail leakage analysis indicates that there is spending capacity within a defined trade area for specific categories of retail that are having to leave the trade area because the desired goods and services are not available. Approximately 20 acres of land would be required for the recommended shopping center.

There is also an opportunity to integrate "village" scale and "lifestyle" components of retail into the new community. This development concept lends itself to low-scale residential over retail product with a "main street" orientation, gracious sidewalks and parks, small boutique shops and restaurants with alfresco dining. This component could total as much as 30,000 square feet of the total retail space.

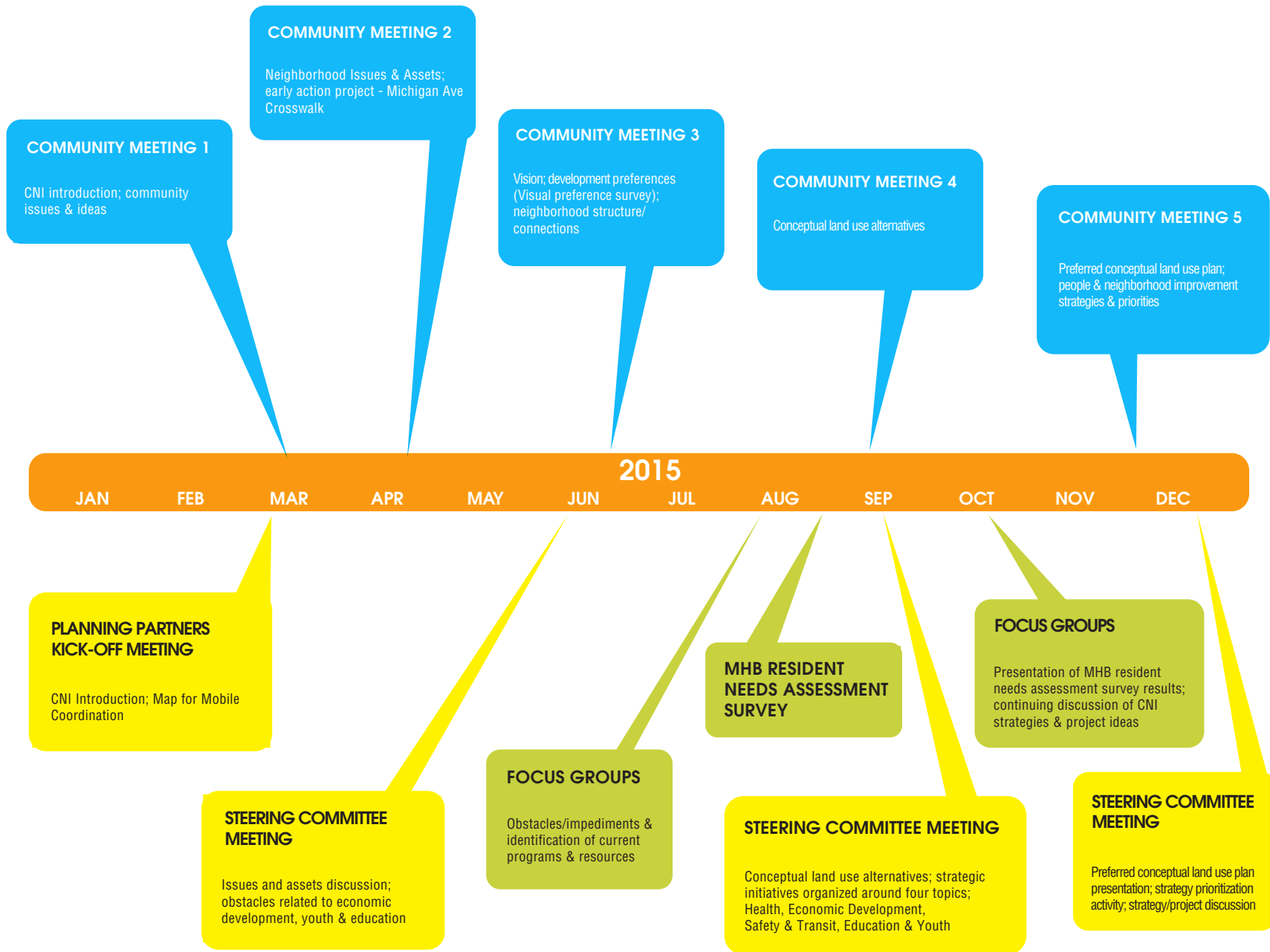


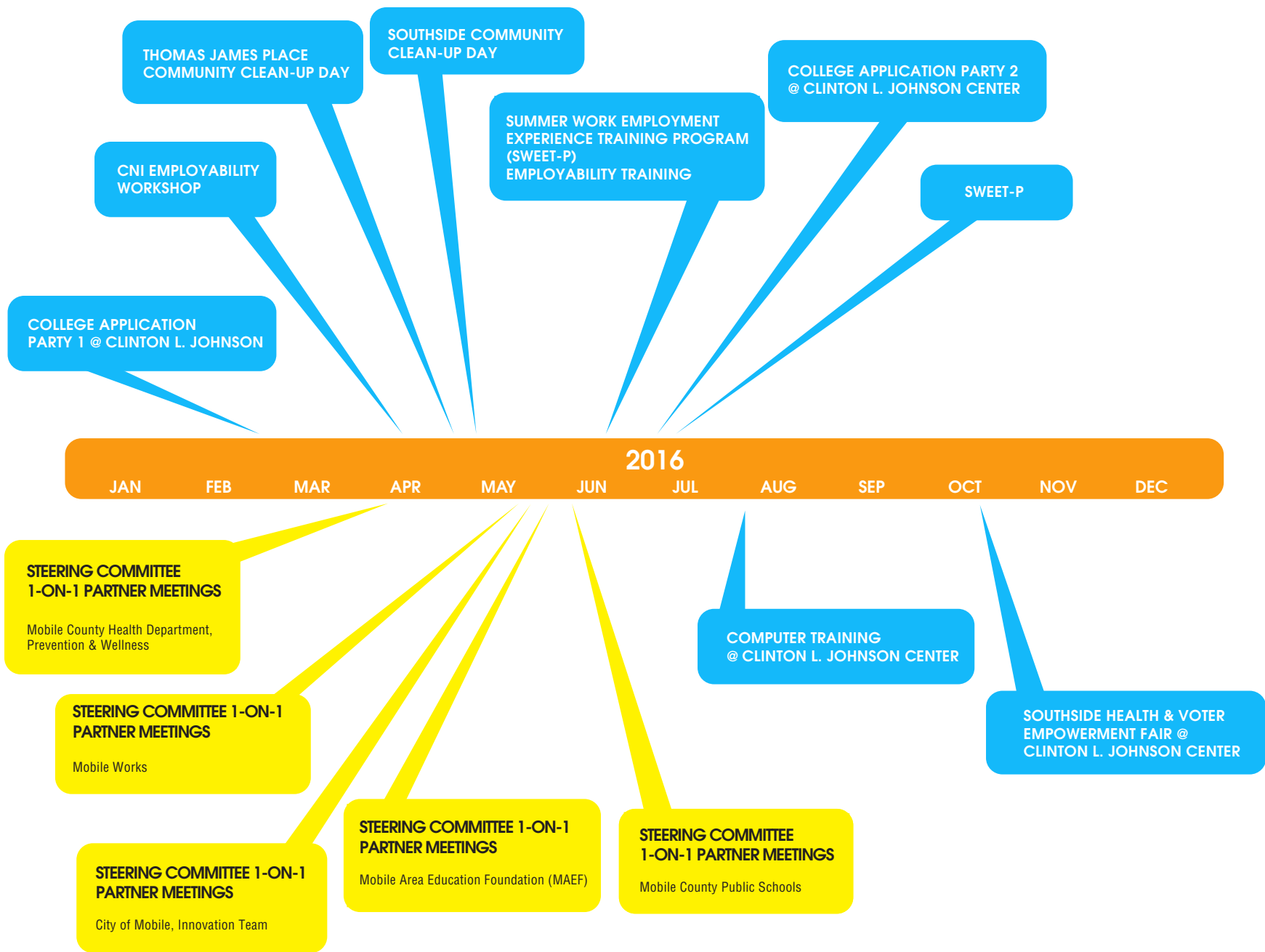


COMING TOGETHER TO CREATE OUR PLAN

The Southside Choice Neighborhoods Plan is the result of a collaborative planning process designed to actively engage public housing and neighborhood residents. The action agenda to achieve our vision is ambitious, but one that MHB and its master development team, the City, organizational partners and neighborhood residents are committed to implementing. Each step of the planning process was designed to lead directly into the next, building consensus and implementation capacity along the way.

More than 400 MHB residents, representatives of MHB's organizational partners and residents of the broader Southside community attended at least one community meeting during the first year of planning. Many residents living at Thomas James Place, R.V. Taylor Plaza and Boykin Tower attended multiple sessions, speaking forcefully in favor of MHB's desire to transform the community into one of opportunity, and resident confidence that they have a firm place in the revitalized neighborhood. The second year of planning was used to strengthen relationships and continue to engage residents and community stakeholders. Our Planning Process Timeline outlines the key milestones and planning events.





Community Conversations. Community outreach is an important component of equitable planning and an ongoing focus of the Southside CNI planning effort.



GUIDING PRINCIPLES

The planning process used to create the Southside Choice Neighborhoods Plan emphasized several guiding principles:

- Creating an inclusive, equitable plan
- Building local capacity for planning, engagement and implementation
- Rebuilding community connections – physical, social and economic
- Consensus-based decision making

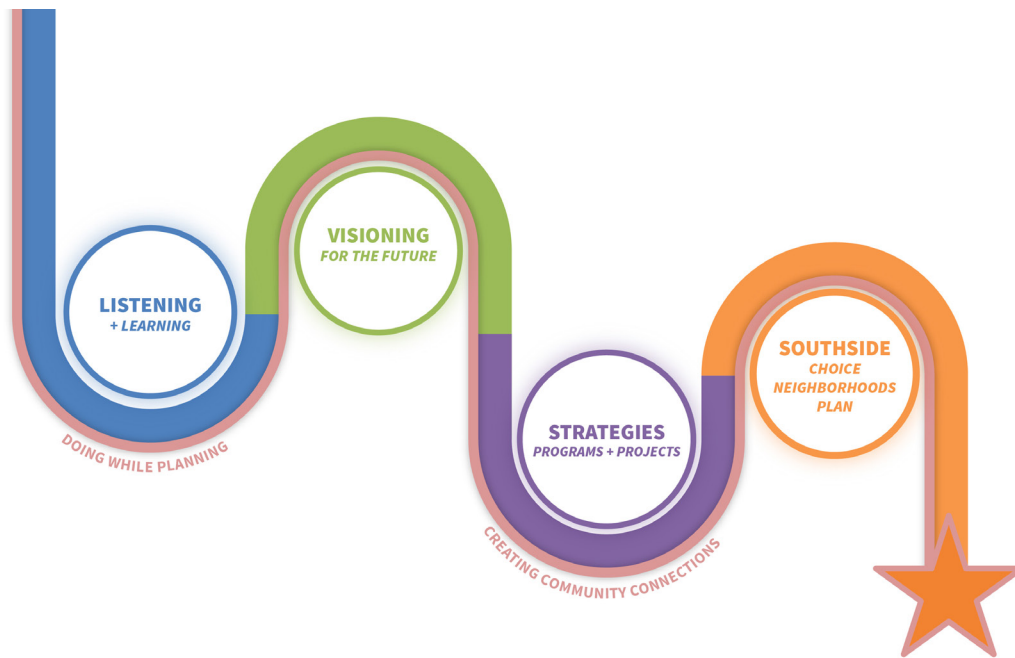
Equitable planning is one of the most important steps that a neighborhood can take to become healthier, safer and economically stronger. It

is a concept that was fully embraced in the Southside CNI planning process. By bringing together residents, community leaders, stakeholders and community development experts, the neighborhood could set goals for its future, decide on its priorities and get the wheels turning toward positive changes. Planning is a big effort that has bigger payoffs.

Equitable planning encourages the creation and maintenance of economically and socially diverse communities that are stable over the long term – a goal shared by all planning participants. When residents, developers, officials and interest groups spend time working together to address neighborhood issues, they increase the chances of building strong, stable,

economically diverse, and vibrant communities. This is the approach used to create Mobile's Southside Choice Neighborhoods Plan.

Community outreach is an important component of equitable planning and an ongoing focus of the Southside CNI planning effort. It will continue to be emphasized as the focus shifts from creating to implementing our plan. The project website (www.southsidechoice.com) provided opportunities for residents and stakeholders to easily engage in planning and stay abreast of the progress being made. Meeting notices, PowerPoint presentations, meeting notes, and the Neighborhood Data Book were posted on the project website.



Planning Approach. The community engagement process followed a series steps designed to build upon one another.

The planning process was intentionally designed to build capacity at all levels of participation. A Neighborhood Planning Handbook was prepared to provide resident planning participants with an overview of the planning process, opportunities for neighborhood involvement and how the Southside Choice Neighborhoods Plan would be used to guide redevelopment of the Southside CNI Neighborhood.

Residents from Thomas James Place, R.V. Taylor Plaza, Boykin Tower, and the surrounding residential neighborhoods were led through planning activities at community meetings that were designed to simultaneously gain input and prepare participants for the next stage of the planning process. Faith-based leadership and community organizations served as members of the Southside CNI Steering Committee and

were engaged in the development strategies and projects to move the CNI vision forward, with the support and direction of the CNI planning team.

Rebuilding community connections involved bringing people together to talk with each other about the opportunities and challenges that they and their neighborhood face, hopes for the future, and strategies for overcoming obstacles. As potential ideas were suggested, considered, modified, accepted or rejected, elements of the plan began to take shape. Financial realities can be expected to impact our ability to accomplish everything that is included in the plan. However, having all of the components identified and in place creates a comprehensive road map for the future that can be used to direct future investments as conditions change and new financial resources become available.

OUR PLANNING APPROACH

The Southside Choice Neighborhoods Plan is a community driven plan. The development preferences were identified by community residents and the improvement strategies enjoy strong neighborhood support. The community engagement process followed a series of steps designed to build upon one another as illustrated in the Planning Approach graphic above. Focused community meetings and stakeholder focus groups provided input on each element of the plan, as described on the following pages.

Neighborhood Issues and Assets

Identification of neighborhood issues and assets was the focus of the first two community meetings. Residents identified neighborhood strengths, weaknesses and missing pieces. The range of topics included retail facilities/services, community facilities, neighborhood infrastructure, land use/design, business development, job training/career building, employment support, public safety, education, health, senior services and youth.





Listening and Learning. *The initial phase of planning included community meetings to identify issues and assets, orientation sessions for stakeholders and planning partners, key person interviews, and working meetings with the City's planning team.*

COMMUNITY CONVERSATIONS/ LISTENING AND LEARNING

The initial phase of planning included community meetings to identify issues and assets, orientation sessions for stakeholders and planning partners, key person interviews, and working meetings with the City's planning team so that the CNI planning process could be coordinated and aligned with the Map for Mobile process and other City revitalization initiatives. It was important for the City and CNI planning teams to understand how the planning efforts could build upon one another to create products that are more robust.

Initial engagement activities included a Thomas James Place resident leaders meeting and a meeting for community partners. These sessions were organized to explain the Choice Neighborhoods program and outline expectations and participant roles. A joint CNI meeting with the City of Mobile's Map for Mobile Comprehensive Plan team was also held so that both groups were aware of the potential for coordination and collaboration.

Visioning Activities

The visioning activities encouraged public housing and neighborhood residents to work with each other to identify preferred housing and commercial development types and amenities that would allow new development to blend with the fabric of the surrounding neighborhoods. Residents described the community as they would like it to be five years in the future. Activities also included a visual preference survey to identify preferred housing and neighborhood development types, and initial thoughts concerning the organization of land uses and new transportation routes through the MHB redevelopment site.



Community Connections. Engagement activities at community meetings, which were purposefully designed to get people talking with each other



CREATING COMMUNITY CONNECTIONS

This critical step in the planning process was accomplished through topic-based focus group sessions, Steering Committee meetings and integrated project team meetings. The agendas emphasized bringing people together and working in a collaborative and supportive manner. Equally important were the engagement activities at community meetings, which were purposefully designed to get people talking with each other as they placed dots on maps or worked in small groups.

STRATEGIES, PROGRAMS AND PROJECTS

Transforming the Southside CNI Neighborhood into a community of opportunity and choice requires more than creating a vision and hoping that someone with unlimited resources will wave a magic wand and make the vision a reality. At the center of the Southside Choice Neighborhoods Plan is a detailed action agenda that includes the physical improvements to create new neighborhood infrastructure, new housing designed to accommodate a diverse residential population, and programs and services that support the interests and needs of those living and working in the community. Residents and community stakeholders developed the strategies, programs and

projects that form the people, neighborhood and housing elements of the Plan. They were also asked to help prioritize the strategic initiatives that were of most importance.

MHB resident leaders and community partners for education (i.e., Mobile County Public Schools, Bishop State Community College, Gulf Regional Early Childhood Services, Mobile Area Education Foundation), health (i.e., Mobile County Health Department, University of South Alabama, Franklin Primary Health), economic development and self-sufficiency (i.e., Mobile Area Chamber of Commerce, Mobile Works, Mobile Airport Authority), and safety and transit (i.e., U.S. Attorney, Mobile Police Department, WAVE transit) were brought together to review existing conditions data and help craft strategies. Two sets of focus group sessions were convened.



Neighborhood Features. Neighborhood residents and Steering Committee members provided valuable suggestions for features that were most desirable and could best support improvement efforts in the surrounding neighborhood.

The first round of meetings identified available resources and service gaps. The results of the MHB resident needs assessment survey were presented at the second round of focus group meetings. CNI strategies began to be developed to further the emerging plan goals, including:

- **Education and Youth** – Foster a positive learning environment in the neighborhood.
- **Health** – Residents enjoy good health and personal well-being.
- **Economic Development** – Households are economically stable and self-sufficient; residents are prepared to participate in neighborhood business development that generates employment opportunities.

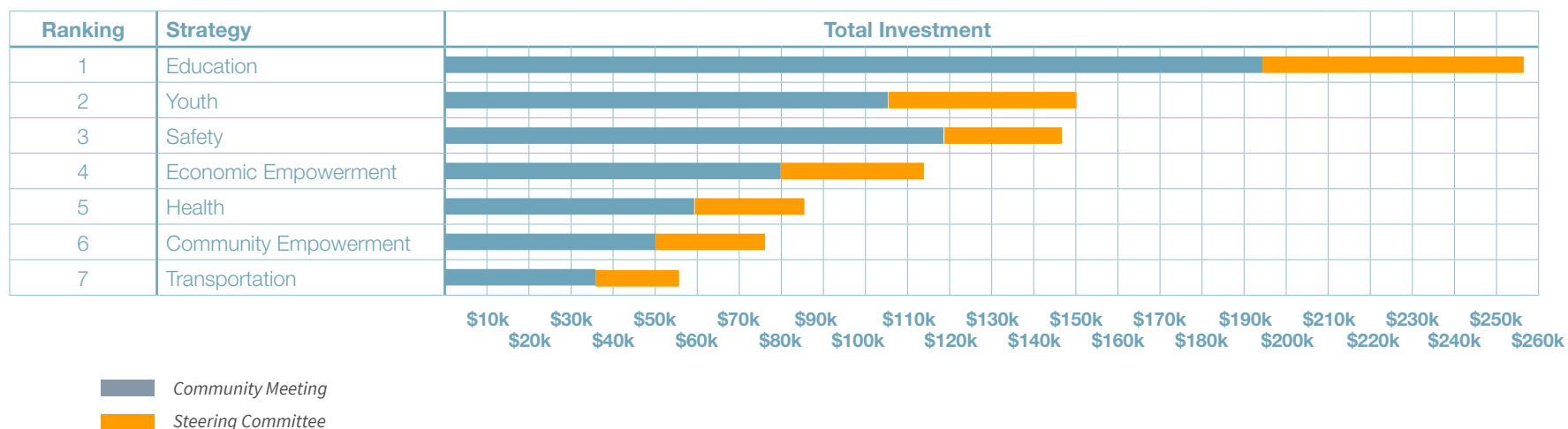
- **Safety and Transit** – Promote safety and ease of transportation.

The preferred conceptual land use plan was not brought to the community by the development team; rather it was prepared with active resident engagement. Alternative land use concepts were developed based on engagement products developed during the visioning workshop. Neighborhood residents and Steering Committee members provided valuable suggestions for features that were most desirable and could best support improvement efforts in the surrounding neighborhood.

Strengthening existing commercial nodes and attracting new retail and services were also identified as priorities. Finally, the possible retention or subsequent replacement of community anchors like

the Boys & Girls Club, Clinton L. Johnson Center for Economic Development and Soaring Eagles Child Development Center were identified as important to successfully integrating new development into the fabric of the surrounding Southside community.

This input was used to develop a preferred land use and housing plan for the Southside CNI Neighborhood. The Preferred Plan, which was presented to the community at the fifth community meeting, establishes the land use context, building types and densities that will be further refined as the master plan for the transformation of MHB's Southside properties is advanced.



Community residents also helped to prioritize people and neighborhood strategies through an engagement activity where participants were given \$10,000 in “Southside Neighborhood Bucks” to spend. The Steering Committee engaged in the same activity, with similar results. For both groups, education was highest ranked category by a wide margin. While safety was ranked as the second highest priority for neighborhood residents, it was ranked fourth by the Steering Committee. In part this difference was explained by the fact that the Steering Committee included a number of organizational partners who were not as familiar with safety concerns as were the residents living in the neighborhood. The table above summarizes the ranking results from these meetings.





*Touring redeveloped communities in
New Orleans, LA - November 2015*

KEEPING STAKEHOLDERS INFORMED AND ENGAGED – CONTINUING THE JOURNEY

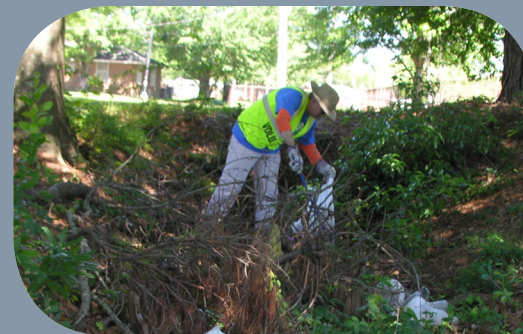
The first year of the grant period resulted in developing and building consensus around key plan components. The second year of planning focused on areas where additional resident and partner engagement was needed to refine specific projects and programs to address resident needs and reconnect the Southside CNI Neighborhood to the adjacent communities and economic assets. This effort involved meetings between MHB and organizational partners including the City, Mobile County Health Department, Mobile County Public Schools, Mobile Works, and Mobile Area Education Foundation. It also

involved bringing MHB residents and service providers together at a series of events in an effort to connect residents to the services and programs that are currently available to them.

