



NORTHEAST BIRMINGHAM AREA

EXECUTIVE SUMMARY

**City of Birmingham |
The Regional Planning Commission of Greater Birmingham**



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ISSUES & OPPORTUNITIES

Community Development
Investment in Infrastructure
Economic Revitalization

Community Development
Investment in Infrastructure
Economic Revitalization

Community Development
Investment in Infrastructure
Economic Revitalization

I Envision My Best Future
• Help State legislators
the goal of this area
• United Great Lakes
• Get to work





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OVERVIEW

PURPOSE OF THE PLAN

The Northeast Area Framework Plan is a subset of the 2013 City of Birmingham Comprehensive Plan. The plan establishes a vision and goals for future development and stabilization of the community, and provides strategies and actions for achieving the community's vision. The framework plan integrates analysis of land use, transportation, socioeconomic and environmental data – along with extensive community input – to ensure that the values and aspirations of the Southwest Area's citizens are reflected in the community's future character. The plan also strives to improve the quality of life for citizens. As the community's primary policy and planning document addressing land use, urban design, circulation, services and socioeconomic issues, the framework plan will serve as a guide for elected

officials tasked with its adoption (scheduled Fall 2016) and funding its implementation, and City department heads charged with its implementation and update. Additionally, it will enable the private sector and other public and quasipublic agencies to anticipate future public investment priorities as well as crystallize the community's vision for future developments.



WHAT IS A FRAMEWORK PLAN, ANYWAY?

ABOUT

This plan's study area (see **Figure ES.1**) covers the four communities of Roebuck - South East Lake, Huffman, East Pinson Valley, and Cahaba and their 13 neighborhoods. This 43 square-mile area makes up the entire eastern border of Birmingham.

ROEBUCK - SOUTH EAST LAKE

The Roebuck – South East Lake community runs north of Opporto-Madrid Boulevard, east of 1st Avenue North up to Roebuck-Hawkins Park, west of Parkway East Boulevard, and includes Ruffner Mountain Nature Preserve as its eastern border south of I-59.

This community includes three neighborhoods:

- Roebuck
- Roebuck Springs
- South East Lake

HUFFMAN

Most of the Huffman community lies north of I-59, east of Parkway East Boulevard, and west of the I-59/459 interchange. The community also stretches west of Parkway East Boulevard along the northern border of Fivemile Creek and south of Tarrant Spring Branch. The Huffman community includes four neighborhoods:

- Killough Springs
- Spring Lake
- Huffman
- Liberty Highlands

EAST PINSON VALLEY

The East Pinson Valley community is located east of Pinson Valley Parkway and north of Lawson Road.

The community includes five neighborhoods:

- Apple Valley
- Sun Valley
- Echo Highlands
- Bridlewood
- Pine Knoll Vista

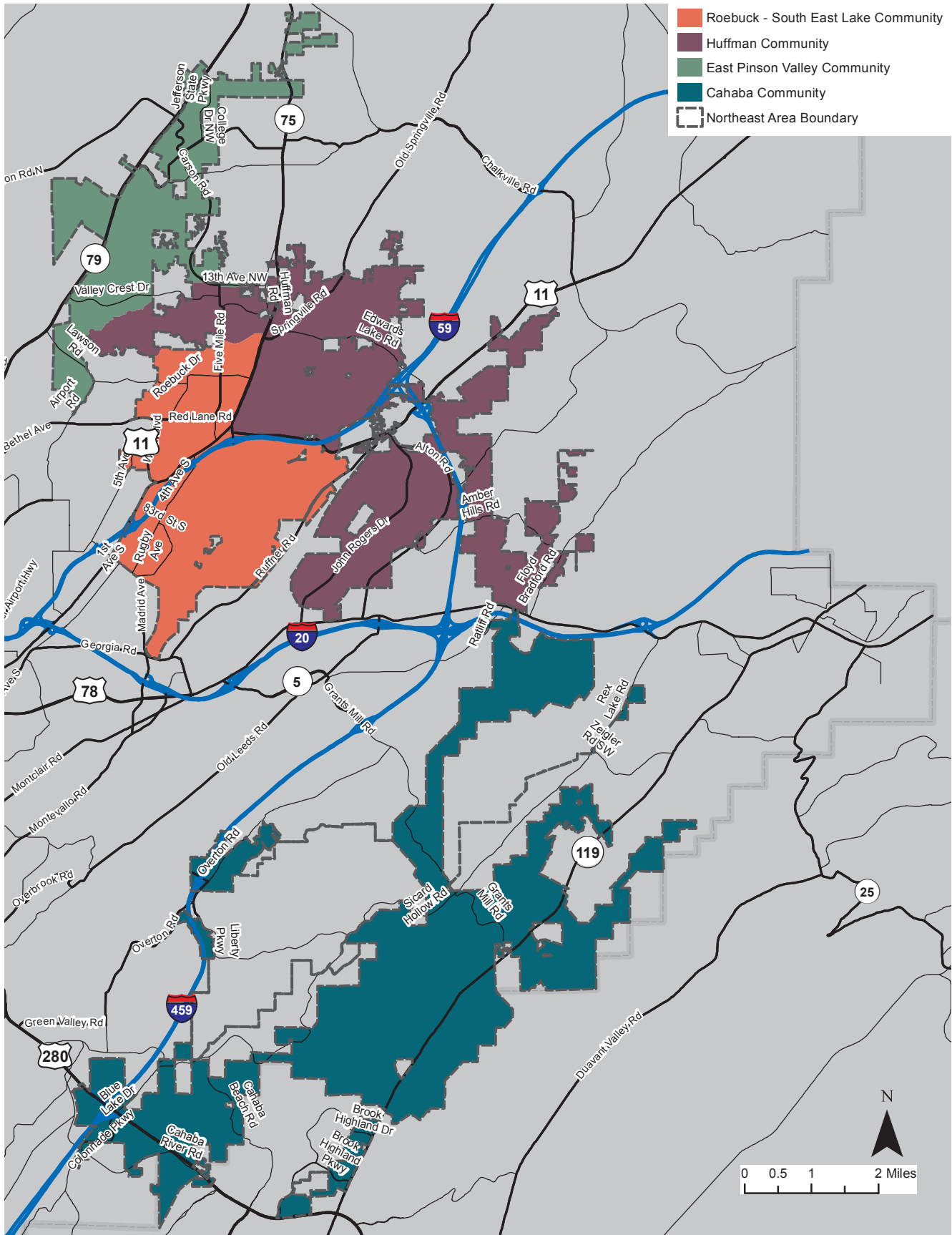
CAHABA

The Cahaba community stretches along Highway 280 to areas surrounding Lake Purdy with additional small sections located along I-459 and south of I-20.

The Cahaba includes only one neighborhood:

- Overton

FIGURE ES.1: Northeast Area Communities



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PLAN ORGANIZATION

The Northeast Areaframework plan provides structure and a methodology for converting the community’s vision into a sustainable reality. The plan contains seven chapters and 3 appendices. Chapters 2 to 7 cover the following planning elements: Community Renewal, Green Systems, Economic Vitality, Transportation + Infrastructure, Future Land Use, + Implementation. Each chapter has goals and supporting strategies and implementation actions that relate to the chapter’s theme. A description of each chapter is outlined in **Table ES.1**.

TABLE ES.1: Plan Organization

	Chapter	Description	COMPREHENSIVE PLAN CONNECTION
Planning Themes	1 Introduction	Purpose, planning team, study area, planning process	--
	2 Community Renewal	Housing, affordability, blight, built environment	<ul style="list-style-type: none"> • Chapter 7: Neighborhoods, Historic Preservation, + Housing • Chapter 8: Community Renewal
	3 Green Systems	Parks, water, natural resources, open space	<ul style="list-style-type: none"> • Chapter 4: Natural Resources + Environmental Constraints • Chapter 5: Open Space, Parks + Recreation • Chapter 6: Sustainability + Green Practices • Chapter 13: Supporting Public Facilities, Services, + Infrastructure
	4 Economic Vitality	Jobs, retail, catalyst sites, business development, workforce	<ul style="list-style-type: none"> • Chapter 10: Reinforcing the Building Blocks of the Economy
	5 Transportation+ Infrastructure	Transit, roads, sidewalks, bicycle infrastructure, pedestrian infrastructure	<ul style="list-style-type: none"> • Chapter 12: Getting from Here to There: Transportation + Mobility
	6 Future Land Use	Land use, zoning	<ul style="list-style-type: none"> • Chapter 14: Future Land Use, Regulations + Urban Design
	7 Implementation	Priority, time-frame, partners, funding	--
	APPENDIX A: EXISTING CONDITIONS	This document is an in-depth assessment of where the Northeast Area is today and covers a range of topics: a demographic summary, existing land use, zoning, development trends, natural resources, the transportation system, and community facilities and services.	--
	APPENDIX B: HOUSING ANALYSIS	This document explores housing trends in the Northeast Birmingham Area.	--
	APPENDIX C: STRATEGIC OPPORTUNITY AREAS	This chapter focuses on targeted recommendations for each Strategic Opportunity Area and includes capital improvement projects.	<ul style="list-style-type: none"> • Chapter 7: Neighborhoods, Historic Preservation and Housing

