

# TITUSVILLE

## COMMUNITY FRAMEWORK PLAN





**UNITED**  
FOR THE GOOD OF THE CITY  
MAYOR WILLIAM A. BELL, SR.

# Titusville Community Framework Plan



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All figures, tables, and images are produced by RPCGB, unless specifically noted. Findings from an extensive inventory and analysis of the natural and built environment, existing community facilities and services, demographic, economy, and housing in Titusville can be found in the [Titusville Community Framework Plan: Existing Conditions Document](#).

1

# Overview

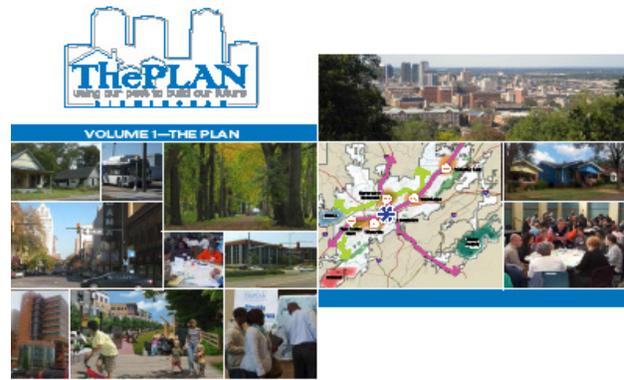
## Introduction

In 2013, the City of Birmingham (City) adopted its first comprehensive plan in more than 50 years. As the first comprehensive plan since 1961, The Plan emblemizes the vision of citizens for Birmingham over the next 20 years and puts the City on a new strategic path towards a renaissance of neighborhoods, a strong economy with more jobs, and more opportunity and quality of life for all. Building on the momentum of the recently adopted comprehensive plan, the City collaborated with the Regional Planning Commission of Greater Birmingham (RPCGB), in the winter of 2013, to develop three framework plans. These plans are extensions of The Plan and address issues and opportunities at a community level – thereby providing a more refined and responsive approach to specific community needs than the City’s comprehensive plan.

The framework plans, developed by the RPCGB and the City, correspond to the subsequent areas: North Birmingham Community, Titusville Community, and Western Area (Smithfield, Five Points West and West End communities). This plan, the Titusville Community Framework Plan, focuses on the penultimate community and is the culmination of the City’s effort to translate The Plan into a coherent and comprehensive implementation plan that guides future revitalization in the Titusville Community.

## Purpose of the Plan

The Titusville Community Framework 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 Titusville’s citizens are reflected in the community’s future character. The plan also strives to improve the quality of life for citizens.



CITY OF BIRMINGHAM COMPREHENSIVE PLAN  
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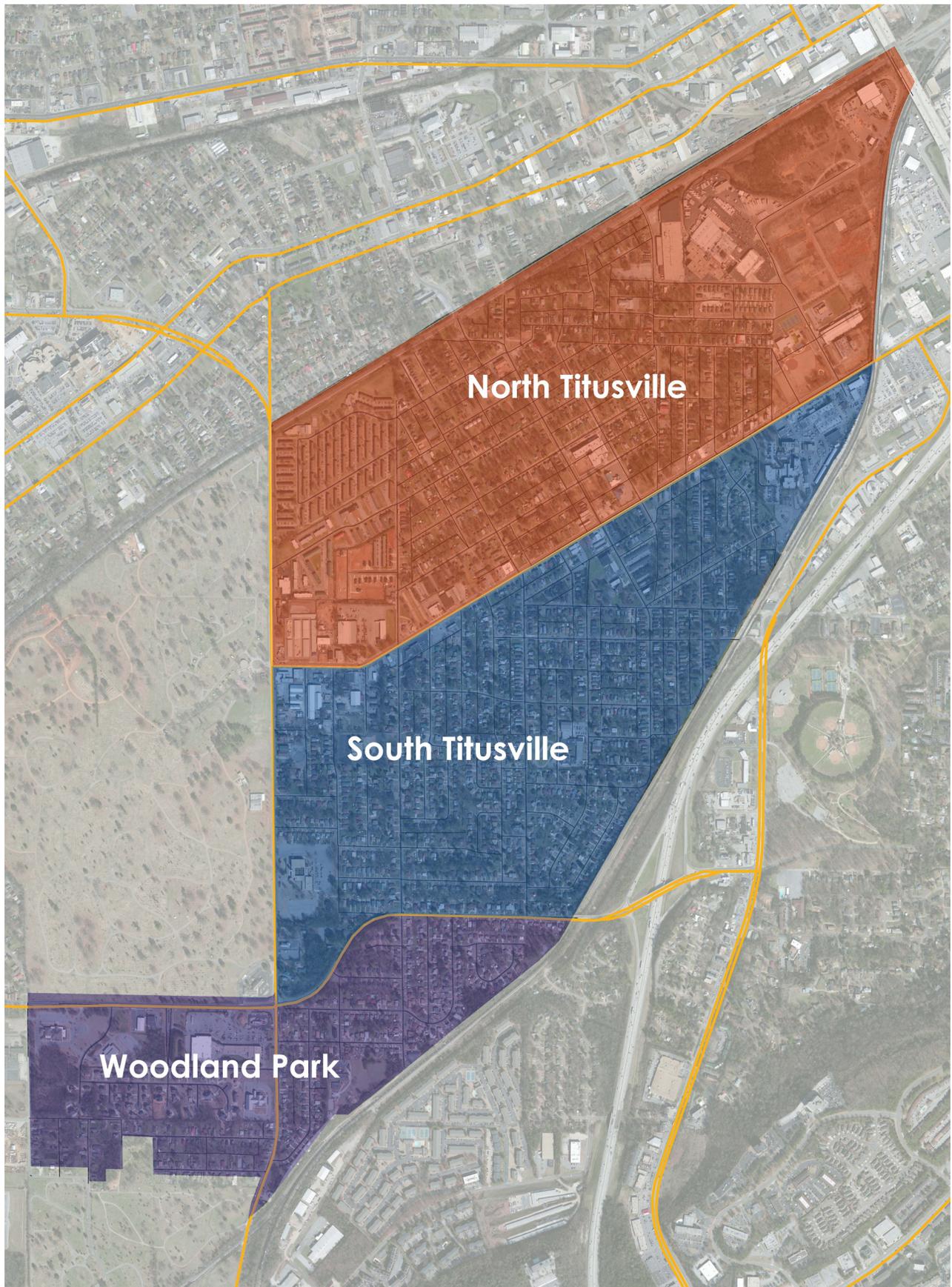
As the community’s primary policy and planning document addressing land use, urban design, circulation, services and socioeconomic issues, the framework plan will serve as a guide for elected officials tasked with its adoption and funding its implementation, and City department heads charged with its implementation and update. Additionally, it will enable the private sector and other public and quasi-public agencies to anticipate future public investment priorities as well as crystallize the community’s vision for future developments.

By drafting this plan, the community and the City demonstrate to investors that they are willing to invest sweat equity and their own resources to achieve their vision and that they recognize how to effectively utilize their resources. These are factors that investors consider when looking at an area, because it lets them know what to expect and what is expected of them as well as providing them with the confidence that their investments can go to work more quickly.

## Study Area

The Titusville Community is located immediately west of downtown Birmingham and the Southside Community, separated from Downtown by Interstate 65 and an active freight rail line, the Louisiana and Nashville Railroad. To the north of the community, across

Figure 1.1: Titusville Study Area Map



another active freight rail line - the Alabama Great Southern Railroad - is the community of Smithfield; while to the west is Elmwood Cemetery and the West End Community. Meeting at its extreme southwest edge is the Southwest Community. Featuring three neighborhoods - North Titusville, South Titusville, and Woodland Park - the Titusville Community features a significant mix of land uses and building conditions. See Figure 1.1.

### North Titusville

North Titusville consists of the area north of 6th Avenue South and Southwest, and includes the largest diversity of land uses. This neighborhood features the Titusville Community's only active public school, largest park, and the Loveman Village public housing development, as well as a significant number of businesses catering to the needs of Elmwood Cemetery.

### South Titusville

More residential in nature than North Titusville, South Titusville lies south of 6th Avenue South and Southwest but north of Green Springs Avenue. The neighborhood includes the Birmingham City Jail at its far northeastern corner, and Sixth Avenue Baptist Church, a major cultural institution for the region.

### Woodland Park

Stretching horizontally along the southern end of Titusville, Woodland Park is nearly all residential, excepting the Heritage Town Center development and some churches. With no multifamily housing, Woodland Park is low density and features a mix of mid-century single-story homes mostly in excellent condition. Lying in the middle of the neighborhood is the Heritage Center homes, the largest and newest community subdivision in Titusville. However, the far southwest corner of the neighborhood features extremely different conditions, with high vacancy and poor housing conditions.

## History

Titusville has been a prominent African-American community since the early days of Birmingham. Founded by freed slaves following the Civil War, Titusville established itself as a center of wholesaling and manufacturing, and featured one of the first steel blast furnaces, Alice Furnace, in the region. This growth led to the development of the first airport in Birmingham, located on the current Loveman Village development, and helped turn Memorial Park into the Negro League's Birmingham Black Barons training facility, which saw the likes of Satchel Paige and Willie Mays on its ballfields.

*Residents participating in table exercises*



Dr. Martin Luther King Jr.



Known as South Elyton until the 1970s, Titusville was the home of many important local leaders, including renowned architect Wallace Rayfield, and was the childhood home of former U.S. Secretary of State Condoleezza Rice. The community played a significant role in the Birmingham Civil Rights Movement, lobbying for equitable community resources and equal opportunity for all races.

Today, Titusville is entering an era of significant change. Elderly populations, many of whom have lived in Titusville for decades, will in the near future give way to an unknown market. Titusville’s prime central location should prove invaluable as the community moves forward. With aging infrastructure however, significant investment will be necessary both within the community and throughout the City, if Titusville is once again to thrive.

## 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. Driven by quantitative and qualitative analyses, the planning process coalesces in-depth assessments of a community’s existing socioeconomic, transportation, property condition and other pertinent data with a community’s values and aspirations – solicited through extensive public outreach.

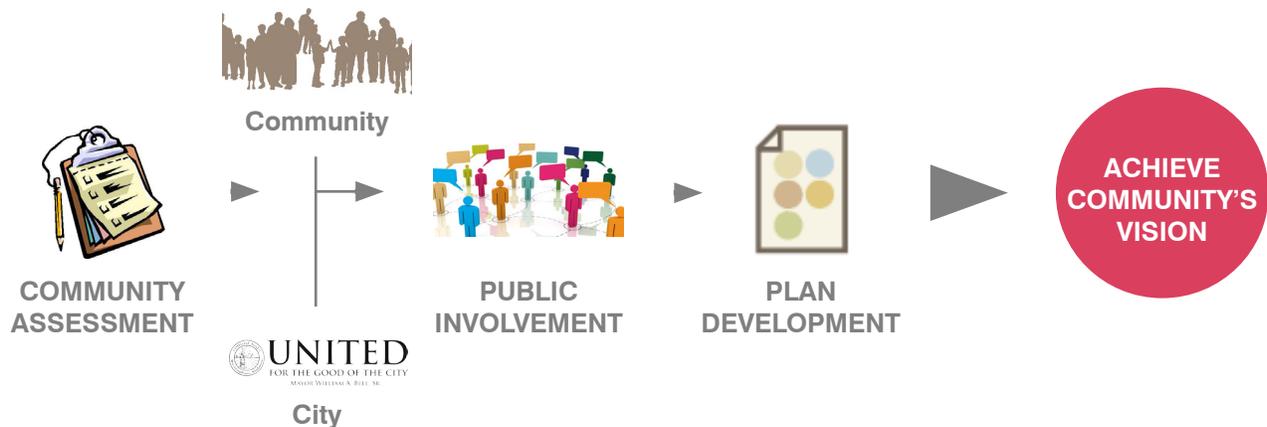
The planning process for the Titusville Community Framework Plan was conducted in three phases over the course of thirteen months. Each phase was executed with the full involvement of the City, citizens and stakeholders.

## Community Assessment



**Phase I.** The community assessment began with the collection and analysis of population, facilities and services, economic, housing, transportation and infrastructure data. Additionally, a parcel-by-parcel inventory was conducted throughout the entire community to accurately determine the present use of each property, identify discrepancies with the City’s land use map, discern the levels of density for multi-family uses and provide a detailed analysis of the community’s property conditions.

Figure 1.2: Titusville Planning Process



The data collected from the property conditions inventory will assist the City's Community Development Department (CDD) and the Mayor's Office of Economic Development (MOED) in identifying and prioritizing properties for development and funds for rehabilitation and renovation. Furthermore, the survey will aid the CDD in assigning properties to be condemned and vacant lots to be cleaned up and maintained, as well as assist the Birmingham Land Bank with prioritizing tax delinquent properties for assembly and acquisition. The Existing Conditions Document was drafted following the completion of the community assessment. The document highlighted the community's trends and challenges and was also used to inform both the Public Involvement and Plan Development & Adoption phases.

## Public Involvement



**Phase II.** As the foundation on which the vision is built, the public involvement process for the Titusville Community Framework Plan was all-encompassing, engaging multiple City agencies, quasi-public agencies, private sector and the general public through stakeholder interviews, public meetings, media releases and the internet by way of the project website: <http://www.imaginebham.com>. This process, which was contemporaneous with the community assessment, is summarized in this section.

**Stakeholder Interview, Part 1.** The public input process commenced in December with stakeholder interviews. The interviews were conducted to assess the challenges each department and agency face while working in the community. The following City departments participated: Community Development, Economic Development, Police, Fire, Traffic Engineering, Planning Engineering & Permits, and Parks and Recreation. Other participants affiliated with the interview process were the Jefferson County Department of Health (JCDH), Birmingham Jefferson County Transit Authority (BJCTA), Housing Authority of the Birmingham District (HABD), Birmingham City Schools and the Alabama Department of Transportation (ALDOT). The stakeholder interviews provided guidance on the development of appropriate strategies and corresponding actions for implementation, with respect to the issues identified by each department and agency.

**Kick-Off Meeting.** To introduce and galvanize the community to the planning process and garner their input, a kick-off meeting was held on February 10, 2014 at the Sixth Avenue Baptist Church. Residents were asked to describe Titusville's strengths, weaknesses, opportunities and threats (S.W.O.T). Subsequently, each participant articulated their vision for Titusville over the next twenty years and identified specific concerns that the framework plan should address. These concerns are depicted in Figure 1.3.

Table 1.1: S.W.O.T Analysis

| STRENGTHS              | WEAKNESSES      | OPPORTUNITIES        | THREATS                |
|------------------------|-----------------|----------------------|------------------------|
| Location               | Abandoned Homes | Redevelopment        | Crime                  |
| Parks                  | Loveman Village | Business Development | Abandoned Housing      |
| Hospitals              | Vacant Lots     | Parks                | Schools                |
| Built-Out              | No Grocery      | Location             | Poor Transit           |
| Churches/Spiritual     | No Rec Trails   | Senior Center        | Drug Addicts           |
| Friendly Neighborhoods | Crime           | Walkable Community   | UAB                    |
| Involved Residents     | Road Conditions | Grocery Store        | Lacking Home-Ownership |
| Schools                | Poor Lighting   | Walking Trails       | Dilapidated Properties |

Figure 1.3: Aspirations and Concerns

## Aspirations & Concerns for Titusville



In one word, what would you like to see in Titusville in 20 years?



In one word, what safety concerns do you have in your community?



In one word, what transportation issues exist in Titusville?



In one word, what issues, if any, do you have with City services?



In one word, what issues as it relates to property conditions and housing exist in Titusville?



In one word, what educational opportunities are needed in Titusville?



In one word, what kinds of businesses would you like to see in Titusville?

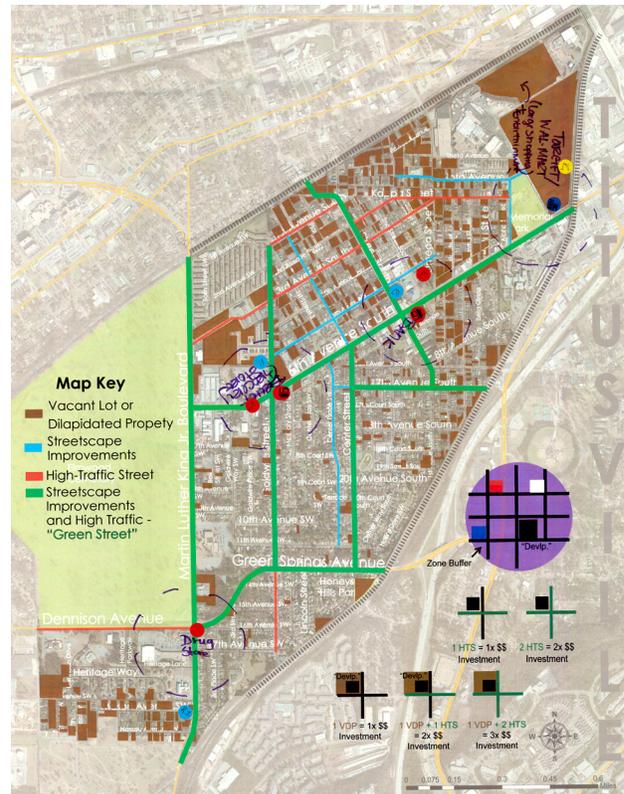


In one word, what recreational or cultural facilities would you like to see in Titusville?

Figure 1.4: Transportation Map



Figure 1.5: Development Map



Residents participating in mapping exercise.



**🧠 Framing the Vision, Part 1.** On March 29, 2014 the community was invited to the Washington K-8 School to further express and prioritize their aspirations for the future, based on their comments from the kick-off meeting. Findings from the community assessment were also presented to the public. The presentation was followed by table exercises that allowed residents to map their concerns in regards to transportation, recreation and walkability issues (see Figure 1.4). After completing the table exercises, residents participated in a visual preference survey. The survey

was used to obtain, from the perspectives of the residents, a visual vocabulary of the development patterns that are most desired. Images were shown reflecting the configuration of streets, sidewalks, tree plantings, street lighting, and bicycle lanes, in both a residential and commercial context. Participants rated the slides on a scale of 1-5, with 5 representing least preferred and 1 indicating most preferred. The results of the visual preference survey can be found on the project website: <http://www.imaginebham.com/project-library.html>.

**🧠 Framing the Vision, Part 2.** The second installment of the “Framing the Vision” meetings was conducted on April 21, 2014 at the Woodland Park Church. At this meeting, residents identified the appropriate levels of density and location for residential and commercial developments in their community (see Figure 1.5). Residents also participated in the second half of the visual preference survey, which focused on residential and commercial building typologies.

**Stakeholder Interviews, Part 2.** As the planning process progressed, a second round of stakeholder interviews was conducted by the planning team. These interviews were primarily geared toward church leaders and business owners in the community, with the goal of establishing a church and business coalition that would work hand-in-hand with community leaders. Such collaboration would enable the strategies and actions of the plan to be prioritized and implemented.

**Plan Review.** The public involvement process culminated with an open house meeting on January 15, 2015 at the Living Church Ministries. The meeting gave the public the opportunity to review and comment on the goals, strategies and actions presented in the framework plan. With this final input from the public, the planning team began working on finalizing the draft plan.

Many residents, agencies, businesses, organizations, and leaders have helped create and validate the Titusville Community Framework Plan. Their continued commitment will be needed to implement the strategies and actions outlined in this plan in order to achieve the community's vision.

## Plan Development & Adoption



**PHASE III.** With the public input collected and synthesized with the existing conditions analysis, the development of the Titusville Community Framework Plan draft was underway. After revising the plan to incorporate feedback from the 'Plan Review' meeting and the City's Planning Engineering & Permits staff, the final draft was presented before the City of Birmingham Planning Commission on February 4, 2015 for adoption.



## OUR VISION

**“We are a thriving and sustainable community that fosters economic prosperity, housing opportunity, and a high quality of life for our residents. Our community is a safe and attractive place to live with parks, open spaces, trails and programs that equip our residents with the education and skills necessary to compete for 21st century jobs. We are Titusville... One of Birmingham’s most influential and preeminent communities to live in.”**

## Our Vision

The input from citizens and analyses from the community assessment were used to develop the vision for the Titusville Community Framework Plan. The vision reflects the community's consensus on values, aspirations and concerns for the future of Titusville. It establishes a framework for guiding future growth and development in a sustainable manner and ensures compatibility with existing developments, while enhancing the quality of life for residents.

Table 1.2: Principles

# Comprehensive Plan Guide



## Listings by Principles

|   |  |
|---|--|
|  <p><b>1</b><br/><b>People</b></p>         | <ul style="list-style-type: none"> <li>• Celebrate Birmingham's diversity and welcome newcomers to live in the city.</li> <li>• Connect people across barriers of neighborhood, race and class to work together for a better Birmingham.</li> <li>• Celebrate our civil rights, cultural, and industrial history as a positive source of distinctive identity and contribution to the state and the nation.</li> <li>• Make Birmingham a center of education excellence at all levels, including workforce training and adult education.</li> <li>• Support holistic programs of social supports, community policing, and physical design to make every neighborhood safe.</li> </ul>  |
|  <p><b>2</b><br/><b>Prosperity</b></p>     | <ul style="list-style-type: none"> <li>• Establish a climate friendly to investment and entrepreneurs to create jobs and grow local businesses, building on the strength of our medical, educational, and other growing economic sectors.</li> <li>• Ensure that Birmingham residents have the skills to compete for the full range of jobs in the city.</li> <li>• Build on our cultural institutions and artistic community and on our entertainment and sports attractions as a source of distinctive economic competitive advantage.</li> <li>• Streamline regulations while preserving appropriate safeguards for our resources and quality of life.</li> </ul>   |
|  <p><b>3</b><br/><b>Place</b></p>        | <ul style="list-style-type: none"> <li>• Create walkable neighborhoods of choice, including mixed-income opportunities and mixed-use commercial areas that support enhanced transit.</li> <li>• Continue the transformation of downtown into a vibrant urban center of employment, housing, culture, and entertainment.</li> <li>• Maintain and build on our park system by expanding greenways, bicycle and pedestrian routes to link neighborhoods and city destinations.</li> <li>• Celebrate our history and heritage by preserving distinctive historic buildings and sites by giving them new uses.</li> <li>• Make Birmingham a model clean, green, and healthy community by improving environmental health, promoting energy and resource-efficiency, and providing access to health care, exercise and nutritious food.</li> <li>• Ensure high-quality development by making public investments a model of excellent design and function and through quality design standards for private development.</li> </ul> |
|  <p><b>4</b><br/><b>Partnerships</b></p> | <ul style="list-style-type: none"> <li>• Partner among citizens, government, business, institutions and nonprofits to achieve comprehensive plan goals and reach out to the region, other Alabama cities, and other regions to grow and sustain our community and economy.</li> <li>• Promote communication and transparency to keep residents, businesses and others informed about community conditions, decisions and options.</li> <li>• Reinvigorate civic engagement in neighborhood associations and other groups to ensure that all voices are heard, with an emphasis on engaging young people.</li> </ul>  |
|  <p><b>5</b><br/><b>Performance</b></p>  | <ul style="list-style-type: none"> <li>• Officially adopt the Comprehensive Plan as the framework for the city's future.</li> <li>• Incorporate the plan in city policies and decision-making at all levels, including capital planning.</li> <li>• Establish regular reporting on implementation progress, including an annual public hearing, and publicize implementation activities.</li> <li>• Strengthen coordination with city and regional partners to achieve comprehensive plan goals.</li> </ul>  |

## Principles

The principles – People, Prosperity, Place, Partnership and Performance – accompanying the vision statement are based on precepts that are important to Birmingham residents (Table 1.2). These principles were derived through hours of public outreach during the Birmingham comprehensive planning process. As one of Birmingham’s 23 communities, the sentiments expressed by the aforementioned principles resonate with the Titusville Community. The principles also act as a set of values that guide the framework plan itself and reinforces the framework plan’s connection to the Birmingham Comprehensive Plan.

## Goals

The goals of this plan are created from comments received during public and stakeholder meetings. The goals summarize how development and future growth should occur by identifying physical, economic and social ends that the community wishes to achieve for its vision. There are 12 goals and each corresponds to one of the following

planning themes: Community Renewal, Green Systems, Economic Development, Transportation and Infrastructure, and Future Land Use. The planning themes, as indicated by their names, address various planning topics.

## Strategies

Advancing the plan’s vision and goals are strategies. Strategies adhere to the goals and establish a basic course of action for decision-makers to follow toward achieving the community’s vision and goals. Strategies are typically open-ended in terms of time frame, as they provide ongoing direction.

## Actions

Supporting the strategies are actions – specific measures that need to be undertaken by the City and partners to implement the strategies. While some actions are ongoing, most have an identifiable timeframe for completion. All actions have an entity(ies) tasked with its implementation (see Implementation Chapter 7).

**We, the PEOPLE of Titusville, in order to achieve our vision establish these goals....**

### ....for Community Renewal (CR)

- 1 Our Beautiful Community:** Community beautification is achieved through a substantial reduction in blight over 20 years.
- 2 Our Healthy and Safe Community:** The wellbeing and security of our citizens are improved through enhanced support services, access to recreational opportunities and fresh produce, and improved security practices.
- 3 Our Mixed-Income Community:** A diverse population is supported by providing high-quality housing options for a range of income levels and household sizes.
- 4 Our Engaged Community:** Citizen participation is increased and new partnerships are established among community and neighborhood associations, the City, businesses, nonprofit organizations and other stakeholders.

### ....for Green Systems (GS)

- 1 Our Active and Green Community:** Enriching recreational opportunities are within a ten minute walk of every resident.
- 2 Our Environmentally Friendly Community:** A commitment to incorporating best management practices for stormwater management is promoted to safeguard public health and well-being.

### ....for Economic Vitality (EV)

- 1 Our Educated and Skilled Community:** Academic and workforce development resources are readily available to improve educational attainment and equip our residents with the skills to compete for 21st century jobs.
- 2 Our Prosperous Community:** A diversified economy that fosters a variety of commercial and employment opportunities for residents.

### ....for Transportation and Infrastructure (TI)

- 1 Our Pedestrian-Oriented Community:** Bicycling and walking in Titusville are comfortable, safe, and convenient modes of transportation and recreation.
- 2 Our Transit-Oriented Community:** Transit in Titusville is fast, reliable, well-connected, and inviting for daily as well as occasional use by residents and visitors alike.
- 3 Our Well-Maintained Community:** Streets and sidewalks are maintained in good repair.

### ....for Future Land Use (FL)

- 1 Our Well-Planned Community:** New growth is supported by insisting on quality developments and by promoting desired land use patterns that allow for a variety of compatible uses.

# Plan Organization

The Titusville Community Framework Plan covers a broad range of topics that include, but are not limited to, the planning process, economic development, transportation and land use. The plan provides a framework and a methodology for converting the community’s vision and goals into sustainable realities. The plan contains 7 chapters, of which five (Chapters 2-6) are organized into the following planning themes: Community Renewal, Green Systems, Economic Development, Transportation & Infrastructure,

and Future Land Use (see Table 1.3). Each thematic chapter has goals, strategies and supporting implementation actions that relate to the chapter’s theme.

The plan can be read all the way through or selectively, according to the reader’s interests. Government agencies, businesses, nonprofit institutions and others can choose specific topics relevant to their activities. There is also an Appendix to the plan containing technical reports and resources relevant to topics in the plan (a copy can be found on [www.imaginebham.com](http://www.imaginebham.com).)

Table 1.3: Plan Organization

| CHAPTERS        |  | DESCRIPTION  |
|-----------------|--|--|
|                 | <b>1</b> <a href="#">Overview</a>                            | The purpose of the plan and the steps taken to develop the plan are outlined in this chapter. The vision statement along with the supporting goals, strategies and actions are introduced in this chapter.   |
| PLANNING THEMES | <b>2</b> <a href="#">Community Renewal</a>                   | This chapter provides goals, strategies and actions pertaining to blight, health and wellness, housing, security and community partnerships.   |
|                 | <b>3</b> <a href="#">Green Systems</a>                       | Goals, strategies and actions relating to open space, parks and recreation, and stormwater management.   |
|                 | <b>4</b> <a href="#">Economic Development</a>                | Goals, strategies and actions for workforce development and employment diversification and opportunities are provided in this chapter.   |
|                 | <b>5</b> <a href="#">Transportation &amp; Infrastructure</a> | This chapter offers goals, strategies and actions pertaining to traffic, street network, parking, motorized and non-motorized transportation.  |
|                 | <b>6</b> <a href="#">Future Land Use</a>                     | Recommended land use patterns and urban design consistent with the community’s development goals are addressed in this chapter. This section also provides strategies and actions for achieving the goal. A description of the future land use categories are also provided. |
|                 | <b>7</b> <a href="#">Implementation</a>                      | The strategies and actions needed to accomplish the vision, along with the parties responsible for executing those actions, are summarized in this section.  |

2

# Community Renewal



Communities are essential building blocks of cities and regions. To foster a high quality of life, communities need to be supported by adequate housing in livable conditions, neighborhood amenities, institutional facilities, and access to centers of employment, healthcare, and higher learning. The Titusville Community faces many challenges to becoming a healthy sustainable community. This chapter offers goals for improving the quality of life for denizens of Titusville, along with strategies and actions for achieving those goals.

## Comprehensive Plan Connection

The goals for Community Renewal are followed by their respective strategies and actions. Icons following each strategy indicate the strategy’s relationship to the corresponding Birmingham Comprehensive Plan Principles and are as follows:



### C.R. Guiding Principles

1. **People**
2. **Place**
3. **Prosperity**
4. **Partnership**
5. **Performance**

*Refer to Comprehensive Plan Guide on page 10 for a more detailed description of each principle.*

Table 2.1: Community Renewal: Needs and Opportunities

| COMMUNITY NEEDS  |
|--|
| Maintenance, code enforcement, and monitoring of blighted properties                       |
| Larger parks, recreation facilities, and/or more recreation programs tailored to residents |
| Access to healthy foods and healthcare facilities  |
| More quality housing options   |
| Better communication between citizens and the City and its affiliated partners.            |
| COMMUNITY OPPORTUNITIES  |
| Beautification of Titusville and conversion of blighted properties into productive uses    |
| Community gardens, mobile health clinics, new trails and other greenspaces                 |
| Community watch group and improved police coordination                                     |
| Mixed-income housing   |
| New partnerships with the City   |

## Blight

The prevalence of blight is one of the predominant issues impacting the Titusville Community. Overgrown and vacant lots, abandoned properties, and dilapidated structures present serious issues for residents, community stakeholders, business owners, investors, and the City. Unsound and dilapidated structures pose health and safety hazards for citizens. Abandoned structures in deteriorated and dilapidated conditions attract criminal activity – such as prostitution, illegal drug usage, and arson – and are unsafe for children, residents, and citizens in its immediate surroundings. Furthermore, blighted properties impose a burden on City services needed for additional maintenance, policing, and fire extinguishment. Consequently, the diminishment in property values for blighted properties and their surroundings deprive essential city tax revenues and discourage investments for improvement. In order to beautify Titusville, increase property values and improve safety, the prevalence of blighted properties needs to be reduced.