Because community-driven planning requires ongoing cooperation, a consensus-based governance model is a critical element for future success. In a complex urban system like the Southside CNI Neighborhood, everyone needs to feel that they have a place at the table. Implementation will be a collaborative effort based on aligning resources to maximize collective resident benefit and positive neighborhood impact. The Steering Committee membership and ongoing collaboration with City leadership and our organizational partners helps to ensure that the governance framework

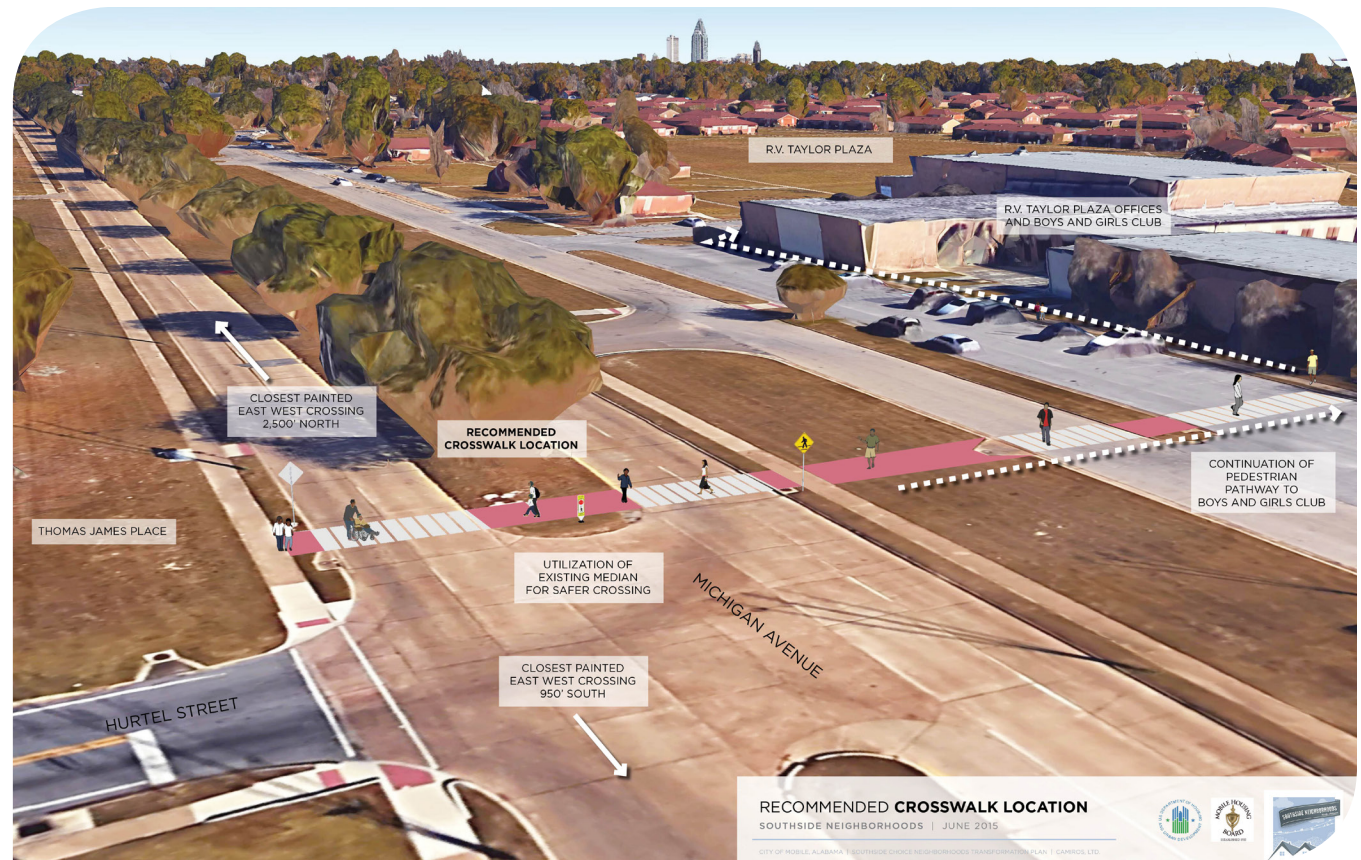
will remain in place throughout the multi-year implementation phases of transformation.

Community Clean-Up Day



DOING WHILE PLANNING

Demonstrating to residents that their participation would result in real action was accomplished by identifying an early action project that could be implemented in the near-term, before the larger elements of the CNIP plan were ready to begin. As the core elements of the Plan have come together, additional neighborhood events have continued to bring MHB and neighborhood residents together.



Several potential early action project ideas suggested by residents were voted on at the April 2015 Community Meeting. Installation of a pedestrian crosswalk on Michigan Avenue, connecting Thomas James Place and R.V. Taylor Plaza, received the most votes. There is significant pedestrian activity in this location between the residential areas, the Dollar General Store and Clinton L. Johnson Center for Economic Development at Thomas James Place and the Optimist Boys & Girls Club at R.V. Taylor Plaza. MHB submitted the request to the City of Mobile. The necessary funding to implement this project is included in the City's 2016 budget. This project was responsive to the need for pedestrian safety and infrastructure improvements identified during the listening and learning phase of plan development.





NEIGHBORHOOD PLAN

The neighborhood component of the Southside Choice Neighborhoods Plan includes strategies to build an inclusive, complete community. A complete community is one that is designed so that every household can meet their daily needs within a short trip from home or work – something that is not possible today. This means that the land use pattern is pedestrian-scaled and provides the facilities and services, including schools, community facilities, parks, a variety of housing options and places to work and shop.

Creating a strong sense of place that is linked to the cultural and history of adjacent neighborhoods, improving safety, and providing sustainable infrastructure are also critical to

the creation and maintenance of a vibrant and resilient community. With a Walk Score of 17 (on a scale where a score of 100 places all neighborhood amenities within an easy walk for everyone), almost all errands require a car – a challenge for many seniors, public housing and low-income neighborhood residents.

CHALLENGES TO NEIGHBORHOOD TRANSFORMATION INCLUDE:

- * *Crime and public safety*
- * *Crumbling public infrastructure*
- * *Lack of shopping and service amenities*
- * *Concentration of public housing and poverty*
- * *Deteriorated and vacant buildings*
- * *Poor public transportation access*
- * *Gaps in neighborhood digital infrastructure*

While a few of these issues can be addressed through service enhancements and neighborhood revitalization initiatives, truly transforming the Southside CNI Neighborhood requires major redevelopment and significant structural changes to the land use pattern and street grid.

It quickly became clear to everyone involved in the Southside CNI planning process that maximizing the neighborhood's potential could not happen solely through rehabilitation of existing residential development or a few strategic infrastructure improvements. Wholesale neighborhood change is required. Improving health outcomes and providing access to jobs and education opportunities have a physical component as well as a programmatic side. Restructuring the street grid and adding commercial uses to the current residential land use mix will allow a new neighborhood to emerge – one that is built on “best practices” including Crime Prevention Through Environmental Design (CPTED) and Leadership in Energy and Environmental Design for Neighborhood Development (LEED-ND).

The Centers for Disease Control (CDC) has launched the Healthy Community Design Initiative, which incorporates CPTED and LEED-ND principles into a more holistic emphasis on creating healthy environments. Guidelines are designed to meet the following resident desires that were clearly articulated by Southside residents.

CDC Healthy Community Design Guidelines:

***“I WANT MORE OPTIONS TO
HELP ME BE PHYSICALLY
ACTIVE.”***

***“I WANT TO HAVE MORE
CHANCES TO GET TO KNOW
MY NEIGHBORS.”***

***“I WANT TO HAVE HEALTHIER
AND MORE AFFORDABLE
FOOD CHOICES.”***

***“I WANT MY COMMUNITY TO BE
A GOOD PLACE FOR ALL PEOPLE
TO LIVE REGARDLESS OF AGE,
ABILITIES, OR INCOME.”***

***“I WANT TO BE ABLE TO GO
WHERE I NEED TO GO IN MY
COMMUNITY MORE EASILY
WITHOUT A CAR.”***

***“I WANT TO LIVE IN A CLEAN
ENVIRONMENT.”***

***“I WANT TO FEEL
SAFER IN MY COMMUNITY.”***



Vacant Birdsville Car Wash



Bishop State Community College



Aspects of the current physical environment contribute to safety concerns in the Southside CNI Neighborhood.

NEIGHBORHOOD VISION

Rebuild and reposition MHB's Southside properties in a way that creates a sustainable, mixed-income, mixed-use environment that is respectful and linked to Mobile's adjacent Southside neighborhoods for the collective benefit of all.

NEIGHBORHOOD LEAD AND IMPLEMENTATION PARTNERS

Our neighborhood plan focuses improvement recommendations at two levels of implementation. MHB's three Southside properties represent approximately 60% of the Southside CNI Neighborhood's land area. The redevelopment of these properties will be led by MHB and its master development team to create a new mixed-use, mixed-income community that embraces best planning practices, especially those associated with LEED-ND and the CDC's Healthy Community Design Initiative. The City of Mobile and its implementation partners will have primary responsibility for the infrastructure improvement actions, economic development incentives, blight elimination and housing initiatives in the surrounding residential neighborhoods.

VOICE OF THE COMMUNITY

The Southside Choice Neighborhoods Plan was created through a community-driven process. Improvement strategies were suggested by neighborhood residents. More than 400 people attended one or more CNI planning events and there is a clear desire for change. Planning participants identified issues that need to be addressed, community assets that are important to retain, design and amenity preferences, ideas for neighborhood improvement and input on proposed land use and development types. Residents working in small groups were asked to reimagine MHB's Southside properties and used markers and colored dots to indicate various land use types that should be included in the new neighborhood. MHB residents were also asked in the resident needs assessment survey to identify amenities that they thought should be included in the new neighborhood. Ongoing community engagement and education will ensure that the voice of the community continues to be heard. Aligning local resources to achieve desired results will help make the community's vision reality.



BUILDING A DYNAMIC NEW NEIGHBORHOOD

The planning team used the community input results to develop four alternative land use concepts (see Appendix B), which were brought back to the community for additional discussion. Each land use concept plan was organized around a land use theme and considered CPTED and LEED-ND principles to overcome the connectivity, access and safety issues that are found in the Southside CNI Neighborhood today.

Michigan Avenue is the spine of the Southside CNI Neighborhood and establishes the neighborhood's identity for those traveling

along this transportation corridor. Focusing initial revitalization efforts along this corridor is critical to successfully transforming MHB's Thomas James Place, R.V. Taylor and Frank Boykin Tower properties into a mixed-income community of choice.

The Southside CNI Neighborhood is strategically located adjacent to the Brookley Aeroplex with hundreds of well-paying jobs, and is connected to the region with two I-10 interchanges. There are also several major employers located within walking distance of the Southside CNI Neighborhood that provide additional employment opportunities.

These locational advantages create significant redevelopment opportunities.

While MHB's properties will be totally transformed to create a place that is distinctly different than what is there today, neighborhood revitalization will not stop at the Southside CNI Neighborhood boundaries. There is strong neighborhood interest in ensuring that the revitalization effort spurs development in the adjacent Maysville, Oakdale and D.I.P. neighborhoods. The City of Mobile is actively engaged in this effort.

REDEVELOPMENT OPPORTUNITIES INCLUDE:

Opportunity to create a “new town” environment that provides new housing options for millennials, seniors, Airbus/Brookley workers and MHB residents, and elevates Mobile’s image as a vibrant city.

Opportunity for MHB to leverage the value of its Southside properties to support redevelopment and improve housing for its residents.

Opportunity to expand Mobile’s tax base by bringing properties back onto the tax roll.



IMPROVEMENT NEEDS IDENTIFIED BY NEIGHBORHOOD RESIDENTS INCLUDE:

Streetscape infrastructure enhancements

Addressing deteriorated, vacant and underutilized residential and commercial buildings

The condition and lack of sidewalks, particularly in parts of Maysville

Mitigating flooding and illegal dumping

Accommodating current neighborhood assets, including the Optimist Boys & Girls Club and the Soaring Eagles Child Development Center.

SUSTAINABILITY

Sustainability is an overarching theme of the Choice Neighborhoods initiative. One of the requirements of HUD’s Choice Neighborhoods Planning Grant award is that at least a portion of the replacement housing plan be designed to meet the requirements for certification under the Leadership in Energy and Environmental Design for Neighborhood Development (LEED-ND) program. LEED-ND requires that project sites meet a number of minimum criteria in order to qualify for certification. In addition to meeting the minimum qualifications, projects must achieve at least a minimum score of 40 points in order to become LEED certified. A restructuring of the Southside CNI Neighborhood is needed

to create a location for new development that can meet LEED-ND requirements, especially those related to Neighborhood Pattern and Design. As shown in Appendix C, the transformed Southside CNI Neighborhood can meet LEED-ND certification requirements.

Sustainability also means that development will be resistant to local disaster risks such as tornadoes, hurricanes and flooding. Housing will be energy efficient and have healthy indoor air quality.

CONCEPTUAL LAND USE PLAN

The Preferred Land Use Concept includes several large parks that celebrate Mobile's heritage trees and provide significant storm water detention facilities to serve the new neighborhood. Residential development is organized around neighborhood squares that are characteristic of historic Mobile. Greenway corridors along neighborhood waterways provide additional environmental resiliency. New commercial centers will bring new services and shopping options to an underserved neighborhood.

The Preferred Land Use Concept also illustrates how a new street grid can transform isolated residential areas into a new place that is fully connected to surrounding residential neighborhoods. Residents are particularly excited about the introduction of a mixed-use node along Michigan Avenue that will accommodate pedestrian-scaled retail and service uses with upper level housing or office uses.

Fashioned through extensive community engagement, input, and robust community conversation, the conceptual land use plan enjoys strong resident and stakeholder support.

IMPLEMENTATION WILL:

Transform Obsolete Residential Property. *Developing modern, energy-efficient residential communities with approximately 2,000 units that accommodate market rate, workforce and affordable (low-income) families.*

Add New Shopping Options. *Building a new regional major commercial center that will provide quick and easy access to shopping and services – amenities that are lacking today. The plan contemplates that this shopping center may contain up to 160,000 square feet of retail space and be situated off of Michigan Avenue adjacent to I-10. The center will be readily visible from the roadway and easily accessible to the thousands of potential clients who travel the I-10 corridor to downtown Mobile, the Eastern Shore and points south on a daily basis. Traffic flow would be directed away from the residential neighborhoods. The aesthetics would complement the overall design of the broader master planned community.*

Provide New Parks/Community Spaces. *Establishing new land use patterns where there are spaces for parks, bike trails and community buildings to accommodate schools, day care/early learning, libraries, youth services, community learning, and informal gathering spaces. The community contemplates a new state of the art multi-purpose recreational facility such as a Boys and Girls Club, YMCA or other established program that caters to the health of the entire family.*

Improve Michigan Avenue. *Enhancing Michigan Avenue so that it is an attractive, well-functioning transportation corridor that reinforces the new*

neighborhood identity. Commercial and mixed-use activities will be located along Michigan Avenue within easy walking distance of many of the residential units and those traveling Michigan Avenue, restoring its historic role. The design of the commercial and mixed use space would be complimentary to the overall design of the new community and seek to attract more visitors and residents to the community as a place of destination.

Connect the Community. *Providing residents with easier and safe walking or biking access to the Brookley Aeroplex, Arlington Park, Mobile Bay and Monroe Park (which has undergone a significant upgrade through the work of the City and Airbus).*

Upgrade Infrastructure. *Designing environmentally resilient infrastructure and amenities (i.e., storm water, sewer, electrical, etc.) to support the new residential and commercial buildings and community spaces.*

Make it Easy to Visit. *Designing infrastructure and amenities so that they are available and accessible to all.*

Link Residents to Services. *Assuring that the new community links existing and new service providers to households in the transformed Southside CNI Neighborhood so that all residents can thrive and succeed.*



MHB's property will be redeveloped as a master planned, new mixed-income mixed-use community that will complement and spur the residential character and growth of the adjacent Maysville, Oakdale and D.I.P. neighborhoods. Higher density residential areas will be located in close proximity to commercial and mixed-use corridors. Lower-density residential areas will transition into adjacent low-density residential neighborhoods.

A mix of new housing units will accommodate households of varying income levels. Housing types will include single-family units, townhouse and small scale multi-family buildings and higher density multi-family units. These sketches illustrate the development types that will be accommodated within the Preferred Land Use Concept. These development proto-types will allow the new neighborhood to meet the eligibility requirements for LEED-ND certification.



The land use plan includes several large open spaces designed to accommodate storm water detention and preserve existing stands of heritage trees.



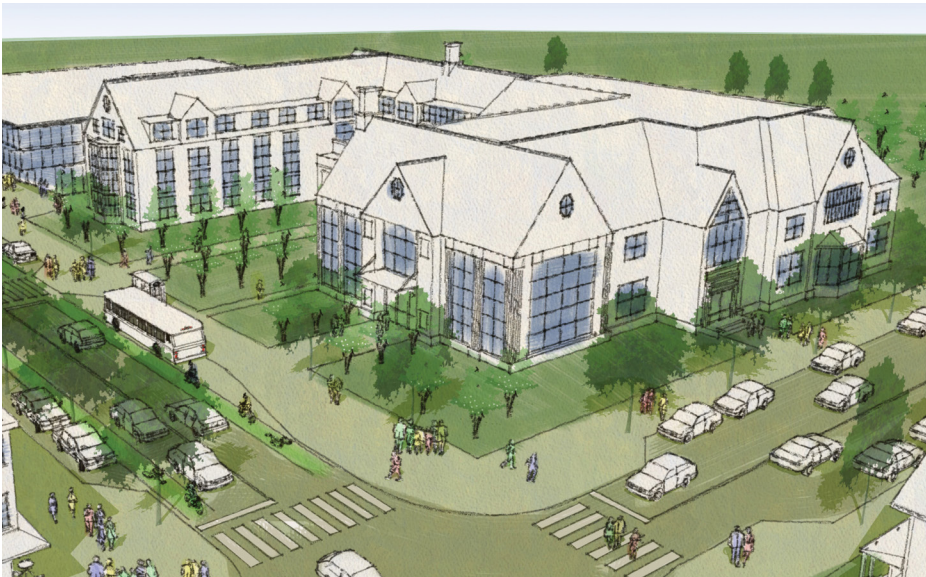
Development of a mixed-use node along Michigan Avenue will reinforce Michigan Avenue's historic role as the commercial spine of the neighborhood and WILL provide additional shopping and service opportunities for neighborhood residents.



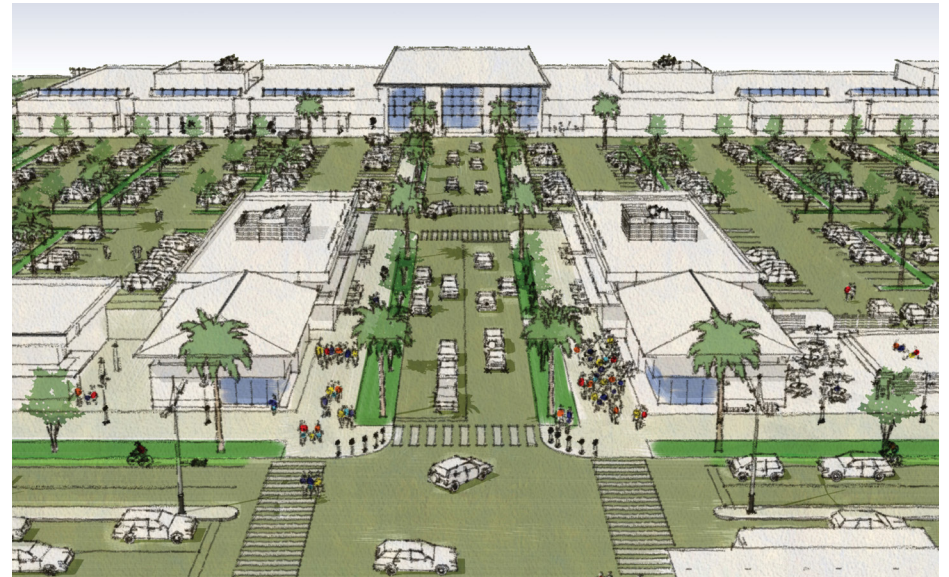
In creating the land use vision, residents expressed a desire for lower density housing options including townhouses and smaller scale residential buildings.



Although there is not current market support for the development of single family homes, this is also a desired land use type.



The land use plan is also designed to provide locations for community buildings that could accommodate a number of the community uses in the neighborhood.



There is significant market support for development of a major regional retail center adjacent to the I-10 interchange at Michigan Avenue.

LAND USE DEVELOPMENT

Goal. Transform the Southside CNI Neighborhood into a complete community, full of opportunity and choice.

Desired Outcomes:

Improved access to neighborhood-based goods and services.

Improved health of neighborhood commercial enterprises.

Households of all incomes call the transformed Southside CNI Neighborhood home.

Vacant, deteriorated and underutilized property is returned to productive use.

Redevelopment of the Southside CNI Neighborhood spurs revitalization of adjacent neighborhoods.

Transformation of the Southside CNI Neighborhood is expected to provide synergies needed to help strengthen broader neighborhood revitalization efforts, including preservation of affordable housing, scattered site housing rehabilitation and infill development, enhancing existing commercial nodes and neighborhood infrastructure improvements. In order to accomplish the desired transformation we have established the following land use strategies to guide our efforts.

