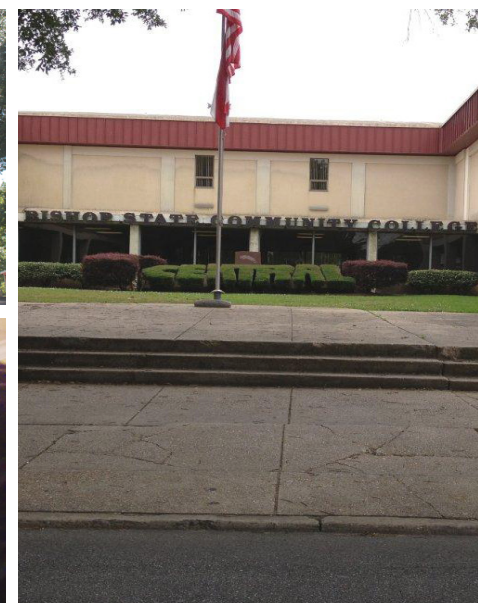




ROGER WILLIAMS HOMES / THREE MILE TRACE REDEVELOPMENT PLAN

Choice Neighborhoods Planning Grant FY 2014, Mobile, Alabama

JANUARY 13, 2017



ACKNOWLEDGEMENTS

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Mobile Housing Board and the CN team greatly appreciate participation of the Steering Committee members and all the residents of Roger Williams Homes, including

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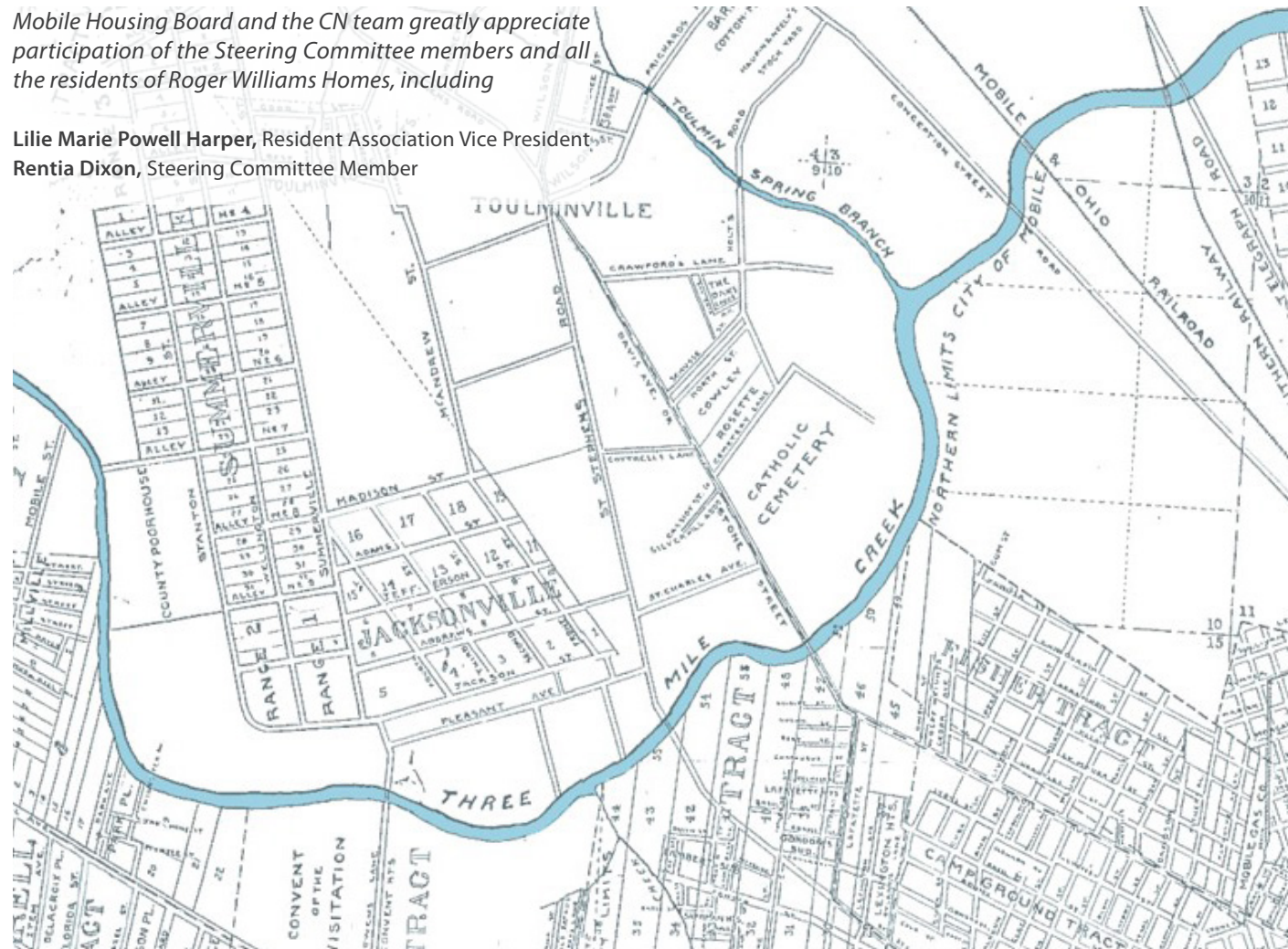




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The Roger Williams / Three Mile Trace Redevelopment Plan creates the means to inspire positive change in one of the poorest neighborhoods in the City of Mobile.

1. EXECUTIVE SUMMARY

1.1 NEIGHBORHOOD CONTEXT

The 1,015 acres of Roger Williams Homes / Three Mile Trace Choice Neighborhoods (CN) area is located only a mile (about a 5 minute drive) northwest of downtown Mobile. It is bounded by St. Stephens Road on the west, North Ann Street on the south, Toulmins Spring Branch/Three Mile Creek on the east, and South Wilson Avenue on the north. Three Mile Creek runs east-west and Martin Luther King Avenue runs north-south, bisecting the area in four quadrants. Martin Luther King Avenue and St. Stephens Road are major thoroughfares and provide convenient access to downtown and northern parts of the city.

Mobile Bay, Mardi Gras, African American Heritage Trail, and Three Mile Creek have significant cultural significance and association with the Three Mile Trace area and Roger Williams Homes. Considering the surroundings of the Choice Neighborhoods (CN) area, there are health, education, employment, historic and recreational resources within easy access.

Historic & Cultural Assets: The tradition of the Mardi Gras parade along Martin Luther King Avenue and Lexington Avenue maintains the neighborhood's vibrancy and promotes a sense of community culture and pride.



Three Mile Creek



Bishop State Community College Baker-Gaines Campus



Mardi Gras Parade on Lexington Avenue



Three Mile Creek near Roger Williams Homes

Education & Employment Assets: The historic Dunbar/Central High School (now Baker-Gaines Campus of Bishop State Community College) shares memories of the past and also provides educational and employment opportunities. The college's main campus is located nearby. Mobile County public schools (Florence Howard ES, Washington MS and LeFlore HS) serve as a pipeline from cradle to college education for the younger population in the neighborhood.

Challenges: Despite the cultural and employment resources within the area, there still remains a need for healthy food options, small businesses, playgrounds, and safer environments.

Health Assets: In addition, within walking distance of the Roger Williams Homes are several medical facilities, including the USA Children's & Women's Hospital. These medical facilities are the largest employment providers within the vicinity.

Is Three Mile Creek an asset or a liability? Even though Three Mile Creek has faced several challenges related to flooding, it has potential to be utilized as a neighborhood asset. In 1979 the aftermath of Hurricane Frederic left two-thirds of the homes (approximately 70 units) in Carver Court (the subdivision located across the creek from Roger Williams Homes) heavily damaged. The homes were later demolished by the City of Mobile. More recently, the aftermath of Hurricane Katrina left 32 apartments, the Housing Management Office, and the Community Center in Roger Williams Homes flooded, when Three Mile Creek overflowed. In addition to weather related damages to homes, several nearby buildings and businesses were also destroyed causing **a household decline of 24.6 percent between 2000-2015**. As a result, the area's business community floundered.



FIG. 1.1 TMT Area Context Map



Roger Williams Homes Struck by Tornado in December 2014



Unoccupied Homes in 100-year Floodplain

1.2 WHY THREE MILE TRACE (TMT) AREA

There are a variety of reasons for this area requiring a closer look in order to address challenges and opportunities, such as flooding, distressed housing, disinvested businesses, vacant properties, crime, and safety. During the City of Mobile industrial boom the TMT area provided **housing to African American workers and was a hub for businesses, hotels and entertainment contributing to local economy**. Shortly after World War II, the city annexed suburbs including the TMT area. The Mobile Housing Board (MHB) subsequently built Roger Williams Homes in 1954 on 49 acres of land along Three Mile Creek, providing 452 units to low-income families.

After desegregation and downturn of the City's industries, the crime rate increased resulting in white flight to farther flung suburbs in the 1960s. The middle-to-upper class suburb turned in to a predominantly middle-class African American neighborhood by 1975 and began experiencing a long period of economic disinvestment. Storm surges and other natural disasters contributed further in deteriorating the CN area. Population and income levels continued to decline with limited signs of future growth and investment. Some of the biggest issues inferred from the demographic analysis and economic profile are:

The TMT area is **one of the poorest** neighborhoods in the City

Residential vacancy rate is **5.63** times greater than the City

Part 1 violent crime rate is **3.18** times greater than the City

Poverty rate is **2.61** times greater than Mobile County

By the end of 20th century, the City made various efforts to rebound the economy by investing in numerous new facilities and projects. The medical complex continues to grow adjacent to the CN area. The Airbus facility at the Brookley Industrial Park is located only 3-miles south of the

CN area and will provide new employment opportunities for TMT residents. In the last couple of years, there have been several planning initiatives carried out by the City and other agencies. Those coupled with this Choice Neighborhoods Initiative funded by the U.S. Department of Housing and Urban Development (HUD) have brought newfound attention to the area and is setting a hopeful tone for the future.

1.3 PLANNING PROCESS

The CN planning process was built on a foundation of responding to the rich history of the past, collaborating with current planning efforts, including the CN planning grant on the Southside, and envisioning a new future for the north side. MHB and the CN team were informed by the parallel effort to create a city-wide comprehensive plan for the next 20 years, carried out by the City (called "Map for Mobile"). The strategies developed under the CN plan closely aligned with the city-wide vision for the future character of corridors and development areas. The Mobile Bay National Estuary Program and the City of Mobile provided recommendations for improving and restoring Three Mile Creek. Incorporating those recommendations into the CN plan are extremely critical in building a resilient community. The City led master plan in 2012, "A New Plan for Mobile," provided an integrated vision for urban design, economic growth, historic resources, transportation, and infrastructure improvements. Several recommendations from this plan were taken into consideration in developing CN strategies.

Over a 2-year planning period, a four phased process entailed the following:

CAPACITY BUILDING:

The process included Roger Williams Homes residents, the broader Three Mile Trace community, MHB staff, and CN partners collaborating to help provide residents the necessary skills and understanding to contribute meaningfully to the CN process.

UNDERSTANDING THE NEIGHBORHOOD:

This phase focused on interpreting data collected and mapped elements such as socio-economic conditions, neighborhood and employment assets, resident, community and business surveys, and housing and economic development market analysis.

RETHINKING THE NEIGHBORHOOD:

Community partners and engaged residents developed a range of possible redevelopment strategies for Neighborhood, Housing, and People by utilizing the data analyzed during the understanding phase.

CREATING A REDEVELOPMENT VISION:

Hands-on planning activities, immersed residents, community members and partners helped in creating implementation concepts and strategies for Neighborhood, Housing, and People.



1.4 GOVERNANCE / COMMUNITY OUTREACH

Over a dozen meetings were organized to gather input on various components of the redevelopment plan.

The planning and long-term implementation process is governed through a bottom up process, which leads to choices made by the decision makers.



Focus Group Meetings

Several focus groups were formed to concentrate on education, health, employment and positive youth development, safety and transit. Since these topics are focused on programming and policy aspects, the focus groups were combined for the TMT area and the Southside CN area.

Community Meetings

During the different phases of the planning process, four community meetings were organized to engage the Roger Williams Homes residents and the TMT community. At each meeting, the planning team presented updates, and shared community input and conducted interactive exercises to solicit new input.

Steering Committee Meetings

The committee consisted of about 20 representatives from the CN partners including City of Mobile staff, Roger Williams Homes residents, Mobile Bay Estuary

Program Director, Boys & Girls Club representatives, neighborhood organization leaders, business owners, chamber of commerce representative, school district officials, and Bishop State Community College staff. The steering committee was a sounding board for the planning process, a resource for sharing best practices and a key tool for leveraging partner initiatives to implement the CN projects.

In the first 12 months of the planning process, a total of 8 meetings were organized with the community and the Steering Committee. MHB hosted these meetings at



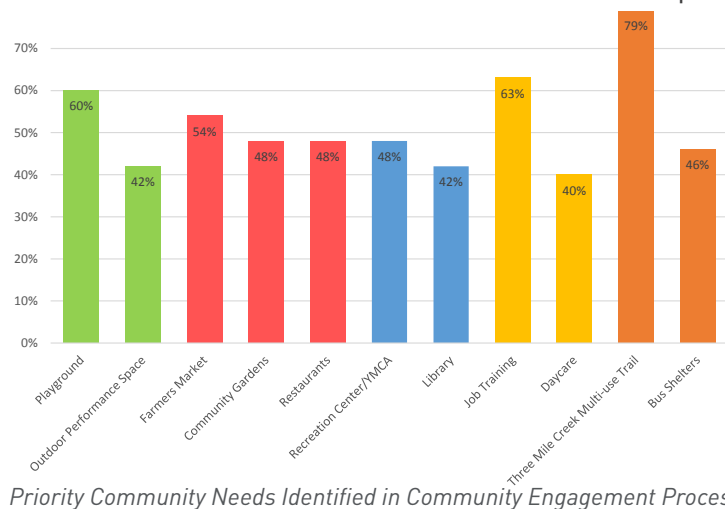
Community Engagement Process

various locations within the CN area such as Bishop State Community College at Baker-Gaines Central Campus, Washington Middle School Library and The Helena.

The following topics were covered at these meetings:

- Identification of assets , challenges and vision for future development
- Validation of redevelopment vision and goals
- Identification of priority needs such as open space, food, retail, recreational / cultural amenities, health / education / job training, and mobility
- Identification of priority housing development areas, and preferred development character
- Prioritization of strategies for neighborhood retail, services and economic development
- Validation of an overall neighborhood framework plan and project prioritization
- Redevelopment design options for the Roger Williams Homes site
- Validation and prioritization of People strategies

The MHB staff were trained on how to maximize the results of the outreach process through meeting invitations, follow-up phone calls, preparation of meeting agendas, facilitating meetings and preparing written meeting conclusions for future reference.



Priority Community Needs Identified in Community Engagement Process



Choice Neighborhoods Family Fun Day

A Residents Survey was prepared, which consisted of 90 questions administered to 100 percent of the Roger Williams Homes households. Questions include demographics by marital group and age of household; relocation preferences; safety, health and employment aspirations.

A Neighborhood Survey was prepared which consisted of 41 questions. Letters containing a website link were mailed to approximately 1,300 households in the TMT area. MHB staff reached out to more residents by phone and at neighborhood establishments.



Job Training Day

A Business Survey was prepared which contained 10 questions and was mailed to the 45 businesses in Three Mile Trace. At Community and Steering Committee meetings, business owners and managers were encouraged to complete the survey.

The website <http://threemilechoice.com/> was designed and maintained as the primary repository of information and input generated by the redevelopment planning process. These included handouts, presentations, meeting summaries, and links to partner websites. MHB will utilize the website to continue the outreach process in the future to keep the community informed.

Early Action Activities were organized by MHB in the Spring of 2016 to engage the community in kick starting implementation efforts recommended in the People portion of the plan. The Choice Neighborhoods Family Fun Day was held at Roger Williams Homes where MHB distributed t-shirts with the CN logo to build community pride. Through the Job Training Day, MHB assisted residents with employment training opportunities.

1.5 PARTNERS

Mobile Housing Board with support of its Planning Coordinator Team, The Communities Group, Lord Aeck Sargent and Real Property Research Group, and its Developer Team (Hunt Companies with Torti Gallas and Partners) facilitated the participatory planning process.

Anchor Institutions

- Mobile Bay National Estuary Program
- Bishop State Community College
- University of South Alabama Health System

Housing Partners

- Mobile Housing Board
- Roger Williams Residents' Association
- Boulevard Group
- Hunt Properties
- Commonwealth National Bank
- Restore Mobile

Neighborhood Partners

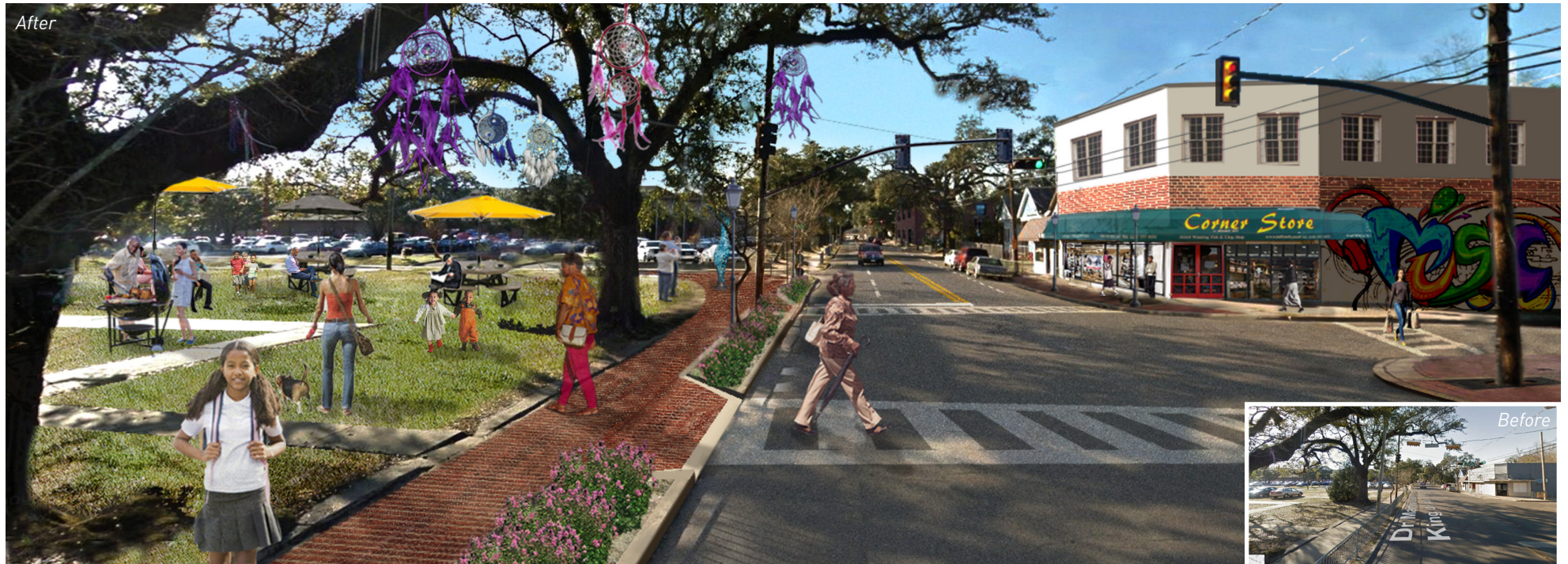
- Roger Williams Residents' Association
- Mobile Housing Board
- City of Mobile
- Mobile Historic Development Commission
- Keep Mobile Beautiful
- Urban Development: Urban Forestry
- Three Mile Trace Community Organizations
- St. Stephens Road Improvement Association
- Mobile Area Association of Realtors
- WAVE Transit
- Greater Morning Star Baptist Church
- Mount Olive Baptist Church #1
- Mobile County Commission
- Mobile Development Enterprises

People Partners

- Roger Williams Residents' Association
- Community Foundation of South Alabama

- Mobile Area Education Foundation
- Mobile County Public School System
- Gulf Regional Early Childhood Services - Early Head Start Program
- Continuous Learning Center
- Booker T. Washington Middle School
- LeFlore Magnet High School
- Mobile Community Action
- University of South Alabama
- Bishop State Community College
- Mobile County Commission
- Mobile County Health Department
- Franklin Primary Health Center
- USA Children's & Women's Hospital
- USA Medical Center
- Mobile Area Chamber of Commerce
- Mobile Works/ Alabama Career Center
- Boys and Girls Clubs of South Alabama
- Mobile Area Water & Sewer System

FIG. 1.2 Potential Future Improvements on MLK Avenue



1.6 REDEVELOPMENT VISION OVERVIEW

The Redevelopment Plan is the result of extensive community outreach efforts throughout the planning process. The redevelopment vision and strategies were developed based on the input from a public housing resident survey, community meetings, focus group meetings and steering committee meetings. MHB collaborated with Roger Williams Homes residents, CN partners such as the City of Mobile, anchor institutions (Mobile Bay National Estuary Program, Bishop State Community College and University of South Alabama Health System), neighborhood organizations, churches, WAVE transit, schools, hospitals, service providers, etc. Four public meetings with interactive planning exercises, four steering committee meetings to have detailed conversations on implementation strategies, and multiple focus group meetings were held during the four planning phases.

The community outreach process resulted in the following guiding principles / CN goals for the Redevelopment Plan. These goals are used to create a list of strategies for the CN program components Neighborhood, Housing, People and Education. Most of the below listed goals cross over multiple program components; however, the strategies differ based on the program needs. Each goal shows multiple program icons indicating various strategies responding to the program.



NEIGHBORHOOD



HOUSING






PEOPLE





EDUCATION



1. Achieve Individual Health and Wellbeing

-  Increase access to healthy and affordable food choices; active and passive recreation opportunities through quality and programmed open spaces to serve multi-generational needs; and improved tactics for disease prevention, wellness and delivery of urgent care.
-  Provide neighborhood infrastructure, which promotes walking and biking; and outdoor activities such as farmers markets and community gardening.
-  Increase awareness of the importance of healthy lifestyle food and exercise choices.



2. Concentrate on Education

-  Encourage increased appreciation of the value of education among parents and students.
-  Deliver increased access to high quality early childhood education; elementary, middle and high school classes; technical schools and colleges; adult education; and after school programs.




3. Realize a Safe Place to Live and Raise Children

-  Encourage collaboration between residents, police, and emergency response teams.
-  Build new housing with “eyes on the street”; create safe intersections for pedestrians; provide safe routes to schools; increase outdoor lighting and install security cameras.




4. Attract More Residents into the Neighborhood

-  Revitalize existing housing; provide new housing on vacant and underutilized land that is not in the flood plain area.
-  Attract and keep businesses offering goods (e.g. food and household necessities) and services (e.g. personal care, banking and laundry).





5. Promote Economic and Business Development

-  Make the most of the potential for employment for youth and adults within Three Mile Trace, the surrounding neighborhood, shipyards, downtown and Airbus.
-  Make the most of the potential for business development in Three Mile Trace and the surrounding neighborhood.
-  Make the most of the potential for training for youth and adults for retail, shipbuilding and Airbus assembly.



6. Celebrate Diversity

-  Deliver a mix of land uses and a variety of housing types.
-  Offer multi-generational housing choices.
-  Build new housing and rehabilitate existing housing; produce a community of mixed income households.

7. Honor History and Culture

-  Revitalize historic areas such as Lafayette Heights and the Campground.
-  Continue to build the “sense of community” by embracing the Mardi Gras culture, history and parade tradition.
-  Plan for new development in a way that is respectful of the historic fabric.
-  Increase awareness of neighborhood culture and history.

8. Attain Maximum Connectivity

-  Improve multi-generational ability to traverse the neighborhood with wheelchair access, sidewalks, bicycle lanes and cross streets.
-  Increase access to quality public transit.

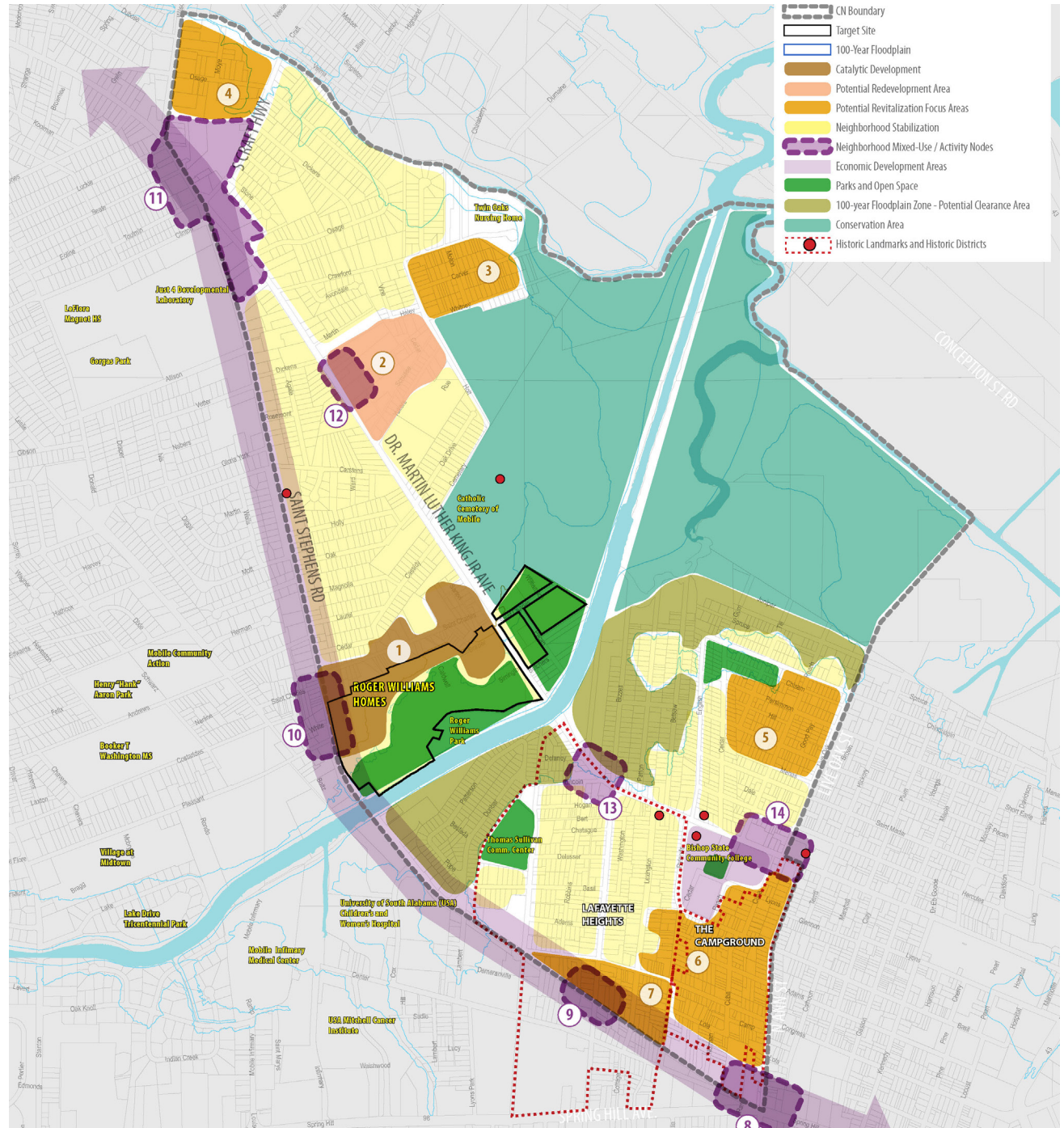
Neighborhood Vision

The neighborhood vision is a compilation of two framework plans that are essential in covering the large extent of the CN area: Development Framework Plan focusing on housing and mixed-use development and Quality of Life Framework Plan focusing on parks / open space, corridors, walkability, and neighborhood identity. The framework plans are built upon a series of ongoing and past planning efforts, neighborhood assessment and the community input process.