*Dilapidated house in Titusville.*

The following goal and corresponding strategies and actions are recommended to reduce blight and beautify Titusville, thereby improving property values and reducing crime.

## CR GOAL #1

**Community beautification is achieved through a substantial reduction in blight over 20 years.**



### Strategy

**Enhance property condition collection, code enforcement and beautification efforts.**



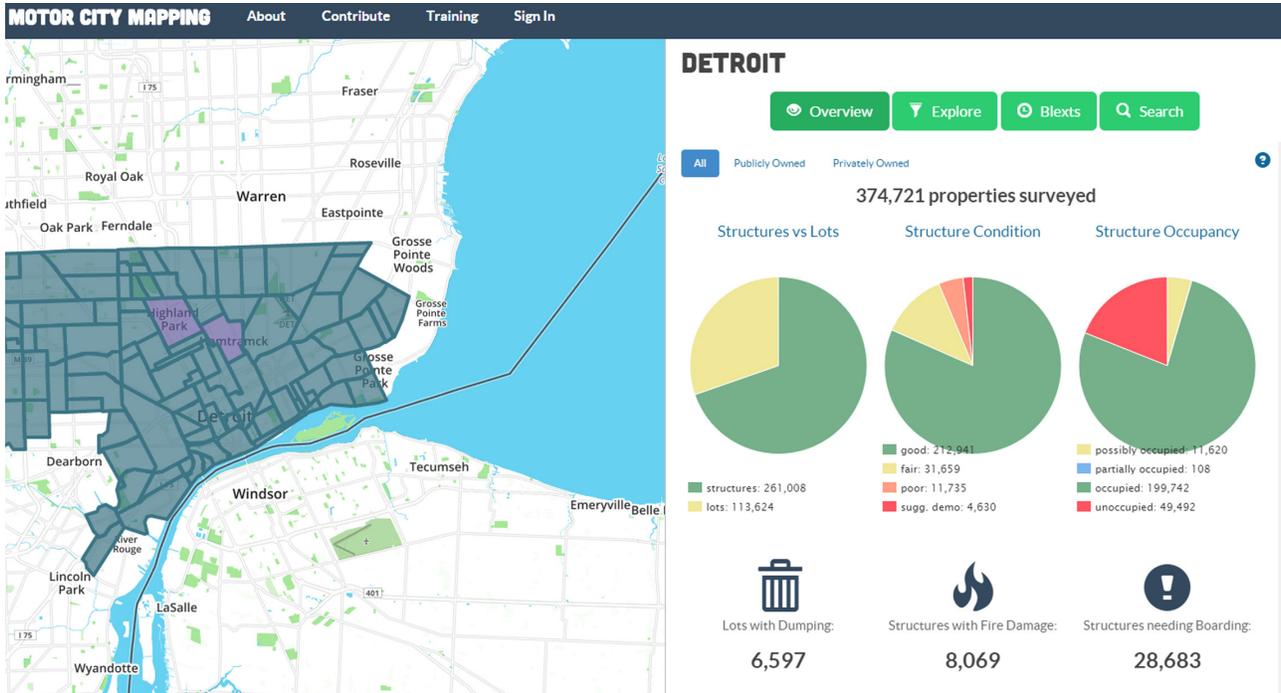
### Action 1

**Develop a publicly accessible database with the property condition and code enforcement statuses of each property.**

The database should include property conditions collected from the community assessment, code enforcement status, tax delinquency status, foreclosures and lending patterns. The creation of a mobile app (see Detroit's [Motor City Mapping](#)), dedicated website, and/or a property conditions link on the [ImagineBham](#) website should be considered to improve accessibility. Additionally, an annual property conditions report by community should be published and distributed to stakeholders by mail and/or email.

A comprehensive database would provide numerous uses and benefits to residents, community organizations, investors, and stakeholders in the Titusville Community.

- ✂ Residents and community organizations would benefit from learning about the progress of code enforcement and of redevelopment opportunities in or near their neighborhoods.



Motor City Mapping, Detroit, MI (Source Motor City Mapping)

- ✂ Housing, community, and economic development organizations would be able to better assess and allocate their housing and social assistance services in the community.
- ✂ Urban planners and economic development professionals would be able to use this information for analysis, such as finding sites that can be assembled for redevelopment to meet community needs.
- ✂ City officials and government agencies would be able to leverage this information to develop initiatives and partnerships to strengthen and better serve the Titusville Community.

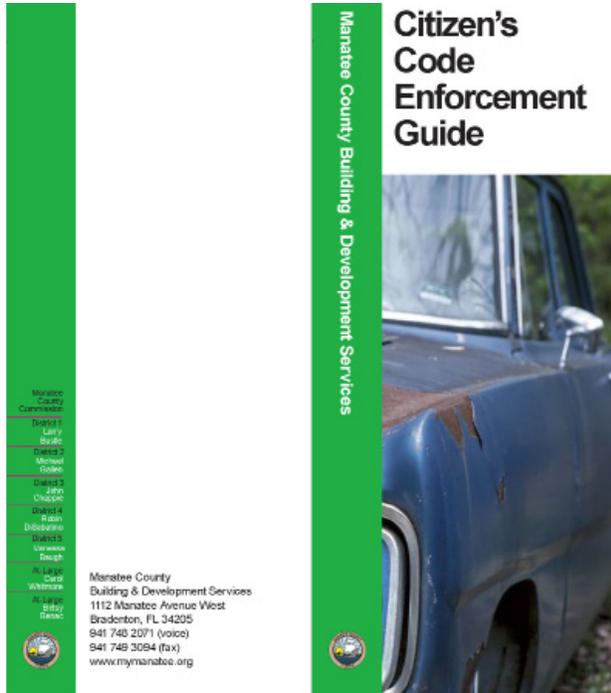
 **1-5 years**      **Short-term**



**Action 2**

**Create a citizen’s guide for code enforcement that enables citizens to report blighted properties.**

The code enforcement guide would help increase the City’s capacity to identify and track blighted properties by streamlining the public reporting process. One model to look at is the “Citizen’s Code Enforcement Guide” from Manatee County, Florida. The code enforcement guide should be produced in electronic and hardcopy formats. Consider making the guide available online through the link identified in Action A.1 and in hardcopy at the Titusville Public Library and Memorial Park Recreational Center. Furthermore, explore creating the guide as a mobile app to provide code enforcement staff with real time data. Having real time data would allow code enforcement staff to keep track of changes in the community. The mobile app should also provide citizens with feedback concerning the status of their reports.



Citizen's Code Enforcement Guide in Manatee County, FL  
(Source: Manatee County)

Material that educates the public about what constitutes a violation of the City's codes as well as options for resolving those violations should be included in the guide.



1-5 years

Short-term



**Action 3**

**Promote the online database, code enforcement guide for citizens, and the City's existing 311 information hotline to increase public awareness.**

The efficacy of the aforementioned resources can be greatly improved if the public is aware of their existence. That is why the City should aggressively advertise these services using all available resources at their disposal. Additionally, increase awareness of United Way's 211 information hotline.



1-5 years

Short-term



**Action 4**

**Establish a community beautification entity to support the City's Code enforcement efforts.**

The creation of a "Community Beautification Coalition" that comprises residents, community and neighborhood leaders, and representatives from faith-based and other non-profit organizations should be used to support the City's code enforcement staff in identifying blighted properties. One way this could be accomplished is through a block-by-block canvassing of the community (see [New Orleans's "Fight the Blight Days"](#)) where volunteers walk or drive through one or more blocks of the neighborhood collecting property condition data. Faith-based organizations, neighborhood association leaders and other non-profits can rotate canvassing responsibilities. The goal should be to complete the property inventory within a year. The information gathered from this activity can then be provided to the City's code enforcement division. Consider reaching out to faith-based organizations.



1-5 years

Short-term



**Action 5**

**Dedicate more staff to code enforcement.**

Additional staff would provide the City with the necessary capacity to conduct code enforcement on blighted properties and along with the "Community Beautification Coalition" would aid in reducing the number of blighted properties.



1-5 years

Short-term



**Action 6**

**Create a vacant property registration ordinance.**

The ordinance would require landowners to register their vacant properties, which would augment the City’s property condition collection and code enforcement efforts. It would also help with identifying absentee landlords. Typically, properties that fall under these ordinances are not habitable—properties with working systems and actively being marketed for sale or rent would not be required to register. Owners are required to register and pay a fee, renewing the registration on a regular schedule. In some cities, the fees get higher every subsequent year, as an incentive for property owners to redevelop or sell their properties. Owners are required to keep the buildings and lots secured and in good order, and in some cases, post a sign with the name and contact information of the owner and manager of the property. Failure to do so results in significant fines. In cases where an owner cannot be found, the city would place a lien on the property. Funds from the registration fees and fines would pay for an inspection system. The [Community Progress](#) organization provides resources for creating vacant property registration ordinances and should be examined by the City.



**In Progress**



**Strategy**

**Target blighted properties for renovation, demolition, adaptive reuse, and acquisition.**



**Action 1**

**Identify deteriorated and dilapidated properties for renovation using the property conditions data collected from the community assessment.**

Deteriorated properties are classified as structurally sound buildings in need of minor renovation and/or maintenance, e.g., paint on the exterior is peeling off or worn. Dilapidated properties are classified as structurally damaged buildings in need of major renovation, e.g., collapsed or severely bent roof, column, and/or beams. The latter should be renovated only when it’s more financially feasible than demolishing the structure. Priority for renovations should be given to occupied properties.

Identifying deteriorated and dilapidated properties would enable the CBC, Habitat for Humanity and other organizations to concentrate their rehabilitation efforts in Strategic Opportunity Areas (SOA). Concentrating rehabilitation efforts in the aforementioned areas would produce noticeable results, as it pertains to blight reduction.



**In Progress**



**Action 2**

**Establish a community entity to coordinate and spearhead renovation efforts.**

An entity, such as a, “Community Beautification Coalition,” mentioned in Action A.4 should serve as an instrument of change in the community by providing assistance to residents with blighted properties. In order to achieve this, it is recommended that the CBC partner with local faith-based organizations, Habitat for Humanity, Jefferson County’s Volunteer Based Housing Rehabilitation Program (VBHHP) and other non-profits to organize volunteer efforts. Additionally, the CBC should collaborate with Community Development and Keep Birmingham Beautiful to secure funding for larger projects. With the help of its partners, the CBC could:

- ✂ Create a community equipment rental/checkout system where residents can borrow various equipment, such as lawn mowers, power tools, paint brushes, etc.
- ✂ Hold a “tool-drive” where second-hand tools are donated to help build the community’s equipment inventory.
- ✂ Establish an elderly and disabled assistance program where residents can register to receive help with maintaining their property.
- ✂ Make improvements to public spaces through monthly or bi-monthly cleanup initiatives. The initiatives could include landscape enhancements to yards, sidewalks and parks.
- ✂ Paint exterior worn-out building facades.



**Did you Know....**

Strategic Opportunity Areas (SOA) are areas that should be prioritized by the City and the RISE Program for intervention in order to remove blight, stabilize the community, and catalyze growth and revitalization. Non-profits, faith-based organizations and private developers should also focus their investments in these areas. Interventions include, but are not limited to: aggressive code enforcement; renovation/rehab to deteriorated structures; demolition of dilapidated structures; acquisition and disposition of blighted properties; and infill development. Strategic Opportunity Areas consist of areas in or proximate to:

- Concentrations of blight
- Major transportation corridors
- Community gateways
- Civic areas (schools, libraries, existing and proposed parks, trails, etc.)
- Flood plains
- Crime hotspots

See Figure 2.1

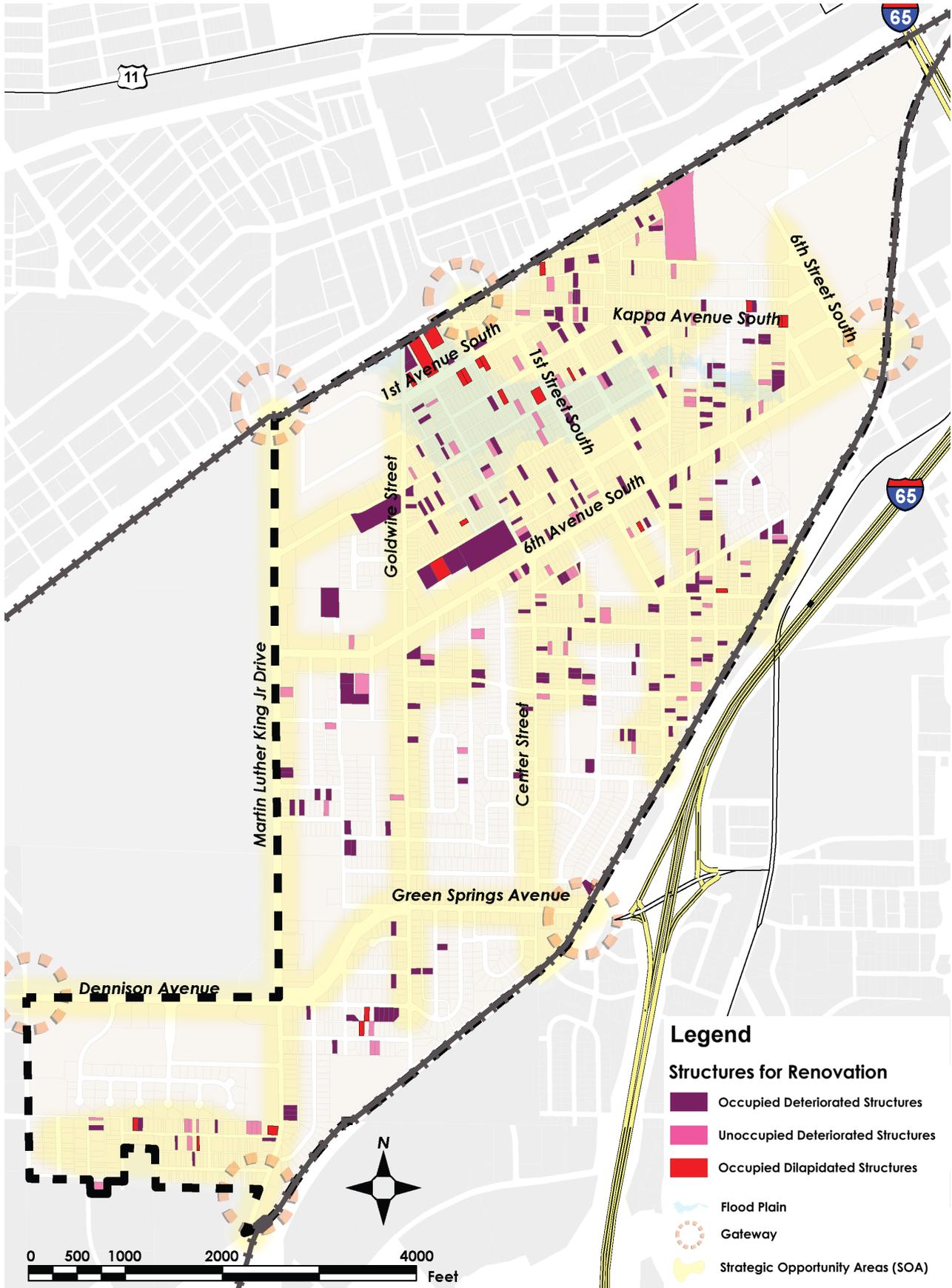
- ✂ Repair broken non-structural building components such as windows, doors, gates, signs, and lighting.
- ✂ Replace damaged structural building components such as roofs, columns, and beams.
- ✂ Clear debris, mow lawns, and trim vegetation.
- ✂ Post signage and install boards on broken windows and doors of abandoned properties to prevent illegal activity and arson.



**6-10 years**

**Medium-term**

Figure 2.1: Renovations Map





**Action 3**

**Partner with local churches to organize initiatives to aid in the renovation of the neighborhood.**

Faith-based organizations could partner with banks that need to meet Community Reinvestment Act obligations in forming a local Community Development Financial Institution that could offer funding outside of the regular market rate appraisal process. In addition, faith-based organizations could also collaborate with the City to create a faith-based initiative that renovates houses while teaching community members construction skills (see [Self Over Service Program in Memphis, TN](#)). With the help of the City and the financial backing of the banks, faith-based organizations could create access to quality affordable housing for residents while simultaneously offering enough renovated housing units to provide comparables that would allow the market to work without assistance. Faith-based organizations should focus renovation efforts in SOA.



**1-5 years**

**Short-term**



Volunteers rehabbing a house (Source: Habitat for Humanity Riverside)



**Action 4**

**Support renovation efforts through grants, competitive loans, and home improvement programs.**

The following grants, loans and home improvement programs should be advertised to increase the public's awareness:

- Critical Repair Grant Program, City of Birmingham through CDBG:** Provides homeowners up to \$7,500 for structural and plumbing repairs and modernization of electrical and mechanical equipment.
- Housing Emergency Grant Program: through CDBG:** Provides grants for low-income homeowners towards emergency repairs.
- Housing Rehabilitation Loan and Deferred Payment Loan, City of Birmingham:** Provides homeowners loans of up to \$40,000 for more comprehensive housing repairs.
- Commercial Revitalization Program, City of Birmingham:** Offers facade and storefront improvement rebates of up to 20% of costs and capital improvement rebates of up to 10% of costs, following design guidelines established by the area's Merchant Association.

Efforts should be made to advertise these resources and provide the public with eligibility requirements and other pertinent information.



**6-10 years**

**Medium-term**



**Action 5**

**Condemn and demolish dilapidated structures.**

Dilapidated structures are eyesores in the community and can serve as refuges for criminal activities. These structures pose health and safety risks to residents and therefore need to be renovated or, in most cases, razed. In circumstances where the structure is occupied, efforts should be made, when possible, to renovate the structure. This is where the CBC could play a pivotal role in coordinating and executing renovation activities. However, when the dilapidated structure is unoccupied a determination should be made after condemnation – based on the City’s available resources – on whether to renovate or demolish the structure. The City’s RISE program could develop a valuation method to determine whether or not demolition or renovation is feasible.

Demolition should be focused in SOA to provide opportunities that are conducive for the types of infill developments done by Habitat for Humanity and other non-profit and faith-based organizations (see Figure 2.2). This would allow these organizations, after acquiring these blighted properties, to build several buildings on the same street or block – thereby improving their efficiency and impact on that area. Additionally, by providing land occupied by dilapidated structures to Habitat for Humanity, the City would be able to reduce their demolition cost, since Habitat for Humanity does its own demolition. Coordinating demolition efforts with Habitat for Humanity would also allow the City to allocate resources for demolishing dilapidated structures outside of Strategic Opportunity Areas. This would help to stabilize the areas with low concentrations of blight. The City’s RISE program should be utilized to augment any condemnation and demolition activities.

Targeting SOA would also help to remove dilapidated structures that are either in or proximate to crime hotspots. One such area is near the intersection of Goldwire Street Southwest and 1st Avenue South.

The building materials from the demolished structures should be salvaged when possible and reused in new structures to reduce waste and promote sustainability.



**6-10 years**

**Medium-term**



**Action 6**

**Repurpose publicly-owned abandoned facilities to meet the needs of the community.**

The former Center Street School property should be considered for adaptive reuse. This former school is situated within the heart of the South Titusville neighborhood. Preservation of the associated track and courts could provide additional recreational space, which the community is currently lacking relative to its population. The building could also serve as either a community or senior center (see Economic Vitality Chapter, 4).



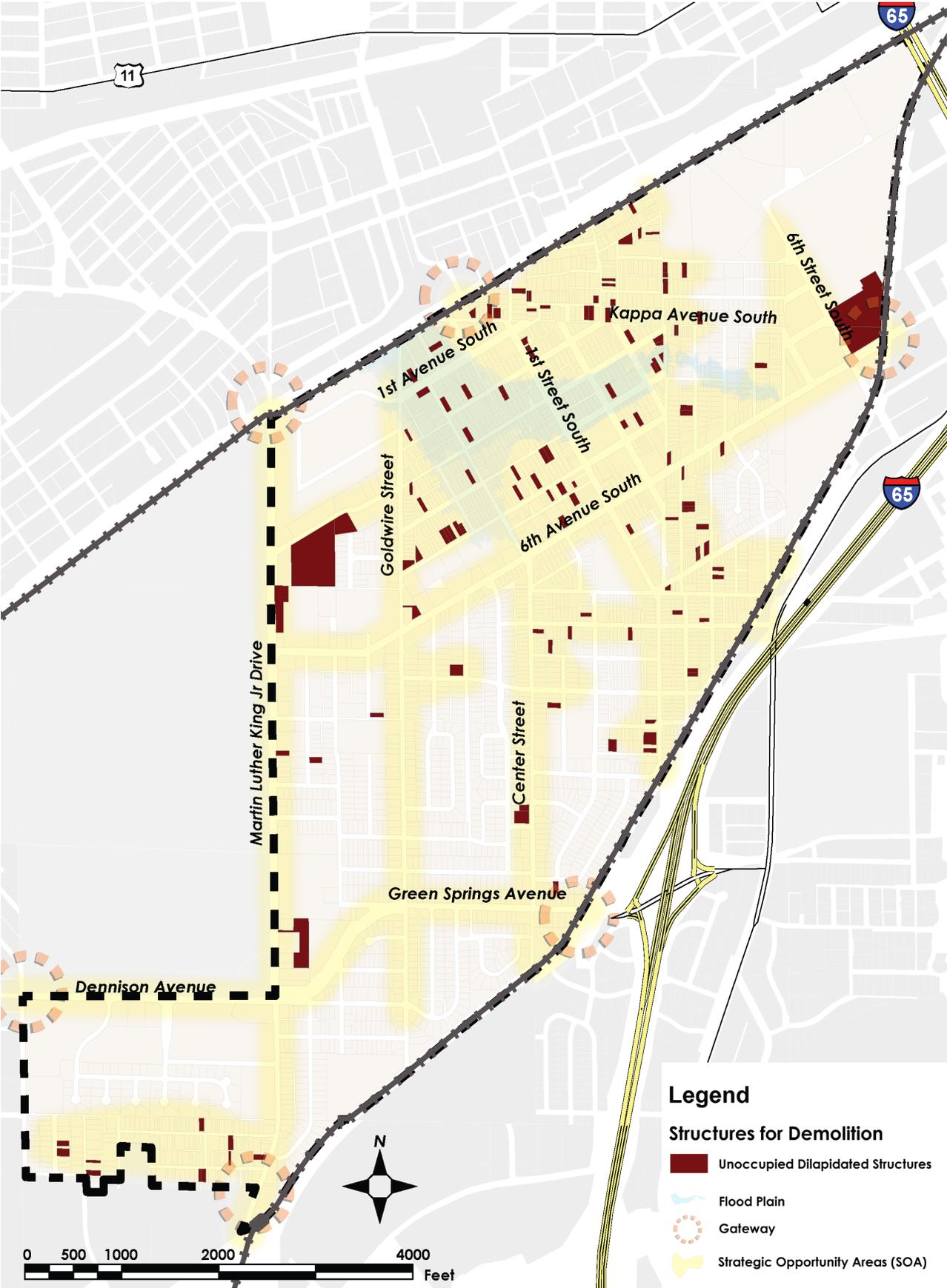
**6-10 years**

**Medium-term**



Former Center Street School

Figure 2.2: Demolition Map





Action 7

Acquire blighted properties under the provisions in the Urban Renewal and Urban Redevelopment Plan for North Titusville.

As indicated by the heat map in Figure 2.3, the majority of the blight in Titusville is concentrated in North Titusville. Under the Urban Renewal and Urban Redevelopment Plan for North Titusville, the City could acquire blighted properties in North Titusville through various means to eliminate blight and provide affordable housing for low and moderate income families. The City could also rehab and demolish blighted properties – powers that could be used to facilitate Actions B3-B6. Properties that are uninhabited and pose a severe threat to the health and safety of residents should be the City’s primary target under the Urban Renewal and Urban Redevelopment Plan for North Titusville.



6-10 years

Medium-term



Action 8

Acquire tax delinquent properties through the Land Bank to reduce blight and stabilize the community.

Through the Land Bank, properties that have been tax delinquent for five or more years can get clear title . This allows these properties to be redeveloped – thereby adding value to the community. For properties that aren’t tax delinquent the City could acquire them through purchase, donation and any other legal avenues at their disposal.

Tax delinquent properties in SOA that are adjacent to property owners who seek

to acquire them should be prioritized for acquisition through the Land Bank’s Side Lot Program. Additionally, tax delinquent properties that have been identified by non-profit and faith-based organizations, community groups and developers for redevelopment should also be prioritized for acquisition through the Land Bank (interested parties please call 205-254-2275). An online registration form and mobile app should be created to allow citizens, organizations and developers to submit their offer and plan for the tax delinquent property(ies) they wish to acquire. The form and mobile app should provide the property’s eligibility for the Land Bank and the process for acquiring it. Consider integrating both form and mobile app with the RISE Program.



In Progress



Action 9

Convert vacant lots into productive uses to meet the needs of the community.

Approximately 19% of the properties in Titusville are vacant, providing numerous opportunities to introduce new and productive uses that benefit the community. These properties could be repurposed to:

-  Create additional recreational opportunities such as playgrounds, parks, recreational facilities, and art installations (see Green Systems Chapter 3).
-  Serve as staging areas for mobile health clinics, mobile grocery stores, food trucks, farmer’s market, community gardens, and commercial urban agriculture (see CR Goal 2).
-  Support bioretention, rain gardens, vegetated swales, green parking and

Figure 2.3: Property Conditions Heat Map

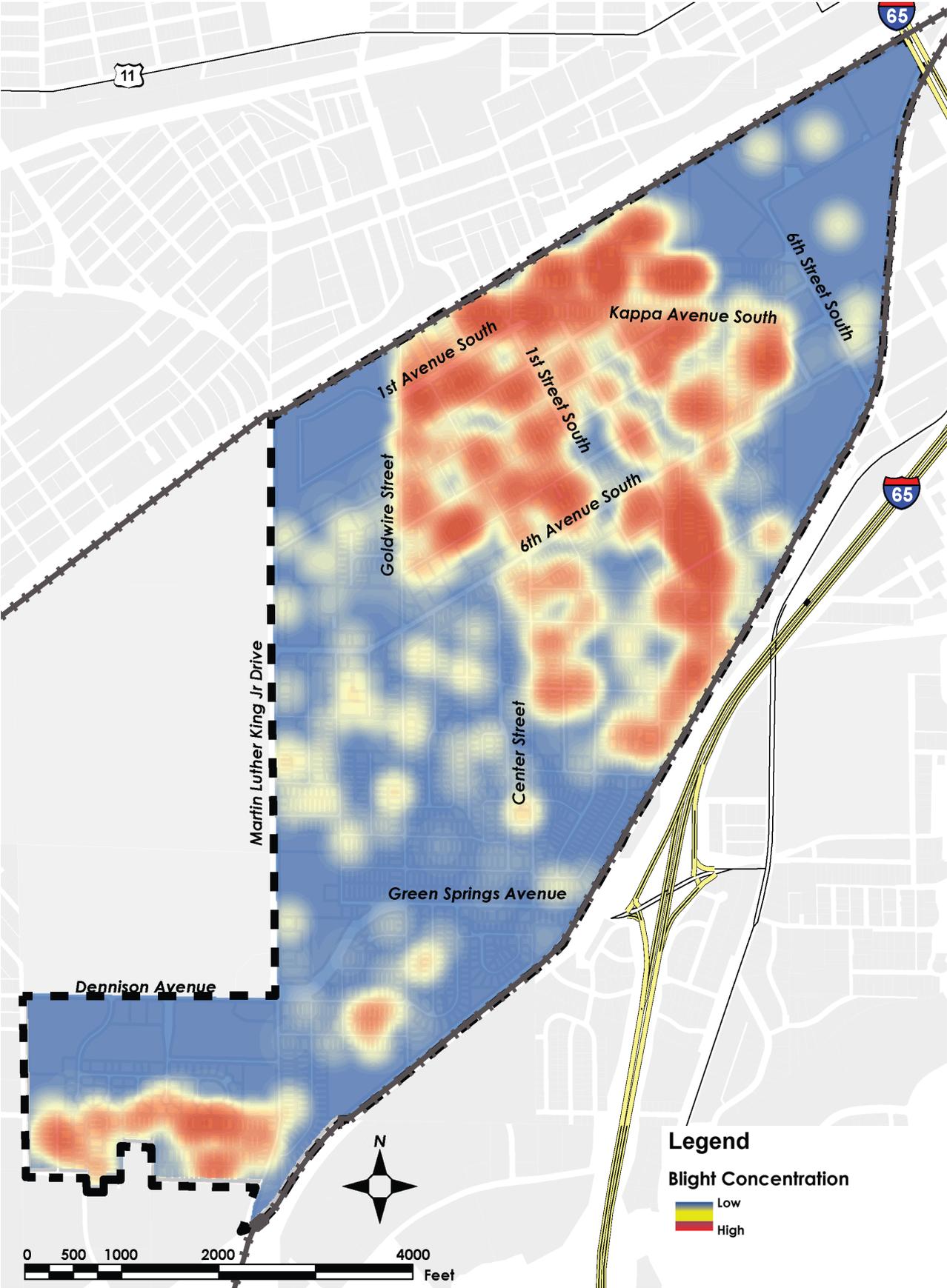
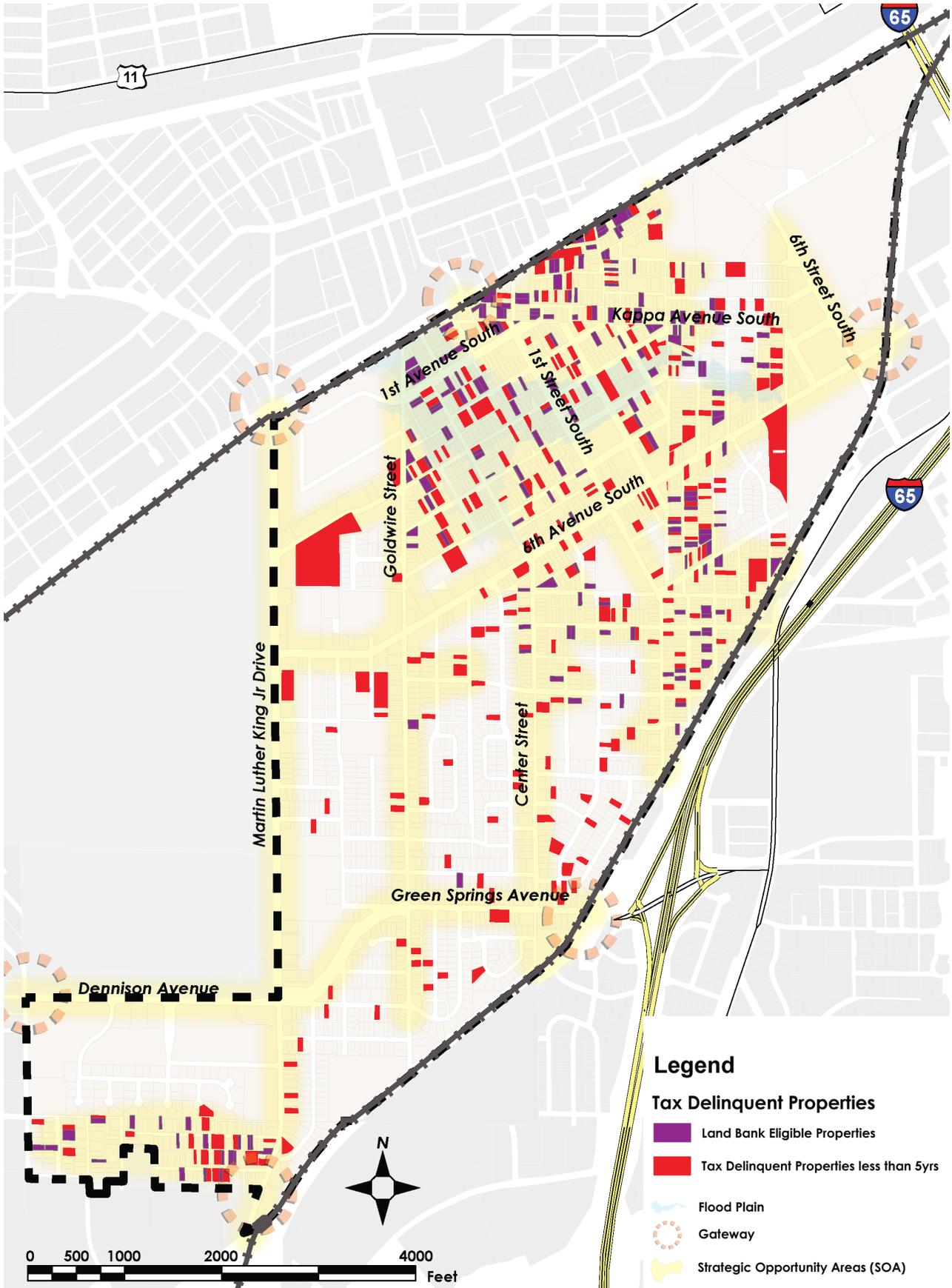


Figure 2.4: Tax Delinquent Map



other forms of “green” stormwater management. This would be ideal for properties in the flood prone areas (see Green Systems Chapter 3).

