

A NEW PLAN FOR MOBILE



Background

The last master plan update for Mobile was prepared in 1996 and many of the initiatives have been completed or are no longer applicable to current conditions in the City.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

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

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

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

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

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

growth in Mobile's Downtown Core and surrounding neighborhoods.

Vision Statement

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

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

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

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

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

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

Planning Structure

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

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

The Plan focuses on four key topic areas:

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

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

Zone 1: The Downtown Core and Midtown West Corridors

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

Zone 2: The Midtown North Neighborhood and Commercial Corridors

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

Zone 3: The Midtown South Neighborhoods and Commercial Corridors

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

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

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

Critical Findings

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

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

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

Critical Recommendations

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

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

greater private investment in collaboration with public investments.

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

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

Overall Master Plan View for the Downtown and Surrounding Neighborhoods



New Plan Initiatives

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

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

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

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

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

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

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

Overall Master Plan View
with Priority Implementation
Initiatives



PRIORITY INITIATIVES

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

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

Priority Initiatives and Implementation Actions

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

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

Downtown Core & Riverfront (DCR) Priority Initiatives

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

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

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

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

IMPLEMENTATION LEADERS

PUBLIC SECTOR

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

PRIVATE/NON-PROFIT SECTOR

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

Refer to this legend throughout the executive summary

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

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

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

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

Downtown Core & Riverfront (DCR) Secondary Initiatives

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

Midtown West Corridors (MW) Priority Initiatives

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

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

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

Midtown West Corridors (MW) Secondary Initiatives

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

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

Midtown North Neighborhood and Corridors (MN) Priority Initiatives

MN Priority Initiative 1: Hickory Street Sports Academy and Community Park – Landfill Redevelopment and Reuse – This initiative suggests an opportunity to correct this environmental injustice and help provide new open space recreation facilities through the transformation of the landfill site into the Mobile Sports Academy complex (or equally programmed initiative), designed to foster sports education, physical fitness and personal accomplishment in the Downtown neighborhoods.

MN Priority Initiative 2: MLK Avenue East Gateway Commercial-Mixed use District – This initiative suggests actions to reverse the negative perceptions and once again establish the MLK Avenue corridor

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

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

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

Midtown North Neighborhood and Corridors (MN) Secondary Initiatives

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

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

Midtown South Neighborhood and Corridors (MS)
Priority Initiatives

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

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

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

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

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

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

Midtown South Neighborhood and Corridors (MS)

Secondary Initiatives:

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

- Redevelopment Initiative
- MS Secondary Initiative 10: Cemetery and Civic Services Campus

Community Wide (CW) Priority Initiatives:

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

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

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

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

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

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

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

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

Midtown South Neighborhood and Corridors (CW) Priority Initiatives:

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

Moving Forward

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

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

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

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

Recommended “First Step” Goals:

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

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

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

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

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

These top priority action steps are:

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

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

Implementation Management Structure:

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

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

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

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

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

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

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

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

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

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

Downtown Partnership Organization Chart