Development Framework Plan: The large CN area was divided into smaller development categories to provide customized strategies to better respond to the existing context and future potential based on the market assessment. The development categories include:

- **Catalytic Development Area:** Roger Williams Homes site and infill development on St. Charles Avenue
- **Development/Redevelopment Area:** Vacant parcels on MLK Avenue
- **Revitalization Focus Area:** Concentration of distressed, vacant and tax delinquent properties in areas such as the Campground requiring substantial investment
- **Neighborhood Stabilization:** Single family neighborhoods throughout the CN area in stable condition requiring minimal investment
- **Neighborhood Mixed-Use/Activity Nodes:** Based on the recommendations from the Market Study, there are a total of six activity nodes (hubs or special points along a transportation route) identified along St. Stephens Road and MLK Avenue to provide retail / commercial and other neighborhood services
- **Economic Development Area:** Based on the recommendations from the Market Study, St. Stephens Road corridor was identified to provide economic and business development opportunities

FIG. 1.3 Development Framework Plan



Quality of Life Framework Plan: This plan includes two broad categories covering different aspects of quality of life improvements.

- Parks / Open Space: Strategies related to expanding Roger Williams Park, new parks and recreation in the flood zone, and preservation of two cemeteries
- Corridors / Walkability / Mobility: Streetscape improvements, multiuse trail along Three Mile Creek, pedestrian and bike connectivity throughout the CN area, intersection improvements, bridge enhancements on Three Mile Creek and gateways

In addition to the framework plans, the neighborhood vision plan also provides a list of strategies to achieve the overall CN goals. The following list of projects were prioritized during a community meeting:

- Neighborhood mixed-use activity center near Bishop State Community College and Franklin Primary Health Center's Medical Mall on MLK Avenue
- Neighborhood revitalization of the Campground historic district
- Neighborhood revitalization near USA Medical Complex on St. Stephens Road
- Neighborhood mixed-use activity center near the convergence of St. Stephens Road and MLK Avenue
- Streetscape improvement on St. Stephens Road
- Streetscape improvements on MLK Avenue

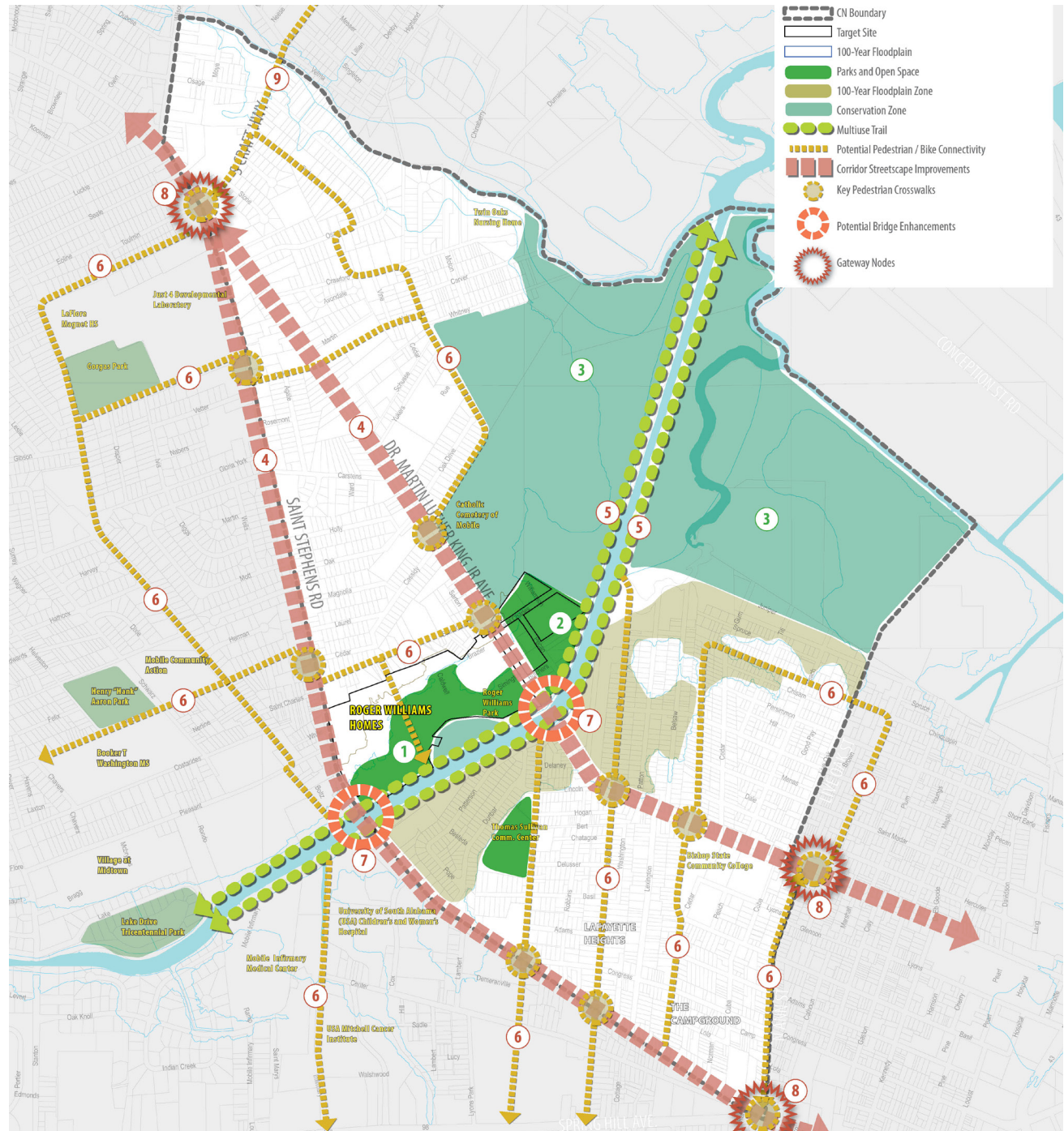


FIG. 1.4 Quality of Life Framework Plan



Before



After

FIG. 1.5 Potential Improvements on Three Mile Creek near Roger Williams Homes

Housing Vision

One of the challenges of meeting the Housing program and market demand is the reduction in land that will be available for housing at Roger Williams. The reduction is the result of the need for the Federal Emergency Management Agency (FEMA) to update the current floodplain line. It is projected that the updated floodplain line will reduce the current land of 49 acres to approximately 8 acres of developable land. This staggering land reduction increases the need for development on off-site parcels within the CN area. Through a detailed query of existing vacant, distressed and tax delinquent properties in the non-flood areas, several off-site opportunities were identified. In addition to the remainder 8-acre land in Roger Williams, the available neighborhood land in the TMT area would allow the building of **1,170 new housing units**, which would almost double the current neighborhood population and would also help with addressing the severely distressed areas (e.g., a “win-win” scenario).

During the Redevelopment Vision phase, the residents, community members, and Steering Committee considered housing opportunities for each of the development categories listed in the Development Framework Plan. For the Catalytic Development Area, the community preferred images of 1-2 story residential single family homes, duplexes, and townhomes. The development character is preferred to be more traditional and harmonizing with the existing neighborhood. For the larger Development/Redevelopment Area along MLK Avenue, slightly higher density development images were selected, but mostly with a focus on single family detached (duplex and townhomes), 2-3 story multifamily residential, senior housing and mix-use development with traditional architectural character. The redevelopment framework plan (Fig. 1.6) was further developed with a more detailed Housing Program for the Roger Williams site and the TMT area.

The Housing strategies focus on the following:

- Redevelopment of Roger Williams Homes with mixed-income and mixed-use community



FIG. 1.6 Community Input on the Potential Redevelopment Framework Plan for Roger Williams Homes; Community Preference on Potential Development Character

- Off-site development to provide new housing on vacant and underutilized land that is not in floodplain
- Provide mix of residential and commercial land uses
- Revitalize historic areas such as Lafayette Heights and the Campground
- Provide variety of housing size, type and tenure
- Create sustainable housing strategies

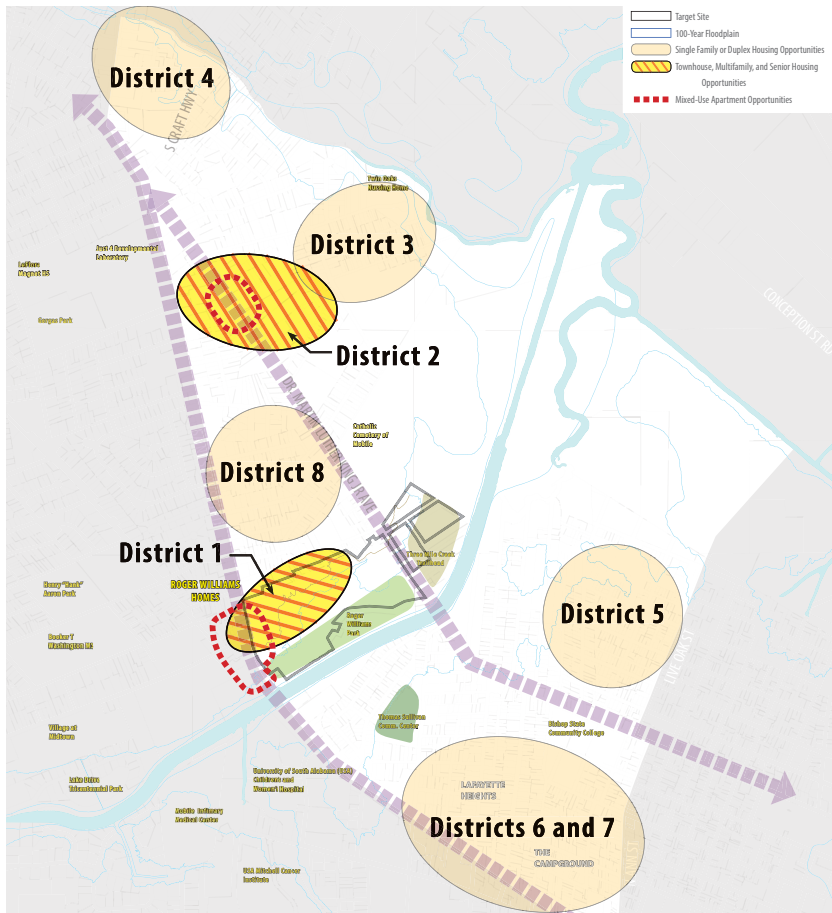


FIG. 1.7 Potential Opportunities for Infill Housing on Vacant Lots and Redevelopment of Distressed Buildings

The size of the units will meet the recommendations listed in RPRG's Market Study and community input. Single-Family Detached, Duplexes, Townhouses and Multifamily Apartments will include 2- and 3-bedroom units. Senior apartments will include 1- and 2-bedroom units. There will be one-for-one replacement of RAD units at Roger Williams Homes. Given the floodplain concerns, on-site and off-site housing will be provided for a mix of incomes. A total of 1,170 housing units are estimated in the TMT area through redevelopment of Roger Williams Homes and vacant properties, rehabilitation/redevelopment of distressed and tax delinquent properties. Currently, MHB

is considering the pursuit of 1,014 units through public-private partnership with Hunt Properties (MHB's master developer for TMT Area) on eight (8) districts shown in Fig. 1.7. The remainder 156 units could be infill housing through other private ventures in the TMT area.

The height of the lower density buildings shall be one- and two-story buildings. The higher density building heights are estimated to range from two to four stories.

In Fig. 1.8, District 1 includes the Roger Williams site and a few vacant parcels on St. Charles Avenue. A preliminary



FIG. 1.8 Potential Future Development of Roger Williams Homes

conceptual development scheme in Fig. 1.7 illustrates about 620 units with mixed-use on St. Stephens Road, multifamily apartments and senior housing scattered along the internal east-west streets and duplex/townhomes on St. Charles Avenue and the eastern block on MLK Avenue. The conceptual design of the transformed affordable housing site will change based on ongoing environmental assessment of the site, coordination with city engineers on floodplain constraints, the development program, and financial feasibility of the design.

People Vision

Based on the input from residents, community members and the steering committee, the following People strategies were established:

- Establish a Continuum of Care for Seniors
- Promote Wellness events utilizing the Three Mile Creek Greenway, increase understanding of causes of diabetes and high blood pressure and dental care
- Increase knowledge of health and nutrition and increase access to health foods
- Work to improve community-based mental health resources and help to remove the stigma of mental illness
- Promote awareness and invest resources in the prevention of domestic violence
- Build infrastructure that will improve lighting of residential streets and common areas
- Develop a team effort between the WAVE (transit), Police and neighborhood residents and neighborhood CAG to protect bus drivers from attacks and bus shelters from vandalism
- Increase the use of community policing to promote interaction between neighborhood residents and law enforcement officers
- Address Youth Violence and Expand the Mobile County Anti-Bullying Campaign
- Refer residents to entrepreneurship training and provide assistance in applying for revolving loan fund monies for minority businesses
- Refer residents to annual job fair conducted by the South Alabama Regional Planning Commission or the Mobile Works Community Resource Fair
- Develop “World of Opportunities” type career exploration program for adults
- Empower residents to overcome barriers to employment
- Develop a support network for the entire family
- Strengthen standards for teacher training/certification at day care programs to elevate them into early childhood learning centers and improve school readiness
- Strengthen families by promoting and expanding Mobile County Public School System’s Parent University and education programs
- Engage youth in positive youth development programs and increase enrollment in recreational activities
- Support community efforts to ensure that students graduate from high school, college and career ready
- Support community efforts to increase participation in the Family Intervention Program



Early Start Projects

During the planning process several project opportunities were discovered. Rather than await the conclusion of the planning process residents, community and partners initiated project implementation in these areas:

- Three Mile Creek greenway improvements
- Street reconstruction and resurfacing of Oak Court, Lafayette Street, and Live Oak Street
- Sidewalk improvements
- Housing rehabilitation
- New MAWSS life station on Three Mile Creek

FIG. 1.9 Potential Future Development and Streetscape Improvements on St. Stephens Road near St. Charles Avenue



*Everything comes to us that
belongs to us if we
create the capacity to receive.*

Rabindranath Tagore

2. UNDERSTAND THE NEIGHBORHOOD

2.1 NEIGHBORHOOD HISTORY & CULTURE

Mobile was formed at the head of Mobile Bay. The city began as a French colony and in 1812 became part of the United States. Shipbuilding and steel, paper and some chemical manufacturing helped grow its economy in the first half of 20th century. Globalization in the 1990's weakened Mobile's control of the market. Since then, the majority of steel, paper and some chemical manufacturers have closed their operations. The Three Mile Trace neighborhood provided housing for African American workers during Mobile's economic growth. Before desegregation, Three Mile Trace served as a hub for African American businesses, hotels and entertainment.

Located on the African American Heritage Trail of Mobile with diverse culture and history, the CN area and the neighborhoods west of St. Stephens Road emerged as a small rural settlement outside the City of Mobile, known as Toulminville. During the American Civil War, it was a significant settlement located along the Mobile and Ohio Railroad and later it became the suburbs of Mobile. By World War II, the area had been annexed to the city and it was a middle-to-upper class suburb with affluent communities. Similar to many other American cities, upper class white residents began moving suburbs farther out, driven in large part by the construction of highways and the mobility they afforded.

Following desegregation, increasing crime in this area further influenced the migration of white families to suburban locations. Racial mix changed from majority white population in the 1960s to 80% African American by 1975. Currently, the western part of Toulminville (Stanton and Summerville) remain as a middle-class area with higher property values, but the eastern portion (the current CN area) has seen major disinvestment with resulting economic and safety challenges. The African American businesses along Dr. Martin Luther King Jr. Avenue which thrived before desegregation, are now mostly closed. Some of the remaining businesses are struggling to survive.

The African American Heritage Trail runs from the historic community of *Africatown* (northeast of the City) on New Bay Bridge Road to South Craft Highway and then on to Dr. Martin Luther King Jr. Avenue to Downtown. *Africatown* was settled by Africans from the last slave to arrive in the US in 1860 – the *Coltilda*.

There are several historic landmarks and historic districts located within the CN area, most notably the Campground and Dunbar/Central High School (Bishop State Community College Baker-Gaines Central Campus). The Campground is a local historic district that was once occupied by Confederate Soldiers during the Civil War. Later, the Campground was populated by many newly

This phase focused on interpreting data collected and mapped elements such as socio-economic conditions, neighborhood and employment assets, resident, community and business surveys, and housing and economic development market analysis.

freed African Americans who provided domestic help to the elite community in the surrounding neighborhoods. Many historic shotgun homes are still present in this district, but some are unoccupied and in major distress.

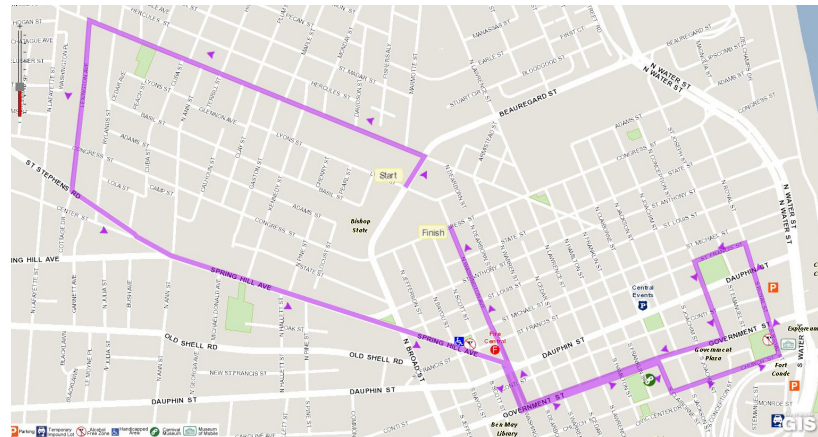


Bishop State Community College Baker-Gaines Campus

The City of Mobile is the birth place of Mardi Gras, and the CN area continues that tradition; its culture is strongly embedded in the community. During the annual multi-day celebration of Mardi Gras, several parades route through Downtown, and a few of them come to the CN area, most notably on Dr. Martin Luther King Jr. Avenue, Lexington Avenue and St. Stephens Road. The celebration creates a strong sense of community where neighborhood residents unite together in celebration.

After enduring many hardships during the era of the Civil Rights Movement and the economic downturn after the closure of the Brookley Air Force base, the city embarked upon many initiatives to improve its built environment and economic standing. Since the end of the 20th century, numerous new facilities and projects have been built around the city, crime has lessened and many downtown buildings have been restored to attract new businesses. Austal USA brought shipbuilding back to Mobile, providing thousands of jobs. The University of South Alabama Children's and Women's Hospital district continues to expand.

In spite of the numerous city-wide investments and the variety of economic opportunities, the CN area remains a disadvantaged and distressed neighborhood. The area population continues to decline with limited signs of future growth and investment. However, recent revival of planning across the city and the opportunity afforded by this Choice Neighborhoods Initiative have brought newfound attention to the area and set a hopeful tone for the future.



Mardi Gras Parade Route Through TMT Area

2.2 PREVIOUS PLANNING EFFORTS

Map for Mobile, 2015

Map for Mobile is a city-led comprehensive plan that identifies critical community needs and vision for the next 20 years. During the eight months of an intense planning process, the City organized several community meetings to gain citizen input on the future physical development and growth of the city. The plan includes recommendations for future land use, connectivity, community design, open space, recreation areas, cultural and historical resources, infrastructure and economic development. The City will use the plan as a guide to preserve, revitalize and manage growth in order to achieve the goals and aspirations of the citizens.

The CN planning and Map for Mobile are parallel planning efforts, however, the latter is on an accelerated schedule. The community engagement for the comprehensive plan gathered a lot of input on issues, needs and future goals/vision for the City. Such input is a great resource for the CN process as it helps in validating the broad issues at the CN community meetings. The neighborhood strategies for the CN area will compliment and be built on the final recommendations in the comprehensive plan as they relate to the future character of corridors and development areas. The CN area has been identified as a “traditional neighborhood” form of development and it recommends the following future character:

- Infill development that complements the existing character and enhances the pedestrian-friendly urban environment
- Fewer surface parking lots and more structured parking
- Increased streetscaping, including improved sidewalks, street furniture, and lighting along corridors
- Greater mix of uses - retail, restaurant, office, residential

In terms of major corridor improvements, St. Stephens Road is identified as a “traditional corridor” and the intersection of St. Stephen Road and Martin Luther King Jr. Avenue is identified as a “traditional center” with the following future character:

Traditional Corridor:

- Emphasize retaining historic buildings and creating appropriate, denser infill development
- Encourage mixed housing types including small multi-family structures along the corridor
- Retail and neighborhood services at intersections
- Combine and close driveways to create a continuous pedestrian friendly environment



- Auto, bicycle, transit, and pedestrian traffic are accommodated
- More dense mixed use development to include neighborhood services and retail under residential

Traditional Center:

- Compatible scale (commercial, mixed use, residential) development
- More dense mixed use development to include neighborhood services and retail under residential
- Buildings from a continuous street wall along primary streets in the center
- Parking hidden behind structures
- Auto, bicycle, transit, and pedestrian traffic are accommodated

Three Mile Creek Biking and Walking Trail, 2015

The city has funded this phase 1 of a 12.7-mile greenway system along Three Mile Creek to create a multiuse trail from Tricentennial Park to Roger Williams Homes. Based on the community vision, the plan will recommend future amenities, and walking and biking trails along the creek. This project is an outcome of the larger initiative of transforming the creek from the degraded urban storm water conveyance to a community asset. It will eventually become a pilot project for a larger future greenway system along the entire creek which connects diverse neighborhoods from The University of South Alabama to the Mobile River.

Three Mile Creek Watershed Management Plan, 2014

For more than 70 years (after World War II), Three Mile Creek has been polluted and is no longer a drinking water source for Mobile. It has been a liability for the community due to its degraded condition and poor water quality. Mobile Bay National Estuary Program completed the Watershed Management Plan to turn this liability into a community asset by transforming the creek into a

unique urban ecotourism destination, and economic development strategy. The goals and objectives of this plan are relevant for the CN plan and will be carried forward in developing implementation strategies. The Watershed Management Plan listed the following goals and objectives –

Goals:

1. Improve water quality
2. Provide access to resources
3. Protect and improve the health of fish and wildlife
4. Restore the heritage and cultural connection between the watershed and the community
5. Plan and prepare for climate resiliency

Objective:

- Develop 12.3 miles of continuous greenway (Goal 2)
- Develop a strategy for implementing Total Maximum Daily Loads (TMDLs) in coordination with the Alabama Department
- Emergency Management (ADEM) (Goal 1 & 3)
- Achieve State water quality standards for warm water fisheries (Goal 1 & 3)
- Eliminate all known illicit connections / sanitary inputs (Goal 1 & 3)
- Reduce amount of trash in waterways by 75 % (Goals 1, 3, & 4)
- Maintain design level of service for flood protection from the United States Army Corp of Engineers (USACE) dams (Goal 5)
- Install environmental education signage in six existing or proposed parks (Goals 1 - 5)

A New Plan for Mobile, 2012

After the last plan in 1996, the city led the New Plan for Mobile in 2012 for a nine square mile study area covering Downtown and its surrounding Midtown neighborhoods. Utilizing a 12-month community input and visioning process, the master plan recommended physical and economic growth for the next 20 years. The integrated vision responded to the unique and diverse physical, cultural, environmental and social composition of the community. The Plan subdivided the planning area into three zones: the Downtown Core and Midtown West Corridors; the Midtown North Neighborhood and Commercial Corridors; and the Midtown South Neighborhoods and Commercial Corridors. The second zone covered the bottom half of the CN area that is south of Three Mile Creek and Roger Williams Homes site. Following topic areas were focused for these zones:

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

The primary implementation initiatives recommended in the Plan for the CN area were:

- Dr. Martin Luther King Jr. Avenue West mixed-use commercial neighborhood center
- The Bottoms (area north of MLK Ave. and south of Three Mile Creek) and Campground neighborhoods revitalization
- Landfill redevelopment and reuse (area between the Bottom and Three Mile Creek) - Hickory Street sports academy and community park
- Part of St. Stephens Road corridor - Downtown Mobile medical technology corridor.

Additionally, the Plan recommended secondary implementation initiatives related to new parks, commercial expansion and revitalization, Three Mile Creek Greenway Park, Roger Williams Homes redevelopment, and gateway improvements to St. Stephens Road and MLK Avenue. To date the City has not funded any recommended initiatives. The CN process will evaluate these planned projects and will include them in the transformation plan as appropriate.

2.3 DEMOGRAPHIC AND ECONOMIC PROFILE

The market assessment and analysis done by Real Property Research Group (RPRG) provides a detailed demographic and economic profile of the CN area. Using 2010 US Census data, the analysis is done for both the Primary Market Area (with 17 census tracts) and the CN area with (2 census tracts). To review additional data the full report is included as appendix XX of the draft Transformation Plan but highlights are provided below.

- Between 2000 and 2010, the **CN area population fell by 15%** or 856 people. The population decreased from 5,568 to 4,712 people. Similarly, the **number of households declined by 14% in the CN area**. During the same period, the Primary Market Area also declined by 26%, however, the city's population increased by 3%.
- Based on RPRG's projection, both **areas will continue moderate downward trends** in population and number of households.
- The median age among residents for the CN area is 33 years, compared to 38 years in the Primary Market Area
- There are significant percentages of children / youth and older households - **32% of the population is 19 and under**, 15% is senior aged (65+)
- 18% of residents are between 20 and 34
- Nearly one-third of the population is aged 35 to 64
- Senior households for both areas also will decline at moderate rates
- In terms of household makeup nearly **30% of households in the CN area live alone**
- Of the total households in the CN area 62% are without children and 38% are with children
- Almost **58% of households rent homes** as of 2015; this is much higher than the Primary Market Area rate of 48% and the County rate of 34%
- 64% of renter households in the CN area have **annual incomes below \$15,000**; area residents are characterized as lower-income households
- 56% of family households and 43% of 65+ renter households have rent burdens which means they pay a very high percentage of their monthly income towards housing costs
- Major employers include: The USA Children's and Women's Hospital, USA Mitchell Cancer Institute, and the Mobile Infirmary – all located within a quarter mile of Roger Williams Homes site. They are the largest employers in Mobile County providing more than 10,000 jobs. Other significant employers include Mobile County Public Schools and the Austal Shipbuilding
- **33% unemployment rate** for the CN area population in labor force as per the 5-year estimate by American Community Survey, 2009-2013
- **43.2 poverty rate** determined by the HUD mapping tool for the CN area

2.4 NEIGHBORHOOD ASSETS

- 1. Health Assets
- 2. Education Assets
- 3. Recreational Assets
- 4. Historic Assets
- 5. Services
- 6. Retail Assets
- 7. Mobility



1. Health Assets

The health facilities located within a 2-mile radius of Roger Williams Homes provide services for a variety of groups such as senior residents, women and children, low-income residents and people in need of nursing care and/or rehabilitation treatment.

The University of South Alabama (USA) medical complex is the major provider of these services and it is a key asset in the neighborhood, not only in terms of health, but also in terms of employment opportunities for the community. It is the second largest employer in the County, providing 4,275 jobs . Although the complex is located within a 10-minute walk of Roger Williams Homes, it is not easily accessible by foot due to St. Stephens Rd and Three Mile Creek. The bus routes that serve the area help alleviate this problem to an extent.

The Franklin Medical Mall is the only health facility located directly inside the CN area and it represents a cherished asset for the community. Founded in 1975, it serves uninsured and underserved people in need of medical care. There is a current need for more pharmacies and better pedestrian access to the existing medical facilities.