- ✂ Filter and break down pollutants and/or install permeable reactive barriers and in situ chemical reduction on large lots near heavy industry through phytoremediation and bioremediation (see Green Systems Chapter 3).

 **6-10 years**      **Medium-term**

## Wellness and Security

Community wellness in Titusville requires comprehensive preventative care, as well as access to support services, healthy food choices, parks and other recreational amenities. Furthermore, it is augmented by reducing crime and blight in the community – elements that threaten the safety of residents. In Titusville, where access to healthy food choices and adequate recreational facilities are limited and both blight and crime are prevalent, efforts must be made to address these issues to improve the quality of life for residents.

The following goal and corresponding strategies and actions have been established to help Titusville become a healthy and safe community for those who call it home.



Titusville Day at Memorial Park (Source: Birmingham Times)

## CR GOAL #2

**The well-being and security of our citizens are improved through enhanced support services, access to recreational opportunities and fresh produce, and improved security practices.**



### Strategy

**Provide policies, programs and services to support community wellness.** 



### Action 1

**Use mobile health clinics (MHCs) and community facilities as health stations to improve access to health care.**

With the exception of Family Dentistry at the corner of 6th Avenue South and 1st Street South, there are currently no other functioning health facilities in Titusville. Serving as temporary health stations, MHCs and community facilities such as the Washington K-8 School and Memorial Park Recreational Center would provide preventative care and/or urgent care services to the citizens of Titusville. Using MHCs and community facilities would also help to overcome some of the barriers to health care access faced by low income residents. These barriers typically include:

- ✂ Lack of health insurance due to limited financial resources, difficulty obtaining documentation required for public health insurance (proof of identity and citizenship,) and ineligibility due to a drug or alcohol problem.

- ✘ Lack of reliable transportation.
- ✘ Lack of trust for traditional healthcare institutions and/or feeling intimidated by them.
- ✘ Lack of awareness concerning clinics and programs for uninsured people.

In order to achieve this action item, the City should collaborate with Jefferson County Department of Health (JCDH), the University of Alabama at Birmingham (UAB), Princeton Baptist Medical Center and other health care institutions to establish an MHC network to improve access to health care. One model to consider is [Tulane Community Health On the Road](#) in Louisiana.

Working together with its health care partners, the City should also determine whether the facilities at Memorial Park Recreation Center and Washington K-8 School are adequate to support temporary health stations. Ideally, these stations would be established, at a minimum, annually in each community and staffed by volunteer medical professionals and students. Since the success and operation of this initiative will most likely be determined by the availability of funds and staff, it is

recommended that a feasibility analysis be conducted.

If neither the Memorial Park Recreation Center nor the Washington K-8 School has adequate facilities to accommodate health stations, community faith-based organizations should be considered. Work with the leaders of Woodland Park Church of Christ, Sixth Avenue Baptist Church, Living Church Ministries and New Pilgrim Church to develop a rotating schedule where each organization hosts one health station a year.



6-10 years

Medium-term



Action 2

**Increase awareness of the City's existing support services and programs.**

Support services pertaining to childcare, financial training, substance abuse, homelessness, domestic violence, counseling and food kitchens would be greatly enhanced if the public is aware

 **SUCCESS STORIES**

Tulane Community Health On the Road is a Consortium member. Operated by Tulane University School of Medicine, it is linked to two fixed-site clinics and operates Monday through Thursday, reserving Fridays for vehicle maintenance. It provides comprehensive primary care, women's health, health education and screenings, blood pressure and diabetes management, and Medicaid enrollment and case management. Medicaid, Medicare, and most private insurance are accepted, but services are provided irrespective of ability to pay.



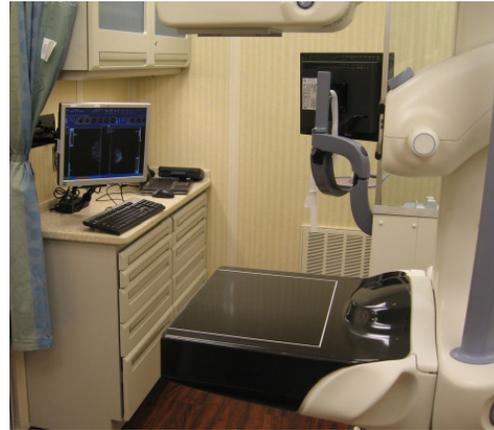
Source: Campos, Melissa M., & Olmstead-Rose, Lester. (2012). *Mobile Health Clinics: Increasing Access to Care in Central and Eastern Contra Costa County*. Retrieved from [https://www.johnmuirhealth.com/content/dam/jmh/Documents/Community/Mobile\\_Health\\_Clinics-Increasing\\_Access\\_to\\_Care.pdf](https://www.johnmuirhealth.com/content/dam/jmh/Documents/Community/Mobile_Health_Clinics-Increasing_Access_to_Care.pdf)



## Did you Know....

MHCs are outreach vehicles used to deliver a variety of health care services to underserved populations. There are three types of service to which they are best suited: a) urgent care, b) initiating chronic disease management and education, c) and serving as an alternative medical home to those who would otherwise not have access to one (and in all likelihood, never will). These are not mutually exclusive categories, but interrelated, as described below.

- a. MHCs have proven effective in providing urgent care services to uninsured, low-income, and geographically or socially isolated residents who would not otherwise have access to health care, let alone a medical home. However, MHCs services would be more effective with improved referral systems linking them to public and private medical, ancillary, and hospital services.
- b. MHCs are already treating a high number of patients with chronic diseases, a trend that is likely to continue. This has the potential to shift the patient profile, as residents who may in fact have access to other sources of care choose MHCs as a matter of convenience rather than necessity, which raises questions about how to either re-route patients to their appropriate medical home or effectively “share” them through coordinated care management.
- c. MHCs provide a kind of default medical home to underserved populations who, whether for lack of insurance or inability to pay, would not otherwise have one. MHCs are also being treated as a source for continuing care by patients with chronic conditions who may or may not have another medical home but find the MHC a more affordable and convenient alternative.



MHC (Source: Kaiser Permanente)

Although MHCs are not designed to provide the consistency or comprehensive level of care required of a full-service medical home, this is essentially what is already being asked of them. By embracing this challenge, MHCs can move to define the elements of a medical home they can reasonably offer, develop consistent referral protocols to connect patients to services beyond what they can provide, articulate the unique value that they deliver, and position themselves to demand the resources needed to fulfill this role effectively.



MHC (Source: Kaiser Permanente)

Source:  
Campos, Melissa M., & Olmstead-Rose, Lester. (2012). *Mobile Health Clinics: Increasing Access to Care in Central and Eastern Contra Costa County*. Retrieved from [https://www.johnmuirhealth.com/content/dam/jmh/Documents/Community/Mobile\\_Health\\_Clinics-Increasing\\_Access\\_to\\_Care.pdf](https://www.johnmuirhealth.com/content/dam/jmh/Documents/Community/Mobile_Health_Clinics-Increasing_Access_to_Care.pdf)

of their existence. That is why the City should aggressively advertise these services using all available resources at their disposal. Advertise on the radio, television and city related websites such as [www.imaginebham.com](http://www.imaginebham.com) and [www.birminghamal.gov](http://www.birminghamal.gov). Work with local faith-based organizations to promote the City's social services. These organizations could post information on support services in their facilities and disseminate flyers/brochures to their congregations and respective community.

The City should work with the Woodland Park Church of Christ, Sixth Avenue Baptist Church, Living Church Ministries and New Pilgrim Church to make the residents of Titusville aware of its social services.

 **1-5 years**      **Short-term**



**Action 3**

**Integrate and co-locate support services and programs to better meet the needs of the community.**

There are many support services and programs - childcare services, financial assistance, mentoring homeless prevention, etc. - offered by the City, corporations, non-profit and faith-based organizations. However many of these resources are scattered throughout the city and most aren't located in Titusville. One way to make support resources more accessible to the residents of Titusville is for the City, corporations, non-profit and faith-based organizations to coordinate their services and programs in a single convenient location. The co-location and integration of support resources would create a "one-stop-shop" for residents, allowing them greater access to these resources. Furthermore, by bundling the services and programs, residents are more likely to attain

a major economic outcome – becoming debt free or completing an education program – than their counterparts who received one service<sup>1</sup>.

The former Center Street School could serve as a potential support resource location. The facilities of the community's faith-based organizations should also be considered. These facilities would serve as a temporary location for support services and programs. The City should work with the leaders of Woodland Park Church of Christ, Sixth Avenue Baptist Church, Living Church Ministries and New Pilgrim Church to develop a rotating schedule where each organization takes a turn serving as the community's support resource center.

Two models that would be beneficial in establishing an integrated, co-located support services center is the [Annie E. Casey Foundation's Center for Working Families](http://www.aecf.org/work/economic-opportunity/center-for-working-families/) and the [CityLink Center](#).

 **6-10 years**      **Medium-term**



OneSight Foundation delivers over \$250k of optometry equipment for Wellness Center

PathForward installs IT infrastructure and continues probono support of system roll-out

CityLink accomplishments (Source: CityLink)

2.1. Annie E. Casey Foundation. (2015). Center for Working Families. Retrieved from <http://www.aecf.org/work/economic-opportunity/center-for-working-families/>

# SUCCESS STORIES

## CityLink

# PARTNERSHIP IN ACTION

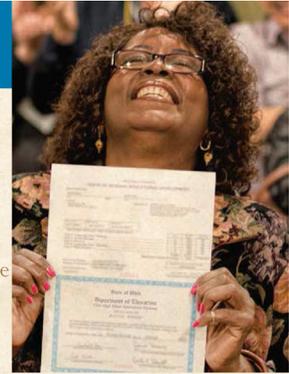
CityLink's model is based on a true community partnership to address a pressing community issue: poverty.

Our foundation is the social services who have banded together—realizing that each service delivered in a holistic context can have a magnified impact. By working together, each agency thrives in their core competency while having the confidence that client's needs in other areas will be addressed by another partner's expertise. **So, clients enter one location and create one plan which leverages the expertise of various agencies—and we create a simplified path for the complex journey towards life transformation.**



"The collaborative partnership at CityLink allows Changing Gears to focus on our mission of getting cars ready for clients. We know our clients are actively moving towards self-sufficiency through their engagement at CityLink, and they are ready to successfully take on vehicle ownership through their training and education with SmartMoney."

—JOEL BOKELMAN, PRESIDENT, CHANGING GEARS



"My clients experience better results when counseling services are offered in conjunction with other services. The counseling relationship becomes more comprehensive. While addressing emotional and mental challenges, I can engage in a conversation with clients about the very practical challenges and successes that they are experiencing in other parts of their life."

—BRIAN SPEARS, CATHOLIC CHARITIES COUNSELOR

### Under One Roof: Resident Partners

CityLink is an integration of onsite social service partners, professionals and trained volunteers. Resident Partners have a full time presence at the Center.



### Visiting Partners

Offer onsite services to meet demand whether daily, weekly or monthly.



### YEAR AT A GLANCE

- 497** VOLUNTEERS engaged in the first year of CityLink
- 28** ROLES Engaged with partners throughout the center
- 160** VOLUNTEER SHIFTS per week
- The volunteer base represented over
- 48** CHURCHES
- Volunteers came from over
- 220** EMPLOYERS
- 15,000+** HOURS
- Volunteers served in our first year of operation

## 2013 SEEDS OF HOPE

**197** CLIENTS completed Cincinnati Works Job Readiness Workshop (98.6% graduation rate)

**118** INDIVIDUALS gained employment; 61 individuals sought better employment with Cincinnati Works advancement

**126** STUDENTS engaged in GED program; 14 students graduated with their GED through CPS ABLE

**49** STUDENTS met with EOC counselors to determine post-secondary pathway

**181** CLIENTS enrolled in counseling with Catholic Charities

**73** CLIENTS participated in SmartMoney one-on-one financial counseling

**10** CLIENTS completed workshops and Vehicle Purchase through Changing Gears

**69** WOMEN signed up for workshops and peer counseling with Eve Center

**62** CLIENTS explored faith through Bible study; 20 clients learned and practiced prayer

**JAN** WELCOME

Full launch of center with supporting services

ShiftBoard launched to manage on-going volunteer engagement

**FEB**

Super Tax Saturday helped clients complete tax preparation

Bible Study and Counseling launched to build clients relationships with God

**MAR**

Community Garden launched where clients and volunteers learn to grow fresh vegetables

University Miami continuous improvement project launched to streamline processes

**APRIL**

1st client car sale completed for Changing Gears

7th annual Party for a Purpose raised funds and awareness for CityLink

**MAY**

GO Cincinnati beautified the center

Changing Gears Grand Opening

**JUNE**

Study Tables launched to help students advance academically between classes

Clothing Connection partnership with St. Vincent DePaul launched to outfit job seekers

**JULY**

Garden to Table cooking provided a healthy communal meal for the center

Monthly Volunteer Orientation introduced 58 new volunteers, 299 YTD

**AUG** WELCOME

Spiritual Advisory Council met to discuss connecting churches with the center for holistic care

10,000th volunteer hour served

**SEPT**

Client Advisory Council launched to provide feedback and insights to improve the Center

**OCT**

1st annual MashUp shares the CityLink story, great food & drink to a sold-out crowd

1,000th Client attends info session

Citywide faith journey provided platform for clients & volunteers to explore faith

**NOV**

CityLink hosted the Journey Prayer Experience; over 7,500 visit CityLink

Garden to Table Thanksgiving

**DEC**

Holiday Photo Shoot gave lasting family photo to clients

Health & Wellness pilot provides vision and dental screenings for clients

CityLink Accomplishments (Source: <http://citylinkcenter.org>)



**Strategy**

Promote amenities and policies that encourage an active lifestyle.



**Action 1**

Implement the Future Land Use Map/ Plan to allow mixed-use development and encourage more services and retail within walking distance.

See Future Land Use Chapter 6.



**1-5 years**

**Short-term**



**Action 2**

Convert vacant properties into parks and playgrounds to increase accessibility to recreational activities .

See Green Systems Chapter 3.



**6-10 years**

**Medium-term**



Kids play in a once vacant lot (Source: Bring Life to Vacant Spaces)



**Action 3**

Integrate Complete Streets to accommodate pedestrians and bicyclists.

See Transportation & Infrastructure Chapter 5.



**6-10 years**

**Medium-term**



**Strategy**

Improve access to fresh produce.



**Action 1**

Create community gardens on vacant and other underutilized properties.

Community gardens could be used for growing vegetables, fruit trees, flowers, or any combination. Community gardens range in size, with some being as large as several blocks or as small as just a few raised beds. The land or space used for community gardens is often a shared space where neighbors grow and harvest food crops for personal or group consumption. The food crops could also be harvested and sold at local grocery stores or farmers' markets as well as donated to local food kitchens to help feed the homeless and those in need.

The City should work with the faith-based organizations in Titusville to establish the "Taste-us-ville Gardens," which would consist of one or more large scale community gardens (see Figure 2.5). Ownership and maintenance should

be shared among the local faith-based organizations that choose to participate. The gardens could be staffed by volunteers and residents. One example that would help with getting Taste-us-ville Gardens” up and running is the [Urban Ministries’ West End Community Garden](#).

The City should work with Woodland Park Church of Christ, Sixth Avenue Baptist Church, Living Church Ministries and New Pilgrim Church to develop a “Taste-us-ville Garden” pilot program. The program could then be expanded to include other faith-based organizations in the community.



1-5 years

Short-term



Urban Ministries WE Community Garden (Source: Smarter Cities Challenge)

classes at one or more of the “Taste-us-ville Gardens” sites, where residents would learn about the tools, appropriate soil conditions, and best farming/gardening practices for a productive garden.



Jones Valley Teaching Farm (Source: Stephanie Lamphere)

The City, along with the faith-based organizations mentioned in Action C1, should work with the [Jones Valley Teaching Farm](#) and Urban Ministries’ West End Community Garden to train some community members to be instructors. Staff from Jones Valley Teaching Farm and Urban Ministries’ West End Community Garden could volunteer to lead out the first set of classes before turning it over to the community’s trained instructors.



1-5 years

Short-term



Action 2

**Establish a teaching garden to educate and train residents on the basics of planting vegetables and other produce.**

Resources and information about farming/gardening and natural food preparation should be provided to help residents grow fresh produce and to improve the wellbeing of the community. This can be achieved through weekly or bi-weekly instructor-led



Action 3

**Develop a farm-to-school program to increase awareness of healthy food choices.**

A farm-to-school program would integrate classroom curriculum – focusing on outdoor hands-on experience, environmental education, nutrition and culinary arts. Schools such as the Washington K-8 School and Our Lady-Fatima Catholic School

could send their students to one or more of the “Taste-us-ville Gardens” site. There they would explore agriculture and food ecology while learning to cook nutritious foods. Community trained instructors and volunteer staff identified in Action C2 could teach the students. Additionally, students could grow various fruits and vegetables in their school yard. This endeavor would be at a smaller scale and could include container gardens and a few raised beds.

The schools and the faith-based organizations in the community could work with the Jones Valley Teaching Farm to create a student-run farmers market that is similar [Jones Valley Teaching Farm's Student Farmers Market](#).



1-5 years

Short-term



#### Action 4

**Use the City's Mobile Markets to provide healthy food options to residents.**

The Mobile Markets are part of the Healthy Birmingham Task Force. The program/initiative involves retrofitting city buses into small grocery stores to provide food services in areas that lack healthy options. The buses are expected to make an estimated 15 stops per day, with each stop lasting about two hours. Since the Mobile Markets would help to improve access to healthy food options for the denizens of Titusville, several staging locations have been recommended (see Figure 2.5).



In-Progress



Market Grocery (Source: Whole Foods Market)



#### Action 5

**Provide incentives to assist neighborhood small grocers with expanding fruit and vegetable offerings.**

The City could establish the following incentives to help small grocers expand their fruit and vegetable offerings:



**No cost / low cost buildings:** The City provides a building for a grocer at no-cost or low-cost rents. One way this could be accomplished is through the Land Bank. The City, working with the grocer, could acquire a tax delinquent property from the Land Bank at a low cost.



**Tax abatement:** The City delays/ defers business taxes for a period of time.



**Subsidize rent:** The City could subsidize rent.



1-5 years

Short-term

Figure 2.5: Health Map





Strategy

Improve safety in Titusville.



Action 1

Dedicate additional police patrol to areas in/near crime hotspots.

There were three areas that were identified as crime hotspots in the Titusville Community Framework Plan: Existing Conditions Document. These areas were Loveman Village; the area along Dennison Avenue, between Soweto Place and Heritage Parkway; and the intersection of 6th Avenue South and 1st Street South (see Figure 2.6). Efforts should be made by the Birmingham Police Department to concentrate more officers in the aforementioned locations.

Aside from dedicating more police officers to the areas identified in Figure 2.6, the Birmingham Police Department should also work with the Housing Authority of the Birmingham District (HABD) to establish a police substation in the Loveman Village. This area had the highest concentration (38%) of reported crime in the community.

1-5 years Short-term



Action 2

Establish a community watch group to provide police with additional “eyes and ears” and to promote cooperation among residents and police.

More than two thirds (72%) of the crimes reported in Titusville were property crimes (burglary, larceny-theft, motor vehicle theft

and arson). Establishing a neighborhood watch group would help to address the aforementioned property crimes as well as deter criminals. Neighborhood leaders should also work with the Citizens on Patrol group in Woodlawn and the Birmingham Police to create a similar entity in Titusville.

1-5 years Short-term



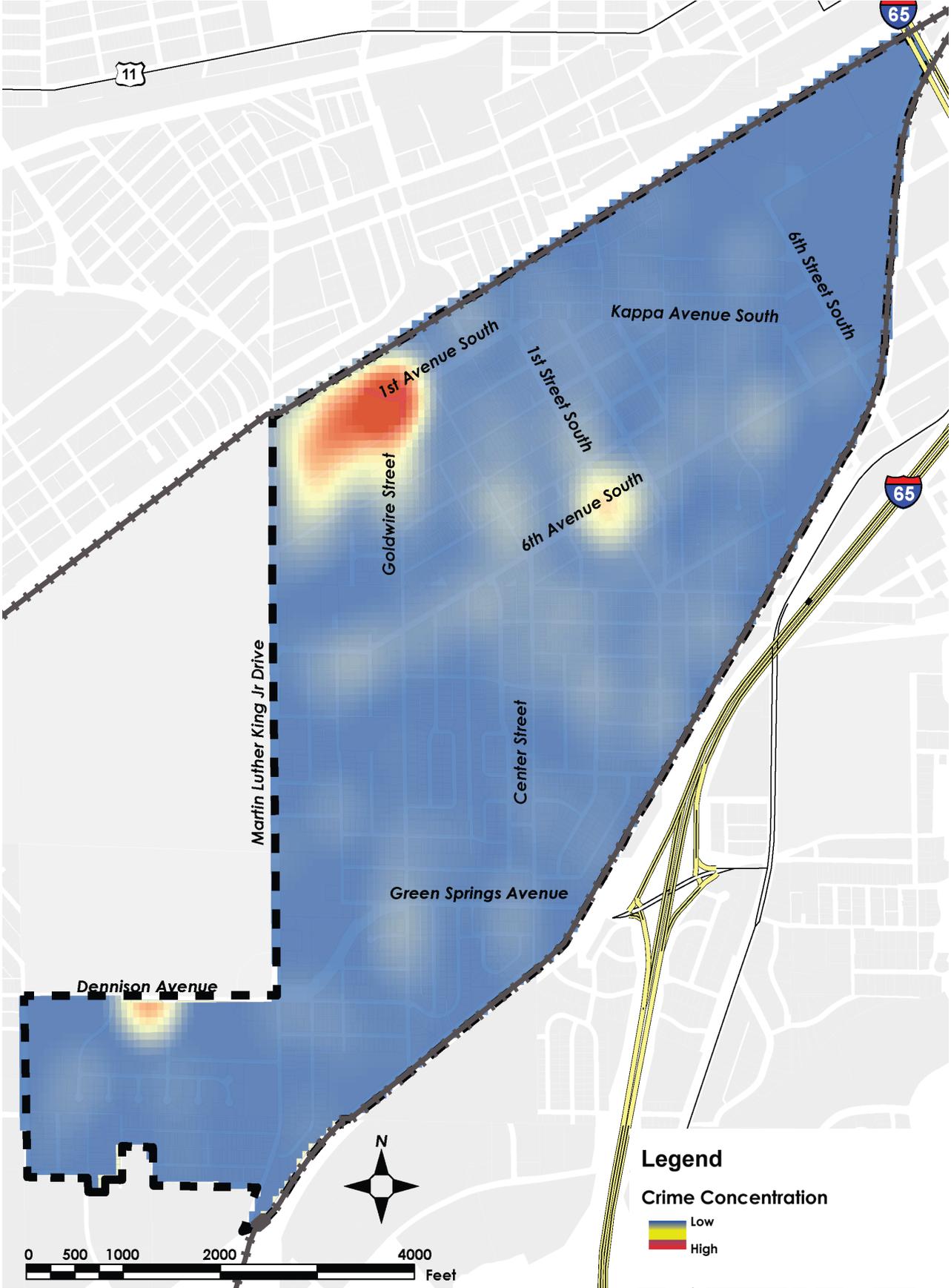
Did you Know....

Community-based neighborhood organizations are often a ready source of active citizens who can be recruited to become involved in crime prevention. Organized groups of neighborhood residents who watch out for criminal and suspicious behavior and report it to local law enforcement help to prevent crime and promote cooperation among residents and police. The first step is to identify key leaders or persons most concerned about crime in the neighborhood and organize a meeting of these individuals to discuss safety. The police can be invited to a neighborhood meeting to discuss community safety, and volunteers can be solicited to serve as block watch leaders. The neighborhood may be divided by blocks and block leaders assigned to serve as points of contact. A communication network can be organized to pass along information about crime and security to residents. The police may provide training on recognizing and reporting suspicious activity and on home and neighborhood security. The watch may expand to foot or car patrols. The watch can provide a variety of safety and security information to residents.

Source: National Crime Prevention Council. (2015). *Starting Neighborhood Watch Groups*. Retrieved from:

<http://www.ncpc.org/topics/home-and-neighborhood-safety/strategies/strategy-starting-neighborhood-watch-groups>

Figure 2.6: Crime Heat Map





Action 3

**Create a streetlight outage form to enable citizens to report streetlights that are out.**

Both residents and police identified streetlight outages as a major safety issue in Titusville. To address this issue the City’s Public Works and Traffic Engineering should work with Alabama Power to develop a website and/or mobile app reporting form for malfunctioned or out streetlights. As part of the website and/or mobile app, a map should be integrated to improve usability. The use of a website and/or mobile app would also allow the City and Alabama Power to better track and respond to streetlights that are out. Two models that could be used are [Seattle’s Streetlight Trouble Reporting Form](#) and [IFactor StreetLight Outages](#) app.

Residents should call **1-800-245-2244** to report streetlight outage to Alabama Power.



**1-5 years**

**Short-term**



*StreetLight Outages provides customers with a simple, interactive way to report problems with outdoor lights through a user-friendly map interface that includes visual representations of streetlight locations and repair requests (Source: IFactor)*



Action 4

**Incorporate Crime Prevention Through Environmental Design (CPTED) guidelines into the Planning Commission review process for public spaces and facilities.**

Research has shown that decisions preceding criminal acts are highly influenced by the perceived risk of being caught (<http://www.cpted.net/>). CPTED guidelines help to deter criminal acts through natural surveillance, natural access control, territorial reinforcement and maintenance.

The CPTED guidelines should be applied to Memorial Park and Honeysuckle Park to improve safety. Other proposed parks and open spaces should also incorporate the CPTED guidelines.

The HABD is currently seeking a RAD grant and other federal funding to redevelop Loveman Village and make it a safer place for residents. Incorporating CPTED guidelines into its future designs for Loveman Village would improve safety for residents.

Additionally, the City could implement CPTED guidelines as part of an overlay district to reduce crime, improve neighborhood and business environments and improve the quality of life for its citizens. This could be for the whole community or for parts of the community: parks and surrounding areas and Loveman Village. The City should look at the City of Tampa [West Tampa Overlay District](#) for guidance on creating a CPTED overlay district



**1-5 years**

**Short-term**



## Did you Know....

Crime Prevention through Environmental Design (CPTED) is a set of multidisciplinary strategies and design concepts intended to deter undesirable and criminal activities through the design of the built environment. Design strategies can be used in conjunction with mechanical and organizational strategies, such as use of security cameras and the presence of legitimate users, security guards or police. The primary strategies of CPTED are:



**Natural Surveillance:** “See and be seen” is the overall goal when it comes to CPTED and natural surveillance. A person is less likely to commit a crime if they think someone will see them do it. Lighting and landscape play an important role in Crime Prevention Through Environmental Design.

**Natural Access Control:** Natural Access Control is more than a high block wall topped with barbed wire. Crime Prevention Through

Environmental Design or CPTED utilizes the use of walkways, fences, lighting, signage and landscape to clearly guide people and vehicles to and from the proper entrances. The goal with this CPTED principle is not necessarily to keep intruders out, but to direct the flow of people while decreasing the opportunity for crime.



**Territorial Reinforcement:** Creating or extending a “sphere of influence” by utilizing physical designs such as pavement treatments, landscaping and signage that enable users of an area to develop a sense of proprietorship over it, is the goal of this CPTED principle. Public areas are clearly distinguished from private ones. Potential trespassers perceive this control and are thereby discouraged.

**Maintenance:** CPTED and the “Broken Window Theory” suggests that one “broken window” or nuisance, if allowed to exist, will lead to others and ultimately to the decline of an entire neighborhood. Neglected and poorly maintained properties are breeding grounds for criminal activity.



Source (images and text): CPTED Security. Retrieved from: [http://cptedsecurity.com/cpted\\_design\\_guidelines.htm](http://cptedsecurity.com/cpted_design_guidelines.htm)



Action 5

Demolish dilapidated structures proximate to crime hotspots.

See CR Goal 1. Action B. 5.



6-10 years

Medium-term



Cottage Housing, Kirkland, Washington (Source: Wenzlau Architects)

## Mixed-Income Housing

A vibrant and diverse community accommodates individuals and households of all sizes and incomes. Furthermore, a vibrant community allows for residents to have the ability to live, work, shop and have their daily needs and services within walking distance. For Titusville to be a preeminent place to live, the aforementioned accommodations must be provided.

The following goal and corresponding strategies and actions have been established to help Titusville support a variety of housing options for current and future residents (mixed-uses are addressed in Chapter 6).

**CR GOAL #3**  
 A diverse population is supported by providing high-quality housing options for a range of income levels and household sizes.



Strategy

Improve the quality of existing housing in Titusville.



Park Place (Source: Craig, New Urbanism Blogspot)



Action 1

Enforce the City's current building codes to reduce blight.

See CR Goal 1 Strategy A and B.



In-Progress



**Action 2**

**Provide rehabilitation and maintenance assistance to residents.**

See CR Goal 1 Strategy A and B.



**1-5 years**

**Short-term**



**Strategy**

**Encourage programs, regulatory and funding initiatives that provide new and quality housing options.**



**Action 1**

**Implement the Future Land Use Map/ Plan to allow a variety of housing types and densities.**

See Future Land Use Chapter 6.