PLANNING PROCESS

The planning process is the mechanism by which community members, stakeholders and City staff work together to develop a vision, articulate goals and craft strategies to achieve a vision.

The planning process for the Northeast Area Framework Plan was conducted in five phases over the course of one year. Each phase was executed with the full involvement of the City, citizens and stakeholders.

PHASE #1-EXISTING CONDITIONS

The Existing Conditions phase included analyses and survey results that helped identify quantitative needs and opportunities in the Northeast Area, which were used to craft the final plan's recommendations. Analyses included information on housing, demographics, retail, workforce, and other topics. A parcel by parcel analysis was completed by the project team that identified the existing use and building condition of all properties in the Northeast Area. The Existing Conditions Document is included as an appendix to this plan.

PHASE #2- PUBLIC ENGAGEMENT

As part of the planning process, the project team held public meetings and interviews with stakeholders to facilitate community input. A stakeholder committee of neighborhood officers, community nonprofit organizations, local institutions, and business owners was formed to provide a working relationship with the public. A combination of stakeholder committee meetings and public meetings provided the project team with feedback and direction for the plan's development.

Interviews

The project team began by meeting with City staff, elected officials, nonprofit directors, and others to gain an understanding of the area and to learn about any past or ongoing projects in the communities.

1st Public Meeting: Sept. 14, 2015 at Our Lady of Lourdes Catholic Church

More than 100 residents showed up to the plan's kickoff meeting. At the meeting, the project team presented relevant information from the Existing Conditions document, such as demographics, housing, retail, jobs, and land uses to inform attendees and to provide an information about their neighborhoods. Afterwards,

attendees were broken up by their communities to discuss their specific needs and opportunities using maps and vision boards.

Two Stakeholder Meetings: Oct. 22, 2015 and Nov. 2, 2015

Two separate stakeholder committee meetings were held to provide more in-depth feedback for the project team. The project team presented findings and critical notes from the kickoff meeting in order to discuss possible goals, strategies, and actions to include in the plan. Additionally, the meetings served to review and confirm the proposed strategic opportunity areas.

2nd Public Meeting: Jan. 12, 2016 at Roebuck-Hawkins Recreation Center

At the second public meeting, the project team presented the proposed goals, strategies, and actions by chapter and asked attendees to make changes, additions, and general notes. Moreover, the 42 attendees were able to review the strategic opportunity areas and provide feedback on maps.

3 Stakeholder Meetings: March 3, 2016, April 27, 2016 and April 28, 2016

Three stakeholder meetings were held before the last public meeting and served to review most of the draft plan. One of the stakeholder meetings focused solely on the green systems chapter and the Cahaba community, while the other two stakeholder meetings allowed the stakeholders to review the plan's major chapters. These meetings helped the team make changes and provided support for the draft leading into the final public meeting.

3rd Public Meeting: May 16, 2016 at Our Lady of Lourdes Catholic Church

At the third public meeting the project team present the final draft of the plan including changes to the area's future land use map. Following the presentation, attendees were given an opportunity to review pages of the plan and the proposed future land use map.

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PHASE #3- PLAN DEVELOPMENT

Throughout the public engagement process, the project team was also developing the plan. Each series of meetings identified changes that are needed and issues that need to be addressed by the plan's recommendations. Throughout the plan's development, the project team shared drafts with City staff and the plan's identified partners to ensure the plan's coordination with all ongoing projects in the area.

PHASE #4- ADOPTION

The plan is scheduled for adoption by the Planning Commission late summer 2016 and endorsement by the City Council fall 2016.