LAND USE DEVELOPMENT : STRATEGIES, ACTIONS, AND INDICATORS

STRATEGY	PROJECTS / ACTIONS	PERFORMANCE INDICATORS
EXPAND COMMERCIAL AND MIXED-USE DEVELOPMENT OPPORTUNITIES THAT MEET THE NEEDS OF CURRENT AND NEW NEIGHBORHOOD RESIDENTS.	<p>Establish a new commercial shopping district oriented around the Michigan Avenue/I-10 interchange.</p> <p>Improve resident access to neighborhood retail and community service uses through new commercial development.</p> <p>Create a more walkable environment where people without automobiles can meet their daily needs.</p> <p>Enhance existing commercial nodes so that they remain viable and continue to serve neighborhood residents.</p>	<p>Walkability index</p> <p>Number of retail business establishments</p> <p>Number of service businesses</p>
INCORPORATE COMMUNITY FACILITIES AND EXPANDED OPEN SPACE AMENITIES INTO THE NEIGHBORHOOD LAND USE PATTERN TO CONNECT RESIDENTS.	<p>Ensure that the newly developed neighborhood includes appropriate open space and recreational amenities.</p> <p>Ensure that neighborhood assets such as the Optimist Boys & Girls Club, Clinton L. Johnson Center for Economic Development and Soaring Eagles Child Development Center are accommodated within the revitalized community.</p>	<p>Walkability index</p> <p>Number of community facilities</p>
ENSURE THAT LOW-INCOME RESIDENTS HAVE AN OPPORTUNITY TO LIVE IN THE REVITALIZED SOUTHSIDE CNI NEIGHBORHOOD AND ADJACENT RESIDENTIAL AREAS.	<p>Support scattered site housing rehabilitation and infill development.</p> <p>Increase opportunities for homeownership for qualified low-wealth families.</p> <p>Provide a mixed-income environment which includes a variety of housing types and densities that appeal to a broad range of household incomes.</p> <p>Promote investments in energy-efficiency to reduce total housing costs.</p> <p>Expand broadband access and internet connectivity.</p>	<p>Number and percent of occupied residential units</p> <p>Household income distribution</p> <p>Housing cost to income ratio</p>

BUILDING A SAFE NEIGHBORHOOD

Goal: Create a neighborhood that is safe and free from criminal activity.

Desired Outcomes:

Residents and police collaborate on community safety initiatives.

Residents and visitors feel safe.

Challenges:

Vacant and deteriorated buildings and lots are crime magnets.

Issues that arise from dysfunctional families often spill out into the neighborhood.

Building trust and communication between residents and the Mobile Police Department.

Reducing recidivism through effective re-entry initiatives.

Today, the Southside CNI Neighborhood is viewed as a dangerous place. One of the factors that led to the CNI grant award was a Part I violent crime rate that was six times that of the City's overall crime rate. Prevalent types of neighborhood crime include noise complaints/disturbances, vandalism, drugs, auto theft, robbery, homicide, muggings and assault. Public safety concerns and potential solutions were the subject of our community meetings, working sessions with MHB residents, and focus groups. Topics included strategies for reducing crime, community policing, building trust between residents and the Mobile Police Department, code enforcement to address vacant lots and buildings that have become crime magnets, and streetlight improvements to create a safer environment.

During community meetings and focus group discussions, several public safety obstacles and challenges were identified.

Vacant and deteriorated buildings and lots are crime magnets – providing locations for drug dealers and gambling to take root. Such properties also contribute to the sense of disinvestment. Broken or missing streetlights make it difficult for residents to see at night, which is both a personal and traffic safety issue.

Issues that arise from dysfunctional families often spill out into the neighborhood. Young single mothers head many Southside CNI Neighborhood households and their children often lack adequate parental support.

Intergenerational parenting programs are critically needed to improve behavior and promote safety. Interpersonal feuds have led to fights and shootings. Additional social services are needed to identify and deal with substance abuse and domestic violence.

Building trust and communication between residents and the Mobile Police Department. Improving safe channels of communication between the police and neighborhood residents is critical to the success of community policing initiatives.

Reducing recidivism through effective re-entry initiatives. Paths to legitimate work and housing are often closed to individuals with criminal records. When a criminal record keeps an individual from obtaining a well-paying job, that person is much more likely to continue to engage in illegal activities to support themselves..

Our strategies to improve public safety have both physical and programmatic elements. They embrace a wide range of community policing and engagement activities to address crime.

BUILDING A SAFE NEIGHBORHOOD : STRATEGIES, ACTIONS, AND INDICATORS

STRATEGY	PROJECTS / ACTIONS	PERFORMANCE INDICATORS
WORK WITH THE MOBILE POLICE DEPARTMENT (MPD) TO IMPROVE NEIGHBORHOOD AND RESIDENT SAFETY IN ORDER TO PROMOTE ACTIVE LIFESTYLES IN A SAFE ENVIRONMENT.	<p>Develop Neighborhood Community Action Groups (CAGs) of resident volunteers to observe and report suspicious activity.</p> <p>Establish an anti-bullying project that includes anti-bullying training and counseling within the Southside CNI Neighborhood.</p> <p>Increase involvement in MPD's Youth Violence Prevention Program, which includes providing coordinated education and community engagement.</p> <p>Hold domestic violence and anger management workshops for residents.</p>	<p>Number of reported crimes</p> <p>Number of residents who report that they feel safe in the neighborhood.</p> <p>Number of residents reporting that neighborhood crime is serious or very serious.</p> <p>Number of youth involved in crimes</p> <p>Reported domestic violence incidents</p>
INVEST IN INFRASTRUCTURE THAT IMPROVES SAFETY AND CREATES SAFE NEIGHBORHOODS.	<p>Employ Crime Prevention Through Environmental Design (CPTED) principles when designing new housing, mixed-use and commercial developments.</p> <p>Improve lighting of residential streets and common areas.</p> <p>Provide safe routes to schools.</p> <p>Improve bike and pedestrian facilities with safe pedestrian crossings at key intersections.</p> <p>Install security cameras at appropriate locations to enhance public safety.</p> <p>Demolish vacant and blighted buildings to eliminate locations where crime could occur.</p>	<p>Linear feet of sidewalks installed and repaired.</p> <p>Number of deteriorated and vacant buildings demolished.</p> <p>Number of streetlights upgraded or replaced.</p>

BUILDING A CONNECTED AND SUSTAINABLE NEIGHBORHOOD

Goal. The redeveloped Southside CNI Neighborhood is integrated into the fabric of adjacent neighborhoods and employment centers and linked to the region through transportation and technology.

Desired Outcomes:

Improved public transportation services.

Increased access to technology.

The neighborhood is more sustainable and resilient.

The Southside CNI Neighborhood is not well connected or sustainable now. Adjacent residential areas share similar challenges. Gaps in the sidewalk network create impediments to pedestrian mobility. There are similar gaps in the transit infrastructure including lack of bus shelters, benches and ADA-compliant curb cuts that let residents in wheelchairs or with strollers easily access bus stops. Internet access is also an issue for low-income households because of cost and gaps in the broadband infrastructure available to serve the neighborhood.

Roughly half of Southside MHB households rely on a personal automobile to meet their transportation needs. This means that a sizable percentage of residents must rely on friends or public transportation to get to jobs, doctor appointments, school, or shop. WAVE has a Map Transportation Program (MAP) that is available to seniors and disabled individuals.

Environmental resiliency and sustainability are also of growing importance in low-lying places like Mobile. Much of Southside CNI Neighborhood frequently floods during heavy rains due to inadequate storm water drainage facilities. The neighborhood also lacks facilities to encourage recycling. As a result illegal dumping is a significant issue.

Redevelopment of MHB's Southside properties provides an opportunity to demonstrate how obstacles related to transportation, green infrastructure and connectivity can be overcome through neighborhood design and physical improvements. The strategies that we have developed to help create a more connected and sustainable neighborhood are as follows:

BUILDING A CONNECTED AND SUSTAINABLE NEIGHBORHOOD : STRATEGIES, ACTIONS, AND INDICATORS

STRATEGY	PROJECTS / ACTIONS	PERFORMANCE INDICATORS
IMPROVE THE AVAILABILITY OF PUBLIC TRANSIT TO ENABLE RESIDENTS WITHOUT CARS TO ACCESS SERVICES, SHOPPING AND JOBS OUTSIDE OF THE NEIGHBORHOOD.	<p>Provide all-weather shelters with seating at bus stops.</p> <p>Extend the hours of neighborhood bus service into the evening.</p> <p>Coordinate team efforts among WAVE, MPD, CAGs and neighborhood residents to ensure bus driver and rider safety and protect bus shelters from vandalism.</p>	<p>Number of neighborhood bus stops with all-weather shelters</p> <p>WAVE service hours and frequency</p>
WORK WITH THE WAVE TRANSIT SYSTEM TO PROMOTE THE IMPORTANCE AND BENEFITS OF PUBLIC TRANSPORTATION THAT CONNECTS ALL MOBILE NEIGHBORHOODS AND EMPLOYMENT CENTERS.	<p>Encourage residents to participate Community Action Groups and Transit Advisory Group programs</p> <p>Coordinate with The WAVE to provide transit awareness workshops.</p> <p>Partner with Yellow Cab to provide transportation discounts to eligible residents through its Time Clock Taxi program.</p> <p>Encourage residents to utilize transit mobile phone apps to access bus route information and news.</p>	<p>Number of residents who use WAVE's mobile transit application.</p>
EMPHASIZE DEVELOPMENT OF GREEN SPACE, SIDEWALKS AND BIKE LANES AS ALTERNATIVES TO THE AUTOMOBILE AND AS A MEANS OF PROMOTING PHYSICAL ACTIVITY AND IMPROVED MOBILITY.	<p>Connect new parks and community facilities with residents by providing sidewalks and bicycle amenities.</p> <p>Consider bike and car-sharing options to help residents get to and from jobs and other daily activities.</p> <p>Install sidewalks in areas where they do not currently exist.</p>	<p>Linear feet of sidewalks installed or repaired.</p>
PROMOTE EFFORTS TO ELIMINATE THE DIGITAL DIVIDE AND THE USE OF GREEN TECHNOLOGIES AND PRACTICES TO CREATE SUSTAINABLE NEIGHBORHOODS.	<p>Support efforts to provide broadband access and internet connectivity.</p> <p>Improve energy efficiency of the existing and future housing stock to reduce overall housing costs.</p> <p>Provide neighborhood-based facilities that promote recycling and trash reduction.</p>	<p>Number of residents with internet access at home.</p>





PEOPLE PLAN

A vital component of the successful transformation of MHB's Southside communities is providing supportive services to MHB residents in a way that allows them to move toward self-sufficiency and transition successfully into the new, revitalized housing. Relocation will be required for residents who reside in the MHB communities that are slated for demolition. MHB and its partners plan to provide significant resident services resources, including "good neighbor" training, relocation services, mobility counseling and abundant encouragement and support to help them be successful during relocation and following their return to the new Southside CNI Neighborhood.

The primary focus of this component of the Southside Choice Neighborhoods Plan is to

put the strategies and support programs in place to improve the lives of MHB residents regardless of where they choose to live during and after transformation. This involves overcoming impediments to self-sufficiency related to education, job readiness, economic empowerment, and health. Projects will be targeted and tailored to meet the needs of working-aged adults, youth and seniors.

The new mixed-use, mixed-income Southside community that will be created is not just for current MHB households. It is being designed to appeal to a broad range of households, with a similarly broad range of neighborhood amenities and community facilities to support the high quality of life that Mobilians expect.

PEOPLE VISION

Southside residents are valuable and productive members of the new Southside mixed-income community because they have the skills that they need to thrive and to help their children succeed in life.

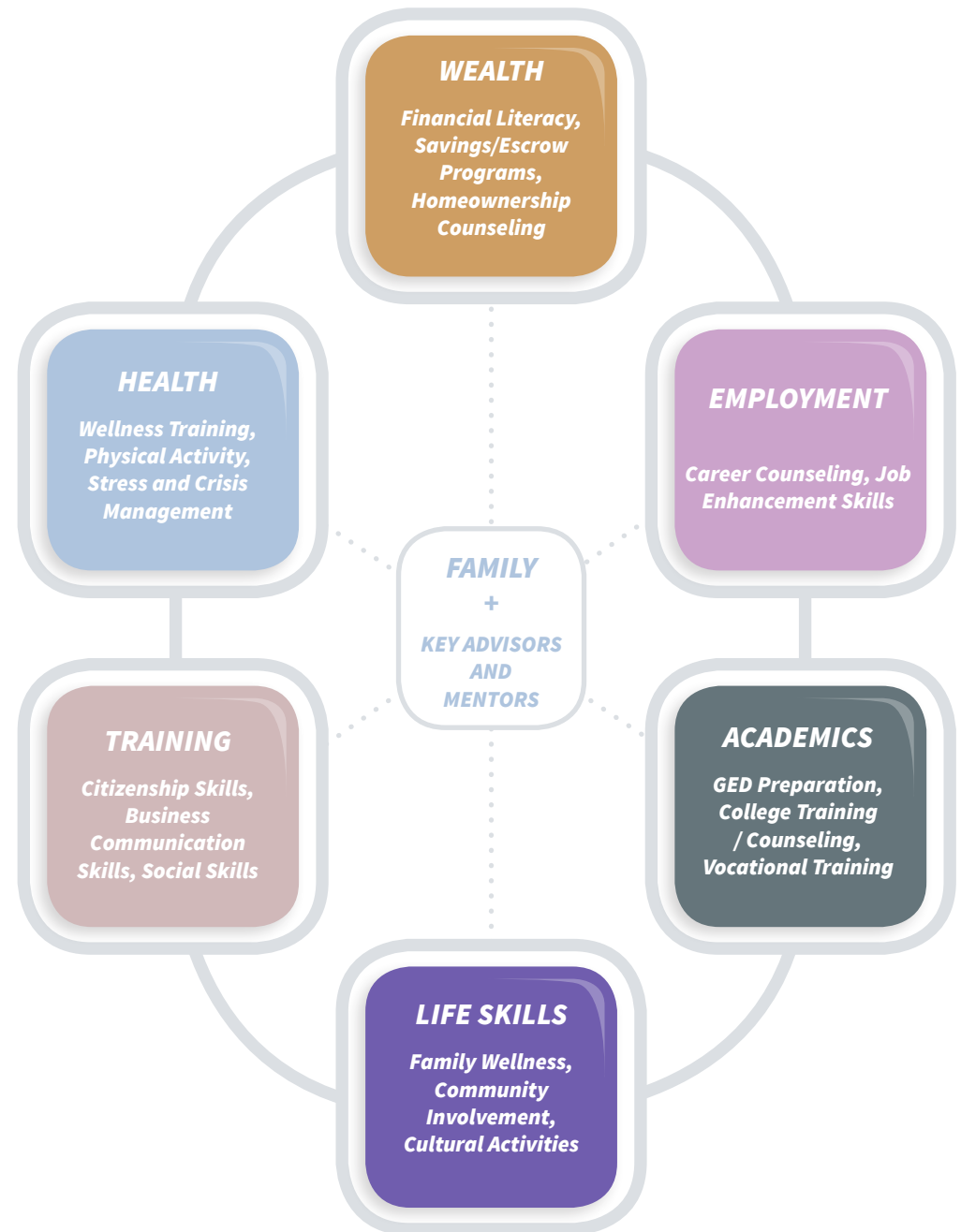
PEOPLE PLAN ELEMENTS

- * **Education & Youth**
- * **Health**
- * **Economic Empowerment**
- * **Community Empowerment**

THE W.E.A.L.T.H. PROGRAM

MHB will continue to emphasize and administer its successful resident services programs. MHB's signature program is its W.E.A.L.T.H. Program. This Program seeks to coach families to live successfully and understand the principles of economic and life-style independence. This hands-on program includes the components displayed to the right:

While the W.E.A.L.T.H. Program currently focuses on preparing residents for homeownership, the lesson that MHB's staff have learned through its implementation have helped to inform the design of the programs and projects that will implement our Southside CNI strategies. The W.E.A.L.T.H. model helps improve life skills and connects residents with the resources needed to continue their upward journey towards greater self-sufficiency and success. MHB works with a variety of service providers to ensure that the skill development classes are effective and focused.





PEOPLE LEAD AND IMPLEMENTATION PARTNERS

Mobile Development Enterprises (MDE) will serve as the people lead. This non-profit MHB subsidiary works with a number of organizational partners who were active members of the Southside CNI Steering Committee. Several Steering Committee members have already agreed to assist, and in some cases, lead in the implementation of

various initiatives and activities flowing from the Choice Neighborhoods planning process.

Our People Vision describes the characteristics of the new Southside CNI Neighborhood following its transformation. In order to fulfill this vision, a series of outcomes must be achieved.

Progress will be documented by tracking metrics related to the desired outcomes and the strategies that have been developed with our planning partners to move us forward.

EDUCATION AND YOUTH

Goal. Youth and their families are fully connected to Mobile's improving and expanding educational resources and enrichment programming and supportive services needed to break the cycle of poverty.

Desired Outcomes:

High-quality education is available to all neighborhood residents.

Children enter kindergarten ready to learn.

Children are proficient in core academic subjects.

Youth, including youth with disabilities, graduate from high school college-and-career-ready.

Parents enroll their children in out-of-school enrichment programs and participate in parenting programs and events.

Challenges:

Providing a safe climate for learning at home, in school and in the neighborhood.

Understanding the connections between education, financial success and self-sufficiency.

Lack of parental engagement.

Educational barriers for families (lack of childcare, family care responsibilities, unreliable transportation).

Our strategies and projects for education and youth are focused on ensuring that children are prepared for academic success when they enter school, and that they stay connected throughout their academic careers. In addition to strengthening the early learning programs and schools that these children attend, our education initiatives also focus on connecting parents with the educational resources that they need to support the success of their children.

Children represent roughly half of the residents who live at Thomas James Place and R.V. Taylor Plaza. Helping these children reach their full potential involves overcoming challenges that include:

Providing a safe climate for learning at home, in school and in the neighborhood. Many students don't feel safe in their neighborhoods, especially walking to and from school. Hazards include neighborhood blight, bullying, gangs, violence at home, and gaps in school security. The proper use of social media is also a growing concern.

Understanding the connections between education, financial success and self-sufficiency. Concentrated poverty means that children often lack regular access to positive role models that demonstrate the success that is possible through education. Being educated involves more than just going to school. Linking families to financial literacy as an intergenerational activity helps to connect the dots so that everyone understands the links between education,

getting that first job, managing their incomes, and becoming economically self-sufficient.

Lack of parental engagement. Parents often feel that education is the school's responsibility and that they don't need to play an active role. Addressing this challenge involves supporting parents who may not have had positive educational experiences when they were students. Engaging parents and keeping them engaged is essential in helping their children thrive academically. While parent engagement tends to decrease as children get older and homework becomes harder, it is important to help parents understand that it's just okay "to be there" for their kids, and for them to stay connected.

Educational barriers for families (lack of childcare, family care responsibilities, unreliable transportation). Young parents with small children need well-paying jobs to afford quality day care with rigorous, early learning components. Older children can find themselves missing school to help care for family members or younger siblings. Unreliable transportation can also prevent students from getting to school or training programs consistently. Since each family situation is unique, it may make sense to tackle such obstacles on a clinical basis.

Implementation of the educational strategies builds on the expertise of our local organizational partners and the educational assets that have been built over many years. Strategies related to youth development are three-fold.

Collaboration with our educational partners to support positive educational outcomes is critical to successfully connecting children to academic achievement. Improving parenting skills and strengthening families is also essential. A companion strategy emphasizes connecting youth to the resources that they need to establish positive outcomes for themselves.

EDUCATION AND YOUTH : STRATEGIES, ACTIONS, AND INDICATORS

STRATEGY	PROJECTS / ACTIONS	PERFORMANCE INDICATORS
STRENGTHEN EARLY CHILDHOOD SERVICES AND IMPROVE SCHOOL READINESS	<p><i>Work to strengthen standards for teacher training and certification for all day care providers.</i></p> <p><i>Convene a meeting of all Southside CNI day care providers to provide best practice training and mentoring.</i></p> <p><i>Provide parents with the opportunity to enroll their children in quality early childhood education programs that include intergenerational (parent/child) components/requirements.</i></p> <p><i>Provide parent enrichment programming that emphasizes the role of parents as a child's first teacher.</i></p>	<p><i>Number and percentage of target resident children in kindergarten who demonstrate at the beginning of the program or school year age-appropriate functioning across multiple domains of early learning as determined using developmentally appropriate early learning measures.</i></p> <p><i>Number of certified day care teachers serving neighborhood children.</i></p> <p><i>Number of neighborhood parents who complete parenting classes each year.</i></p> <p><i>Number and percentage of children who are enrolled in early childhood programs.</i></p> <p><i>Number and percentage of parents who report reading to their young children three or more times per week.</i></p>

EDUCATION AND YOUTH : STRATEGIES, ACTIONS, AND INDICATORS

STRATEGY	PROJECTS / ACTIONS	PERFORMANCE INDICATORS
STRENGTHEN FAMILIES BY PROMOTING INTERGENERATIONAL ACTIVITIES AND PROGRAMS FOR CHILDREN AND THEIR PARENTS	<p>Develop financial literacy and intergenerational activities so that kids learn money management with their parents.</p> <p>Create intergenerational programs that build self-esteem for parents and their children.</p> <p>Work to ensure that all children live in nurturing and supportive environments.</p>	<p>Number and percentage of parents who attend school activities and programs during the school year.</p> <p>Number of parents and children who participate in financial management and life skills activities.</p> <p>Number and percentage of target resident youth who are engaged in out-of-school enrichment activities.</p> <p>Number and percentage of target residents who have met their children's teachers.</p> <p>Number and percentage of target residents that report reading to their young children three or more times per week.</p>
ENGAGE YOUTH IN POSITIVE YOUTH DEVELOPMENT PROGRAMS THAT DECREASE VIOLENCE, REDUCE TEEN PREGNANCY, AND SUPPORT ACADEMIC ACHIEVEMENT	<p>Establish an anti-bullying project to include anti-bullying training and on-site counseling.</p> <p>Implement an age-appropriate, evidence-based teen pregnancy program.</p> <p>Empower youth by building self-esteem.</p> <p>Encourage the City, Chamber of Commerce, Mobile County Public Schools, Boys & Girls Clubs and other partners to develop youth employment opportunities that position at-risk youth for future employment success.</p>	<p>Number and percentage of youth who complete trainings and receive counseling.</p> <p>Number and percentage of youth enrolled in after-school and summer activity programs.</p> <p>Number of youth who participate in job training and employment opportunities.</p> <p>Number and percentage of parents who attend school activities and programs during the school year.</p>
SUPPORT COMMUNITY EFFORTS TO ENSURE THAT STUDENTS GRADUATE FROM HIGH SCHOOL COLLEGE- AND CAREER-READY AND THAT INDIVIDUALS WHO ARE NO LONGER IN SCHOOL CAN SUCCESSFULLY RE-ENGAGE TO ACHIEVE ACADEMIC SUCCESS.	<p>Connect students to educational programs that increase school retention, keep students in high school and help them graduate.</p> <p>Promote the Evening Educational Options Program ("EEOP") for high school students who are behind two or more years.</p> <p>Hold workshops for parents and students to explain the benefits of the Bishop State Community College and University of Alabama dual enrollment programs.</p> <p>Support efforts to demonstrate connections between education and future employment opportunities and success.</p>	<p>Number and percentage of target resident students at or above grade level according to state mathematics and English language arts assessments.</p> <p>Number and percentage of high school aged students enrolled in high school.</p> <p>Number and percentage of target resident students who graduated from high school on schedule.</p>

HEALTH

Goal. Residents and families have the tools and resources needed to maintain good health.

