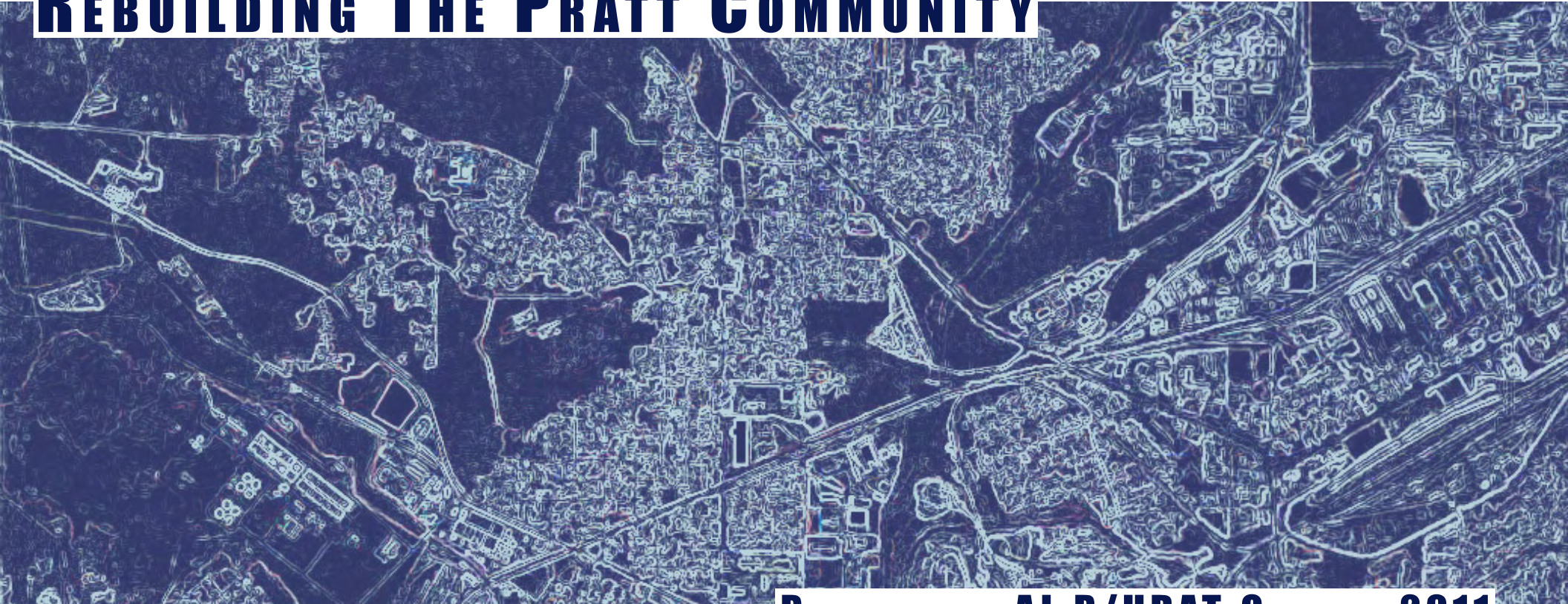


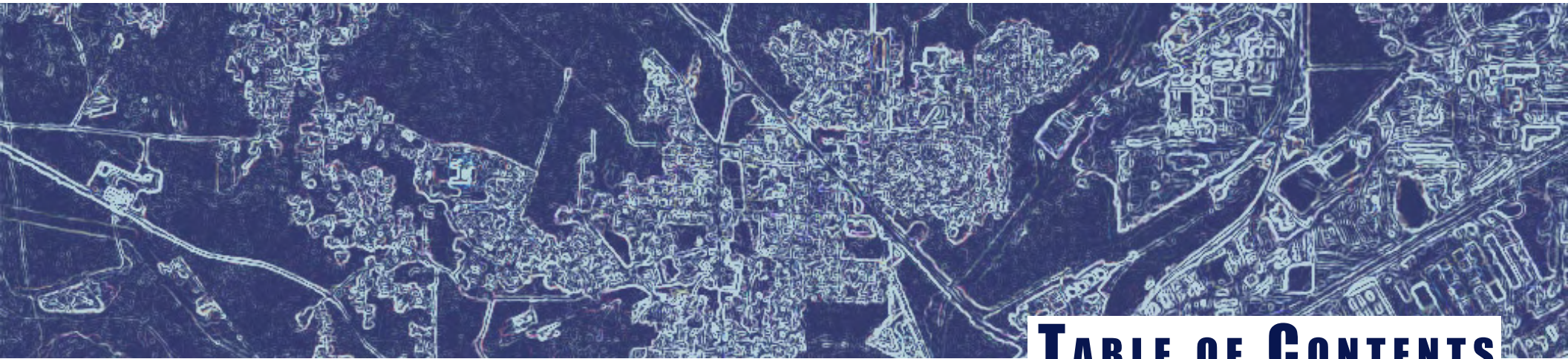
# REBUILDING THE PRATT COMMUNITY



**BIRMINGHAM, AL R/UDAT-OCTOBER 2011**

**AIA** Communities by Design   
ENVISION. CREATE. SUSTAIN.





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With nearly 300 state and local chapters and over 75,000 members, the American Institute of Architects serves as the voice of the architecture profession and the resource for its members in service to society. The AIA has a 44-year history of public service work. Through the Center for Communities by Design, the AIA has engaged over 500 professionals from more than 30 disciplines, ultimately providing millions of dollars in professional pro bono services to more than 180 communities across the country, and engaging thousands of participants in community-driven planning processes. In 2010, the AIA received the 'Organization of the Year' Award from the International Association for Public Participation (IAP2), recognizing its program impact on communities and contributions to the field.

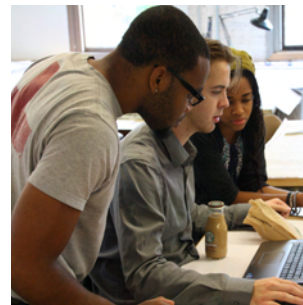
- **Regional and Urban Design Assistance Teams (R/UDAT):** Created in 1967, the AIA's R/UDAT program pioneered the modern charrette process by combining multi-disciplinary teams in dynamic, multi-day grassroots processes to produce community visions, action plans and recommendations.
- **Sustainable Design Assessment Teams (SDAT):** In 2005, in response to growing interest and concern about local sustainability planning, the AIA launched a companion program to the R/UDAT that allowed the AIA to make a major institutional investment in public service work to assist communities in developing policy frameworks and long term sustainability plans. During the first 6 years of the SDAT program, the Center for Communities by Design has worked with over 50 towns, cities and regions.





The Center's Design Assistance Team programs operate with three guiding principles:

- **Multi-disciplinary Expertise.** Each project is designed as a customized approach to community assistance that incorporates local realities and the unique challenges and assets of each community. As a result, each design assistance team includes a multi-disciplinary focus and a systems approach to assessment and recommendations, incorporating and examining cross-cutting topics and relationships between issues. In order to accomplish this task, the Center forms multi-disciplinary teams that combine a range of disciplines and professions in an integrated assessment and design process.
- **Enhanced Objectivity.** The goal of the design assistance team program is to provide communities with a framework for action. Consequently, each project team is constructed with the goal of bringing an objective perspective to the community that is outside of the normal politics of public discussion. Team members are deliberately selected from geographic regions outside of the host community, and national AIA teams are typically representative of a wide range of community settings. Team members all agree to serve pro bono, and do not engage in business development activity in association with their service. They do not serve a particular client. The team's role is to provide an independent analysis and unencumbered technical advice that serves the public interest.
- **Public Participation.** The AIA has a four-decade tradition of designing community-driven processes that incorporate substantial public input through a multi-faceted format that includes public workshops, small group sessions, stakeholder interviews, formal meetings and presentations. This approach allows the national team to build on the substantial local expertise already present and available within the community and leverage the best existing knowledge available in formulating its recommendations.





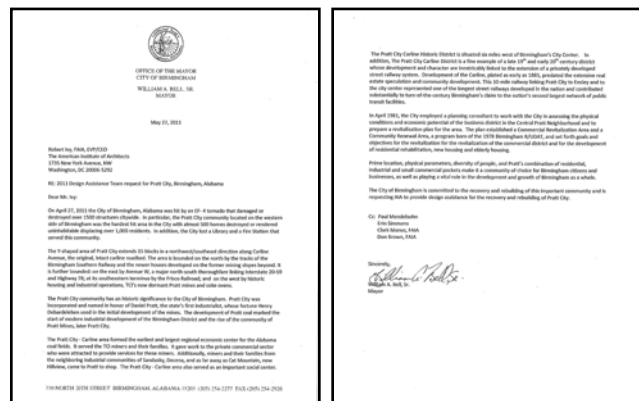
## BRINGING R/UDAT TO BIRMINGHAM

On April 27, 2011, the City of Birmingham, Alabama was struck by an EF-4 tornado that leveled much of the Pratt Community, and damaged or destroyed over 1,500 structures citywide. In Pratt, almost 500 homes were destroyed or rendered uninhabitable, and over 1,000 residents were displaced. Additionally, important public facilities in the neighborhood, including a fire station and library, were destroyed. The storm was part of the largest outbreak of tornadoes in United States history. From April 25 through 28th, there were 362 recorded tornadoes across the country, including over 312 in a single 24-hour period.

On May 27th, Mayor William A. Bell, Sr. sent a letter to the national headquarters of the American Institute of Architects (AIA). The letter stated, "The City of Birmingham

is committed to the recovery and rebuilding of this important community and is requesting AIA to provide design assistance for the recovery and rebuilding of Pratt City." The AIA accepted the City's request, and worked with city officials to begin organizing a Regional and Urban Design Assistance Team (R/UDAT) project.

A local steering committee was formed, and a draft project scope was developed. In August, Bert Gregory, FAIA, the R/UDAT Team Leader, visited Birmingham to meet with community representatives and city officials. During the visit, the core team toured the area, met with city officials, church leaders and neighborhood representatives, the FEMA Long-Term Community Recovery Representatives, local university representatives, and members of AIA Birmingham and the local design community. As a result of this visit, a 9 member national team of experts was formed to assist the community with the formation of a recovery and revitalization strategy for the area.



## BIRMINGHAM'S CONNECTION TO R/UDAT

The R/UDAT program has a proud tradition involving Birmingham. In 1976, the City invited a R/UDAT team to help devise a neighborhood planning process and series of suggestions around the formation of its neighborhood



council system. In 1999, representatives from Birmingham played a significant role as members of a R/UDAT team that assisted East Nashville following a devastating tornado. Andre Bittas, currently the City's Director of Planning, Engineering, and Permits, was a member of the East Nashville R/UDAT team. The team was led by William Gilchrist, who was the director of Birmingham's planning department at the time. The East Nashville R/UDAT led to the development of a robust revitalization process that ushered in significant new investment and helped build partnerships that returned East Nashville to a vibrant neighborhood. The 2011 R/UDAT experience marks another chapter in Birmingham's long tradition with the program, and the American Institute of Architects is proud to once again bring the program to the city.

## **A CALL TO ACTION**

The City of Birmingham holds great meaning – not only for its own citizens, but for America. The community is synonymous with the civil rights movement, and is associated with dramatic and far-reaching change. Profound events, both hopeful and tragic, have been associated with Birmingham. Most Americans have read the famous Letter from a Birmingham Jail. They have been taught about the civil rights marches and sit-ins, and the tragic bombing of the 16th Street Baptist Church.

The profound call to action expressed in the great spiritual We Shall Overcome has as much place in the City's contemporary experience as in its past. In the aftermath of the tornado event, the City is once again challenged to find a new narrative that may hold hope and lessons beyond city limits. The residents of Pratt City are already

inspiring stronger neighborhood bonds through their support of one another and their collective community actions. As one neighborhood participant remarked during the process, "We've been down, but Pratt is coming back. It's time to write a new narrative. Community Pride is the biggest thing we need right now."

The R/UDAT team is hopeful that the recommendations contained in this report, and the dialogue and relationships forged during this community process, will make a modest contribution to the community's path forward.



An aerial photograph of a city, likely New York City, showing a dense urban grid. A white rectangular box is superimposed on the map, highlighting a specific area in the center-right portion of the image. The text "EXECUTIVE SUMMARY" is written in bold, black, uppercase letters within this white box.

## EXECUTIVE SUMMARY



## OVERVIEW

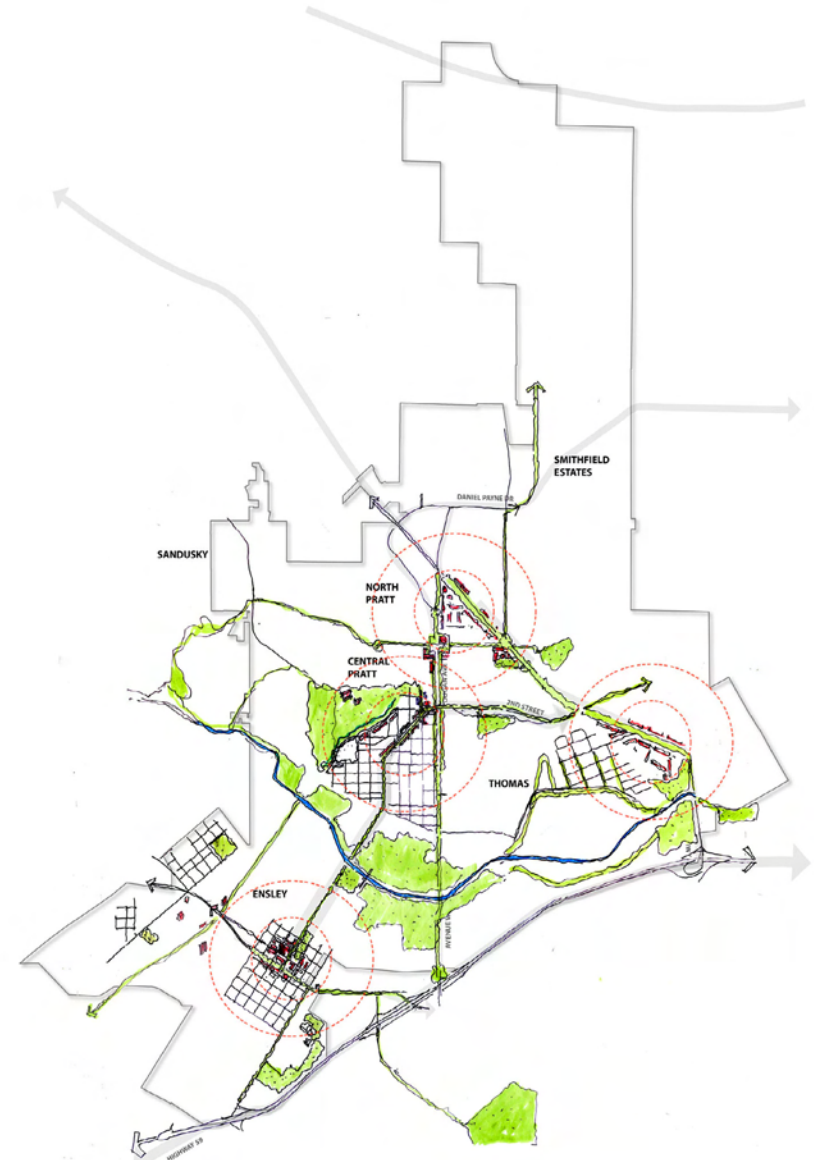
This is the Pratt Community's plan and its vision.

Throughout an intense four day effort involving hundreds of community residents, members of the R/UDAT Steering and Advisory Committee, public sector representatives, Mayor Bell and his staff, the Birmingham AIA chapter, FEMA, community leaders, and countless volunteers, the R/UDAT team's intent has been to capture the inspiration and pride embodied in this vision for the Greater Pratt community.

## CONTEXT

On April 27, 2011 a massive tornado devastated the Pratt Community of Birmingham, Alabama. The human and physical impact was extensive. Lessons from this tragic event provide an opportunity to enhance the Community to create one that is safer, more resilient and with an improved quality of life.

Long before the tornado cut a large swath through the Pratt City Community, a significant portion of the community's housing stock and economic vitality had suffered through neglect and under-investment. On the one hand, the tornado dramatically increased human misery and instantaneously accelerated the rate of devastation. On the other hand it raised the focus on the community's challenges from background to the foreground. This elevated focus provides a unique opportunity to systematically address the community's structural deficits that account for the



ongoing deterioration, while at the same time responding to residential stakeholders who are distressed as a result of the storm.