PHASE #5- IMPLEMENTATION

Once the plan is adopted and endorsed, the stakeholder committee will become the implementation committee to prioritize the plan's recommendations and create working groups to implement each recommendation. City staff will facilitate the committee as it meets regularly.



OUR VISION

VISION STATEMENT

The Northeast Area is celebrated for capitalizing on its natural amenities, historic neighborhoods, and collaborating beyond community borders to connect its major sites and assets. It is a vibrant and diverse community that works together to improve its neighborhoods and businesses. Centrally located to Ruffner Mountain, good schools, shopping and restaurants, the Northeast Area is a flourishing community for all ages.

COMMUNITY RENEWAL



NEEDS

Blight removal, code enforcement, and monitoring of blighted properties

Better access to healthy foods

Better communication between citizens and city

Retain population and provide additional quality housing options

OPPORTUNITIES

Beautification of blighted properties into productive uses

Affordable housing options

New partnerships with the city and other non-profits

The Community Renewal chapter for this plan involves a multitude of various issues that affect the Northeast Area such as housing, blight, and neighborhood population.

Although these issues may seem disparate, they share the desired outcome of improved quality of life for all and have overlapping partners, strategies, and actions. For instance, improving the housing stock can reduce blight while attracting new residents that then bring additional investment to the area. Implementing an action of one of the goals of this chapter inevitably eases the implementation of another goal's actions. This chapter attempts to reflect its interrelated goals by ordering them from the area's needs to wants and ending with inclusivity.

CHAPTER GOALS:

GOAL #1: Identify and reduce blight.

GOAL #2: Maintain clean and attractive communities.

GOAL #3: Ensure the safety of communities.

GOAL #4: Increase local neighborhood investment.

GOAL #5: Grow the area's population and expand the housing stock.

GOAL #6: Create and sustain vibrant places.

GOAL #7: Remain affordable.

GOAL #5: Increase local neighborhood investment.

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GREEN SYSTEMS



NEEDS

Acquire flood prone lands for parks

Need more trails and greenways

Better stormwater management

Protect the Cahaba River

OPPORTUNITIES

Address the East Pinson Valley food desert

Capitalize on connections to Ruffner Mountain

Capitalize on eco-tourism opportunities associated with Ruffner Mountain and the Cahaba River

The Northeast Area has a variety of green system elements that both attract and restrain future development. Amenities such as Ruffner Mountain and the Cahaba River serve as natural resources and outdoor activity centers. These places improve the quality of life for residents, help attract more residents, and provide an economic impact with increased visibility and visitors. However, steep topography and floodplains caused by mountains and rivers, which are a primary source of drinking water for the City of Birmingham, can also restrain development in certain areas – often to protect these natural resources.

Another obstacle mainly for residents is the official food desert in the East Pinson Valley community. Although food deserts are primarily an economic problem, green systems solutions can help address the lack of affordable fresh food in areas. The Northeast Area must strike a balance between capitalizing on its assets without endangering them while adding to its green systems network to connect more communities and economies.

CHAPTER GOALS:

GOAL #1: Become the greenest area in the region.

GOAL #2: Meet the Clean Water Act requirements and support the protection of the Cahaba River.

GOAL #3: Reduce flood insecurity.

ECONOMIC DEVELOPMENT



NEEDS

Need more diverse shopping and restaurant options

Need more workforce and educational development programs

Need more employment opportunities

OPPORTUNITIES

Promote vacant sites with access to highways

Partner with local colleges to improve workforce development

The purpose of this chapter is to highlight specific goals and actions in terms of economic vitality for the Northeast Area. Within the context of this chapter, an economic market analysis has been prepared and provides important information that describes the financial health and economic diversity of the three communities. The aforementioned analysis has been provided in the Northeast Area Framework Plan Existing Conditions document (see Chapter 3, p 65), which can aid existing and perspective business owners as well as investors in identifying potential opportunities within the communities. In addition, this chapter identifies catalyst sites and Strategic Opportunity Areas (SOAs). Catalyst Sites are potential public or private projects that if developed my cause complementary development to surrounding areas. While SOAs are areas that have “market potential, presence of employment centers, location in relation to current and future plans for transit improvements, momentum from existing activities, and good urban form.” This plan recommends several ways to make SOAs a priority, both in this chapter and in Appendix C: Strategic Opportunity Areas. The four SOAs for the Northeast Area are Roebuck Plaza (Roebuck-South East Lake), 1st Avenue North (Roebuck- South East Lake), Parkway East (Huffman), Carson Road (East Pinson Valley) In conjunction with the findings from the economic market analysis, catalysts sites, and SOAs this chapter outlines some of the major themes in reference to economic vitality that resulted from the public meetings held during the formation of this plan.