**1-5 years**

**Short-term**



**Action 2**

**Develop and adopt a form-based code that integrates urban design standards and accommodates a variety of housing forms, sizes and configurations.**

Establishing basic urban design standards in the zoning code would ensure that new developments are appropriate and appealing in design – factors that are important to strengthening the housing market. Projects with public financing or incentives should be subject to an internal,

informational design review by the Planning Department Urban Design staff, regardless of zoning. This requirement should be written into any agreement for City incentives, assistance or financing.



**1-5 years**

**Short-term**



**Did you Know....**

A form-based code is a land development regulation that fosters predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. A form-based code is a regulation, not a mere guideline, adopted into city, town, or county law. A form-based code offers a powerful alternative to conventional zoning regulation.



Mt. Laurel (Source: Diversity is Key)



Mt. Laurel (Source: Garet)

Source: Form-Based Code Institute. (2015). *Form-Based Codes Defined*. Retrieved from: <http://formbasedcodes.org/definition>



Action 3

Provide incentives for green design.

The City could provide non-profits, private housing developers and public agencies with the following incentives for green design:

- Sales tax rebate
- Loan guarantees or other forms of financial support
- Expedited permitting process for green projects
- Density and height incentives
- Reduction in development fees

1-5 years      Short-term



Action 4

Provide incentives to promote affordable housing options.

The City should provide non-profits, private housing developers and public agencies with the following:

- Low Income Tax Credits:** Provides housing to households at or below 60% of median income. Allows for allocation of affordable units within a development/building and requires that these units be kept affordable for 15 years to receive 10 years of tax credit.
- New Market Tax Credit:** Assist small developers and building owners by allowing credits to be sold (or syndicated) to investors who can use them. Also helps larger developers by allowing them to use the credits

directly. The loan aids developers and private owners with bridging the gap between cost of construction and the lease rates available to support the construction.

- Innovative Funding Source:** The City could partner with banks that need to meet Community Reinvestment Act obligations in forming a local Community Development Financial Institution. The City could leverage this partnership to offer funding outside of the regular market rate appraisal process to non-profits, private housing developers and public agencies.

- Parking reduction for attached units and priority building permit processing:** Would apply to developments that dedicate at least 15% or 20% of its available units dedicated to affordable housing.

- Inclusionary housing ordinance:** The ordinance would provide bonuses for affordable housing as well as housing for disabled individuals. Create a program, entity, or partnership to oversee its compliance.

Ongoing



Action 5

Establish a rent-to-own program to help residents afford owning a home and increase home ownership in the neighborhood.

The City could use the down payment assistance program for first time buyers and to assist credit challenged buyers in a rent-to-own format. Tenants would pay on a five (5) year lease and at the end of the five (5) year lease, the assistance and equity

built through the rent-to-own lease would go towards the permanent mortgage.

 **1-5 years**      **Short-term**

 **Action 6**

**Work with the local employers such as UAB to create an employer-assisted housing program in Titusville.**

Titusville's proximity to UAB would make it an ideal location to establish an employer-assisted housing program. The City could approach and ask these institutions to set up employer-assisted housing programs individually or contribute funds to a joint program that could be administered by the City or a nonprofit organization.

 **1-5 years**      **Short-term**

 **Action 2**

**Work with HABD, private developers, non-profits and other organizations to infill single and multi-family housing on underutilized properties.**

Development should be concentrated in SOA designated for residential medium density (see Future Land Use Chapter 6). Housing types such as single family detached houses, duplexes, triplexes, and fourplexes should be encouraged to allow for diverse family sizes, ages and income levels. Cottage developments - cluster of six to twelve homes on a single site ranging from 768 to 998 square feet – should also be encouraged. Cottages could serve as an affordable housing alternative to families and individuals, such as Baby Boomers, looking to downsize.

 **1-5 years**      **Short-term**

 **Strategy**

**Support mixed-income developments through infill.**



 **Action 1**

**Conduct a housing market analysis to evaluate housing demand and preferences.**

 **1-5 years**      **Short-term**



Mixed-Income housing (Source: King County Housing Authority in Washington)



**Action 3**

**Work with HABD and private developers to infill multi-family housing as part of a mixed-use development on underutilized properties.**

Titusville has been identified as an Urban Village in the Birmingham Comprehensive Plan, and therefore it is recommended that future housing types reflect development intensities that help sustain retail and other services. Housing types such as apartments, townhouses, and condominiums should be concentrated in areas designated medium density mixed-use (see Future Land Use Map). This would provide housing options for people who want to live Downtown, but either can't afford it or are unable to rent or own due to limited availability.



**1-5 years**

**Short-term**



*Mixed-Use Development with retail on ground floor and housing on upper floors (Source: King County Housing Authority in Washington)*



**Action 4**

**Work with HABD to secure a Choice Neighborhood Grant and redevelop Loveman Village into a mixed-income housing development.**

The following recommendations to develop Loveman Village into a compact, walkable mixed-income development are contingent upon the HABD winning the Choice Neighborhood Grant:

- Subdivide Loveman Village into smaller walkable blocks with interconnected streets that reflect the blocks and street networks of the community.
- Provide green spaces, a community center and other public amenities that benefit both Loveman Village and the community.
- Use CPTED guidelines to promote public safety.
- Incorporate the design recommendations from the illustrative plan done by Auburn University Urban Design Studio.



**1-5 years**

**Short-term**



*Loveman Village*

## Engaged Community

Achieving this plan’s vision requires the active and ongoing participation of an engaged and active community. It is therefore essential that partnerships be established with the community, City and other interested parties to facilitate the implementation of this plan. Further improving public participation would allow better representation of typically under-represented groups such as youth, seniors and ethnic minorities in the plan’s implementation.

The following goal and corresponding strategies and actions have been established to improve communication and coordination among the residents, the City and other groups that are invested in the Titusville Community.

### CR GOAL #4

**Citizen participation is increased and new partnerships are established among community and neighborhood associations, the City, businesses, nonprofit organizations and other stakeholders.**



Residents at Titusville Community Framework Plan meeting

### A Strategy

**Encourage the creation of partnerships and organizations to strengthen the Titusville Community and to align resources for investment and development.**

### ⚒ Action 1

**Establish a faith-based coalition to improve the delivery of support services and assist community leaders with implementing the strategies and actions of this plan.**

Many of the faith-based organizations in Titusville are very involved in the community, providing childcare services, financial assistance, mentoring homeless prevention and other services and programs. However, most of these services and programs are carried out in isolation of each other. The result, most times, is a duplication of services and programs in one area of the community, and a lack of resources in another area. Coalescing faith-based organizations would improve communication and allow them to better coordinate support services and programs for residents. Additionally, the faith-based coalition would serve as the point of contact for community leaders and residents, streamlining communications. This would enable the church coalition, community leaders and residents to effectively prioritize and implement the strategies and actions of the plan.

The leaders of the community’s faith-based organizations should serve as members of the coalition, with each member serving one term (one year) as president. Engage the following faith-based organizations to facilitate the creation of the coalition: Woodland Park Church of Christ, Sixth

Avenue Baptist Church, Living Church Ministries, Green Liberty Baptist Church, St. Paul Lutheran Church, Our Lady-Fatima Catholic Church and New Pilgrim Baptist Church.



1-5 years

Short-term



Action 2

Form partnerships with the following groups and establish a point of contact for each partnership:

-  **Titusville Development Corporation (TDC):** A nonprofit organization created to counter rising crime, poverty and dilapidated housing in the Titusville Community.
-  **Housing Authority of Birmingham District (HABD):** HABD owns several public housing projects in Birmingham and is applying for a Choice Neighborhood Grant that would help revitalize both the neighborhood and Loveman Village. The HABD provides:
  - Section 8 Rental Assistance Program: coordinates with private landlords to provide low-income families with tenant-based assisted housing.
  - Lease-Purchase Homeownership Program: develops new housing on owned sites and acquires existing properties in targeted neighborhoods to provide homeownership opportunities.
-  **University of Alabama at Birmingham (UAB):** UAB is the largest employer in Birmingham and can provide valuable educational and career developmental programs. UAB should work with the Titusville

Community to identify potential opportunities in the community for development as part of their campus master plan.

-  **Community Development; Mayor’s Office of Economic Development; Planning, Engineering & Permits; City of Birmingham:** These departments should coordinate and prioritize the allocation of their grants, loans, and resources to implement the Community Renewal recommendations.
-  **Birmingham Land Bank Authority:** Assembles tax-delinquent and abandoned properties and redistributes to individuals and entities interested in maintaining and redeveloping for new uses.
-  **RISE Birmingham:** Is an initiative from the City of Birmingham to remove blight, increase values, strengthen neighborhoods, and empower residents. The program relies on the Land Bank described above, city departments, and partnerships to carry out condemnation, demolition, and redevelopment. The North Birmingham Community, along with the Titusville Community, Western Area, and Pratt City will be the first places this program will target.
-  **REV Birmingham (REV):** Revitalizes places, energizes businesses, and encourages public and private investments in the Downtown area and the Neighborhood Commercial Centers of Birmingham. The Neighborhood Center Revitalization, Business Growth, and Catalytic Development are programs offered that can be applied to the community.
-  Partner with faith-based, non-profit, and community development organizations to develop new housing, provide community services,

and to coordinate the allocation of materials, tools, and volunteers.

- Some examples of these types of organizations are: Community Foundation of Greater Birmingham, United Way of Central Alabama, Habitat for Humanity, AmeriCorps, Hands on Birmingham, Christian Services Mission, and Aletheia House.

**✂ Jefferson County Health Action Partnership:** A coalition of more than 80 organizations and agencies working together on five strategic issues: 1) Advancing Health Equity 2) Built Environment, Transportation System and Safety 3) Healthy Lifestyles 4) Health Care Access and 5) Improve Mental Health.

**✂ Purpose Built Communities:** A non-profit consulting firm that seeks to revitalize neighborhoods and break the cycle of intergenerational poverty by focusing on community wellness, mixed-income housing, and a cradle-to-college education pipeline.

**✂ Local Initiatives Support Coalition (LISC):** A national non-profit organization connecting local organizations and community leaders with resources to revitalize neighborhoods and improve quality of life by assembling private and public resources, expertise, and funding.

**✂ Center for Community Progress:** A national non-profit organization providing technical assistance, leadership, education, research, and policy development to transform vacant and abandoned properties into vibrant places.

**✂ Community Development Financial Institutions (CDFI) and Community Development Entities (CDE):**

Legally established entities that serve low-income communities with financial services, loans, investments, technical assistance, training, development, and investment. New Pilgrim Baptist Church currently has a CDE. Efforts should be made to increase awareness of this service.

**✂** Pursue additional partnerships that would help residents of Titusville achieve its vision.

 **1-5 years** **Short-term**



**Action 3**

**Develop a “Community Feedback Loop” that allows residents, community leaders, the City and other vested partners to stay updated on community renewal efforts.**

Creating this information network would allow residents to have an ongoing role in the renewal of the community and the implementation of this plan. To facilitate the creation of the “Community Feedback Loop,” community leaders should establish an implementation committee and discussion groups to meet regularly and go over the plan’s progress. The former should identify five-year priority actions for the Titusville Community. The City, HABD and Church Coalition should assist community leaders with creating an implementation committee, which would improve communication and coordination among the aforementioned parties.

 **1-5 years** **Short-term**

3

# Green Systems



During the public involvement process residents expressed their concerns regarding the lack of recreational opportunities and flooding in the community. The Green Systems chapter provides strategies and actions for improving recreational opportunities and mitigating flooding in the Titusville Community.

## Comprehensive Plan Connection

The goals for Green Systems are followed by their respective strategies and actions. Icons following each strategy indicate the strategy’s relationship to the corresponding Birmingham Comprehensive Plan Principles and are as follows:



### G.S. Guiding Principles

1. People
2. Place
3. Prosperity
4. Partnership
5. Performance

Refer to *Comprehensive Plan Guide* on page 10 for a more detailed description of each principle.



Memorial Park (Source: Birmingham News)

Table 3.1: Green Systems: Needs and Opportunities

| COMMUNITY NEEDS  |
|--|
| Larger parks, recreation facilities, and/or more recreation programs tailored to residents.    |
| Maintenance for Memorial Park and other recreational facilities                                |
| Systems to manage stormwater and reduce flooding   |
| COMMUNITY OPPORTUNITIES  |
| Greenspace expansion and better connection to Memorial Park and other parks and open spaces    |
| Birmingham Little League   |
| Environmentally friendly community by having community-wide green stormwater management system |

# Recreation

Part of improving the quality of life for current residents and attracting new residents to Titusville involves providing recreational opportunities such as parks, trails and other green spaces within a ten minute walk ( half a mile) of where they live. Furthermore, the provision of recreational amenities reduces blight and increases property values.

The following goal and corresponding strategies and actions are recommended in order to meet the recreational needs of the community.

## GS GOAL #1

**Enriching recreational opportunities are within a ten minute walk of every resident.**

**Strategy**

**Expand recreational opportunities for residents.**

**Action 1**

**Acquire blighted properties to expand recreational opportunities for residents.**

A number of tools are at the disposal of the City to acquire land for park sites and other recreational uses, particularly tax delinquent properties and lots in blighted areas (see CR.1. Actions B.7 and B.8 for acquisition tools). The City could lease or purchase vacant lots for neighborhood-serving parks, trails, greenways and open spaces.

The City should work with the Freshwater Land Trust to purchase clusters of land in floodplain areas. Acquisition should continue to be coordinated to facilitate implementation of the proposed greenway system plan and expand the City’s parks and recreation system (see Figure 3.1). In addition to the land trust, other nonprofit organizations and private foundations may be of assistance in land acquisitions and park construction.

Land assembly will likely be required to create an adequate site. Residents of the concerned areas should be consulted to determine what their priorities are to gauge the necessary park size and ultimately what amenities will be provided within the park.

**1-5 years**      **Short-term**

**Action 2**

**Convert blighted properties into recreational amenities.**

Blighted properties in Titusville could be used for the following recreational amenities (see Figure 3.1 for proposed locations):

- 1. Neighborhood Open Space:**  
Situated along the Alabama Great Southern Railroad in the northwestern part of the community, the proposed neighborhood open space would improve access to recreational opportunities for residents. The open space could support passive recreation spaces, shaded paths and playgrounds. Parts of the open space could also be used for rain gardens and bioretention. Connections to proposed trails and other greenspaces should be made as part of a larger green network.



The proposed neighborhood park would have similar facilities to the Homewood Central Park. (Source Image: [Homewood Parks & Recreation](#))



Pocket parks could serve as spaces for public art. The Cape Ann Museum in Gloucester, MA replaced an unsound building across the street with a pocket park for public use. (Source: CBA Landscape Architects LLC)



Cabrillo Heights Neighborhood Park in San Diego, CA uses rain gardens. The proposed neighborhood park could implement similar green systems. (Source: <http://www.ktua.com/blog/>)

**2. Pocket Parks:** Several pocket parks have been proposed for Titusville. Pocket parks are the smallest parks in the system, usually less than two acres in size with small passive recreational spaces, such as picnic and seating areas, and playgrounds. These parks supplement neighborhood parks and provide residents with access to recreational amenities in areas that are more than a ten minute walk from neighborhood parks and greenways.

**3. Greenways:** Two greenways have been proposed for Titusville. The first runs southeast to northwest connecting the proposed neighborhood park to the Red Rock Ridge and Valley Trail on 6th Avenue South. The second greenway is located along the Louisiana and Nashville Railroad. It would serve as a buffer to the railroad and a recreational amenity.

To better connect residents to proposed recreational amenities and the Red Rock Ridge & Valley Trail, streetscape improvements such as tree planting to provide shade, wider sidewalks and marked crosswalks should be carried out. This would improve the level of service (LOS) for residents. Refer to Transportation and Infrastructure Chapter 5 for more information pertaining to Complete Streets.



**6-10 years**

**Medium-term**

Figure 3.1: Recreational Amenities Map





Urban trail and greenway in New York, NY (Source: Robert Khazzam)



Urban trail and greenway on vacant lots: 1. Crosswalk, 2. Flowers and Trees, 3. Event Area and 4. Garden Space (Source: [Cleveland Neighborhood Progress](#))



**Action 3**

**Consider expanding Memorial Park to include a skate park.**

Residents, especially the community's younger demographic, have expressed their desire for a skate park. The City should conduct a feasibility analysis to determine whether this recommendation is possible.



**1-5 years**

**Short-term**



**Strategy**

**Ensure parks and recreational facilities are safe and well-maintained.** 🏠 ⤴



**Action 1**

**Adopt CPTED principles for the design of parks, greenway and recreational facilities**

See CR Goal 2 Action D.4.



**1-5 years**

**Short-term**



**Action 2**

**Maximize surveillance of parks and recreation facilities.**

In addition to regular patrolling of city parks and recreation facilities, inappropriate and criminal behavior can be deterred by increasing legitimate activity in parks. This could be accomplished through design and facilities programming (see CPTED, CR Goal 2 Action D.4). Planning regular events by neighborhood associations would increase legitimate activities in the park. Creating a park ranger division in the City's police force and citizen patrol groups could also provide additional surveillance in parks during periods of low activity.

The City should work with community leaders, faith-based leaders (Faith-Based Coalition referenced in CR Goal 4. A.1), local merchants, and other groups to organize activities and patrol groups.



**1-5 years**

**Short-term**



**Action 3**

**Dedicate adequate funding for park maintenance and for capital improvements.**

Sufficiently funding the parks system, ensuring continued maintenance, and providing for future facilities will help improve the image of the community and attract private investment in neighborhoods and business areas. The City could work with nonprofit foundations at both the national (e.g., Tiger Woods Foundation) and local (e.g., Community Foundation of Greater Birmingham) levels to secure additional funding outside of the City’s budget.



Memorial Park Recreation Center

Individuals, faith-based organizations and for-profit companies may also choose to sponsor these facilities. Some fundraising efforts may entail creation of specific nonprofit 501(c)3 organizations, as has been done with a number of “Friends of ” groups in Birmingham.

The Memorial Park Recreational Center is in dire need of repair and any funding that the City allocates or secures for public facilities maintenance in Titusville should first go to renovating this center.



**1-5 years**

**Short-term**



**Action 4**

**Create “Friends of Parks” groups to support funding and maintenance of parks and other recreational amenities.**

For parks both big and small, neighborhood advocates, business and community leaders and other park supporters have established formal and informal organizations to lobby and/or support the City in improving existing facilities and in building new ones (e.g., Friends of Triangle Park, Friends of Avondale Park, and Friends of the Railroad Reservation District). Using the best practices policies described above, residents, community leaders, local merchants and faith-based organizations could create an advocacy group (Friends of Memorial Park) for Titusville. This group could also lead monthly or bi-monthly volunteer cleanup initiatives to help the City with maintaining the community’s recreational facilities.



**1-5 years**

**Short-term**



**Action 5**

**Work with the Parks & Recreation Board to host Little League baseball games at Memorial Park as a way to generate revenue for park maintenance.**

The Birmingham Giants have expressed interest in playing some of their games in Titusville. The City’s Parks & Recreation Board and community leaders should work with the Birmingham Giants as well as other Little League teams to bring baseball games to Titusville. The revenue from these games could then be used to maintain the community’s facilities.



**1-5 years**

**Short-term**

# Stormwater Management

Parts of Titusville are susceptible to flooding during heavy rainfalls, especially areas in the flood plain. This is due in part to lack of pervious surfaces which increase the volume and velocity of stormwater runoff – overwhelming the City’s drainage systems and causing flooding and pooling in streets and basements. The excess stormwater can also cause pollution in downstream bodies of water that receive the runoff. Stormwater management is therefore designed to reduce both the volume and pollution impacts of stormwater. By using best management practices to re-introduce natural drainage systems and low-impact development into Titusville, stormwater run-off could be reduced.

The following goal and corresponding strategies and actions are presented to improve stormwater management and reduce flooding in Titusville.

## GS GOAL #2

**A commitment to incorporating best management practices for stormwater management is promoted to safeguard public health and well-being.**



Flooding on 6th Avenue South (Source: WAIT News 42)

Strategy
»

**Incorporate green systems to support stormwater management and mitigate flooding.**

Action 1
»

**Conduct hydrologic and hydraulic (H&H) modeling to assess and refine the impact the recommended green systems have on flood reduction.**

1-5 years
**Short-term**

Action 2
»

**Install green systems on blighted properties to reduce stormwater run-off and flooding in flood prone areas.**

The following green systems should be installed on blighted properties in Titusville to reduce stormwater run-off and alleviate flooding:

- 1. Rain Gardens<sup>1</sup>:** Shallow, vegetated basins that collect and absorb runoff from rooftops, sidewalks, and streets. Rain gardens mimic natural hydrology by infiltrating and evapotranspiring runoff. These gardens are typically smaller and simpler than a bioretention system – they are less than 2,000 square feet in size and do not include an underdrain. Rain gardens are versatile features that can be installed in almost any unpaved space.

1. Environmental Protection Agency (EPA). (2014). What is Green Infrastructure? Retrieved from: [http://water.epa.gov/infrastructure/greeninfrastructure/gi\\_what.cfm](http://water.epa.gov/infrastructure/greeninfrastructure/gi_what.cfm)



Rain Gardens (Source: [Baltimore City Green Pattern Book](#))

**2. Bioretention<sup>2</sup>:** Utilizes a bed of sand, soil, and plants to filter contaminants and pollutants from stormwater runoff. Although water may briefly pond during heavy rain events, bioretention areas are designed to be dry most of the time. The filtered stormwater is either returned to a storm drain through an underdrain or partially infiltrated into the soil (see Bioretention diagram). Bioretention systems are greater than 2,000 square feet in size and require engineering or design drawings, as well as stormwater plans and permits.



Bioretention (Source: [Baltimore City Green Pattern Book](#))

2. Baltimore City. (2014). *Green Pattern Book: Using Vacant Land to Create Greener Neighborhoods* Retrieved from [http://www.baltimoresustainability.org/sites/baltimoresustainability.org/files/GGI%20Template%20View\\_FINAL\\_Compressed\\_.pdf](http://www.baltimoresustainability.org/sites/baltimoresustainability.org/files/GGI%20Template%20View_FINAL_Compressed_.pdf)

**3. Green Parking<sup>3</sup>:** This parking differs from traditional asphalt lots by incorporating permeable paving materials, tree planting, and rain gardens that capture stormwater runoff and shade surfaces, thus improving water quality and cooling the parking areas. Green parking would provide residents, faith-based organizations, and businesses in the community additional parking that cannot otherwise be accommodated on the street or one's property.



6-10 years

Medium-term



Green Parking (Source: [Baltimore City Green Pattern Book](#))



Action 3

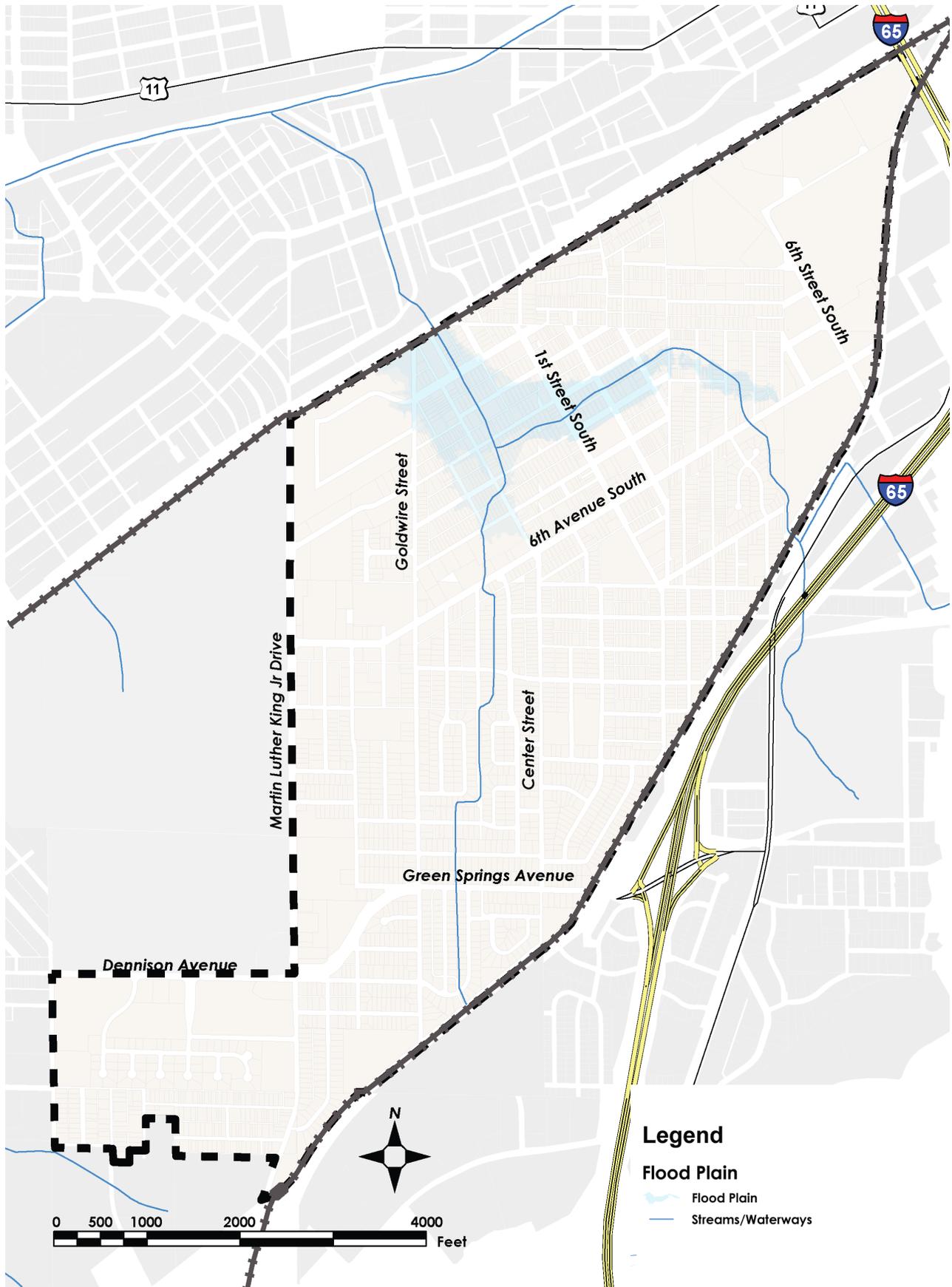
**Retrofit existing rights-of-way with green systems to reduce stormwater runoff.**

When feasible existing rights-of-way should be retrofitted with the following green systems to reduce stormwater runoff and flooding:

**1. Planter Boxes<sup>4</sup>:** Urban rain gardens with vertical walls and open or closed bottoms that collect and absorb runoff from sidewalks, parking lots,

3. Baltimore City  
4. EPA

Figure 3.2: Flood Map



and streets. Planter boxes are ideal for space-limited sites in dense urban areas and as a streetscaping element.



Planter Box (Source: [Environmental Protection Agency](#))

**2. Bioswales<sup>5</sup>:** Vegetated, mulched, or xeriscaped channels that provide treatment and retention as they move stormwater from one place to another. Vegetated swales slow, infiltrate, and filter stormwater flows. As linear features, vegetated swales are particularly suitable along streets and parking lots.



Bioswales (Source: [Environmental Protection Agency](#))

**3. Permeable Pavements<sup>6</sup>:** Paved surfaces that infiltrate, treat, and/or store rainwater where it falls. Permeable pavements are constructed from pervious concrete, porous asphalt, permeable interlocking pavers, and several other

materials. These pavements could be used on sections of streets in flood prone areas and on crosswalks.



Permeable Pavement (Source: [Environmental Protection Agency](#))

**4. Urban Tree Canopy<sup>7</sup>:** Trees reduce and slow stormwater by intercepting precipitation in their leaves and branches. Homeowners, businesses, and cities can all participate in the planting and maintenance of trees throughout the community.



Urban Tree Canopy (Source: [Environmental Protection Agency](#))

The aforementioned green systems along with those provided in GS. 2 Action A.3 should be seamlessly integrated with each other to create a community-wide green system. Additionally, this system should be incorporated into the City's stormwater plan.



**6-10 years**

**Medium-term**

5. EPA

6. EPA

7. EPA

4

# Economic Vitality



A part of revitalizing Titusville’s economy entails addressing challenges that inhibit educational attainment and workforce and economic development – thereby creating an environment for private investment and development. Without an educated and skilled workforce, companies cannot grow and stay in business in the long-term and cities cannot retain and attract companies to build a strong economy. On the other hand, without a diverse and stable foundation of industries and supporting businesses, employees are not able to develop, retain, and expand their skills and careers in order to contribute to a city’s economy. Consequently, a lack or imbalance with these

two components leads to economic decline, high unemployment, poverty, and low quality of life. This chapter provides strategies and actions for improving educational attainment, workforce and economic development.

## Comprehensive Plan Connection

The goals for Economic Vitality are followed by their respective strategies and actions. Icons following each strategy indicate the strategy’s relationship to the corresponding Birmingham Comprehensive Plan Principles and are as follows:



### E.V. Guiding Principles

1. People
2. Place
3. Prosperity
4. Partnership
5. Performance

Refer to *Comprehensive Plan Guide* on page 10 for a more detailed description of each principle.

Table 4.1: Economic Vitality: Needs and Opportunities

| COMMUNITY NEEDS   |
|---|
| Workforce and educational development programs for adults                 |
| After-school tutoring and college ready programs                          |
| Mixed-use developments  |
| Employment opportunities  |
| COMMUNITY OPPORTUNITIES   |
| Partnerships with local colleges and workforce development groups         |
| Adult and youth education programs in the community                       |
| Mixed-use developments on the Trinity property and along 6th Avenue South |
| STEM (Science, Technology, Engineering and Math) businesses and jobs      |

## Education & Workforce Development

Education is inversely related to the potential earning power of an individual – higher levels of education reduce the incidence of living in poverty, while lower levels of education increase the incidence of living in poverty. This problem is further compounded when individuals lack the skills to perform jobs that don't require a college degree. According to the Bureau of Labor Statistics, in 2012, 2.1% of individuals with a college degree who were in the labor force for at least 27 weeks were classified as “working poor” (persons who spent at least 27 weeks in the labor force, but whose incomes fell below the poverty level)<sup>1</sup>. By comparison, 21.4% of individuals with less than a high school diploma, and 9.2% of individuals with a high school diploma and no college degree were classified as “working poor.”<sup>2</sup> Consequently, the education levels of a community could advantageously or adversely affect the quality and skills of the workforce that are locally available for companies looking to hire.

In Titusville where the unemployment rate was 12% as of 2011, approximately 30% of residents over the age of 25 had less than a high school diploma, while only 16.7% had a bachelor's degree. Employment opportunities and resources to educate and train residents need to



Workers training to be electricians (Source: AIDT)

1. U.S. Bureau of Labor Statistics. *A Profile of the Working Poor, 2012*. (2014). BLS Reports, (1047), retrieved from: [http://www.bls.gov/opub/reports/cps/workingpoor\\_2012.pdf](http://www.bls.gov/opub/reports/cps/workingpoor_2012.pdf)  
2. U.S. Bureau of Labor Statistics.

be provided in order to reduce unemployment, improve educational attainment, and develop the community's workforce for 21st century jobs.