The Study Area includes the entire Pratt Community: North Pratt, Central Pratt, South Pratt, Smithfield Estates, Sandusky, Thomas, and a portion of Ensley. This area

includes the historic Pratt City, Ensley and Thomas neighborhoods. The community has rich social, political and economic histories that in many ways reflect and predict the history of the entire city from the late 19th century thru the mid 20th century. The Pratt Community is an important and distinctive part of the City of Birmingham and offers a variety of employment and housing options for its residents. The people of the Pratt Community are proud of their neighborhoods, and the City of Birmingham is eager to see their community rebuilt better than before.

Pratt City's beginnings can be traced to the purchase of the Red Mountain Iron and Coal Company in 1872 by industrialist Daniel Pratt. The introduction of mechanization made surface mining profitable relative to underground mining. By the 1950s, coal markets steeply declined, forcing most of Alabama's mines to close and ultimately causing the gradual but continuous depopulation of the area. Throughout Pratt's history, segregation in Birmingham created an African American community in which all income classes saw a common goal: attainment of basic civil rights, equal opportunity, and freedom of choice. The historic sites in Pratt not only illustrate the mining history, but also illustrate important sites where the American Civil Rights Movement was born. This history should be celebrated, not neglected and allowed to die with the passing of the older generation of African Americans who were engaged in its social and industrial history.

At the request of the Mayor of Birmingham, this R/UDAT report addresses the issues associated with the tornado's impact and also creates a framework plan and broader

strategies for the Pratt Community. One cannot prevent natural disasters, but their destructive impact can be mitigated if we plan for and build communities that are equitable, sustainable and healthy, improving the quality of life for its residents.

## **PRINCIPLES AND VISION**

### ***Guiding Principles Developed by the R/UDAT Steering Committee***

- Mitigate damage from future natural disasters.
- Accept that political capital will be necessary to ensure the implementation of proposed recommendations.
- Adhere to the Triple Bottom Line core values of People, Planet & Prosperity.

### ***Vision Statement: Create a New Narrative for the Pratt Community***

- A Caring Community.
- Promote Health and Well-being.
- A Leadership Community.
- The Place to Be.

## **Strategic Framework: Health, Safety & Quality of Life**

The Pratt Community, both historically and today, faces disparities in poverty, education, environmental hazards, and health issues. The April tornado put additional stress on the community. Focusing on community health and quality of life can provide a unique benefit for the new Pratt Community. Among other things it may serve as model for the transformation of other Birmingham communities. Health is being used in cutting edge communities around the country to measure quality of



life, understand needs, build partnerships, and measure success. Improved safety is critical to plan for future disasters including climate change events. Beyond this primary need, enhanced quality of life will attract and retain a broad range of residents, businesses, and institutions. Using a health approach is an important opportunity to attract partners, set best practices for the city and the region, and position the redevelopment for access to specifically targeted funding sources.

Based on observation, meetings with neighborhood leaders, community members and stakeholders, and an evaluation of existing health assessments and data, we have conducted a rapid Health Impact Assessment and established preliminary priority issues:

1. Safety
2. Healthy Housing
3. Improved Physical and Mental Health
4. Jobs, Education, and Poverty
5. Obesity
6. Environmental Hazards

We believe that health, safety and quality of life are the primary themes that should drive interventions in the Pratt Community. We believe that strategies which address or inform the physical, economic, and strategic frameworks recommended in this report should be seen through the lenses of health, safety, and quality of life. All strategies for the Pratt City Community must address pre-existing priorities, post-disaster conditions, and mitigate future disasters. Implementation will rely on

community engagement and the formation of effective partnerships. A key next step is to form a **Healthy Community Working Action Team** that reports to the **Greater Pratt Partnership** to coordinate and implement these recommendations, along with a **Disaster and Resilience Partnership** and an **Information and Human Resource Partnership**.

### **Strategic Framework: Economic Development**

Given its rich industrial history, Pratt has key economic assets to build upon. The Pratt Community has a big opportunity to leverage these assets and other latent resources to define an economic development plan that can support the current and future needs of the community.

Utilizing the Birmingham Business Alliance Blueprint strategy, the R/UDAT team identified the clusters that can support Growth (Transportation and Logistics and Health Services), Retention (Manufacturing) and New Opportunities (Tourism) within the Pratt Community. In addition, we identified opportunities unique for the Pratt community, Local Retail, and Entrepreneurship. Throughout the recommendations, we consistently focused on ways to link residents to jobs, strengthen the business base and grow wealth in the community.

### **Physical Framework: Urban Design & Architecture**

The Greater Pratt Community is made up of a number of walkable scaled Neighborhoods, each with its own character and each with many great physical

assets. In some cases these assets are hidden in plain sight or have deteriorated over time. There are many tremendous historic assets in the community, rich with history and of high architectural merit. The Design strategy celebrates these historic assets.

The Pratt Community design framework's primary thesis is that "the nature and legibility of urban form, the buildings as well as the public spaces of streets, parks and other open spaces, contribute to and determine the quality of life within the community". When executed effectively, this will create a place where people will want to travel and stay.

The Design strategy identifies, reinforces and supplements these assets, and establishes a coherent and legible spatial structure for the community by tying the existing neighborhoods, historic places and structures, open spaces and nodes of activity together.

The urban design plan for the recovery and long term revitalization of the greater Pratt Community is intended as a guide to the investment of resources over a long period of time and will assure that short term as well as long term efforts will ultimately contribute to a more livable, safer, more efficient and more beautiful place for the current and future residents of the community.

## **Physical Framework: Landscape & Ecology**

The Pratt Community remains a unique area rich in natural and cultural heritage. The place and the people matter to the future of the city and the region. The response to the tornado aftermath offers an opportunity to focus resources in ways that reflect and extend community values. Many ongoing efforts, as well as the legacy of long standing plans, offer pathways to re-stitching this neighborhood back together. Simultaneously, there are parallel opportunities to think more comprehensively and see rebuilding as a means to reposition the Pratt neighborhood to be more sustainable, competitive, and vibrant than ever before. While honoring Pratt's sometime lurid past, there is clear potential to apply contemporary thinking informed by national best-practices, to allow the Pratt Community to become a sustainable living innovator in the region, and a national metaphor for change for the environmental justice community.

Weaving landscape and ecological enhancement opportunities into this mix can provide immediate benefits: addressing vacant land before rebuilding begins, enabling healthy food, allowing bio-remediation where required and providing a natural system of stormwater management. In the long-term, careful consideration of the landscape can produce connected systems of gathering spaces and movement corridors that enhance neighborhood stability, attract private development interest, and create many opportunities to address health, entrepreneurship, and skills-development through the rebuilding of the community.



The proposed strategy grows out of expressed community concerns, included: protecting water quality and supply; addressing area flooding; addressing vacant land; expanding parks; creating open space and community facilities; creating greenways and trails; increasing walkability; and increasing access to healthy food.

Recommendations outline strategies to redefine the Olmsted Park System Plan; turn vacant land into an asset; plant trees; create a Pratt Community “Greenprint”; support the Village Creek Greenway and create a Pratt Community Heritage Trail; create flexible public spaces; pursue Low Impact Development and Retrofit Guidelines; make healthy streets; grow and eat healthy food; and assess ecological risks.

### **Physical Framework: Infrastructure, Energy & Water**

Compact, complete and connected neighborhoods are essential elements in effective sustainability and healthy neighborhood strategies. Walkable neighborhoods that have homes and businesses in close proximity to each other and that are connected by high frequency transit should be a long term goal of the Pratt Community.

A safe Pratt Community is essential, and as Pratt moves forward, it is suggested that a robust Disaster Resilience strategy be developed. This would include a community shelter strategy that leverages the FEMA funding to design and construct multiple use facilities that can be utilized for programmed activities year round. In addition, all new construction should incorporate safe rooms for occupants.

It is recommended that the Pratt Community undertake a Greater Pratt EcoDistrict initiative. An EcoDistrict is a robust and integrated strategy that organizes the community around initiatives that will fulfill Pratt’s Triple Bottom Line goals. This initiative should be aligned with the Architecture 2030 Challenge goals in order to create a high performance and efficient neighborhood, reducing long term energy costs to the Pratt Community. A comprehensive water efficiency strategy should also be a high priority to reduce the costs to the community.

The innovative quality of a Greater Pratt EcoDistrict / Architecture 2030 Partnership can become the model of sustainability for all of Birmingham and the region.

### **Physical Framework: Mobility**

The mobility vision for the Pratt Community is based on a “new narrative” that reshapes the existing mobility infrastructure from a single-use, auto-oriented system into a multimodal strategy that takes back the community’s streets.

The community’s identified needs and issues have informed the redirection and identification of key opportunities to create a Livable Mobility Framework for the future. This new Livable Mobility Framework establishes a set of street types that reflect the range of roles and functions of key corridors. These new street types integrate a “complete street” approach which mandates that every street should be designed for a complete range of mobility users (pedestrians, cyclists, transit, etc.) in addition to the automobile.

## **Physical Framework: Housing & Mixed Use Development**

Reinvestment in Pratt Community housing, in the context of improved physical infrastructure and a reassessment of what the community offers, offers a window for wider Birmingham to look at itself and harvest these new methodologies for use throughout other challenged communities. Perhaps the Pratt Community housing initiative can pave the way for stemming Birmingham's historic population loss and changing the image of the entire city. Though the Pratt Community housing initiative's primary ambition is to address the housing deficit in Pratt, there is a potential for a much wider impact.

The housing segment of the report defines some specific archetypes and identifies financial strategies, proven in other communities for addressing the housing needs of under invested urban populations. The fundamental assumption is that housing will be built or rebuilt using an assortment of existing financial instruments, creatively assembled to address the special needs of this community. Given that there is no special federal legislation approved to address this environmental disaster, we are limited to using the standard tools in hand, but those tools can be used innovatively. By using these immediately available standard tools, the housing concept demonstrates that the Pratt Community can build housing that is green and affordable. Home ownership and rental opportunities can be provided for households that earn between 27-88 % of the AMI (Area Median Income).

From the elderly uninsured to very low income working families to moderate income working families and entrepreneurs, the housing segment of this report identifies a strategy for reinvestment that will ultimately lead to the creation of a green and inclusive community for all. The most critical element for assuring that the housing vision suggested in this report is realized is the establishment of an effective public private partnership that can facilitate and enable effective reinvestment in the community.

## **GREATER PRATT PARTNERSHIP**

There are arrays of strategies that may be deployed to start the process of changing the narrative. The most important of these strategies is the formation of partnerships which create new stakeholders and empower existing stakeholders. These new partnerships will be enabling mechanisms developed to channel both internal and external resources into problem solving. The partnerships should be Public/Private Partnerships which leverage the assets of the public sector, the private sector and the community to do what none of the parties could do alone. In some cases, existing partnerships may be able to tailor their missions to meet the new objectives. Local leadership will need to determine the capacity and fitness of existing non-profit organization for these partnership functions. In cases in which there is a fitness or capacity deficit, the community stakeholders must commit to forming new partnerships. Community leadership must decide whether the various partnership functions are formed under a single banner or whether there will be separate partnerships for each of the functional partnership services listed subsequently in



this report. There may be no right or wrong answer, but the answer should be based on a serious assessment of the capacity and commitment of existing stakeholders, as well as to ensure nothing falls through the gaps between entities.

Implementation is the core of all planning efforts. Without implementation, results cannot be achieved. It is imperative that an implementing structure is identified at the onset of this effort to both manage the strategy development process and its execution.

We recommend the formation of a Greater Pratt Partnership that would consist of critical stakeholders who are able to build consensus and secure resources. These stakeholder must have a proven record of getting things done. The composition of this group should include private sector stakeholders such as US Steel, public sector stakeholders such as the City, and non-profits such as neighborhood associations and churches. The size of this group should be kept to a minimum (5-7 members) in order to be focused and effective.

The mission of this entity would be to define and implement initiatives focused on rebuilding the Greater Pratt community to be a sustainable community. Among other responsibilities, the Greater Pratt Partnership would be charged to:

- Develop a Greater Pratt vision, a Neighborhood Strategic Plan, and a micro-economic plan that would align with the City's comprehensive plan (see below for further information on the micro plan components).

- Serve as an aggregator of funding, working with various partners to secure and combine funding from multiple sources to be used for the plan.
- Act as the single point of contact and accountability for this effort. While this group wouldn't in most cases directly execute the plan, they will be held responsible for effectively managing the various organizations and working action teams that will implement certain aspects of the plan. For example, an action team may be created in the Health area to conduct research and identify funding for the Community Health center. The Greater Pratt Partnership would be responsible for overseeing the work activities of this action team to make sure milestones are being achieved as planned.
- Prepare land for development. The group would work with appropriate stakeholders (such as the City) to remediate vacant land and then market those remediated properties to developers for developments that align with the plan.
- Lead and coordinate the Greater Pratt EcoDistrict / Architecture 2030 Partnership.
- Create and lead the Information & Human Resource Partnership, whose primary goal would be to work to change the Pratt Community narrative.
- Form the Disaster Resilience Partnership as the single entity responsible for the development of a strategic plan related to human safety and immediate and long term disaster response. This Partnership would provide leadership and coordination among other response entities and identify and remove gaps between agencies and community service organizations
- Create a Health Research Working Action Team (WAT) as a public private partnership to promote a healthy Greater Pratt Community.
- Lead and coordinate a Greater Pratt Historic Resources Preservation Partnership to coordinate district scale preservation and maintenance efforts, including the maintenance of Historic District building facades and envelopes to ensure their continued preservation.

- Manage progress against a defined project plan which includes milestones and a budget.
- Define success measures and report overall progress.

The detailed explanation of functions and responsibilities is included in the following sections of this report. We recommend that the Greater Pratt Partnership be formed immediately, within the next 2-3 months.

## **THE GREATER PRATT COMMUNITY**

This Plan represents the enhancement of the Pratt Community's goals, and their vision. Each member of the community, in concert with broader community members across the region, will need to work together in partnerships for the benefit of the whole in order to accomplish the vision outlined in the community's plan. The plan represents the inspirational vision of Pratt's citizens for a better quality of life for generations and an exciting change in the narrative.



An aerial photograph of a city, likely New York City, showing a dense urban grid. A white rectangular box is superimposed on the map, highlighting a specific area in the center-right portion of the image. The word "CONTEXT" is written in a bold, dark blue, sans-serif font within this white box.

## CONTEXT

## REGIONAL CONTEXT

Birmingham is the largest city in Alabama, with a population currently estimated at 242,820, and a metro population of 1,079,089. Nestled at the foothills of the beautiful Appalachian Mountains at the cross-section of two major railroads, the city was once the primary industrial center of the southern United States. The city has excellent access to the interstate highway system and a quality regional airport.

Birmingham sits within Jefferson County, and while the greater Birmingham area has seen a population increase and is expected to grow, Birmingham proper has been losing population (as has the Pratt Community). Investments by the City to improve the quality of life and promote city population growth are underway, such as the new Railroad Park in downtown Birmingham.

There are many strong employers in the area, including The University of Alabama at Birmingham (UAB) Health System, Alabama Power, and the American Cast Iron Pipe Company. The Arts Community maintains a strong presence, as represented by the Birmingham Museum of Art, the Birmingham Opera, and the Alabama Symphony Orchestra. A strong respect for the importance of design is evident in the quality of the building stock throughout Birmingham and there is a respect for history represented by the many designated historic landmarks and districts in the city. The area Metropolitan Planning Organization is the Regional Planning Commission of Greater Birmingham, which includes Blount, Chilton, Jefferson, Shelby, St. Clair and Walker Counties.