Desired Outcome:

Children, youth, and adults are physically and mentally healthy.

Challenges:

Ensuring access to health care and medical services.

Chronic disease self-management.

Access to healthy food and knowledge of good nutrition.

Staying fit, in the absence of adequate community fitness infrastructure.

Disability services and connections.

Limited mental health resources.

Poor health can make it more difficult to obtain and maintain employment. It can adversely impact academic success and it can keep people from positive social interactions. The challenge is to engage people in changing unhealthy behaviors and ensuring access to health care services.

According to Mobile County Health Department statistics, the top adult diagnoses for the Southside CNI Neighborhood zip code are hypertension, obesity and diabetes. The top pediatric services are well-child visits, upper respiratory infections and allergies. R.V. Taylor Plaza has the highest rate of teen pregnancy for girls under 14 years old. This is an issue that has clear implications for the futures of these young women.

There is also growing recognition of the role that the physical environment plays in health outcomes. It is hard for people to stay healthy in an unhealthy environment. Unhealthy environments can have physical (lack of sidewalks, lack of places to exercise, lack of healthy food options) and social (crime, pollution, domestic violence, substance abuse, cost, access to medical care) components.

Health obstacles identified during our community conversations include:

Ensuring access to health care and medical services. There are many reasons why people fail to seek routine medical care. Establishing medical relationships involves building trust and connections. Medical providers don't always communicate in language that patients understand or respond to. Patients

may choose to rely on home remedies and cultural practices. While some obstacles can be addressed through better health education, other issues stem from limited availability of services and cost. While Mobile's transit system serves the community's major medical centers, improving bus service would make it easier for people without cars to get to doctor appointments. Adding medical and urgent care facilities to the land use mix in low-income neighborhoods would also improve access.

Chronic disease self-management. Chronic health issues prevalent in Mobile County and Southside CNI Neighborhood residents include high blood pressure, obesity and diabetes. These conditions can be managed through diet, exercise and medication, but not everyone chooses to follow through. Providing ongoing encouragement and support to residents are an important parts of our wellness strategies.

Access to healthy food and knowledge of good nutrition. The lack of an affordable grocery store in the Southside CNI Neighborhood makes it difficult for residents without cars to buy fresh fruits and vegetables and other healthy foods. Many residents have never learned how to prepare healthy, nutritious foods; they don't know what to do with vegetables that they do have access to. This is also a cultural component to good nutrition since many grew up on traditional southern cooking, which is now known to be a particularly unhealthy cooking style.

Staying fit, in the absence of adequate community fitness infrastructure. Obesity is one of Mobile's key health issues. The lack of sidewalks in many neighborhoods and Mobile's summer temperatures and high humidity discourage people from walking as a form of exercise. The poor condition of community parks and recreational facilities also discourages their use for active recreation.

Disability services and connections. Getting disabled residents to doctor appointments and

other needed services is a challenge, especially in terms of transportation. The lack of sidewalks makes it hard for those in wheelchairs to get around. Many must rely on WAVE para-transit service which suffers from limited funding. Other households must deal with the costs associated with making personal vehicles and homes accessible for disabled family members.

Limited mental health resources. Mobile has few mental health care providers that serve low-income residents. Mentally ill people often

don't recognize that they have a problem, and their families may have difficulties getting them to seek treatment. Other families may not acknowledge that there is a problem.

Strategies developed to address these obstacles focus on improving health care access, wellness education, and providing the neighborhood infrastructure needed to support healthy lifestyles. These strategies are detailed below.

HEALTH : STRATEGIES, ACTIONS, AND INDICATORS

STRATEGY	PROJECTS / ACTIONS	PERFORMANCE INDICATORS
DEVELOP A CONTINUUM OF CARE PROGRAM FOR OLDER ADULTS.	<p>Link older adults to Senior Wellness programs that provide health aging support.</p> <p>Connect seniors with health care institutions that provide house calls to elderly and disabled residents.</p> <p>Work with partners to provide transportation services to get seniors to medical appointments.</p>	<p>Number of seniors who enroll in wellness programs annually.</p> <p>Number of house calls made to elderly and disabled residents.</p>
EXPAND AND MARKET THE SERVICES OFFERED BY HEALTH COMMUNITY PARTNERS TO IMPROVE RESIDENT HEALTH, MANAGE CHRONIC DISEASE, AND DELIVER PREVENTIVE AND URGENT HEALTH CARE SERVICES.	<p>Connect residents to health insurance in order to reduce cost as an impediment to accessing health care.</p> <p>Intensify outreach to ensure that residents access and use Mobile's excellent health care resources effectively.</p> <p>Arrange for the mobile medical units to conduct wellness checkups and hold community health fairs.</p> <p>Promote awareness of and access to mental health resources.</p> <p>Promote domestic violence education and prevention programs.</p>	<p>Number and percentage of residents who have a place of healthcare where they regularly go, other than an emergency room, when they are sick or need advice about their health.</p> <p>Number of families with primary care physicians.</p> <p>Number and percentage of residents who have health insurance.</p> <p>Number of families who access mobile medical units on-site.</p> <p>Number and percentage of residents who report that they are in good health.</p>

HEALTH : STRATEGIES, ACTIONS, AND INDICATORS

STRATEGY	PROJECTS / ACTIONS	PERFORMANCE INDICATORS
PROVIDE ONGOING WELLNESS EDUCATION, RECREATION AND PHYSICAL ACTIVITY TO PROMOTE HEALTHY LIFESTYLES.	<p>Provide ongoing opportunities for physical activity, nutrition advocates, and health care partners to provide educational programs for residents.</p> <p>Work with partners to provide “Lunch and Learn” style classes to educate residents on aspects of healthy living choices for prevention and health management of chronic diseases.</p> <p>Collaborate with the Bay Area Food Bank to offer “Cooking Matters” classes in the neighborhood.</p>	<p>Number of residents who participate in neighborhood-based wellness events.</p> <p>Number of residents who participate in health management classes.</p>
PROVIDE NEIGHBORHOOD INFRASTRUCTURE THAT SUPPORTS HEALTHY LIFESTYLES.	<p>Establish community gardens to increase resident access to fresh vegetables.</p> <p>Improve access to local farmers markets.</p> <p>Attract an affordable, full-service grocery store.</p> <p>Build a strong and varied community fitness facility for all ages.</p> <p>Promote ongoing opportunities for physical activity.</p>	<p>Number of residents who participate in the community garden program.</p> <p>Number of residents who exercise at least 30 minutes daily.</p>

ECONOMIC EMPOWERMENT

Goal. Residents are employed and connected to the education, training and supportive services needed to secure and keep living wage jobs with advancement potential.

Desired Outcome:

Households are economically stable and self-sufficient.

Challenges:

Mismatch between available jobs and the skill sets of low-income residents.

Challenge of maintaining employment.

Residents not realizing their employment potential.

Neighborhood economic disinvestment (vanishing jobs and retail services).

Obstacles faced by young adults between the ages of 18 and 24.

Economic empowerment is a multi-faceted topic. It includes making sure that residents have the skills needed to obtain jobs and advance in their careers. It also involves linking small, neighborhood businesses to the tools and resources they need to thrive. The loss of local neighborhood businesses over the last 40 years was a commonly voiced theme during the Southside CNI community meetings. Residents wanted vacant storefronts filled with affordable shopping options so that they do not have to leave the neighborhood to shop. High levels of unemployment led many community stakeholders to advocate for entrepreneurship training so that individuals who weren't employed could start their own businesses. Connecting residents to the broad range of living wage jobs provided by Airbus as well as other Brookley and Mobile employers was also a major point of emphasis.

Bishop State Community College offers a number of short certificate programs designed to quickly make participants job ready in subjects such as cabinetmaking, carpentry, interpreter training, jewelry design, machine tool technology, management supervision technology, masonry, medical coding, medical transcription, nail technology, plumbing, pipefitting, truck driving, watch repair, and welding technology. Bishop State also creates customized short-course training programs for employers.

The Mobile Area Chamber of Commerce has a number of small business development initiatives. A concern is that many potential users don't

know about these programs. The Chamber has approximately 2,200 business members, employing around 80,000 workers. Networking events connect business and workers to each other. Newsletters are also used to increase visibility and advertise local businesses and programs. Initiatives include "shop local, buy local," referrals, growth alliance task force, professional development and training programs that serve approximately 1,600 entrepreneurs annually. The Chamber also publishes a Minority Business Development Directory and hosts several award programs to recognize deserving small business members throughout the year.

Mobile Works partners with a number of training providers including the Alabama Aviation Center of Mobile (Enterprise State Community College), Bishop State Community College, University of Mobile, Fortis College, and the University of South Alabama, among others. Youth training providers include the DESI Career Training Center and the Dearborn YMCA that serve out of school youth ages 16-21 and Goodwill Easter Seals (Y.E.S.) that also serves youth 16-21 with services that include GED prep, job placement assistance, career counseling and Work Keys testing.

The adult residents of MHB's Southside properties have significantly less education than Mobile's overall population. While 86.5% of Mobile residents over the age of 25 have at least a high school diploma, only 56.5% of those living in Thomas James Place and R.V. Taylor Plaza can say the same.

Resident leaders and organizational partners identified and discussed the following economic development challenges faced by residents of the Southside CNI Neighborhood.

Mismatch between available jobs and the skill sets of low-income residents. Poor reading comprehension and low math skills keep many potential workers out of the applicant pool, even for those who have a high school diploma or GED. Technology has changed job requirements, making reading and math even more essential. Job applicants may also lack the soft skills needed to succeed in the workplace – knowing how to dress and act in a professional environment, civility, understanding the difference between how you act with family and friends and how to act with co-workers and customers. Failed drug screenings, bad credit, mental and physical health issues, and criminal backgrounds are also impediments to employment.

Challenge of maintaining employment. Even when residents succeed in their job searches, there are a number of potential impediments that still need to be successfully overcome. These include access to consistent childcare

and reliable transportation. Current bus schedules make it hard for workers to use public transportation to get to and from jobs. Loss of a driver's license may mean the loss of a job. Poor money management and credit skills may limit or preclude advancement in certain types of jobs.

Residents not realizing their employment potential. Individuals may not know what they are good at and may have no idea of the types of employment opportunities that are available to them. Others lack the encouragement or financial resources needed to take advantage of the range of continuing education and career training opportunities that are available.

Neighborhood economic disinvestment (vanishing jobs and retail services). Lack of neighborhood support can cause local businesses to fail. Overcoming this obstacle involves improving safety, bringing residents back to the neighborhood to support new businesses and making sure that new neighborhood businesses are providing the types of services that residents want and can afford. Impediments to creating neighborhood-based businesses include poor credit that makes it hard to

access start-up capital, and support networks to help grow micro-businesses. Facilitating community business networking was viewed as a critical element in the effort to improve the opportunities for neighborhood business growth within the Southside CNI Neighborhood.

Obstacles faced by young adults between the ages of 18 and 24. In some cases, youth in this age group failed to take advantage of the programs available to them while they were in high school and no longer see a clear path to education and job training. Ineffective school counseling and inadequate support networks were also identified as obstacles to connecting youth to well-paying career paths. Additional age-appropriate resources or programs for personal development, academic and vocational support, recreation and fitness that target this demographic may be needed.

Our economic empowerment strategies involve working with our economic development partners to address the challenges described above.

ECONOMIC EMPOWERMENT : STRATEGIES, ACTIONS, AND INDICATORS

STRATEGY	PROJECTS / ACTIONS	PERFORMANCE INDICATORS
CONNECT NEIGHBORHOOD RESIDENTS TO LIVING WAGE JOBS.	<p>Partner with area employers to provide workforce development programs through internships and apprenticeships.</p> <p>Promote available job opportunities at major employers located at the Brookley Aeroplex and the surrounding neighborhoods that are within walking distance of the Southside CNI Neighborhood.</p> <p>Market planned CNI development projects and employment training initiatives to Brookley and neighborhood employers in order to build and strengthen neighborhood partnerships.</p>	<p>Number and percentage of residents between the ages of 15-64 with wage income.</p> <p>Average hourly wage of residents (excluding those who cannot work due to being elderly or disabled).</p> <p>Number of unemployed residents engaged in active job searches.</p> <p>Number of residents working full-time and part-time.</p> <p>Number of interested residents who participate in job training programs.</p>
IMPROVE EMPLOYMENT SKILLS SO THAT RESIDENTS CAN ATTAIN AND MAINTAIN EMPLOYMENT IN LIVING WAGE JOBS.	<p>Hold an annual jobs fair to connect residents to jobs in and around the Southside CNI Neighborhood.</p> <p>Provide basic computer classes to residents.</p> <p>Expand the Sweet-P summer jobs program for MHB youth.</p> <p>Expand World of Opportunity (WOO) program to include adult participants.</p> <p>Provide on-site employability training and counseling services.</p>	<p>Number of participants enrolled in job training or other workforce development programs.</p> <p>Number of residents who attend employment events.</p> <p>Number of local employers providing internships and apprenticeships.</p>
DEVELOP INITIATIVES TO HELP JOB SEEKERS OVERCOME IMPEDIMENTS TO EMPLOYMENT.	<p>Educate youth and residents about the potential impacts of inappropriate social media postings on employment opportunities.</p> <p>Provide credit counseling and credit repair assistance to improve employment prospects.</p> <p>Work to connect residents who lack a high school diploma to GED programs to improve employment prospects.</p>	<p>Number of residents who lack a high school diploma working to obtain a GED.</p> <p>Number of residents who attend credit repair and other financial literacy programs and events.</p> <p>Number of participants who enroll in employment readiness workshops and assessments to identify impediments to employment and career advancement.</p>

ECONOMIC EMPOWERMENT : STRATEGIES, ACTIONS, AND INDICATORS

STRATEGY	PROJECTS / ACTIONS	PERFORMANCE INDICATORS
SUPPORT RETENTION AND EXPANSION OF NEIGHBORHOOD-SERVING RETAIL AND SERVICES TO PROVIDE JOBS AND EASY ACCESS TO SHOPPING AND COMMUNITY SERVICES.	<p>Conduct informational sessions on “How to Start a Small Business.”</p> <p>Promote the availability of entrepreneurship training programs.</p> <p>Refer individuals desiring to be entrepreneurs to the University of South Alabama, Chamber of Commerce, the Alabama Department of Revenue and other resource centers for tax education, assistance with writing/updating business plans, assistance with marketing and other types of assistance.</p>	<p>Number of residents who complete a “How to Start a Business” workshop.</p> <p>Number of participants who enroll in business workshops and attend entrepreneurial training programs.</p>

COMMUNITY EMPOWERMENT

Goal. Residents are successfully integrated into an inclusive mixed-income living environment and engaged with community life.

Desired Outcome:

Residents use technology to connect with neighborhood associations, community groups and access information about neighborhood events and activities and positively engage with their neighbors.

One of the topics that came up repeatedly in the planning discussions was the importance of empowering residents to advocate for neighborhood improvements. A related topic was making sure that residents know how to be good neighbors and positively engage in neighborhood events and activities. There was considerable discussion about the transition from old technology to the new, especially social media. This includes the growing need for internet connectivity and one's ability to use digital technology to communicate and access information, whether for employment, education, or maintaining social connections.

Making sure that every household has the skills needed to be self-sufficient, and contribute to the vitality of the neighborhood, is the foundation for

successful community empowerment. These are also core elements of MHB's W.E.A.L.T.H. initiative, which include an emphasis on community involvement, participation in cultural activities, developing citizenship skills, and improving social skills. At the household level, the building blocks include household management, family problem-solving, parenting skills, and helping residents understand what it means to be a good neighbor in a mixed-income community. These skills are similar to the "soft skills" that are so critical to success in the workplace.

Our community empowerment strategies emphasize the development of a cohesive and engaged community that will continue to evolve as a community of opportunity and choice for all residents.

COMMUNITY EMPOWERMENT : STRATEGIES, ACTIONS, AND INDICATORS

STRATEGY	PROJECTS / ACTIONS	PERFORMANCE INDICATORS
ENGAGE CITY LEADERSHIP IN IMPLEMENTING IMPROVEMENTS AND POLICY INITIATIVES THAT ENHANCE NEIGHBORHOOD QUALITY OF LIFE.	<i>Establish a collaborative leadership partnership to ensure that long-term projects are implemented over time.</i>	<i>Number of active Community Action Groups.</i> <i>Number of meetings held by the City to obtain resident input on neighborhood capital improvement needs and community issues.</i>

COMMUNITY EMPOWERMENT : STRATEGIES, ACTIONS, AND INDICATORS

STRATEGY	PROJECTS / ACTIONS	PERFORMANCE INDICATORS
BUILD STRONGER FAMILIES TO PROMOTE GOOD CITIZENSHIP.	<p>Encourage participation in housing counseling programs for tenants and potential homeowners.</p> <p>Provide parenting classes.</p> <p>Provide family problem-solving resources.</p> <p>Provide household management classes that teach financial literacy, wealth building skills, budgeting, money management and credit education.</p>	<p>Number and percentage of residents who participate in housing counseling and good tenant workshops.</p> <p>Number of parents and children who participate in financial management and life skills activities.</p> <p>Number of parents who participate in parenting classes.</p> <p>Number of reported incidents of domestic violence.</p> <p>Number of reported youth-involved crimes.</p>
STRENGTHEN THE SENSE OF COMMUNITY BY ENHANCING THE ABILITY OF RESIDENTS TO BE GOOD NEIGHBORS AND ACTIVE COMMUNITY MEMBERS.	<p>Provide community/social involvement training.</p> <p>Provide good neighborhood skill training.</p> <p>Support neighborhood-based cultural activities that bring people together.</p> <p>Engage residents in neighborhood clean-up events to foster community pride.</p> <p>Initiate a Southside oral history project.</p> <p>Identify additional sites that could (or should) be part of Mobile's African American Heritage Trail.</p> <p>Provide training and mentoring opportunities for emerging neighborhood leaders.</p> <p>Engage neighborhood-based businesses in the identification and prioritization of infrastructure and business district improvement projects that support economic vitality.</p>	<p>Number of residents who participate in neighborhood activities and events.</p> <p>Number of residents who participate in community leadership programs.</p> <p>Number and percentage of residents with home access to a computing device (computer or smart phone) connected to the internet that enables them to access information about neighborhood events and activities.</p>





HOUSING PLAN

Housing is more than a place to live. It is a platform or base from which families can develop and embrace “hope” for the future. When families of modest means can live in a harmonious community with other families, the social fabric of the community can begin to heal. It becomes easier for struggling families to succeed in a neighborhood that is thriving, exciting and offers immense promise. Consequently, it is important that the Southside CNI Neighborhood become a place of opportunity, a resilient community where persons of all economic, racial and social strata can flourish and proudly call “home.”

There is strong potential for well built, vibrant and energy efficient mixed-income, mixed-use housing capable of attracting households of all income levels to the area. The desire of families to be closer to jobs, downtown and the vibrancy of Mobile’s entertainment district, make development of housing in the Southside CNI Neighborhood a viable alternative to urban sprawl. This mixed income housing model will lead to a resurgence of commercial activity in the area, and create even more robust housing options within a vibrant neighborhood that is ripe with opportunity.

Our Housing Plan seeks to capitalize on these positive changes and promote accelerated

and expanded housing opportunity. Our goal is to provide new housing in the Southside CNI Neighborhood that will help stimulate revitalization of the Southside CNI Neighborhood, and the adjacent Maysville, Oakdale and D.I.P. communities.

For more than a century, the greater Maysville area served as home to many proud middle and working class families. Through the 1960s, the community had two racially diverse, but economically joined communities populated by African-American families, mostly living in the western section of Maysville, and White families, mostly living in the eastern section.

HOUSING VISION

New housing creates an environment of hope where households at all income levels live in harmony and thrive.



**OF MHB'S SOUTHSIDE UNITS
ARE VACANT**

Homeownership was high in the area, and a sense of community and neighborhood pride permeated the Southside. Michigan Avenue was a vibrant transportation and commercial corridor that served both communities with stores, goods, services and amenities. The area, and particularly the Michigan Avenue commercial corridor, was a place of destination and promise for many Mobilians.

MHB's three Southside properties contain a total of 1,368 units. Thomas James Place (built in 1943) and R.V. Taylor Plaza (built in 1965) are family properties with units ranging from one to five bedrooms in size. Frank W. Boykin Tower caters to an elderly population with one and two-bedroom units. Only about 64% of these units are occupied.