The following strategies and actions are recommended to improve education and workforce development in Titusville (see EV Goal 2 for employment opportunities).

### EV GOAL #1

**Academic and workforce development resources are readily available to improve educational attainment and equip our residents with the skills to compete for 21st century jobs.**



#### Strategy

**Expand resources to improve educational attainment.**



#### Action 1

**Develop post-secondary educational programs for students.**

The City and community leaders should collaborate with UAB, Lawson State Community College, Jefferson State Community College, and Birmingham Southern to develop pre-college enrichment programs that are designed to prepare low income students for college. The following programs are recommended and would provide PSAT and SAT preparation courses:

-  **Upward Bound:** Offers college preparatory classes for high school students from low-income families

and high school students from families in which neither parent holds a bachelor’s degree. Funding for this program would come through a TRIO Programs grant, which provides outreach and student services programs designed to identify and offer services for individuals from disadvantaged backgrounds. The program also assists low-income individuals, first-generation college students, and individuals with disabilities to progress through the academic pipeline from middle school to post-baccalaureate programs.

-  **Educational Opportunity Centers:** Gives qualified adults, who want to enter or continue a program of postsecondary education, counseling and information on college admissions. Also offers services to improve financial and economic literacy of participants (funded through the TRIO Programs grant).
-  **Neighborhood Academic Initiative:** Provides tutoring in various subjects such as math and science for elementary and middle school students. Washington K-8 School and UAB could lead in creating this program. The University of Southern California Neighborhood Academic Initiative program could be used as a mode.
-  **Dual Enrollment Program:** Allow high school students to take academic coursework at community colleges. Colleges partner with area high schools and local boards of education to facilitate the cooperative dual enrollment. Though this program would not be in Titusville, it would still benefit high school students who live in the community and attend schools that offer a dual enrollment program.

 **1-5 years**      **Short-term**



**Action 2**

**Establish a GED satellite program for adults in Titusville.**

The provision of a community based GED program would offer residents convenient access to basic education and literacy courses and GED preparatory classes. The City and community leaders should work with the Alabama Department of Economic and Community Affairs (ADECA), UAB, Lawson State Community College, Jefferson State Community College, and Birmingham Southern to create a satellite GED program in Titusville. The Washington K-8 School, former Center Street School and/or the Titusville Public Library could serve as the satellite location. Additionally, the facilities of faith-based organizations could be used as a satellite location. The City should work with the local faith-based leaders to determine their willingness to host the GED satellite program. This could be part of the Church Coalition’s (see CR.4 Action A.1). outreach ministry.

 **1-5 years**      **Short-term**



**Action 3**

**Promote existing educational resources to increase public awareness.**

The efficacy of existing educational resources can be greatly improved if the public is aware of their existence. That is why the City should work with local and regional providers of educational resources to aggressively advertise these services using all available resources at their disposal.

 **1-5 years**      **Short-term**



Strategy

Provide programs and services to support workforce development.



Action 1

Partner with local, regional and national groups to improve access to workforce development resources.

The City and community leaders should work with the following groups to develop the skills of Titusville’s workforce:

-  **The Housing Authority of Greater Birmingham (HABD):** Two employment and training programs are provided for residents of Loveman Village. The HABD Summer Youth Program provides opportunities for residents between the ages of 14 and 18 with employment during the summer. HABD’s Section 3 Program and Community Center links residents’ career skills and job interests with career opportunities while providing a venue for workforce development, health and wellness, education, and related services. The HABD should work with City to explore expanding the aforementioned programs to Titusville residents who do not live in Loveman Village.

-  **The Alabama Industrial Development Training (AIDT):** Offers workforce training and recruitment at no cost to trainees and employers tailored towards industries in robotics, construction and woodworking, aviation, forest products and sustainable biomaterials, chemicals, telecommunications, and maritime products. The AIDT has two facilities

in Birmingham – the Alabama Workforce Training Center and the Alabama Center for Advanced Woodworking Technology – that provide training and certifications for employees in manufacturing and construction. An additional AIDT center located in the Titusville Community would equip residents with skills to work in industrial sectors, such in machining, production, assembly, CNC milling and turning, welding, automation, robotics, and 3D printing.

-  **Alabama Workforce Development Council (AWDC):** Provides a wide range of career-technical courses and short-term training for job specific certifications. These courses are typically administered at Jefferson State College and Lawson State Community College.
-  **The Dannon Project:** This organization offers supportive assistance including short-term training and certifications, job prep and youth job placement. The City, community and faith-based leaders should work with the Dannon Project to create a satellite certification and job training program in Titusville.
-  **ADECA’s One-Stop Centers:** Job development, occupational and educational training, vocational rehabilitation, veterans’ services and unemployment insurance information are offered. Employers work with local centers to locate employees with specific skills, with the goal of consolidating the delivery of services at a single location.



1-5 years

Short-term



Action 2

Create dual-enrollment opportunities between high schools and local colleges in order to prepare students for local industry needs.

A dual enrollment program between the City's high schools and local colleges would not only improve college level educational opportunities for students, but would also help them to develop the education and skills local industries need. This could be achieved by allowing students to complete coursework or certifications at one of the local colleges prior to graduating. Students would then have the necessary skills to go to work after graduation, if they forego college. Partnerships between local industries and colleges would have to be established to help colleges develop curricula that respond to the needs of local industries for high school students.

The City, with the help of the AWDC and AIDT, should work with local industries, UAB, Lawson State Community College, Jefferson State Community College, and Birmingham Southern to create dual enrollment programs that offer high school students industry-responsive curricula.



In-Progress

employers. The City should work with the AWDC, AIDT, ADECA's One-Stop Centers, Golden Flake, UAB and other local industries to conduct the fair in Titusville. Further consideration should be given to expanding the fair to include neighboring communities. The Washington K-8 School could serve as the fair's site.



1-5 years

Short-term

Economic Growth

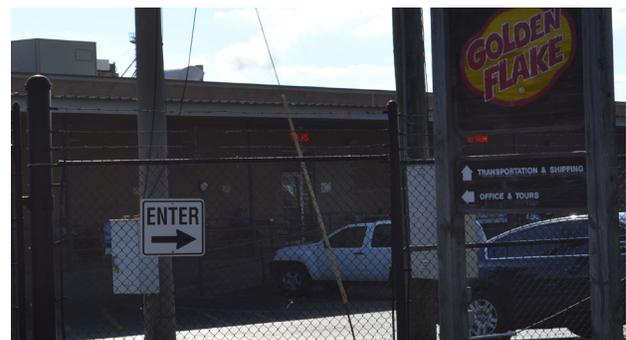
The economic growth and diversity of the Titusville Community is dependent upon a number of factors including income and local job opportunities. In 2012 the average disposable income for the Titusville Community was \$29,906. This, by comparison, is far less than the estimated average disposable income for the City of Birmingham at \$37,488. While overall, the aging population of Titusville is more reliant on retirement income this gap between average disposable incomes for the community versus the City may point to a real need for increased employment opportunities within the community. Providing additional employment opportunities will increase the number of residents participating in the labor force, increase incomes and local sales, and raise the market/ investment value of the community contributing to its revitalization.



Action 3

Conduct a career development fair to connect residents with employers and workforce development groups.

The career development fair would help residents who lack the skills desired by local employers to find the necessary job training programs through the workforce groups in attendance. The fair would also pair qualified residents with prospective



Golden Flake

Furthermore, attracting new businesses and growing local businesses, supporting

entrepreneurs and encouraging new developments would help the City to increase its tax revenue.

The following strategies and actions are recommended to grow Titusville's economy and provide a variety of commercial and employment opportunities.

**EV GOAL #2**  
**A diversified economy that fosters a variety of commercial and employment opportunities for residents.**

**Strategy**

**Nurture local business development and entrepreneurship.**

**Action 1**

**Establish a Titusville Merchants Association (TMA) to help improve business development.**

The key to a vibrant and self-sustaining business district is the support and active participation from a merchant's association. By leveraging the participation of businesses, property owners, and residents, an active merchant's association is able to raise funds, provide capacity building and training, and assign responsibility for marketing, maintenance, and security. The City and REV Birmingham should work with the businesses of Titusville to establish a Titusville Merchants Association.

 **1-5 years**      **Short-term**

**Action 2**

**Provide start-up help, training, technical and financial assistance to encourage entrepreneurship and business development.**

Local businesses and entrepreneurs rely on economic and community development organizations that provide expertise, assistance, and guidance for investment and development opportunities. Below are organizations that the City, TMA and TDC should collaborate with to provide assistance to entrepreneurs and local businesses:

 **REV Birmingham (REV):** Provides business recruitment and retention services, capacity building for merchant's associations, and encourages public and private investments in the Downtown area and the Neighborhood Commercial Centers of Birmingham. This organization could help attract businesses and entrepreneurs to 6th Avenue South – revitalizing the community's main commercial corridor. Additionally, REV assists communities and businesses to revitalize their downtown and commercial neighborhood areas through promotion, design, and economic restructuring. This could also help with any revitalization efforts for 6th Avenue South and other commercial areas in Titusville.

 **Birmingham Business Alliance (BBA):** Serves the Birmingham region to advocate for economic development and business prosperity through expertise, training, marketing, networking, and guidance for businesses in the region.

- ✂ **Central Alabama Women’s Business Center:** Provides women with the tools, knowledge and resources needed to start and grow their businesses.
- ✂ **Birmingham Business Resource Center (BBRC):** Offers management and technical assistance, training, lending and advocacy programs that will assist entrepreneurs interested in increasing their capacity, access capital and customer base.
- ✂ **Regional Planning Commission of Greater Birmingham (RPCGB):** Offers revolving loans for business expansion and new businesses and for businesses housed at existing incubators in Birmingham and Bessemer.
- ✂ **Birmingham Land Bank Authority:** Assembles tax-delinquent and abandoned properties and redistributes to individuals and entities interested in maintaining and redeveloping for new uses. The Land Bank provides a great opportunity for economic development organizations, industrial businesses, and developers to acquire these tax-delinquent and abandoned properties and redevelop them to fit their needs.
- ✂ **ADECA’s Office of Minority Business Enterprise Program:** Promotes development of minority businesses and offers access to training, networking, and contracting opportunities.

 **1-5 years**      **Short-term**



**Enhance recruitment efforts.**  



**Conduct a more detailed real estate market analysis for commercial development in the community.**

A preliminary market study has been conducted as part of this planning process, and is presented in the appended Existing Conditions Document. The study analyzes the supply and demand of the local market to determine the spending potential and retail sales of existing business groups. In addition to this study, a more detailed and focused real estate market analysis is needed to determine the market rate and appraised values for commercial properties under lease or sale, the vacancy rate, the absorption rate, and the overall stock of commercial land and spaces.

From this analysis, informed decisions can be made to identify the market rents and sale prices needed to support investment in commercial development, business attraction, and expansion. Furthermore, a detailed real estate market analysis will also determine with greater confidence the best sites suited for specific businesses and the types of businesses that can best serve the needs of the community.

 **1-5 years**      **Short-term**



**Action 2**

**Make data readily available to existing and potential businesses.**

There are numerous underutilized or vacant lots and buildings in the Titusville Community. The City of Birmingham should consider creating and maintaining an online database of available retail spaces including size, zoning, lease rates, price, utilities, condition, etc. Additionally, a single point of contact dedicated to providing information for all community business related questions should be established. This business information manager would serve to coordinate efforts with relevant city boards and departments by establishing themselves as a resource center for the distribution of site materials. This role could also be tasked to the quasi-public retail leasing and management agency/ professional recommended in Action B.5.



**1-5 years**

**Short-term**



**Action 3**

**Recruit businesses based on the potential identified in the market analysis in Action B.1.**

A number of retail and business opportunities were identified in this market analysis through an assessment of spending potential and consumer spending patterns. While the Titusville Community possesses several opportunities for retail infill, wholesalers and restaurants, niche market and entrepreneurial opportunities exist as well. Focus should be on a mix of locally owned and operated vendors.



**1-5 years**

**Short-term**



**Action 4**

**Focus on business opportunities that complement existing business.**

Avoid recruitment of competing business and services. Recruitment should serve to increase business diversity in the community rather than increase competitiveness. The retail environment should first serve and enhance the surrounding neighborhood with a broader trade area as a secondary objective.



**1-5 years**

**Short-term**



**Action 5**

**Establish a quasi-public retail leasing and management agency/professional to recruit businesses locally and lease out empty commercial spaces.**

This entity should develop a leasing strategy that is flexible and tailored to the community's position in the greater retail environment. Responsibilities such as actively recruiting tenants and directing them to appropriate property owners so that leasing deals could be conducted privately should also fall within the purview of this entity. The City could work with the TMA to build its capacity so that it could serve as a quasi-public retail leasing and management agency, or a resident that is a broker.



**6-10 years**

**Medium-term**



Strategy

Encourage developments that provide a variety of commercial and employment opportunities.



Action 1

Work with private developers and local businesses to redevelop 6th Avenue South.

The 6th Avenue South corridor serves as the primary commercial corridor through the Titusville Community. This corridor possesses a mix of retail, residential, office, and institutional uses. The majority of the area's existing retail activity is located along this corridor. However, there are numerous underutilized properties along the corridor. Redeveloping these properties would help to revitalize the corridor and create more employment opportunities for residents. Additionally, it would help to raise the market/investment value of the community. That is why the City should work with private developers and local businesses to redevelop 6th Avenue South. Based on commercial opportunities identified in the market analysis (see Titusville Community Framework Plan Existing Conditions Document), the following underutilized properties should be targeted for redevelopment (each number below corresponds to areas on Figure 4.1):

1. The groups of properties located along both sides of 6th Avenue South between Gamma Street and Omega Street primarily consist of underutilized, vacant commercial land, and range in individual size from about 3,100 square feet (0.07 acres) to 16,650 square feet (0.4 acres). Many of these properties are adjacent thusly providing opportunity

for consolidation and larger building footprints. Suggested redevelopment and business types include:

- A street front mixed development with retail and office components. A mixed use development will generate activity, encourage additional retail investment, and put the properties into productive use. Proximity to Family Dollar will make use of existing activity.
- Locally owned/operated businesses suited to this area market may include small restaurants such as a sandwich deli and cafes, health and beauty establishments, laundry and dry cleaning services, audio/electronics, furniture and home furnishings, financial services, and clothing boutiques.

2. The group of seven properties located along 6th Avenue South between 2nd Street South and 1st Street South consists of underutilized land and vacant property, which range in individual size from about 1,780 square feet (0.04 acres) to 10,000 square feet (0.2 acres). Several have been identified as tax delinquent. These properties are adjacent, thusly providing opportunity for consolidation and slightly larger building footprints. An aggregated property location may yield a site up to 1.1 acres in size. Suggested business types include:

- A supermarket or pharmacy for area residents would benefit the community and increase corridor activity. A grocery venue would serve as a commercial anchor for broader retail development along the corridor while providing area residents convenient access to healthy food choices. Many

of this area's existing grocery establishments are small and provide a limited selection of fresh foods. The area market analysis shows a demand for additional grocery stores, and there is no convenient local supermarket to serve the needs of many residents in and around the North and South Titusville neighborhoods.

- A mixed use development with retail, office, and residential components as well as other compatible uses such as daycare or child educational services. The proximity to area schools adds to the location's appeal.
  - A complementary business development to the adjacent dentist office providing family health care and/or senior care services would provide critical services to area residents while also providing employment opportunities. A non-emergency clinic supported by Princeton Baptist Medical Center or UAB should be explored.
- 3.** The next grouping of seven properties is located along 6th Avenue South between 1st Street South and Center Way South. The individual properties range in size from 5,550 square feet (0.1 acres) to nearly 20,000 square feet (0.5 acres). Most of the properties are vacant or dilapidated commercial. An existing multi-family apartment in declining condition is present. Four of the properties are identified as tax delinquent. Collectively, these properties represent nearly 1.5 acres of redevelopment potential. Situated along a busy transportation corridor and surrounded by a significant residential population, these properties are ideal for retail

redevelopment. Considerations include:

- This location is also appropriate as a grocery venue to provide convenient access to healthy food choices for area residents.
  - A mixed use development with retail, office, and residential components as well as other compatible uses such as daycare or child educational services.
  - The high visibility along the corridor and multiple access points makes this location an appropriate site for a neighborhood restaurant.
- 4.** The properties located between Center Way SW and McCary Street are ideally situated along the retail corridor and have high visibility. The location consists of four adjacent properties that include an existing car wash and vacant lots. The total area is approximately 44,770 square feet (1.0 acres). With ample parking available and multiple access points, it is well suited as a small restaurant location or small retail multi-tenant development. Possible businesses include:
- Lawn and Garden Shop/ Hardware
  - Jewelry, Luggage & Leather goods store
  - Furniture & Home Furnishings
  - Audio equipment, music, televisions, and video games
  - Hobby Shop
  - Book Store
  - Clothing Boutique store

5. The group of properties located at the intersection of 6th Avenue South and Goldwire Street consists of underutilized land and vacant commercial property. An existing seafood restaurant is located on the site as well. The lots range in individual size from about 9,300 square feet (0.2 acres) to 34,300 square feet (0.8 acres). These properties are adjacent, thusly providing opportunity for consolidation. The consolidated properties will yield a site approximately 2.4 acres in size. The site abuts three roadways providing it with multiple access points and desirable visibility. The location is desirable for neighborhood retail and residential services such as:

- Restaurants
- Pharmacy/ Drug Store
- Financial Services
- Family Medical Services
- Home Health Care Services

6. The City of Birmingham municipal garage, jail and associated facilities located at 501 6th Avenue South sits on a 19 acres site at the entrance to the Titusville Community. With visibility from Interstate 65 and the current jail in need of replacement, the site would be a prime location for:

- A mixed use development with retail, office, and residential components as well as a neighborhood restaurant. The proximity to Memorial Park and Regions Field adds to the location's appeal. Through a land trade arrangement, Birmingham could construct a new municipal complex on the Trinity site. The current location utilizes approximately 19 acres,

therefore new and added facilities would likely utilize no more than half of the available land on the Trinity site, leaving about 25 acres for continued development.

Another alternative would be to purchase the vacant Golden Flake property along Golden Flake Drive and combine it with the City Street Department property to construct a new jail. The remaining facilities from the original municipal complex on 6th Avenue South would be relocated outside the community – thereby freeing the land for redevelopment (see Action C. 5 for more recommendations).



6-10 years

Medium-term

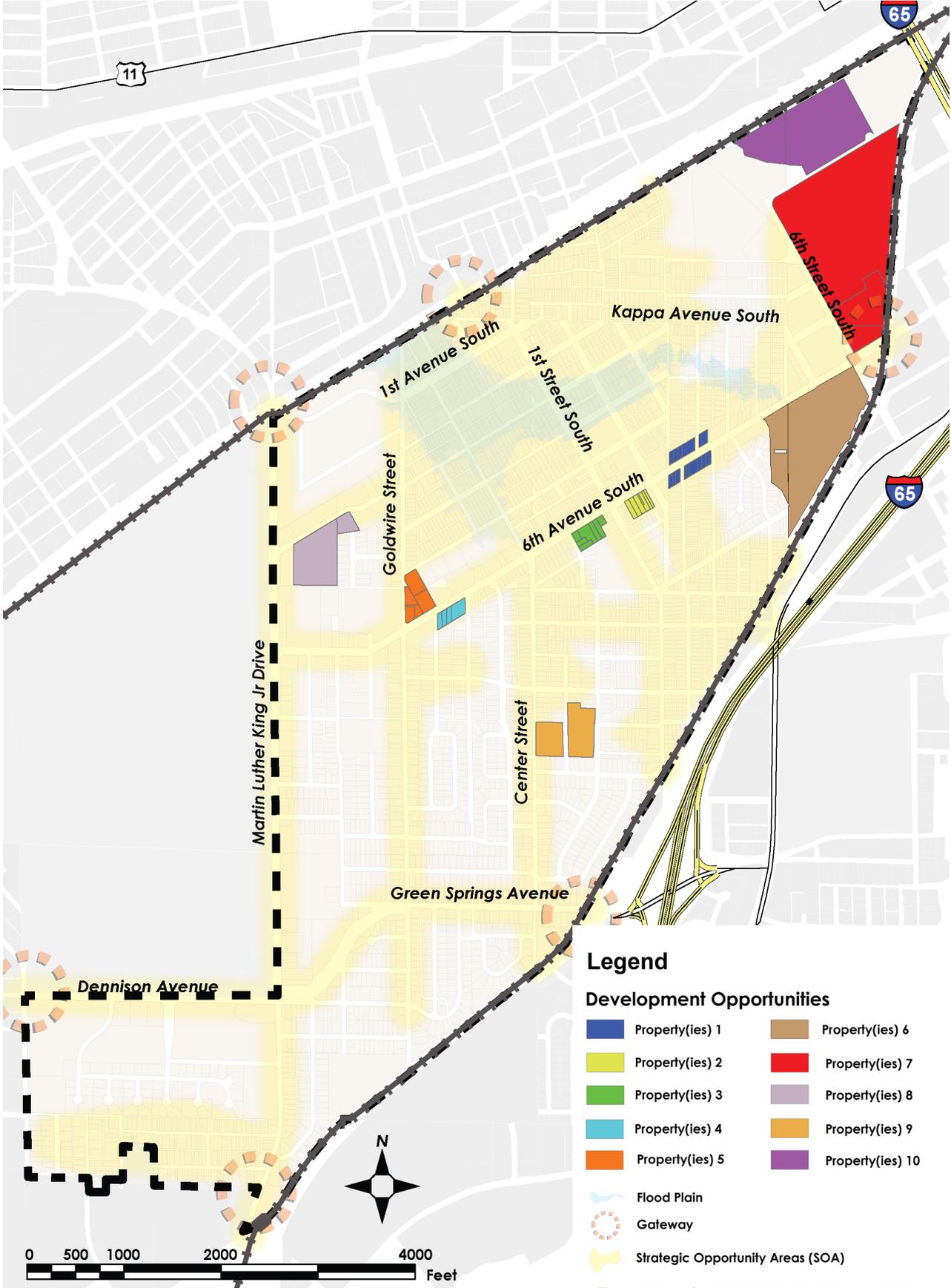


Action 2

**Collaborate with private developers and the Jefferson County Economic and Industrial Development Authority (JCEIDA) to redevelop the Trinity property (7).**

The Trinity property is approximately 30 acres in size but when combined with adjacent properties totals approximately 53 acres. While the location is primarily surrounded by industrial uses and has no direct access to the nearby interstate, the site presents itself as one of Birmingham's largest and best opportunities for redevelopment. With transportation links between 5th Avenue South over the railroad and by joining 2nd Avenue South to Golden Flake Drive by means of a tunnel under the railroad, more convenient access can be provided between the site and the City Center as well as Interstate 65. The redevelopment of this location could serve

Figure 4.1: Development Opportunities Map



as a significant catalyst for reinvestment in the rest of Titusville, providing a range of new housing options and employment opportunities. Possible uses include ( see number 7 on Figure 4.1):

**✂ Mixed-Use Development:** A large scale mixed use project will provide a variety of commercial options to the community that may include office space, hotel, retail, entertainment, residential, and other compatible uses. This location is ideal for taking advantage of the proximity to the City Center (Regions Field and Railroad Park), the adjacent Memorial Park, and the visible cityscape. Working through public and private partnerships, a mixed-use development will provide a diverse and sustainable environment that can fit into the community's fabric and bring development momentum to Titusville.

**✂ STEM Hub:** Careers in science, technology, engineering, and math (STEM jobs) have increased and are a catalyst for economic development. Workers in these fields earn higher wages than others and employers need these skills. Capitalizing on the presence of local colleges and universities, the constant flow of graduating students entering the workforce, the success of local business incubators, and the expansion of the technology industry, Birmingham can establish itself as an economic force in technology innovation.

With the ever expanding demand for STEM-based jobs and the increasing number of STEM-based occupations, Birmingham possesses an opportunity to position itself with a competitive advantage. From biotech development to software entrepreneurs, a tech facility would provide a venue to spawn

and support new enterprises and technologies in fields such as robotics, digital media, health care, defense, and clean energy.



6-10 years

Medium-term



Action 3

**Work with the owners of Montevallo Apartments and private developers to transform the site into a mixed-use development (8).**

These properties are located near Loveman Village along 3rd Avenue SW and are either vacant multi-family units or sparsely inhabited multi-family units. All the structures are in poor condition and the property is reported as tax delinquent. This location is ideal for supporting neighborhood commercial as well as residential ( see number 8 on Figure 4.1).



6-10 years

Medium-term



Action 4

**Partner with private developers to repurpose the former Center Street School to support the needs of the community (9).**

This former middle school is situated within the heart of the South Titusville neighborhood. The location is ideal for redevelopment and can once again serve as a contributing asset to the community. The property is city owned and is approximately 230,500 square feet (5.3 acres) in size. Preservation of the associated track and courts as park space will maintain a useful residential passive recreation area. The existing building site

is surrounded by residential land uses, and should be redeveloped with compatible, low intensity uses. Possible uses include ( see number 9 on Figure 4.1):

**✂ Senior Care Facility:** A senior care facility will make long term use of the property while providing health and nursing care services to the community's growing senior population. It may be possible to utilize and add to the existing structure, preserving the visual character and community sentiment for the building. Additionally, a senior care facility would provide employment opportunities to local residents. The use of public-private partnerships to further assess the viability of a senior care facility should be considered.

**✂ Neighborhood Community Center:** A neighborhood community center will provide a centralized location for area residents to gather for social events, local meetings, receptions, and other special events. Programs may include youth athletic, educational, and care services as well as senior services and social programs. Should the City lack the resources to maintain the community center, consideration should also be given to privatizing it.

 **6-10 years**      **Medium-term**

 **Action 5**

**Collaborate with Magic City Agriculture Project (MCAP) to develop aquaponics operations in Titusville (10).**

The operations would be owned locally and [MCAP](#), utilizing sound business practices, would train owners in running the cooperatives. The target property for the first aquaponics operation is the unused

Golden Flake property, which is zoned appropriately for aquaponics. The City and MCAP should work with Golden Flake to acquire their unused land for aquaponics operations.

The greatest social benefit to creating these aquaponics businesses in the Titusville Community is the ability to elevate poverty and create sustainable and socially aware neighborhood businesses. MCAP would do this by building a local and sustainable food system. A quarter acre aquaponics system would employ approximately five full time workers. These jobs would range from \$11.00 - \$22.00 per hour, including benefits. According to MCAP, developing the entire 15-acre property into aquaponics businesses would create between 225-300 middle class jobs over the life of the framework plan.

 **6-10 years**      **Medium-term**

 **D Strategy**

**Offer resources to support local businesses, entrepreneurs and redevelopment efforts.**   



 **Action 1**

**Consider the implementation of a Birmingham Community Payroll Tax Exclusion Program.**

Such a program may be designed to provide payroll tax exclusions for area employers, ideally large employers, who employ residents that live within the community. While the City may be foregoing payroll tax collection on some workers, the City would benefit with an

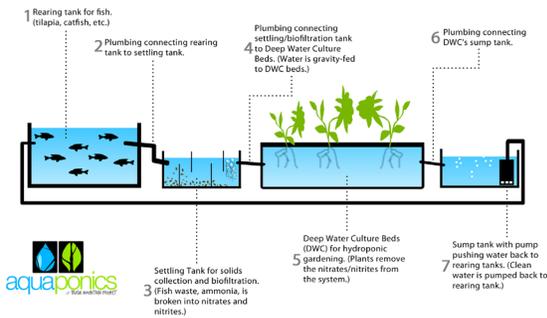


## Did you Know....

Aquaponics is a highly productive, small-scale form of agriculture. It combines the strengths of hydroponics and aquaculture to create a more sustainable and productive system. In hydroponics, a technique used to grow plants, it requires large amounts of external inputs to fertilize the produce. In aquaculture, a system used to maximize fish growth, water becomes polluted with fish effluent. This means that up to 20% of the water needs to be changed daily unless a filter is installed. Aquaponics combines both systems, which



Nelson and Pade Aquaponics System (Source: Robert Burton)



Aquaponics System Diagram (Source: Aquaponics/Trash Mountain Project)

and sustainable fertilizer for plant growth, and in return the plants become a natural water filter for the fish. As a result, aquaponics uses about 90% less water than conventional farming while producing naturally raised fish and plant produce. Additionally, produce has been shown to cultivate faster. Lettuce, for example, has been shown to grow in 32 days on average compared to 90 days when grown in dirt. Thus aquaponics is a more financially viable and ecologically sustainable method of agriculture that can be certified organic, prevents the need for chemical fertilizers, herbicides, and pesticides, and saves water. A quarter acre aquaponics farm can produce up to 140,000 heads of lettuce and 12,000 pounds of whole fish per year.

reduces the negative byproducts and capitalizes on the benefits of each system. The fish effluent, which contains high nutrients, becomes a natural



Nelson and Pade Aquaponics System (Source: Robert Burton)



Nelson and Pade Aquaponics System (Source: Robert Burton)

Source: Henson, Zachary. (2015). [Magic City Agriculture Projects](#).

increase in local labor force participation and the resulting sales tax generated. Tax exclusion thresholds may be utilized based on employment size and/or total payroll.



**6-10 years**

**Medium-term**



**Action 2**

**Assist local businesses, developers and other entrepreneurs with gap financing and redevelopment efforts.**

The City should work with businesses, developers and other entrepreneurs to secure the following programs, grants and other funding resources:

- Commercial Revitalization District Program, City of Birmingham:** Offers facade and storefront improvement rebates of up to 20% of costs and capital improvement rebates of up to 10% of costs, following design guidelines established by the area's Merchant's Association.
- U.S. Small Business Administration (SBA) 504 Program:** Assists small businesses with the acquisition, construction, expansion, and renovation of land and buildings through long-term, fixed asset financing.
- Small Business Administration Microloan Program:** Provides small, short term loans to small businesses that can be used towards working capital and purchases such as inventory, furniture or equipment. Loans are available for up to \$50,000, but the average microloan is about \$13,000.



**Economic Development Agency Revolving Loan Fund Program:**

Provides businesses within the City of Birmingham with direct loans for acquisition of land, buildings, and equipment.



**HUD's Section 108 Loan Guarantee Program:**

Allows communities to issue funds guaranteed by CDBG funds towards large-scale economic revitalization projects in neighborhoods that lack private investment.



**New Market Tax Credits:** Assists small developers and building owners by allowing credits to be sold (or syndicated) to investors who can use them. Also helps larger developers by allowing them to use the credits directly. Loan aids developers and private owners with bridging the gap between cost of construction and the lease rates available to support the construction.



**1-5 years**

**Short-term**

5

# Transportation & Infrastructure



Transportation in its various forms plays a critical role in the livability of the Titusville Community, affecting access to education and opportunity, goods and services, and worship and recreation. Circulation patterns and behaviors also affect the quality of residential streets and the safety and walkability of the area’s major streets. The conception and execution of quality transportation connections has always been a precursor to growth and economic success. However, a lack of investment in the City’s transportation infrastructure and services has resulted in a City that cannot support the Community’s desired changes. This chapter provides strategies and actions for addressing transportation system deficiencies, and improving the overall travel conditions for the Titusville Community.