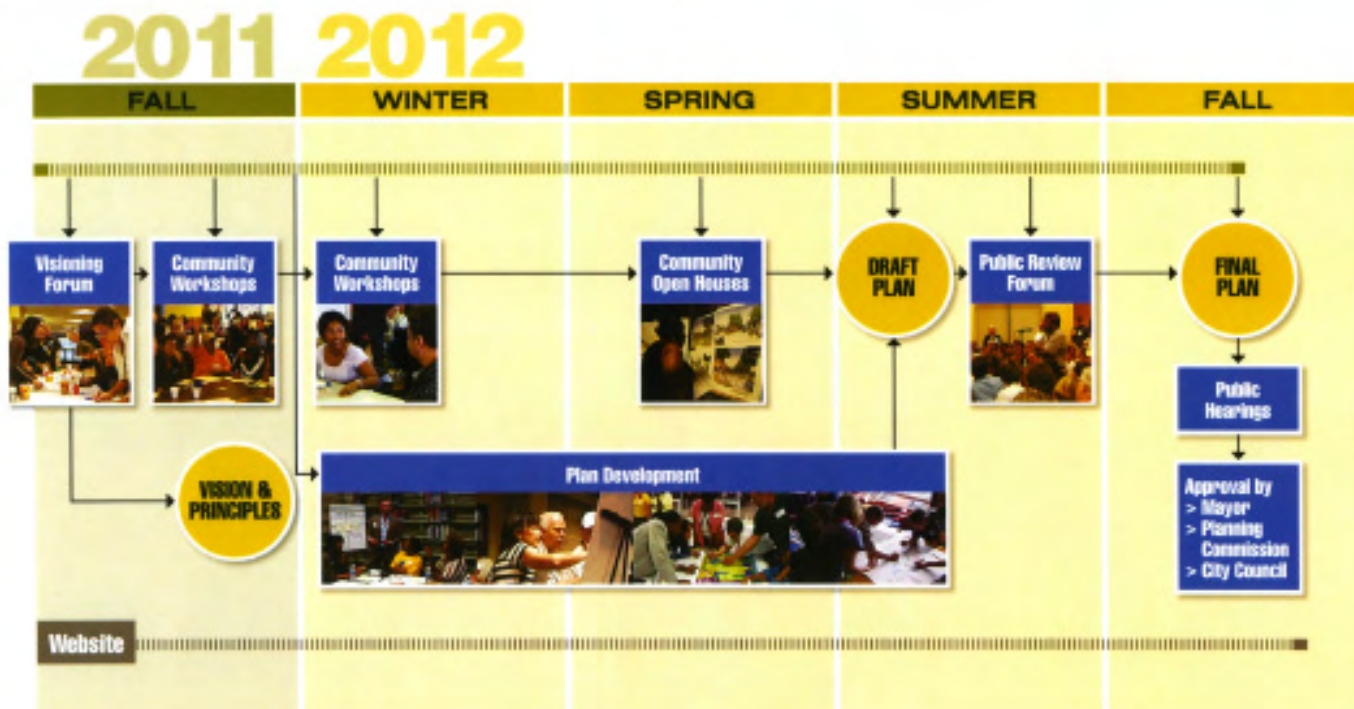
The Pratt Community is an important and distinctive part of the City of Birmingham. The people of the Pratt Community exhibit great pride in their neighborhoods, and the City of Birmingham is eager to see this community rebuilt better in a way that makes it even stronger than it was before the tornado hit.

In April 1981, the City employed a planning consultant to assess the physical conditions and economic potential of the business district in the Central Pratt Neighborhood, and to prepare a revitalization plan for the area. The plan established a Commercial Revitalization Area and a Community Renewal Area, programs born of the 1978 Birmingham R/UDAT. The plan also set forth goals and objectives for the revitalization of the commercial district, the rehabilitation of existing residential structures, and the development of new and elderly housing.

In the fall of 2011, Birmingham officials gave final approval to create what would be the first citywide plan for growth and development in nearly 50 years. The City of Birmingham has hired a team led by Goody, Clancy & Associates, a Boston-based architecture and planning firm, to develop the comprehensive plan. This work is expected to take 18 months and will define the city's vision for the future with a set of principles to guide the plan, linking the vision and principles to overall goals and policies, and recommending strategies and a detailed action plan for achieving the goals and the vision. Among other things, the plan will set parameters for zoning and land use throughout Birmingham for the next 20 years. This R/UDAT Report should inform the new Comprehensive Plan, just as the Comprehensive Plan should inform the Greater Pratt Community strategy.



## Birmingham Comprehensive Plan Timeline



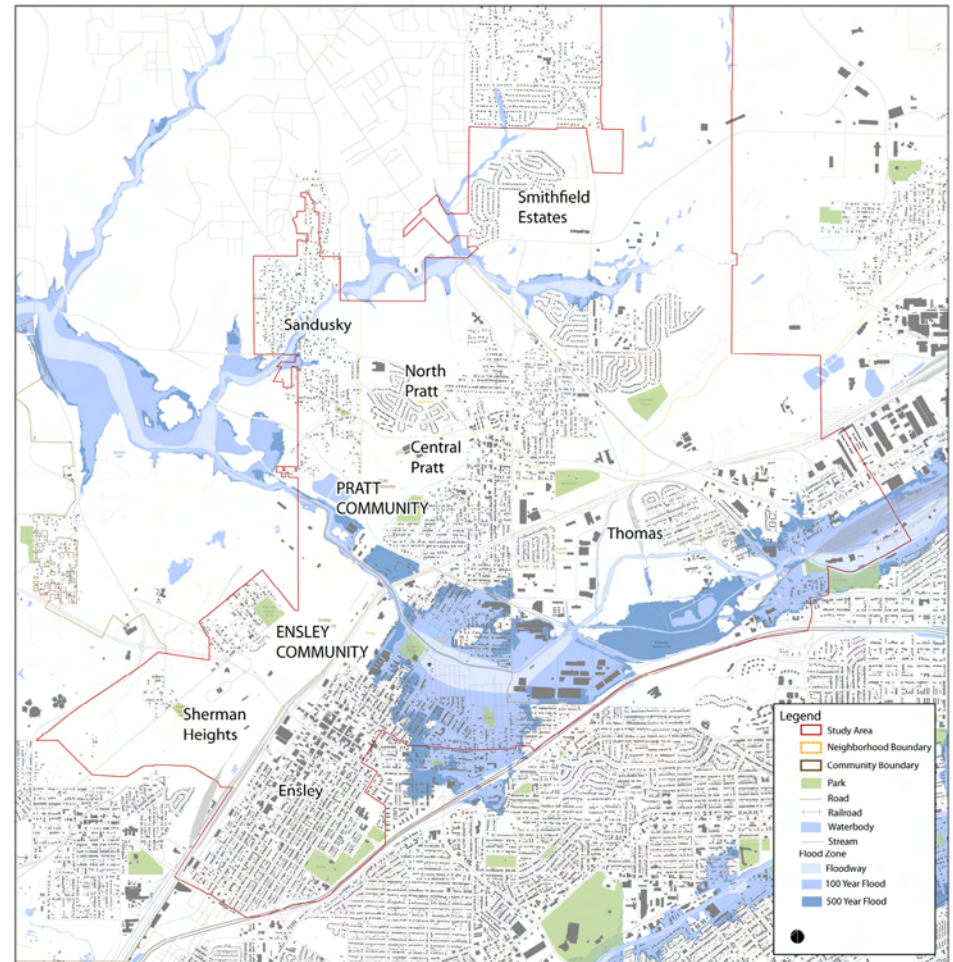


## THE PRATT COMMUNITY IN CONTEXT

The R/UDAT Study Area includes the entire Pratt Community: North Pratt, Central Pratt, South Pratt, Smithfield Estates, Sandusky, Thomas and a portion of the Ensley neighborhood. This area includes the historic Pratt City, Ensley and Thomas neighborhoods and is rich in history. Born in the aftermath of the Civil War, these communities emerged from the vision and ambition of two men: Daniel Pratt and Enoch Ensley. These Birmingham communities were forerunners of an industrializing South in the 1800s, providing the fuel (coal) and the raw materials (iron and steel) for an industrializing country and world.

The Pratt Community's beginnings can be traced to the purchase of the Red Mountain Iron and Coal Company at Oxmoor in 1872 by industrialist Daniel Pratt and his son-in-law Henry F. DeBardeleben. In the years following the Civil War, much effort went into rebuilding Alabama's industries. Coal mining, while already an established industry, remained relatively dormant until the mid-1870s due to the high cost of local production. Pratt and other entrepreneurs realized that they could not compete with the production of iron in the north especially with the increasing depletion of the local coal fields.

Demand increased when the Louisville and Nashville Railroad (L&N) completed construction of a line connecting the Alabama River at Montgomery, AL with the Tennessee River at Decatur, AL. Railroad management hoped to link Red Mountain iron ore with the coal from the fields surrounding Cahaba (the seat of the first permanent



state capital of Alabama) to promote iron production. Though transportation access improved, coal production remained expensive.

Through the innovative use of coke (a by-product created when coal is baked for 48 to 72 hours at high temperatures), the Eureka Mining and Transportation Company of Alabama reduced the consumption of coal along with expanding iron output. This discovery positioned Alabama to take advantage of the "Pig Iron Boom" beginning

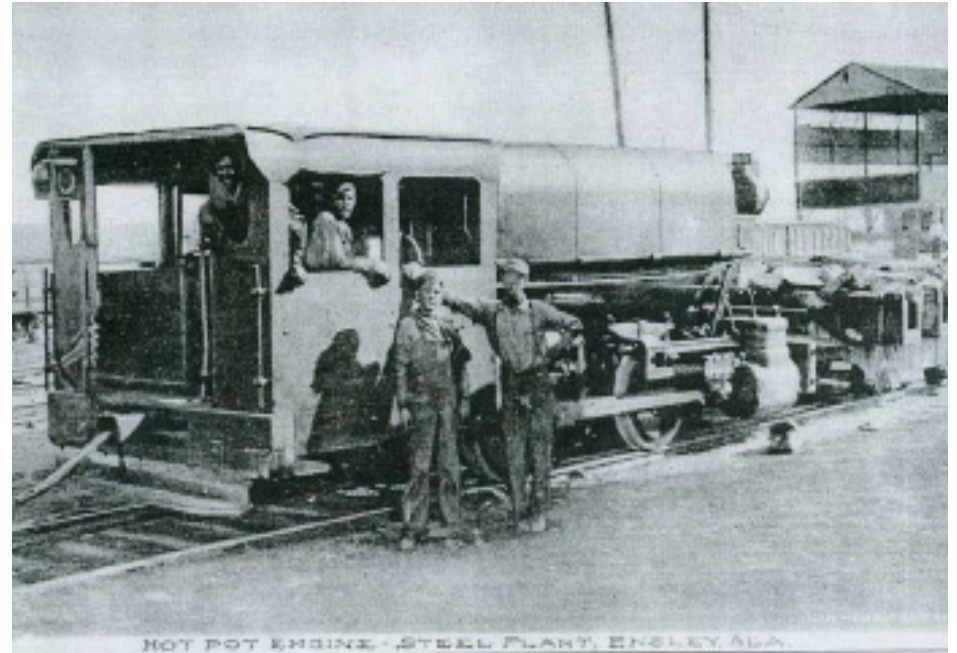
in 1880 and ending approximately in 1900. Those years saw Alabama's share of iron production average over eight percent of national output.

Similar to Pratt and his son-in-law, Enoch Ensley saw vast potential in the Alabama coal fields. A wealthy planter from Tennessee, Ensley acquired over 4000 acres of land in west Birmingham adjacent to Pratt's coal seam starting in 1880. Ensley established the preconditions of a modern city by laying out streets on a grid, complete with a sewage system. Slow to grow and develop at first, Ensley boomed as the iron market heated up in the 1900's. The town attracted a labor force composed of Greek, Irish and Jewish workers.

Daniel Pratt died in 1873 but his son-in-law, DeBardeleben, formed the Pratt Coal and Coke Company in 1878. Along with several investors, he opened several slopes to transport coal and built the Birmingham & Pratt Mines Railroad to transport the coking coal to the furnaces located in Birmingham District. These mines would feed the Birmingham iron industry and eventually spawn the development of the mining community known as Pratt City.

### Company Towns

Success births further success and breeds imitation, and the coal industry in Birmingham in the early to mid-part of the Twentieth century was no exception to that maxim. As coal and coke production increased, mining companies constructed housing and other amenities. The ubiquitous company store provided a central place



for workers, but the stores also applied their own tax at each pay period for company services (rent for company housing, clothes, food, etc.), thereby ensuring that the workforce would remain near the poverty line. Although the coal mines in Birmingham attracted a diverse workforce, the work and living conditions were segregated and unequal. The 1890 U.S. Census documents that African Americans comprised 46.2 percent of the mining population. Native-born white miners comprised 34.9 percent, and 18.7 percent consisted primarily of Southern and Eastern European immigrants. The mine companies provided separate neighborhoods for the different ethnic and racial groups. The companies did pay the same wages to the miners for equal work and enduring the same risks. This was little consolation to the workers given that the mining companies continued to use race to bait and keep their workforce divided.

### **Inequality Codified in the Built Environment**

Coal was in high demand through World War I and World War II. Work in Birmingham's mines was plentiful. For African Americans, the working conditions, while terrible, were at least shared by other ethnic groups working in the mines. However, the impositions posed by "Jim Crow" laws were not equally shared. These laws, meant to separate the races in public places, eventually found their way into Birmingham's zoning laws in 1923. The laws codified established custom, but like other places in the United States, this codification greatly restricted opportunities for African Americans in Birmingham. The negatives are well known: segregation through zoning, limited access to schools, mortgaging financing, and public investment in infrastructure that would later reduce resilience to natural disaster.

As noxious as racial zoning was in Birmingham and other places, there is little doubt that it created an African American community in which various income classes saw a common goal: attainment of basic rights to choice and opportunity. Enforced segregation also encouraged a vibrant culture of music, the arts and intellectual pursuits that still elicits pride in Birmingham's African American community. The sum total was a Birmingham community that nurtured the Civil Rights movement and formed the epicenter of some of the most poignant moments in the struggle for African-American Dignity.

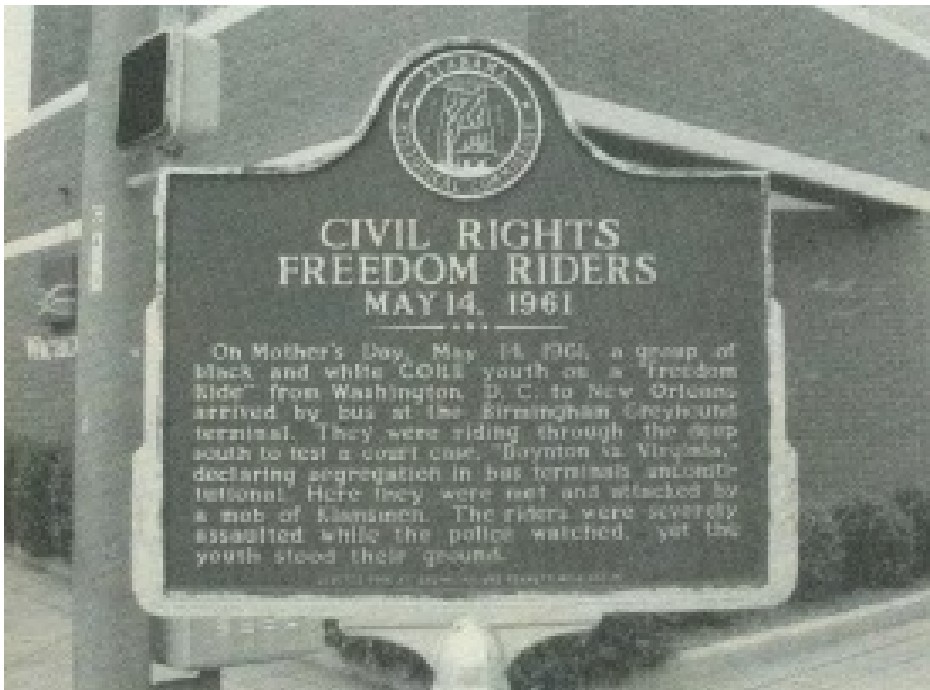
### **The Twilight of Two Industries**

The introduction of mechanization made surface mining profitable compared to underground mining. By the 1950s, coal markets steeply declined, forcing most of Alabama's mines to close. The Steel industry held on through the 1950s until the 1970s, when foreign competition also forced the last major furnace (Sloss Furnace) to close. Sloss found new life as a National Historic Monument in 1982. Though Alabama's civic infrastructure had begun to adjust to life without the coal and steel industries, the impact on the African-American community was significant. Restricted in educational choices, work in the coal and steel industry offered a living to those with limited schooling. Without jobs, the natural decay both of the physical environment and the community morale that long-term unemployment exacts began to manifest itself in the form of blight.