CHAPTER GOALS:

GOAL #1: Attract and support businesses of all sizes.

GOAL #2: Satisfy retail market demand.

GOAL #3: Utilize catalyst sites.

GOAL #3: Improve workforce development opportunities.

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TRANSPORTATION



NEEDS

Address dangerous intersections and streets

Need improvements to transit stops

Need more reliable transit

Construct new sidewalks

OPPORTUNITIES

Designate Safe Routes to Schools

Fund and build the bus rapid transit network

Build out the Red Rock Ridge and Valley Trail System in the area

Transportation in its various forms plays a critical role in the livability in Birmingham, affecting access to education and opportunity, goods and services, worship and recreation. Circulation patterns affect the quality of residential streets and their safety and walkability. Quality transportation connections have always been a precursor to growth and economic success. This chapter provides strategies and actions for addressing transportation system deficiencies, and improving the overall travel conditions for the Northeast Area.

CHAPTER GOALS:

GOAL #1: Build a multi-modal transportation network to provide a wide range of transportation choices.

GOAL #2: Fiscally invest in the transportation system.

GOAL #3: Improve transit services.

RECOMMENDED PROJECTS:

- Implement short-term priority projects identified in the Birmingham Sidewalk Master Plan.
- Build out segments of off-road trails and bicycle facilities as identified in the Red Rock Ridge and Valley Trail System (RRRVTS).
- Provide non-motorized connections to Ruffner Mountain Nature preserve from the Roebuck - South East Lake Community.
- Develop context sensitive traffic calming programs.
- Streamline local bus transit service delivery.
- Improve local transit stops and amenities.
- Establish a pavement management plan so that maintenance costs will be reduced over time.

FUTURE LAND USE



NEEDS

Need a great mix of land uses

Need more housing options

Better quality design of developments

OPPORTUNITIES

Build mixed - use areas in Strategic Opportunity Areas

New multi and single family houses that attract people of all ages and incomes

Expand green space

The Birmingham Comprehensive Plan established a Future Land Use Plan (Map) for the City which generally outlines expected land use patterns and development citywide. Adopted in 2014, this map is more prescriptive in nature, and may not reflect the existing land uses, or the most appropriate land uses within the Northeast Area. The Future Land use Plan (Map) is subject to periodic review to see if conditions have changed to justify an amendment, or change. Through this Framework process, the project team identified recommended changes to the Future Land Use Plan (Map) based off of a detailed windshield survey which identified existing land uses and building conditions within the four Northeast communities stake holder meetings, and plan development. The recommended changes to the Land Use Map are shown in **Figure ES.2**. Once adopted, the Future Land Use Map, will be the legal basis for zoning. Any rezonings for property in the Northeast Area requested by the City or private individuals will be required to follow the Future Land Use map.

CHAPTER GOALS:

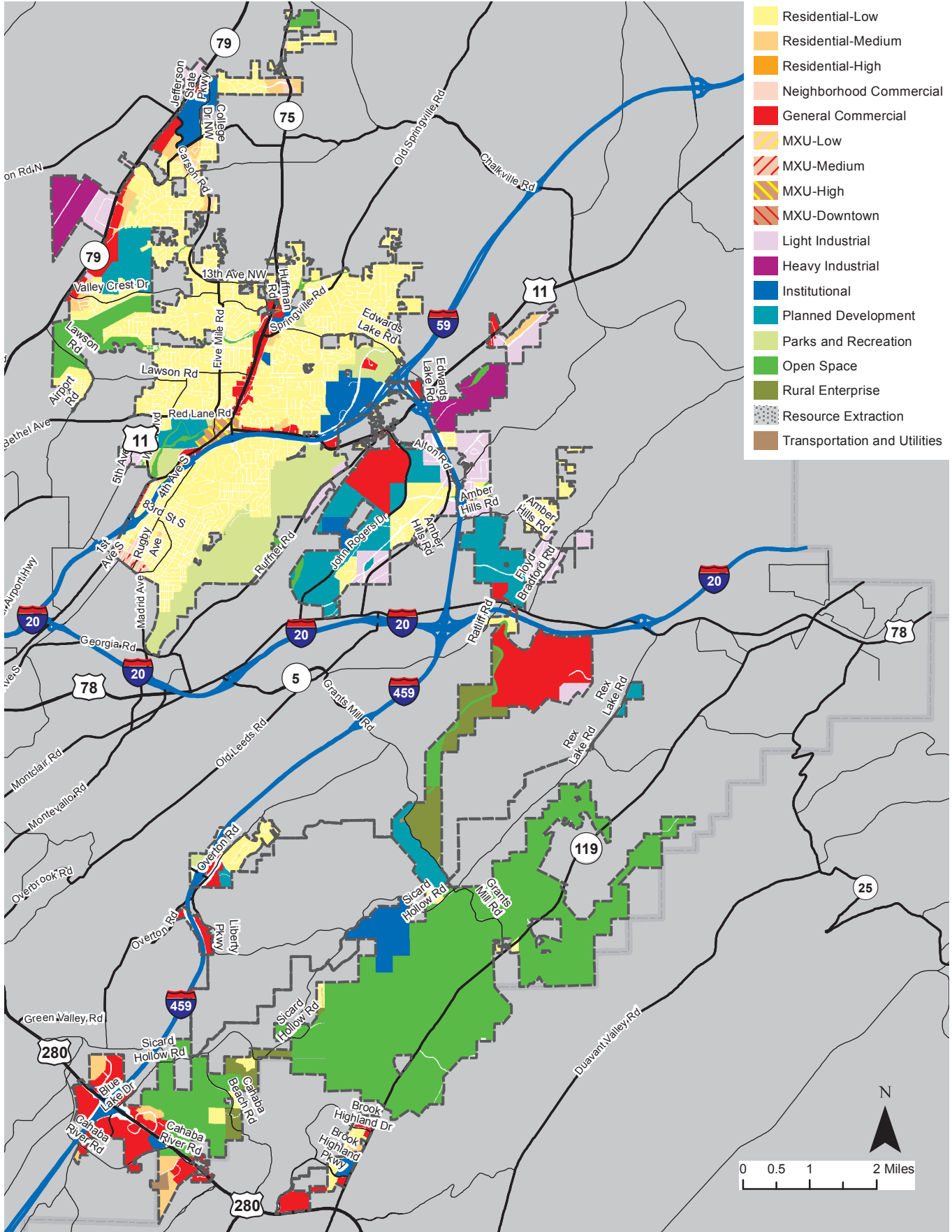
GOAL #1: Support new growth with quality new developments and by promoting desired land use patterns that allow for a variety of compatible uses.

GOAL #2: Construct mixed - use developments in identified Strategic Opportunity Areas.

GOAL #5: Provide and expand housing options to attract people of all ages and incomes.

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FIGURE ES.2: Future Land Use Map



IMPLEMENTATION

Following the plan's adoption, the implementation phase of this plan will begin. The City of Birmingham's Department of Planning, Engineering, and Permits has already organized an Implementation Committee to partner with to carry out this plan's recommendations. The Implementation Committee is made up of neighborhood officers, business owners, nonprofit leaders, and other active community members.

This committee has helped set the plan's top priorities, and will create taskforces of a few members to work with the necessary partners to implement these priorities. Once completed, lower priority recommendations will be picked up by new taskforces. The number of action items being worked on will only be limited by the involvement of the Implementation Committee. The Department of Planning, Engineering, and Permits is tasked with facilitating the committee's partnership with City Hall and other partners.

The Implementation Matrix in Chapter 7 lists the recommended action items, the relevant page numbers, the recommendation's priority, an approximate time frame for completion, and potential partners that could help implement the actions.

Top and high priority actions from the Implementation matrix in Chapter 7 are shown in **Table ES.2**.

USER'S GUIDE

HOW DO I USE THIS MATRIX?

This matrix is separated into #, ACTIONS, PAGE #, PRIORITY, TIMEFRAME, + POTENTIAL PARTNERS.

DEFINITIONS

- The action's number in the plan.