## Comprehensive Plan Connection

The goals for Transportation & Infrastructure are followed by their respective strategies and actions. Icons following each strategy indicate the strategy’s relationship to the corresponding Birmingham Comprehensive Plan Principles and are as follows:



### T.I. Guiding Principles

1. **People**
2. **Place**
3. **Prosperity**
4. **Partnership**
5. **Performance**

Refer to *Comprehensive Plan Guide* on page 10 for a more detailed description of each principle.



MAX Bus in Titusville

Table 5.1: Transportation & Infrastructure: Needs and Opportunities

| COMMUNITY NEEDS   |
|---|
| More sidewalks and street lighting  |
| More transportation options, especially non-motorized options                     |
| Safer streets   |
| COMMUNITY OPPORTUNITIES   |
| Walkable and pedestrian oriented community  |
| Bicycle and trail, pedestrian shelters  |
| Traffic calming and other streetscape enhancements to improve pedestrian mobility |

## Active Transportation

The overarching transportation theme connecting the input received revolved around expanding and increasing personal mobility choices. Community residents and stakeholders emphasized the desire to have greater access to convenient and safe walking, bicycling, and public transit opportunities. Many of the Titusville Community residents grew up walking, biking, and using the public transit system. They noted that this is no longer true, especially about the public transit system, and that their access to jobs and services by and large requires them to drive. For lower income communities, for whom many of the residents are elderly and/or do not own automobiles, the combination of businesses and services leaving the community and poor transportation serves to increase the economic and social isolation that these communities experience.

Active transportation is growing in prominence within the City of Birmingham, and neighborhoods and/or communities that have embraced non-motorized travel are highly valued. Whether it's children walking to school, residents walking to the shops along 6th Avenue, and other commercial areas within the North and South Titusville neighborhoods and Woodland Park, commuters biking to work at UAB or Baptist Princeton Hospital along area roadways, or students looking to access public transportation, Titusville Community residents need a safe place to travel.



Former Bogota, Colombia Mayor Enrique Penalosa (Source: The Birmingham News/Linda Stelter)

In order to improve mobility for pedestrians and cyclists and achieve the community's goal, the following strategies and actions have been recommended.

### TI GOAL #1

**Bicycling and walking in Titusville are comfortable, safe, and convenient modes of transportation and recreation.**



#### Strategy

**Build a multimodal transportation network.**



#### Action 1

**Build out the Red Rock Ridge and Valley Trail System.**

The Red Rock Ridge and Valley Trail System (Red Rock) is a transformative, long-term plan for greenways, bikeways, and Complete Streets. Centered on Jefferson County, Red Rock is intended to be the basis of a regional plan for non-motorized travel in the Birmingham metropolitan area. When completed, it will knit together communities across Jefferson County. A significant portion of the plan is within the City of Birmingham, and provides guidance for the development of a non-motorized travel network. The City of Birmingham has adopted the Red Rock plan as its non-motorized transportation plan. As the city moves forward with developing a comprehensive transportation plan, Red Rock will be incorporated and adjusted where necessary.

A key part of the framework planning process is consideration for how the Red Rock plan might be implemented within individual plan areas which are comprised of communities and neighborhoods. Red Rock identifies three (3) distinct trail sections of the Jones Valley Corridor that serve the Titusville Community. They are:

**✂ Martin Luther King Jr. Trail:** The Martin Luther King Jr. Trail is a street-based trail that has both its origin and termini outside of the Titusville Community. It serves the Titusville Community, running north/south along Martin Luther King Jr. Drive which is the western boundary of the Titusville Community Framework Plan area. The Martin Luther King Jr. Trail is envisioned to include sharrow pavement markings and signage to mark the route for shared access. The trail also is envisioned to have a sidewalk on one side of the road.

**✂ Green Springs Avenue Trail:** The Green Springs Avenue Trail is a street-based trail that has both its origin and termini outside of the Titusville Community. It serves the South Titusville and Woodland Park neighborhoods, running east/west along Green Springs Avenue between the two. The Green Springs Avenue Trail, as envisioned by Red Rock, will have dedicated bicycle lanes and sidewalks, to include both signage and pavement markings to help travelers identify the route. This street-based trail also is envisioned to include improvements such as intersection treatments, medians, and lighting to help facilitate safe movement of cyclist and pedestrians as they interact with vehicular traffic. The type and application of the improvement is dependent upon such variables as vehicle speeds, traffic volumes, and available right-of-way.

**✂ 6th Avenue South Trail:** The 6th Avenue South Trail is a street-based trail that runs east/west along 6th Avenue South, originating at Martin Luther King Jr. Drive, and terminating in downtown Birmingham. It connects both the North and South Titusville neighborhoods with the University of Alabama at Birmingham. It also intersects many other trails serving the downtown Birmingham area, providing access to other communities within the City of Birmingham. The 6th Avenue South Trail is envisioned to include sharrow pavement markings and signage to mark the route for shared access. The trail also is envisioned to have a sidewalk on both sides of the roadway.

 **1-5 years** **Short-term**



Improve urban form.   



**Develop and adopt a Form-Based Code.**

One of the recommendations for the Titusville Community, and specifically the North Titusville Neighborhood, is to develop and adopt a form-based code. The form-based code provides the process and the regulatory framework to create neighborhood centered urban development. It regulates the location, shape and size of buildings. It also addresses the public realm as well as the private. As envisioned for the North Titusville Community, the form-based code will be used to assist the city in planning for improvements/modifications

to the public realm. This includes providing guidance for street types, parking, sidewalk widths, and parkways.



**1-5 years**

**Short-term**



**Action 2**

**Develop Complete Streets.**

The Titusville Community Framework Plan offers additional guidance to the traditional roadway functional classification system, and specifically is intended to inform the selection of street design elements. The street types contained herein are envisioned to serve as models, providing options for communities when they need to make informed choices during the visioning process for projects that will impact area roadways (see Street Types Toolkit for Titusville).

The recommended street types contained herein offer a balance between functional classification, adjacent land uses, and the competing needs of all transportation modes. Each street type prioritizes users and various design elements based on the context and character of the neighborhood and street. Within the Titusville Community's constrained rights-of-way, trade-offs must be balanced and equitable, and should always encourage the healthy and active transportation options of bicycling and walking.

For additional information about how to determine an area's context and street typology, [see Institute of Transportation Engineers \(ITE\)](#).

Note: The Birmingham Comprehensive Plan recommends that the City develop a Comprehensive Transportation Plan that would address issues with street design. The street typologies presented herein are

specific to the Titusville Community. Street designs must prioritize users based on the context of the street type, and aim to equitably share limited right-of-way space. Each street type will balance the needs of users, giving priority based on the context, land use, existing built environment, and constraints of each site. Like most developed U.S. cities, roadway right-of-way is constrained. As such, it is difficult to design the ideal "complete street" as trade-offs between the accommodations for travel modes must be made. Regardless of trade-offs, all streets must consider the needs of pedestrians and bicyclists, and should always strive to promote healthy and active transportation. Depending upon the street type, the degree of accommodations for walking and bicycling will vary.



**6-10 years**

**Medium-term**



**Strategy**

**Improve traveler safety.** 



**Action 1**

**Improve intersections.**

Multimodal intersections operate with pedestrians, bicycles, cars, buses and trucks. The diverse uses of intersections involve a high level of activity and shared space. Intersections have the unique characteristic of accommodating the almost-constant occurrence of conflicts between all modes, and most collisions on thoroughfares take place at intersections. This characteristic is the basis for most intersection design standards, particularly for safety.



### Recommended Street Types Toolkit for Titusville

Street types are not necessarily continuous along the entire length of a street; a single street may change typology as the surrounding land uses or functions of the road changes. Additionally, different street types serve different functions; every street is unique and each street type plays an important role in the surrounding neighborhood.

Street designs must prioritize users based on the context of the street type, and aim to equitably share limited right-of-way space. Each street type will balance the needs of users, giving priority based on the context, land use, existing built environment, and constraints of each site. Like most developed U.S. cities, roadway right-of-way is constrained. As such, it is difficult to design the ideal “complete street” as trade-offs between the accommodations for travel modes must be made. Regardless of tradeoffs, all streets must consider the needs of pedestrians and bicyclists, and should always strive to promote healthy and active transportation. Depending upon the street type, the degree of accommodations for walking and bicycling will vary.

## Did you Know....



Mode Priority for Streets - The Birmingham Comprehensive Plan recommended that the Framework Plans' transportation elements take a closer look at opportunities to identify and improve connectivity between neighborhoods, mobility within communities, and access to services and opportunities external to the City of Birmingham. The comprehensive plan specifically called for improving access and mobility both to and from, and within commercial and employment activity centers. It also called for coordinating and prioritizing travel along the transportation system by travel mode. This includes cars, trucks, bicycle and pedestrians, and public transit. As such, the Birmingham Comprehensive Plan recommends that the City include mode priority in addition to functional classification as a way of implementing Complete Streets Policy

Mode priority classifies streets according to whether they are particularly suitable for transportation other than cars. The classification is based upon land use, urban design, the need for certain streets to contribute to the complete user network and a range of other factors that influence mode choice. All streets have a limited amount of right of way to be allocated to different modes. However, streets can be designed so that they are particularly suitable for certain travel modes. Transit, truck, bicycle and walking priority designations for streets help transportation engineers make design decisions as they resurface and restripe or mark individual streets.



**Recommended Street Types Toolkit for Titusville**

Urban/Residential Boulevard

Context Zone: C4 – General Urban

C5 – Urban Center

Street Type: Boulevard

Mode Priority: Bicycle, Pedestrians, Transit, Auto

Titusville Applicability: Green Springs Avenue/Denison Avenue and Martin Luther King Drive

**Overview**

Urban/Residential Boulevards are typically larger walkable, low-speed (35 mph or less) thoroughfares with medians, and are designed to carry both through and local traffic, pedestrians and bicyclists. They serve a mix of regional and local traffic and serve as routes for goods movement, emergency response, and local or high frequency transit routes. Urban boulevards may be long corridors, typically four lanes. They also may utilize vehicular and pedestrian access management techniques.

*Figure 5.1: Urban/Residential Blvd.*



Source: National Association City Transportation Officials



### Recommended Street Types Toolkit for Titusville

Neighborhood Main Street

Context Zone: C4 – General Urban

C5 – Urban Center

Street Type: Avenue

Mode Priority: Bicycle, Pedestrians, Transit, Auto

Titusville Applicability: 6th Avenue South

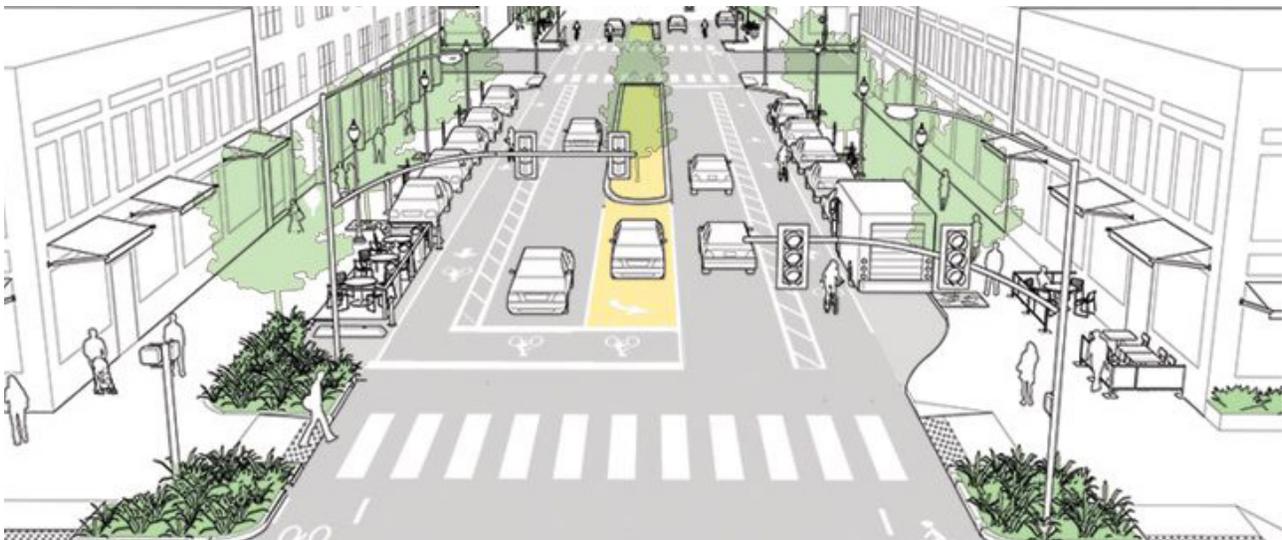
#### Overview

Neighborhood Main Streets are a nexus of neighborhood life, with high pedestrian volumes, frequent parking turnover, key transit routes, and bicyclists all vying for limited space. Neighborhood Main Streets are typically located in the heart of a residential neighborhood. They are characterized by dense single-floor commercial and retail uses. They are often concentrated in an area only a few blocks long. Neighborhood Main Streets are the nucleus of neighborhood economies, providing residents with daily essentials, locally-owned businesses, and services ranging from banking to dry cleaning.

Neighborhood Main Streets are a meeting ground for residents; they should be designed to support gathering and community events such as farmers' markets and festivals. In addition they are characterized by public facilities such as libraries, as well as community and health centers. Within the Titusville Community, 6th Avenue is recommended to be classified as a Neighborhood Main Street.

REV Birmingham operates the City of Birmingham's Main Street program. Main Street is a community-based, public-private partnership designed to revitalize and strengthen local business districts through strong organizational development, community participation, resident and merchant education, and sustainable development. More information about REV Birmingham's Main Street program and its recommended applicability to the Titusville Community can be found in the Economic Development section of this plan document or by visiting [www.RevBirmingham.org](http://www.RevBirmingham.org). They also may utilize vehicular and pedestrian access management techniques.

Figure 5.2: Neighborhood Main Street



Source: National Association City Transportation Officials (Renderings are illustrative only and are not prescriptive)



## Recommended Street Types Toolkit for Titusville

Neighborhood Connector

Context Zone: C4 – General Urban

Street Type: Street

Mode Priority: Bicycle, Pedestrian, Transit

Titusville Applicability: 1st Street South, Center Street South, Goldwire Street

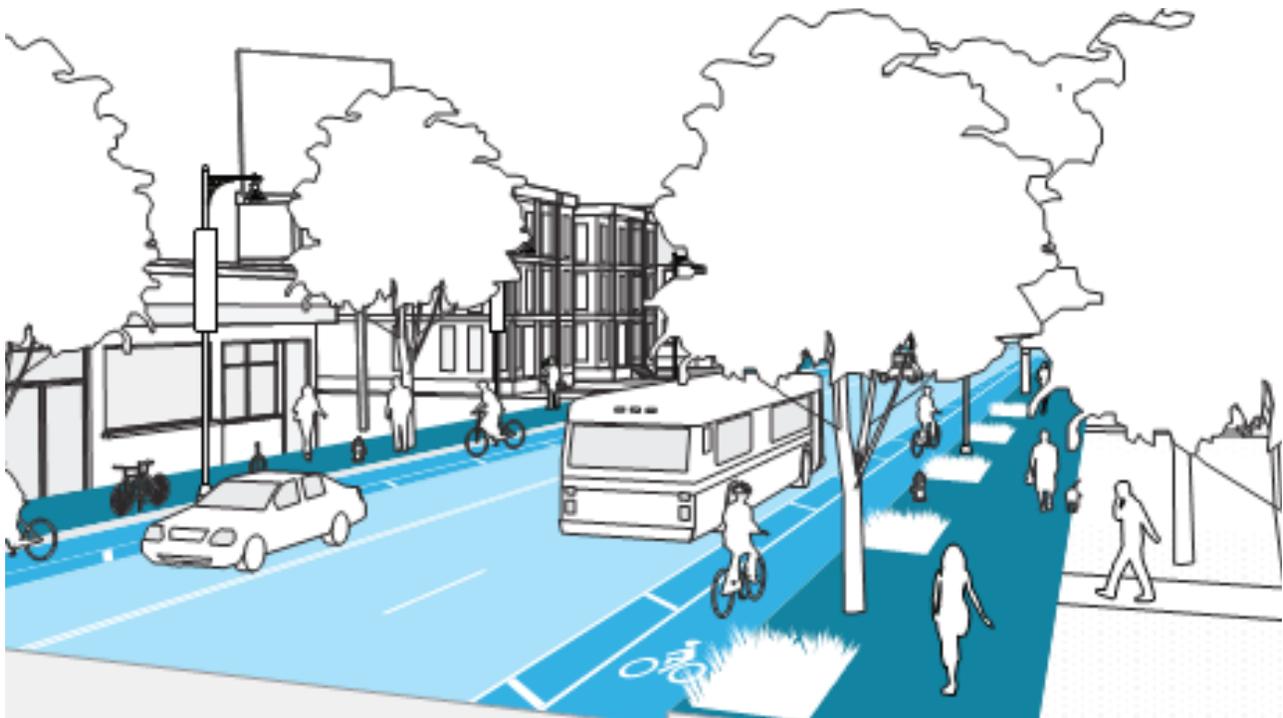
### Overview

Neighborhood Connector Streets are through streets that traverse several neighborhoods and form the backbone of a multimodal street network. They provide continuous walking and bicycling routes and accommodate bus routes. While they are essential to the flow of people between neighborhoods, the needs of people passing through must be balanced with the needs of those who live and work along the street.

In Birmingham, Neighborhood Connector Streets are typically two or three-lane streets. However, they may be up to four travel lanes in width. Land uses, speeds, and right-of-way widths can vary, and the street typology may change throughout the duration of the street. Design considerations include encouraging efficient movement of vehicle and transit traffic, continuous and comfortable bicycle facilities, wide sidewalks with sufficient buffers to motor vehicle traffic, and safe pedestrian crossings at intersections. Street lighting, tree plantings, street furniture, and other urban design elements should create a unifying identity for the entire street.

In the Titusville Community, 1st Street South, Center Street South, and Goldwire Street are recommended to be classified as Neighborhood Connector streets.

Figure 5.3: Neighborhood Connector



Source: City of Boston (Renderings are illustrative only and are not prescriptive)



## Recommended Street Types Toolkit for Titusville

Neighborhood Residential

Context Zone: C4 – General Urban

Street Type: Street

Mode Priority: Bicycle, Pedestrian, Transit

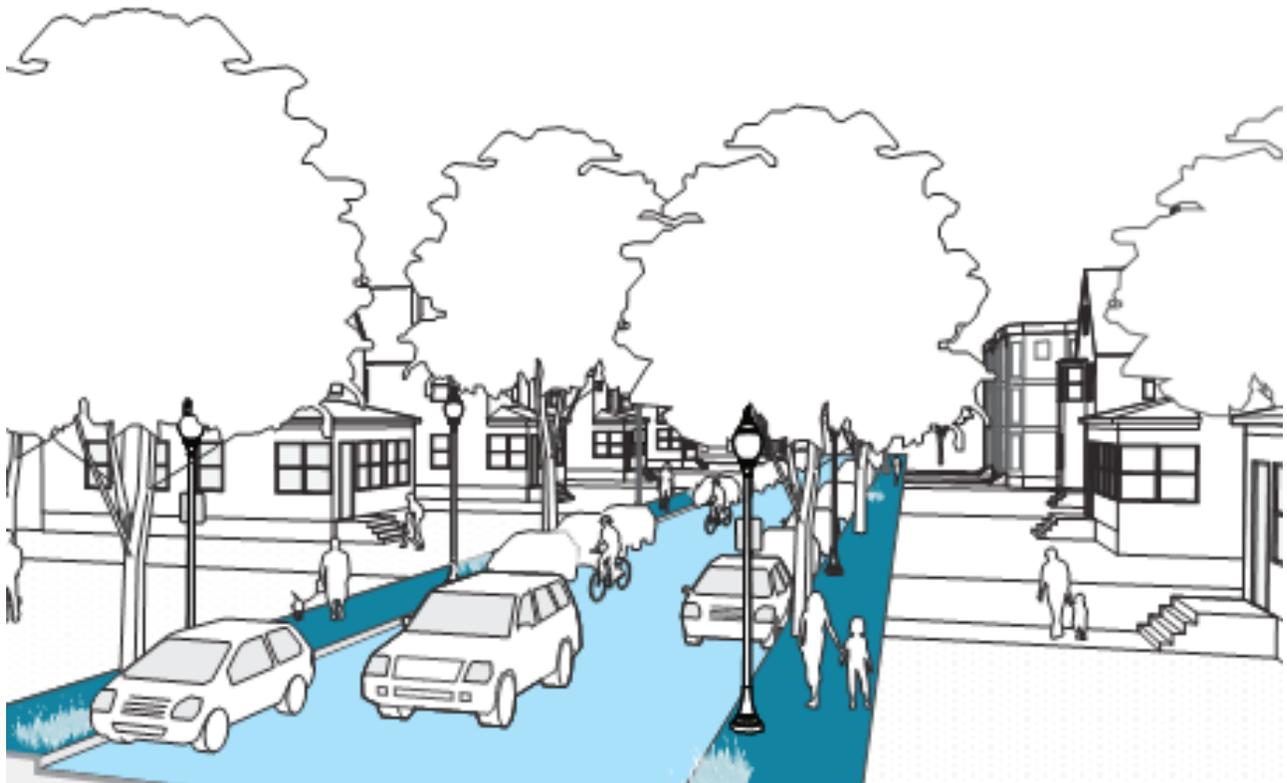
Titusville Applicability: Every other street

### Overview

Neighborhood Residential Streets provide access to Birmingham’s residential neighborhoods serving both single family and multifamily homes. These streets are used primarily for local trips and are characterized by lower vehicle speed and should provide safe and inviting places to walk with direct access to local stores and schools. They are often underutilized as spaces for play and leisure. They often have on-street residential permit parking. The primary role of Neighborhood Residential Streets is to contribute to a high quality of life for residents of the city. Typically they are not more than two travel lanes (one in each direction) and are not intended for through-traffic

The design of Residential Streets focuses on encouraging slow speeds. The emphasis is on pedestrian safety, space for children to play, ample street trees, and well defined walking and bicycling paths to nearby parks, bus stops, community centers, and libraries.

Figure 5.4: Neighborhood Residential



Source: City of Boston (Renderings are illustrative only and are not prescriptive)



## Recommended Street Types Toolkit for Titusville

Shared Street

Context Zone: C4 – General Urban

Street Type: Street

Mode Priority: Bicycle, Pedestrians

Titusville Applicability: Kappa Avenue South, Omega Street South and Commercial Alleys

### Overview

A Shared Street is a street with a single grade or surface that is shared by people using all modes of travel at slow speeds. Curbs are removed, and the sidewalk is blended with the roadway. Speeds are slow enough to allow for pedestrians to intermingle with bicycles, motor vehicles, and even transit. Shared Streets are applicable to residential streets and commercial alleyways. Neighborways, i.e., Bike Boulevards, are also a type of shared street.

Overall, the primary design consideration for Shared Streets is maintaining slow vehicular speeds (no more than 15 mph) in order to minimize the potential for conflicts with pedestrians. Entrances to Shared Streets are usually raised and often narrowed to one lane in order to force drivers to slow before entering. Chicanes can be used to help regulate vehicular speeds along the length of the street, and can be formed using trees, benches, plantings, play areas, and parking areas that are laid out in an alternating pattern to deflect and slow traffic.

Residential Shared Streets - Low-volume residential streets, especially in older cities, often have narrow or crumbling sidewalks. Many of these streets operate de facto as shared spaces, in which children play and people walk, sharing the roadway with drivers.

Depending on the residential street's volume and role in the traffic network, these streets have the potential to be redesigned and enhanced as shared streets. Shared streets can meet the desires of adjacent residents and function foremost as a public space for recreation, socializing, and leisure.

Figure 5.5: Residential Shared Streets



Source: National Association City Transportation Officials (Renderings are illustrative only and are not prescriptive)

Commercial Alley - Commercial alleys, though often thought of as dirty or unsafe, can be designed to play an integral role in a neighborhood center's street network. They can help to improve the pedestrian realm in and around commercial areas, and are often used for outdoor seating or other uses. The design of commercial alleys should strive to balance their necessary utilitarian features with their place-making potential.

Where access for vehicles is prohibited or minimal, commercial alleys may be constructed using low-impact pavement materials, such as pervious or modular paving. Bicycle traffic also may use commercial alleys.

Commercial alleys are also used to accommodate deliveries. Trucks and other delivery vehicles may use commercial alleys for loading and unloading goods for neighborhood retailers. This helps to reduce double-parking on neighborhood streets. To help facilitate deliveries in commercial alleys, restrictions can be placed on regular traffic during delivery hours.

Where vehicle access is permitted, alleys should be maintained to allow easy access by trucks and other freight vehicles. Bollards and other street furniture should be designed to minimize conflicts with freight movement. In some cases, freight may be conveyed using hand trucks or small vehicles. In these cases, careful attention should be paid to the location of curbs and the access from loading zones to entrances to ensure smooth deliveries.

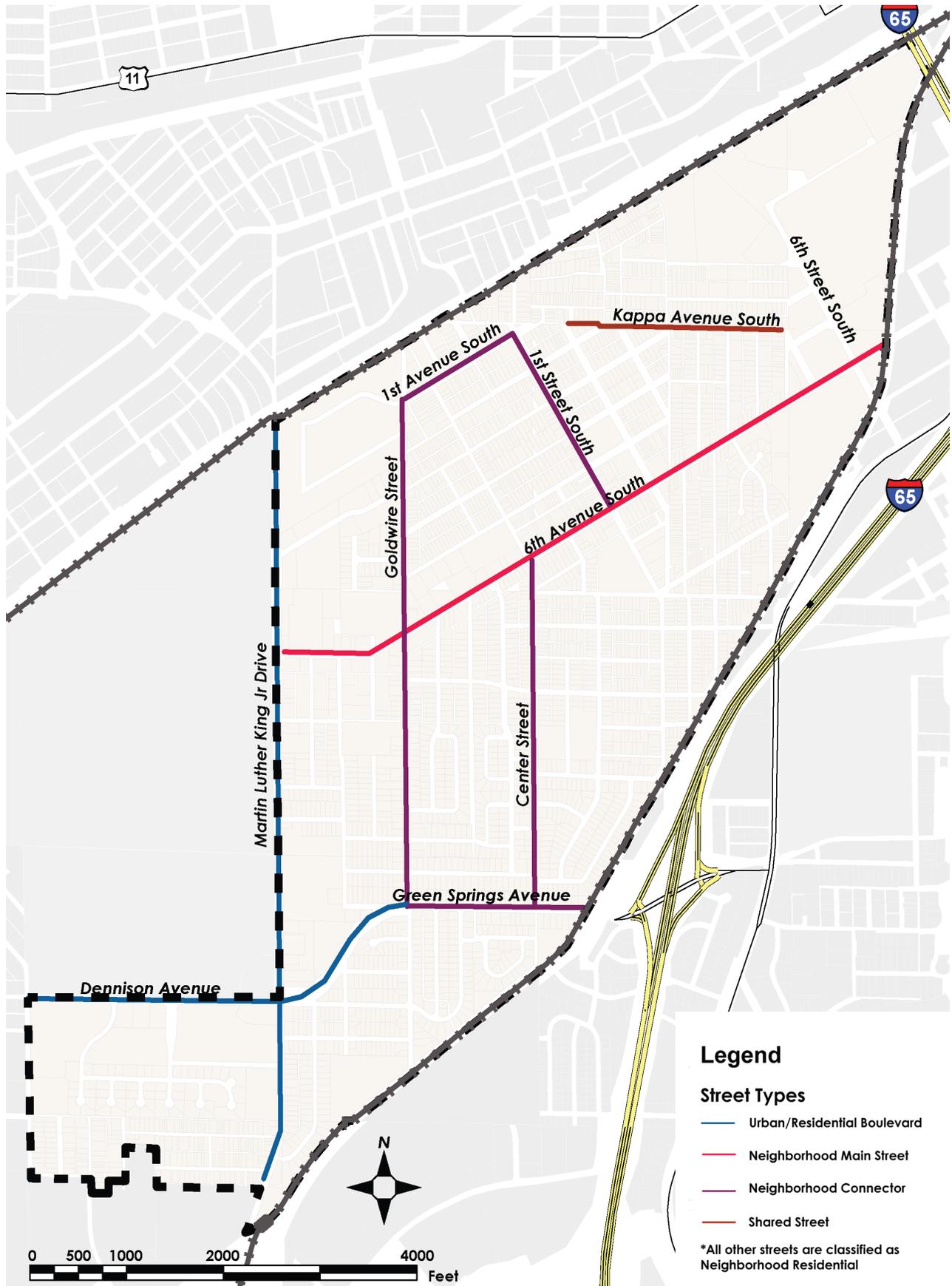
Intersections between alleys and sidewalks have the potential to obstruct visibility for vehicles (if permitted) and passing pedestrians. Raise the intersection to the sidewalk grade and add rumble strips to mitigate these visibility issues. Warning signs should be provided to warn pedestrians of encroaching traffic.

Figure 5.6: Commercial Alleys



Source: National Association City Transportation Officials (Renderings are illustrative only and are not prescriptive)

Figure 5.7: Street Types Map



Intersection design should emphasize slow speeds and the management of conflicts through appropriate traffic control and improved visibility. Intersections on streets located in activity centers (business/commercial districts, retail centers, etc.) and residential areas should emphasize pedestrian convenience, as these types of streets encourage frequent crossing.

Intersections should be as compact as possible with short crossing distances, using curb extensions where possible. Curb-return radii should be minimized and based on the design and control vehicles selected. In addition, crosswalks need to be allowed on all approaches of the intersection. In highly developed urban areas, midblock crossings are usually not necessary due to short block lengths. However, they may be considered where blocks are unusually long and there is a demonstrated demand to cross. It should be noted that intersection design extends well beyond the immediate intersection and encompasses the approaches, medians, street-side and driveways, and adjacent land uses.

While many Titusville Community residents highlighted their concern for pedestrian safety and their desire for crosswalks, care should be taken when placing these at uncontrolled intersections within residential areas. Common engineering practice is to exclude marked crosswalks from intersections without traffic control approaching the crossing. This is due to a number of factors including avoiding a false sense of security provided by crosswalks when traffic is uncontrolled, encouraging pedestrian caution when legally crossing at intersections without crosswalks, as well as raising liability and maintenance concerns. None the less, intersection modifications to improve pedestrian safety should be considered as the Titusville Community remakes its surface transportation network. This plan recommendation recognizes that

redesigning area intersections with the appropriate accommodations will need to be performed on a case-by-case basis, and should possibly be included as part of a larger program.



**1-5 years**

**Short-term**



**Action 2**

**Develop traffic calming program.**

Titusville residents expressed concern about cut-through traffic, and in particular the volume and speed of this traffic as it traveled through the neighborhoods. As such, the Titusville Community Framework Plan recommends that the City consider developing and implementing a neighborhood traffic calming program.