## Civil Rights and the Struggle for Community

Public policy continued to work against Birmingham's African American community in the Post World War II era. Passage of the National Housing Act and the Federal-Aid Highway Act of 1956 created threats to the strength of communities such as Pratt City, Thomas and Ensley. The Highway Act resulted in the dual outcome of hastening Black middle class flight from Ensley as residents sought better housing and increasing the percentage black in greater Birmingham as a result of white flight. The National Housing Act provided a new tool, leveling communities designated as blighted, to those trying to manage and circumscribe the growth of Birmingham's African American population. The 1950s saw a series of battles that pitted the African American community against Birmingham's housing authority in an attempt to stem arbitrary relocation of black households. These battles became part of the landscape presaging the flowering of the struggle for Civil Rights, not only in Birmingham but in the entire state of Alabama. Land use and land tenure in Birmingham remains tightly wrapped in the politics of race, even with the hard won battles waged by Dr. Martin Luther King, Jr., and other Civil Rights leaders in the 1950s and 60s. Now the question of race has shifted to the region, where the challenge centers on managing a predominantly African American city with significant poverty in the middle of a region that is growing and prosperous.





## Vulnerable Communities

The fact that African-American communities such as the ones located in the study area are vulnerable because of high rates of poverty is problematic. Potential human resources are not getting due attention, creating a cumulative waste and drain of resources. However, poverty and lack of attention to economically vulnerable communities is further exacerbated by the risk of natural disaster. The communities in the study area constantly live under such a cloud.

Pratt City, which suffered the most extensive damage from the tornado of April 27, 2011, is no stranger to the destruction brought by swirling winds. Tornadoes hitting the so-called “Dixie Alley” have been increasing over the last thirty years. Prior to 2011, the last big system caused great destruction in Pratt City in 1998. The human toll from these natural disasters is both tragic and immediate, and has long lasting personal and community implications. The monetary toll from these tornadoes is also quite extensive.

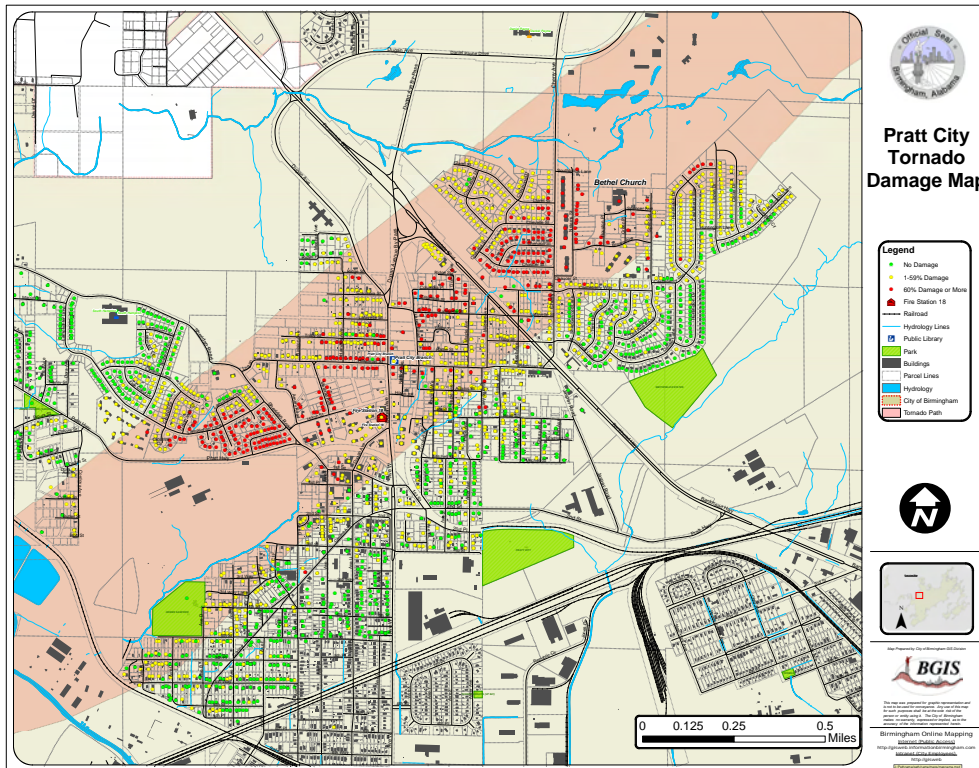
The central thrust of this report is that economic vulnerability and risk from natural disaster are closely linked. One cannot prevent natural disasters, but their destructive impact can be mitigated if we plan for and build communities that are equitable, sustainable and healthy. The rest of this report presents in detail a multi-disciplinary analysis and recommendation of actions that the community can pursue to create a set of resilient neighborhoods in the study area.





**APRIL 27, 2011**

On April 27, 2011 the City of Birmingham, Alabama was hit by an EF-4 tornado that damaged or destroyed over 1500 structures citywide. The Pratt Community located on the western side of Birmingham was the hardest hit area in the City with almost 500 homes destroyed or rendered uninhabitable displacing over 1,000 residents. In addition to the tragic impact on human lives, the City lost a library and a fire station, important components of the community.



An aerial photograph of a city, likely New York City, showing a dense urban grid. A white rectangular text box is positioned in the upper right quadrant of the image. The text inside the box is in a bold, black, sans-serif font, arranged in two lines. The background of the entire image is a high-contrast, blue-toned aerial view of the city's streets and buildings.

## **PRINCIPLES, VISION & GOALS**

## PRINCIPLES & VISION

### Guiding Principles

The following Guiding Principles were developed by the Local Steering Committee members:

- Mitigate Damage from future natural disasters.
- Accept that political capital will be necessary to ensure the implementation of proposed recommendations.

### ***Adhere to the Triple Bottom Line core values of People, Planet & Prosperity.***

1. **People / Social** - Appreciate the uniqueness, history and social character of the Pratt Community. Propose solutions that nurture a community that affords its residents the pursuit of health and wellbeing, values their quality of life, and recognizes the dignity of every human being.
2. **Planet/Environment** – Recognize the benefit of the natural environment. Recommend goals to reduce the environmental impact of the Pratt Community by managing its energy consumption, use of non-renewables, waste output, and waste disposal.
3. **Economic** – Successful businesses are essential to a sustainable society. Advocate a view of prosperity where ecological, and social concerns are considered alongside financial profit as a measure of economic success. Seek recommendations leading to an environment where value, created by local commerce, benefits both the business community and the Pratt Community.

## VISION STATEMENT

***Create a new narrative for the Pratt Community.***

### **A Caring Community:**

- Inclusive
- Attracts New Stakeholders
- Empowers its residents and stakeholders
- Promotes health and well-being

### **A Leadership Community:**

- Reliant on its own resources
- Resilient and Safe for future disasters
- Adapted to Climate Change
- Attracts New Investment
- Creates New Businesses
- Environmentally sustainable

### **The Place to Be:**

- Rich Social, Industrial and Architectural Histories
- Enhanced Quality of Life & Amenity
- A Connected Walkable Community
- A Growing Community



An aerial photograph of a city, likely New York City, showing a dense urban landscape with numerous buildings, streets, and green spaces. A white rectangular box is superimposed on the right side of the image, containing the text 'STRATEGIC FRAMEWORK' in a bold, black, sans-serif font. The text is centered within the box and is the primary focus of the image.

## **STRATEGIC FRAMEWORK**

## HEALTH, SAFETY, & QUALITY OF LIFE

### Background

We know that the current conditions in the Pratt Community are creating a negative narrative. The April tornado exacerbated the poor existing conditions of a declining population that was already enduring high vacancy rates, environmental hazards, and significant poverty and unemployment. In the aftermath of the tornado, the community is facing new challenges- displaced residents and an immediate need for housing; physical storm damage to buildings; damaged or destroyed infrastructure and trees; and the emotional and post-traumatic stress related to this event.

Key to the success of this revitalization effort is the framing of a new narrative – one that speaks of safety and quality of life. This is important to draw investment to the



Non-health policies of land use, infrastructure, transportation, education, and economics account for 60-70% of contributing factors to health (physical, mental, and community health). Source: Human Impact Partners.

community – individual, government, non-profit, and private investment rely on this vision of a better future. Health, encompassing individual physical health, mental health, and community health, is a common language and a measure that is being used around the country to describe the attainment of safety and quality of life. Because “non-health” policies of land use, infrastructure, transportation, education, and economics account for 60-70% of contributing factors to health, safety, and well-being, the policy and physical strategies that will guide the revitalization of the Pratt City Community provide a significant opportunity.

### A New Narrative: Position the Pratt Community as one of health, safety, well-being, & quality of life.

- 1. Create a model, innovative community.** Capitalize on the opportunity for research with UAB and the CDC and set best practices in the city and the region.
- 2. Enhance the quality of life.** Brand to the community in order to attract a broad range of people (seniors, families, etc).
- 3. Build Funding Mechanisms and Partnerships.** Build off of existing research and funding, investigate opportunities for new funding specifically available for health issues, and open potential partnerships. Seek key issues that align with existing and new funding priorities (i.e.: Jefferson County CDC Grant: Obesity – Healthy Food Access, Walkability).
- 4. Position Health as an Overall theme.** Health, safety and quality of life issues need to inform the physical, economic, and strategic frameworks.

Using the lens of health and safety is an important tool to:

- Understand specific Pratt Community needs.
- Build participation among community groups.
- Encourage partnerships to support program and project activities.
- Position Pratt Community for specific funding sources. This can also help to attract a broad base of residents.

Health is a way to show progress toward an innovative, model community. To succeed in using this health approach to attract interest, investments, and partnerships to the Pratt Community, the following approach is essential:

**1. Use a fact-based approach.** “Do the math” to determine the key needs and create the rationale to establish need and opportunity. Use health indicators as a comprehensive measure of quality of life and a way to advocate for revitalization.

**2. Show that decision-making is informed by these facts.** Use health indicators and health impact assessments to set policies, make investment decisions, and position for funding. Include land use, transportation, economic, and community development policies. Consider Health Impact Assessments as part of decision-making for near, mid, and long term planning.

**3. Use health indicators to measure success against established targets and goals.**

All strategies for the Pratt Community must address past or pre-existing priorities, and post-disaster conditions, while also planning for future disasters.

## Pratt Community Health Indicators

There are existing assessments in place, including “Jefferson County: Our Community Roadmap to Health” (2006, updated in 2009), a recent Grocery Gap study completed by Social Compact and the associated “Food Desert Study”, and updated census and demographic data that has been compiled as part of the City of Birmingham’s Comprehensive Plan update. For the purpose of this R/UDAT, we looked at representative and available health indicators, met with neighborhood leaders, ministers, and FEMA representatives, observed physical conditions, and spoke with both the Health Sub-Committee of R/UDAT Stakeholders and with community members and individuals who attended the Friday, October 7th Town Hall Meeting.

Some of the concerns raised by community members and stakeholders in these sessions include:

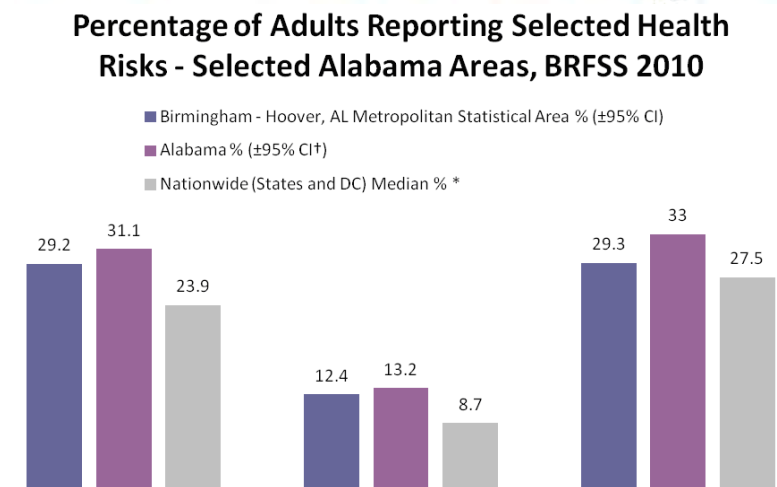
- A desire for more walkability from many demographics. People are interested in walking trails, sidewalk repair, walking groups (which have been active in the past), and designated safe routes to critical services including schools and community storm shelters.
- Noise was mentioned as an ongoing issue by multiple demographics, specifically from truck traffic and from the highways.
- The need to avoid providing false hope is dangerous, and the importance of clearly indicating the limit of what the rebuilding process will or will not do.
- Concern about contamination that might have resulted from the tornado – dust, gas leaks, soil contamination, and asbestos from damaged buildings.

- Mental health services are needed for residents immediately, and long-term care is also important. Churches and Neighborhood Associations could be trained. All residents should be screened after future disasters.
- These health disparities are not new issues. There has been research, but there has not been action. Continuity and follow through are needed.
- The existing Western Health Center in Ensley run by Jefferson County Health is scheduled for closure in 2013. The community would like to see a One Stop Health Facility that is centrally located and features multiple disciplines, a pharmacy, and the ability to conduct mental health assessment (both for disaster victims and for long-term care).
- United Way, Jefferson County, and the City of Birmingham (among others) currently have some programs underway in the community. There is further potential for partnering with UAB. Churches also provide a strong existing social network.
- For food access, most residents shop at Wal-Mart, Piggly Wiggly, or Save-A-Lot on Highway 78. There is a wholesale farmers market on Finley; however, no public transportation is available to this location. There are many fast food stores in the neighborhood and gas stations with food marts. Additional studies are available.

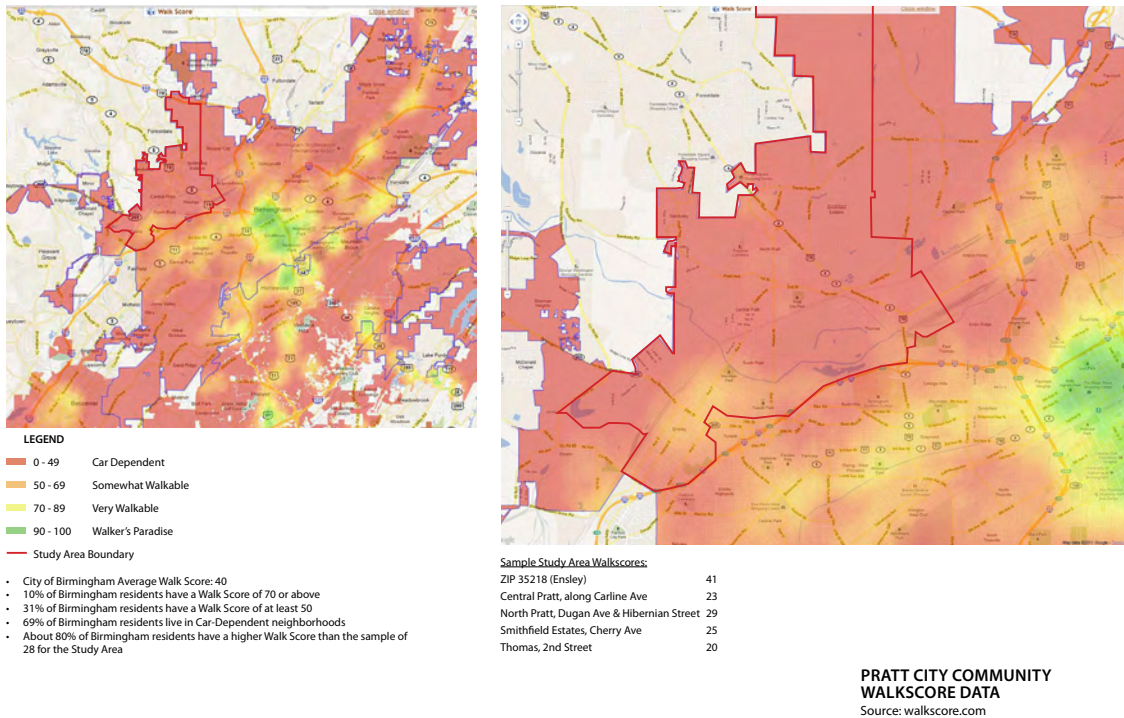
Based on this “rapid” Health Impact Assessment, these preliminary priority issues have been established:

- 1. Safety**– Physical infrastructure, information and social networks to respond to future disasters.
- 2. Healthy housing**– Healthy living and working environments.
- 3. Improved physical and mental health.**
- 4. Improved socio-economic status**– Creating more jobs, ensuring better education, and diminishing poverty.
- 5. Obesity**– Improved access to daily exercise, recreation, and healthy foods.
- 6. Decreased exposure to environmental hazards**– Mitigate noise pollution, poor air and water quality, and soil contamination.