1. Twin Oaks Nursing Home on Crawford Lane
2. USA Children's and Women's Hospital
3. Mobile Infirmary Medical Center
4. USA Mitchell Cancer Institute
5. Diagnostic & Medical Clinic
6. Franklin Medical Mall
7. Sea Breeze Nursing Home
8. Little Sisters of the Poor
9. Cogburn Health and Rehab Center
10. USA Pediatric Health Life
11. USA Medical Center

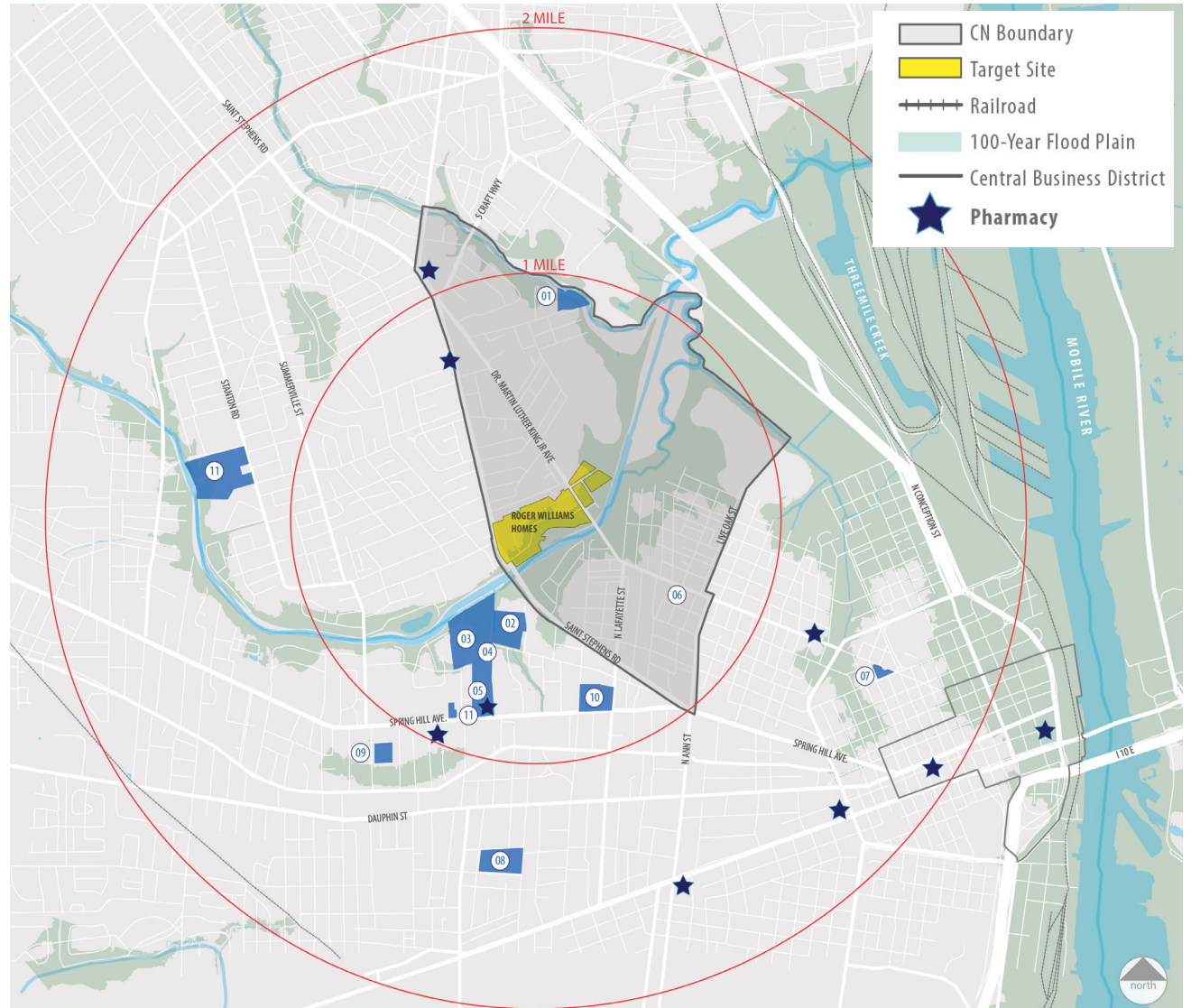


FIG. 2.1 Health Assets

Note: 1 Mile Radius – 20 min walk, 2 mile radius – 5 min drive

2. Education Assets

The CN area is served by multiple educational facilities providing a range of opportunities from early childhood to higher learning. There are several public elementary, middle, and high schools located nearby. There are also elementary schools that operate as part of local churches. There is, however, a very limited amount of day-cares available.

In terms of higher education, Bishop State Community College, located in and near the CN Area, offers programs in the humanities, natural/social sciences, computer information technologies, and businesses, among others. In conjunction with these, it also offers technical / workforce development courses leading to associate degrees and short certificates as well as a GED Program. This, along with the fact that Bishop State College is one of the area's major employers, make it a key asset for the CN area, especially as it pertains to job training.

1. LeFlore Magnet High School
2. Just 4 Development Laboratory
3. Mobile Community Action
4. Emmanuel Seventh-Day Adventist
5. Booker T Washington Middle School
6. Continous Learning Center
7. Bishop State Community College, Baker-Gaines Central Campus
8. Florence Howard Elementary School
9. Bishop State Community College - Main Campus
10. Bishop State University
11. Most Pure Heart of Mary School
12. Calloway-Smith Middle School
13. Dunbar Middle School
14. Alabama School of Math & Science
15. McGill - Toolen Catholic High School
16. St. Mary's School
17. Murphy High School
18. Bishop State Community College, Carver Campus
19. Holloway Elementary School

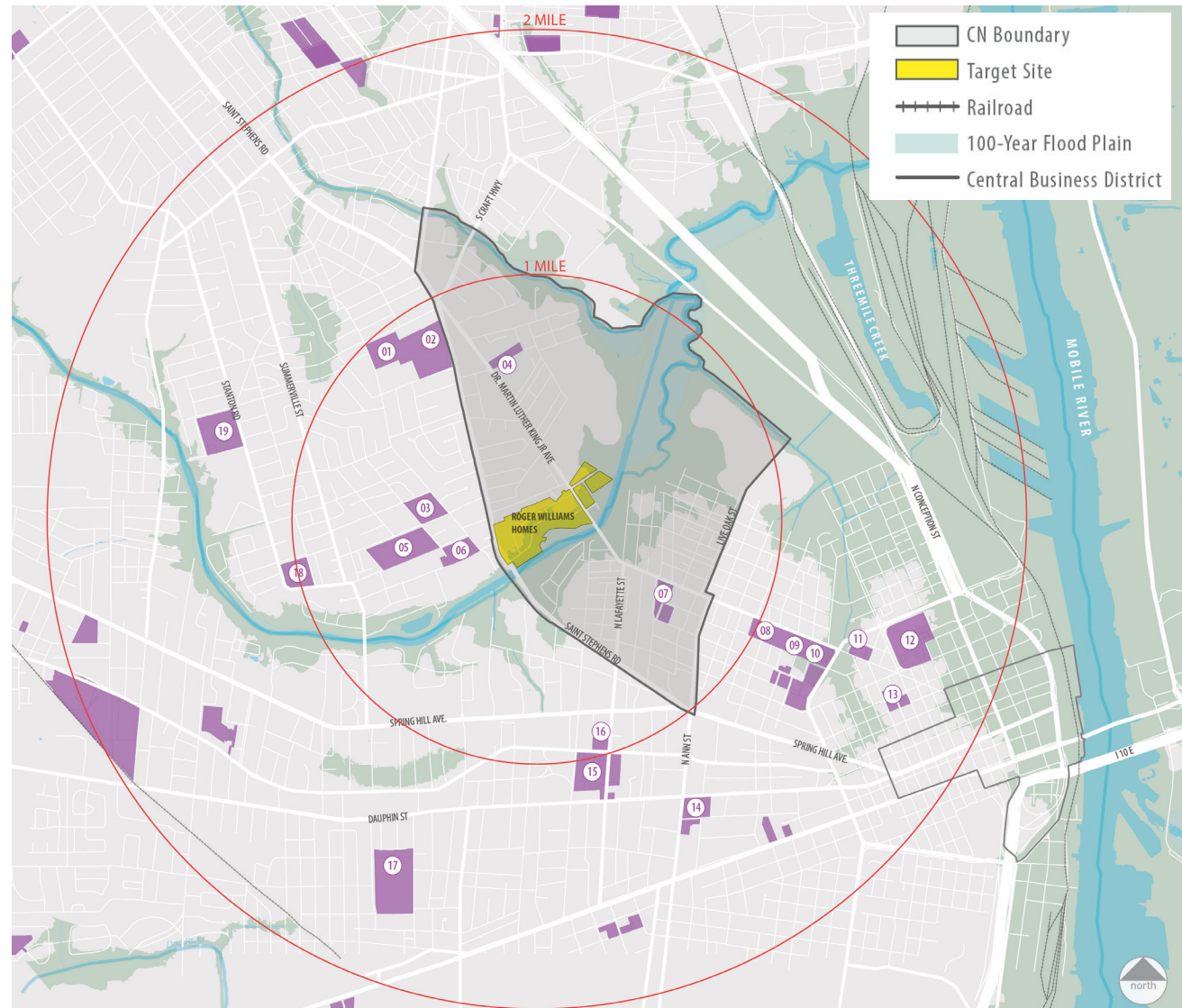


FIG. 2.2 Education Assets

Note: 1 Mile Radius – 20 min walk, 2 mile radius – 5 min drive

3. Recreational Assets

There are a limited number of parks in the CN area, and only a few within a 10- to 20-minute walk of the Roger Williams Homes (Gorgas Park; Carver Park, Tricentennial Park, and Lyons Park). For residents located east of MLK Ave., the distance is greater. Easily accessible outdoor recreation assets are an integral part of a healthy community. Limited recreation amenities in Three Mile Trace do not encourage a healthy community.

Roger Williams Park is not easily accessible by the larger community and it has failed to be used and maintained in recent years. The Boys & Girls Club located within it, however, is heavily used by the community and cherished among residents. Thomas Sullivan Community Center, which includes a large play field, is actively used and provides various recreational opportunities. Three Mile Creek itself is also a significant potential recreational asset that is untapped at the moment. Running through the middle of the CN area, it presents opportunities for a multi-use trail that would connect it to other parks and trails in the city.

According to community stakeholders, recreational assets are one of the greatest needs in the CN area. The needs range from playgrounds, outdoor performance spaces, indoor recreation facilities, and multi-use trails. There are no bike routes within the CN area, but there are plans to include one along Three Mile Creek.

1. Roger Williams Park
2. Sullivan Park
3. Gorgas Park
4. Carver Park
5. Lake Drive Tricentennial Park
6. Lyons Park
7. James Seals Park
8. Hannon Park
9. Owens School Park

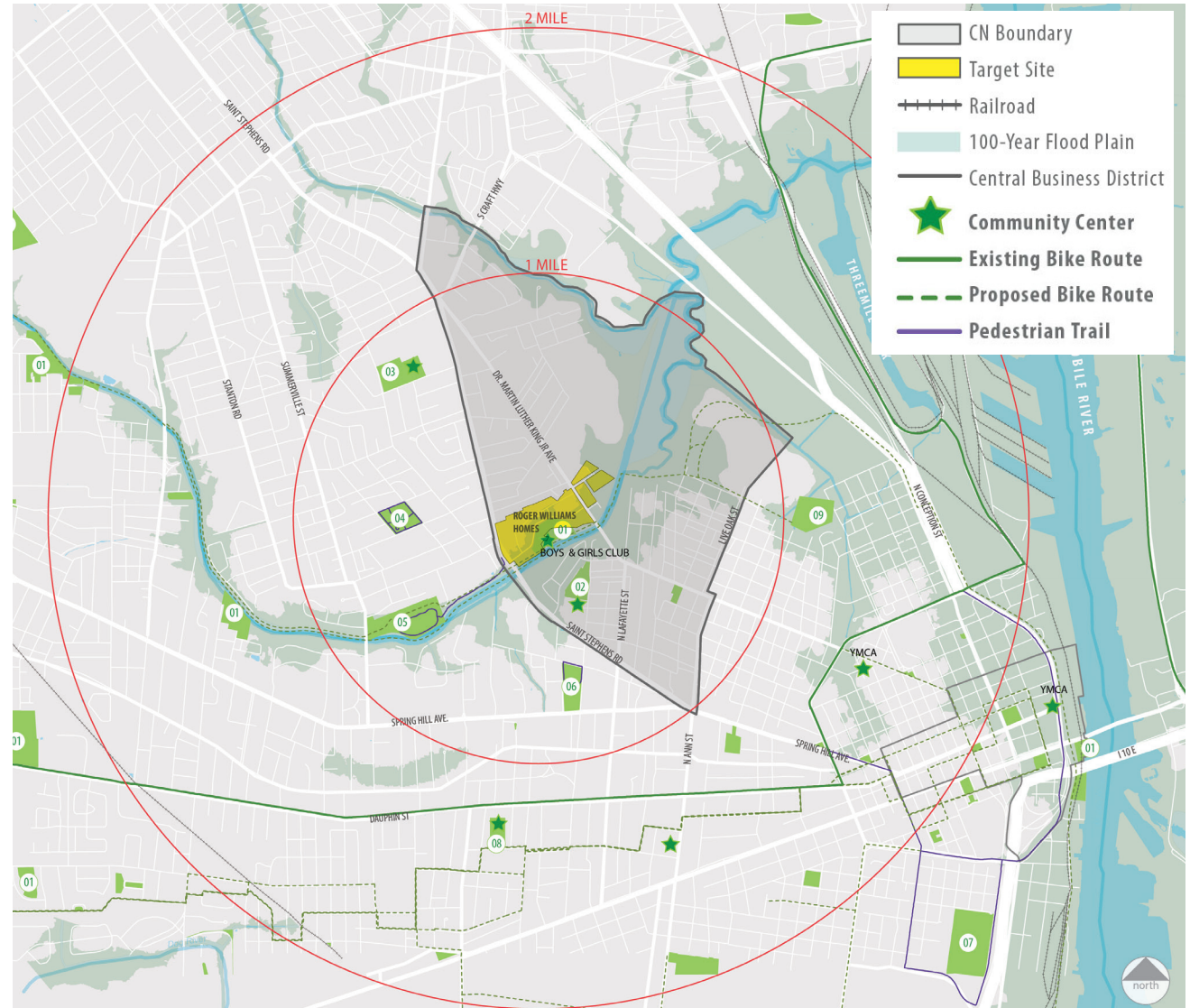


FIG. 2.3 Recreational Assets

Note: 1 Mile Radius – 20 min walk, 2 mile radius – 5 min drive

4. Historic Assets

The CN area has multiple historic assets, some of which are included on the National Register of Historic Places. These include:

- The Campground, a historic district whose name is derived from its former use as a military encampment during the American Civil War. This 370-acre neighborhood contains 166 contributing buildings, most of which are shotgun or bungalow single-family homes dating back to the end of the 19th century and the middle of 20th century
- Lafayette Heights, a district West of Campground, which recently received historic designation and has multiple architecturally significant single-family homes.
- Catholic Cemetery of Mobile, established in 1848, covers over 150 acres and includes 18,000 burial sites - a vast majority of which predate the American Civil War.

In addition to these, several of the historic landmarks in the CN area are featured on Mobile's Black Heritage Trail. Two annual Mardi Gras parades also go through the CN area.

Historic Districts

1. The Campground
2. LaFayette Heights
3. Ashland Place
4. Midtown
5. Old Dauphin Way
6. Leinkauf
7. Oakleigh Garden
8. Lower Dauphin
9. Church Street East
10. Detonti Square

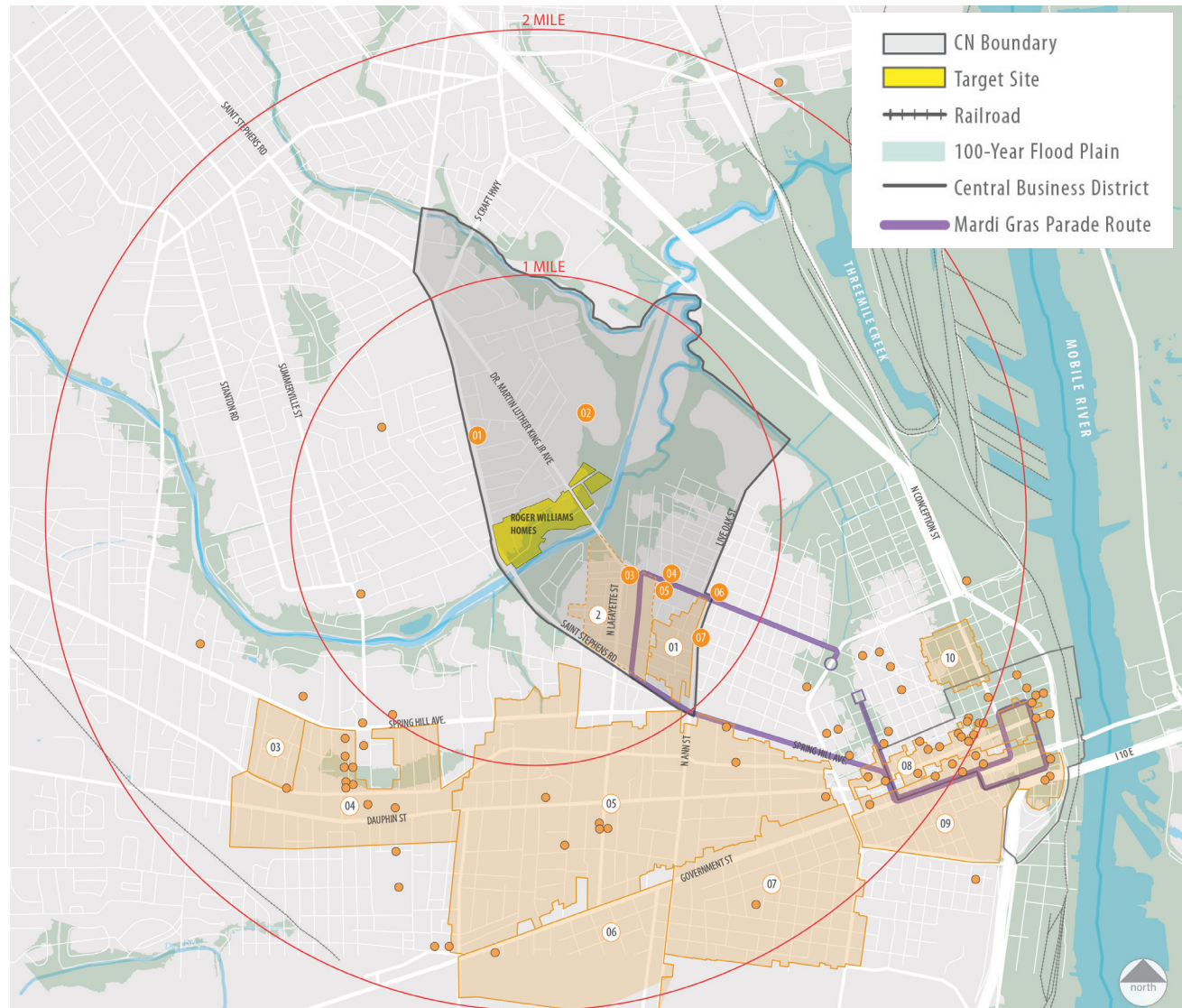


FIG. 2.4 Historic Assets

Note: 1 Mile Radius – 20 min walk, 2 mile radius – 5 min drive

Historic Landmarks

1. St. Francis Xavier Catholic Church
2. Catholic Cemetery of Mobile
3. Vernon Z. Crawford Law Firm
4. C. First Johnson House
5. Dunbar / Central High School
6. Dave Patton House
7. Dr. James A. Franklin House

5. Services

There are several established churches in the CN area and a few more being built. Many of these churches are very active in their neighborhoods and help provide educational and cultural activities that benefit the larger community. Aside from these, there are no other educational and cultural activities found in the CN area. There are, however, several museums and libraries within a 2-mile radius, but they are not easy to access without a car.

Some non-commercial service assets include the Mobile Medical Museum, the National African American Archives and Museum, the Richard DAR House Museum, the History Museum of Mobile, the Doy Leale McCall Rare Book and Manuscript Library, the Toulminville Public Library Branch, the Medical Center Branch Library, and the Mobile Public Library, among others.

The community has expressed concern over a lack of entertainment and retail options and a desire for new non-fast-food restaurants.

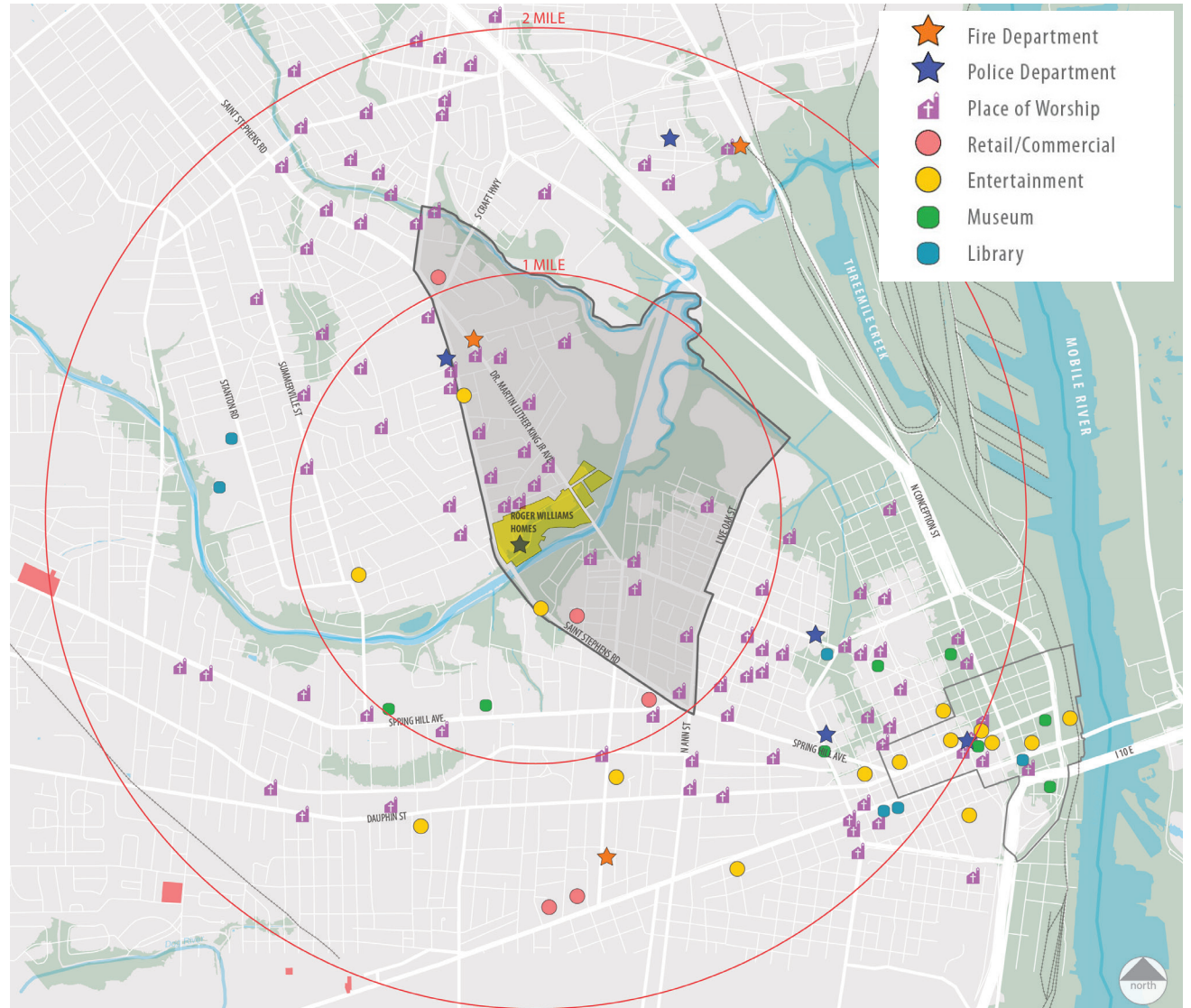


FIG. 2.5 Neighborhood Services and Commercial Assets

Note: 1 Mile Radius – 20 min walk, 2 mile radius – 5 min drive

6. Retail Assets

Most of the goods found in the CN area that are within walking distance are found in convenience stores, fast food restaurants, and liquor stores. There is a lack of pedestrian-friendly establishments offering fresh produce and healthy food options.

There are two supermarkets, Mannings Market Place and Food for Less, which offer a full range of daily living needs and are accessible by car 1.2 to 1.4 miles North of the Roger Williams site.

Other services located in the neighborhood include a bank, several gas stations, hair and nail salons, barbers, clothes stores, realtor and tax preparers.

Most of these services are located along St Stephens Road and clustered where MLK Ave and St Stephens Road converge on the north end of the CN area. They operate inside commercial strip malls and are not easily accessed by foot.

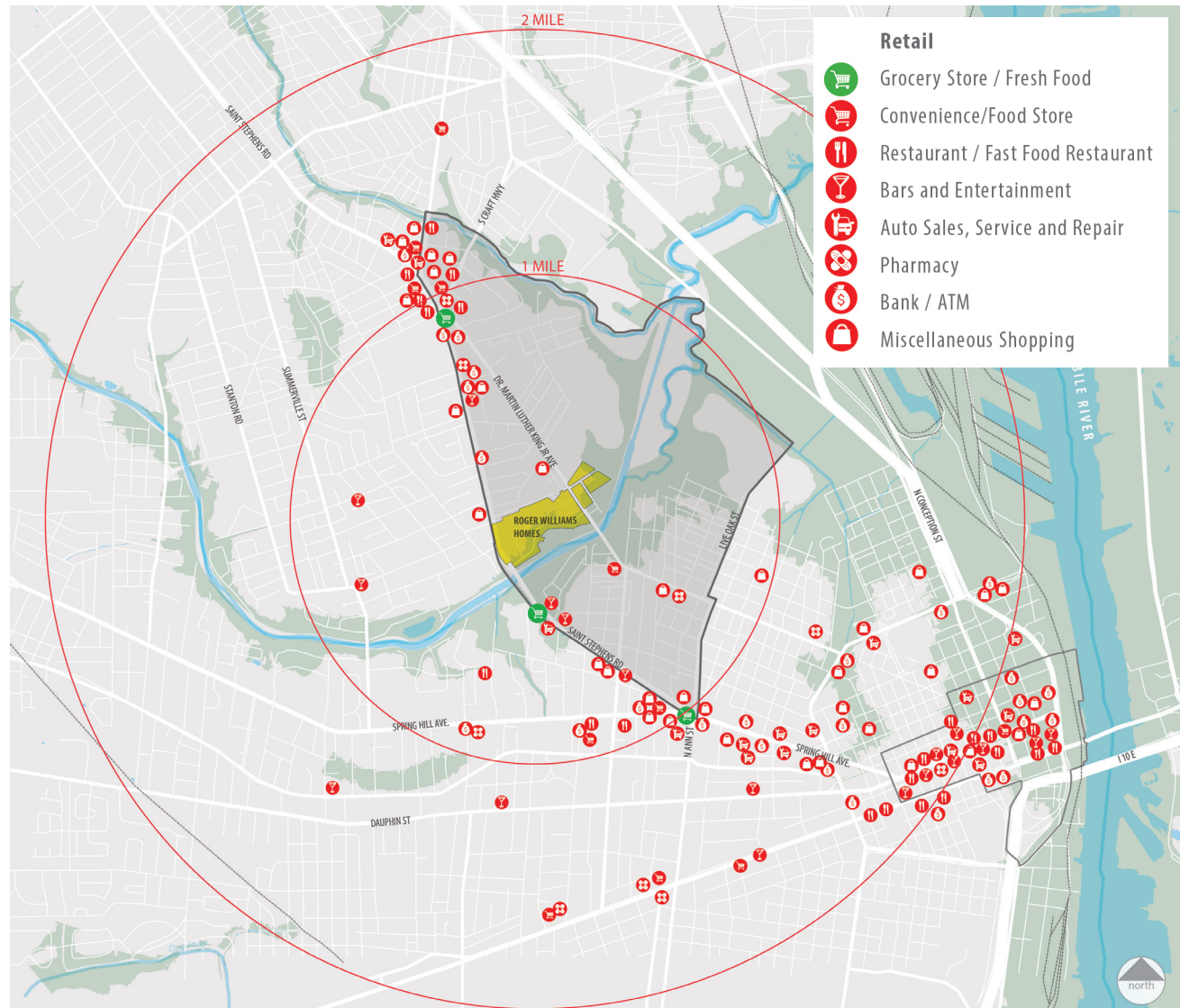


FIG. 2.6 Retail Assets

Note: 1 Mile Radius – 20 min walk, 2 mile radius – 5 min drive

7. Mobility

The CN area is in close proximity to Downtown, interstates, and major arteries. Downtown is located at a distance of approximately one-half to one-mile from Roger Williams. This is a 10- to 20- minute walk or about five minutes by car, not including the time required to park the car.

The CN area is served by two bus routes:

- Route 5 on MLK Avenue connects the neighborhood to Downtown and Prichard
- Route 15 on St. Stephens Road also connects the neighborhood to Downtown and Toulminville

Both routes have ample quantities of bus stops along their routes but there are very few bus shelters.