A neighborhood traffic calming program, as envisioned in the Titusville Community, would have the goal of reducing vehicle speeds, improving safety, and enhancing quality of life. Ideally, the program will focus on engineering measures to change driver behavior and compelling drivers to slow down or use more appropriate travel routes. This might include strategies to alter the physical roadway with measures such as edge lines, chokers, chicanes, traffic circles, speed humps, and raised crosswalks. Efforts might also include operational strategies such as enhanced police enforcement, speed displays, and community speed watch programs.

The Titusville Community Framework Plan recommends that a traffic calming study be conducted for all of the Titusville Community, but have a specific focus in the South Titusville neighborhood. The Traffic Calming Study is an assessment of the neighborhood roadways that will be conducted by the City of Birmingham's Traffic Engineering Department staff in

direct response to targeted concerns noted by neighborhood residents regarding traffic speed, volume, and type, as well as behavior such as aggressive driving. The recommended traffic calming study is intended to evaluate a focused area with the whole traffic calming tool kit in mind.

Community residents will be actively involved in the traffic calming process, helping the City traffic engineering department staff to identify and address problems related to speeding motorists, excessive traffic volumes and the overall concern for safety on residential streets. Ideally, community/neighborhood residents also would participate in developing and evaluating the various requirements, benefits and trade-offs of traffic calming techniques and devices within their own neighborhood and become actively involved in the decision-making process.



6-10 years

Medium-term



Action 3

Designate truck routes.

Titusville residents expressed concerns about truck traffic operating on 6th Avenue South. As such, the Titusville Community Framework Plan recommends that truck traffic be provided travel direction through the designation of local truck routes. Truck routes provide rules that balance the needs of commerce and the trucking industry with the desire to minimize the impacts of trucks on sensitive land uses. As such, truck routes do not prohibit trucks from using any road within a community, but do require that they use the roads that are most suitable to the greatest extent possible. By doing so, their intrusion into sensitive areas such as residential neighborhoods, is minimized.

Local truck routes serve an important role in creating an efficient transportation network of interconnecting streets and enabling truck operators the ability to effectively ship and deliver goods and services to the consumer. Most of the truck movements through the Titusville Community have origins and destinations outside of the community; truck traffic traveling between I-65 and the light-industrial areas and distribution centers in the Oxmoor Valley, which is located to the South of the Titusville Community, often cut through the community as Martin Luther King Jr. Drive offers a direct route into the West Oxmoor and Oxmoor industrial parks. Likewise, fuel tanker trucks cut-through the community as they travel between I-65 and the fuel tank farms in the West End Manor and Garden Highlands neighborhoods, both of which are located to the west of the Titusville Community.

Designation of truck routes for the Titusville Community will help to provide a seamless transition between external truck traffic and the internal road network. It also will assist with providing easy access to truck information in the form of consistent, readable and accurate signage, readily available maps, reduced travel time and weight restrictions.

As envisioned for the Titusville Community, a truck routing program will focus more on communication and education. This will be accomplished through:

-  **Clearly Defining Existing Truck Routes:** Existing truck routes will be mapped and sign locations will be identified and posted in locations lacking clear indication of height restrictions and weight limitations.
-  **Communicate Expectations for Truck Movement:** Communicate with businesses and trucking companies to ensure that they understand the Community's desired routing.

Maintaining good communications also will help with keeping an open dialogue, avoiding misconceptions and fostering mutual cooperation.

-  **Providing a “Good Neighbor” Incentive to Businesses:** Provide incentives to freight intensive businesses to act as good neighbors within the community by following recommended routing and to conduct trucking operations during off-peak commuter travel hours in order to minimize impacts on morning and evening congestion

Within the Titusville Community, the following streets are recommended to be designated as truck routes:

-  6th Street South between 5th Avenue South and Golden Flake Drive
-  Theta Avenue South between Omega Street and 6th Street South
-  Omega Street between 1st Avenue North (outside of study boundaries) and Theta Avenue South
-  Martin Luther King Jr. Drive between north study area boundary and south study area boundary
-  Dennison Avenue Southwest between west study area boundary and Martin Luther King Jr. Drive

Figure 5.8 present the recommended truck routes for the Titusville Community.

 **1-5 years**      **Short-term**

 **Strategy**

**Incorporate green infrastructure.** 



 **Action 1**

**Develop a system of green streets.**

Public streets and roads cover up to one-third of the land area of the urban landscape. While streets are efficient conveyors of traffic, they are also very efficient at conveying high volumes of water and the pollutants that this water picks up while on its way to streams and other water bodies. Green Streets are a basic stormwater management concept that have been shown to be successful in cities across the country. They offer practical design solutions and methodologies for managing stormwater, as well as a realistic approach for adding greenspace within an urban environment.

One of the guiding principles for today’s road design and planning has to be to conserve, protect and restore the environment as the first consideration. The drainage system for streets is an extension of the natural drainage system. Chapter 3 of this document, Green Systems, discusses green streets in more detail.

 **6-10 years**      **Medium-term**

Figure 5.8: Proposed Truck Route





Action 2

Implement an alleyway cleanup program.

The City of Birmingham has an abundance of alleyways. This is especially true in the Titusville Community, and primarily in the North Titusville Neighborhood. Like most cities, alleyways are looked upon with disdain, fear, and loathing as they are perceived to be havens for dumping unwanted items and crime. Alleyways, however, can become assets for the transportation system, helping to shape urban form and improve urban design, as well as facilitating safe and convenient travel. Alleyways can also help to manage stormwater.

The Community Titusville Framework Plan recommends that the City of Birmingham implement an Alleyway Cleanup Program. This proposed program will incorporate green streets concepts, helping to strengthen the City’s green infrastructure. Alleyways often run parallel to the larger street network, making them ideal low-speed, low-volume links for cyclists. They also may be operated as pedestrian-only environments or as shared streets, a street with a single grade or surface that is shared by people using all modes of travel at slow speeds. From a traveler safety perspective, alleyways provide direct property access and eliminate the need for driveways along main roads eliminating conflicts with people who are walking and biking.

While alleys can serve as low-speed connections for bicyclists, careful attention must be paid to visibility at all intersection crossings. Enhanced intersection crossing treatments should be considered where bicyclists may have limited visibility. Additionally, in order to maintain a safe environment, alleys should have adequate lighting. Pedestrian-scale light fixtures that focus their illumination toward the ground and minimize light pollution

are recommended. Public safety is of paramount consideration for all new and existing alleys. Good lighting is an essential prerequisite to a feeling of public safety in alleys.

The proposed Alleyway Cleanup Program also is compatible with the City of Birmingham’s RISE Initiative. While the framework plan recommends that alleyways be maintained for transportation purposes, it might not be feasible or desirable to do so. The Alleyway Cleanup Program would empower adjacent property owners to take steps to partially or fully close the alleyway for greening projects, creating linear pocket parks and connecting neighbors.



1-5 years

Short-term

Transit

A key component for expanding travel choices is broad support for investing both near-term and long-term in public transportation services. The Birmingham Jefferson County Transit Authority is seeking to remake its fixed route bus services, and has proposed several options to make these services more efficient, reliable, and ultimately more attractive.



Proposed Bus Rapid Transit (BRT) that would run along 6th Avenue South as part of the Southwest BRT Corridor.

Many Titusville Community residents and stakeholders spoke about the potential for improving public transit services, and are excited about the prospect of a higher level transit stop, i.e., community super stop within the downtown Titusville area. Residents were equally as excited about the prospect of reconfigured transit services that would provide more frequent and reliable service.

The following goal and corresponding strategies and actions are recommended to improve access to public transportation and transit service delivery.

## TI GOAL #2

**Transit in Titusville is fast, reliable, well-connected, and inviting for daily as well as occasional use by residents and visitors alike.**

**A Strategy**

Plan for transit. 

**Action 1**

**Plan for Titusville as a transit community.**

Compact development has been proven to reshape urban transportation patterns – both in transit ridership and infrastructure. It is important to note that the City of Birmingham is yet developing its transit infrastructure and services, and high quality, high volume transit services are not anticipated to occur in the immediate future. However, the concept of transit ready development, transit oriented development

(TOD) that does not yet have high quality transit services but is oriented towards and ready to accommodate future high quality transit services, is very applicable for the Titusville Community as it lies along the proposed Southwest Transit Corridor and is recommended to be the recipient of four (4) transit stations as the corridor enters the Birmingham downtown and connects to the In-town Transit Partnership corridor along 6th Avenue.

There is an opportunity to develop parts of neighborhoods located along the proposed Southwest BRT corridor as transit neighborhoods following the precepts of transit oriented development (TOD). Transit oriented development is a type of community development that includes a mixture of housing, office, retail and/or other amenities integrated into a walkable neighborhood and located within a half-mile of quality public transportation. TOD seeks to capture the real estate market potential from increase human activity and quality accessibility to a large travelshed and convert that potential into desirable, attractive urban centers with a mix of shops, services, civic spaces, employment and residences. Historically, once critical mass in the development is reached, TODs grow to become hubs of sub-regional and even regional growth in terms of jobs and housing.

A typical definition of TOD is a form of mixed-use development, often with slightly higher density, that lies within walking distance of a transit station. The core area of a smaller TOD district is within ¼ mile or about 3-4 blocks of a transit station, with a secondary area of up to ½ mile or about 6-8 blocks from the transit station where there is supporting residential land use and other uses such as parks and schools. Such development can create a sense of place as the civic focal point for a neighborhood, and provide for many of the needs of residents and employees within a short walking distance.

TOD can take many forms. TOD may include new development. It also may incorporate existing buildings and land uses around which other development might occur. The scale of TOD is dependent upon many factors. This includes:

- ✘ The primary type of transit technology around which the TOD is constructed
- ✘ The level of ridership at a given station
- ✘ The nature and character of development at the station location and in the surrounding areas, and
- ✘ The real estate market conditions.

Regardless, TOD does refer to a common set of objectives that can be achieved through integrated planning i.e. transit planning, urban design, economic development planning, etc., and reinvestment through a partnership of the public and private sectors. In a sense, this approach helps to make a whole that is greater than the sum of its parts.

**TOD Characteristics in the Titusville Community:** The Titusville Community has “good bones.” The community has a strong urban form complete with a gridded street network, dense development, and pedestrian scale buildings, help to make the neighborhood walkable, and makes it an ideal place to develop into a public transportation node. This is especially true for the neighborhood’s immediately adjacent to and surrounding the 6th Avenue South.

There are several different TOD characteristics. TOD is characterized by the development context adjacent to and surrounding transit station. They may be characterized by density (low, medium, or high density), land uses (residential, retail, institutional, etc.), location (urban, suburban), or development character (employment center, convention center, etc.). A combination of these also might be used to establish TOD typologies.

The type of TOD that typifies the Titusville Community is the “Urban Neighborhood.” The Urban Neighborhood TOD is primarily residential in character around the transit station, and is typified by two to four (2-4) story residential structures. Some of these structures, especially the ones located on major streets, contain first floor retail and/or offices. The higher density housing is also surrounded by other medium density single family or multifamily residential uses. Urban Neighborhood TODs are served by a high frequency bus line(s) that connect at one location. Densities are low to moderate and economic activity is not concentrated around stations, which may be located at the edge of two distinct neighborhoods. In the Titusville Community’s case, the proposed BRT service lies between the North and South Titusville neighborhoods. Transit neighborhoods can offer significant development opportunities with potential to provide residents with more housing, retail, employment, and mobility options. Densities are usually evenly distributed in the half-mile radius around stations.

Figure 5.9 illustrates the location of proposed Southwest Corridor BRT stations and their associated TOD typologies, as identified by the Southwest Corridor Transit Study that have application within the Titusville Community. Table 5.2 provides a listing of all the recommended transit stations, their typology, and their features.

It is important to note that developing complete streets is a critical component of developing successful TOD as they are supportive of both public transit, and non-motorized travel modes. Developing complete streets is especially true of the streets surrounding the transit station as these streets provide for the safe travel of automobiles, buses, pedestrians and bicyclists. While the entirety of the Titusville Community’s communities are recommended to be provided with complete streets treatments, the station areas/TOD adjacent to the proposed Southwest Corridor BRT line are

Figure 5.9: Transit Map



Table 5.2: Southwest BRT Stations and TOD Typology

| No. | Station Name           | Street                       | Intersecting Street | TOD Typology |
|-----|------------------------|------------------------------|---------------------|--------------|
| 1.  | Memorial Park          | 6th Avenue South             | 6th Street South    | UN           |
| 2,  | Titusville Main Street | 6th Avenue South             | 1st Street South    | UN           |
| 3,  | Goldwire               | 6th Avenue South             | Goldwire Street     | UN           |
| 4.  | Loveman Village        | Martin Luther King Jr. Drive | Loveman Village     | UN           |

recommended to receive priority treatment as the City of Birmingham moves to implement complete streets treatments. Additionally, mode priority for streets within this district should emphasize both transit and non-motorized traveler (cyclists and pedestrians) movement.

**Complete Streets and TOD:** The Urban Neighborhood TOD streets, and particularly those surrounding the transit station, need to support multiple transportation modes — automobiles, buses, pedestrians and bicyclists — and provide for the safety of all users. The design of intersections and crossings, sidewalks and transit stops should consider the safety of the young, the elderly, and the mobility impaired. This Complete Streets approach (which also is recommended within this plan document) to designing streets may necessitate tradeoffs due to space constraints, but the needs of pedestrians, bicyclists and transit users should be prioritized over the convenience of automobile drivers.

While the entirety of the Titusville Community is recommended to be provided with Complete Streets treatments, the areas within the station areas are recommended to receive priority when implementing Complete Streets concepts. The mode priority for streets within this district emphasize both transit and non-motorized traveler (cyclists and pedestrians) movement.



Action 2

Plan for high capacity transit.

In 2011, the Regional Planning Commission of Greater Birmingham initiated the Southwest Corridor Transit Study. The study, which undertaken as part of a larger regional system plan, evaluated transportation in the Jones Valley corridor following U.S. Highway 11 i.e. Bessemer Road a.k.a. Bessemer Super Highway from the City of Birmingham’s downtown to the Jefferson/Tuscaloosa County line. The corridor is bounded by I-20/59 to the north and Red Mountain to the south. The intent of the Southwest Corridor Transit Study was to evaluate the feasibility of premium transit improvements, and to provide recommendations about the type of transit services warranted. The study identified the most appropriate alignment and configuration, as well as transit station locations. In addition to addressing transportation planning, the study also examined the opportunities for transit to catalyze land redevelopment, especially at key transit station locations. In doing so, the proposed transit services might leverage transit to support community renewal and spur economic development.

The resulting transit service technology (mode) that was recommended as part of the study is Bus Rapid Transit (BRT). BRT is a high-quality bus-based transit system that delivers fast, comfortable, and cost-effective services at metro-level capacities. It does



5-10 years

Medium-term

this through the provision of dedicated lanes, with busways and iconic stations, off-board fare collection, and fast and frequent operations.

BRT, more than any other mode, provides many of the same benefits that a light rail system would, but at a fraction of the cost. Because BRT contains features similar to a light rail or metro system, it is much more reliable, convenient and faster than regular bus services. With the right features, BRT is able to avoid the causes of delay that typically slow regular bus services, like being stuck in traffic and queuing to pay on board.

The preferred alignment for the proposed Southwest BRT corridor generally follows:

-  U.S. 11/Bessemer Road and Lomb Avenue in the West End and Five Points /West Communities, and;
-  Martin Luther King Jr. Drive and 6th Avenue South in the Titusville Community.

 **5-10 years**      **Medium-term**



**Action 3**

**Streamline public transit service delivery.**

Public transit services are an important form of transportation for many Titusville Community residents. In addition to planning for the Southwest Corridor Bus Rapid Transit (BRT) passage through the Titusville Community, local transit services need to continue to be supported. At present, there are four (4) existing bus routes that either serve or pass through the Titusville Community. They are:

-  Route 8 – 6th Avenue South
-  Route 48 - South Powderly

-  Route 95 – West End Shuttle
-  Route 96 – Titusville Shuttle

Route 8 and Route 96 are the primary transit services for the Titusville Community. While Route 8 has a fairly modest ridership and good productivity, Route 96's ridership is very low.

Route 96 is intended to provide access to shopping and opportunities, connecting the Titusville Community with both the Heritage Shopping Plaza at the intersection of Green Springs Avenue and Martin Luther King Jr. Drive and the Palisades Shopping Center located along Oxmoor Avenue near the intersection of Oxmoor and Green Springs Highway. An analysis of both Route 96 and Route 8 show there are a number of redundancies in these routes' travel paths. Additionally, Route 96 meanders through the Titusville Community in a very circuitous pattern, and is not very efficient in terms of time or ridership, both of which equate to increased costs.

The Titusville Community Framework Plan recommends that transit services to the Titusville Community be streamlined to improve service delivery and efficiency. Because parts of the Titusville Community are being recommended for redevelopment as a Transit Neighborhood, which includes redevelopment of the local street networks as Complete Streets, it is believed that residents will be able to access a simplified Route 96 using non-motorized travel facilities. This would help to improve the overall health of the community, as well as simplify transit service delivery, increasing its efficiency and reducing its cost. The simplification of Route 96 might be accomplished by eliminating a number of turns within the South Titusville neighborhood, and by maintaining the route on the community's proposed Neighborhood Connectors. These streets will prioritize travel by both pedestrians and cyclists, as well as public transportation. Route 96 also will interface with Route

95, the West End Shuttle in the Heritage Shopping Plaza as well as Route 48, South Powderly.

Route 8 is proposed to function as a high-frequency bus route between the BJCTA's Central Station and the proposed Five Points West Transit Super Stop, connecting the Birmingham Crossplex, Princeton Baptist Medical Center, Children's Hospital, the UAB and Downtown Birmingham. Ideally, Route 8 would become the initial operating segment of the Southwest Bus Rapid Transit (BRT) Corridor.

A minor modification for Route 48 is proposed, where the route will turn on Center Street and continue on to Green Springs Avenue, a change from its current southbound turn onto 1st Street South.



1-5 years

Short-term



Action 4

Develop neighborhood and activity center transit stop.

**Bus Rapid Transit Stations/Stops** - The Titusville Community lies along the route for the proposed Southwest BRT Corridor and has three (3) proposed stations/stops:

- ✘ 6th Avenue South and Martin Luther King Jr. Drive
- ✘ 6th Avenue South and Center Street
- ✘ 6th Avenue South at Memorial Park (between Alpha Street South and 6th Street South)

These BRT stops/stations would be categorized as Level 1 Neighborhood BRT stop/station stop, as they are oriented towards providing the adjacent neighborhoods access to the BRT services. They are supportive of the Titusville

Community's proposed area designations as Transit Neighborhoods. Characteristics of a Level 1 Neighborhood BRT stop/station include:

- ✘ Safe location for vehicle traffic - far side stop preferred for signal preemption
- ✘ Short walk distance to activities
- ✘ Lighting
- ✘ Sidewalk with ADA access
- ✘ May have shelter, bench or knee wall
- ✘ Transit information (real time and graphics)
- ✘ For BRT – special service branding



Proposed Bus Rapid Transit Stop along 6th Avenue South

**Heritage Town Center Transit Super Stop** - An Activity Center Transit Super Stop is proposed to be located at the Heritage Shopping Plaza. Characteristics of an Activity Center Transit Super Stop include:

- ✘ On-street location for multiple bus routes
- ✘ Bus pull-off to permit dwell time outside of travel lane
- ✘ Safe and easy transfer between buses especially for ADA customers
- ✘ Shelters based upon passenger demand

- ✂ Transit information (real time and graphics)

BJCTA bus routes proposed to operate out of the proposed Heritage Shopping Plaza Transit Super Stop include the four existing routes (with the recommended modifications) that currently serve the Titusville Community.

🕒 **6-10 years**      **Medium-term**



Bus Shelter (Source: [Brasco.com](http://Brasco.com))



**Action 5**

**Improve transit stops and amenities.**

The Titusville Community Framework Plan calls for portions of the Titusville Community to be redeveloped as a Transit Neighborhood. As part of this effort, public transit bus stops and shelters are recommended to be improved and upgraded to reflect the modern city that Birmingham is striving to become. Improvements to bus stops and shelters will help to change the character of the Community. Visually appealing bus stops will offer transit riders a safe and physically comfortable wait experience. Transit stops also should include a higher level of design to provide additional comfort and amenities to encourage ridership. Additionally, transit technology provisions and other passenger amenities/enhancements, i.e., [Next Bus™](#), bike racks, security cameras, etc. should be incorporated into the improved transit stops in order to accommodate future transit services.

🕒 **6-10 years**      **Medium-term**

## Transportation Maintenance

Titusville Community residents, especially those residing in North Titusville, expressed concern over transportation infrastructure maintenance. Residents prioritized a “fix it first” strategy for repairing and maintaining streets within existing residential neighborhoods and developed commercial areas before building new streets and expanding the capacity of existing streets.

A number of streets and sidewalks across the Titusville Community exhibited signs of neglect and deterioration. Pavement edges were observed to be crumbling and/or deteriorated, and damage from stormwater particularly in areas where flooding is prevalent is also evident.

The following goal and corresponding strategies and actions presented serve as guidance for maintaining roadways and sidewalks.

# TI GOAL #3

Streets and sidewalks are maintained in good repair.



Roadwork Sign (Source WCRZ.com)

## Strategy

### Invest in Our Transportation System.



## Action 1

### Develop a capital maintenance and infrastructure program.

The construction and maintenance of key physical infrastructure is a core function of municipal government. Infrastructure and capital assets allow for the delivery of public services and the movement of goods across the city, both essential components in fostering the city's long-term economic growth. Like most U.S. cities, fiscal challenges are ever present. These fiscal challenges have, at times, resulted in Birmingham deferring investment in new and existing infrastructure.

The Titusville Community Framework Plan recommends that the City of Birmingham develop a multi-year capital maintenance and infrastructure program that will prioritize infrastructure projects, identify potential funding sources, and provide a discussion of both the costs to maintain city assets, as well as the costs/impacts of deferred maintenance.

Infrastructure investment priorities specific to the Titusville Community should strive to promote equity, strengthen the economy, and promote public health and safety. As such, infrastructure proposed for funding in the City's infrastructure plan should be consistent with these planning priorities:

-  Promote infill development and equity by rehabilitating, maintaining, and improving existing infrastructure
-  Reuse previously developed and underutilized land, particularly in underserved areas
-  Encourage efficient development patterns by ensuring that new infrastructure is located in an area appropriately planned for growth, served by adequate transportation and services, and minimizes ongoing costs to taxpayers.

Developing a capital maintenance and infrastructure program also will help the city to allocate precious dollars from its General Fund, and leverage both state and federal transportation dollars as well as private investment.



1-5 years

Short-term



**Action 2**

**Establish partnerships to advance transportation initiatives.**

Competing spending priorities and the need to maintain Birmingham’s long-term fiscal stability means the General Fund cannot afford to shoulder the costs of all potential infrastructure investments. Instead, the city must focus its limited infrastructure dollars on core priorities and responsibilities.

In order to advance many of the Titusville Community’s transportation initiatives, the City has offered to partner with residents, non-profit organizations, educational institutions, and the private sector on the development and implementation of some key projects. Initiatives such as the green streets and clean alleyway recommendations contained herein might be advanced as a partnership between the City of Birmingham’s Public Works Department’s horticulturalist, the Stormwater Management Department, and neighborhood associations and garden clubs. Initiatives for main street development might be spearheaded by the local merchants association. Likewise, implementation of the Red Rock Ridge and Valley trail system might be advanced by a nonprofit organization such as the Freshwater Land Trust.



**1-5 years**

**Short-term**

6

# Future Land Use



The following land use plan results from analysis of existing land uses, environmental conditions, available infrastructure, existing zoning and, the community’s overall vision for future development.

## Future Land Use Map

The Future Land Use Map (Figure 6.1) illustrates generally how different parts of the community should function and relate to one another. It portrays a pattern of various activity centers and their relationships with each other and with neighborhoods. These centers and the interconnections between them are critical to integrating the community’s land

use, transportation, community facilities and infrastructure.

The land use categories indicated on the map must not be interpreted as zoning districts, but rather as guidelines indicating desirable land use patterns for the city’s continued development. The map is intended to:

- Avoid and resolve land use conflicts
- Identify and support desirable land use patterns
- Forecast infrastructure needs
- Provide a foundation for zoning

The designation of land uses on the Future Land Use Map should not be interpreted to propose, approve, deny nor preclude any specific action without full consideration of all goals, strategies and actions expressed in this plan document and its implementing regulations. Specific site conditions, such as topography, geology, soils and hydrology, must be considered when choosing sites for new developments — especially those of larger scale— and when planning and designing their uses and densities. These realities, plus attitudes toward development on the part of public officials, other agencies, area residents, property owners and developers, will play a large part in determining appropriate development location and design. Similarly, adequate community facilities and infrastructure — streets, parks, fire protection services, and water and sewer systems — should be assured before making any significant development proposals or decisions.

Table 6.1: Future Land Use: Needs and Opportunities

| COMMUNITY NEEDS  |
|--|
| More mixed-use areas   |
| More areas that support a variety of higher density housing options                  |
| Developments with a high quality of design   |
| COMMUNITY OPPORTUNITIES  |
| Mixed-use developments on the Trinity property and along 6th Avenue South            |
| New urban multi and single family houses that attract people of all ages and incomes |
| Form-based code and urban design standards to foster quality developments.           |

The Future Land Use Plan Map is subject to periodic review to see if conditions have changed that may justify an amendment. All plans and amendments are subject to review and approval at a public hearing before the Birmingham Planning Commission. The following land uses have been proposed for Titusville:

## RESIDENTIAL USES

### Residential Low-Density (Single-Family)

- Single-family homes.
- Schools, churches, and neighborhood-serving public uses.

### Residential Medium Density (Two-Family, Townhouse, Small Multifamily)

- A mix of single- and two-family, townhouse, and small and medium size apartment buildings.
- Schools, churches, and neighborhood-serving public uses.

### Residential High (Multifamily)

- Multifamily rental and condominium structures and townhouses, typically in large developments or midrise and high-rise buildings.
- Generally found at or adjacent to major transportation/transit corridors and intersections and in downtown adjacent areas.
- Schools, churches, and neighborhood-serving public uses.

## COMMERCIAL USES

### Neighborhood Commercial

- Areas for neighborhood retail and services that meet the day-to-day needs of residents and workers of surrounding neighborhoods (typically within a 1-mile radius) with a range of uses such as smaller grocery stores, banks, restaurants and services such as small

professional and health offices, barber/beauty shops, dry cleaners, etc.

- Small- to medium-scale offices.
- Areas are accessible both by automobile with sufficient parking, but also designed to accommodate pedestrian and bicycle access.
- Schools, churches, and neighborhood-serving public uses.

### General Commercial

- Commercial areas serving a citywide or regional trade area, including shopping and entertainment centers that offer a range of retail and service establishments including large supermarkets, department stores, movie theaters, big box stores, and supporting retail and other services. Office uses with ground floor retail are encouraged.
- Office buildings.
- Leisure and entertainment uses.
- Accessible by auto, but should be designed to accommodate pedestrians and bicyclists, provide interior circulation between properties, and appropriate landscaping to counter heat island and stormwater impacts.
- Residential higher-density uses.
- Schools, churches, and neighborhood-serving public uses.

## INDUSTRIAL USES

### Light Industrial

- Light industrial and office uses, potentially in “business park” settings, and typically near major transportation routes including interstates, state highways, railroad spurs and airport facilities.
- Warehouse and distribution uses.
- Urban agriculture.
- Supporting uses, such as minor retail and services to support the major uses.
- Residential uses by ZBA special exception.

## MIXED-USE AREAS

### Mixed-Use Low Density

- Compact, walkable, residential and commercial areas, often with a “Main Street” spine that historically served as a town center with two- to three-story buildings.
- Uses can be mixed horizontally (side-by-side), or vertically (one above the other) and include multifamily, townhouse, cottage and small-lot single-family residential, neighborhood supporting retail and services, offices, hotels and live/work structures.
- Main Street areas would typically be characterized by ground-floor uses including small markets, convenience retail and services, restaurants and cafes, and existing or potential residential uses on upper floors.

### Mixed-Use Medium Density

- Similar mix of uses as in Mixed-Use Low-Density but with provision for up to mid-rise buildings, artisanal industries and small warehouses that may be characterized as light industry but that do not have noise, odor, illumination, trucking, or other adverse impacts on adjacent land uses.

## OTHER

### Parks and Recreation

- Parks and playgrounds, recreational fields and facilities managed for public access and recreation.
- The exact location of future public open space will depend on the implementation of the Red Rock Ridge and Valley Trail Plan and the Community Framework Plans. The Strategic Policy Map provides a diagram of the potential major greenway network in areas identified by the Red Rock Trail Plan.

### Open Space

- Lands owned for conservation purposes, such as the water-supply protection lands owned by the Birmingham Water Works Board or the Freshwater Land Trust.
- Cemetery
- EMA- designated floodways

## Comprehensive Plan Connection

The goals for Future Land Use are followed by their respective strategies and actions. Icons following each strategy indicate the strategy’s relationship to the corresponding Birmingham Comprehensive Plan Principles and are as follows:



### F.L. Guiding Principles

1. **People.**
2. **Place**
3. **Prosperity**
4. **Partnership**
5. **Performance**

*Refer to Comprehensive Plan Guide on page 10 for a more detailed description of each principle.*

# Well-Planned Community

The following goal and corresponding strategies and actions presented help to provide a variety of compatible uses and promote quality developments in Titusville.

**FL GOAL #1**  
 New growth is supported by insisting on quality developments and by promoting desired land use patterns that allow for a variety of compatible uses.

Actions B.7 and B.8 for acquisition tools). The City could lease or purchase vacant lots for neighborhood-serving parks, trail, greenways and open spaces.

The City should work with the Freshwater Land Trust to purchase clusters of land in floodplain areas. Acquisition should continue to be coordinated to facilitate implementation of the proposed greenway system plan and expand the community's parks and recreation system (see Figure 3.1). In addition to the land trust, other nonprofit organizations and private foundations may be of assistance in land acquisitions and park construction.

 **6-10 years**      **Medium-term**

**A Strategy**  
**Promote and increase Mixed Use Low Development along 6th Avenue South.**  
 

**B Strategy**  
**Promote Mixed-Use Medium Development for the 6th Street South and Golden Flake Drive area (Trinity Property).**  

**Action 1**  
**Create a more compact, walkable, residential and commercial environment throughout the corridor.**

Uses can be mixed horizontally (side-by-side), or vertically (one above the other) and include multifamily, townhouse, cottage and small-lot single-family residential, neighborhood supporting retail and services, offices, hotels and live/work structures. A number of tools are at the disposal of the City to acquire land for park sites and other recreational uses, particularly tax delinquent properties and lots in blighted areas (see CR. Goal 1.

**Action 1**  
**Designate the Trinity Property, 6th Avenue South and the City Jail site Mixed-Use Medium Development.**

The Trinity Property is approximately 30 acres in size. This location is a prime area for redevelopment due to it's proximity to I-65 and downtown Birmingham. The mixed use medium designation provides for the following development options:

Similar mix of uses as in Mixed-Use Low-Density (multifamily, townhouse, cottage and small-lot single-family residential, neighborhood supporting retail and services, offices, hotels and live/work

structures) but with provision for up to mid-rise buildings, artisanal industries and small warehouses that may be characterized as light industry but that do not have noise, odor, illumination, trucking, or other adverse impacts on adjacent land uses.