These preliminary priority issues are well aligned with documented goals and objectives in “Our Community Roadmap to Health”, a guiding document for Jefferson County, as well as with the “Communities Putting Prevention to Work” American Recovery and Reinvestment Act grant that was recently awarded to the Jefferson County Department of Health.







## Recommended Strategies

For each of the identified priority issues, objectives can be achieved through new or modified policy, capital improvements, partnerships and programs, and by enhancing access to or awareness of existing resources. This can be accomplished by public, institutional, non-profit, and private entities.

Suggested objectives have been included; however, these should be vetted with stakeholders and the community before moving forward. A Health Impact Assessment (HIA), a methodology new to the US in the last 5-8 years, should be used as a framework for action. It typically includes these steps:

- 1. Screening:** Determines the need and value of a HIA.
- 2. Scoping:** Determines which health impacts to evaluate, the methods for analysis, and the work plan.

**3. Assessment and Recommendations:** Provides: a) a profile of existing health conditions; b) evaluation of potential health impacts; c) strategies to manage identified adverse health impacts.

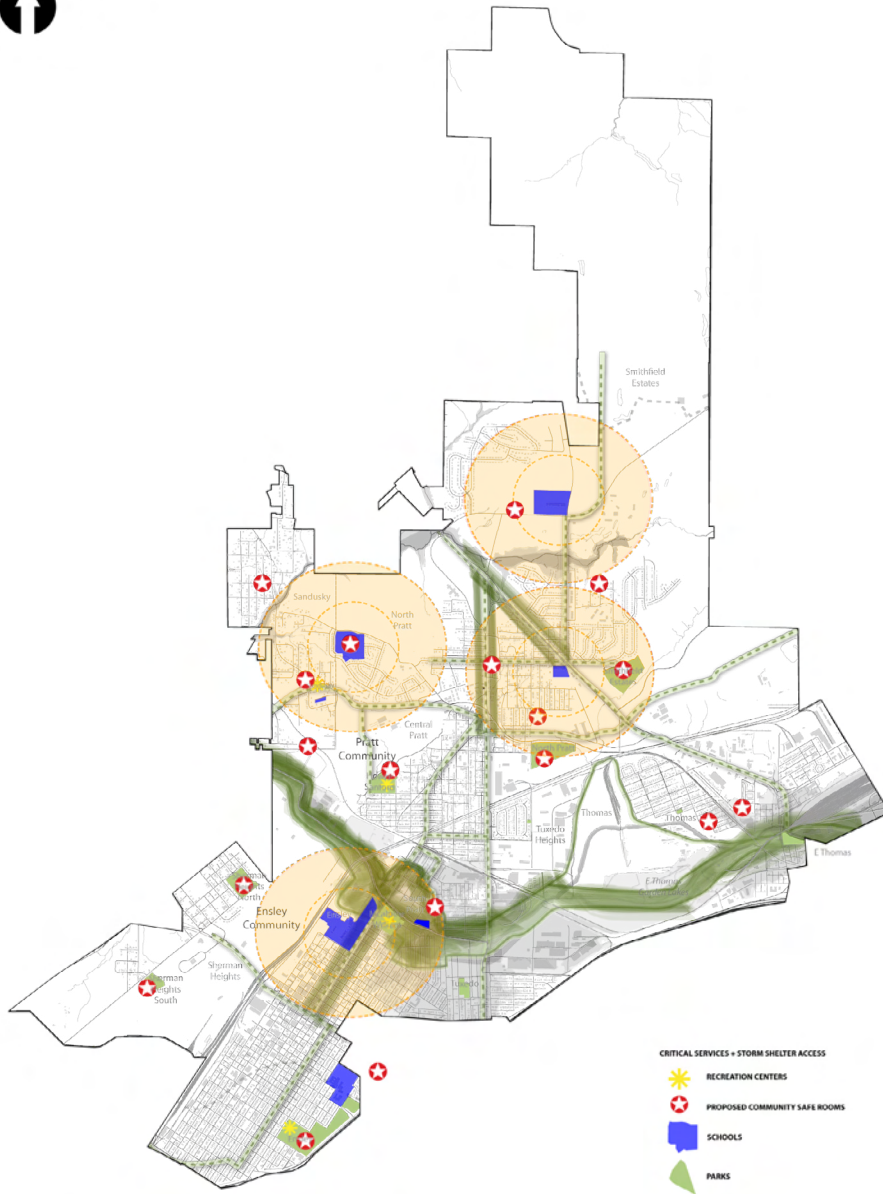
**4. Reporting:** Includes development of the HIA report and communication of findings and recommendations.

**5. Monitoring:** Tracks impacts on decision-making processes and the decision as well as impacts of the decision on health determinants.

Within this framework, approaches to HIA vary greatly with regards to the breadth of issues analyzed, the research methods employed, their relationship to regulatory impact assessment requirements, the role of policy-makers, stakeholders and the public in the analysis, and the ways the assessment is used. This section of the report could be considered a “rapid” HIA, consistent with this method.

PRIORITY ISSUE	POTENTIAL OBJECTIVES	RECOMMENDATION
<b>Improved Quality of Life</b>	Use health as a decision-making tool.	<ul style="list-style-type: none"> <li>Consider community-based health data collection and potentially use the YMCA Healthy Community Living Index or the San Francisco Department of Public Health Pedestrian Environmental Quality Index.</li> <li>Consider conducting a Health Impact Assessment for the Pratt Community.</li> <li>Consider inclusion of Health Impact Assessment in Comprehensive Plan efforts and related policy-making endeavors.</li> </ul>
<b>Safety</b>	Create a sustainable disaster response network (physical and information).	<ul style="list-style-type: none"> <li>Ensure access to proposed Storm Shelters (submitted for funding by the City), with physical access through designated safe walking route and clear signage, siren, and vehicular transportation routes. Consider accessibility and ADA. Shelters should have emergency lighting, power, water, etc.</li> <li>Coordinate an information sharing network: social infrastructure and notification network (could be coordinated through existing churches and Neighborhood Associations or proposed information network) to include transportation coordination for elderly and those without cars.</li> <li>Create a Coordinated Birmingham Disaster Response Strategic Plan and form an entity to manage this effort.</li> </ul>
<b>Healthy Housing</b>	Provide a range of housing: size, income levels, and tenure; create healthy indoor environments.	<ul style="list-style-type: none"> <li>Homes should be designed, built, and maintained to support health. Existing homes can be retrofitted to incorporate healthy materials. Damaged properties should be assessed for health risks and damage. Look to best practices and consider setting minimum performance standards. Consider using EcoDistrict Initiative or 2030 District as a model.</li> <li>Workplaces should also consider healthy construction practices.</li> <li>Vacant properties should be addressed to mitigate security hazards and develop a transition strategy</li> </ul>
<b>Mental Health and Physical Health</b>	Improve access to mental and physical health care facilities.	<ul style="list-style-type: none"> <li>Create a new One-Stop Health Facility, incorporating physical &amp; mental health services. It should be centrally located, with multiple disciplines, a pharmacy, and capacity for mental health assessments and long-term services. Potential locations include Downtown Ensley and near Pratt City Library, and should be accessible by bus. Potential partners include Jefferson County Health and UAB.</li> <li>Use and build social networks for support and training for future disasters.<sup>1</sup> Create a network for mental health screening (training, UAB, Jefferson County, Non-Profits), and on the ground training for volunteers and community leaders.</li> <li>Coordinate with Churches – inventory current services being provided, and discuss what services could be incorporated (i.e. nurse available, information network).</li> <li>Improve education and awareness on how to use existing insurance coverage and access to other resources.</li> <li>Ensure transportation to health services. Consider a private shuttle to provide transportation.</li> </ul>

<b>Socio-Economic Status</b>	Improve socio-economic status	<ul style="list-style-type: none"> <li>Place a strong emphasis on job training and education, creating an economic “ladder”. Neighborhood disadvantage is associated with poor health in children.<sup>2</sup></li> <li>Reduce expenditures (such as utilities and transportation) as a part of household budget. Consider water and energy efficiency upgrades to existing homes and set higher standards for new homes. Investigate options for expanding transportation choices, such as a private shuttle.</li> </ul>
<b>Obesity</b>	Reduce rates of obesity	<ul style="list-style-type: none"> <li>Walkability: Sidewalks and trails are of key importance. Identify priority streets between core services (parks, recreation, schools). Consider conducting a walkability audit and coordinate with City of Birmingham Sidewalk Inventory (budgeted). Build on social networks to create and maintain walking groups. Viable destinations are of key importance to maintain long-term participation. Traffic calming and safety is critical to walkability– evaluate accident data.</li> <li>Food access: Explore grant program coordination through Jefferson County and UAB (such as Healthy Corner Stores and Healthy Kids Healthy Communities). Work with the Healthy Corner Stores program to locate existing retailers to work with, include marketing and business planning assistance. Consider a community garden network, and incorporate the Healthy Kids Healthy Communities program into the schools. Coordinate with retail strategy. Consider opportunities for urban agriculture and community gardens (see the Ecology Section of this report).</li> <li>Recreation access: Review walkability and access to existing facilities, and consider shared-use agreements with schools to expand services. Consider potential new facilities such as a YMCA or similar facility. Work with partnering with Churches to provide fitness facilities and programs for the public. Coordinate trail access and Our One Mile current activities. Consider building physical fitness stations along trails.</li> </ul>
<b>Environmental Hazards</b>	Reduce exposure to environmental hazards	<ul style="list-style-type: none"> <li>Test for contamination resulting from the tornado, including soil and water contamination.</li> <li>Target natural buffers (trees) for noise and air quality primarily along highways and truck routes. Trees are a cost effective means to reduce smog and improve air quality.<sup>3</sup> Study current noise levels from trains. Long term exposure to noise (above 50 dB and significantly above 70 dB) interrupts sleep, which is needed for physiological and mental health and to recover from traumatic stress.<sup>4&amp;5</sup> It is also associated with increased hypertension and heart disease<sup>6</sup>, and delayed learning in children<sup>7</sup>.</li> <li>Test soil conditions for environmental hazards on historic mining sites. Consider the impact of American Cast Iron Pipe Company (a top polluter) on the study area.<sup>8</sup></li> </ul>



**Walkability (1/4 mile and 1/2 mile) to critical services: Storm Shelters, Schools, Recreation Facilities, and Parks**

## Next Steps & Implementation

This report lays out preliminary health priorities and potential strategies to work towards a higher quality of life and safety. These preliminary recommendations must be vetted through a community and stakeholder process. A critical next step is to convene a Work Action Team who can convene efforts around health. Potential partners who have expressed some level of interest include Jefferson County Health Department, UAB Center for Minority Health Disparities Research Center, and other non-profits, including United Way. Vetting priorities, objectives, and strategies is an excellent opportunity to build community engagement.

The preliminary recommendations are incorporated into the physical framework, economic development, and community development sections.

Partnerships will be critical to the success of these efforts. For implementation, a few partnerships are recommended.

### ***Healthy Community Working Action Team (WAT)***

Based on preliminary discussions with potential partners, there may be interest to form a Healthy Community Working Action Team. This group could be composed of institutional, governmental, non-profit, and stakeholder leadership; potential partners include Jefferson County Health Department, UAB Minority Health and Health Disparities Research Center, UAB School of Public Health, United Way, and others that are a part of the R/UDAT Health Subcommittee. It could be a subset of



the existing Jefferson County Health Action Partnership that is specifically focused on action in the Pratt Community. The primary function for the WAT would be a working group convened around accelerating health related activities such as Health Impact Assessments, setting objectives and goals, determining viability and implementing programs and activities, and seeking research opportunities and funding in a coordinated manner. There is a strong opportunity for research and support of the Pratt Community revitalization as a model community because the built environment and policy influences will change dramatically in the next several years. It may also be of interest as a model community changing its story because of the historic health, environmental, and socio-economic disparities in this community. The WAT could seek funding and partnerships that are broader than the Jefferson County Health Action Partnership activities.

#### ***Disaster Resilience Partnership***

Create a single entity responsible for the development of a strategic plan related to disaster response. The Disaster Resilience Partnership would provide leadership and coordination among other response entities and identify and close gaps between agencies and community service organizations. While such an entity should be a city-wide or county-wide entity, we recommend that a nimble Disaster Resilience Partnership be formed, consisting of key private, public, and non-profit entities.

#### ***Information & Human Resource Partnership***

This partnership, whose formation is suggested in the Housing Section of this report to change the narrative of the Pratt Community, is also important on a long term basis to function as an education and awareness network related to health issues. Accesses to health services and mobilization for future disaster response are important functions of this partnership.

#### **Funding**

Using a health and HIA approach and the projects and programs that may result from these recommendations also are well positioned for funding specifically related to health priorities including reduction of obesity, walkable communities, and access to healthy foods. Some examples of such funding sources include the HUD-DOT-EPA Sustainable Communities Partnership, the Center for Disease Control, and foundations including the Robert Wood Johnson Foundation, and the WK Kellogg Foundation. Additional potential partners may include Kaiser Permanente and other insurance providers.

#### **Monitoring and Progress**

Monitoring progress is an important step in the health impact assessment process and for reporting to the community and to funders. Monitoring programs based around key indicators should be established in conjunction with any activities or programs. A shared data management system should be considered as part of this

process. Monitoring is an activity that could be done in coordination with universities or research institutions.

### Case Studies and Best Practices

- Mountain View General Plan/Comprehensive Plan coordinated with Health Impact Assessment, Human Impact Partners. <http://www.humanimpact.org/projects>
- SB375- health metrics in land use and transportation planning, Human Impact Partners. <http://www.humanimpact.org/projects>
- Vanderbilt University Medical Center, One Hundred Oaks - aging mall renovated into a mixed-use medical center and retail destination.
- South Lincoln Redevelopment Master plan and Health Impact Assessment/Healthy Development Measurement Tool, Denver, CO, Denver Housing Authority; HUD-DOT-EPA Interagency Partnership Best Practices. [http://www.newpartners.org/2011/docs/presentations/fri/NP11\\_Crangle\\_Erikson.pdf](http://www.newpartners.org/2011/docs/presentations/fri/NP11_Crangle_Erikson.pdf); <http://www.denverhousing.org/development/SouthLincoln/Documents/Healthy%20Development%20Measurement%20Tool%20Report.pdf>
- The *Breathe Easy Homes* program at High Point Community, Seattle, WA, Seattle Housing Authority – building standards for homes with reduced asthmatic symptoms and emergency room visits by two thirds, and increased symptom-free days by 65%. [http://www.nchh.org/Portals/0/Contents/breathe\\_easy\\_r2.pdf](http://www.nchh.org/Portals/0/Contents/breathe_easy_r2.pdf)
- EcoDistrict Initiative Assessment Methods and Toolkit, Portland Sustainability Institute, [www.pdxinstitute.org](http://www.pdxinstitute.org).

- Mobilizing for Action through Planning and Partnerships (MAPP) is a community-driven strategic planning process for improving community health. <http://www.naccho.org/topics/infrastructure/mapp/index.cfm>.
- Joint Use of School Grounds and Facilities: [http://www.phlpnet.org/healthy-planning/products/joint\\_use\\_toolkit](http://www.phlpnet.org/healthy-planning/products/joint_use_toolkit) Public Health Law and Policy.

### References from the chart on Page 30:

<sup>1</sup> Xue YG, Leventhal T, Brooks-Gunn J, Earls FJ. 2005. Neighborhood residence and mental health problems of 5-to 11-year-olds. *Archives Of General Psychiatry* 62 (5):554-563.

<sup>2</sup> Kohen DE, Dahinten VS, Leventhal T, McIntosh CN. 2008. Neighborhood disadvantage: pathways of effects for young children. *Child Development* 79 (1):156-169.