Bedroom Mix	Thomas James Place		R.V. Taylor Plaza		Frank W. Boykin Tower	
	Total Units	Occupied (as of 7/11/2016)	Total Units	Occupied (as of 7/11/2016)	Total Units	Occupied (as of 7/11/2016)
1-Bedroom	132	71	144	112	109	99
2-Bedroom	463	243	68	59	13	10
3-Bedroom	197	102	198	143	0	0
4-bedroom	0	0	28	23	0	0
5-Bedroom	4	2	12	9	0	0
Total Units	796	418	450	346	122	109

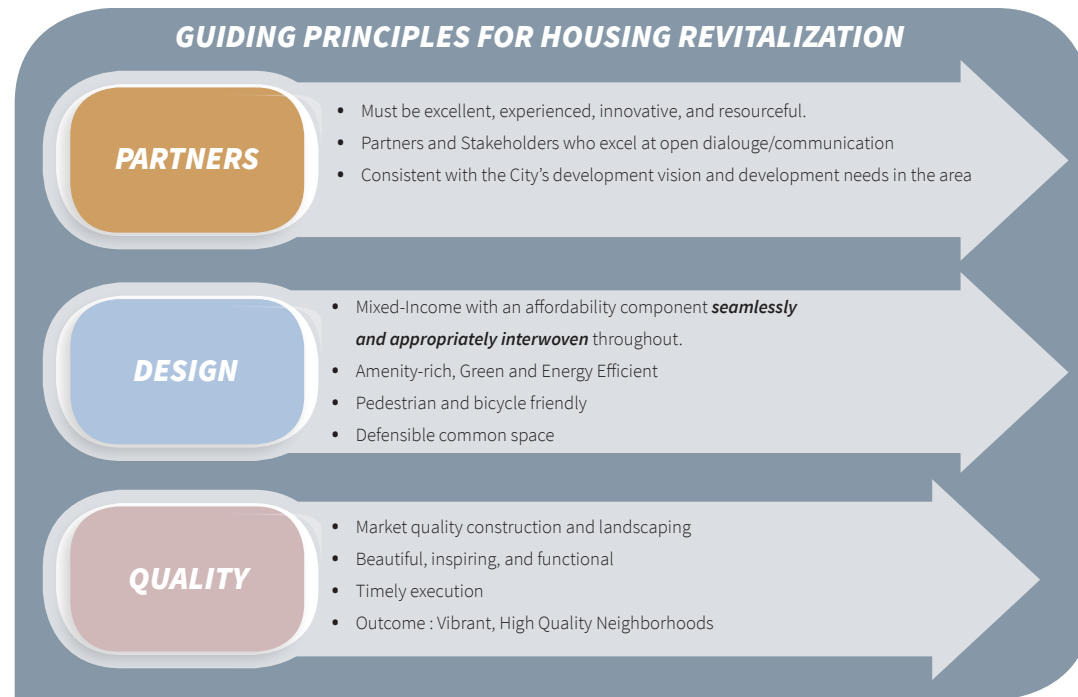
The numbers of occupied units varies from day-to-day. However, a large number of units have been vacant for more than two (2) years, due to their poor condition, especially at Thomas James Place. The housing plan calls for all three properties to be transformed over the next five (5) to fifteen (15) years into a vibrant new, mixed-income residential neighborhood that takes full advantage of the current market demand for multi-family and mixed-use development. The revitalized community will welcome new families and enhance true choice-based opportunities for current residents. The strategic location of the Southside CNI Neighborhood creates significant revitalization opportunities for MHB, the City of Mobile, community stakeholders and other investment partners.

The Housing Plan places priority on improving housing conditions for residents of occupied units, and envisions a community where a roughly equivalent number of market-rate, workforce and affordable housing units exist side-by-side on the site of MHB's current Southside properties. Of course, this mix would be subject to financial feasibility and planning considerations, but provides a basic framework for the overall revitalization effort.

The Housing Plan seeks to capitalize on the exceptional opportunity to create a spectacular "new town" environment that provides a range of new housing options for a variety of households. This new mixed-income environment will improve opportunities for low-income households, provide newly-constructed moderate-income workforce housing within

walking distance of hundreds of jobs, and elevate Mobile's image as a vibrant community with a new type of residential neighborhood that is unique within the region. The market potential and strategic location of the Southside CNI Neighborhood will enable MHB to leverage the value of its Southside properties to support redevelopment and improve the quality of the housing that MHB provides to its residents and the citizens of Mobile.

The redevelopment of such a large site creates the opportunity to significantly expand Mobile's tax base and literally change the "look and feel" of the Southside to an area of destination. Such a significant investment in new housing by MHB and its development partners will help spur private reinvestment in the housing stock in the surrounding Maysville, Oakdale and D.I.P. areas to a degree not previously seen in Mobile.



HOUSING LEAD/MASTER DEVELOPMENT TEAM

MHB selected the Master Development Team of Pennrose Properties/BLOC Global, LLC and Hollyhand Development, LLC for the redevelopment of MHB's Southside properties through a competitive process.

The transformation of the current development pattern into the new community that is envisioned will require rezoning and the resubdivision of most of the MHB site to accommodate the land uses described in the Conceptual Land Use Plan. The development team will work diligently with the City to obtain the required City approvals.

The preferred land use plan involves substantial replacement of the existing street grid and the underlying utilities. Most of the existing infrastructure is at the end or beyond its useful life. Thus, the decision to reconnect MHB's property to the surrounding neighborhood makes good sense. The question about how to finance the improvements that eventually will likely be transferred to the City of Mobile for long-term management, is still under discussion and will be largely dependent on the City's resources, cooperation and/or financing participation required by the development team. Some possibilities include a Tax Increment Financing District, City infrastructure resources, and other Federal and state grants.

HOUSING PROGRAM

In order for MHB's public housing sites to be redeveloped seamlessly into a vibrant new, mixed-income, mixed-use neighborhood, residents, the broader community and stakeholders had to confront certain hard realities about the current housing stock. Planning participants determined that the Southside CNI Neighborhood suffered from the presence of too much public housing, which effectively "crowded out" the opportunity for other housing types and land uses. This imbalance also gave the overall Southside community an unwanted, and in some cases, unwarranted stigma.

Under such circumstances, it became increasingly difficult for residents to thrive. To reverse the negativity engendered by the prevalence of aging public housing stock, a more balanced approach for the redevelopment of the Southside CNI Neighborhood is needed to promote the mix of incomes, housing types and uses for the redeveloped community.

The new community, totaling some 2,000 apartments of various styles and configurations, will be more diverse with a balanced mix of housing for low-income, workforce and market rate families. To create additional choice-based housing opportunities for current MHB residents, MHB and its development partners are identifying potential off-site housing locations in neighborhoods of higher opportunity. As the neighborhood transitions to its new form, opportunities for preservation and creation of

affordable infill housing are expected in adjacent neighborhoods as well.

Depending on the program used to redevelop these properties, there may be several HUD replacement housing requirements that must be considered. Currently, it is contemplated that Thomas James will be demolished and repositioned using Section 18 of the federal Housing Act of 1937. Boykin Tower will also be disposed of using Section 18 principles. Thus, the physical replacement of the public housing units on or off site will be limited. While hard units will still exist at Boykin Tower, the funding platform for the units will change from public housing to the Housing Choice Voucher platform. The replacement of these housing resources will be largely accomplished using Tenant-based and Project-based Housing Choice Vouchers. These Vouchers will give residents more housing choices, mobility alternatives and the ability better to approximate the housing options already enjoyed by work-force and market families. This approach will also reduce the concentration of poverty in the area.

While not an exact science, it was determined that no more than one quarter (1/4) to one third (1/3) of the units redeveloped on the former public housing footprints of Thomas James Place and R.V. Taylor Plaza should be affordable housing, available to low-income households. The balance of the units would be marketed to moderate-income workforce and market rate families. The new revitalized neighborhood would take on the characteristics of a true mixed income community.

The community will be home to:

Affordable Families – Low-income households with annual incomes of fifty percent (50%) or below of the Area Median Income (currently about \$26,400 for a family of four).

Workforce Families – Moderate-Income households with annual incomes of eighty percent (80%) or below of the area median income (currently about \$42,300 for a family of four).

Market-rate Families – Households with incomes greater than eighty percent (80%) of the area median income (currently more than \$42,301+).

All of the units will be seamlessly interwoven into the neighborhood fabric, with no distinguishing features that would suggest which type of family lived in a particular unit. To accomplish this goal, and to bring accompanying amenities to the community, resident stakeholders agreed that a large swath of the Southside CNI Neighborhood must be demolished, revitalized or otherwise substantially repositioned.

Redevelopment will occur in phases over a period of several years, so that the market can reasonably absorb new residential units the proposed commercial space, and financial resources can be identified to complete the redevelopment. The need to completely reconfigure and rebuild the

street and utility infrastructure to support redevelopment also must be coordinated with local and state governmental officials.

Financing will require multiple phases and layering of a variety of financing sources and techniques. This is a highly complex undertaking that will require approvals from lenders, key stakeholders, development team, MHB and other financing parties.

The ability of MHB and its development team to undertake such a massive redevelopment initiative rests on developing and implementing a comprehensive housing transformation strategy.

MHB has certain obligations to its residents and requirements under the Choice Neighborhoods Planning Grant that it has received. MHB expects to meet virtually all of these obligations in a flexible manner where the new community is sustainable as a mixed-income, mixed-use, vibrant community.

The Housing Plan embraces the following key components:

New residential communities that are stunning in design will accommodate families of all incomes, each enjoying a full range of expected amenities. Broadband Access infrastructure will provide internet connectivity in all new units. Physical Accessibility Requirements and Universal Design standards will be met in the design and subsequent construction of the new units. Energy Efficiency and Green Building Standards will be incorporated into unit design to promote sustainability and reduce utility costs. The design will ensure a seamless, attractive and vibrant mixed-income mixed-use community.

Substantial renovation and modernization of Frank W Boykin Tower will give the property the “look and feel” of a market rate development. Yet, the property will continue to serve largely low-wealth elderly residents. The renovations will add a host of environmental and energy-saving features designed with the goal of obtaining LEED certification. Some units will be reserved for work-force and/or market rate housing. This property and the residents who live there will become “anchor” tenants for the community and bring stability and continuity to the Southside CNI Neighborhood. All of the buildings will embrace the principles of new urbanism, and compact walkable neighborhoods as reflected in CPTED (Crime Prevention through Environmental Design) and LEED-ND (Leadership in Energy and Environmental Design for Neighborhood Development) principles.

ON-SITE REPLACEMENT HOUSING ANALYSIS

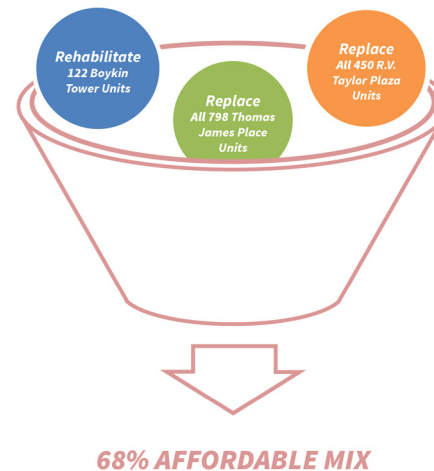
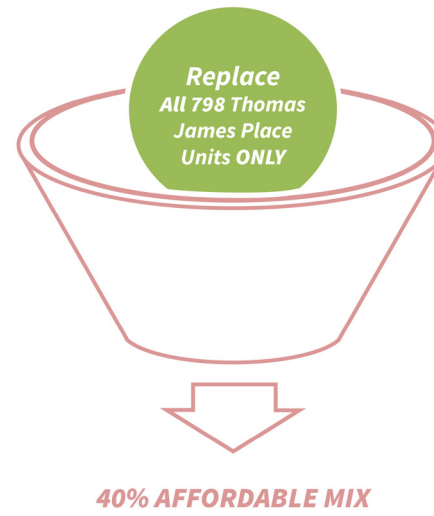
Public housing units that are redeveloped on-site will be limited to a maximum of one third (1/3) of the total of units in the new master planned community, which contemplates development of approximately 2,000 residential units. Under the 1/3 public housing cap, approximately 660 replacement units could be developed on-site, representing slightly less than half of the 1,368 units currently found at MHB's three Southside properties, but more than the approximately 570 households who indicated preliminary interest in returning to the redeveloped property. The residents, broader community and stakeholders examined several alternatives prior to coalescing around the maximum of 1/3 public housing unit presence in the transformed Southside CNI Neighborhood. While the Choice Neighborhoods does not require that replacement units be provided on-site, it was important to understand the impact on the overall income mix of concentrating MHB replacement units on-site within the planned 2,000 unit development. This analysis of on-site replacement housing options is summarized as follows.

TRADITIONAL REPLACEMENT OPTION

Under the Traditional One-for-One Replacement Option (“Traditional Option”), every public housing unit would be included in the new community. All of the 796 Thomas James Place units would be replaced on-site. However, this would not achieve the goal of limiting the number of affordable units to one-third of the total. Even if only applied to the 796 units at Thomas James Place, the Traditional Option would mean that the percentage of affordable units in the redeveloped community would be 40%, well above the maximum goal of 1/3 or 660 affordable units.

When the proposed 122 rehabilitated units at Boykin Tower are added to the Thomas James replacement units, the affordable level for the new community mushrooms to 46%. Moreover, if we add the one-for-one replacement of all of the units at R.V. Taylor (another 450 units), the number of affordable units blossoms to 1,368 units or 68% of the proposed redeveloped units.

At any of these levels of affordable units, the community would be seen as an updated or reconstituted public housing community -- a “New Birdville.” Such a community would not be sustainable over time and would subject the revitalization effort to failure. Instead of promoting a new mixed-income community, such a plan would promote a more modern traditional public housing community and all of the synergy generated from the planning process would be lost. Consequently, the



community did not believe that the Traditional Option was the best replacement housing option for the repositioning of the Southside.

VIABLE UNIT REPLACEMENT OPTION

Under the Viable Unit One-for-One Replacement Option (“Viable Option”), only those units that were not vacant for more than 24 months would be replaced on a one-for-one basis. Since at Thomas James 172 units had been vacant for more than 24 months, this would mean that some 624 units would have to be replaced. Given the maximum 1/3 housing mix for public housing units, this would lower the percentage for the replacement of purely Thomas James units to 31%. However, when the 122 units at Boykin Tower are added, the percentage increases to 37%. Also adding the units related to the redevelopment of R.V. Taylor increases the percentage of affordable units targeted to MHB households to 68%. This is not a significantly better option than the Traditional Option, as the predominant character of the community would still be identified as public housing. Such a “label” for the community would significantly hamper the ability to attract and retain quality market and workforce residents. Consequently, the community did not believe that the Viable Option was a good choice for the repositioning of the Southside.

COMMUNITY INSPIRED REPLACEMENT OPTION

The Traditional Option and the Viable Option for one-for-one replacement are not deemed to be in the best interests of developing a mixed-income community that attracts a diversity of families and changes the perception and character of the overall community. Rather, a solution that effectively has a replacement strategy for a small portion of the currently occupied units at Thomas James Place (primarily due to the low level of Rental Assistance Demonstration (“RAD”) subsidy for these units), all of the units at R.V. Taylor and nearly all of the units at Boykin Tower is a better approach and will sustain affordable housing in the neighborhood for many years to come. In order to maintain the mix of incomes, and provide more mobility options to low-income families, a portion of the Thomas James Place replacement housing units and the R.V. Taylor Plaza units will need to be developed in appropriate off-site locations scattered throughout the City. This approach will maintain a mixed-income character and solidify the rebranding of the area.

Under the Community Inspired One-for-One Replacement Option (“Community Option”), all of the public housing units in the Southside neighborhood are considered for one-for-one replacement in a priority order capped at 1/3 of the total number of units to be redeveloped on-site. The priority order is: 1) units using Project-based Vouchers to maintain affordability, 2) units that will use the Rental Assistance Demonstration (“RAD”) Program for

replacement funding, and 3) units demolished using Section 18 of the Housing Act. Using this priority listing, the one-for-one replacement effectively encompasses the 122 units of Frank Boykin, nearly 450 units of R.V. Taylor Plaza, and up to 88 units from Thomas James Place.

The community was more concerned about the availability of affordable housing units than the particular funding mechanism or design to ensure financial viability. Thus, a more expansive understanding of “replacement” was embraced. The replacement of the units with traditional affordable housing units funding under the public housing program, or the replacement of the units using RAD funding or Project-based Vouchers was not of particular concern, as long as affordable families were allowed to occupy the units designated for affordable families, and ensuring that the affordable housing mix stays within its 1/3 limit. As a result, the revitalized community still has some 660 affordable units, and the entire community remains in perfectly balanced between market, workforce and affordable housing units. This is the model that the community has embraced. This is also the model, which has the highest likelihood to sustain affordable housing over the near future.

OFF-SITE REPLACEMENT HOUSING

In order not to import poverty by warehousing low-wealth families in communities of low opportunity, MHB commits to seeing that off-site public housing units also are developed within a mixed-income context. This means that redevelopment off-site becomes much more structured, generally is developed in neighborhoods of higher opportunity, and truly brings “hope” to low-wealth residents. It is contemplated that 75+ units will be developed or repositioned off-site.

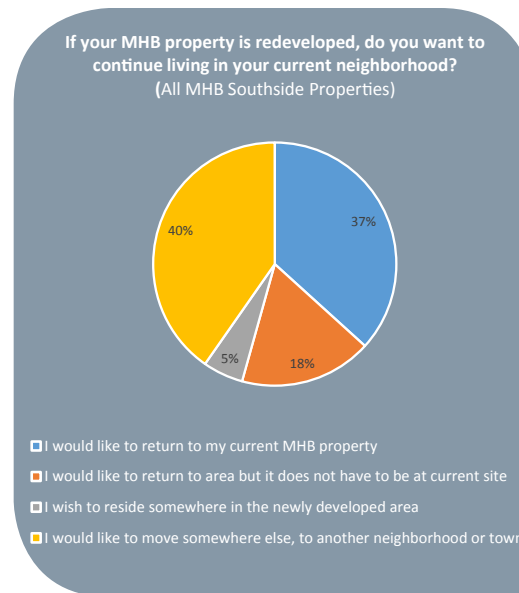
RELOCATION STRATEGY

The Right-of-Return Policy and Relocation Plan are key aspects of the Southside CNI Neighborhood Relocation Strategy. Resident relocation will be required to clear portions of the site for a phased redevelopment effort.

A review of the resident preferences at this preliminary stage suggests that the desire to return to the new community is strong. Nearly 60% of the 950 households living in MHB's Southside properties when the resident needs assessment survey was conducted indicated an initial desire to return to the revitalized community. While it may be that this number will lessen over time, MHB's contemplated number of affordable housing units, coupled with Vouchers in the revitalized site will meet a significant portion of the affordable housing need.

All tenants who are lease compliant are guaranteed an opportunity to return to the replacement housing, if they wish to do so. MHB has made it clear to its residents at numerous meetings that what is happening now is a planning process and explained that they do not need to move (and should not think about moving now).

The general principles supporting the right to return are contained in the Relocation Plan of the Mobile Housing Board for the residents of the three Southside CNI Neighborhood public housing communities. Particulars



regarding the actual exercise of the right will be further refined during discussions between the master development team, Resident Associations, residents, and MHB.

What will happen to the current residents? Critical to the successful revitalization of MHB's Southside properties are the services that will need to be provided to MHB residents to ensure that they are supported during any required relocation. These services will also assure that residents have an opportunity to enhance life and employment skills so that they can thrive in the new Southside CNI Neighborhood or their chosen community. To make way for the new Southside community, current residents of Thomas James and R.V. Taylor will be relocated from the sites in phases to other housing of each family's choice. This may include other affordable housing, housing with relatives, housing with other providers, Housing Choice Vouchers, and other housing options. MHB will establish a tracking system to ensure that each family who remains in good standing will have an opportunity to return to the newly redeveloped community if they want to. This is at the core of a Choice-based Relocation protocol that allows each family to choose what is best for that family.

Right to Return Provisions	Thomas James Place	R.V. Taylor Plaza	Frank Boykin Tower
<i>I. Remain lease compliant</i>	X	X	X
<i>II. Aren't engaged in criminal activity</i>	X	X	X
<i>III. Aren't over income</i>	X	X	X
<i>IV. Can meet essential lease requirements</i>			X
<i>V. Are suitable for bedroom the bedroom size apartments available</i>	X	X	X

Relocation Plan Overview:

MHB has developed a Relocation Plan to guide the relocation process. The Relocation Plan has three primary goals:

- a. Ensure that Choice Neighborhood residents will continue to live in affordable housing that meets their housing needs throughout the relocation process.
- b. Minimize any negative impacts caused by relocation to the greatest extent possible.
- c. Ensure that residents are made whole for eligible costs for relocation under the appropriate regulations.

Residents will receive relocation assistance to help achieve these goals, including individual counseling, mobility assistance, and supportive services referrals, as needed. MHB will apply lessons learned from its previous successful relocation efforts at Josephine Allen Homes and Roger Williams Homes.

Residents will receive one-on-one counseling to assist them in assessing their individual needs, including development of a supportive services plan. The relocation process is guided by the following principles:

1. Reimburse resident costs.

Given the limited incomes of Choice Neighborhood Residents even small moving costs can have a profound impact on a household's budget. MHB will pay all costs allowed by the Uniform Relocation Act (URA) or Section 18 regulations, if applicable, plus reasonable costs for the household's return to Choice Neighborhood.

2. Provide physical and psychological support for moving.

Beyond financial outlays, relocating can present physical, psychological and logistical burdens to those who have to move. This is especially true for frail individuals or those who have lived at Choice Neighborhoods for a long time and have little experience with moving. The Relocation Plan provides for resident counseling and the option for help to pack and unpack belongings, set up appliances and cover utility billing transfers.

3. Keep housing costs affordable, in appropriate new housing.

Housing costs at the new location must remain affordable to the household in order to preserve the family's housing stability. The new home must be equivalent to the housing at the original location, according to HUD's public housing standards. It must have the number of bedrooms required to accommodate the household's size. Always, the relocation unit must meet the standard of decent, safe and sanitary housing.

4. Minimize the number of times a household has to move.

To protect housing stability, residents should move as few times as possible. Residents will be given the option to make their first move from the property permanent, not temporary, and to move only once before returning, if they choose.

5. Set fair and equitable priorities to govern the order in which households are given choices about their moves.

Because the Choice Neighborhoods population is diverse, household requirements vary greatly. For example, the needs of families with school children vary significantly from the needs of the frail elderly. Move priorities must take these varying needs and conditions into account.

MHB is committed to relocating families with school age children at times that will the minimal disruption to their school schedule, and generally, moves of households with school- aged children will be coordinated closely with school officials. Our relocation strategy includes resident tracking to ensure that residents receive proper relocation benefits and have the opportunity to return to the revitalized Southside CNI Neighborhood as replacement units become available. Data will also be collected on a regular basis to evaluate the effective of the strategies of our plan to improve resident outcomes.

AFFIRMATIVELY FURTHERING FAIR HOUSING

The revitalized community will meet applicable fair housing accessibility, visitability requirements, and will provide meaningful opportunity for various populations to enjoy services and programs. The community expects economic, racial and ethnic diversity to increase through the development of mixed-income housing. Broadening the income mix of residents will serve to deconcentrate current levels of neighborhood poverty.

MHB will adopt affirmative marketing procedures and require its development partners also to undertake affirmative marketing activities. The use of Housing Choice Vouchers as part of the relocation and mobility strategy will allow this to occur.

FINANCING PLAN

The Preliminary Financing Plan is extremely complex. Based on preliminary discussions with HUD's RAD Office, the Southside Master Development Team contemplates using the following financial vehicles to demolish and reposition the public housing properties in the Southside CNI Neighborhood.

Rental Assistance Demonstration ("RAD") would support the subsidy for R.V. Taylor replacement units. Project-based Vouchers or LIHTC resources are contemplated for the replacement and/or subsidy of Frank W. Boykin Tower and Thomas James Place units. MHB may seek to reposition property using LIHTC (the preferred method), RAD or if RAD is not feasible, through HUD's Section 18 Demolition/Disposition process.