 **6-10 years**      **Medium-term**

 **Strategy**

**Promote Form Based and urban design regulations in and around mixed-use areas.**  

 **Action 1**

**Concentrate Form Based and urban design regulations in and around mixed-use areas.**

Consistent with Birmingham’s Comprehensive Plan; creating density in and around neighborhood mixed use centers (urban villages) is a key land use principle for the City. As the City moves forward with new and innovative development regulations the designated mixed-use areas of Titusville should be considered first and foremost for any Form Based regulations.

 **1-5 years**      **Short-term**

 **Strategy**

**Promote a variety of residential uses to allow more flexibility for developers and housing options for residents.**  

 **Action 1**

**Increase Residential Medium land uses in the North Titusville Neighborhood.**

North Titusville remains an area with some of the most concentrated locations of blight within the City of Birmingham. New strategies must be utilized to help revitalize this area in particular. As the City continues efforts to clear dilapidated structures throughout Birmingham, North Titusville in particular seems a prime candidate, and especially so as it is recognized as one of the Strategic Opportunity Areas in the Birmingham Comprehensive Plan. With these actions new development opportunities will arise including in-fill development, which is an overarching principle of the City of Birmingham’s Future Land Use Plan (encourage residential in-fill development on vacant lots, starting with Strategic Opportunity Areas pp. 14.18 Birmingham Comprehensive Plan). Residential Medium Land Uses will provide a wider array of options for developers seeking in-fill development. Residential Medium Land Uses include the following: Residential Medium Density (Two-Family, Townhouse, Small Multifamily) A mix of single- and two-family, townhouse, and small size apartment buildings, schools, churches, and neighborhood-serving public uses.

 **1-5 years**      **Short-term**



Strategy

Promote conversion of flood prone areas into green spaces.  



Action 1

**Increase Parks and Recreational uses in the North Titusville Neighborhood.**

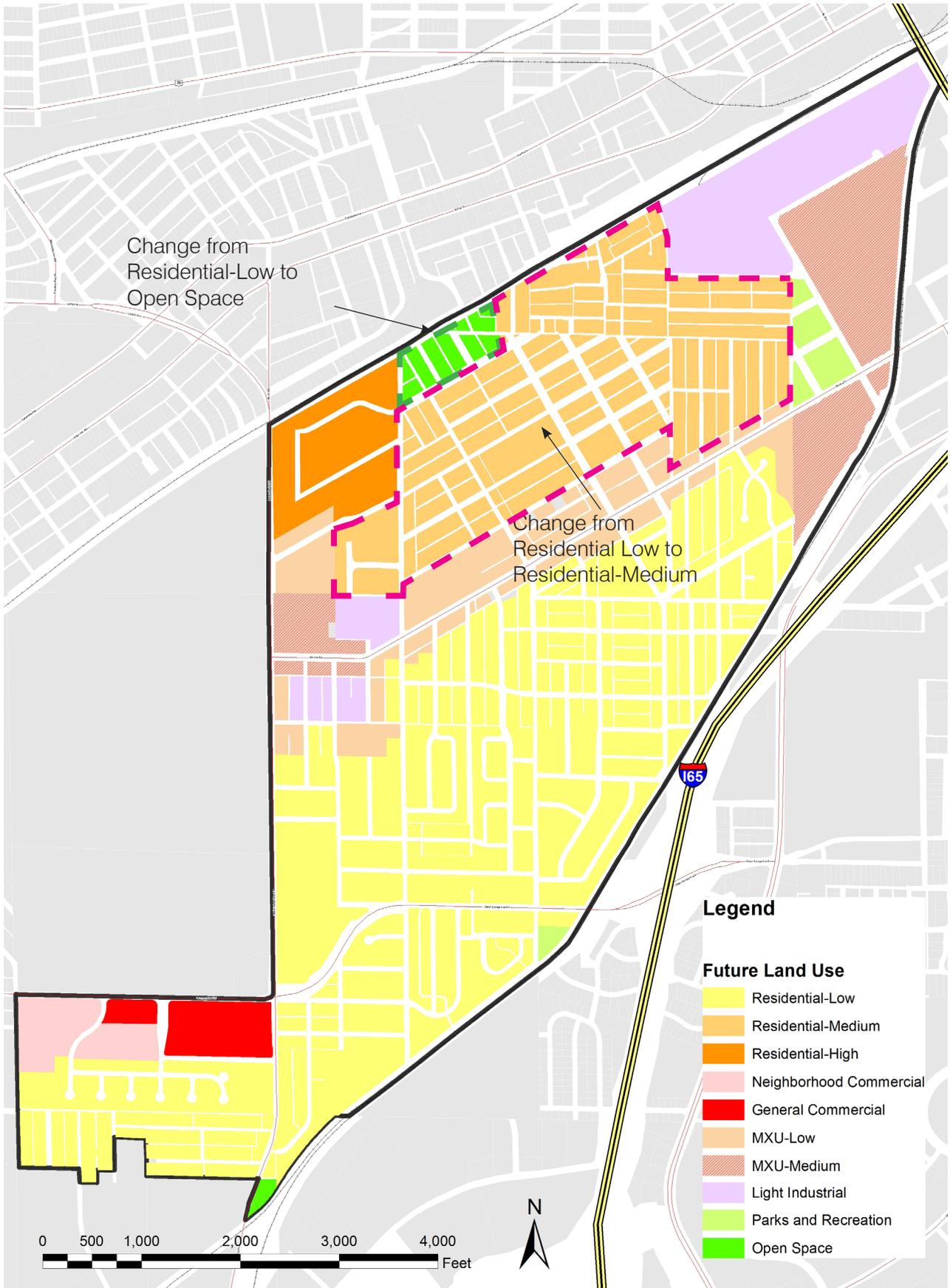
This change is proposed in an area just east of Loveman Village, and just south of the rail –line (The Alabama Great Southern Railroad) that borders the northernmost portion of Titusville. Currently, the location is heavily blighted with few occupied houses in the vicinity. The area is prone to flooding and much of it resides within the 100 year floodplain. Due to the nature of the area and severity of blight the location has the potential over time to be a greenway, park or part of a trail system. Parks and Recreation include the following options: parks and playgrounds, recreational fields and facilities managed for public access and recreation.



**6-10 years**

**Medium-term**

Figure 6.1: Future Land Use Map



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# Implementation

# Implementation

The following table summarizes the actions that need to be undertaken to implement the goals and strategies en route to achieving the community's vision over the next twenty years and beyond. Additionally, the parties charged with leading the implementation of the Titusville Community Framework Plan are identified.

Table 7.1: Implementation Matrix

|  ACTIONS                  | PG. #   |  TIMEFRAME |  RESPONSIBLE PARTIES |   |
|--|---|---|---|---|
| <b>COMMUNITY RENEWAL</b>   |   |   |   |   |
| <b>Community Renewal Goal 1: Our Beautiful Community</b>   |   |   |   |   |
| <b>Strategy A: Enhance property condition collection, code enforcement and beautification efforts.</b>     |   |   |   |   |
| 1.   | Develop a publicly accessible database with the property condition and code enforcement statuses of each property.                              | 17  | Short-term (1-5yrs)   | Dept. of Planning, Engineering, and Permits, Dept. of Information Management Services   |
| 2.   | Create a citizen's guide for code enforcement that enables citizens to report blighted properties.  | 18  | Short-term (1-5yrs)   | Dept. of Planning, Engineering, and Permits, Dept. of Community Development   |
| 3.   | Promote the online database, code enforcement guide for citizens, and the City's existing 311 information hotline to increase public awareness. | 19  | Short-term (1-5yrs)   | Dept. of Planning, Engineering, and Permits, Dept. of Community Development, Dept. of Information Management Services, Mayor's Office of Citizen's Assistance |
| 4.   | Establish a community beautification entity to support the City's Code enforcement efforts.   | 19  | Short-term (1-5yrs)   | Faith-based organizations, neighborhood associations, and non-profits   |
| 5.   | Dedicate more staff to code enforcement.  | 19  | Short-term (1-5yrs)   | Dept. of Community Development  |
| 6.   | Create a vacant property registration ordinance.  | 20  | In Progress   | Dept. of Community Development  |
| <b>Strategy B: Target blighted properties for renovation, demolition, adaptive reuse, and acquisition.</b> |   |   |   |   |
| 1.   | Identify deteriorated and dilapidated properties for renovation using the property conditions data collected from the community assessment.     | 20  | In Progress   | Dept. of Planning, Engineering, and Permits, Dept. of Community Development   |
| 2.   | Establish a community entity to coordinate and spearhead renovation efforts.  | 21  | Medium-term (6-10yrs)   | Habitat for Humanity, Jefferson County's Volunteer Based Housing Rehabilitation Program, local faith-based organizations, and non-profits                     |
| 3.   | Partner with local churches to organize initiatives to aid in the renovation of the neighborhood.   | 23  | Short-term (1-5yrs)   | Local faith-based organizations, and non-profits  |
| 4.   | Support renovation efforts through grants, competitive loans, and home improvement programs.  | 23  | Medium-term (6-10yrs)   | Dept. of Community Development  |
| 5.   | Condemn and demolish dilapidated structures.  | 24  | Medium-term (6-10yrs)   | Dept. of Planning, Engineering, and Permits, Dept. of Community Development   |

|  ACTIONS |   | PG. # |  TIMEFRAME |  RESPONSIBLE PARTIES   |
|---|---|-------|---|---|
| 6.  | Repurpose publicly-owned abandoned facilities to meet the needs of the community.   | 24    | Medium-term (6-10yrs)   | City of Birmingham Board of Education   |
| 7.  | Acquire blighted properties under the provisions in the Urban Renewal and Urban Redevelopment Plan for North Titusville.              | 26    | Medium-term (6-10yrs)   | Dept. of Community Development  |
| 8.  | Acquire tax delinquent properties through the Land Bank to reduce blight and stabilize the community.                                 | 26    | In Progress   | Birmingham Land Bank Authority, Dept. of Community Development  |
| 9.  | Convert vacant lots into productive uses to meet the needs of the community.  | 26    | On-Going  | Neighborhood Associations, Community Development  |
| <b>Community Renewal Goal 2: Our Healthy and Safe Community</b>                           |   |       |   |   |
| <b>Strategy A: Provide policies, programs and services to support community wellness.</b> |   |       |   |   |
| 1.  | Use mobile health clinics and community facilities as health stations to improve access to health care.                               | 29    | Medium-term (6-10yrs)   | Jefferson County Department of Health (JCDH), University of Alabama at Birmingham (UAB), Princeton Baptist Medical Center, and other health care institutions |
| 2.  | Increase awareness of the City's existing support services and programs.  | 30    | Short-term (1-5yrs)   | City of Birmingham, and faith-based organizations   |
| 3.  | Integrate and co-locate support services and programs to better meet the needs of the community.                                      | 32    | Medium-term (6-10yrs)   | City of Birmingham, corporations, non-profits and faith-based organizations   |
| <b>Strategy B: Promote amenities and policies that encourage an active lifestyle.</b>     |   |       |   |   |
| 1.  | Implement the Future Land Use Map/Plan to allow mixed-use development and encourage more services and retail within walking distance. | 34    | Short-term (1-5yrs)   | Dept. of Planning, Engineering, and Permits   |
| 2.  | Convert vacant properties into parks and playgrounds to increase accessibility to recreational activities.                            | 34    | Medium-term (6-10yrs)   | Dept. of Parks and Recreation   |
| 3.  | Integrate Complete Streets to accommodate pedestrians and bicyclists.   | 34    | Medium-term (6-10yrs)   | Dept. of Planning, Engineering, and Permits, Dept. of Traffic Engineering   |
| <b>Strategy C: Improve access to fresh produce.</b>                                       |   |       |   |   |
| 1.  | Create community gardens on vacant and other underutilized properties.  | 34    | Short-term (1-5yrs)   | City of Birmingham, non-profits, and faith-based organizations  |
| 2.  | Establish a teaching garden to educate and train residents on the basics of planting vegetables and other produce.                    | 35    | Short-term (1-5yrs)   | City of Birmingham, Jones Valley Teaching Farm, Urban Ministries' West End Community Garden   |
| 3.  | Develop a farm-to-school program to increase awareness of healthy food choices.   | 35    | Short-term (1-5yrs)   | City of Birmingham, Jones Valley Teaching Farm, Urban Ministries' West End Community Gardens, non-profits, and faith-based organizations                      |

|  ACTIONS                               |   | PG. # |  TIMEFRAME |  RESPONSIBLE PARTIES         |
|---|---|-------|---|---|
| 4   | Use the City's Mobile Markets to provide healthy food options to residents.   | 36    | In Progress   | Dept. of Community Development  |
| 5.  | Provide incentives to assist neighborhood small grocers with expanding fruit and vegetable offerings.   | 36    | Short-term (1-5yrs)   | City of Birmingham  |
| <b>Strategy D: Improve safety in Titusville.</b>  |   |       |   |   |
| 1.  | Dedicate additional police patrol to areas in/near crime hotspots.  | 38    | Short-term (1-5yrs)   | Birmingham Police Department, Housing Authority of the Birmingham District (HABD)                               |
| 2.  | Establish a community watch group to provide police with additional "eyes and ears" and to promote cooperation among residents and police.        | 38    | Short-term (1-5yrs)   | Neighborhood associations and faith-based organizations   |
| 3.  | Create a streetlight outage form to enable citizens to report streetlights that are out.  | 40    | Short-term (1-5yrs)   | Dept. of Public Works, Dept. of Traffic Engineering, Alabama Power  |
| 4.  | Incorporate Crime Prevention Through Environmental Design (CPTED) guidelines into the Design Review process for public spaces and facilities.     | 40    | Short-term (1-5yrs)   | Dept. of Planning, Engineering, and Permits   |
| 5.  | Demolish dilapidated structures proximate to crime hotspots.  | 42    | Short-term (1-5yrs)   | Dept. of Planning, Engineering, and Permits, Dept. of Community Development, Titusville Development Corporation |
| <b>Community Renewal Goal 3: Mixed-Income Community</b>   |   |       |   |   |
| <b>Strategy A: Improve the quality of existing housing in Titusville.</b>   |   |       |   |   |
| 1.  | Enforce the City's current building codes to reduce blight.   | 42    | In Progress   | Dept. of Planning, Engineering, and Permits, Dept. of Community Development                                     |
| 2.  | Provide rehabilitation and maintenance assistance to residents.   | 43    | Short-term (1-5yrs)   | Dept. of Community Development, Habit for Humanity, non-profits, and faith-based organizations                  |
| <b>Strategy B: Encourage programs, regulatory and funding initiatives that provide new and quality housing options.</b> |   |       |   |   |
| 1.  | Implement the Future Land Use Map/Plan to allow a variety of housing types and densities.   | 43    | Short-term (1-5yrs)   | Dept. of Planning, Engineering, and Permits   |
| 2.  | Develop and adopt a form-based code that integrates urban design standards and accommodates a variety of housing forms, sizes and configurations. | 43    | Short-term (1-5yrs)   | Dept. of Planning, Engineering, and Permits   |
| 3.  | Provide incentives for green design.  | 44    | Short-term (1-5yrs)   | City of Birmingham  |
| 4.  | Provide incentives to promote affordable housing options.   | 44    | On-Going  | Community Development   |
| 5.  | Establish a rent-to-own program to help residents afford owning a home and increase home ownership in the neighborhood.                           | 44    | Short-term (1-5yrs)   | City of Birmingham  |

|  ACTIONS   |   | PG. # |  TIMEFRAME |  RESPONSIBLE PARTIES                                |
|---|---|-------|---|--|
| 6.  | Work with the local employers, such as UAB, to create an employer-assisted housing program in Titusville.   | 45    | Short-term (1-5yrs)   | City of Birmingham, UAB, and other local employers   |
| <b>Strategy C: Support mixed-income developments through infill.</b>  |   |       |   |  |
| 1.  | Conduct a housing market analysis to evaluate housing demand and preferences.   | 45    | In-Progress   | Community Development  |
| 2.  | Work with HABD, private developers, non-profits and other organizations to infill single and multi-family housing on underutilized properties.                        | 45    | Short-term (1-5yrs)   | Housing Authority of the Birmingham District, private developers, non-profits, and other organizations                                 |
| 3.  | Work with HABD and private developers to infill multi-family housing as part of a mixed-use development on underutilized properties.                                  | 46    | Short-term (1-5yrs)   | Housing Authority of the Birmingham District, Dept. of Community Development, private developers, non-profits, and other organizations |
| 4.  | Work with HABD to secure a Choice Neighborhood Grant and redevelop Loveman Village into a mixed-income housing development.   | 46    | Short-term (1-5yrs)   | Housing Authority of the Birmingham District, Dept. of Community Development, private developers, non-profits, and other organizations |
| <b>Community Renewal Goal 4: Our Engaged Community</b>  |   |       |   |  |
| <b>Strategy A: Encourage the creation of partnerships and organizations to strengthen the Titusville Community and to align resources for investment and development.</b> |   |       |   |  |
| 1.  | Establish a faith-based coalition to improve the delivery of support services and assist community leaders with implementing the strategies and actions of this plan. | 47    | Short-term (1-5yrs)   | Faith-based organizations  |
| 2.  | Form partnerships with the following groups and establish a point of contact for each partnership.  | 48    | Short-term (1-5yrs)   | Titusville Development Corporation, REV  |
| 3.  | Develop a “Community Feedback Loop” that allows residents, community leaders, the City and other vested partners to stay updated on community renewal efforts.        | 49    | Short-term (1-5yrs)   | City of Birmingham   |
| <b>GREEN SYSTEMS</b>  |   |       |   |  |
| <b>Green Systems Goal 1: Our Active and Green Community</b>   |   |       |   |  |
| <b>Strategy A: Expand recreational opportunities for residents.</b>   |   |       |   |  |
| 1.  | Acquire blighted properties to expand recreational opportunities for residents.   | 53    | Short-term (1-5yrs)   | Dept. of Parks and Recreation, Freshwater Land Trust, nonprofit organizations, and private foundations                                 |
| 2.  | Convert blighted properties into recreational amenities.  | 53    | Medium-term (6-10yrs)   | Dept. of Community Development, Dept. of Parks and Recreation  |
| 3.  | Consider expanding Memorial Park to include a skate park.   | 56    | Short-term (1-5yrs)   | Dept. of Parks and Recreation  |

|  ACTIONS            |   | PG. # |  TIMEFRAME |  RESPONSIBLE PARTIES  |
|--|---|-------|---|--|
| <b>Strategy B: Ensure parks and recreational facilities are safe and well-maintained.</b>            |   |       |   |  |
| 1.   | Adopt CPTED principles for the design of parks, greenways, and recreational facilities.   | 56    | Short-term (1-5yrs)   | Dept. of Planning, Engineering, and Permits  |
| 2.   | Maximize surveillance of parks and recreation facilities.   | 56    | Short-term (1-5yrs)   | Birmingham Police Department   |
| 3.   | Dedicate adequate funding for park maintenance and for capital improvements.  | 57    | Short-term (1-5yrs)   | City of Birmingham   |
| 4.   | Create “Friends of Parks” groups to support funding and maintenance of parks and other recreational amenities.                                  | 57    | Short-term (1-5yrs)   | Residents, community leaders, local merchants, and faith-based organizations   |
| 5.   | Work with the Parks & Recreation Board to host Little League baseball games at Memorial Park as a way to generate revenue for park maintenance. | 57    | Short-term (1-5yrs)   | City of Birmingham, Birmingham Giants  |
| <b>Green Systems Goal 2: Our Environmentally Friendly Community</b>                                  |   |       |   |  |
| <b>Strategy A: Incorporate green systems to support stormwater management and mitigate flooding.</b> |   |       |   |  |
| 1.   | Conduct hydrologic and hydraulic (H&H) modeling to assess and refine the impact the recommended green systems have on flood reduction.          | 58    | Short-term (1-5yrs)   | Dept. of Planning, Engineering, and Permits, Stormwater Division   |
| 2.   | Install green systems on blighted properties to reduce stormwater run-off and flooding in flood prone areas.                                    | 58    | Medium-term (6-10yrs)   | City of Birmingham   |
| 3.   | Retrofit existing rights-of-way with green systems to reduce stormwater runoff.   | 59    | Medium-term (6-10yrs)   | Dept. of Traffic Engineering   |
| <b>ECONOMIC VITALITY</b>   |   |       |   |  |
| <b>Economic Vitality Goal 1: Our Educated and Skilled Community</b>                                  |   |       |   |  |
| <b>Strategy A: Expand resources to improve educational attainment.</b>                               |   |       |   |  |
| 1.   | Develop post-secondary educational programs for students.   | 65    | Short-term (1-5yrs)   | City of Birmingham, Birmingham Board of Education, UAB, Lawson State Community College, Jefferson State Community College, and Birmingham Southern |
| 2.   | Establish a GED satellite program for adults in Titusville.   | 66    | Short-term (1-5yrs)   | City of Birmingham, Birmingham Board of Education, UAB, Lawson State Community College, Jefferson State Community College, and Birmingham Southern |
| 3.   | Promote existing educational resources to increase public awareness.  | 66    | Short-term (1-5yrs)   | City of Birmingham, Birmingham Board of Education, UAB, Lawson State Community College, Jefferson State Community College, and Birmingham Southern |

| <br><b>ACTIONS</b>  | <b>PG. #</b> | <br><b>TIMEFRAME</b> | <br><b>RESPONSIBLE PARTIES</b>  |
|--|--------------|---|--|
| <b>Strategy B: Provide programs and services to support workforce development.</b>   |              |   |  |
| 1. Partner with local, regional and national groups to improve access to workforce development resources.  | 67           | Short-term (1-5yrs)   | City of Birmingham, The Housing Authority of Greater Birmingham, Alabama Industrial Development Training, Alabama Workforce Development Council, The Dannon Project, ADECA's One-Stop Centers  |
| 2. Create dual-enrollment opportunities between high schools and local colleges in order to prepare students for local industry needs.             | 68           | Short-term (1-5yrs)   | City of Birmingham, Birmingham Board of Education, Alabama Industrial Development Training, Alabama Workforce Development Council, UAB, Lawson State Community College, Jefferson State Community College, and Birmingham Southern   |
| 3. Conduct a career development fair to connect residents with employers and workforce development groups.   | 68           | Short-term (1-5yrs)   | City of Birmingham, Alabama Industrial Development Training, Alabama Workforce Development Council, ADECA's One-Stop Centers, and local industries   |
| <b>Economic Vitality Goal 2: Our Prosperous Community</b>  |              |   |  |
| <b>Strategy A: Nurture local business development and entrepreneurship.</b>  |              |   |  |
| 1. Establish a Titusville Merchants Association (TMA) to help improve business development.  | 69           | Short-term (1-5yrs)   | City of Birmingham, REV  |
| 2. Provide start-up help, training, technical and financial assistance to encourage entrepreneurship and business development.                     | 69           | Short-term (1-5yrs)   | REV, Birmingham Business Alliance, Central Women's Business Center, Birmingham Business Resource Center, Appalachian Regional Commission, Regional Planning Commission of Greater Birmingham, Birmingham Land Bank Authority, ADECA's Office of Minority Business Enterprise Program |
| <b>Strategy B: Enhance recruitment efforts.</b>  |              |   |  |
| 1. Conduct a more detailed real estate market analysis for commercial development in the community.  | 70           | Short-term (1-5yrs)   | Community Development  |
| 2. Make data readily available to existing and potential businesses.   | 71           | Short-term (1-5yrs)   | Mayor's Office of Economic Development   |
| 3. Recruit businesses based on the potential identified in the market analysis in Action B.1.  | 71           | Short-term (1-5yrs)   | Mayor's Office of Economic Development   |
| 4. Focus on business opportunities that complement existing business.  | 71           | Short-term (1-5yrs)   | Mayor's Office of Economic Development   |
| 5. Establish a quasi-public retail leasing and management agency/professional to recruit businesses locally and lease out empty commercial spaces. | 71           | Medium-term (6-10yrs)   | Mayor's Office of Economic Development   |
| <b>Strategy C: Encourage developments that provide a variety of commercial and employment opportunities.</b>                                       |              |   |  |
| 1. Work with private developers and local businesses to redevelop 6th Avenue South.  | 72           | Medium-term (6-10yrs)   | Mayor's Office of Economic Development, local businesses and private developers  |

|  ACTIONS                |  | PG. # |  TIMEFRAME |  RESPONSIBLE PARTIES                        |
|--|--|-------|---|--|
| 2.   | Collaborate with private developers and the Jefferson County Economic and Industrial Development Authority (JCEIDA) to redevelop the Trinity property. | 74    | Medium-term (6-10yrs)   | Mayor's Office of Economic Development, Jefferson County Economic and Industrial Development Authority, and private developers |
| 3.   | Work with the owners of Montevallo Apartments and private developers to transform the site into a mixed-use development.                               | 76    | Medium-term (6-10yrs)   | Mayor's Office of Economic Development   |
| 4.   | Partner with private developers to repurpose the former Center Street School to support the needs of the community.                                    | 76    | Medium-term (6-10yrs)   | Mayor's Office of Economic Development   |
| 5.   | Collaborate with Magic City Agriculture Project (MCAP) to develop aquaponics operations in Titusville.   | 77    | Medium-term (6-10yrs)   | Mayor's Office of Economic Development<br>Magic City Agriculture Projects  |
| <b>Strategy D: Offer resources to support local businesses, entrepreneurs and redevelopment efforts.</b> |  |       |   |  |
| 1.   | Consider the implementation of a Birmingham Community Payroll Tax Exclusion Program.   | 77    | Medium-term (6-10yrs)   | Mayor's Office of Economic Development   |
| 2.   | Assist local businesses, developers, and other entrepreneurs with gap financing and redevelopment efforts.   | 79    | Short-term (1-5yrs)   | Mayor's Office of Economic Development   |
| <b>TRANSPORTATION &amp; INFRASTRUCTURE</b>   |  |       |   |  |
| <b>TI Goal 1: Our Pedestrian-Oriented Community</b>  |  |       |   |  |
| <b>Strategy A: Build a multimodal transportation network.</b>  |  |       |   |  |
| 1.   | Build out the Red Rock Ridge and Valley Trail System.  | 83    | Short-term (1-5yrs)   | The City of Birmingham   |
| <b>Strategy B: Improve urban form.</b>   |  |       |   |  |
| 1.   | Develop and adopt a Form-Based Code.   | 84    | Short-term (1-5yrs)   | Dept. of Planning, Engineering, and Permits  |
| 2.   | Develop Complete Streets.  | 85    | Medium-term (6-10yrs)   | Dept. of Planning, Engineering, and Permits,<br>Traffic Engineering  |
| <b>Strategy C: Improve traveler safety.</b>  |  |       |   |  |
| 1.   | Improve intersections.   | 85    | Short-term (1-5yrs)   | Dept. of Traffic Engineering   |
| 2.   | Develop traffic calming program.   | 94    | Medium-term (6-10yrs)   | Dept. of Traffic Engineering   |
| 3.   | Designate truck routes.  | 95    | Short-term (1-5yrs)   | Dept. of Traffic Engineering   |
| <b>Strategy D: Incorporate green infrastructure.</b>   |  |       |   |  |
| 1.   | Develop a system of green streets.   | 96    | Medium-term (6-10yrs)   | Dept. of Traffic Engineering   |
| 2.   | Implement an alleyway cleanup program.   | 98    | Short-term (1-5yrs)   | Dept. of Community Development, Dept. of Public Works, Dept. of Traffic Engineering  |

|  ACTIONS  |   | PG. # |  TIMEFRAME |  RESPONSIBLE PARTIES  |
|--|---|-------|---|--|
| <b>TI Goal 2: Our Transit-Oriented Community</b>   |   |       |   |  |
| <b>Strategy A: Plan for transit.</b>   |   |       |   |  |
| 1.   | Plan for Titusville as a transit community.   | 99    | Medium-term (6-10yrs)   | Dept. of Planning, Engineering, and Permits  |
| 2.   | Plan for high capacity transit.   | 102   | Medium-term (6-10yrs)   | Dept. of Planning, Engineering, and Permits, BJCTA, Dept. of Traffic Engineering   |
| 3.   | Streamline public transit service delivery.   | 103   | Short-term (1-5yrs)   | Dept. of Traffic Engineering, BJCTA  |
| 4.   | Develop neighborhood and activity center transit stops  | 104   | Medium-term (6-10yrs)   | BJCTA, Dept. of Public Works, Dept. of Planning, Engineering, and Permits  |
| 5.   | Improve transit stops and amenities.  | 105   | Medium-term (6-10yrs)   | Dept. of Community Development, Dept. of Public Works, Dept. of Traffic Engineering  |
| <b>TI Goal 3: Our Well-Maintained Community</b>  |   |       |   |  |
| <b>Strategy A: Investing in Our Transportation System.</b>   |   |       |   |  |
| 1.   | Develop a capital maintenance and infrastructure program.   | 106   | Short-term (1-5yrs)   | Dept. of Public Works, Dept. of Planning, Engineering, and Permits   |
| 2.   | Establish partnerships to advance transportation initiatives.   | 107   | Short-term (1-5yrs)   | Mayor's Office   |
| <b>FUTURE LAND USE</b>   |   |       |   |  |
| <b>Future Land Use Goal 1: Our Well-Planned Community</b>  |   |       |   |  |
| <b>Strategy A: Promote and increase Mixed Use Low Development along 6th Avenue South.</b>  |   |       |   |  |
| 1.   | Create a more compact, walkable, residential and commercial environment throughout the corridor.      | 113   | Medium-term (6-10yrs)   | Dept. of Planning, Engineering, and Permits, Dept. of Community Development, Mayor's Office of Economic Development, local businesses and developers |
| <b>Strategy B: Promote Mixed-Use Medium Development for the 6th Street South and Golden Flake Drive area (Trinity Property).</b>     |   |       |   |  |
| 1.   | Designate the Trinity Property, 6th Avenue South and the City Jail site Mixed-Use Medium Development. | 113   | Medium-term (6-10yrs)   | Dept. of Planning, Engineering, and Permits  |
| <b>Strategy C: Promote Form Based and urban design regulations in and around mixed-use areas.</b>                                    |   |       |   |  |
| 1.   | Concentrate Form Based and urban design regulations in and around mixed-use areas.                    | 114   | Short-term (1-5yrs)   | Dept. of Planning, Engineering, and Permits  |
| <b>Strategy D: Promote a variety of residential uses to allow more flexibility for developers and housing options for residents.</b> |   |       |   |  |
| 1.   | Increase Residential Medium land uses in the North Titusville Neighborhood.                           | 114   | Short-term (1-5yrs)   | Dept. of Planning, Engineering, and Permits  |
| <b>Strategy E: Promote conversion of flood prone areas into green spaces.</b>  |   |       |   |  |
| 1.   | Increase Parks and Recreational uses in the North Titusville Neighborhood.                            | 115   | Medium-term (6-10yrs)   | Dept. of Planning, Engineering, and Permits  |