Pedestrian and bike access to various services in the CN area is limited. There are sidewalks on MLK Avenue and St. Stephens Road; however, they are in need of repair. The sidewalk network on interior neighborhood streets is incomplete, leaving many residents to walk in the street. Crosswalks and other streetscape improvements that would increase safety and encourage walkability would benefit the area.

The trail system along Three Mile Creek that is planned for future development could provide significant pedestrian and bike connections both within and external to the area.

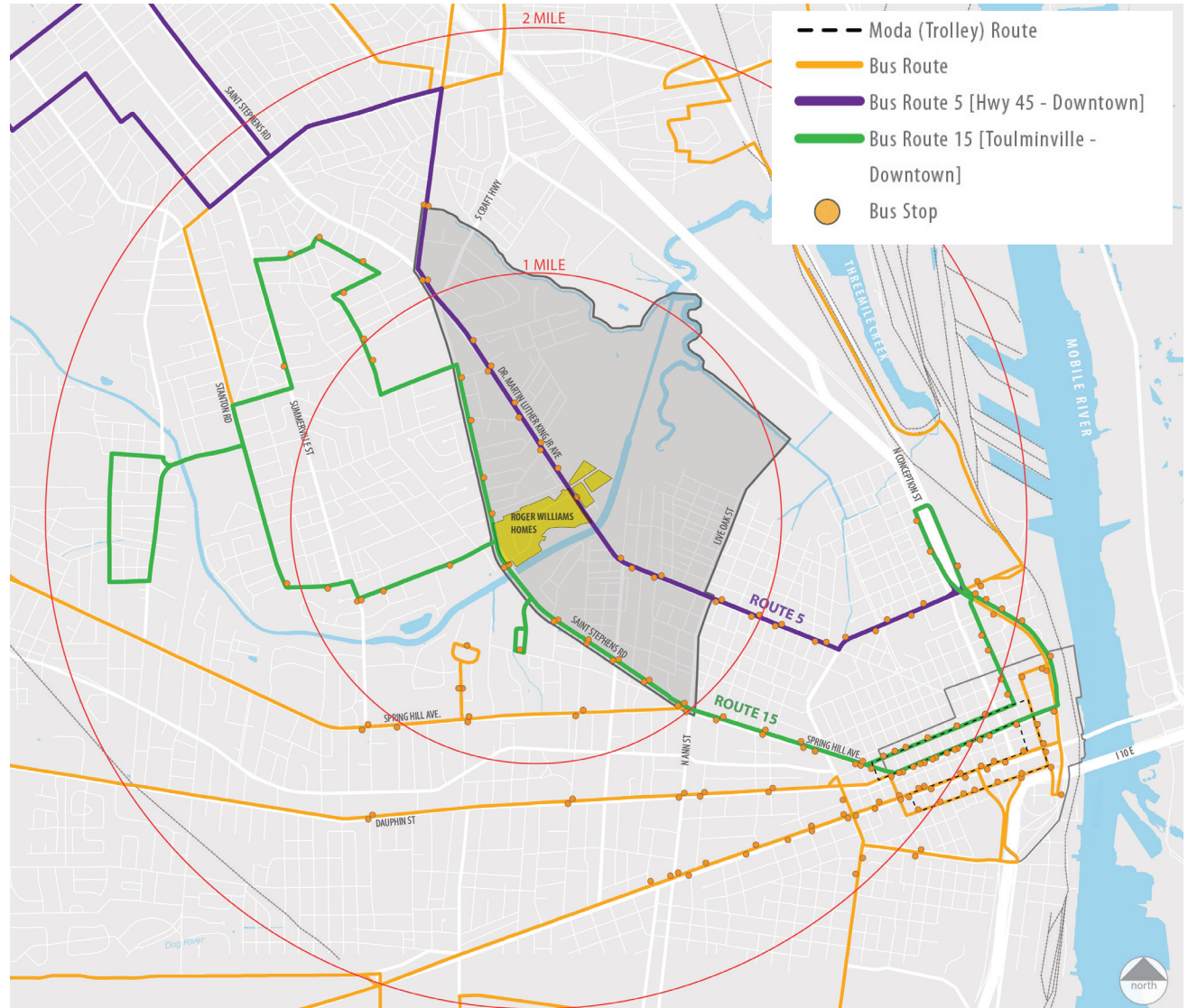


FIG. 2.7 Transit Assets

Note: 1 Mile Radius – 20 min walk, 2 mile radius – 5 min drive

2.5 NEIGHBORHOOD CONDITIONS

1. Land Use
2. Vacant / Undeveloped Properties
3. Building Condition
4. Building Occupancy
5. Zoning
6. Safety
7. Blight Analysis
8. Neighborhood Retail and Services
9. Economic Development



1. Land Use

Predominant existing land uses in the CN area include single-family. However, individual parcels are small and scattered throughout the CN area and will thus be a challenge for large-scale development initiatives. Strategies that consider lot consolidation and scattered infill development will be paramount. residential (29% of total land area) and vacant land that is within the flood plain (24% of total land area). ***Vacant land not in the flood plain is a prime candidate for future development and represents over 127 acres.***

Vacant/undeveloped land located within the flood plain consists of 205 acres that cannot support residential or commercial land uses. But it can support active and passive recreational land uses.

Health and Education services is at only 2% and religious institutions occupy 3% of the entire land area, but are home to several significant churches.

Commercial land uses (6% of total land area) are found along St. Stephens Road and MLK Avenue with a cluster where those two corridors converge. There are only a few multi-family residential land uses scattered throughout the neighborhood, with Roger Williams Homes being the largest. There is a limited amount of land formally devoted to parks and open space, but the 205 acres of vacant land in the 100-Year Flood Plain could be a future opportunity for developing new parks and open space.

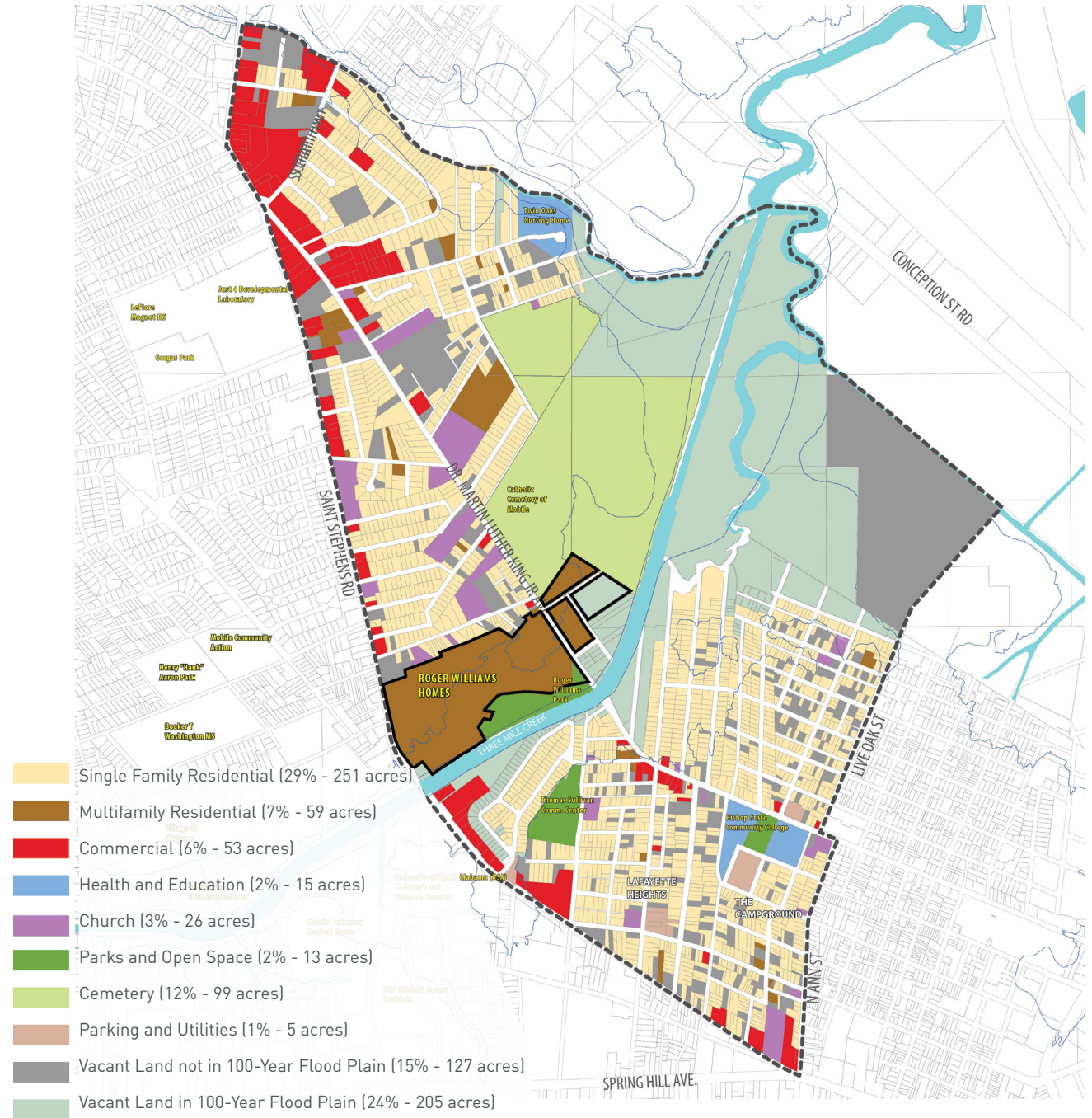


FIG. 2.8 Existing Land Use (Source: Windshield Survey May 2015)

2. Vacant / Undeveloped Properties

Area	Square Miles	Acres	Percent of Total CN Parcel Area
Total CN Parcel Area	1.33	855	100%
Areas in Flood Zone (Developed and Vacant Land inside dark blue line)	0.47	304	35.5%
CN Area outside Flood Zone	0.86	551	64.5%
Total Vacant Land in Neighborhood	0.53	332	38.8%
Vacant Land in Flood Zone	0.32	205	24.0%
Vacant Land Outside Flood Zone (potential for Redevelopment)	0.21	127	14.8%

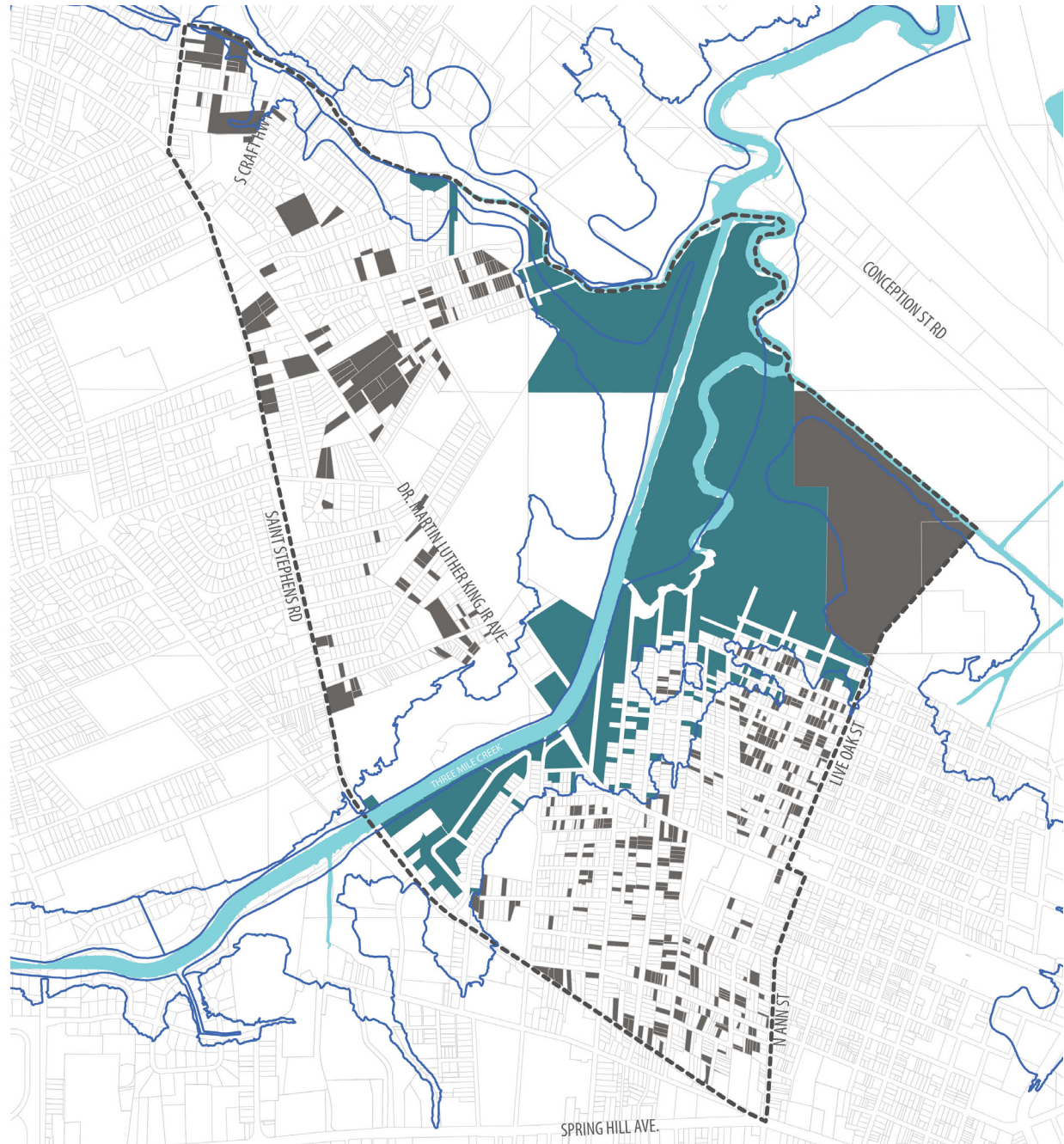


FIG. 2.9 Vacant / Undeveloped Land (Source: Windshield Survey May 2015, City of Mobile)

3. Building Condition

There are 927 residential properties (not including Roger Williams Homes) and 62 commercial buildings in the CN area that are in substandard, deteriorated and dilapidated condition. **These numbers represent 60% of the properties in the neighborhood and are in need of improvement**, ranging from minor façade improvements to rehabilitation and in a few instances full demolition and redevelopment. The historic value of some single-family residential properties will need to be considered prior to developing individual detailed rehabilitation and redevelopment strategies. Building condition not only plays a significant role in the area's blight, but it also affects residents' sense of pride in their community.

*Data obtained during windshield survey performed by the Planning Team in 2015

*See Appendix for description of Standard, Substandard, Deteriorated and Dilapidated condition.

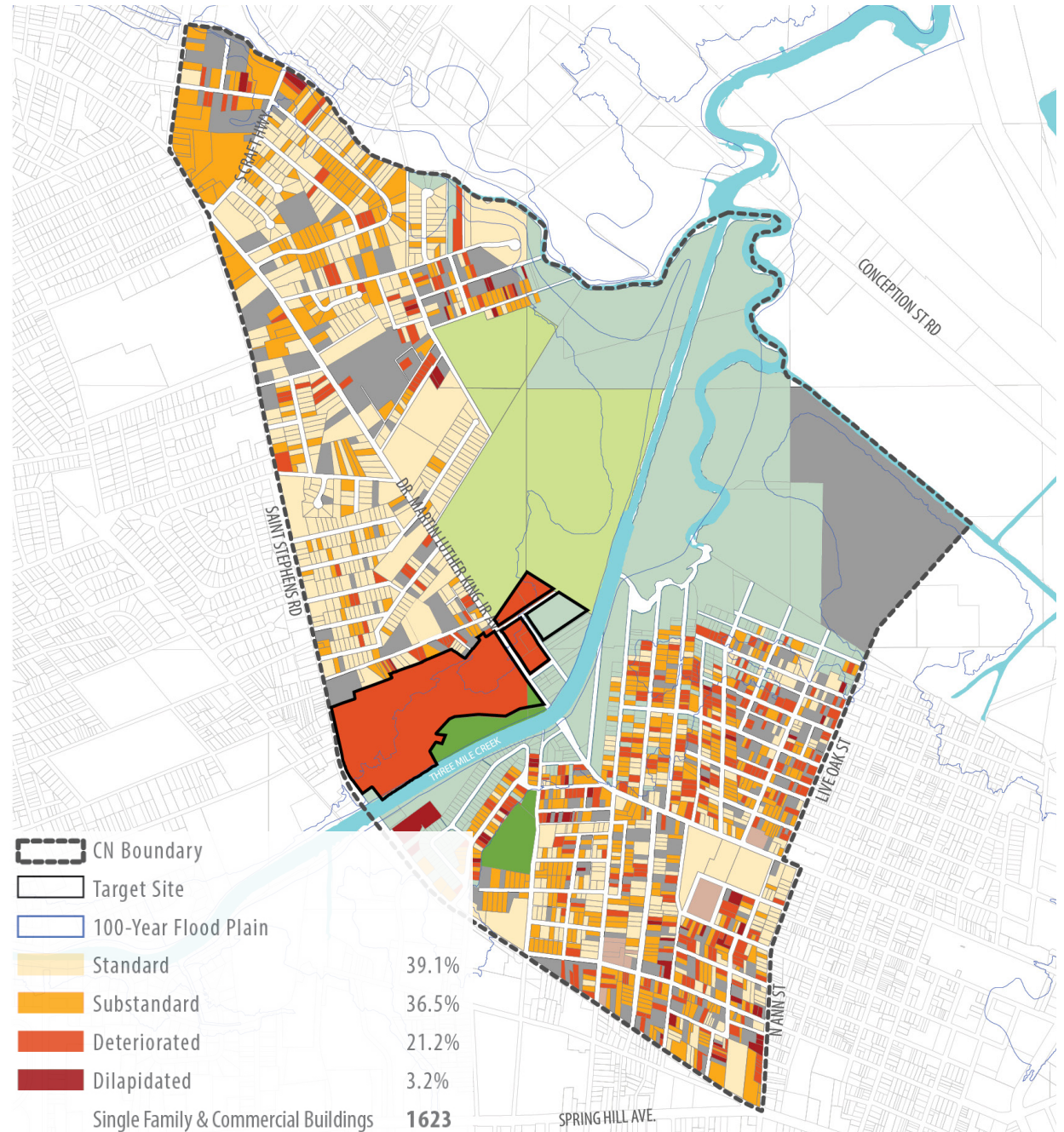
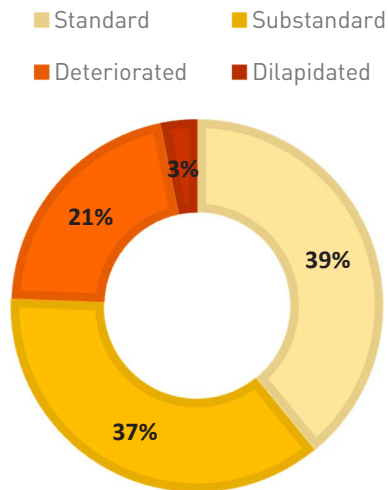


FIG. 2.10 Building Condition (Source: Windshield Survey May 2015)

4. Building Occupancy

Of the approximately 1600 buildings in the CN area, 18% of them, excluding Roger Williams Homes, are unoccupied or only partially occupied. (An example of partially occupied is a duplex or fourplex house containing a combination of occupied and unoccupied units).

Of these, **20 are commercial buildings and 281 residential properties are unoccupied** (not including Roger Williams Homes). The vacancy rate of Roger Williams is higher than the neighborhood's.

Note: Roger Williams Homes was completely vacated in October 2016.

For the most part, unoccupied buildings are evenly distributed throughout the CN area and are in substandard and deteriorated condition. This, combined with the large amount of vacant parcels found in the area, contribute to the neighborhood's overall level of blight.

*Data obtained during windshield survey performed by the Planning Team in 2015

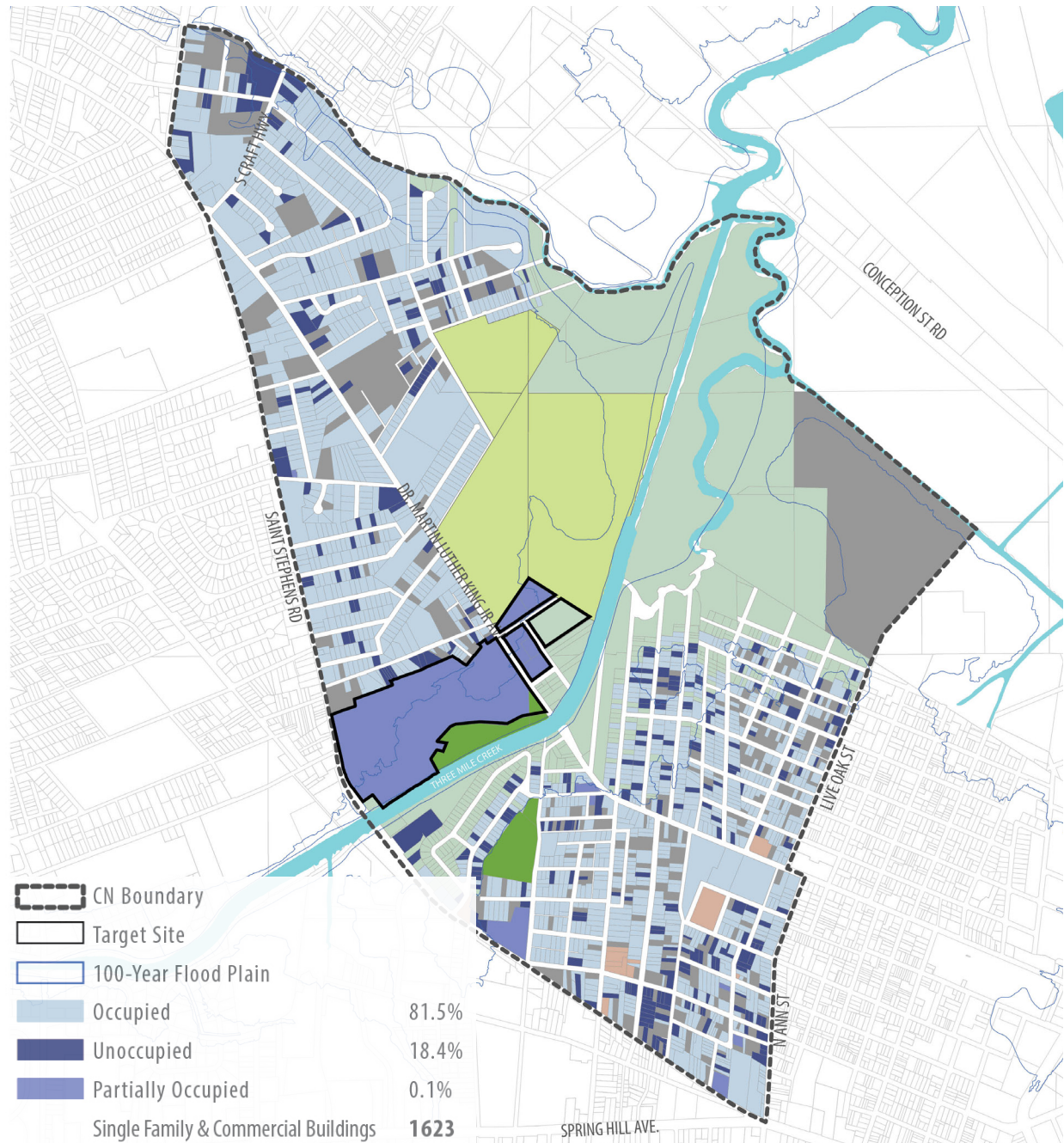
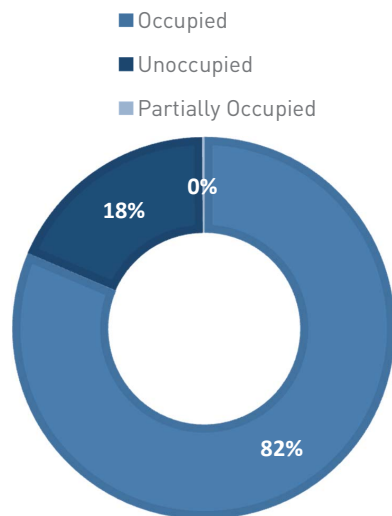


FIG. 2.11 Building Occupancy (Source: Windshield Survey May 2015)

5. Zoning

The CN area is zoned predominantly for low-density single-family residential with few parcels zoned for multi-family. Most properties along St. Stephens Road and a few along MLK Avenue, south of the creek, are zoned commercial.

There is a large vacant parcel zoned light industrial which is where the municipal land fill used to be. Due to contamination from uncontrolled fill in the municipal land fill site has been excluded from residential or commercial land uses. The site has been proposed by the city as a municipal golf course. However, there has been no activity towards redevelopment of the site.

There are currently no parcels zoned for mixed-use development.

In order to provide replacement housing, a mix of uses and increased density in the CN area, rezoning of certain target parcels will likely be necessary.

- R-1 One-Family Residential District
- R-2 Two-Family Residential District
- R-3 Multifamily Residential District
- B-1 Buffer Business District
- B-2 Neighborhood Business District
- B-3 Community Business District
- LB-2 Limited-Neighborhood Business District
- I-1 Light Industry District

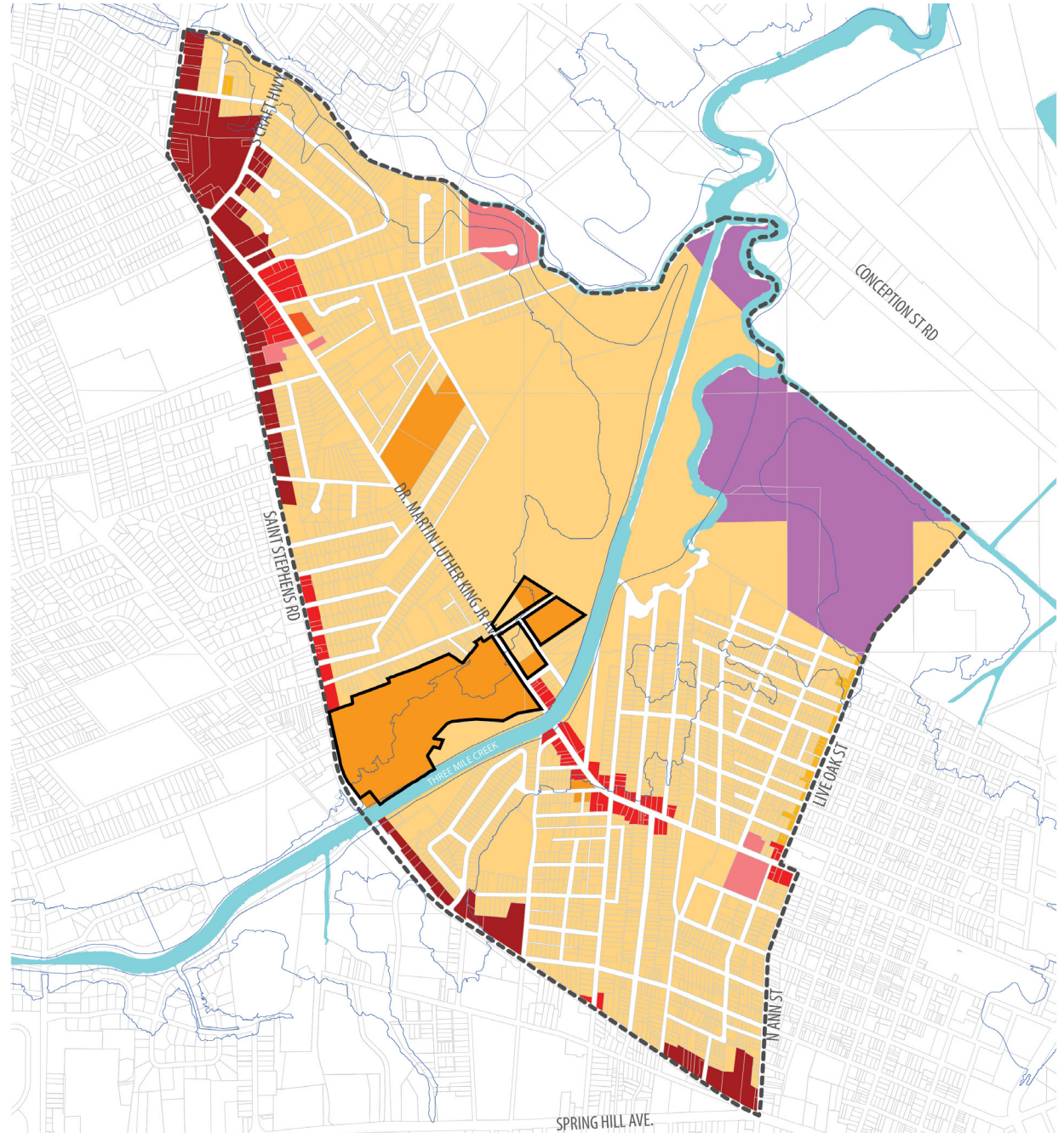


FIG. 2.12 Zoning (Source: City of Mobile)

6. Safety

Using data provided by the City of Mobile's Police Department, Part 1 and Part 2 crime hotspots were mapped in the CN area for the years 2012, 2013, and 2014.