MHB will use appropriate amounts of Capital Fund Program ("CFP"), Replacement Housing Factor ("RHF") and public housing reserves related to the subject properties for the redevelopment effort.

The Master Development Team anticipates using 9% and 4% Low Income Housing Tax Credits ("LIHTC") for off-site development, including a 9% award during the FY2016 Tax Credit round. Tax credits (4% LIHTC) are also contemplated for the potential revitalization of Boykin Tower. They will seek to bridge any gaps in financing using conventional debt and equity, provided the redeveloped housing can support the debt.

Portions of MHB's Southside properties may be leased or sold for the development of commercial and other retail and mixed uses. Potential proceeds from such sales will be used to further the housing development on the site.

Since the Financing Plan is subject to a host of contingencies, including the requirements of the Alabama Housing Finance Authority ("AHFA"), banks, lenders and equity firms, the Financing Plan for each phase of development will change and may be modified frequently.

In pursuit of these strategic goals, thoughtful and timely financing will be essential. Multiple financing mechanisms will need to be pursued, many of which will need to be coupled to make the mixed finance model a reality.

Potential resources that can be used to finance revitalization include:

Low Income Housing Tax Credit Program (“LIHTC”). A state-administered federal program that provides a tool for raising equity and debt to finance renovation and construction of affordable rental housing.

Developer Partner Resources. HUD allows housing authorities to competitively procure private developers as partners to redevelop public housing communities into mixed-use, mixed-income communities with new housing and other redevelopment to replace demolished public housing units.

Municipal Partners. Public housing sites traditionally pay no property taxes. Redevelopment as new mixed-use, mixed-income communities can generate significant property and sales tax revenue, which can be converted into financing that a municipality can use to help fund redevelopment, through Tax Increment Financing (“TIF”) or other bond financing.

Rental Assistance Demonstration Program (“RAD”). A recent HUD program that allows housing authorities to convert conventional public housing to Project-Based Section 8 subsidized housing, giving the authority the ability to leverage capital for renovations and new construction (see www.HUD.GOV/RAD).

Traditional Financing Mechanisms.

Traditional financing methods include bond financing, 203(f) loans, Federal Home Loan Bank loans, conventional financing and other financing vehicles that can be used in conjunction with HUD repositioning programs such as RAD. Given the size of the transformation MHB contemplates, numerous HUD, Federal and other funding mechanisms and streams will be required to complete the transformation.

Tax Increment Financing (“TIF”). MHB will continue a close relationship with the City of Mobile and look for opportunities for local funding. A tax increment finance district could be established to fund infrastructure improvements to streets and sewers in the communities MHB is addressing in the Southside CNI Neighborhood.

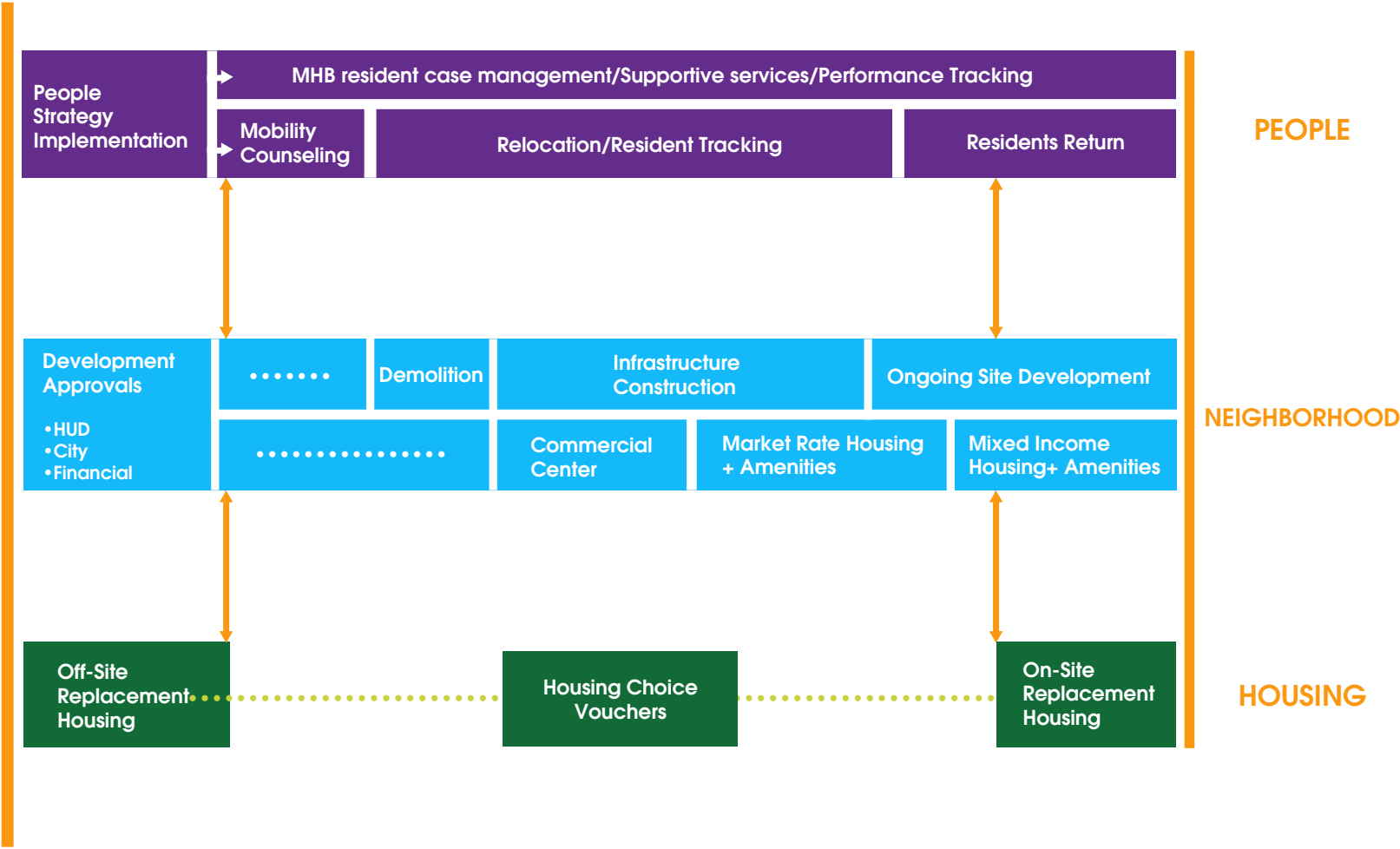
Leveraging. MHB will consider leveraging its most valuable asset – its real estate. Depending on the circumstances and the financial and repositioning benefits for MHB, MHB could sell, lease, swap or develop a portion of this land.

Choice Neighborhoods Initiative (“CNI”) Implementation Grant or Successor Program.

This highly competitive HUD grant program represents an opportunity to not only help finance the development of new housing, but to provide neighborhood improvements and supportive services that meet the needs of MHB families. It is not clear whether the funding will continue under the new federal administration. It is hoped that the CNI Implementation initiative will continue or a successor program will be designed.

CNI PLAN IMPLEMENTATION SEQUENCE

SOUTHSIDE CHOICE NEIGHBORHOODS PLAN
ACCEPTANCE





ACHIEVING SUCCESS - IMPLEMENTATION

The CNI Plan Implementation Sequence Timeline shows how the People, Housing, and Neighborhood components of the Southside Choice Neighborhoods Plan intersect and are expected to generally proceed. The initial focus is on moving the neighborhood redevelopment plan forward and providing MHB residents with the resources that will allow them to thrive in the revitalized community.

Successful revitalization will bring new residents, new businesses and new opportunities to the Southside community, creating a dynamic new place. As this occurs, it is important to continue to support and strengthen the community connections that have emerged from the CNI planning process.

Organizing for change has involved working with neighborhood leaders and community partners to strengthen their capacity to be effective participants in the implementation of neighborhood improvement recommendations. These stakeholders can help to “sell” the vision that they collectively created to City leaders and other entities that can provide the financing needed to implement specific neighborhood improvement projects, through the City’s capital improvement program budget and other grant opportunities.

While MHB is taking the lead on the revitalization of its holdings, there is also a significant need for improved housing and

local business development in the adjacent Maysville, Oakdale and D.I.P. neighborhoods. One idea is to develop a local community development corporation (CDC) or community housing development organization (CHDO) to take the lead on neighborhood housing improvements and help coordinate other neighborhood-based improvement initiatives. Neighborhood revitalization initiatives may also be aligned with the economic development initiatives at the Brookley Aeroplex led by the Mobile Airport Authority.

NEIGHBORHOOD PLAN

The new Southside CNI Neighborhood will be a vibrant and desirable community with amenities for everyone. The distinctive physical environment of the revitalized community will provide old and new residents with a new beginning. The transformation will clearly demonstrate that the old “Birdville” is no more.

The existing infrastructure is at the end of its useful life and needs to be replaced in order to support the new community. We have the opportunity to address the safety, access and sustainability challenges that were identified by residents through comprehensive redesign of the neighborhood. Best practices, such as Crime Prevention Through Environmental Design (“CPTED”), Leadership in Energy and Environmental Design for Neighborhood Development (“LEED-ND”), and the Healthy Community Design Initiative developed by the Centers for Disease Control will be systematically employed to ensure that the new community is one that is safe, exciting, desirable, promotes healthy lifestyles, and meets the needs of all of its current and future residents.

PEOPLE PLAN

Based on the preliminary relocation preferences from the MHB resident needs assessment survey, we anticipate that MHB’s current resident population will be living in Mobile neighborhoods with higher opportunity, while awaiting the redevelopment of the Southside CNI Neighborhood. Many are likely to choose to remain in their new neighborhoods. A strong case management approach will be used to ensure that these low-income families prosper. MHB will develop and pilot targeted resident services initiatives at Thomas James Place, R.V. Taylor Plaza and Frank Boykin Tower before any relocation begins. These initiatives will allow MHB residents to be engaged and supported in acquiring the skills that they will need to be successful in the new Southside CNI Neighborhood, or in another Mobile neighborhood, should they choose not to return. MHB has many long-standing organizational partners ready to assist in this effort.

MHB residents are being connected with services and programs provided by City and regional service providers and MHB’s organizational partners. New program initiatives are being developed to fill service gaps, and the community has embraced a coordinated network to a broad range of providers under a “Continuum of Care” practice model.

To ensure that a sense of community continues to flourish, there have been a series of voluntary resident engagement activities and events to help build capacity for success throughout the transformation process.

HOUSING PLAN

Today, nearly 950 MHB resident households live within the Southside CNI Neighborhood. When redevelopment is complete, there will be around 2,000 new or renovated residential apartments. Approximately 25% to 33% of these units (500 to 660 apartments) are expected to be available to MHB families who chose to return to the neighborhood. Not all of MHB’s units will be replaced on-site. The replacement housing plan has been designed to create a balanced housing mix that accommodates working , moderate-income families and market-rate renters in addition to MHB households that wish to return.

COLLECTIVE GOVERNANCE

Redevelopment of MHB's Southside properties and improving opportunities for the residents living at Thomas James Place, R. V. Taylor Plaza and Frank Boykin Tower is critical to the successful revitalization of the Southside CNI Neighborhood. However, this transformation cannot be done by MHB alone. Through the CNI planning process, organizational partnerships have developed and strengthened. These partnerships promise to continue to grow as the elements of the Southside Choice Neighborhoods Plan are implemented.

These partners and their roles include:

HOUSING

- Mobile Housing Board – property owner
 - Thomas James Place Residents' Association
 - R.V. Taylor Plaza Residents' Association
 - Boykin Tower Residents' Association
- Pennrose Properties/BLOC Global, LLC and Hollyhand Development, LLC – master development team
- City of Mobile – land use and development approvals

NEIGHBORHOOD

- Pennrose Properties/BLOC Global, LLC and Hollyhand Development, LLC – master development team
- Mobile Housing Board – property owner
 - Thomas James Place Residents' Association
 - R.V. Taylor Plaza Residents' Association
 - Boykin Tower Residents' Association
- City of Mobile – land use and development approvals, public safety initiatives, infrastructure enhancements

- Mobile County Commission
- Maysville Community Action Group
- The WAVE Transit System

PEOPLE

- Mobile Development Enterprises – People Lead
 - Thomas James Place Residents' Association
 - R.V. Taylor Plaza Residents' Association
 - Boykin Tower Residents' Association
 - Community Foundation of South Alabama

- Education and Youth Partners

- Mobile County Public School System
- Mobile Area Education Foundation
- Boys & Girls Clubs of South Alabama
- West Bay Christian Center
- Gulf Regional Early Childhood Services
- Bishop State Community College

- Health Partners

- Mobile County Health Department
- Franklin Primary Health Center, Inc.
- Via! Health, Fitness & Enrichment Center
- University of South Alabama Medical Center

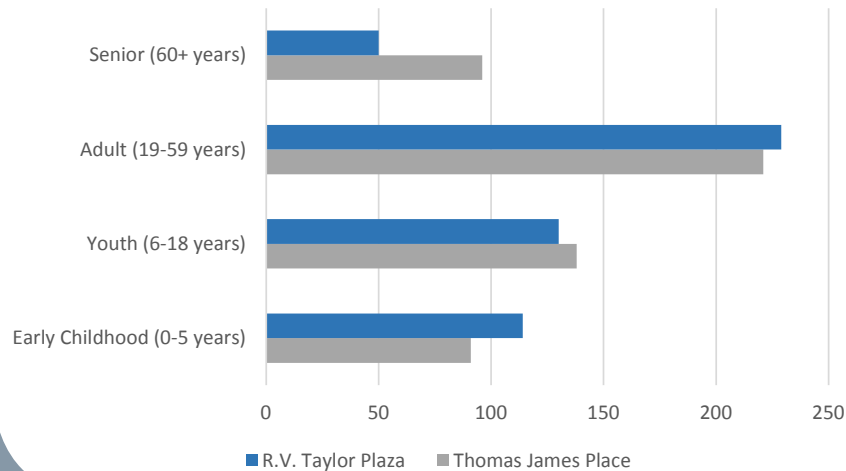
- Economic Empowerment Partners

- Mobile Works
- University of South Alabama Small Business Development Center
- Mobile Area Chamber of Commerce
- Bishop State Community College

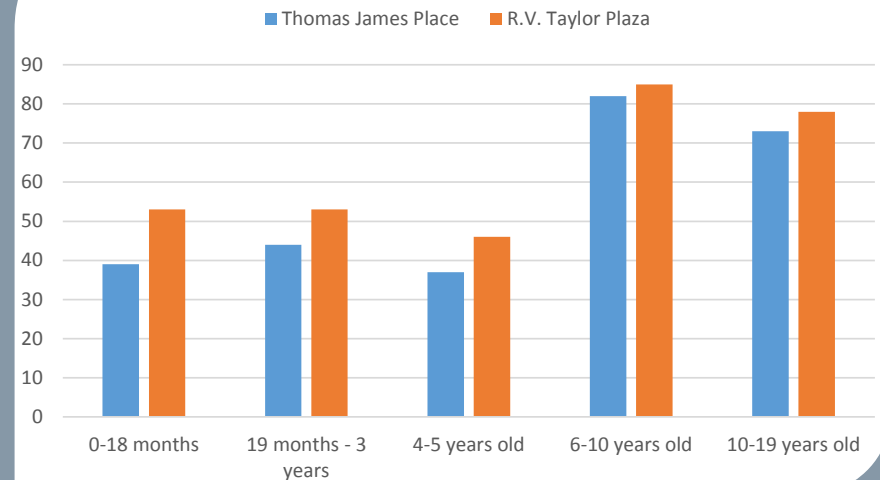
Appendix A:
***MHB Resident Needs
Assessment Survey
Summary Results***

Resident Profile

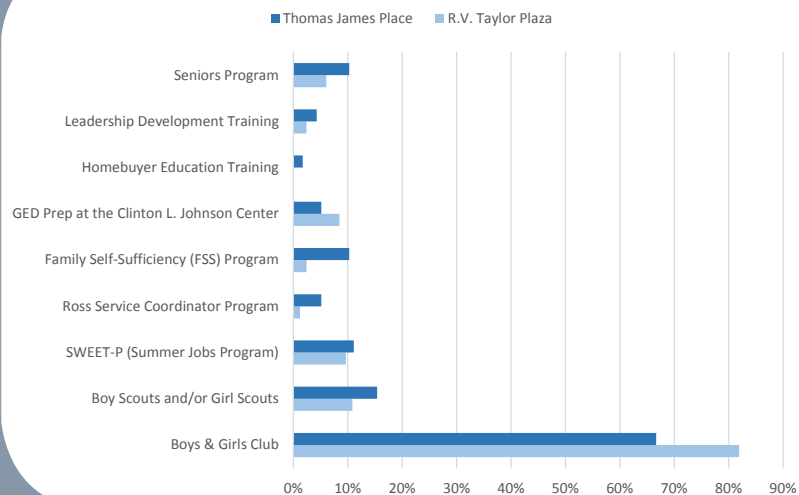
How many people live in your household by age?



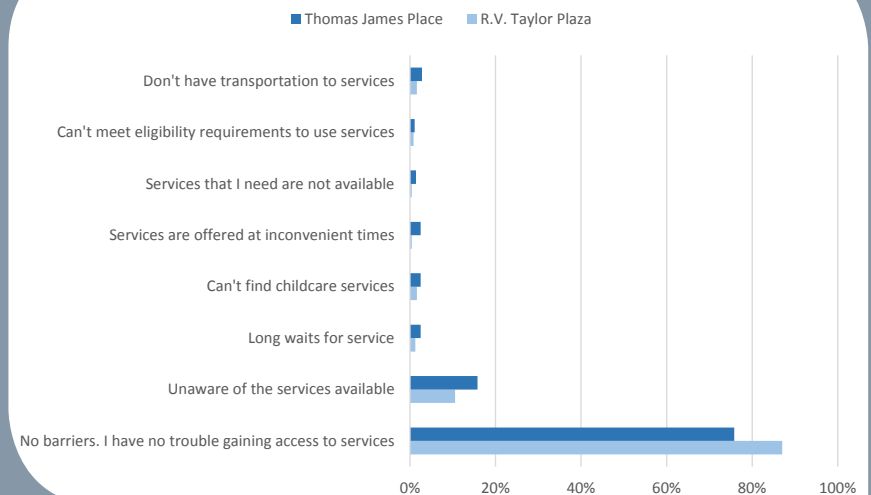
How many children do you have in the following age brackets?



Members of my household participate in the following MHB programs and services.

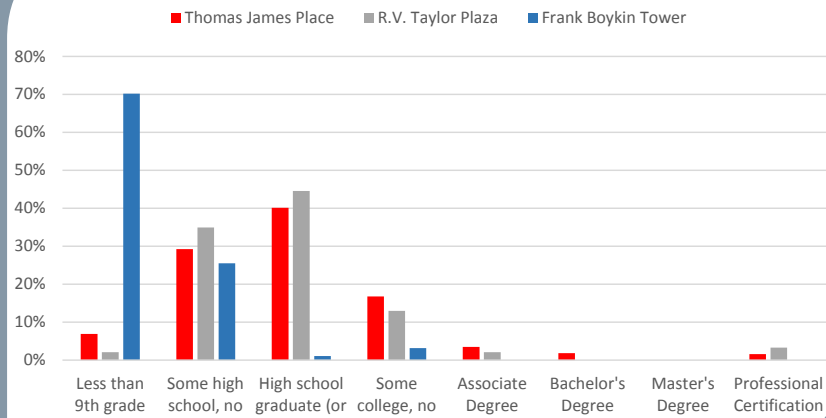


Are there barriers that keep you from using the services offered by MHB?

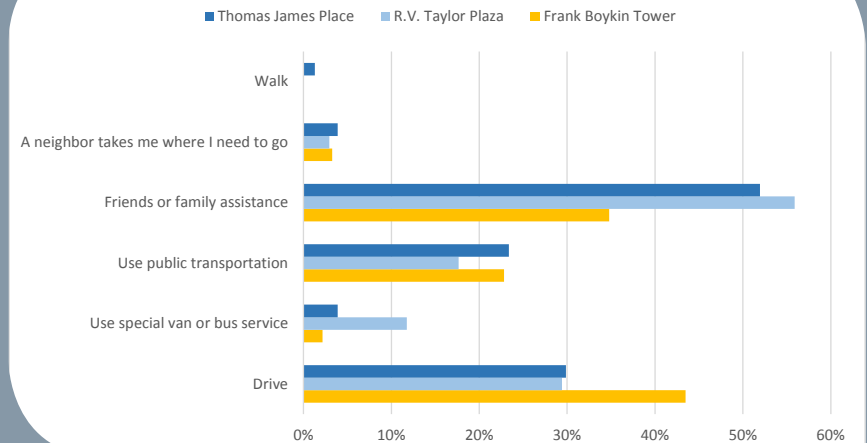


Resident Profile

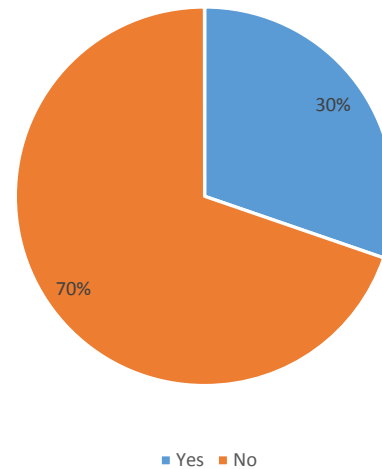
What is the highest education level of the adults living in the household?



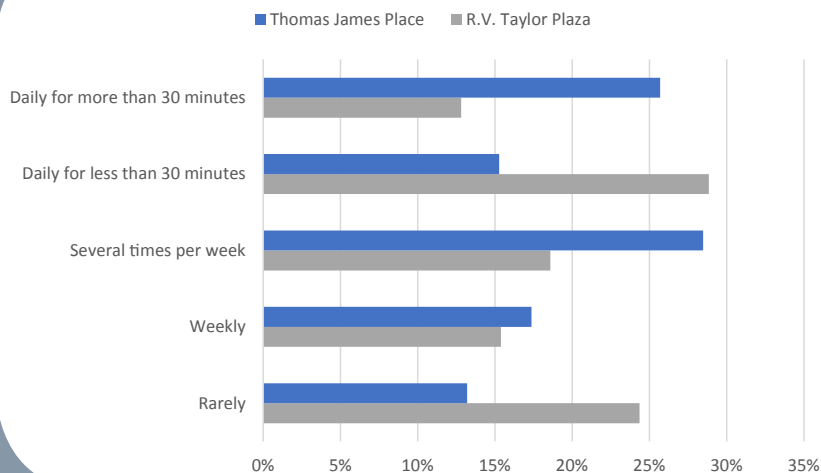
How do seniors in your household usually travel to appointments?