<sup>3</sup> A University of California study found that the cost of reducing CO<sub>2</sub> by one pound is 0.3 to 1.3 cents for planting a tree; 2.5 cents per pound by increasing the energy efficiency of appliances, and 10 cents per pound to build more fuel-efficient cars. According to American Forests, an acre of trees uses about 2.6 tons of carbon dioxide per year. Alaska Dept. of Natural Resources. Division of Forestry. Trees and Forests Improve the Urban Environment.

<sup>4</sup> Morh D, Vedantham K, Neylan T, Metzler TJ, Best S, Marmar CR. 2003. The medicating effects of sleep in the relationship between traumatic stress and health symptoms in urban police officers. *Psychosomatic Medicine* 65:485-489.

<sup>5</sup> Morh D, Vedantham K, Neylan T, Metzler TJ, Best S, Marmar CR. 2003. The medicating effects of sleep in the relationship between traumatic stress and health symptoms in urban police officers. *Psychosomatic Medicine* 65:485-489.

<sup>6</sup> Babisch W, Beule B, Schust M, Kersten N, Ising H. 2005. Traffic noise and risk of myocardial infarction. *Epidemiology* 16:33-40.

<sup>7</sup> Stansfeld SA, Berglund, B, Clark C, Lopez-Barrio I, Fischer P, Ohrstrom E, Haines MM, Head J, Hygge S, Kamp I, Berry BF, and RANCH study team. Aircraft and road traffic noise and children's cognition and health: a cross-national study. *The Lancet*, June 4-10, 2005, Vol. 365 (9475): 1942-49.

<sup>8</sup> Our Community Roadmap to Health, Jefferson County.

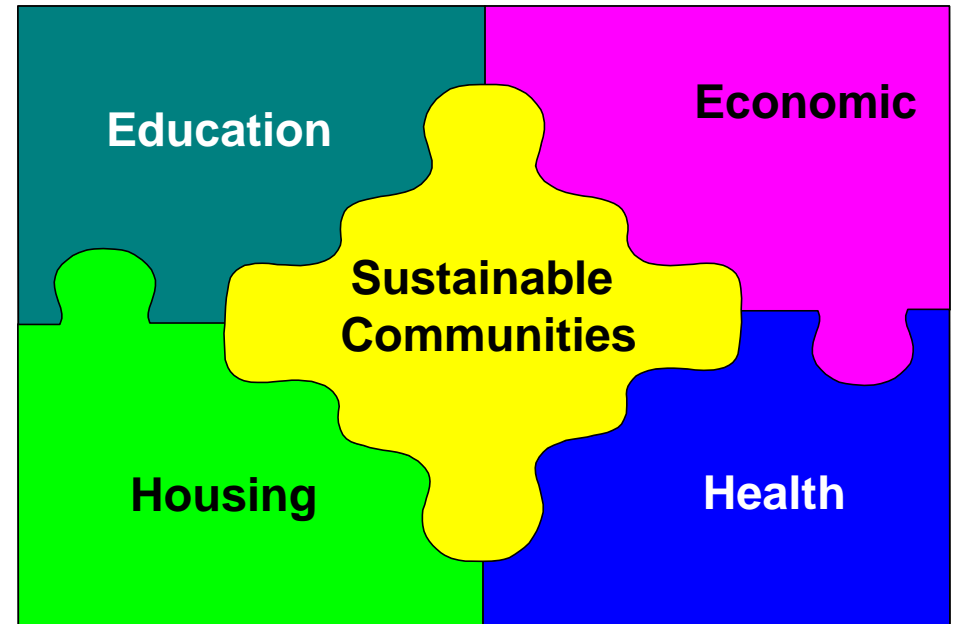
## ECONOMIC & COMMUNITY DEVELOPMENT

The greater Pratt community is a network of neighborhoods that was deliberately built to support the steel and coal mining industries. As these industries continue to decline, the Pratt community faces challenges such as unemployment, population decline, and vacant lots, which many communities across the country are also combating. In addition to these common challenges, Pratt is also recovering from a major natural disaster, which can serve as a unique catalyst to address these issues in a systemic manner with the aim to build a sustainable community.

A strong economic base is one component of building a sustainable community. Given its rich industrial history, Pratt has key economic assets to build upon, including:

- Strategic location, with close proximity to downtown Birmingham and six interstate highways.
- Existing available facilities with established infrastructure (rail, water, and other utilities).
- Skilled (many industrial-related) available workforce.

The opportunity is to leverage these assets, and other latent resources to define an economic development plan that can support the current and future needs of the Pratt community. It is important to link this plan to the Greater Birmingham region because the major economic activities and investments occur within the broader region. The goal of the following recommendations is to paint a picture of what is possible, while also recognizing deeper research and analysis will be required to validate and size (with regards to resources and funding) before execution.



### Economic Opportunities

Approximately a year ago, the Birmingham Business Alliance defined a blueprint for prosperity for the seven county Greater Birmingham region. Utilizing this strategy, we have identified the clusters that can support Growth, Retention and New Opportunities within the Pratt Community.



Growth Clusters

Transportation & Logistics (TL)

The Transportation and Logistics cluster consists of businesses responsible for managing the flow of goods, information and people. It is a promising growth area for both the region and the Pratt community given its strategic location.

The opportunity is to leverage these assets, and other latent resources to define an economic development plan that can support the current and future needs of the Pratt community. It is important to link this plan to the Greater Birmingham region because the major economic activities and investments occur within the broader region. The goal of the below recommendations is to paint a picture of what is possible, while also recognizing that deeper research and analysis will be required to validate and size (in regards to resources and funding) before execution.

Birmingham-Hoover MSA	
Transportation & Logistics Employment Snapshot	
2009 Employment	2,224
2009 Average Wages	\$36,190
1998-2009 Net Job Creation	499
Source: Professor Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness	

The introduction of Interstate 22 will increase the area’s attractiveness for this sector. For the Pratt community, this can translate to targeted business attraction efforts for the Daniel Payne Industrial Park. In addition, large vacant lots (such as Daniel Payne Drive and Cherry Avenue) can be developed and marketed to TL businesses.

Local residents can serve as a labor pool for the jobs created by a TL expansion. An on site One Stop Employment Center can be established to serve as an effective means for screening, training and hiring local residents, which can reduce recruitment costs for employers and improve residents’ access to jobs.

We recognize that the TL cluster is primarily compose of entry level jobs, which may not offer livable wages. However these job opportunities should be viewed as a first step within a career path, especially for working adults with limited education.

**Table 1: Transportation & Logistics SWOT Analysis**

<b>Strengths</b> <ul style="list-style-type: none"><li>• Promising growth area for both the region and the Pratt Community.</li><li>• Easy access to highways, which is critical for TL businesses.</li></ul>	<b>Opportunities</b> <ul style="list-style-type: none"><li>• Interstate 22 strengthens the highway access (direct route to Memphis).</li><li>• Large vacant lots (such as Daniel Payne Drive and Cherry Avenue) and additional acreage at Daniel Payne Industrial Park can be targeted to attract TL businesses.</li><li>• Leverage TL to connect local residents to entry-level job opportunities.</li><li>• Establish a One Stop Employment Center onsite at a major TL site to streamline the screening, hiring, and training processes for employers while improving resident access to jobs.</li></ul>
<b>Weaknesses</b> <ul style="list-style-type: none"><li>• Entry level TL jobs typically offer less attractive wages (jobs should be viewed as a first step to a career path).</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>• Advancements in technology related to warehousing have led to less jobs created.</li></ul>

### **Health Services**

The Health Services cluster, as its name implies, is related to organizations and businesses that offer medical care services (hospitals, physician offices) and supporting entities (e.g., diagnostic services). In the Birmingham MSA it is one of the largest employers, employing over 65,000 employees in 2009.

<b>Birmingham-Hoover MSA</b>	
<b>Health Services Employment Snapshot</b>	
2009 Employment	65,187
2009 Average Wages	\$44,875
1998-2009 Net Job Creation	2,678
Source: Professor Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness.	

Health Services is one of the fastest growing industries nationally and regionally. In preparation for its continued growth, the Pratt Community can prepare its current and future workforce for careers in this industry. The recent designation of Jackson-Olin High School as an Academy of Health Science is a good step in this direction. In addition to youth development, a Career Lattice Model (see case study below for more information) can be utilized to effectively link working adults to these career opportunities working with key stakeholders (e.g., employers, educators, government and other intermediaries).

In support of the Pratt Community becoming a healthier community, we also can envision a Health Services enclave, which can serve as a nucleus for community health services and care. We were informed of preliminary plans being considered for Senior Housing within the Downtown Ensley area. This development can be leveraged to create this nucleus while also serving as an anchor and catalyst for the neighborhood. We would recommend that the Senior Housing facility also house retail (such as a pharmacy) in its ground floor to help spur additional retail in the area. This location could also serve as the one stop Community Health Center that is recommended in the Health section. Additionally it could be a potential training site for the Career Lattice referred above. While the Senior Housing development plans are very preliminary, the main takeaway from this recommendation is to centralize the Health Services activities in the community in a way that act as a catalyst and anchor that can support additional economic activity.

One of the challenges that such a development may face is getting people who lack transportation to this location. We recommend a private transportation business be developed to respond to this unmet market need. This concept is further expanded in the Entrepreneurship recommendations.

Various financing tools such as New Market Tax Credits, Historic Tax Credits and Community Development Block Grants could be used to support such a development. See the Funding summary found further in this section for a broader list of potential funding sources.

**Table 2: Health Services SWOT Analysis**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• With six major hospitals and supporting medical offices and businesses, Health Services is a key economic anchor and a growing cluster within the Greater Birmingham region.</li> <li>• Health Services is a growth area both nationally and locally.</li> <li>• Health Services typically offers competitive and growing wages, and diverse career paths.</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• In preparation for the continued growth in the Health Services cluster, prepare the current and future workforce for Health Services careers utilizing a Career Lattice model (see case study for more information).</li> <li>• Leverage a Jackson-Olin High School designation as a Career Academy.</li> <li>• Develop a Health Services enclave in the study area (suggestion: Downtown Ensley).</li> <li>• Senior Citizen Housing (Preliminary plans are underway for a potential site).</li> <li>• Community Clinic</li> <li>• Training Location for the Career Lattice</li> <li>• Private Transportation to support travel to and from location (as well as the other frequently traveled places and historic areas).</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Current public transportation is limited and may present challenges for local residents' abilities to get to and from work.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Appropriate funding is needed to support the above opportunities.</li> </ul>



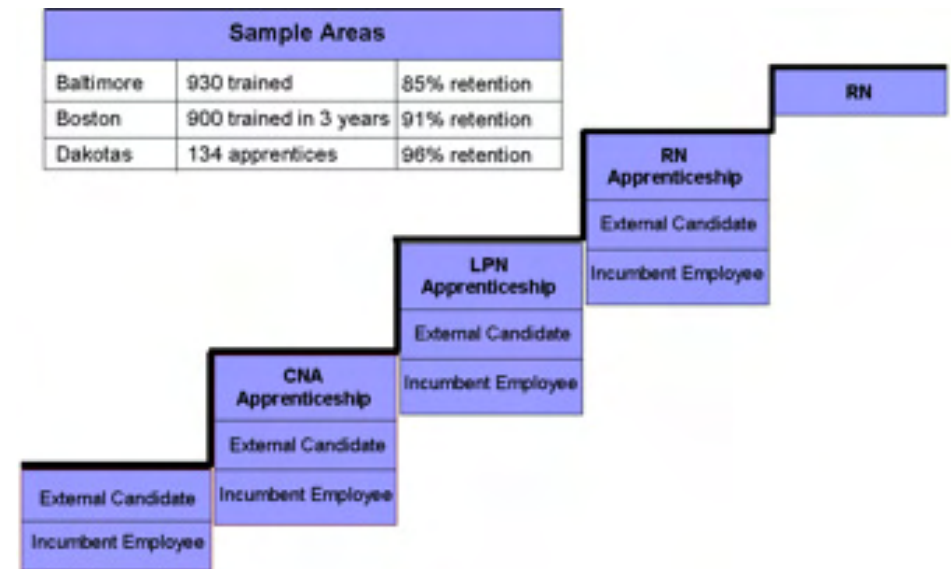
## Case Study: Career Lattice Model

The career lattice workforce model is a best practice being used in Boston, Baltimore, and Philadelphia, and other cities. It is a collaborative approach to training that involves employers, educators, government agencies and non-profits playing different roles. Below is an example of a lattice for nursing, but this framework can be applied to most professions.

Using a competency based apprenticeship model, individuals can advance from a Certified Nursing Assistant (CNA) to License Practical Nurse (LPN) to Registered Nurse (RN) under an “earn while you learn” program with an increasing wage scale during the training period. It offers career opportunities for both underemployed incumbent workers and the unemployed. The career lattice model can offer multiple benefits such as:

- Better access to jobs with a clear career path.
- Streamlined screening, training, and hiring process.
- Provide employees who are highly skilled.
- Improve retention and job performance.
- Enhance the quality of care.
- Increases staff diversity.
- Matches or exceeds training required by licensing boards.
- Creates a strong workforce pipeline with local residents.

The Nursing Career Lattice Model has created high retention rates while training high numbers in a relatively short time frame.



## New/Emerging Cluster

### *Historic Trails & Tourism*

In the Urban Design Section, we recommend the development of Historic Trails to preserve the rich industrial and civil rights history of the Pratt Community while improving the quality of life for local residents. These trails, and other landmarks and attractions could be developed and packaged to create a unique tourism experience in this area that could link with other regional tourism initiatives and generate revenue to the area, and create tourism related jobs. The city is developing a Historic Trails plan and these efforts should align with this plan. The Greater Birmingham region captured \$1.5B in tourism revenue with 35,000 tourism related jobs in 2008. If the Greater Pratt area can capture 0.5% of the regional tourism activity this could translate into \$7.5M in expenditures and 175 jobs.

A vibrant tourism cluster in the area could produce broader benefits beyond job creation, such as spurring additional retail development (restaurants, boutiques, night life) and attracting new residents (and previous residents) to the area. Lack of transportation is a potential impediment that could discourage tourism. Therefore, we recommend offering various transportation modes to serve the area. The Historic Trails are designed to be walkable. In addition we could offer bicycles for other who would prefer not to tour the area by foot or a private bus transportation could be offer to shuttle visitors to and from the major tourism nodes. Developing the infrastructure and supporting amenities (e.g., museums) is a long term effort. However, short term initiatives can be under taken to begin marketing the area. Thematic festivals similar to Junction at the Function, which attracts over 6,000 visitors yearly, could be planned and act as a predecessor to the full scale tourism efforts.

**Table 3: Tourism SWOT Analysis**

<b>Strengths</b> <ul style="list-style-type: none"><li>• Indelible history that should be appreciated and preserved.<ul style="list-style-type: none"><li>o Coal Mining and Steel Manufacturing</li><li>o Civil Rights Movement</li></ul></li></ul>	<b>Opportunities</b> <ul style="list-style-type: none"><li>• Market the Historic Trails and other landmarks as a unique tourism experience.</li><li>• Provide various transportation modes to tour the area.</li><li>• Walking Tours, Bicycle Tours, Private Shuttle Service.</li><li>• Link tourism efforts with broader regional tourism initiatives.</li><li>• Start promoting the area with thematic festivals in addition to events like Function at the Junction.</li></ul>
<b>Weaknesses</b> <ul style="list-style-type: none"><li>• Tourism is closely linked to the Southeast region versus nationally.</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>• Cannibalization with other neighborhoods main street/tourism efforts may pose a threat.</li></ul>

## Retention Cluster

### Manufacturing Sector

Manufacturing is too broad to be considered one cluster, but for these purposes we will use this broad category to capture all manufacturing businesses in the area (including metal, electromechanical, precision fabrication, processes and installations).

Birmingham-Hoover MSA	
Metal Manufacturing Employment Snapshot	
2009 Employment	10,392
2009 Average Wages	\$56,892
1998-2009 Net Job Creation	-2,377
Source: Professor Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness	

Manufacturing remains an important sector for the area, employing more than 10,000 in the Birmingham-Hoover area. Nationally, manufacturing faced a steep decline, shrinking by six (6) million jobs between 1997 and 2009 and creating significant challenges (job loss, depopulation, brownfields, etc.). However, what may be surprising is that since the beginning of 2010, this sector has added 240,000 jobs (nearly one in every six jobs created during this period has been in manufacturing).