Part 1 crime includes aggravated assault, homicide, burglary, robbery, sex offense, larceny and other violent crimes.

Part 2 crime includes drug abuse, domestic violence, forgery, disorderly conduct, weapon possession, liquor offense and other non-violent crimes.

The CN area has had an increase in Part 1 crimes from 2012 to 2013, but a decrease in 2014. **The average of Part 1 violent crime for those three years is 3.62 times higher than the City's.** Part 2 crimes, on the other hand, have consistently declined from 2012 to 2014.

Part 1 Crime number of incidents per year:

2012 - 496

2013 - 576

2014 - 462

Part 2 Crime number of incidents per year:

2012 - 1128

2013 - 1008

2014 - 541

Crime hotspots are concentrated around the Roger Williams Homes area, in and around the Campground and Lafayette Heights historic districts and the commercial node located at the intersection of MLK Ave. and St. Stephens Rd.

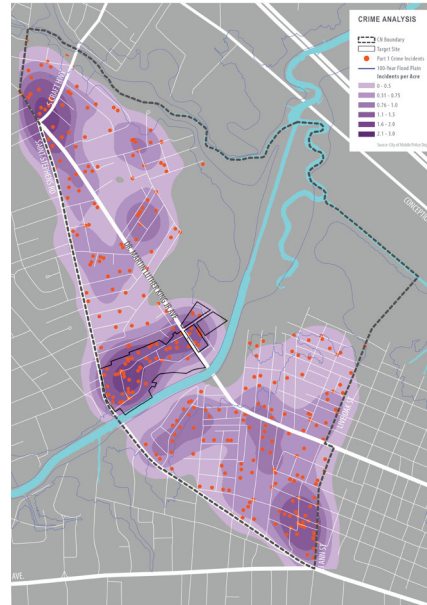


FIG. 2.13 Part 1 Crime Hotspot, 2012

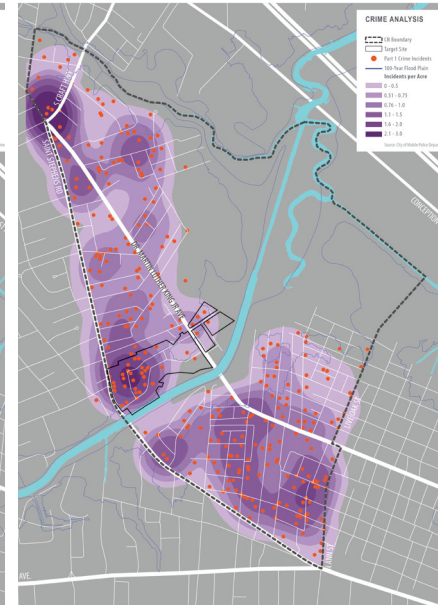


FIG. 2.15 Part 1 Crime Hotspot, 2013

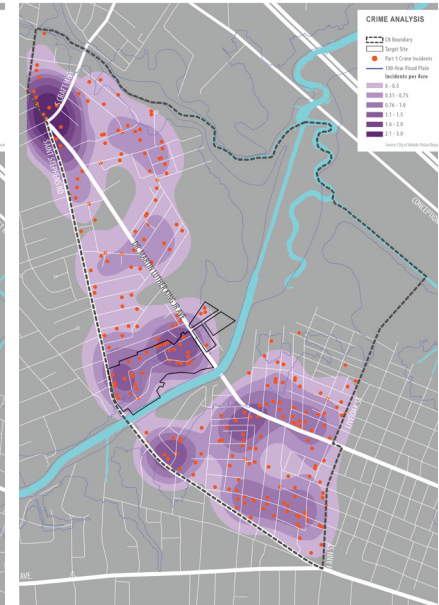


FIG. 2.17 Part 1 Crime Hotspot, 2014

Source: City of Mobile Police Department

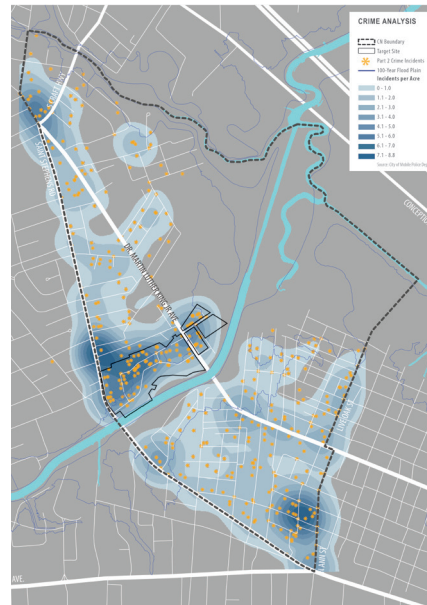


FIG. 2.14 Part 2 Crime Hotspot, 2012

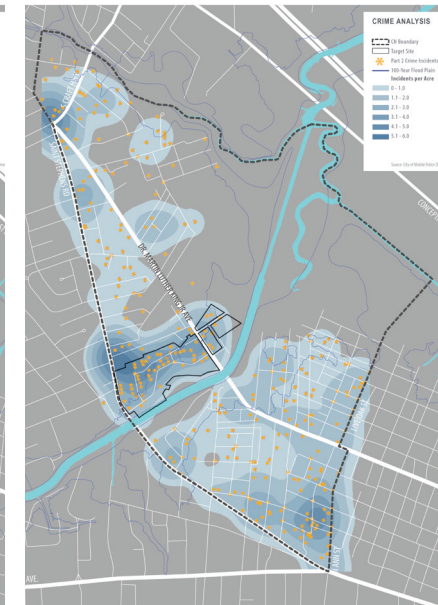


FIG. 2.16 Part 2 Crime Hotspot, 2013

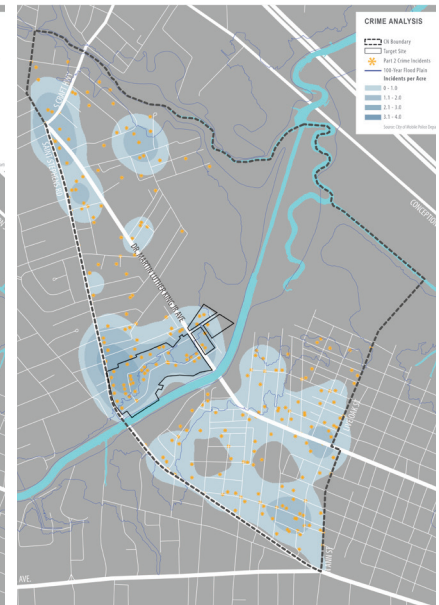


FIG. 2.18 Part 2 Crime Hotspot,

7. Condition of Blight

The blighted conditions in the CN area are defined by building occupancy, building conditions, vacant properties, the presence of crime and the large amount of vacant properties in the flood plain. Using the data obtained and mapped during the windshield survey, the Planning Team identified two categories of blight based on levels of investment required to remediate the blight:

Moderate Level of Investment: There are approximately **260 properties that require moderate investment**. They include unoccupied buildings in substandard condition and occupied buildings that are in deteriorated condition.

Extensive Level of Investment: There are approximately **225 properties that require an extensive level of investment**. They include unoccupied buildings that are in deteriorated conditions and dilapidated buildings regardless of their occupancy. These categories account for approximately 30% of the buildings (both residential and commercial) in the CN area.

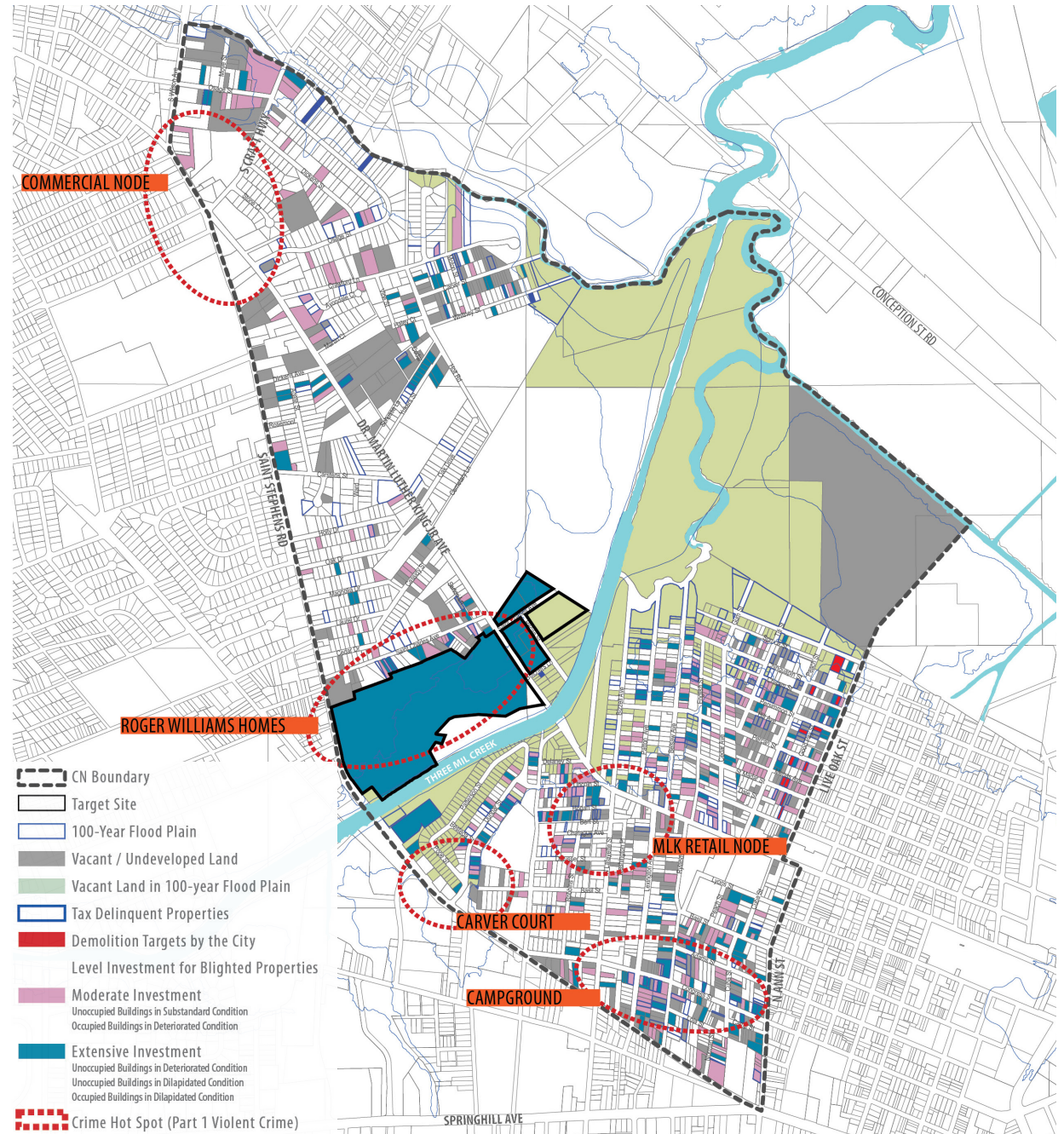
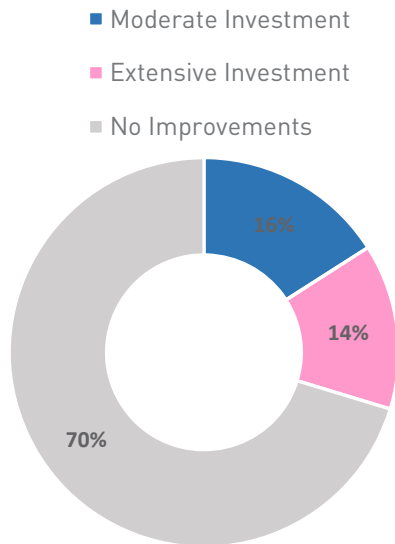


FIG. 2.19 Condition of Blight (Source: Windshield Survey May 2015, City of Mobile)

8. Neighborhood Retail and Services

The Three Mile Trace (TMT) neighborhood retail and services were evaluated along with measurements of potential demand within a Retail Trade Area, which is defined as a 7-minute drive in any direction from the Roger Williams site.

Many Roger Williams residents do not own cars. Goods and services within walking distance include sodas, cigarettes, snacks, selected dairy and bread, and some sandwiches. Two supermarkets, Mannings Market Place and Food for Less, offer a full range of daily living needs and are located 1.2 to 1.4 miles north of the site. Other services located in the neighborhood include a half dozen fast food restaurants, a bank, several gas stations, and outlets such as a package liquor, hair and nail salons, barber, clothes, Realtor and tax preparers.

There are 11,913 households in the retail trade area and 1,755 households living in the Three Mile Trace neighborhood. As a result of redevelopment the number of households in the trade area will increase by approximately 8 percent; the number of households in the neighborhood will increase by about 54 percent. The median income in the trade area is \$25,905, which is 16.5 percent greater than the median income for the neighborhood. **There are only 29 retail trade establishments in the TMT neighborhood and 234 located within the retail trade area.**

Industry Group	The Neighborhood		Retail Market Area	
	No.	%	No.	%
Motor Vehicle & Part Dealers	1	3%	9	4%
Furniture & Home Furnishings	1	3%	8	3%
Electronics and Appliances	1	3%	5	2%
Building Material, Garden Equip	0	0%	7	3%
Food & Beverage Stores	7	24%	42	18%
Health & Personal Care	3	10%	16	7%
Gasoline Stations	1	3%	9	4%
Clothings & Accessories	2	7%	25	11%
Sporting Goods, Hobby, Book, Music	0	0%	9	4%
General Merchandise	1	3%	9	4%
Misc. Store Retailers	4	14%	43	18%
Nonstore Retailers	3	10%	9	4%
Food Services & Drinking	5	17%	43	18%
	29		234	

Source: Esri, RPRG

FIG. 2.20 Existing Retail Establishments (Source: RPRG Opportunity Assessment)

Automobile traffic is an important consideration for retail trade as many people shop on their way to and from work. **There is a substantial traffic flow of an average of 17,000 vehicles per day along St Stephens Road, and 25,000 per day on Springhill Avenue.**

Overall retail space available for rent in the trade area is 64,500, which is a 12 percent vacancy factor. Rents range from \$6 to \$20 per square foot. None of the properties are of recent vintage and there are no new retail facilities planned for the trade area.

Overall demand for retail shows that substantial numbers of customers are drawn into the retail trade area to shop. The largest portion of this trade is food and beverage stores and health and personal care stores.

Based on the demand analysis the best opportunities for new retail to be opened in the trade area are motor vehicles and parts, general merchandise, clothing and accessories, sporting goods, hobby, books and music.

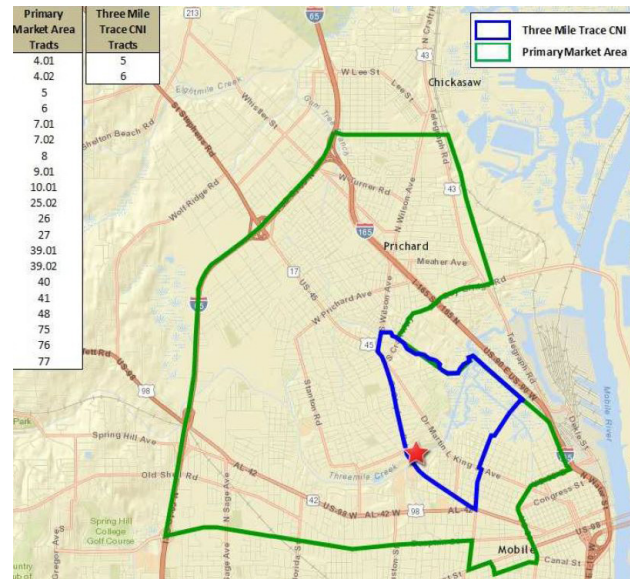


FIG. 2.21 TMT Primary Market Area (Source: RPRG Opportunity Assessment)

9. Economic Development

The primary area is home to some 2,005 business establishments and 23,007 employees. The employment pattern is concentrated in Health Care and Social Assistance (9,952 employees), Public Administration (2,702), Professional, Scientific and Technical Services (1,757) and Educational Services (1,309). These four categories make up 68 percent of the total employment in the area and present the best opportunity for growing the area's economy. Occupations of residents in the area are most heavily represented in five areas: building and grounds maintenance, community and social services, food preparation and service, healthcare and legal.

A diverse economy with high concentrations of employment in the health services sector is a very positive factor for this area. Healthcare is a growth sector that provides a wide range of jobs in terms of skills and wages. This is supported by the Alabama State Department of Labor, which projected high demand occupations for 2012 to 2022 for the City of Mobile; 18 of the 40 fastest-growing job categories are within or directly related to the healthcare field.

Several economic development establishments are already partners with MHB on the redevelopment of Roger Williams Three Mile Trace. The city will play a major economic development role despite being challenged by the lack of an urban renewal authority. The Mobile Area Chamber of Commerce works with Southwest Alabama Workforce Development Council to coordinate workforce-training programs, and brings medical services to bear though the Bay Area Health Care Coalition. The Martin Luther King Redevelopment Corporation is one of two Community Housing Development Corporations (CHODO) working in the neighborhood. It has built 132 single-family homes and developed several commercial properties on MLK Avenue. The other CHODO is Habitat for Humanity. The City Planning and Development Department handles neighborhood economic issue and manages the City's CDBG entitlement of approximately \$2.2 million per year.

Industry	Businesses		Employees	
	No.	%	No.	%
Agriculture, Forestry, Fishing & Hunting	10	0.5%	41	0.2%
Mining	2	0.1%	2	0.0%
Utilities	5	0.2%	351	1.5%
Construction	91	4.5%	636	2.8%
Manufacturing	49	2.4%	638	2.8%
Wholesale Trade	58	2.9%	487	2.1%
Retail Trade	199	9.9%	1,011	4.4%
Motor Vehicle & Parts Dealers	10	0.5%	51	0.2%
Furniture & Home Furnishings Stores	9	0.4%	50	0.2%
Electronics & Appliance Stores	6	0.3%	18	0.1%
Bldg Material & Garden Equipment	7	0.3%	23	0.1%
Food & Beverage Stores	45	2.2%	417	1.8%
Health & Personal Care Stores	18	0.9%	120	0.5%
Gasoline Stations	8	0.4%	48	0.2%
Clothing & Clothing Accessories Stores	25	1.2%	65	0.3%
Sport Goods, Hobby, Book, & Music	9	0.4%	33	0.1%
General Merchandise Stores	9	0.4%	33	0.1%
Miscellaneous Store Retailers	44	2.2%	132	0.6%
Nonstore Retailers	10	0.5%	21	0.1%
Transportation & Warehousing	42	2.1%	347	1.5%
Information	37	1.8%	405	1.8%
Finance & Insurance	73	3.6%	469	2.0%
Central Bank/Credit Intermediation	31	1.5%	239	1.0%
Securities, Commodity Contracts	19	0.9%	94	0.4%
Insurance Carriers & Related Activities	23	1.1%	136	0.6%
Real Estate, Rental & Leasing	75	3.7%	344	1.5%
Professional, Scientific & Tech Services	334	16.7%	1,757	7.6%
Legal Services	160	8.0%	923	4.0%
Management of Companies & Enterprises	1	0.0%	2	0.0%
Waste Management & Remediation Svcs	150	7.5%	490	2.1%
Educational Services	40	2.0%	1,309	5.7%
Health Care & Social Assistance	228	11.4%	9,952	43.1%
Arts, Entertainment & Recreation	30	1.5%	169	0.7%
Accommodation & Food Services	77	3.8%	763	3.3%
Accommodation	9	0.4%	202	0.9%
Food Services & Drinking Places	67	3.3%	561	2.4%
Other Services (except Public Admin.)	266	13.3%	1,197	5.2%
Automotive Repair & Maintenance	22	1.1%	64	0.3%
Public Administration	45	2.2%	2,702	11.7%
Unclassified Establishments	195	9.7%	4	0.0%
Total	2,005	100.0%	23,077	100.0%

Source: ESRI; Thomas Point Associates, Inc.: RPRG

Several training and education establishments are also partners with MHB on the redevelopment of Roger Williams Three Mile Trace. Bishop State Community College has been in the neighborhood for ninety years and offers programs that impact nearly every aspect of workforce training. One of the strongest is the GED program, which provides a high school equivalency diploma. Bishop State offers a well-regarded nursing program, which provides a Practical Nursing Certificate and an Associate Degree in Nursing. Another relevant Bishop State training program is welding, which is applicable for employment at the nearby ship yards, which provide approximately 4,600 total jobs and the new \$600 million Airbus manufacturing facility that expects to peak at 1,000 total workers. One other significant organization is Mobile Works with an annual budget of \$4.5 million. Mobile Works partners with the Alabama Career Center to provide an impressive array of free services to both business and job-seekers such as career counseling and placement, access to computers and communication links and information on education and training.

There are five critical economic development issues, that must be addressed:

1. There is a core group of unemployed residents, which faces challenges to finding and keeping jobs: low levels of education, lack of mobility, need for childcare, and criminal record barriers.
2. A disconnect between some residents and the opportunities that exist in the area, in spite of readily available education and training resources.
3. Declining real estate values and redevelopment pressures due primarily to the consequences of neighborhood flooding.
4. A decentralizing business community, as falling population and household income levels reduces the demand for retail businesses and services.
5. Limited City economic development resources for property redevelopment and business retention and expansion.

These economic development issues have the potential for being offset by seven key economic development assets:

1. Capable economic development partners are already engaged by MHB.
2. Good training and education programs are available from Bishop State Community College and Mobile Works.
3. Improvements to Three Mile Creek are planned, developed and funded by the Mobile Bay National Estuary Initiative.
4. St. Stephens Road and Dr. MLK Avenue corridors have good regional access, high daily traffic counts and a strong demand for new businesses.
5. The Roger Williams Boys and Girls Club provides a critical economic development supportive services; however it must be relocated out of the flood plain.
6. Proximity to the USA medical complex represents a strong base of employment opportunities for the neighborhood.
7. Proximity to Downtown Mobile will make the neighborhood more valuable as redevelopment takes place.



*Walk with the dreamers, the believers,
the courageous, the cheerful, the
planners, the doers, the successful
people with their heads in the clouds
and their feet on the ground. Let their
spirit ignite a fire within you to leave this
world better than when you found it..."*

Wilferd Peterson

3. RETHINK THE NEIGHBORHOOD

3.1 CAPACITY BUILDING / COMMUNITY ENGAGEMENT

This Choice Neighborhoods Initiative is centered around Capacity Building or a community-driven planning process to develop place-based strategies for the Three Mile Trace neighborhoods. As part of the “Rethinking the Neighborhood” phase, a series of Community Workshops, Steering Committee meetings and Focus Group meetings were organized to explore the needs and strategies for revitalizing the CN area as a whole (e.g., beyond just the Roger Williams site). This approach helped to understand the most pressing community needs and validated realistic implementation strategies.

A steering committee with 20-25 members was formed which included representatives of the CN partners, key community stakeholders, business owners and Roger Williams Homes resident leaders. On a regular basis, this committee shared input and visions from their constituencies, brought ideas from their agencies’ planning initiatives and was proactive in thinking big to create a long-term sustainable revitalization plan. Over the 9 month planning process this Steering Committee (along with several public workshops) participated in numerous interactive exercises to determine the highest

priority needs and desires. This input was instrumental in creating a comprehensive Neighborhood Framework. The initial input is summarized below and forms the basis of all subsequent recommendations in this Transformation Plan.

Capacity building consisted of two elements. First, to ensure that residents, community members, stakeholders, and partners were capable of leading the Roger Williams/ Three Mile Trace redevelopment planning process, Mobile Housing Board (MHB) and its planning team provided capacity building. Second, to ensure that residents, community members, stakeholders and other partners were capable of taking advantage of the tools available for jobs, MHB and its planning team implemented processes that helped the residents and community members develop a series of strategies about training, job opportunities and existing networks by which residents could obtain jobs.

A key aptitude to the capacity building needed to carry out the planning process consisted of a series of planning exercises where participants worked with “hands on” planning materials to answer questions or develop options for planning choices at steering committee and community meetings. Some of those questions included:

Community partners and engaged residents developed a range of possible redevelopment strategies for Neighborhood, Housing, and People by utilizing the data analyzed during the understanding phase.



What do you like and not like about the neighborhood?

During this exercise, participants were provided with red and green dots to place on a large neighborhood map. The green dots represented places that the participants liked; the red dots represented places that participants did not like. Sticky notes provided participants the opportunity to also offer comments. As a result of this planning exercise the residents and community members generated a common understanding and an overview of the strengths and weaknesses of the neighborhood. The participants almost universally agreed that one of the key negatives in the area was Roger Williams Homes.

What should the neighborhood be called?

In another exercise, contributors were provided with large wall posters containing a list of potential names based on the history of the neighborhood, and sticky notes to voice their choice for a name. "Other" was a choice for those who wanted a name that was not listed on the poster. Because the neighborhood boundaries did not coincide with any of the historical neighborhood names the majority of the participants chose new names and two choices were the most selected: Toulminville and Roger Williams. There was also a significant portion of the participants who wished to call the community other names. The final choice for the neighborhood is Three Mile Trace.

What planning guidelines should be used to direct the housing, people and neighborhood redevelopment planning processes?

The participants through two separate planning exercises developed several overarching planning guidelines. The first exercise, had a series of wall posters that offered the opportunity for participants to add comments regarding issues and opportunities in relationship to: employment and job training; cradle to college education; safety and crime reduction; health, wellness and quality food; transportation and connectivity; recreation and open space; and natural and historic resources.

The planning team then aggregated participant answers into eight planning guide categories: (1) achieve individual health and well being; (2) concentrate on education; (3) realize a safer place to live and raise children; (4) attract more residents into the neighborhood; (5) promote economic and business development; (6) celebrate diversity; (7) honor history and culture; and (8) attain maximum connectivity. These were delivered as wall posters. Then, participants finalized the categories and opportunities using green/red dots and sticky notes. These planning categories guide many of the strategies contained in the

What are the priorities for people and neighborhood improvements?

Participants attending steering committee and community meetings validated their choices at five (5) faux farmers market kiosks: (1) open space, (2) food, (3) recreation/cultural amenities, (4) job/education/health amenities and (5) mobility. Participants were provided with \$250 faux money and selected their purchases by buying pictures of their amenity choices. The results were tabulated and discussed by the contributors. In addition the planning team raised mindfulness of healthy eating by offering fresh apples, oranges, bananas and pears at each kiosk, which were donated by a nearby grocery store.

Where do you see housing, neighborhood, people and education amenities converging within the neighborhood?

Contributors were asked to identify places where neighborhood improvements, housing production and access to people and education amenities converged. Using large neighborhood maps participants chose places by organizing photographs of various housing types, critical neighborhood improvements, education amenities and supportive services that could be brought together to form exciting places to live, work and play. In addition sticky notes were used to clarify and/or expand on ideas.

How do you facilitate focus group meetings and record meeting results?

The planning team facilitated workshops for MHB staff on how to organize and facilitate small group meetings aimed at education, health, employment, positive youth development, safety and transit. Sample meeting invitations and agendas were provided. The objectives and methods for facilitating meetings were deliberated. Sample meeting note taking formats were delivered. MHB used this training to facilitate the various meetings held during the formulation of the Neighborhood Plan.

The following sections illustrate highlights of the community and steering committee meetings and provide summary of results.