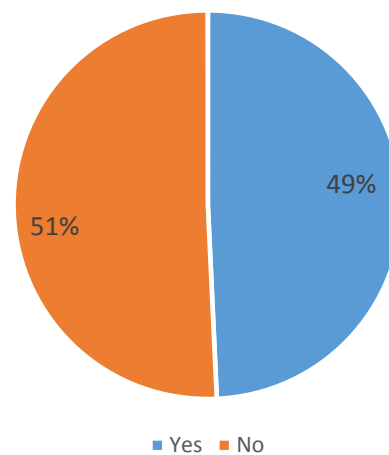
Do you live within walking distance of basic amenities ?



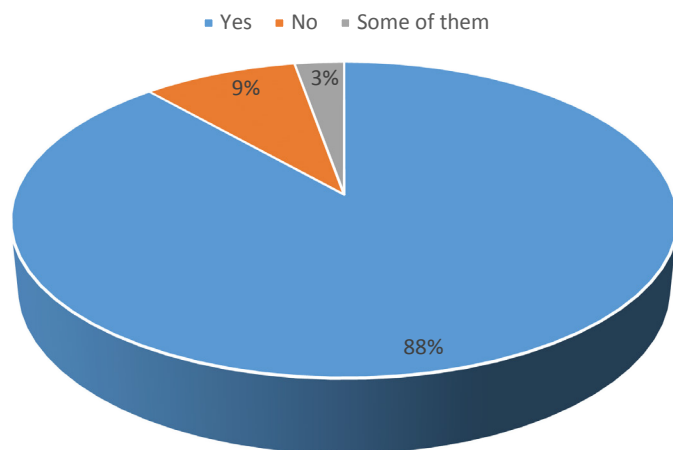
How often do you read to your young children?



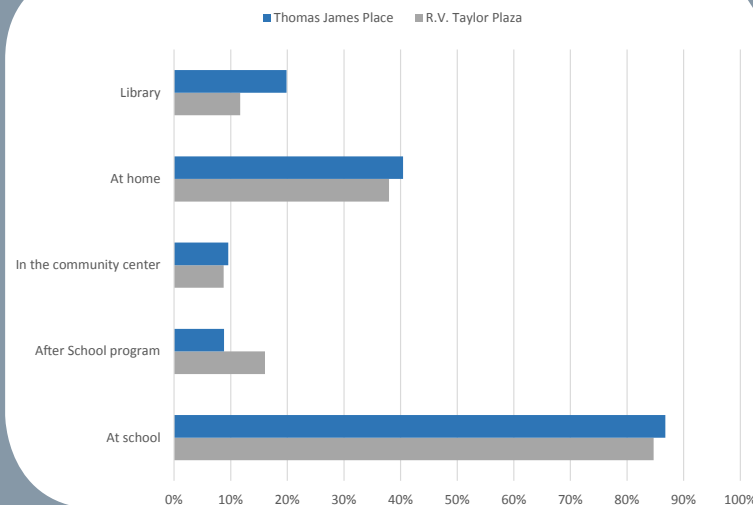
Are your children ages 0-5 years enrolled in nursery school, preschool or kindergarten?



Have you met your children's teachers?

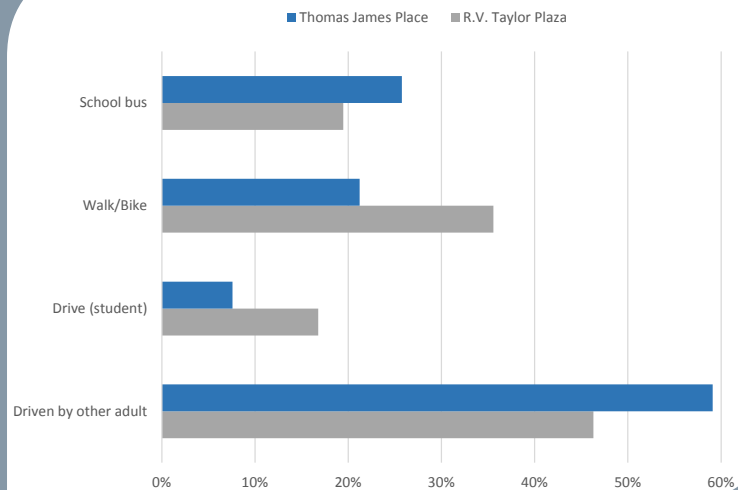


Where do your children use a computer?

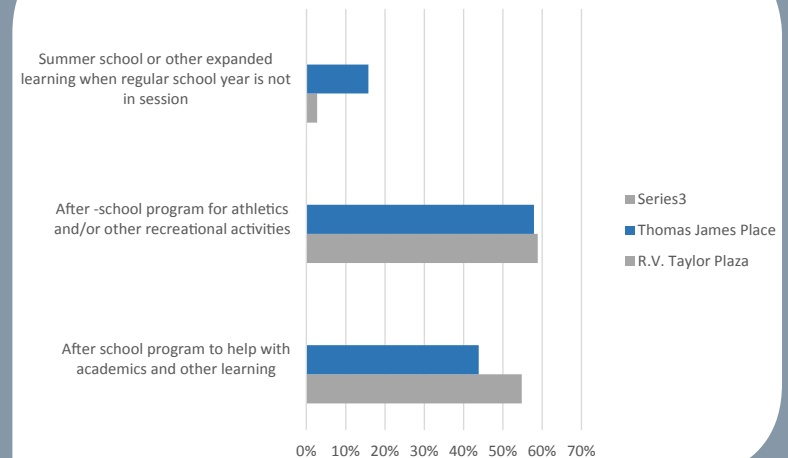


Education

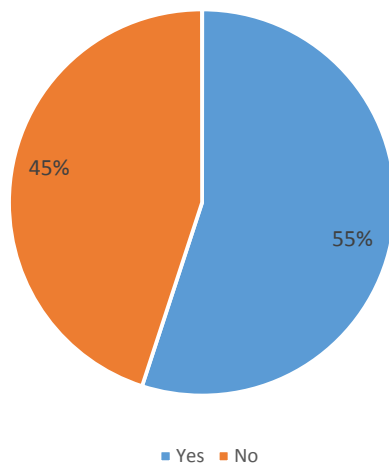
How are your children transported to school?



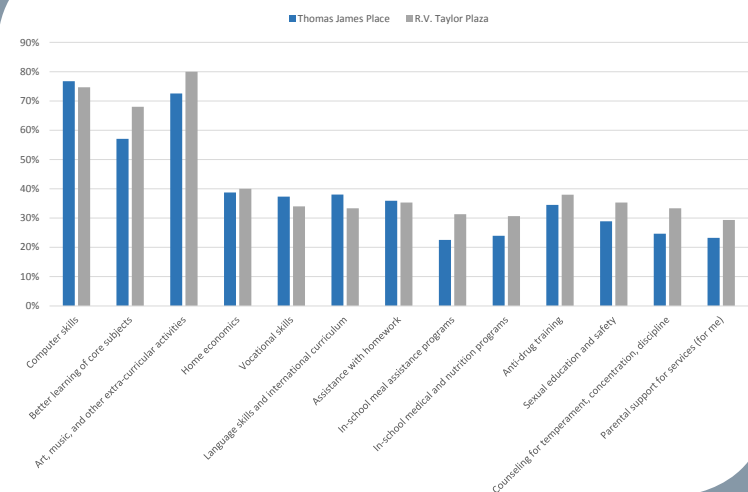
Do your children participate in any of the following?



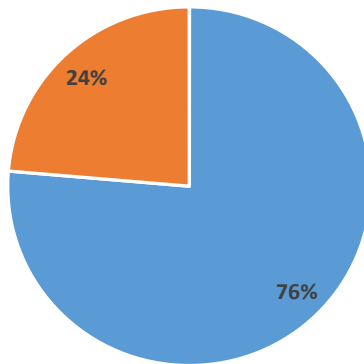
If your children are in high school, are they considering attending college/job training program?



What education opportunities or programs would you like to see your children receive?

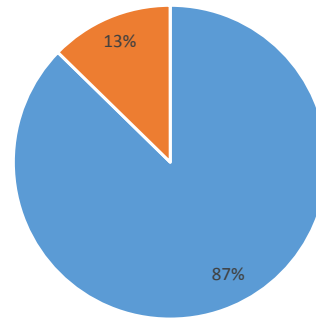


Are you in good health?



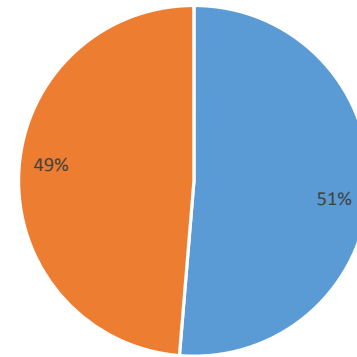
■ Yes ■ No

Have you had a physical exam in the last 12 months?



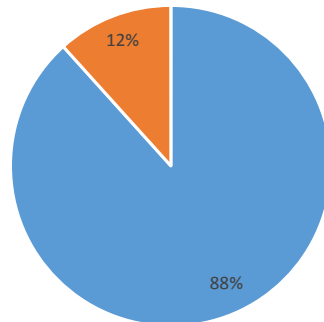
■ Yes ■ No

Do you have a dentist?



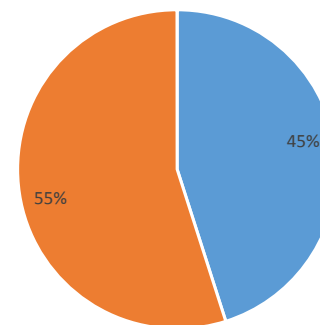
■ Yes ■ No

Do you use a regular doctor or clinic instead of the emergency room?



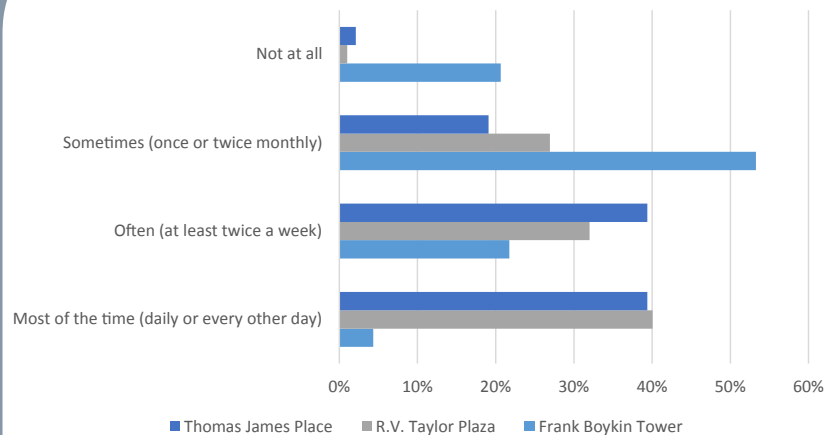
■ Yes ■ No

Have you had preventive dental care during the past 12 months?

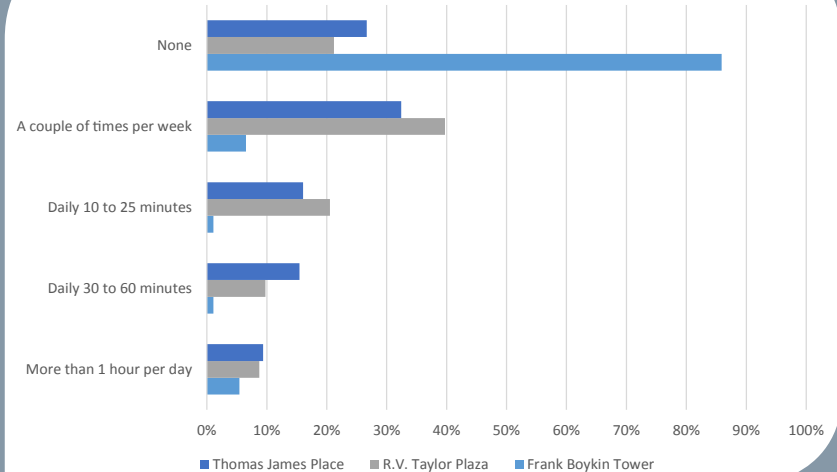


■ Yes ■ No

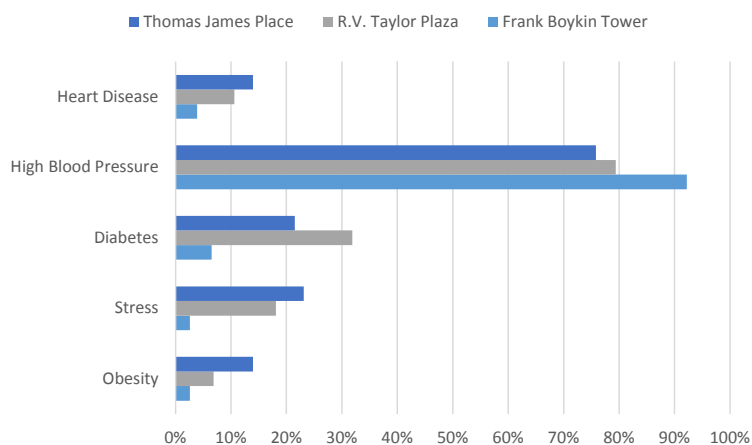
Does your family eat fruits and vegetables?



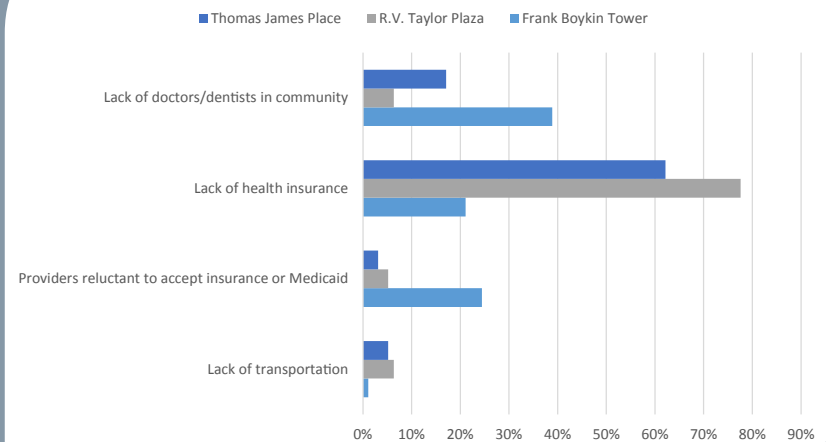
Do you exercise regularly by walking, dancing, jogging or lifting weights?



Is anyone in your household dealing with the following conditions?

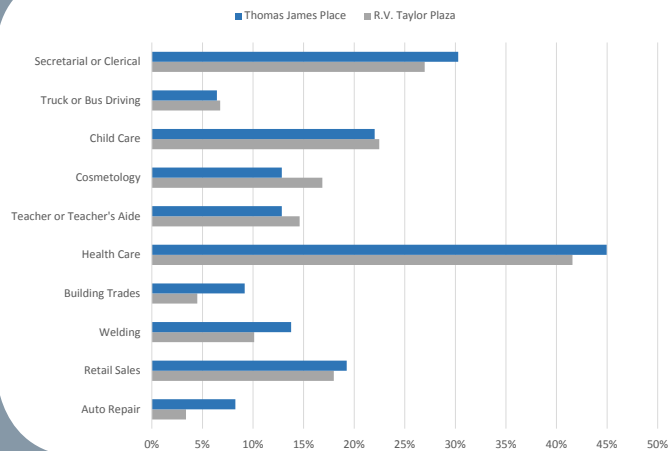


What prevents you from going to the doctor or dentist for regular checkups?

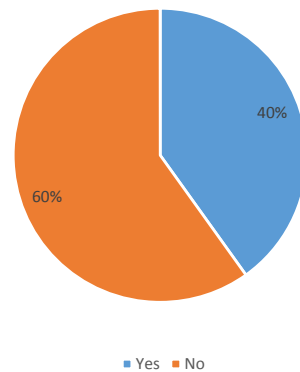


Employment

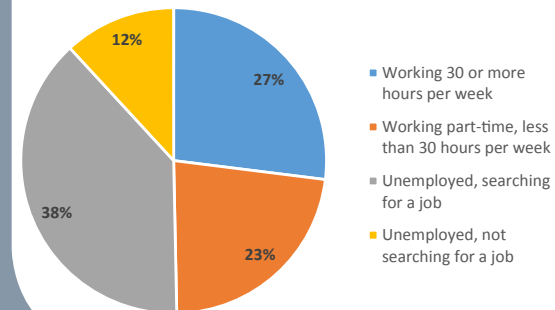
What types of job training do the adults in your household want to obtain?



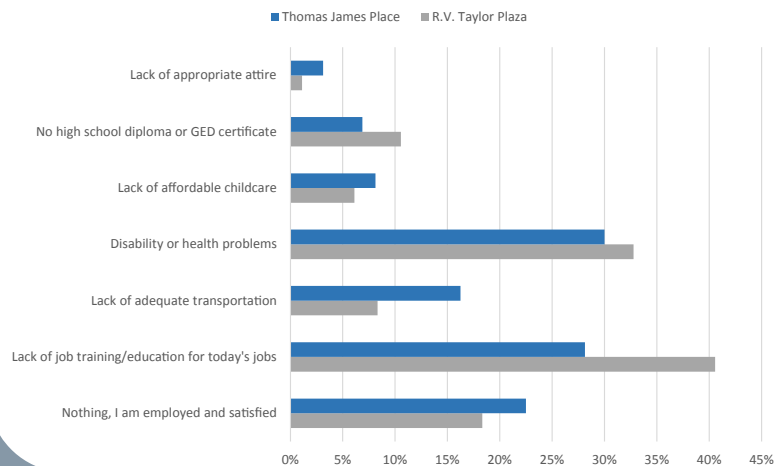
Are there any adults in your household that would be interested in participating in a job training program?



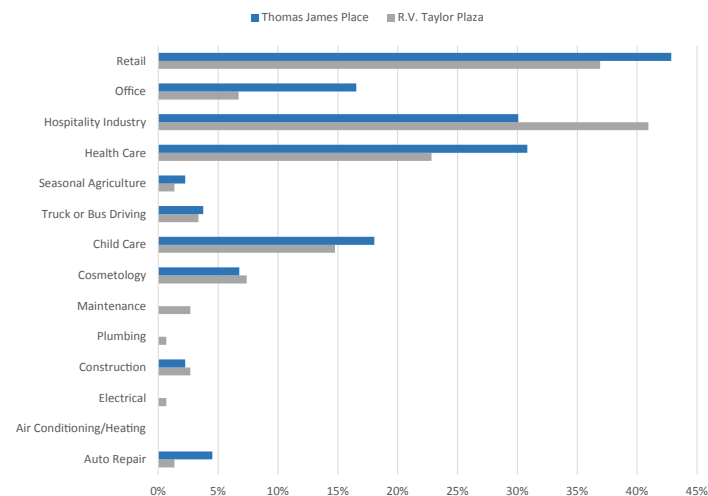
What is the present work status of all adult members of your household?



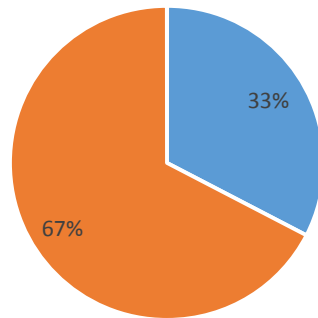
What prevents the adults in your household from working or finding a higher paying job?



What kind of job skills do the adults in your household have right now?

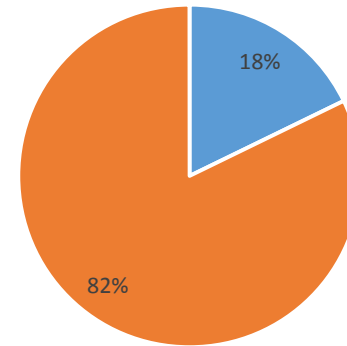


Would you be interested in credit counseling?



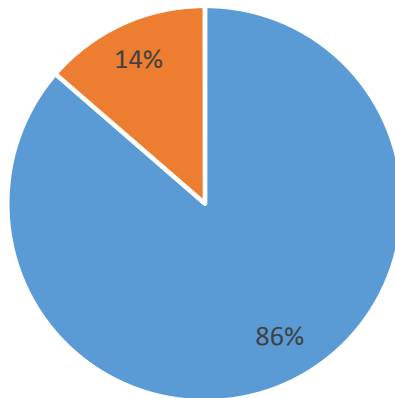
■ Yes ■ No

Do you know your credit score?



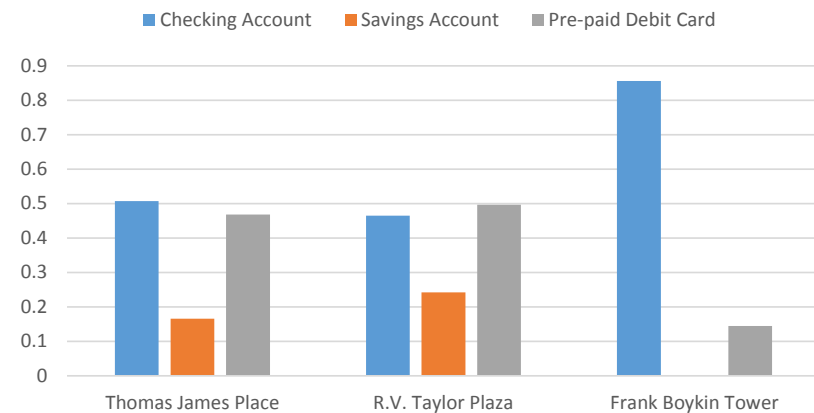
■ Yes ■ No

Do you pay your bills on time?