ACTION - The title of a recommendation

PAGE # - The page number(s) for the recommendation

PRIORITY - The importance of a recommendation set by stakeholders

Top - Needs to be done now... taskforce in place

High - Needs to be done as soon as possible... taskforce is organizing

Medium - Can wait for higher priority items... taskforce members are only identified

Low - Long-range recommendation... no taskforce yet

TIMELINE - The potential completion date based on feasibility and priority

In progress - Implementation is ongoing

Short-term - 0-5 years

Medium-term - 5-10 years

Long-term - 10+ years

POTENTIAL PARTNERS - Public agencies, organizations, and stakeholders that have expressed interest in the action item or have relevant authority.

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TABLE ES.2: High Priority Actions from the Implementation Matrix

#	Action	Page #	Priority	Time frame	Potential Partners
COMMUNITY RENEWAL CHAPTER					
Goal 1: Identify and Reduce Blight					
Strategy A: Improve Code Enforcement and Demolition					
2	Levy fines for quality-of-life offenses on properties	15	High	Medium	Dept. of Planning, Engineering and Permits; Dept. of Community Development; Birmingham Legal Dept.
5	Prioritize demolition in the Northeast Area	17	High	In Progress	Dept. of Planning, Engineering and Permits
Strategy B: Acquire and Dispose of Tax-Delinquent Properties					
1	Prioritize strategic land bank acquisitions in the Northeast Area	18	High	Short	Birmingham Land Bank Authority; Dept. of Community Development
Strategy D: Create Partnerships to Combat Blight					
1	Connect nonprofits, private developers, and neighborhoods with materials, information, and data	19	High	In Progress	Northeast Area Implementation Committee
Goal 2: Maintain Clean and Attractive Communities					
Strategy B: Beautify Unmaintained Property					
1	Encourage neighborhood associations and nonprofits to adopt city right-of-ways	22	High	Short	Dept. of Public Works; neighborhood associations; nonprofits; business groups
2	Convert vacant lots into community assets with informed partners	22	High	Short	Dept. of Public Works; Nature Conservancy of Alabama
Goal 4: Increase Local Neighborhood Investment					
Strategy A: Promote Homeownership					
1	Support the creation of homeowners associations that invest in the community	25	High	Short	Birmingham City Council; neighborhood associations
Strategy B: Encourage Stewardship of Properties					
1	Adopt a vacant property registration ordinance	26	High	Medium	Dept. of Community Development; Birmingham Legal Dept.

#	Action	Page #	Priority	Time frame	Potential Partners
Goal 6: Create and Sustain Vibrant Places					
Strategy B: Leverage Historic Buildings and Neighborhoods					
1	Create a new local historic district in South East Lake and other interested neighborhoods	34	High	In Progress	Dept. of Planning, Engineering and Permits
Strategy C: Improved Wayfinding					
1	Enhance wayfinding between major sites	34	High	Short	REV Birmingham; Dept. of Traffic Engineering;
GREEN SYSTEMS CHAPTER					
Goal 1: Become the Greenest Area in the City and Region					
Strategy A: Expand Recreation and Tourism Opportunities					
4	Capitalize on the Ruffner Mountain Nature Preserve with various projects	43	Top	In Progress	Ruffner Mountain Nature Preserve; Dept. of Planning, Engineering and Permits
Strategy B: Ensure Parks and Recreational Facilities are Safe and Well-Maintained					
1	Partner with the Let's Move program to increase park activity	46	High	Short	Birmingham Parks and Recreation Board; YMCA of Greater Birmingham; Freshwater Land Trust; United Way; Jefferson County Health Action Partnership
2	Incorporate Crime Prevention through Environmental Design (CPTED) guidelines into the Planning Commission review process for new parks and recreational spaces and facilities	47	High	Short	Birmingham Parks and Recreation Board
3	Dedicate adequate funding for park maintenance and capital improvements	47	High	Short	Birmingham Parks and Recreation Board; friends of parks groups
Strategy C: Improve Connectivity Between Neighborhoods, Commercial Districts, and Civic Amenities					
1	Implement priority portions of the Red Rock Ridge and Valley Trail System	48	Top	In Progress	Alabama Dept. of Transportation; Federal MPO funds; U.S. Environmental Protection Agency; Freshwater Land Trust; Dept. of Planning, Engineering and Permits; The Nature Conservancy