Month	Community Engagement	Planning Activity
March, 2015	HUD Site Visit Community Meeting #1	Issues Identification and Vision
June, 2015	Steering Committee Meeting #1	Develop Guiding Principles
July, 2015	Community Meeting #2 Steering Committee Meeting #2	Identify Neighborhood and People Priority Needs Create Preliminary Framework Plan for Neighborhood and Housing
August & October, 2015	Focus Group meetings	Develop Strategies for People Program
October, 2015	Community Meeting #3 Steering Committee Meeting #3	Input on Housing Character Preference for Onsite and Offsite Areas Validate People Strategies
November, 2015	Community Meeting #4 Steering Committee Meeting #4	Validate Neighborhood Framework Redevelopment Vision for Roger Williams Homes site
December, 2016	Community Meeting #5 Steering Committee Meeting #5	Final Presentation and Overview of Draft Report

3.2 NEIGHBORHOOD FRAMEWORK OPTIONS

Identification of Priority Neighborhood Needs: In one notable set of interactive exercises, Steering Committee members were asked to use a “farmers market” theme in which they were tasked with “buying” from each of the categories listed below a variety of cards with pictures representing different community services, amenities, and open space and transportation improvements that they’d like to see happen (the original list was brainstormed from earlier exercises).. Each participant was given \$200 in “play” money to be used at the “booths” to “buy” the cards. At each station, people were also asked to geographically locate their purchase on a map of the choice neighborhoods area (e.g., where would you ideally like this amenity located?). By giving a limited amount of “money” it forced participants to make choices and express priorities.

Farmers Market Stations included pictures for the following categories –

Open Space

- Playgrounds
- Pocket parks
- Basketball courts / Tennis courts
- Recreation fields
- Outdoor Performance Space

Food

- Large grocery store with fresh food
- Small grocery store with fresh food
- Farmers market
- Community gardens
- Restaurants

Health/Education/Jobs

- Early Childhood Education Facility
- Health Clinic
- Daycare
- Business Incubator Spaces
- Job Training Facility



Recreation and Cultural Amenities

- Recreation Center / YMCA
- Community center
- Library
- Cultural center / theater
- Historic Museum

Mobility

- Martin Luther King Jr. Ave. Corridor Improvements
- St. Stephens Rd. Corridor Improvements
- Three Mile Creek Multi-use trail
- Bus shelters
- Neighborhood Sidewalks

The same exercise was also conducted at an interactive public workshop community. The chart below shows the combined preferences as selected by the participants from both meetings.

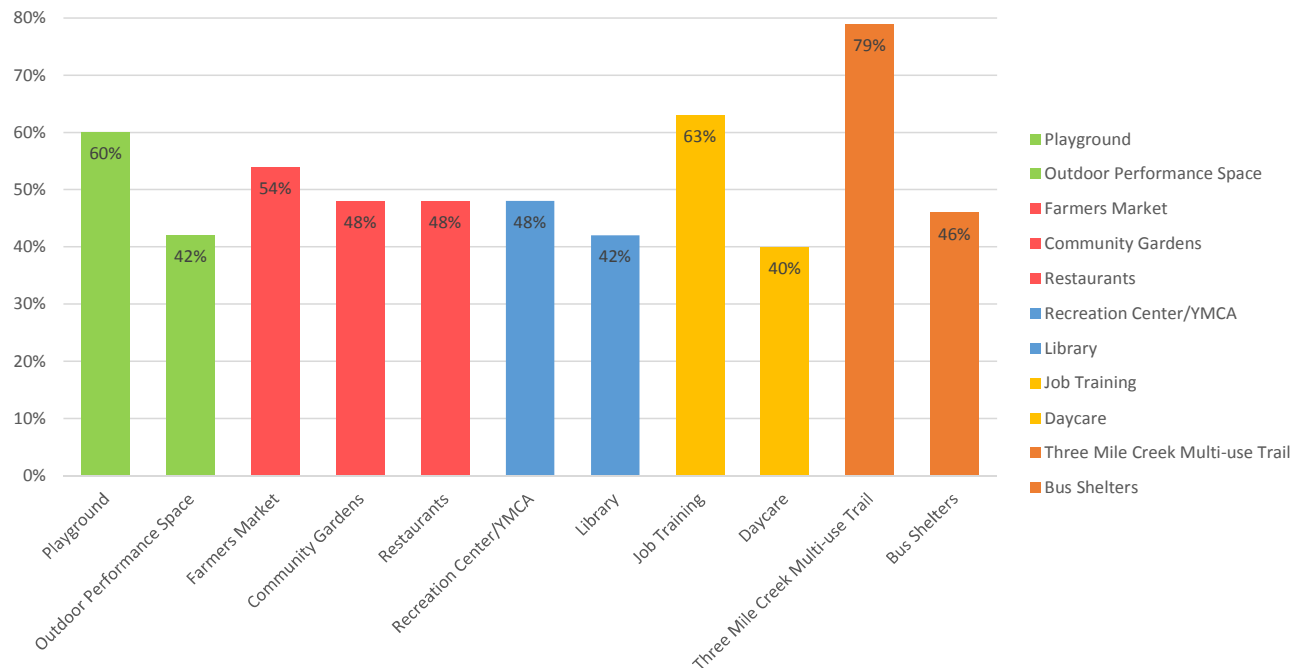


As seen on the graph (on right) the Three Mile Creek Multi-use Trail ranked the highest, Job Training ranked second and Playgrounds were third (see the pictures at right). The resulting priority needs and their potential locations within the CN area set the stage for working with the Steering Committee on a more detailed Neighborhood Framework plan.

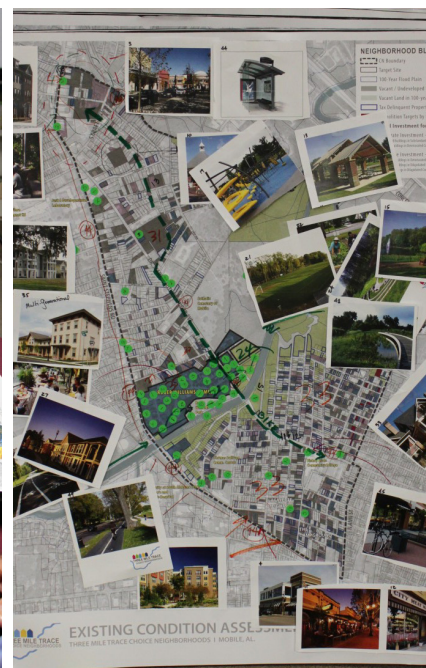
The Steering Committee was divided into four groups with 7-8 people and were given markers and character images to share their ideas within four improvement topic areas including: Open Space and Recreation, Housing, Mobility, and Neighborhood Mixed-use Activity Centers. The intent of this exercise was to turn the more generalized previous feedback from the “farmers market” into a more detailed roadmap and vision for creating a safe, diverse, healthy, and connected neighborhood over next 10-15 years. The following summary describes input from the Steering Committee and ultimately led to the detailed Framework Plan and Strategies described in more detail in Chapter 4.

Open Space and Recreation Potential

- Three Mile Creek - Splash pad for kids, recreation field, basketball court, outdoor amphitheater / performance space, picnic pavilion, park space with seating, community garden, large community gathering space for fairs and festivals
- MLK Avenue at Lincoln Street Intersection – Restaurant with outdoor seating, active pocket park with chess board, playground
- Community pool on Roger Williams site south of Catholic Cemetery
- Farmers Market on St. Stephens Road
- Outdoor performance space close to the neighborhood node
- Community garden in each quadrant of the CN area
- New open space on the vacant lot near Osage St.



Priority Community Needs Identified in Community Engagement Process



- New picnic area and splash pad as part of the Campground historic district and neighborhood north of Live Oak Street

Housing Potential

- At the Roger Williams homes site, encourage mixed use development (not more than 2-3 story), with a combination of single family housing and row housing. Also include common open spaces and dining facilities for communities, specifically along St. Stephen frontage, near hospital.
- Develop single family homes and town homes (max 3 story) in infill locations along with shared open space
- Develop narrow lot single family homes on the Roger Williams site (internal development) and incorporate a similar typology for infill housing in historic neighborhoods
- Strengthen (rehabilitate housing within) existing neighborhoods that are somewhat stable (northern residential area along MLK) as a first step rather than fixing the most distressed parts of the neighborhood
- Develop 3 story townhomes or 3 story mixed use on the vacant lots on Martin Luther King Jr Ave.
- Develop Mixed use senior housing and retail on St. Stephens Road due to the close proximity to the hospital (on vacant lots between Catherine Street and N Lafayette Street)
- Create a Home Improvement Program that provides assistance to existing homeowners

Mobility Potential

- Plan bus routes, bus stops, bike facilities, sidewalks and corridor improvement strategies throughout the neighborhood, especially along the MLK and St. Stephens Corridors

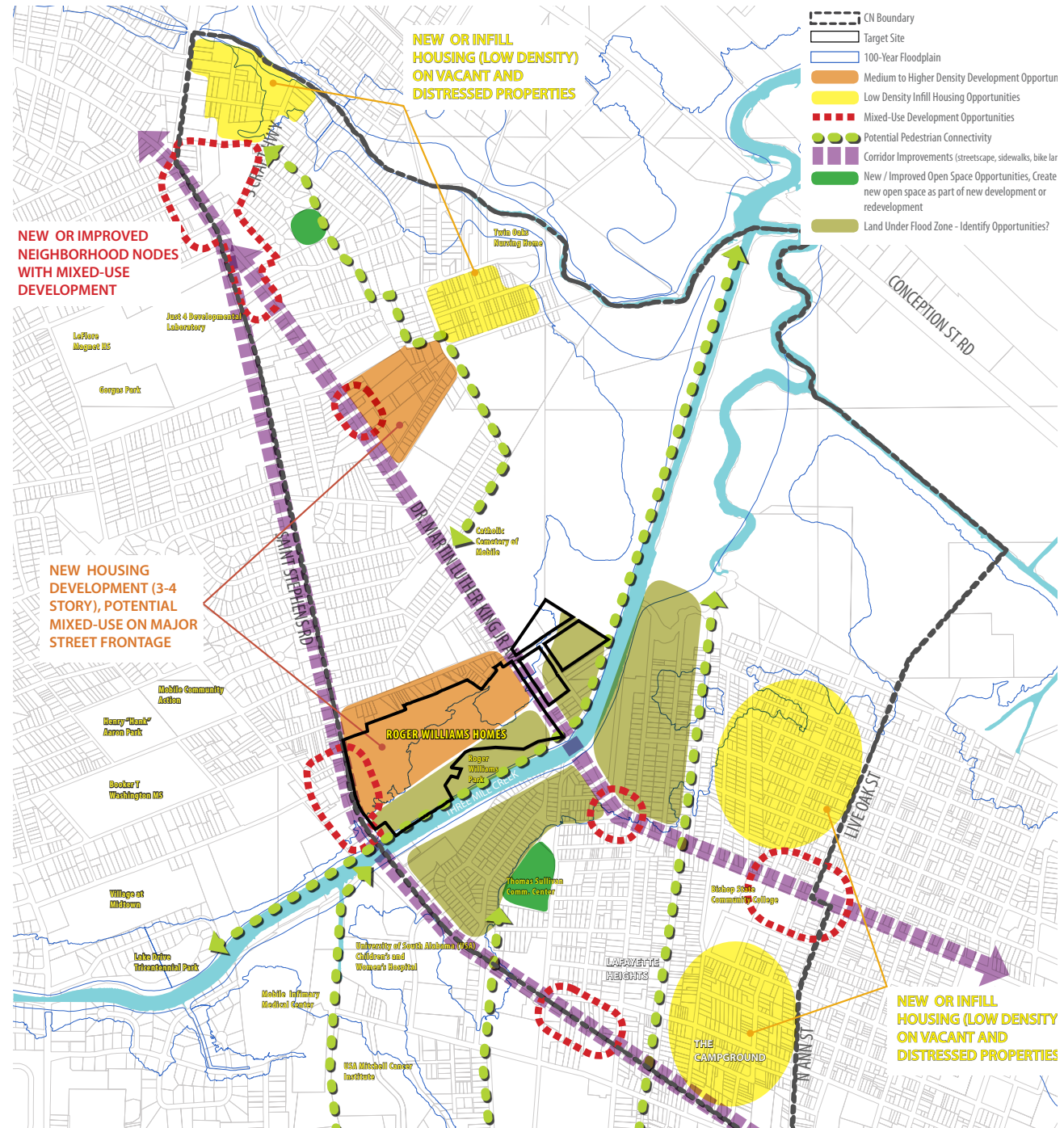


FIG. 3.1 Conceptual Neighborhood Framework Based on the Synthesis of Comments from Steering Committee

- Develop a board walk / multiuse trail along Three Mile Creek
- Create a pedestrian/bicycle spine that wanders through neighborhoods from Craft/St. Stephens/MLK on the north to Bishop State Community College on the south including the activity centers at MLK/Emmanuel Seventh-Day Adventist Church, Roger Williams, Three Mile Creek
- Develop bus transit routes with frequent sheltered bus stops on St. Stephens and MLK that connect the hospital complex, the activity centers at Craft/St. Stephens/MLK, MLK/Emmanuel Seventh-Day Adventist Church, Roger Williams, and Three Mile Creek and Bishop State Make sure all sidewalks are accessible to those with disabilities

Neighborhood Mixed-use Activity Center Potential

- There was a consensus on bringing back the theater at Baker Gaines for community use
- There is a need to bring back the businesses along the corridor which could have a variety of retail serving different needs of the community such as a laundromat, print shop, clothing, etc.
- Several neighborhood activity centers were recommended at the Baker Gaines campus on MLK Avenue and along Three Mile Creek between Tricentennial Park and Roger Williams Homes. Activity centers would include mixed used development, office space, fresh market, restaurants with outdoor seating, and ability to walk to shops along the creek
- There should be a job training center and business incubator space near Bishop State Community College Baker Gaines Campus for students and young professionals.
- Bring fresh food to the existing grocery store in the neighborhood

- More and better restaurants are needed. No more fast-food restaurants
- Provide new mixed-use development (retail and office above) on St. Stephens Road near N Lafayette Street. The hospital district and the senior housing can take advantage of this neighborhood node offering goods and services. Proposed uses include senior housing and retail including groceries and personal services. A new restaurant could serve seniors and hospital staff
- Redevelop the existing strip commercial around/along S Craft, St. Stephens and MLK with a combination of uses including 3 story mixed-use family apartments, retail including healthy and fresh food options, passive and active recreation spaces, bus stops, and outdoor dining options
- Create three additional multiuse activity centers at MLK near Emmanuel Seventh-Day Adventist Church, at the Roger Williams site and further south on MLK at Bishop State Community College. Uses could include multifamily housing, retail, and open space

3.3 NEIGHBORHOOD RETAIL AND SERVICES NEEDS

Based on the research and analysis prepared by RPRG and the considerations of residents, community members and the steering committee, four opportunities for neighborhood retail and services were developed. These opportunities were prioritized (in orange text) by the community and the stakeholders.

1. **A small retail component on or near the Roger Williams site**
2. **A mixed-use commercial and residential development located on the existing retail commercial mall at the junction of St. Stephens Road, Martin Luther King Avenue and South Craft Highway.**
3. **A small grocery store and restaurant near the USA medical campus.**

4. Retail spaces for a mix of tenants, which draw customers into the neighborhood.

Potential tenants for Opportunity 1 and 2 could include goods and services for local consumption such as a small grocery store, convenience store, drug store, salon, sandwich shop, shipping, package liquor store, discount shoe store, clothing store or other general merchandise outlet. As the project develops, professional offices for accountants, attorneys, dentists or educational tutors could be added in a separate building or above first floor retail uses.

Potential tenants for Opportunity 3 could include a grocery store and restaurant featuring healthy food choices catering to employees of the USA Medical Center and new senior housing.

Potential tenants for 4, a new retail trade space located along St. Stephens Road or MLK Avenue to attract customers into the neighborhood with stores of motor vehicles and parts, general merchandise, clothing and accessories, sporting goods, hobby, books and music.

3.4 ECONOMIC DEVELOPMENT NEEDS

In addition to Neighborhood Retail and Service, the community expressed their priorities for the Economic Development Strategies listed below. The strategies are listed in the order of community priority – from higher (in orange text) to lower.

1. **Create a grassroots consensus that brings the political support needed to make difficult economic development decisions for the neighborhood**
- **Connect Roger Williams and the neighborhood residents to regularly scheduled events such as monthly flea markets;**
- **Create an economic development task force;**
-

- Hold an ecumenical economic event that brings together church leaders and congregations to focus on actions needed to improve the neighborhood economy;
- Design and maintain a community economic development newsletter;
- Create a time bank to encourage the broader Mobile community to help with transportation, small home maintenance projects and other types of support;
- Organize a business network;
- Coordinate City neighborhood investments.

2. Jobs and training

- **Conduct annual job fairs;**
- **Improve public transit and bicycle usage to connect resident with jobs;**
- **Develop new community centers to provide space for adult training and business counseling;**
- Work with USA Medical Center, the area's largest employer and greatest potential source of jobs;
- Promote work force development by developing training programs with Bishop State for jobs in food preparation and services, healthcare services and support, and personal care services.

3. Real Estate Development

- **Identify vacant and abandoned properties for retail and commercial development;**
- Plan a business district that provides sufficient land to develop additional businesses to support future population growth;

- Program commercial corridor improvements for phased development along St. Stephens Road including increased vehicle and pedestrian safety and additional parking.

- Assemble land at key locations for future commercial development.

4. Business Development

- **Maximize job opportunities at the Airbus assembly facility**
- Provide financial incentives to encourage private sector investments in business;
- Create flexible commercial space in buildings along St Stephens Road near the Medical Center.
- Create a center for alternative technology to provide training, jobs and businesses that provide energy conservation for the construction and rehabilitation of houses in the neighborhood.

3.5 HOUSING NEEDS

The Research and Analysis report that was created by RPRG shows that there is demand for a mix of house types in the Three Mile Trace (TMT) Community. The market report states that 450 units and approximately 15,000 SF of retail / community services are possible as a first phase on and off site. The market report also suggests that a second phase of 450 units is possible once the first phase is completed. One of the challenges of meeting the TMT Program and market demand is the reduction in land that will be available for housing at Roger Williams. The reduction in available land for housing at Roger Williams is the result of the need for the Federal Emergency Management Agency (FEMA) to update the current floodplain line. It is projected that the updated floodplain line will reduce the amount of land available at Roger Williams to approximately 8 acres. This reduction in land increases the need for development on offsite parcels. The increased need for offsite housing will also

help with addressing blighted areas in TMT.

Several exercises were done with the community to develop housing strategies to meet the market demand for multi-generational housing types within the overall TMT Community and address the reduction in available land for housing on the Roger Williams site. The community was asked to select housing types that would be preferred at Roger Williams and at scattered sites that are located in the TMT community. The community selected the following house/building types. They are in order by preference:

- Single Family Detached – 31%
- Duplexes /Townhouses – 20%
- Mixed-Use – 20%
- Apartments for Seniors – 15%
- Apartments for Families – 13%

Density was also discussed at the meeting. For example, single family detached housing yields approximately 5 units per acre and an apartment for seniors can yield approximately 45 units per acre.

The community was asked based on the house types that they selected, where these types should be located in Roger Williams (onsite) and offsite. It was determined that lower density house types such as single family detached and duplex housing should be located in the infill areas of the community and higher density housing types such as townhouses, apartments and mixed-use buildings should be located at Roger Williams and at the cluster of lots that are located along Dr. Martin Luther King Jr. Avenue near Emmanuel Seventh-Day Adventist Church. The community also wanted to make sure there was a mix of unit types in the Roger Williams development and in the cluster of lots along Dr. Martin Luther King Jr. Avenue in order to meet the demand for multi-generational housing and create neighborhood mixed-use activity nodes.

In November, the Team met with the Steering Committee and the Community to give us their thoughts on where the building types that they had selected for Roger Williams should be placed within the site. This housing exercise used blocks that represented house and building types that were selected by the Community. People were divided into three groups and each group had 20 minutes to determine the location of the buildings. The following are some of the typical results of this exercise.

- Locate mixed-use buildings along St. Stephens Avenue
- Locate community supportive services such as the Boys and Girls Club at the center of the site
- Group senior housing together and locate senior housing near St. Stephens Avenue and/or Dr. Martin Luther King Jr, Avenue so that seniors have access to public transportation
- Distribute townhouses and apartment buildings for families within the interior of the site.
- Create a community where the residents can look out for one another
- Locate single-family detached and duplex buildings along St. Charles Avenue. The parcels along St. Charles Avenue are not part of Roger Williams, but it was important to connect Roger Williams with the surrounding neighborhood



Community Preference on Future Housing Development in the TMT Area





Development Consensus on Roger Williams Homes Site, Outside the Existing Flood Zone

FIG. 3.2 Community Input on the Potential Redevelopment of Roger Williams Homes; Community Preference on Potential Development Character

3.6 PEOPLE NEEDS

The members of the focus groups considered the resident survey results, several best practices and metrics for measuring progress to achieve strategic objectives for education and youth development, health, economic self-sufficiency, and safety and transit. The community and steering committee meetings were used to rank the priority strategies from higher to lower.

Education and Youth Development

- **Strengthen standards for teacher training/certification at day care programs to elevate them into early childhood learning centers;**
- **Ensure adequate funding and business community support for efforts to re-integrate ex-offenders in the workforce;**
- **Study the needs of young adults and implement responses for education, personal development, recreation and employment;**
- Make financial literacy an intergenerational activity so kids learn money management with their parents;
- Support the boys and Girls Club “Kids Smart” program to address use of social media and prevent cyber bullying;
- Secure on-going funding to resume the highly successful teen pregnancy prevention program formerly grant funded;
- Promote and expand the Parent University, the Reading Buddy Program with similar initiative to foster parent involvement;
- Work with Mobile County Public Schools to expand parent organizers initiative;
- Ensure adequate funding and staffing for the Family Intervention Program.

Health

- **Increase knowledge of health and nutrition (risks of obesity; role of diet and exercise in a healthy lifestyle);**
- **Work to improve community-based mental health resources and remove the stigma of mental illness;**
- Promote awareness and invest resources directed at the prevention of domestic violence; Increase access to healthy food and knowledge of how to prepare them;
- Increase access to health foods and how to prepare them;
- Focus outreach on chronic disease management; increase understanding of causes of diabetes and high blood pressure; Increase understanding of causes of diabetes and high blood pressure;
- Build a strong and varied community fitness infrastructure for all ages;
- Intensify outreach to ensure residents use the excellent area health resources effectively.

Economic Development and Self-sufficiency

- **Expand the City’s summer employment program to meet demand;**
- **Develop entrepreneurship training and a revolving loan fund for minority businesses (require training to secure the loan);**
- Conduct a small annual job fare in the neighborhood scaled down from the Chamber’s regional one or the Mobile Works community resource fair;



- Encourage participation in training programs for very low income persons and households through joint marketing efforts by providers;
- Establish a neighborhood economic development task force;
- Reconstruct and expand the existing Boys and Girls Club at Roger Williams outside the flood zone;
- Create a center for alternative energy technology as was done in Cleveland OH to stimulate business and job creation;
- Focus of small business development on business-to-business services for the large institutions in the neighborhood such as the hospitals and community college;
- Fund expansion of the Ludgood summer internship program to meet demand;
- Develop a "World of Opportunities" type program for adults;
- Use the New Market Tax Credit Program to support new commercial ventures, e.g. aircraft painting facility at Airbus;
- Examine City zoning regulations to encourage mixed-uses that support redevelopment and community-serving retail;
- Hold an ecumenical economic event to focus on actions needed to improve the neighborhood's economy.
- **Improve lighting of residential streets and common areas;**
- **Provide all-weather shelters with seating at bus stops;**
- Increase bike and pedestrian safety through improved infrastructure;
- Develop a team effort between WAVE, Police and neighborhood residents and CHG to protect bus drivers from attacks and bus shelters from vandalism;
- Provide shuttle service to the USA Medical Center from key neighborhood locations for patients and workers;
- Employ concerted measures to reduce traffic accidents on St. Stephen's Road
- Work with Mobile delta Bikes to develop and operate a youth training program;
- Consider more frequent convening of the Mobile Community Action Group;
- Protect anonymous callers by publicizing the need to use non-emergency number (not 911) to report perpetrators;
- Encourage the location of the Mobile Delta Bike Project as a neighborhood tenant.

Safety and Transit

- **Improve public access along St. Stephens Road and Dr. Martin Luther King Ave with increased bus routes including evening hours;**



*Designing a dream city is easy; rebuilding
a living one takes imagination.*

Jane Jacobs

4. REDEVELOPMENT VISION

Hands-on planning activities, immersed residents, community members and partners helped in creating implementation concepts and strategies for Neighborhood, Housing, and People.

Based on the previous two phases “Understand the Neighborhood” and “Rethink the Neighborhood,” the Redevelopment Vision is created for the four CN program areas. The community outreach process resulted in the following guiding principles / CN goals for the Redevelopment Plan. These goals are used to create a list of strategies for the CN program components Neighborhood, Housing, People and Education. Most of the below listed goals cross over multiple program components; however, the strategies differ based on the program needs. Each goal shows multiple program icons indicating various strategies responding to the program.



NEIGHBORHOOD



HOUSING



PEOPLE



EDUCATION

1. Achieve Individual Health and Wellbeing
2. Concentrate on Education
3. Realize a Safe Place to Live and Raise Children
4. Attract More Residents into the Neighborhood
5. Promote Economic and Business Development
6. Celebrate Diversity
7. Honor History and Culture
8. Attain Maximum Connectivity

The above CN goals are coded with appropriate program vision, e.g., Neighborhood Vision with N.1, Housing Vision with H.1, etc.

4.1 NEIGHBORHOOD VISION

Neighborhood Framework Plan

The goals and objectives listed in Map for Mobile, A New Plan for Mobile, and several other planning efforts, provided a great foundation to create the Neighborhood Framework Plan as a roadmap to achieve the long-term vision for improving development and quality of life for the community. The Neighborhood vision aligns with the goals of previous planning efforts, in particular with the Development Framework of Map for Mobile (described on Page 2.2 and 2.3) and was expanded through a robust community engagement process. As described in Chapter 3.2 Neighborhood Framework Options, more detailed strategies were developed using the eight (8) CN goals / Guiding Principles. Some of the strategies include preserving single-family core areas, creating centralized neighborhood mixed-use/activity nodes, redefining traditional commercial corridors, preserving/enhancing open space, and walkability along Three Mile Creek.

The Neighborhood Framework Plan is divided into two components: Development Framework and Quality of Life Framework.

Development Framework Plan

The Development Framework focuses on housing and mixed-use development throughout the CNI area. There are five broad development categories and under those different development Districts are listed from 1-14. Based on the community input on needs assessment and desired development character, the future development strategies are created for various development categories.

Catalytic Development

- District 1. Redevelopment of Roger William Homes site and other major development opportunities such as the vacant land and distressed properties on St. Charles Avenue

Potential Development/Redevelopment Area

- District 2. Housing and commercial development on MLK Avenue near Emmanuel Seventh-Day Adventist Church

Potential Revitalization Focus Areas

- District 3. Area north of Oaklawn Cemetery along Carver Street
- District 4. Area north of Food for Less shopping complex, along Osage Street and west of South Craft Hwy.
- District 5. Area south of Three Mile Creek and north of MLK Ave.
- District 6. The Campground Historic District
- District 7. Area along St. Stephens Road between Rylands Street and Catherine Street

The above districts are defined based on the higher concentration of vacant lots, tax delinquent parcels, severely distressed and unoccupied homes.

Neighborhood Stabilization

This includes residential neighborhoods throughout the CNI area other than the Revitalization Focus Areas mentioned above.