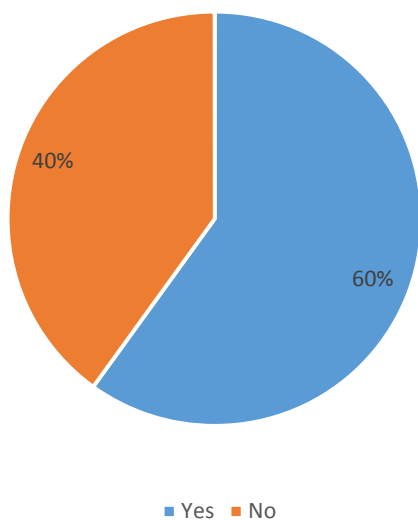


■ Yes ■ No

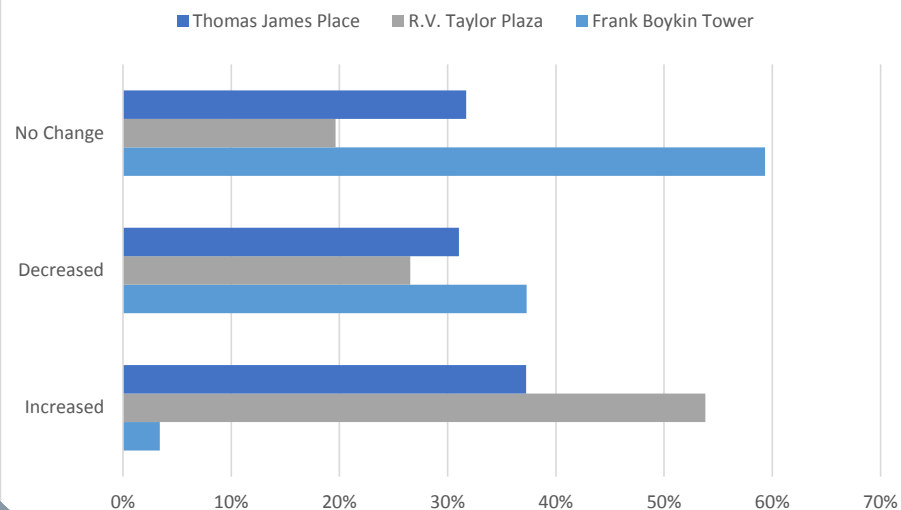
Do you have any of the following?



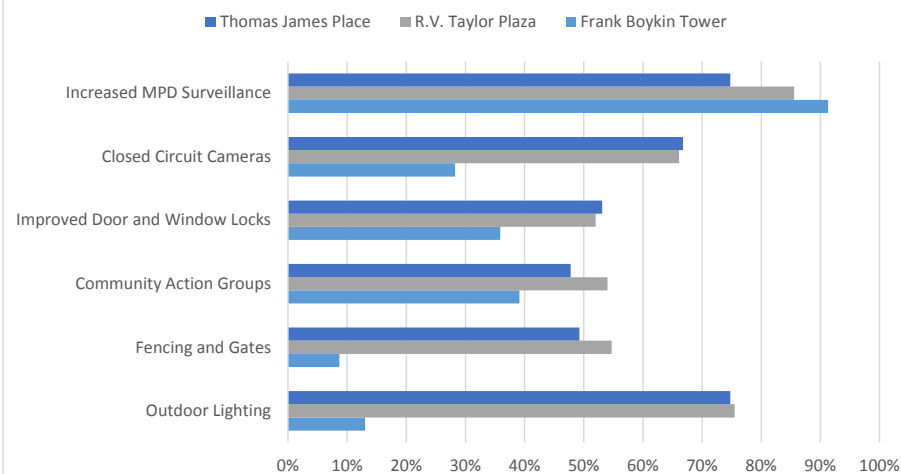
Do you feel safe in your neighborhood?



How has the level of crime in your neighborhood changed in the past year?

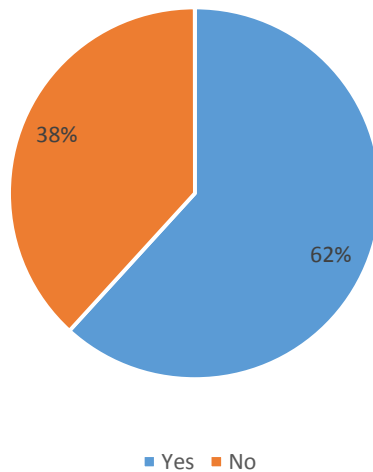


What could the Mobile Police Department or the Mobile Housing Board do to help reduce crime in your neighborhood?

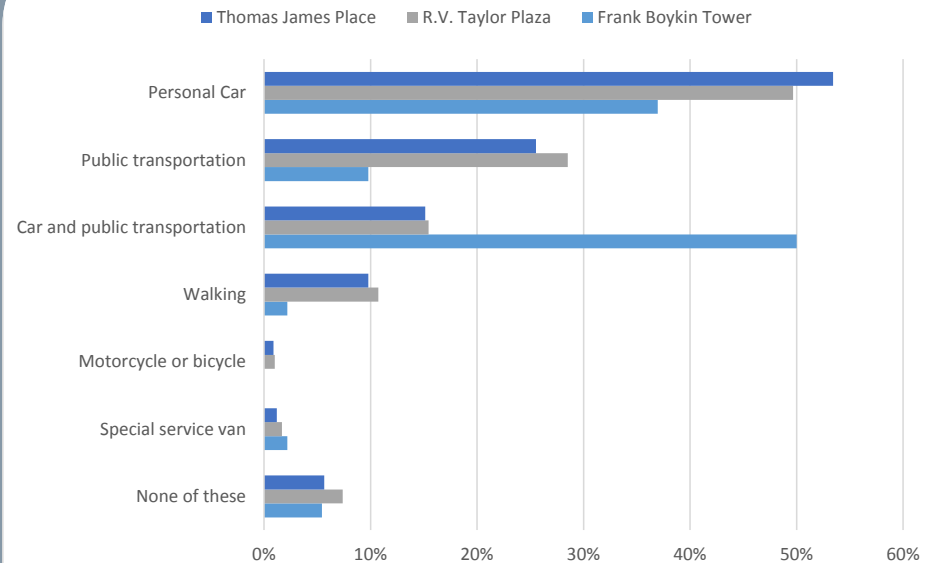


Transportation

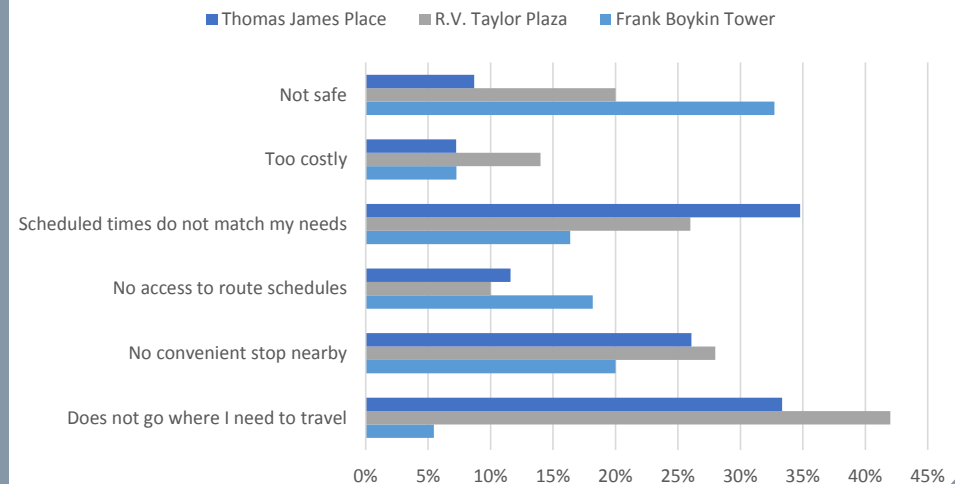
Does the WAVE public transportation system meet your normal daily needs?



What type of transportation does your family use most often?



If the WAVE public transportation system does not meet your needs, what are the reasons why?



Appendix B:
***Alternative Land Use
Development Concepts***

Concept A: Community Parks

Concept A is organized around two larger community parks, each of which include a large number of live oak “heritage trees.” The parks would become the primary gathering places for the neighborhood, and would also serve as attractive areas for water retention and recreation. The street network of Concept A is designed to connect the neighborhoods to the north, west and south into the revitalized MHB property through traditional walkable blocks. Larger scaled commercial uses are proposed for the northwest corner of Michigan Avenue and I-10. North of this area, the plan proposes four blocks of smaller-scaled mixed-use development as the neighborhood center. Moving north on Michigan Avenue, a series of higher density (apartments) and medium density (townhomes) residential blocks are proposed. Higher density housing is also located between the commercial development and the large open space on the Thomas James Place site. New lower density (single-family) development is located on the eastern portion of the R.V. Taylor Plaza site and the northern portion of the Thomas James Place site. Two blocks within the community are dedicated for future community buildings. The site on the southeast corner of Hurtel and Dauphin Island Parkway is envisioned as future commercial development. Boykin Tower could be renovated and upgraded as a part of this Concept.



Concept B: Neighborhood Squares

Concept B is organized around a series of neighborhood squares. This pattern is often seen in Mobile's older, more established neighborhoods. Each square would be ringed with new housing and could be programmed for different uses. The surrounding housing blocks would take ownership of the neighborhood squares, helping with beatification efforts as well as community safety. The street network of Concept B is designed to connect the neighborhoods to the north, west and south into the revitalized MHB property through traditional walkable blocks. Larger scaled commercial uses are proposed for the northwest corner of Michigan Avenue and I-10 in a block format that could transition over time. North of this area, the plan proposes five blocks of smaller-scaled mixed-use development, clustered around a plaza, as the neighborhood center. Moving north on Michigan Avenue, a series of higher density (apartments) blocks are proposed. Higher density housing is also located north of the commercial development on the Thomas James Place site. Moving west and east from the Michigan Avenue corridor, medium density (townhomes) development transitions to new lower density (single-family) housing. Two blocks within the community are dedicated for future community buildings. The site on the southeast corner of Hurtel and Dauphin Island Parkway is envisioned as future commercial development.



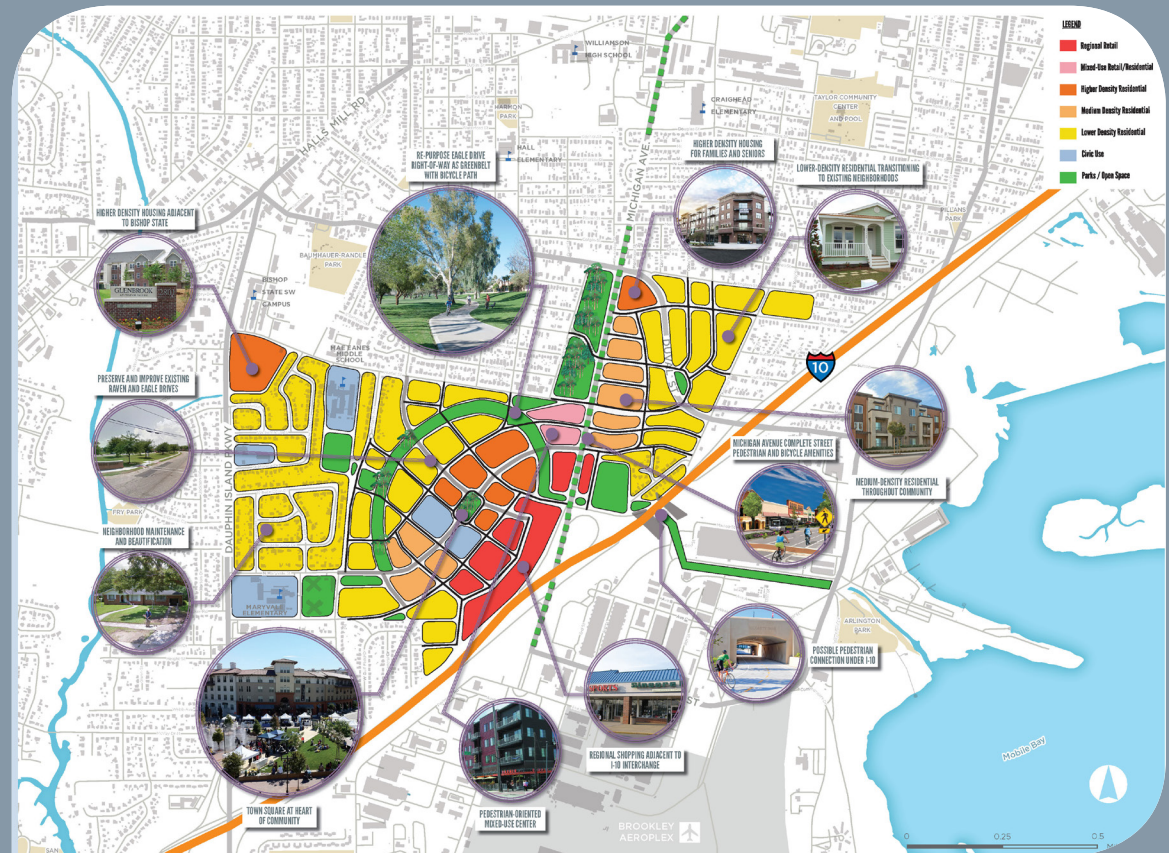
Concept C: Creek Walks

Concept C is organized around the existing natural drainage corridors that run through Thomas James Place and R.V. Taylor Plaza. The drainage areas would be upgraded to become important community amenities through landscaping and creek walks. An open, well-lit pedestrian underpass is proposed under I-10 to help connect the community to Arlington Park and the Brookley Aeroplex. The street network is designed to connect the neighborhoods to the north, west and south into the revitalized MHB property through traditional walkable blocks. Six blocks dedicated to larger scaled commercial uses are proposed for the northwest corner of Michigan Avenue and I-10. North of this area, two blocks of smaller-scaled mixed-use development as the neighborhood center are shown. Moving north on Michigan Avenue, medium density (townhomes) residential blocks are proposed, transitioning to lower density (single family) moving north. Higher density housing (apartments) are primarily located on the central portion of the Thomas James Place site. New lower density (single-family) development is located on the eastern and northern portions of the site. One block within the community is dedicated for future community buildings. The site on the southeast corner of Hurtel and Dauphin Island Parkway is envisioned as future commercial development.



Concept D: Green Belt

Concept D is organized around the reuse of existing infrastructure on the Thomas James Place site. Portions of the existing ring road (Cardinal Drive) would be re-purposed as a linear park corridor, providing recreation opportunities for area residents. This linear park would be connected to a series of neighborhood parks, including two on excess school property south of Mae Eanes and east of Maryvale. Portions of Eagle and Raven drives could be retained and improved in this scenario. Six larger scaled commercial uses are proposed for the northwest corner of Michigan Avenue and I-10. North of this area, the plan proposes two blocks of smaller-scaled mixed-use development as the neighborhood center. Moving north on Michigan Avenue, medium density (townhomes) residential blocks are proposed along with one higher density (apartments) block. Additional higher density housing is located at the center of the Thomas James Place site. Lower density (single-family) development is located on the eastern and northern portions of the R.V. Taylor Plaza site. Two blocks are dedicated for future community buildings. The site on the southeast corner of Hurtel and Dauphin Island Parkway is envisioned as future higher density residential development. An open, well-lit pedestrian underpass is proposed under I-10 to help connect the community to Arlington Park and the Brookley Aeroplex.



Appendix C:

LEED-ND Certification Analysis

Sustainability is an overarching theme of the Choice Neighborhoods Transformation Plan (the plan), and has been a priority throughout the planning and design process for MHB's properties and the overall Southside CNI Neighborhood. The project housing site is being designed with particular attention to compliance with the principles and spirit of LEED for Neighborhood Development (LEED-ND), and it is our goal that the project contribute to a healthy, vital, sustainable, walkable Southside CNI Neighborhood that supports the needs of all its residents, and provides a high quality-of-life. The Southside project team affirms that the site design will place a high value on sustainability, and will be refined continually to assure compliance with LEED-ND principles, including the ability of individual development elements to meet LEED-ND certification standards.

Smart Location and Linkage

The vision for the Southside Neighborhood seeks to capitalize on the exceptional opportunity to create a spectacular "new town" environment that provides a range of new housing options for Mobilians in a dynamic mixed-use, mixed-income environment. Critically, the location of this "new town" will be within walking distance of quality employment opportunities, numerous shops and services, and a wealth of publicly accessible open space. The project satisfies locational requirements of LEED-ND under the "Smart Location and Linkage" category. The location is an infill site that will be integrated into the fabric of the larger Southside

Neighborhood and existing residential communities, and is currently being served by existing water and wastewater infrastructure. Further, the project is anticipated to meet all additional prerequisites related to Smart Location and Linkage, including:

- ▷ The presence or absence of imperiled species or ecological communities will be verified, and an approved conservation plan will be developed accordingly.
- ▷ Water quality, habitat, and biodiversity will be prioritized through the identification of impacted wetlands or water bodies (if applicable), and appropriate buffers and mitigation methods will be employed where needed.
- ▷ As this is an urban infill site, there are no anticipated impacts related to agricultural preservation.
- ▷ The project is located on a previously developed site, and is situated outside of the 100 year floodplain.

Neighborhood Pattern and Design

The project is being designed to achieve full compliance with the principles and intent of LEED-ND's "Neighborhood Pattern and Design" category. The plan is focused toward creating a multi-modal, pedestrian-friendly environment that encourages walking and bicycling, and promotes public health and well-being. Elements of walkability will be carefully considered in the final housing plan, including

ratios of building height to street width for maximum pedestrian comfort, the creation of continuous sidewalk networks throughout the neighborhood, number and location of curb-cuts, and the orientation of building facades and public access locations. In addition to the focus on walkability, the plan will also take care in ensuring that the neighborhood meets additional LEED-ND principles related to neighborhood pattern and design, including:

- ▷ Consideration of increased density to create compact built form, focused around neighborhood amenities and access to transportation options.
- ▷ Connectivity of any new development with existing parts of the broader Southside CNI Neighborhood, and prioritization of connectivity within the proposed "new town" environment to be created. While the Southside Neighborhood and MHB's properties were previously focused inwardly with numerous culs-de-sac and a general lack of connectivity or a traditional street grid, new development will seek to create a fine-grained street network that connects all parts of the new development and the existing neighborhood.

Green Infrastructure and Buildings

The entire project area is being designed to promote and embody the principles of sustainability. Meeting approved green building standards is a key component of the overall vision. The project is expected to include at least one building that will be designed, constructed, or retrofitted to attain certification pursuant to the requirements of LEED-ND. In addition to meeting minimum green building standards, the project is focused on ensuring that all Green Infrastructure and Buildings requirements under LEED-ND are attained, including:

- ▷ Any new construction or major renovations will be undertaken with the goal of meeting or exceeding minimum energy efficiency requirements under the appropriate LEED program criteria.
- ▷ Any new construction or major renovations will meet or exceed minimum thresholds for water efficiency established under LEED for Neighborhood Development.
- ▷ It is expected that impacts of construction activity will be anticipated and mitigated through the creation of an erosion and sedimentation control plan that will employ best management practices, meet or exceed minimum performance standards, and detail how the project will preserve existing vegetation and natural communities, minimize erosion and prevent issues related to the generation

of airborne dust and contaminants, and waterway sedimentation.

Commitment to LEED-ND Standards and Principles

In addition to the basic elements outlined above, a LEED-ND certified project must also achieve a minimum number of points under the credit system outlined in LEED for Neighborhood Development. Necessarily, there are component parts of the project that will need to respond to unforeseen circumstances and events during the development process, but the project is committed to meeting the spirit and intent of LEED, and attaining at least a minimum certification under the requirements of LEED for Neighborhood Development.

Appendix D:

Performance Indicators and Target Metrics

2015 baseline metrics were determined through 1) the MHB resident needs assessment survey results for Thomas James Place, R.V. Taylor Plaza and Frank W. Boykin Tower, 2) American Community Survey data, 3) MHB resident and case management data, and 4) Southside CNI Neighborhoods existing conditions assessment. 5-year target metrics were established for an initial set of performance indicators. As projects to implement the strategies included in the Southside CNI Neighborhoods Plan are initiated, additional baseline metrics and 5-year target metrics will be identified for applicable performance indicators.

Performance Indicator	Baseline Metric	5-year Target Metric
NEIGHBORHOOD		
Walkability index	Walkscore = 17	(15-Year Target) 70 (Very Walkable)
Number of Southside CNI Neighborhood business establishments	3	15
Number of Southside CNI Neighborhood community facilities	5	10
Number and percent of occupied residential units MHB properties Neighborhood	873/64% 2,028/80%	(15-Year Target) 660/100% 85%
Household income distribution (mean household income) MHB properties Neighborhood	\$11,014 \$20,400	20% Increase (\$13,217) 15% Increase (\$23,460)
Neighborhood renters paying 30% or more of income for rent	81%	65%
SAFETY		
Number of reported crimes (Part 1 Violent Crimes in Neighborhood 2015)	141	20% Decrease (113)
Percent of residents who report they feel safe MHB properties Neighborhood	60% 61%	80% 80%
Number of MHB target housing residents reporting that neighborhood crime is serious or very serious	42%	20%
Number of youth involved in crimes	11	6
Reported domestic violence incidents	25	15
CONNECTIVITY		
Percent of MHB target housing residents reporting that the WAVE system meets their transportation needs	62%	80%
EDUCATION AND YOUTH		
Number and percentage of MHB target resident children who are enrolled in early childhood programs.	Thomas James – 59/104 (57%) RV Taylor – 43/85 (50%)	85% 80%
Number and percentage of MHB target resident parents who report reading to their young children three or more times per week	65%	80%
Number and percentage of MHB target resident parents who attend school activities and programs during the school year Academic/tutoring Recreation/athletics Summer school	50% 58% 8%	65% 65% 15%
Number and percentage of MHB target residents who have met their children's teachers	88%	98%
Number and percentage of MHB resident youth who participate in job training and employment opportunities	Thomas James – 24% RV Taylor – 17%	30% 24%

EDUCATION AND YOUTH		
Number and percentage of MHB target resident children who are enrolled in early childhood programs.	Thomas James – 59/104 (57%) RV Taylor – 43/85 (50%)	85% 80%
Number and percentage of MHB target resident parents who report reading to their young children three or more times per week	65%	80%
Number and percentage of MHB target resident parents who attend school activities and programs during the school year		
Academic/tutoring	50%	65%
Recreation/athletics	58%	65%
Summer school	8%	15%
Number and percentage of MHB target residents who have met their children’s teachers	88%	98%
Number and percentage of MHB resident youth who participate in job training and employment opportunities	Thomas James – 24% RV Taylor – 17%	30% 24%
Number of MHB target housing residents working full-time and part-time	Thomas James – 20% RV Taylor – 28%	30% 35%
Number of interested MHB target residents that are youth who participate in job training programs (SWEET-P)	19	30
Number of local employers providing internships and apprenticeships available to MHB target housing residents	14	20
COMMUNITY EMPOWERMENT		
Number of MHB target housing residents who participate in neighborhood activities and events (clean up event)	37	50
Number and percentage of MHB target housing residents who participate in housing counseling and good tenant workshops	20%	40%