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#	Action	Page #	Priority	Time frame	Potential Partners
Goal 2: Meet the Clean Water Act Requirements and Support the Protection of the Cahaba River					
Strategy B: Encourage Permanent Land Protection for Environmentally Sensitive Areas					
3	Improve partnerships between the Birmingham Water Works Board and the City of Birmingham	58	High	Short	Birmingham Water Works Board; City of Birmingham
ECONOMIC VITALITY CHAPTER					
Goal 1: Attract and Support Businesses of All Sizes					
Strategy A: Businesses of All Sizes					
2	Map the business creation, permitting, and support process	71	High	Short	Birmingham Finance Dept.; REV Birmingham; Birmingham Business Alliance; Innovation Depot; Mayor’s Office of Economic Development; City of Birmingham Public Information Office; Service Corps of Retired Executives
Strategy D: Large Businesses					
1	Continue attracting businesses to industrial parks in the Northeast Area	74	High	In Progress	Mayor’s Office of Economic Development; Birmingham Industrial Development Board; Birmingham Business Alliance
Goal 2: Satisfy Retail Market Demand					
Strategy B: Create Safer Commercial Areas					
1	Increase police presence in commercial corridors	75	High	Short	Birmingham Police Dept.
Strategy C: Expand the Offering of Fresh Food Retail					
1	Facilitate the retention and development of grocery stores, neighborhood based markets, and farmers markets offering fresh produce in neighborhood centers	77	Top	Short	Healthy Food Financing Initiative; REV Birmingham; P.E.E.R.; East Lake Market; Village Market
2	Encourage community investments in local grocery stores	78	Top	Short	Homeowners’ associations; local grocery store owners; Reinvestment Fund ReFresh initiative

#	Action	Page #	Priority	Time frame	Potential Partners
Goal 3: Utilize Catalyst Sites					
Strategy A: Dispose of or Reuse Publicly Owned Sites					
1	Banks High School	78	High	Long	Mayor’s Office of Economic Development
2	Going Elementary School	79	High	Long	Birmingham Board of Education; Mayor’s Office of Economic Development
Goal 4: Improve Workforce Development Opportunities					
Strategy B: Unemployed and Underemployed					
2	Improve transit service along commuting corridors in the Northeast Area.	90	High	Short	BJCTA
TRANSPORTATION CHAPTER					
Goal 1: Build a Multimodal Transportation Network to Provide a Wide Range of Transportation Choices					
Strategy A: Build an Interconnected Pedestrian, Bicycle and Trail System					
1	Implement the short-term priority projects identified in the Birmingham Sidewalk Master Plan.	100	Top	Short	Dept. of Birmingham Planning, Engineering and Permits; Health Action Partnership
3	Build out segments of off-road trails as identified in the Red Rock Ridge and Valley Trail system.	106	Top	In Progress	Freshwater Land Trust; Dept. of Planning, Engineering and Permits; Health Action Partnership
4	Build out segments of on-street bicycle facilities as identified in the Red Rock Ridge and Valley Trail System.	111	Top	In Progress	Freshwater Land Trust; Dept. of Planning, Engineering and Permits; Health Action Partnership; Dept. of Traffic Engineering
5	Provide non-motorized connections to Ruffner Mountain Nature Preserve from the Roebuck-South East Lake community.	114	Top	Short	Freshwater Land Trust; Ruffner Mountain Nature Preserve; Dept. of Planning, Engineering and Permits; Dept. of Traffic Engineering
Goal 2: Physically and Fiscally Invest in the Transportation System					
Strategy A: Improve Safety					
1	Conduct studies and regularly review relevant data at high accident locations to support operational changes and designs that improve safety.	116	High	Medium	Dept. of Planning, Engineering and Permits; Dept. of Traffic Engineering

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#	Action	Page #	Priority	Time frame	Potential Partners
2	Develop context sensitive traffic calming programs.	118	Top	Medium	Dept. of Planning, Engineering and Permits; Dept. of Traffic Engineering
Strategy B: Invest in Transportation Maintenance					
1	Establish a pavement management plan so that maintenance costs will be reduced over time.	118	High	In Progress	Dept. of Planning, Engineering and Permits; Dept. of Traffic Engineering
Goal 3: Improve Transit Service					
Strategy B: Enhance Existing Public Transit Service					
1	Streamline local bus transit service delivery.	127	High	In Progress	BJCTA
2	Improve local transit stops and amenities.	127	High	Short	BJCTA; Dept. of Planning, Engineering and Permits; Dept. of Traffic Engineering
3	Use shuttles to bring residents to bus stops.	128	High	Long	BJCTA

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