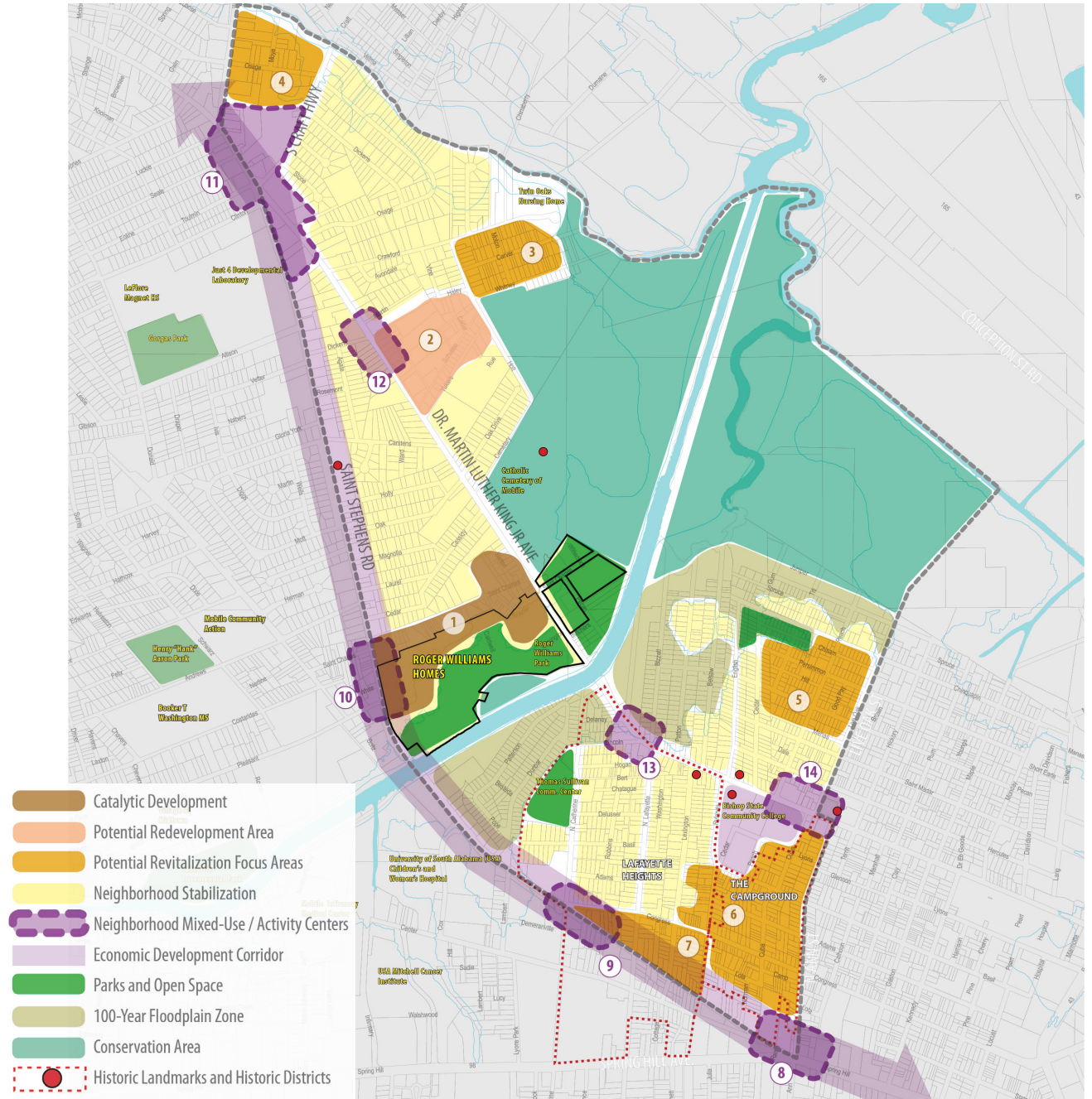


FIG. 4.1 Development Framework Plan

They are highlighted in light yellow in the development framework plan graphic.

These areas are generally in better condition than the Focus areas including a high percentage of buildings in standard condition and only a few scattered pockets of vacant lots and distressed housing. However, there are missing sidewalks and lack of community services, which needs to be addressed.

Neighborhood Mixed-use / Activity Centers

These districts are defined based on the current land use pattern with existing retail/commercial services at major intersections on St. Stephens Road and MLK Avenue. These districts were also identified by Steering Committee members to create business opportunities, to offer better goods and services and to achieve a live-work-play environment in higher density, mixed-use development.

- District 8. Revitalize Five Points Commercial area on St. Stephens Road to create a gateway to the neighborhood
- District 9. St. Stephens Road near Lafayette Street, as part of Revitalization Focus Area 7
- District 10. St. Stephens Road near RWH site and the hospital district, as part of catalytic Development of Area 1
- District 11. Improve the existing node at the intersection of St. Stephens Road and MLK Ave.
- District 12. MLK Ave. near Emmanuel Seventh-Day Adventist Church, as part of the Development/Redevelopment area 2
- District 13. MLK Avenue at the intersection of Bizzel Avenue and Lincoln Street
- District 14. MLK Avenue near Bishop State's Baker-Gaines Central Campus

The community planning sessions were used to inform the vision for neighborhood outcomes and the metrics to be used to measure achievement.



Precedent Image for Future Development of Roger Williams Homes



FIG. 4.2 Potential Future Development and Streetscape Improvements on St. Stephens Road near St. Charles Avenue

FIG. 4.3 Potential Future Improvements on MLK Avenue



Quality of Life Framework

The Quality of Life framework focuses on improvements related to parks/open space, corridors, walkability and identity throughout the CN area. The framework contains two broad categories covering different aspects of Quality of Life. Through the community engagement process, the priority community needs and desired quality of life vision have been identified and helped in creating revitalization strategies.

Parks/Open Space

- Area 1. Expansion of the area of Roger Williams Homes in the 100-year flood zone that cannot be used for residential related purposes to include a variety of amenities and recreational facilities
- Area 2. New park in a portion of the 100-year flood plan on Roger Williams Homes site that cannot be used for residential related purposes, to include a trailhead for the multiuse trail, fishing and recreational facilities
- Area 3. Preserve two cemeteries and the tree cover in the flood zone as conservation areas

Corridors/Walkability/Identity

- Area 4. Streetscape improvements on St. Stephens Road and MLK Avenue.
- Area 5. Multiuse trail on north and south side of Three Mile Creek
- Area 6. Wider pedestrian and bike connectivity on key secondary streets; create safe crosswalks at key intersections on St. Stephens Road and MLK Avenue.
- Area 7. Bridge enhancements on Three Mile Creek
- Area 8. Gateways at the mixed-use nodes on MLK Avenue and St. Stephens Road

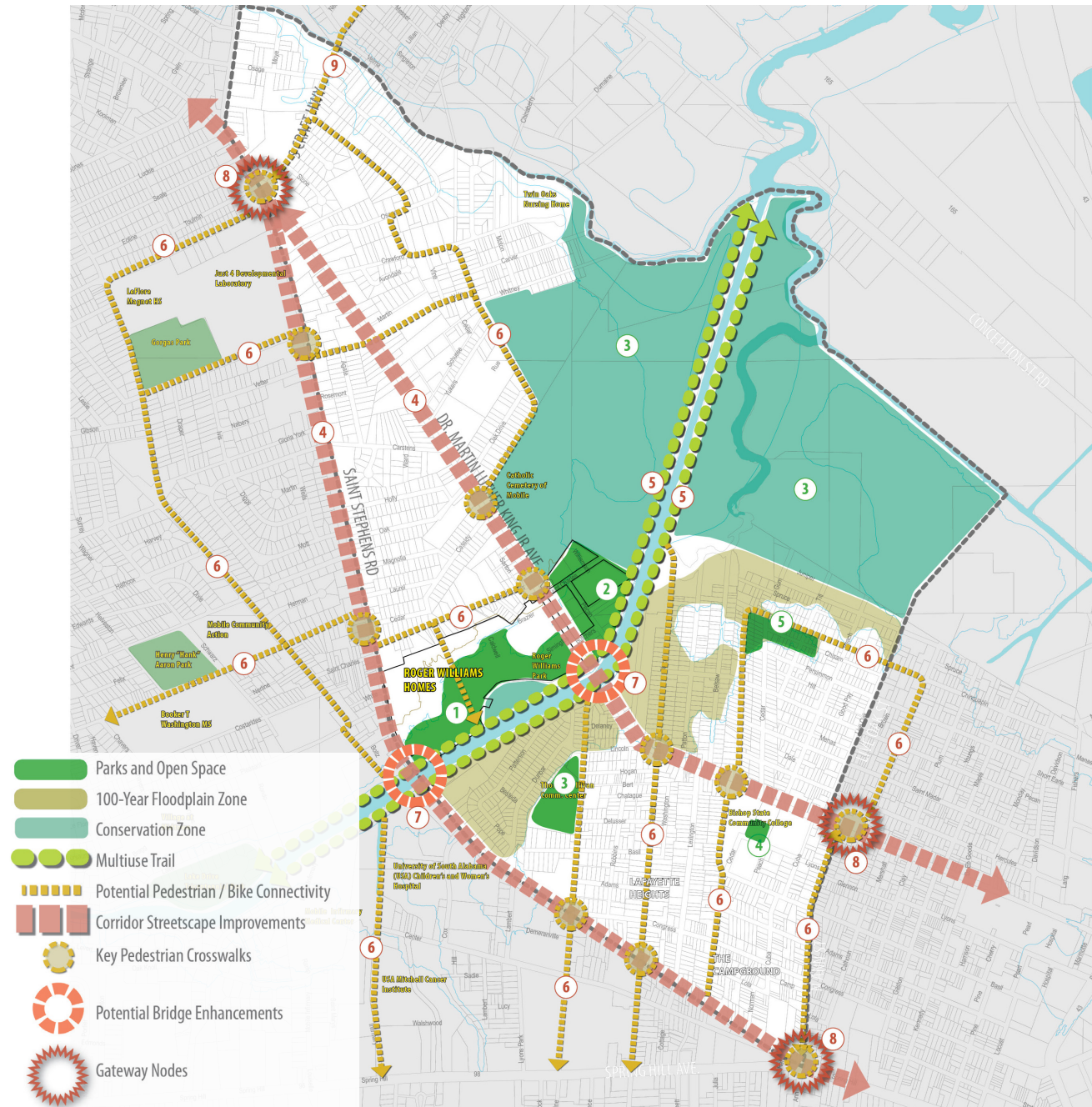


FIG. 4.4 Quality of Life Framework Plan



FIG. 4.5 Potential Improvements on Three Mile Creek near Roger Williams Homes

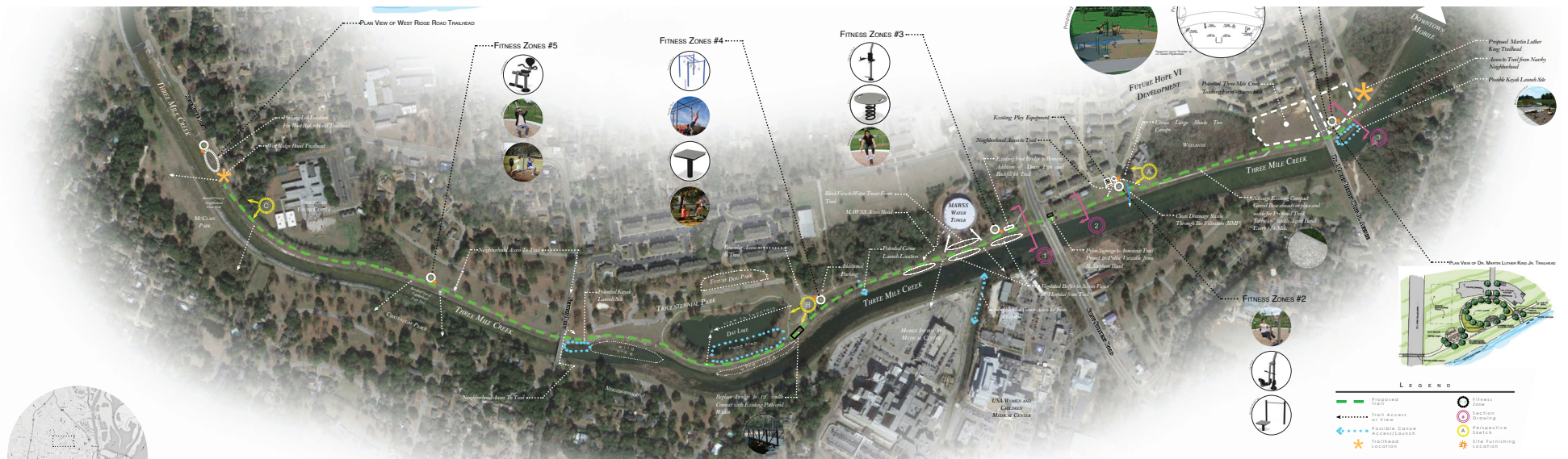


FIG. 4.6 Three Mile Creek Greenway Plan, City of Mobile

Neighborhood Improvement Strategies

Redevelopment of Roger Williams Homes and transformation of Three Mile Creek will be catalytic in revitalizing the Three Mile Trace neighborhoods overall. The City of Mobile and other neighborhood partners will take the lead in implementing the strategies related to neighborhood planning, revitalization and economic development. The neighborhood framework plans for Development and Quality of Life (described in Section 5.1) are described using the Guiding Principles and strategies:

N.1 Achieve Individual Health and Wellbeing

The Mobile Bay National Estuary Program and the City of Mobile have been leading various initiatives to transform Three Mile Creek to improve health and wellness of the distressed neighborhoods and ultimately provide better quality of life to the community. As part of the City-led Three Mile Creek Greenway Plan, Phase 1 of the citywide greenway system is planned within the CNI area from Tricentennial Park to MLK Avenue near Roger Williams Homes.

Using the recommendations from the Greenway Plan and the Quality of Life Framework Plan, the following strategies have been developed:

- Create Three Mile Creek as a health and wellness corridor by utilizing the 100-year flood zone area on the north and south sides of the creek to include multiuse trails, community-oriented and regional recreational amenities such as community gardens, playgrounds, exercise stations, kayak / dock, fishing decks, etc. Incorporate recommendations from the Three Mile Creek Greenway Plan
- Create new parks and open space as part of infill and mixed-use development
- Provide neighborhood infrastructure which promotes walking and biking; develop facilities that encourage outdoor activities such as farmers markets and community gardening

- Provide access to healthy food options at the neighborhood mixed-use activity centers (District 8-12 in Development Framework Plan), such as Greer's Market in downtown Mobile, the Fresh Market, and regularly scheduled farmers' market



FIG. 4.7 Fitness Zone on MLK Avenue Trailhead, Recommended as part of Three Mile Creek Greenway Plan, City of Mobile

N.2 Concentrate on Education

This principle applies to People Vision and Education Vision.

N.3 Realize a Safe Place to Live and Raise Children

In addition to reducing crime in the neighborhood, the community has expressed a strong desire to improve transit options such as walking, biking and bus service. The priority need in the neighborhood is to provide sidewalks throughout the CN area and particularly to improve streetscape and walkability on two major thoroughfares – St. Stephens Road and MLK Avenue. The bus service on these corridors is highly utilized since many low-income families don't own a car. There is a need to provide bus shelters along these two corridors. In order to provide safe access from housing to community services the CN area needs to have sustainable and well-maintained infrastructure for school-age children, adults and seniors. The following strategies could be used to realize a safe place to live and raise children:

- Create pedestrian infrastructure by building new sidewalks and installing lights to improve walkability and safety in the neighborhood
- Create safe intersections for pedestrian, especially on St. Stephens Road – a high traffic corridor - to avoid vehicular conflicts
- Create safe routes to community services located within and outside the CN area such as schools, hospitals and parks
- Increase outdoor lighting and install security cameras
- Build new housing with "eyes on the street"

N.4 Attract More Residents into the Neighborhood

The neighborhood population has been declining due to higher unemployment, limited economic development opportunities, increasing poverty, limited community services and blighted neighborhood conditions. At the community planning meetings the top priorities listed were to improve distressed housing and businesses and to provide adequate community goods and services. The following strategies could be used to attract more residents:

- Acquisition and consolidation of vacant and abandoned properties in strategic locations (Districts 3-7 in the Development Framework Plan)
- 2-3 story infill development with traditional architectural character using a variety of housing types such as duplex, townhomes, multifamily stacked flats and multifamily apartments / senior housing (Districts 1-7 in the Development Framework Plan)
- Code enforcement to maintain the existing residential and commercial buildings (Neighborhood Stabilization Areas shown in the Development Framework Plan)
- Attract and keep businesses offering goods (e.g. food and household necessities) and services (e.g. personal care, banking and laundry). Such businesses could be located in Districts 8-12 shown in the Development Framework Plan

N.5 Promote Economic and Business Development

- The CN area is struggling with limited opportunities for economic and business development. Most of the existing businesses on St. Stephens Road and MLK Avenue were once thriving. But today, many are either dilapidated or abandoned. The vacant commercial properties create a perception of blight and invite crime activities. In addition to creating job training centers, there is a strong desire for bringing back local businesses to create entrepreneurial opportunities. Potential improvement strategies are:
- Stabilize the neighborhood by removing vacant / abandoned commercial properties, and preserving / reusing existing businesses that are in good condition
- Code enforcement to maintain the existing commercial buildings
- 3-4 story mixed-use development with traditional architectural character; include neighborhood retail and services on the ground floor with residential above (Districts 8-12 in the Development Framework Plan)

- Bring the buildings closer to the primary street to create a “storefront” character that is easily accessible from sidewalks and easily visible and walkable
- Potential tenants for (10) and (11) could include goods and services for local consumption such as a small grocery store, convenience store, drug store, salon, sandwich shop, shipping, package liquor store, discount shoe store, clothing store or other general merchandise outlet. As the project develops professional offices for accountants, attorneys, dentists or educational tutors could be added in a separate building or above first floor retail uses
- Potential tenants for (9) and (14) could include a grocery store and restaurant featuring healthy food choices catering to employees of the USA Medical Center, Bishop State Baker Gaines Campus, Medical Mall, and residential neighborhoods
- Potential tenants for (8) could include “flex” business space and new retail trade space to attract customers into the neighborhood including motor vehicle parts, general merchandise, clothing and accessories, sporting goods, hobby supplies, books and music

N.6 Celebrate Diversity

The CN area currently offers primarily single family detached housing types and includes very few options for multifamily housing. The existing housing stock is older and dated, and doesn’t provide enough variety (type, size tenure or price points) to match the current or prospective demographic profile of the area. There is a potential to create workforce housing due to the close proximity of the hospitals and downtown Mobile. The community has expressed a desire for variety in housing types for different income groups. The Market Analysis by RPRG recommends diverse housing products to attract more residents in the CN area. Strategies include:

- Build new infill housing (single family attached and detached) and rehabilitate existing housing stock in Revitalization Focus Areas (Districts 3-7 in the

Development Framework Plan)

- Produce a community of mixed-income households with both subsidized and market rate housing (Districts 1-2 in the Development Framework Plan)
- Provide senior housing closer to the USA Medical Complex on St. Stephens Road (District 7 in the Development Framework Plan)

N.7 Honor History and Culture

In spite of having strong historic roots, the CN area lacks historic and cultural identity except in small pockets. The following strategies could be used to embrace and honor the community’s history:

- Preserve / restore existing traditional housing stock in the Campground and Lafayette Heights historic districts
- Utilize parks and open spaces to celebrate Mardi Gras parades and community festivals
- Build a “sense of community” by embracing the history and culture of the neighborhood through banners, markers and signage
- Create gateways at the mixed-use activity nodes at three key locations in the CN Area (Area 8 in the Quality of Life Framework Plan)
- Create identity through specific branding to reflect the history and culture of the neighborhood

N.8 Attain Maximum Connectivity

Sustainable infrastructure is one of the key revitalization strategies that helps in improving health & wellness and the quality of life in the community. The following strategies could be used to improve Areas 4-8 listed under the Quality of Framework Plan:

- Provide connectivity to neighborhood retail services and mixed-use activity centers

- Create pedestrian infrastructure by building new sidewalks and installing lights to improve walkability and safety in the neighborhood
- Create pedestrian-friendly development by locating buildings close to the street and sidewalk and place surface parking to the rear or side
- Improve pedestrian safety and the aesthetics of St. Stephens Rd. and MLK Ave. by including lighting, landscape zones, street furniture, and ADA compliant sidewalks; design these corridors as “complete streets” to promote biking and walking
- Increase access to existing bus transit and provide bus shelters on St. Stephens Rd. and MLK Ave.
- Improve connectivity by expanding the pedestrian and bike network through residential neighborhoods to the future multiuse trail along Three Mile Creek
- Create ADA compliant pedestrian crosswalks at the key intersections on St. Stephens Rd. and MLK Ave.
- Enhance the bridges on Three Mile Creek to create a pedestrian and bike-friendly environment with sidewalks, lighting and landscaping

Improvements in public transit are also critical to attaining maximum connectivity for residents of Roger Williams Homes and the Three Mile Trace neighborhood. WAVE transit buses do not run after 5 pm and on weekends, which is a significant hurdle for residents without cars, which represents the majority. The following strategies could be used to improve connectivity for residents:

- Extend bus service to midnight to accommodate residents with afternoon employment hours and evening classes.
- Provide bus service on weekends to accommodate residents with jobs requiring weekend hours.

- Develop and implement a circulator bus route which connects residential areas with shopping, Bishop State Community College for education and job training and the USA Medical Center for health services and jobs.
- Develop a team effort between WAVE, Police and neighborhood residents and Community Action Groups (CAG) to protect bus drivers from attacks and bus shelters from vandalism.

List of Neighborhood Action Plan Projects

Based on the neighborhood improvement prioritization exercise at the community meeting and steering committee meeting in November, the following list of projects was developed:

Development Projects:

- D-1 Neighborhood Mixed-use Activity Center near Bishop State Community College and Medical Mall on MLK Avenue: adaptive reuse of existing retail properties on MLK Avenue; create infill development opportunities in vacant lots and underutilized surface parking lots to create 2-story mixed-use development; provide retail goods and services for students, residents and professionals.
- D-2 Neighborhood Revitalization of the Campground Historic District: acquire vacant / abandoned and tax delinquent properties; consolidate acquired parcels to create low density infill development sites using a variety of housing types – single family detached, duplex, townhomes and small-scale multifamily.
- D-3 Neighborhood Revitalization near USA Medical Complex on St. Stephens Road: acquire vacant / abandoned and tax delinquent properties; create opportunities for 3-4 story senior housing on St. Stephens Road with retail goods and services nearby.
- D-4 Neighborhood Mixed-use Activity Center near the convergence of St. Stephens Road and MLK Avenue: revamp or redevelop existing commercial properties to offer a mix of uses with retail goods and services,

offices and housing. A new mixed-use activity center will help in alleviating crime and will provide economic development opportunities.

The City of Mobile is in the process of updating the current zoning code and land development regulations to align with the Future Land Use plan recommended in the Comprehensive Plan, Map for Mobile. The Development Team (Hunt Properties and MHB) should coordinate with City of Mobile on developing appropriate zoning for the CN area in order to implement mixed-income and mixed-use communities.

Quality of Life Projects:

- QL-1 Street improvements on St. Stephens Road: provide wider sidewalks (min 6 feet), landscape buffer with trees and decorative lighting, furniture zone, shared bike lanes (“sharrows”), dedicated bike lanes where feasible (4-6 feet minimum), and bus shelters; traffic calming and intersection improvements at key locations (see Quality of Life Framework Plan for crosswalk locations); provide ADA compliant crosswalks for safe pedestrian crossing .
- QL-2 Street improvements on MLK Avenue: provide improved sidewalks (min 5 feet), landscape buffer with trees and decorative lighting, furniture zone, shared bike lanes, bus shelters; traffic calming and intersection improvements at key locations (see Quality of Life Framework Plan for crosswalk locations); provide ADA compliant crosswalks for safe pedestrian crossing.
- MLK Avenue and Peach Street near Bishop State Community College Baker-Gaines Campus: Potential Mixed-use development and mobility improvement opportunities

4.2 HOUSING VISION

The community planning sessions were used to inform the vision for housing outcomes and the metrics to be used to measure achievement.

OUTPUT	METRIC	BASE	GOAL
RAD One- for-one unit replacement	Number and percentage of affordable units required to be replaced by RAD	338 units – 74.78% percent of total units in the community	338 unit replacement considering bedroom size of original RAD
A mix of household income	Number and Percent of units available to household with income above public housing rents	0 units – 0% mixed income household	Up to 676 occupied by household with income above normal public housing income including market rent
OTHERS			

Housing Improvement Strategies

H.1 Achieve Individual Health and Wellbeing

This principle applies to Neighborhood and People Vision.

H.2 Concentrate on Education

This principle applies to Education Vision.

H.3 Realize a Safe Place to Live and Raise Children

- There were several meetings with the community and Steering Committee to develop strategies to revitalize/rehabilitate existing housing and redevelop new housing for the Three Mile Trace ("TMT") Neighborhood. This strategy helps preserve the character of the Neighborhood and reduces the amount of houses or property contributing to blight, or otherwise harming the social fabric of the community.

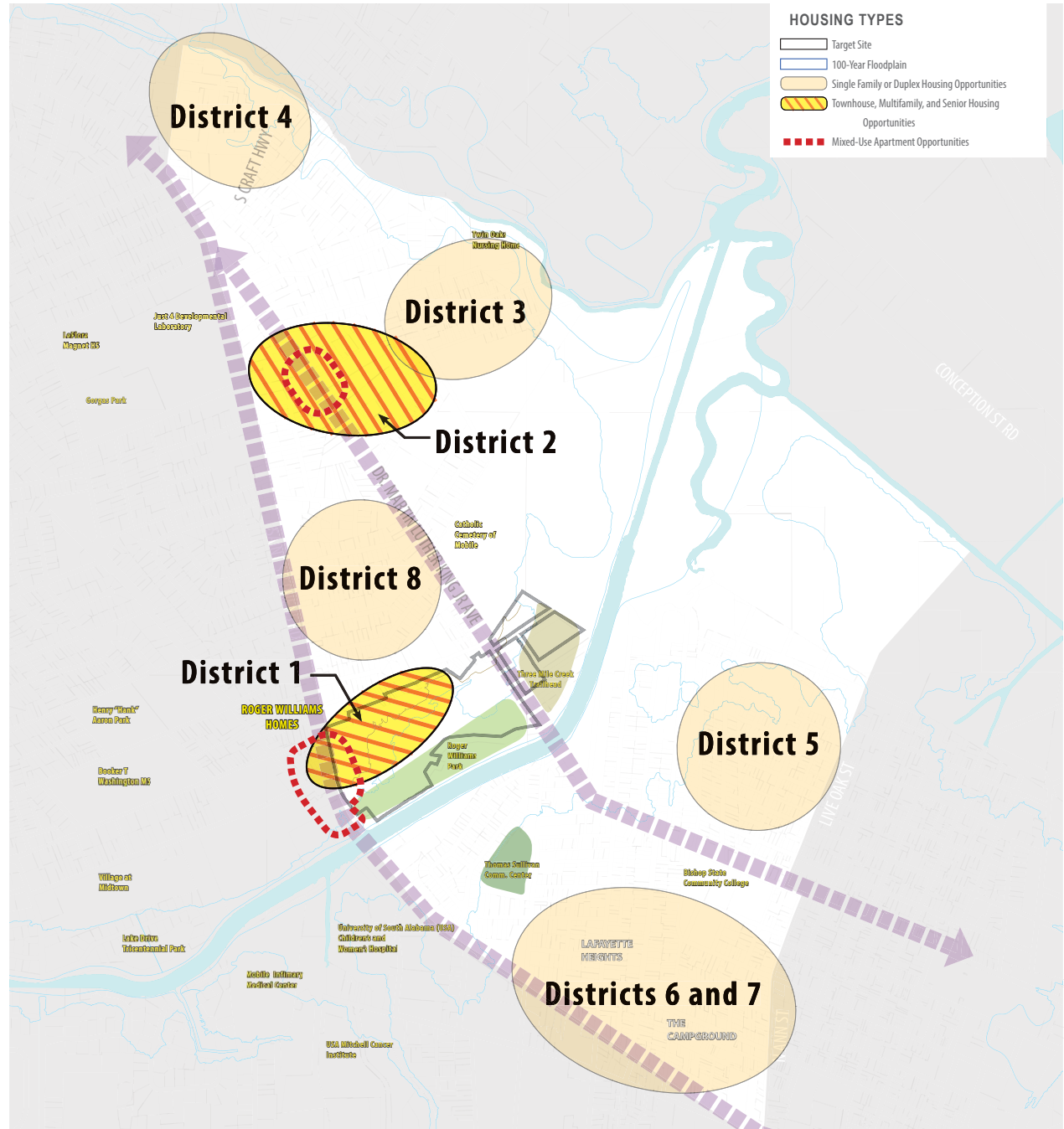


FIG. 4.8 *Potential Opportunities for Infill Housing on Vacant Lots and Redevelopment of Distressed Buildings*

- Provide targeted for rehabilitation of residents primarily located within Districts 3 – 8 that generally falls under substandard condition. This will allow an estimated 210 homes to be rehabilitated over the next ten (10) years. Look for funding assistance from the City of Mobile to allow for repairs to the homes

H.4 Attract More Residents into the Neighborhood

- Providing new housing in Districts 3-8 on vacant and underutilized land that is not in the flood plain
- Locate lower density housing types (single-family detached and duplex) on vacant, tax delinquent and unoccupied parcels that are located in Districts 3-8. An estimated 210 units could be added to these Districts to provide housing opportunities for new residents.
- Encourage “affordable for sale homeownership” housing program by providing opportunities for small scale housing builders to own and manage the construction of new houses. The homeowners will provide maintenance and management of their properties after going through a comprehensive homeownership training program.
- Lots with a frontage width of 40’ or greater and a depth of 70’ or greater will be considered for infill housing.
- Lots that were less than 40’ x 70’ would be considered if the lots can be grouped together to create larger lots.
- Lots that have a width that is greater than 80’ were divided into lots that are at least 40’ wide.