Data Source: "A Surprising Job Recovery: American Manufacturing is Back", Time, 5/17/2011.

This trend is expected to continued, albeit slowly. According to the Boston Consulting Group, wages and benefits in China are expected to rise from 5% -20% annually. Rising wages combined with China's growing domestic market and rising transportation and logistics costs and the weakening of the US dollar means that outsourcing manufacturing to China may not yield the same savings that US companies have come to expect. More companies are employing a multinational footprint to meet their sourcing needs. This will translate to increased manufacturing activity in the US. However, the probability that manufacturing will return to its former prominence is unlikely.

Given the strong competitive assets for manufacturing found in this area and a relatively positive forecast for manufacturing in the future, we recommend employing a "Maintain and Attract" manufacturing strategy.

There are niche manufacturers that have been able to weather the challenges facing manufacturing and have found a way to grow. It is imperative that Pratt identify these manufacturers, as well as work with all other local manufacturers to make sure we are offering a productive business environment to support their businesses.

Additionally, a focused business attraction strategy can find and market to specialized "clean" manufacturers that may be seeking locations to expand, and the Pratt Community can attract them with readily available land and facilities.

**Table 4: Manufacturing Sector SWOT Analysis**

<b>Strengths</b> <ul style="list-style-type: none"><li>• Readily available facilities and vacant land with the necessary infrastructure (rail, transportation access, utilities, etc.</li><li>• Skilled and available workforce.</li><li>• Presence of existing manufacturers that are growing.</li></ul>	<b>Opportunities</b> <ul style="list-style-type: none"><li>• Maintain and Attract Strategy</li><li>• Work with existing manufacturers to ensure the right business environment is in place to maintain and grow their businesses.</li><li>• Execute a focused business attraction strategy to identify niche “clean” manufacturers that are growing, seeking expansion, and would prosper in the area.</li></ul>
<b>Weaknesses</b> <ul style="list-style-type: none"><li>• Slow growth of manufacturing sector.</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>• Cannibalization with other manufacturing sites within the region may pose a threat.</li></ul>

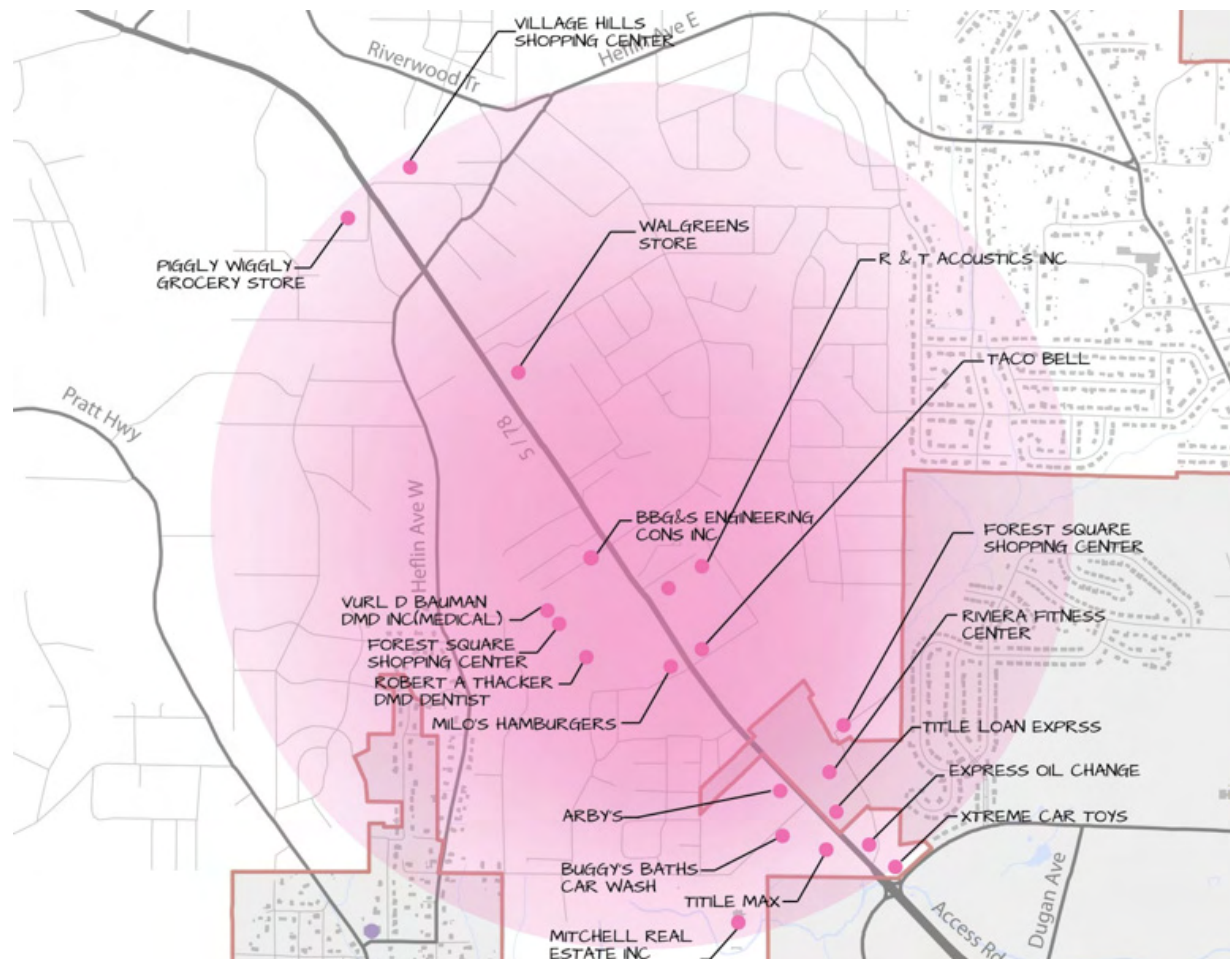
In addition to recommending economic initiatives that link the Pratt community to the Greater Birmingham region, we have identified economic opportunities that are specific to the area.

### **Local Retail**

During the community town hall session and focus group sessions, the need for local retail was a recurring theme. The community expressed that Pratt used to have a vibrant downtown area with stores such as grocers, restaurants, banks, dry cleaners, florist, hair salons, etc., and they would like to see that aspect of the city restored. Social Compact is a non-profit organization that helps to drive private sector investment to inner city neighborhoods by providing relevant fact based economic data that uncovers the potential of these neighborhoods, which is often overlooked. They recently completed a drilldown study of 12 Birmingham neighborhoods, which included Pratt.

Pratt Community Social Compact Study Key Findings	
Population per Acre	1.1
Aggregate Income per acre	\$23,306 (1.6 times more than MSA)
Retail Demand <ul style="list-style-type: none"> <li>Apparel Leakage*</li> <li>Restaurant Leakage*</li> </ul>	<ul style="list-style-type: none"> <li>\$6.8 million</li> <li>\$3.7 million</li> </ul>
*Leakage defined as the unmet market demand.	

Based on these findings, coupled with the retail map of the area (see below) it appears that the Pratt community does have retail, but it is primarily located along US 78 and not directly in the neighborhood.



Forestdale and Highway 78





Five Points West



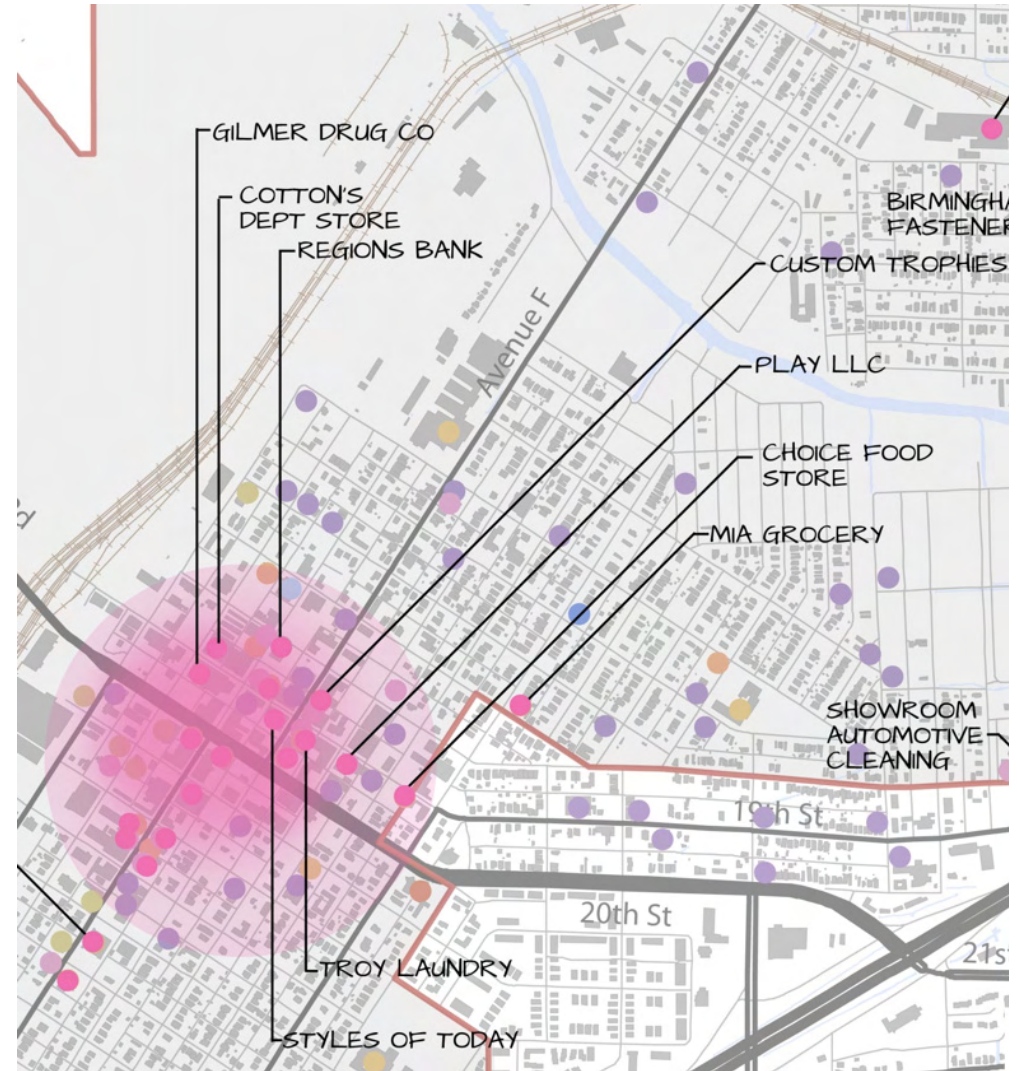
Highway 78 & Cherry Ave.



The Social Compact study suggests that there are sizable unmet retail needs for Apparel and Restaurants with expected annual expenditures of \$10 million. Based on this information, we could envision larger retailers and restaurants being located along U.S. 78. The intersection of US 78 at Tribly Street or US 78 at Lafayette represent good locations because they are a cluster of vacant properties due to tax liens that can be developed for this type of retail. But the larger opportunity (in terms of its ability to revitalize the neighborhood) lies with developing neighborhood retail, but it will require heavy lifting.

Neighborhood retail will be best supported by small business owners who understand the market and can translate the unmet need into eclectic/unique services that will draw not only residents, but visitors to the area. Ideal locations for this type of retail lie along Carline Avenue, especially the triangles at the Pratt Mine Trolley Station and Avenue G. To support neighborhood small business development, business technical assistance services should be offered in conjunction with an education stakeholder such as the UAB School of Business. See the Entrepreneurship recommendations further in this section.

The Retail strategy has to be tied to the Tourism strategy, the Historic Trails Development, and Housing priorities to ensure the appropriate density is created. Additionally, zoning and design guidelines will need to be updated to align with the agreed strategy.



Ensley 20th St. and Avenue F

**Table 5: Local Retail SWOT Analysis**

<b>Strengths</b> <ul style="list-style-type: none"><li>• Income per acre of \$23.3k (1.6 times the metropolitan area income per acre).</li><li>• Attractive neighborhood sites that can be developed for retail (Carline Ave. enclave at Pratt Miner Trolley station and at Avenue G).</li><li>• Group of vacant sites along US 78 due to tax liens (at Tribly Street and at Lafayette).</li></ul>	<b>Opportunities</b> <ul style="list-style-type: none"><li>• Social Compact study identified Apparel and Restaurants as currently unmet market need with expected annual expenditures of \$10 million.</li><li>• Neighborhood retail can offer unique and eclectic services that appeal to local residents and can attract visitors.</li><li>• Limited national chain retail along US 78.</li><li>• Additional retail opportunities aligned with housing and tourism initiatives.</li></ul>
<b>Weaknesses</b> <ul style="list-style-type: none"><li>• Low Population density (1.1 population per acre).</li><li>• Retail traditionally offers low wages.</li><li>• Need for updated zoning and updated design guidelines.</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>• Small business owners ability to obtain adequate financing.</li></ul>

### **Entrepreneurship**

In order to meet the current transportation challenges within the Greater Pratt Community, private transportation companies that model the dollar van transit system can be launched. The dollar van network can offer a more fluid and affordable transit alternative without increased public infrastructure. Neighborhood retail development and private transportation represent a couple of potential entrepreneurship opportunities in the Pratt area; with further research many other opportunities could be identified. Therefore, the Pratt Community will be well served to encourage an entrepreneurial environment that not only solicit residents in starting businesses to meet neighborhood needs, but provides the infrastructure to support their development and growth. Many entrepreneurs face similar challenges related to obtaining capital and business skills, which are needed to launch, build and grow their businesses. Intermediaries can play a key role in helping entrepreneurs overcome these obstacles.

## **Access to Capital**

Lacking financial resources for basic business activities such as working capital can greatly inhibit a business's ability to grow. Cooperative lending can help fulfill this gap. Cooperative lending involves multiple financial institutions pooling resources into a community fund that can be utilized for small business lending or to support redevelopment efforts. By pooling resources together, individual banks spread their risks. Additionally, the city would also contribute resources to further mitigate risks, thus increasing the availability of capital.

## **Case Study: Community Preservation Corporation (CPC)**

The Community Preservation Corporation (CPC) in NY is sponsored by 70 prominent banks and insurance companies. In its 37 years, CPC has financed more than 143,000 new or rehabbed units. This \$7.9 billion investment has improved the quality of life for tens of thousands of people, preserving and enhancing dozens of communities. CPC provides financing for only housing, but its model could be adapted to also provide small business assistance. For more information visit: [www.communitycp.com](http://www.communitycp.com).

## **Technical Assistance**

Many small businesses lack formal business training, which can directly inhibit their growth. Small businesses need assistance with launching, growing and sustaining their businesses. Additionally, they lack mentors or a board of advisors that can provide need expertise. Small business technical assistance is currently available at organizations such as the Birmingham Business Resource Center. It would be effective

if such resources could be located in the Pratt area, such as in the restored Library or other community meeting venues.

## **Additional Development**

### ***Pratt Area YMCA***

Another recurring theme we heard from the community was that there needs to be more activities for the youth. We recommend establishing a local YMCA or similar entity such as the Boys and Girls Club in a central area within Pratt.

The local YMCA could serve as venue to host sports and performance activities for the youth. In addition, it could be used to support adult activities such as workforce development and small business technical assistance.

We believe the ideal location for the YMCA would be the Scott School location. It was stated by many residents that the Scott location currently serves as a meeting place and is viewed as the center of the community. Given Scott's location along US 78, the local YMCA could also serve as the gateway into Pratt.

Additional development could be built around the YMCA helping to spur further revitalization efforts.



### ***Library Recovery***

Plans are already underway to rebuild the Pratt library. Given that the library was already providing services beyond book circulation, we recommend its continued expansion as a community resource center.

### ***Historic Museum***

In order to anchor the Pratt area's history for the trails and emerging tourism cluster, we recommend housing a museum within the triangle of the Pratt Miner Trolley station along Carline Avenue. The museum could house historic artifacts of the Pratt area, including artwork of past and current local residents.

### ***Greater Pratt Eco District/Architecture 2030 Initiative***

An additional source of jobs could be in energy and water efficiency audits and efficiency retrofits of existing building stock, linked to a Greater Pratt EcoDistrict / Architecture 2030 initiative.