H.5 Promote Economic and Business Development

- Providing a mix of residential and commercial uses
- Create opportunities for residents to be trained in the building trades to allow residents to have job opportunities within the TMT community.

- Develop Roger Williams Homes and the cluster of lots along Dr. Martin Luther King Jr. as neighborhood mixed-use nodes. These two Districts have the capacity for approximately 960 units.
- Appropriate uses could include townhomes, apartments for families, senior apartments and mixed-use buildings that have opportunities for retail or community services on the first floor of the building, with housing on upper floors.

H.6 Celebrate Diversity

- Deliver a mix of land uses and a variety of housing types

H.7 Honor History and Culture

- Revitalizing historic areas such as Lafayette Heights and the Campground
- Provided rehabilitation for the existing residence and propose infill housing to preserve the character of the neighborhoods. These two areas have the capacity for an estimated 210 infill units.

H.8 Attain Maximum Connectivity

This principle applies to Neighborhood Vision.

Sustainable Housing Strategies

There is an inextricable link between housing and the neighborhood. Therefore a holistic approach is required to achieve a sustainable development. With respect to the replacement housing for Roger Williams Homes, sustainable housing strategies will meet and/or exceed the requirements that are set forth in the Alabama Housing Finance Authority (“AHFA”) Qualified Allocation Plan (“QAP”). The units will include the following sustainable components.

- All Appliances will be Energy Star, Watersense or Federal Energy Management Program – designated products and appliances
- Heating Ventilation and Air Conditioning systems of 14 Seasonal Energy Efficiency Ratio or above
- High Efficiency Water Heaters

Rental Assistance Demonstration (“RAD”) Program conversion in conjunction with new construction projects will meet at a minimum the 2009 International Energy Conservation Code (IECC) or ASHRAE 90.1-2007 and meet the requirements for Energy Star for New Homes. The team will also review the following Green Building programs as a potential option:

- US Green Building Council’s LEED System
- Enterprise Green Communities Criteria
- National Green Building Standard
- Green Globes
- EarthCraft
- Earth Advantage
- Green Point Rating
- Passive House
- Living Buildings

Housing Program

The size of the units will meet the recommendations listed in RPRG's Market Study and community input. Single-Family Detached, Duplexes, Townhouses and Multifamily Apartments will include 2- and 3-bedroom units. Senior apartments will include 1- and 2-bedroom units. There will be one-for-one replacement of RAD units at Roger Williams Homes. Given the floodplain concerns, on-site and off-site housing will be provided for a mix of incomes. A total of 1,170 housing units are estimated in the TMT area through redevelopment of Roger Williams Homes and vacant properties, rehabilitation/ redevelopment of distressed and tax delinquent properties. Currently, MHB is considering the pursuit of 1,014 units through public-private partnership with Hunt Companies (as a master developer) on eight (8) districts shown in Fig. 4.8. The remainder 156 units could be infill housing through other private ventures in the TMT area.

The height of the lower density buildings shall be one- and two-story buildings. The higher density building heights are estimated to range from two to four stories.

FIG. 4.10 Bedroom Program by Building Type

District within CNI Boundary	Number of Bedrooms	Single Family Detached and Duplex	Single Family Attached and Townhouses	Multi-Family and Mixed Use	Total
1	1			65	620
	2		28	415	
	3		12	100	
2	1				340
	2		74	161	
	3		36	69	
3	2	9	9		30
	3	6	6		
4	2		15		20
	3		5		
5	2		15	10	50
	3		10	15	
6 and 7	2	10	10	15	55
	3	4	8	8	
8	2	14	20		55
	3	6	15		
TOTAL		49	263	858	1,170

Number of units per district is approximate subject to HUD approved financing, plans, financial resources, and other development contingencies.

Districts Within CNI Boundary	Single Family Detached and Duplexes	Single Family Attached and Town houses	Multi Family and Mixed Use	Total
1		20	600	620
2		80	260	340
3	15	15		30
4		20		20
5		20	30	50
6 and 7	15	15	25	55
8	10	15	30	55
TOTAL	40	185	945	1,170

FIG. 4.9 Program by Building Type : Number of units per district is approximate and subject to a number of development factors including, economic and financial feasibility, HUD approval and site and neighborhood standards, fair housing approvals, etc.

FIG. 4.11 Program by Income Mix

District within CNI Boundary	Number of Bedrooms	Low Income <50%b AMI	Affordable 50% - 80% AMI	Market >80% AMI	Total
1	1	23	21	21	620
	2	147	149	147	
	3	37	37	38	
2	1				340
	2	78	78	79	
	3	35	35	35	
3	2	5	6	7	30
	3	4	4	4	
4	2	5	5	5	20
	3	1	2	2	
5	2	8	10	7	50
	3	8	8	9	
6 and 7	2	10	10	15	55
	3	10	5	5	
8	2	10	12	12	55
	3	7	7	7	
TOTAL		380	389	393	1,170

Number of units per district is approximate subject to HUD approved financing, plans, financial resources, and other development contingencies.



FIG. 4.12 Potential Future Development of Roger Williams Homes

In Fig. 4.8, District 1 includes the Roger Williams site and a few vacant parcels on St. Charles Avenue. A preliminary conceptual development scheme in Fig. 4.12 illustrates about 620 units with mixed-use on St. Stephens Road, multifamily apartments and senior housing scattered along the internal east-west streets and duplex/

townhomes on St. Charles Avenue and the eastern block on MLK Avenue. The conceptual design of the transformed affordable housing site will change based on ongoing environmental assessment of the site, coordination with city engineers on floodplain constraints, the development program, and financial feasibility of the design.



Precedent Image of Duplex / Townhomes



Precedent Image of Senior Housing / Multifamily



Precedent Image of Mixed-Use Development

4.3 PEOPLE VISION

P-1 Achieve Individual Health and Wellbeing

Achieve Individual Health and Wellbeing by increasing access to healthy and affordable food choices; active and passive recreation opportunities through quality and programmed open spaces to serve multi-generational needs; and improved tactics for disease prevention, wellness and delivery of urgent care. Residents indicate the need for varied recreation amenities through developed open spaces that serve multi-generational needs and programmed wellness activities. Other identified needs include increased services for disabled residents and an overall strategy to focus on chronic disease management, better understanding of the causes of diabetes and high blood pressure, and better understanding of dental care as a contributor to good health.

Providing an understanding of all resources that are available at the nearby Mobile County Health Department (“MCHD”) and Franklin Medical Mall would be a major milestone and starting point for improving health and wellness in the community. Getting residents to take advantage of the services offered is crucial to improving the health and wellness of the community. The MCHD provides much-needed services to the community and provides a mobile unit that visited Roger Williams Homes bi-weekly. Partnerships with other service providers, including Alta Pointe, will also help create a continuum of services. The goal is that resident health over time is as good or better than households with similar economic and demographic conditions in other higher opportunity parts of the City.

The resident and community surveys were used to form the vision for health and wellbeing outcomes and the metrics to be used to measure achievement. Important positive findings include 84 percent of households have a place they regularly go to instead of an emergency room; and 91 percent of households report low psychological distress. The survey findings that guided the development of strategies are listed in the Output Table.

The strategies needed to achieve health and wellbeing include:

Strategy 1: Establish a Continuum of Care for Seniors

- Partner with Via! Health, Fitness, and Enrichment Center to create and sustain a culture of wellness for seniors through outreach and provision of services.
- Partner with health care institutions to provide house calls to elderly and disabled residents.

OUTPUT	METRIC	BASE	GOAL
Increase Knowledge of health and nutrition in seniors	Total number of seniors participating in health and Wellness programs	0 seniors - 0%	10 seniors or 10%
Focus outreach on chronic disease	Total number of house call to elderly and disabled residents	0 seniors - 0%	10 senior - or 10%

Strategy 2: Promote Wellness events utilizing the Three Mile Creek Greenway, education on chronic disease management, increase understanding of causes of diabetes and high blood pressure and increase understanding of dental care.

Several of the key activities under this Strategy include:

- Promote health education for families to understand risks, signs and symptoms of long-term illness, such as diabetes and heart disease.
- Establish trained Health Navigators to connect residents to local supportive services and help them find resources for health needs.
- Increase awareness of health and sex education programming to decrease the teenage pregnancy rate.
- Conduct nutrition classes to promote healthy

cooking and eating to help families understand the risks of obesity, and the role of diet and exercise in a healthy lifestyle.

- Promote awareness of mental health resources.
- Promote the availability of fresh produce or a fresh produce food market in neighborhood
- Total number of families who attend wellness programs administered in the neighborhood.
- Total number of youth residents participating in wellness activity programs administered in the neighborhood

OUTPUT	METRIC	BASE	GOAL
Increase knowledge of health and nutrition (risk of obesity; role of diet and exercise; role of proper dental care in a healthy lifestyle	Total number of families who attend health fairs/ education seminars	0 families - 0 percent	50 families or 50%
	Total number of residents reporting preventive dental care	35 HHs or - 30%	70 residents or 60%
Adults, children, and youth are physically and mentally healthy	Total number of residents reporting good physical and mental health	83 families or 71%	90 families or 82 %

Strategy 3: Increase knowledge of health and nutrition (risks of obesity; role of diet and exercise; role of proper dental care in a healthy lifestyle. Increase access to health foods and how to prepare them.

Several of the key activities under this Strategy include:

- Improve access to local farmers markets
- Encourage attendance to healthy cooking classes

- Promote neighborhood health fairs
- Promote ongoing opportunities for nutrition providers to provide educational programs for residents

OUTPUT	METRIC	BASE	GOAL
Increase awareness of the importance of healthy lifestyle food choices	Number of families who indicated they purchases fresh fruits & vegetables	44 households or 39%	60 households or 39%
	Number of families who attend a cooking class	0 households - 0%	35 households or 30%
	Number of families who attend a nutrition workshop	0 households - 0%	35 households or 30%

Strategy 4: Work to improve community-based mental health resources and help to remove the stigma of mental illness.

Several of the key activities under this Strategy include

- Promote educational awareness and understanding of mental health disorders
- Promote and encourage utilization of services available in the community

OUTPUT	METRIC	BASE	GOAL
Improve mental health resources	Number of participants receiving mental health service	35 participants or 35%	40 participants or 40%

Strategy 5: Promote awareness and invest resources in the prevention of domestic violence.

Several of the key activities under this Strategy include:

- Promote education on prevention of domestic violence.
- Promote awareness of signs of domestic violence and encourage reporting to appropriate reporting agencies.
- Promote education of self-awareness and self-esteem education.

OUTPUT	METRIC	BASE	GOAL
Increase awareness of the prevention of domestic violence	Total number of families who attended domestic violence seminar	0 families or 0%	25 families or 50%
	Total number of reports of domestic violence	28 reports or 24%	17 reports - or 17%

P-2 Concentrate on Education

This principle applies to Educaiton Vision.

P-3 Realize a Safe Place to Live and Raise Children

By encouraging collaboration between residents, police, and emergency response teams. The goal is that residents are living in a safer environment as evidenced by the revitalized neighborhood having dramatically lower crime rates than the neighborhood had prior to redevelopment and maintaining a lower crime rate over time.

The resident and community surveys were used to inform the vision for safety outcomes and the metrics will be used to measure achievement. The survey findings that guided the development of strategies are listed in the Output Table.

The strategies needed to achieve education outputs include:

Strategy 6: Build infrastructure that will improve lighting of residential streets and common areas.

Several of the key activities under this Strategy include:

- Improve lighting of residential streets and common areas.
- Increase the number of residents who report they feel safe in the revitalized neighborhood

OUTPUT	METRIC	BASE	GOAL
Safe place to live and raise children	Number of residents reporting decrease in neighborhood crime as a serious or very serious	29 residents - 25%	17 residents or 17%
	Increase in number of residents reporting they feel safe in their neighborhood	3.62 per 1000 residents (average per year 2011 to 2013)	5.01 per 1000 residents (average per year 2016 to 2019)
Establish collaboration partnership with City of Mobile Police Department Develop Community Action Group	Number of residents attending Community Action Group Meeting	0 residents - 0 events annually	25 residents - 4 events annually

Strategy 7: Develop a team effort between the WAVE (transit), Police and neighborhood residents and neighborhood CAG to protect bus drivers from attacks and bus shelters from vandalism. Partners will include the transit authority, resident and neighborhood associations, Mobile Police Department (MPD) and MHB.

Several of the key activities under this Strategy include:

- Coordinate with The WAVE to increase sheltered bus stops in the Neighborhood
- Provide education on new technology available to bus riders (i.e., Transit App)

OUTPUT	METRIC	BASE	GOAL
Improve access to quality public transit	Number and percentage of bus stops with shelter and seating	0 bus stops with shelter and seating 0 percent	2 bus stops with shelter and seating 5% percent
	Number and percent of residents who are aware of and utilize the WAVE transit app.	0 residents; 0 percent	25 residents or 25% percent

Strategy 8: Increase the use of community policing to promote interaction between neighborhood residents and law enforcement officers. Partners will include MPD, resident and neighborhood associations, and MHB.

Several of the key activities under this Strategy include:

- Work with the Mobile Police Department to improve neighborhood and resident safety, by increasing police presence and crime awareness in the Neighborhood.
- Develop a Neighborhood Community Action Group (“CAG”) -Crime prevention program made up of resident volunteers
- Work with District Attorney’s Office and MPD to encourage participation in anti-bullying project to include anti-bullying training, counseling on-site
- Increase involvement in the MPD Youth Violence Prevention

OUTPUT	METRIC	BASE	GOAL
Realize a safe place to live and raise children	Locate full police station in the neighborhood	1 police sub-station	1 police sub-station
	Number of participants in anti-bullying program	0 participants 0 percent	10 participants or 8% percent
	Number of youth and percentage of youth attending after school programming	131 youth - 76 % percent	137 youth or 80% percent

Strategy 9: Address Youth Violence and Expand the Mobile County Anti-Bullying Campaign. Several of the key activities under this Strategy include:

- Coordinate with District Attorney’s Office and County Anti-Violence and County Anti-Bullying Campaigns
- Provide after-school programming during the peak hours of youth violence (between 3 p.m. and 6 p.m. on weekdays)

P-4 Attract More Residents into the Neighborhood
This principle applies to Neighborhood and Housing Vision.

P-5 Promote Economic and Business Development
By making the most of the potential for employment for youth and adults within Three Mile Trace community, the surrounding neighborhood, shipyards, downtown and Airbus.

An overwhelming number of Roger Williams Homes residents and community partners reported that obtaining employment was a challenge. Residents and stakeholders consistently voiced the need for opportunities in order for them to become gainfully employed, concerns about employment prospects for their children, and a

strong interest in benefiting from the neighborhood’s revitalization. Residents also asked for informational career workshops for adults and children with professional speakers who reflect the neighborhood’s cultural makeup, and could be positive role models for young men and women in the community. During the People Planning Taskforce Group meetings, residents persistently expressed need for supportive services in the in the areas of continuing education and job training programs.

The strategies for improving economic opportunities for families focus on programs designed to provide support and resources to prepare for, find, and retain employment that will foster the long-term stability of households in the Neighborhood. The achievement model will integrate community social services into adult education programming and workforce training by going beyond training for employment to encouraging the application of job skills to the upkeep of the home, financial stability, and neighborhood investment.

The resident and community surveys were used to inform the vision for economic and business development outcomes and the metrics to be used to measure achievement. The survey findings that guided the development of strategies are listed in the Output Table.

Strategy 10: Refer residents to entrepreneurship training and provide assistance in applying for revolving loan fund monies for minority businesses. Several of the key activities under this Strategy include:

- Refer entrepreneurial residents to small business development workshops and identify resources for revolving loan funds for small businesses.
- Provide professional speakers with business development experience
- Conduct workshop for youth on small business development

OUTPUT	METRIC	BASE	GOAL
Develop entrepreneur-ship training program for person through joint marketing efforts in the community	Number and percentage of participants who attended small business development workshop	0 participants - 0 percent	2 participants or 2% percent
Connect residents to professionals who can share real life experience	Number of professional speakers who participated in small business workshop	0 participants - 0 percent	2 speakers
Promote entrepreneur-ship training at an early age	Total number of youth who attend small business development training	0 participants - 0 percent	3 participants or 2% percent

Strategy 11: Refer residents to Annual job fair conducted by the South Alabama Regional Planning Commission or the Mobile Works Community Resource Fair.

Several of the key activities under this Strategy include:

- Refer residents to community job fairs
- Refer residents for assistance with resume building and job opportunities
- Refer residents for assistance with interview skills and dressing for success
- Refer residents for assistance with job applications

Strategy 12: Develop “World of Opportunities” type career exploration program for adults

- Partner with the WOO Program and encourage youth and adults to attend a World of Opportunities career exploration program
- Partner with Mobile County Public School System Career Academy
- Encourage youth participation in Summer Work Employment Experience Training Program

Strategy 13: Empower Residents to Overcome Barriers to Employment

- Address individual barriers to employment from hard skills (education and training) to life skills and daily challenges (travel, childcare) by assisting residents with participation in training programs and identifying funding to provide transportation
- Partner with area employers to provide workforce development programs through internships or apprentice opportunities (i.e. healthcare and community college)
- Connect residents with financial literacy education programs to improve credit scores through Wealth Plans
- Provide a listing of Section 3 employment opportunities to residents for employment in the neighborhood’s redevelopment.

OUTPUT	METRIC	BASE	GOAL
Overcome barriers to employment	Community unemployment rate	88 residents or 80% percent	50 residents or 50% percent
refer residents to a Workforce Development Training	Total number of participants enrolled in workforce development programs	4 residents - 15% percent	10 resident or 37% percent
	Total number of residents employed full or part-time for a living wage opportunities	22 resident or 18% percent	50 resident or 50%

Strategy 14: Develop a Support Network for the Entire Family

- Provide access to services centered on connecting families and individuals within the community to resources that will support execution of a Wealth Building Program
- Refer residents to educational advancement programs for low literacy adults and seniors
- Host community events to facilitate continuous community engagement in education programs and workforce training programs
- Recruit neighborhood and nearby businesses to host internships/vocational training opportunities for youth during the summer to provide hands-on learning experiences (SWEET-P)

OUTPUT	METRIC	BASE	GOAL
Promote family self-sufficiency	Percentage of families in community with W.E.A.L.T.H. (Economic Independence Plans)	0 families - 0 percent	50 families or 50 % percent
Connect residents to financial literacy workshops to increase financial stability	Total number of residents enrolled in financial literacy classes	0 participant 0 percent	10 participants or 8% percent
	Total number of residents who attend a community engagement event	0 participant 0 percent, 0 events	10 participants or 10% percent, 2 events

P-6 Celebrate Diversity

This principle applies to Neighborhood and Housing Vision.

P-7 Honor History and Culture

This principle applies to Neighborhood and Housing Vision.

P-8 Attain Maximum Connectivity

This principle applies to Neighborhood Vision.

4.4 EDUCATION VISION

This section mostly focuses on one guiding principle / CN goal: **Concentrate on Education**

Deliver increased access to high quality early childhood education; elementary, middle and high school classes; technical schools and colleges; adult education; after school programs; and encouraging increased appreciation of the value of education among parents and students. The education outputs to be achieved are described in the accompanying table.

The resident and community surveys were used to inform the vision for education outcomes and the metrics to be used to measure achievement. The survey findings that guided the development of strategies are listed in the Output Table.

The strategies needed to achieve education outputs include:

Strategy 1: Strengthen standards for teacher training/certification at day care programs to elevate them into early childhood learning centers and improve school readiness.

Several of the key activities under this Strategy include:

1. Work to strengthen standards for teacher training and certification for all day care providers
2. Provide parents with the opportunity to enroll their children in quality early childhood education programs that include intergenerational (parent/child) components/requirements
3. Provide parent enrichment programming that emphasizes the role of parents as a child's first teacher
4. Utilize Gulf Regional Childhood Services (GRECS) and other programs to enhance early childhood education initiatives Performance Indicators and Metrics

- Reduce number and percentage of children in kindergarten who are assessed as developmentally ready at the beginning of the school year
- Increase total number of parents who complete a parental training class
- Increase total participants enrolled in the Early Childhood Educational Programs and total retention

OUTPUT	METRIC	BASE	GOAL
Children enter kindergarten ready to learn	Number and percentage of children in kindergarten who are assessed as developmentally ready at the beginning of the school year	9 Children - or 47% percent	11 children or 60% percent

Strategy 2: Strengthen families by promoting and expanding Mobile County Public School System's Parent University, math programs, and Reading Buddy programs or similar initiatives to foster parent involvement.

Several of the key activities under this Strategy include:

1. Ensure children are proficient in core academic subjects (math and reading) by promoting evidenced based math and reading programs.
2. Strengthen families by promoting intergenerational activities and programs for children and their parents.
3. Teach financial literacy and intergenerational activity so kids learn money management with their parents
4. Create intergenerational programs that build self-esteem for parents and their children.

OUTPUT	METRIC	BASE	GOAL
	Number and percentage of students at or above grade level for Math and English in 3rd and 8th grades	Two (2) 8th graders students - 2% percent	Fifteen 8th grader students or 15% percent
	Number or percentage of participants who attend financial literacy or money management workshops	Seventeen 3rd graders 25% percent 0 participants - 0 percent	Five (5) 3rd graders or 8% percent 15 elementary school students or 15% percent
	Number or percentage of participants who attend self-esteem building program and activities	41 participants or 76% percent	48 participants or 90% percent

Strategy 3: Engage youth in positive youth development programs that reduce teen pregnancy, and support academic achievement and increase enrollment in recreational activities.

Several of the key activities under this Strategy include:

1. Encourage participation in MHB's Summer Work Employment Experience Training Program (Sweet-P)
2. Implement an age-appropriate, evidence-based teen pregnancy program.
3. Encourage youth attendance in self-esteem building programs and activities.
4. Encourage the development of youth employment opportunities and engagement activities that position at-risk youth for future employment success.

Strategy 4: 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.

Several of the key activities under this Strategy include:

1. Implement re-integration programs that provide paths for alternative high school completion for individuals no longer in school
2. Connect out of school youth with vocational and entrepreneurial training programs
3. Connect high school students to academic enrichment and college prep programs (ACT prep, college application process)

Strategy 5: Support community efforts to increase participation in the Family Intervention Program.

Number of families enrolled in the Family Intervention Program

OUTPUT	METRIC	BASE	GOAL
Youth are connected to educational resources who are unable to return to school system	Total number or percentage of out-of-school youth participating in an alternative high school completion program	2 youth or 29% percent	13 youth or 80% percent
	Number or percentage of out-of-school youth in a GED program	2 youth or 29% percent	13 youth or 80% percent
	Total number of youth participating in a vocational or entrepreneurial	2 youth or 29% percent	13 youth or 80% percent
Youth understand the connection between educational and financial success and self-sufficiency	Total number of youth who complete a high school enrichment or college prep program	3 youth or 17% percent	13 youth or 80% percent
	Total number or percentage of high school children participating in Mobile County Public School System Signature Academy (Career Program)	2 high school children or 2% percent	8 high school children or 25% percent
Youth graduate from high school college and are career ready	Number and percent of Youth who graduate from high school	9 high school students or 47% percent	15 high school students or 80% percent

4.5 COMMUNITY OUTREACH VISION

Community outreach should be an on-going process; it is not only for neighborhood visioning and planning phase, but also an important component for implementation phase in future. To ensure that residents, community members and partners are capable of taking advantage of the tools available for jobs, MHB and its planning team implemented processes that helped residents and community members develop a series of strategies about training and job opportunities. Residents and community members, with the assistance of MHB, developed a series of community empowerment and employment objectives to establish an achievement model that integrates social services, adult education and workforce training.

On Friday, April 15, 2016, a Choice Neighborhoods Family Fun Day was held in Roger Williams Homes. Children and adults enjoyed games and other activities, including a basketball tournament, free throw contest, "What Home Means to Me" essay and poster contest, train rides and camaraderie. The event was held during Spring Break for Mobile County public school students and staff.

MHB collaborated with Alabama Career Center to offer employment training course to the Roger Williams Homes residents in June 2016.

Keeping Lines of Communication Open: In order to maintain open lines of communication with relocated families of Roger Williams Homes, Mobile Housing Board will provide each household with **a smart tablet and an agency-issued email address**. The tablets will be provided free of charge by T-Mobile through its "Connect Home" initiative. MHB will use the \$15,000 cash leverage provided by the Mobile County Commission to pay for internet service for each household for the initial year of service. Families can use the tablets to read and provide their input on the Draft Transformation Plan. They will receive updates as the Plan unfolds, as well as meeting notices and information about supportive services that are available to them. Additionally, **household members can use the smart tablets for homework and other purposes**.



4.6 RELOCATION PLAN OVERVIEW

The Relocation Plan aims to be a thoughtful guide that directly addresses the challenges that residents face. The plan outlines the assistance that MHB provides to residents to ensure their smooth transition. Respect and service are core values of MHB and are foundations of the plan for relocating residents during the redevelopment process.

The plan details the responsible, sensible methods MHB employs to accomplish relocation with the least possible disruption to current residents.

Here are the basic principles of the plan:

1. Provide physical and psychological support for moving families, including reimbursement of resident costs.
2. Keep housing costs affordable in appropriate new housing that meets the housing needs of the families.
3. Minimize the number of times a household has to move.
4. Set fair and equitable priorities to govern the order in which households are given choices about their moves.

MHB administered a Relocation Survey to Roger Williams Homes residents. They were interviewed to establish their specific preferences concerning their relocation needs. MHB counseled residents about relocation benefits and Fair Housing rights. MHB will provide assistance in the following areas: housing search assistance, assistance with the transfer of utilities, transportation assistance, and supportive services referrals, as needed. Preferences for the type and location of housing will also be considered. MHB will match each household's first preference to the relocation housing options available.

MHB will consider the needs of families with school-aged children by consulting with officials of the Mobile Public County School System to better understand the academic schedule, including school registration dates, first and last days of school, holidays, test dates and grading periods.

The Relocation Plan consists of three (3) primary goals:

1. Ensure that Roger Williams Homes residents will continue to live in affordable housing that meets their housing needs throughout the relocation process.
2. Minimize the negative impacts caused by relocation to the greatest extent possible.
3. Ensure that residents are made whole for eligible costs under the appropriate regulations.
4. Each family will be provided a "Right to Return Certificate" and continuum of care counseling post relocation.



4.7 FINANCING PLAN

The Master Development Team for the Roger Williams Homes/Three Mile Trace Choice Neighborhood anticipates using several forms of financing to transform Roger Williams Homes.

- The U.S. Department of Housing and Urban Development's RAD (Rental Assistance Demonstration) Program and Project-based Vouchers would support the subsidy for Roger Williams Homes.
- Mobile Housing Board will use appropriate amounts of Capital Fund Program ("CFP"), replacement Housing Factor ("RHF") and public housing reserves for the transformation of Roger Williams Homes.
- The Master Developer anticipates using 9 percent and 4 percent Low Income Housing Tax Credits ("LIHTC") for development.
- The Master Developer will seek to bridge any gaps in financing using conventional debt and equity, if the redeveloped housing can support the debt.

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. Multiple financing mechanisms will need to be pursued, many of which will need to be coupled to make the mixed finance model a reality.