## **Implementation**

### ***Greater Pratt Partnership***

Implementation is the core of all planning efforts. Without implementation, results cannot be achieved. Therefore, it is imperative that an implementing structure is identified at the onset of this effort to both manage the strategy development process and its execution. We recommend the formation of a Greater Pratt Partnership that would consist of critical stakeholders who are able to build consensus, secure

resources and have a proven record of getting things done. The composition of this group should include private sector stakeholders such as US Steel, public sector stakeholders such as the City and non-profits such as neighborhood associations and churches. The size of this group should be kept to a minimum (e.g., 5-7 members) in order to be focused and effective. See Page 12 of this report for additional recommendations for the creation of a Greater Pratt Partnership.

### **Case Study: Atlanta Neighborhood Development Partnership (ANDP), Atlanta**

The mission of ANDP is to promote, create and preserve mixed income communities through direct development, lending, policy research and advocacy that result in the equitable distribution of affordable housing throughout the metropolitan Atlanta region. ANDP was created in 1991 as a result of the merger of the Metropolitan Atlanta Chamber of Commerce's Housing Resource Center and the Atlanta Economic Development Corporation's Neighborhood Development Department. The impetus for ANDP's creation was to address the diminishing supply of affordable housing in the Metropolitan Atlanta region as well as to help reclaim declining neighborhoods in its core. Throughout its history, ANDP has supported the creation of more than 8,000 units of housing for people of low-to-moderate incomes.

### **Responding to the Foreclosure Crisis**

In 2007, the ANDP Board of Directors authorized a complete organizational focus on addressing the foreclosure crisis. Since this time, all programs - development, lending

and advocacy - have been realigned to help keep families in their homes and helping the region address the impact of the foreclosure crisis.

### **Housing Development**

Current development activity is focused on acquisition and rehab of single-family homes impacted by the foreclosure crisis. Since 2008, ANDP has partnered with five metro Atlanta jurisdictions (City of Atlanta and DeKalb, Douglas, Fulton and Rockdale counties) to execute their Neighborhood Stabilization Program (NSP). As one of the largest NSP programs in the Southeast, ANDP anticipates completing nearly 200 homes with NSP 1 funding.

### **Housing Finance**

To provide capital for development and redevelopment of affordable housing, the Community Redevelopment Loan & Investment Fund provides acquisition, pre-development, construction and bridge loans. Over the history of the loan fund, it has supported the creation of more than 3,800 units of housing.

### **Research, Policy & Information**

ANDP has a rich history of acting as a catalyst for change. Their initiatives continue to play a critical role in shaping the region's future. Current initiatives include the Piece by Piece Initiative and the Mixed Income Communities Initiative (MICI). MICI engages a wide array of audiences to work together toward strategies that promote mixed income communities --- places where people can live, work, play and age. Mixed

income communities are critical to achieving regional equity and preserving region's economy and quality of life.

### **Case Study: North Carolina Community Development Initiative**

The Initiative was founded in 1994 to serve as an intermediary between the state and the many community development corporations (CDC's) throughout North Carolina. Their mission is to provide leadership and capital investment to high-performing CDC's, and other partner organizations that share their vision of creating wealth in under-served communities, in order to improve the quality of life for individuals and families throughout the state.

The Initiative approaches its mission work through five key programmatic areas:

- Grantmaking
- Lending
- Technical Assistance
- Advocacy
- Development

Through these innovative programs, the Initiative has created "safe spaces" where children can go after school hours and participate in tutoring and mentoring programs to help them excel; it has provided flexible lending options designed to stimulate commercial construction which will create and retain jobs; and it has put a focus on the environment through the Green Agenda, funding research and development of environmentally-friendly homes and community improvements.

Working through the CDC's that are on the ground and active in their local communities has proven to be an effective way to reach the greatest number of people in North Carolina. The initiative works with CDC's that share its vision of success and can demonstrate that they are financially viable. The overall aim is to make a difference in the lives of under-served North Carolinians, and in the economic well-being of their communities.

potential funding source. However, we can envision the following organizations being appropriate partners to support this effort.

### ***Neighborhood Strategic Plan***

The recommendations in this report lay the groundwork for defining a robust neighborhood strategic plan. The detailed plan should both paint the vision for the Greater Pratt community and define the initiatives that will be undertaken to get there. It should address all the areas covered in this report in sufficient details, and be grounded in supporting data. The plan should also:

- Ensure a unified vision
- Define priorities related to initiatives and funding (sources and use)
- Eliminate fragmentation
- Align with City's Master Plan

The first task of the Greater Pratt Partnership should be the completion of the neighborhood strategic plan. We estimate that this should be a 3-6 months effort.

### ***Funding***

Without a final strategic plan (which we recommend the Greater Pratt Partnership spearhead in the short-term), it is difficult to size the opportunity or identify its

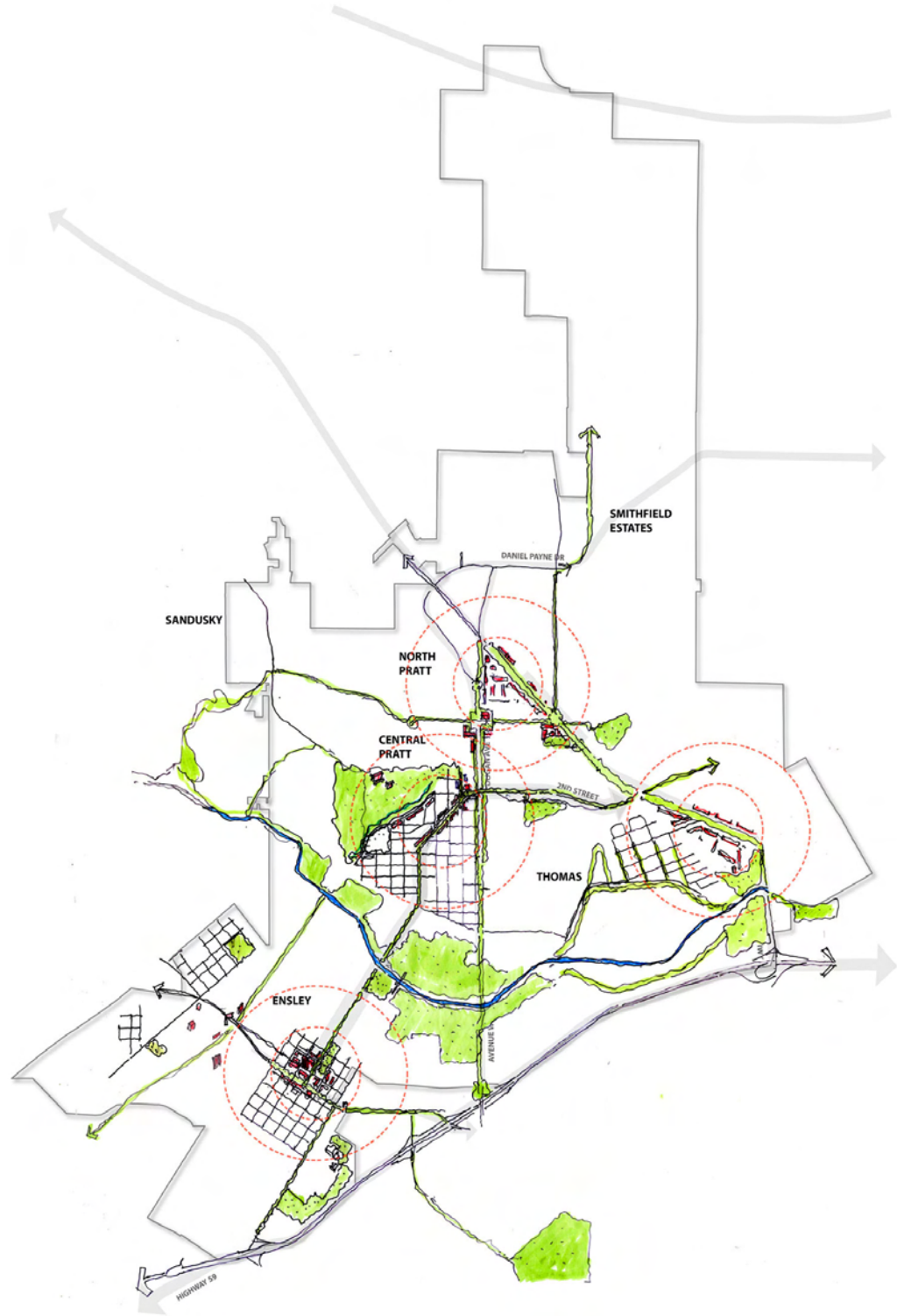
Uses	Federal Potential Sources	State & Local Potential Sources
Remediation of Existing Buildings	<ul style="list-style-type: none"> <li>• FEMA</li> <li>• NMTC</li> <li>• EPA Brownfield</li> </ul>	<ul style="list-style-type: none"> <li>• CDBG</li> </ul>
New Building Development	<ul style="list-style-type: none"> <li>• NMTC</li> <li>• EPA Brownfield</li> </ul>	<ul style="list-style-type: none"> <li>• CDBG</li> </ul>
Remediation of Existing Housing	<ul style="list-style-type: none"> <li>• HUD</li> <li>• FEMA</li> <li>• Federal Home Loan</li> <li>• VA</li> </ul>	<ul style="list-style-type: none"> <li>• CDGB</li> <li>• CDFI</li> </ul>
Curb Appeal Infrastructure (eg. sidewalks, roads, lighting)	<ul style="list-style-type: none"> <li>• FEMA</li> </ul>	<ul style="list-style-type: none"> <li>• CDBG</li> </ul>
Historic Trails and Greenway	<ul style="list-style-type: none"> <li>• Historic Tax credits</li> <li>• EPA</li> <li>• Department of Interior</li> </ul>	<ul style="list-style-type: none"> <li>• CDGB</li> <li>• Private Foundations</li> </ul>
Health Related Initiatives	<ul style="list-style-type: none"> <li>• HHS</li> <li>• EPA</li> <li>• DOL</li> <li>• CDC</li> <li>• HUD</li> </ul>	<ul style="list-style-type: none"> <li>• CDBG/Private</li> <li>• Insurance providers (eg. Kaiser Permanente)</li> <li>• Foundations (eg. Robert Wood Johnson, WK Kellogg, RSF Social</li> <li>• Finance</li> </ul>
Workforce Development	<ul style="list-style-type: none"> <li>• DOL</li> <li>• HUD</li> <li>• HHS</li> </ul>	<ul style="list-style-type: none"> <li>• CDBG</li> <li>• Private Foundations</li> </ul>
Small Business Development	<ul style="list-style-type: none"> <li>• SBA</li> <li>• EDA</li> <li>• USDA</li> </ul>	<ul style="list-style-type: none"> <li>• CDBG</li> <li>• Private Foundations (eg. Kauffman)</li> </ul>
EcoDistrict & Architecture 2030	<ul style="list-style-type: none"> <li>• DOE</li> <li>• HUD</li> <li>• DOT</li> </ul>	<ul style="list-style-type: none"> <li>• CDBG</li> <li>• Private Foundations</li> </ul>

An aerial photograph of a city, likely New York City, with a blue overlay that highlights a specific physical framework. The overlay consists of a network of lines and shapes that follow the city's infrastructure, including roads, rivers, and building footprints. The text "PHYSICAL FRAMEWORK" is overlaid on the image in a white box.

## PHYSICAL FRAMEWORK



FRAMEWORK PLAN

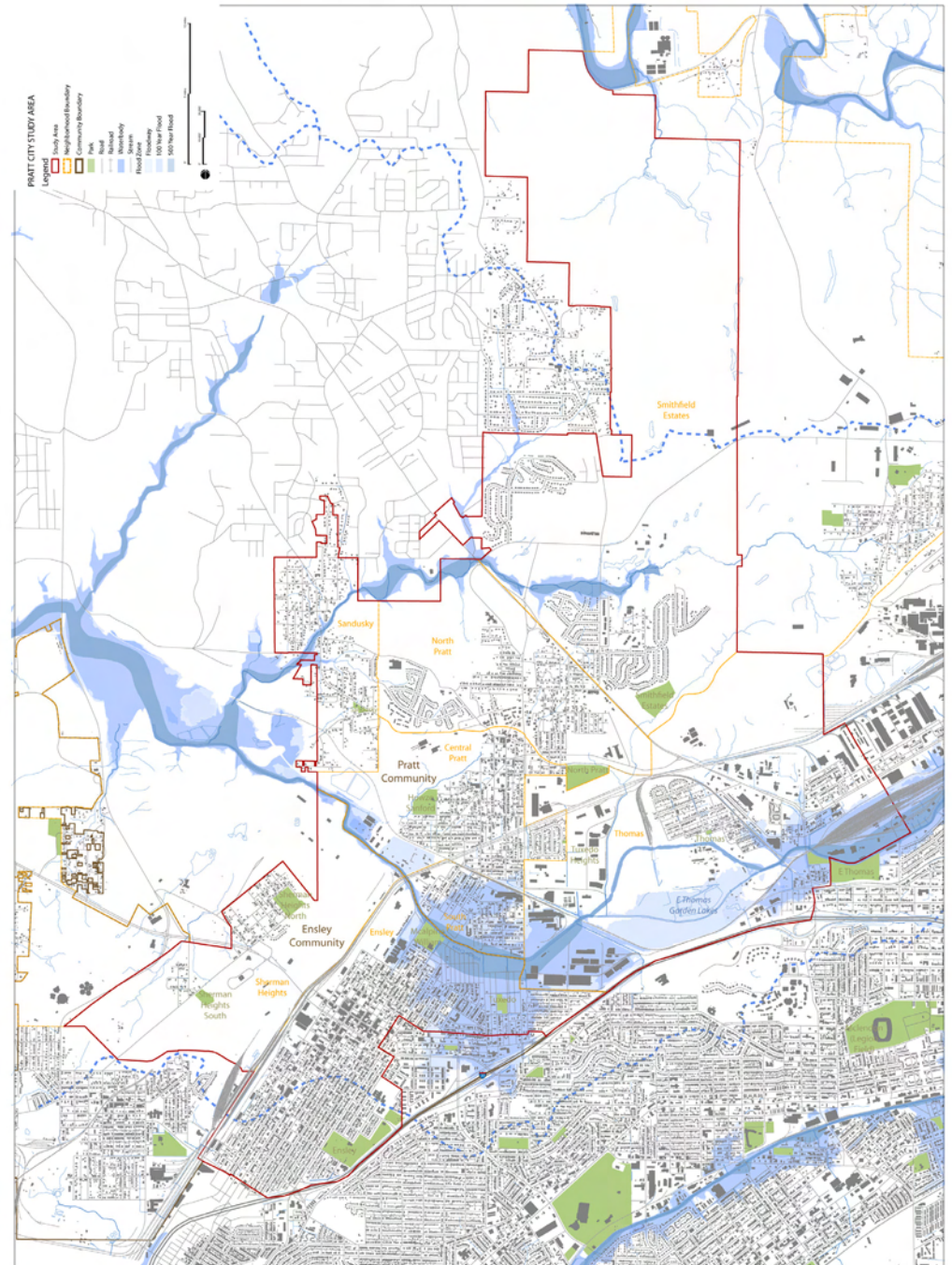


## URBAN DESIGN AND ARCHITECTURE

This section will cover the physical characteristics of the proposed strategy for the recovery and long term revitalization of the Greater Pratt Community. It is intended as a guide to the investment of resources over a long period of time, and will assure that short term as well as long term efforts will ultimately contribute to a more livable, safer, more efficient and more beautiful place for the current and future residents of the community.

The strategy is informed by our interaction with the steering committee, the focus groups and most importantly the community members, as well as the experience and expertise of the AIA Design Assistance Team. The strategy is guided by the idea that the nature and legibility of urban form, the buildings as well as the public spaces of streets, parks and other open spaces, contribute to and determine the quality of life within the community, making it a place where people will want to stay in and journey to.

The Greater Pratt Community is made up of a number of walkable scaled neighborhoods, each with its own character. The Greater Pratt Community has many wonderful physical assets. In some cases, these assets are hidden or have deteriorated over time. Nevertheless, we believe that they are great bones that can serve as the framework that supports and guides improvement. Our strategy identifies, reinforces and supplements these assets and establishes a coherent and legible spatial structure for the

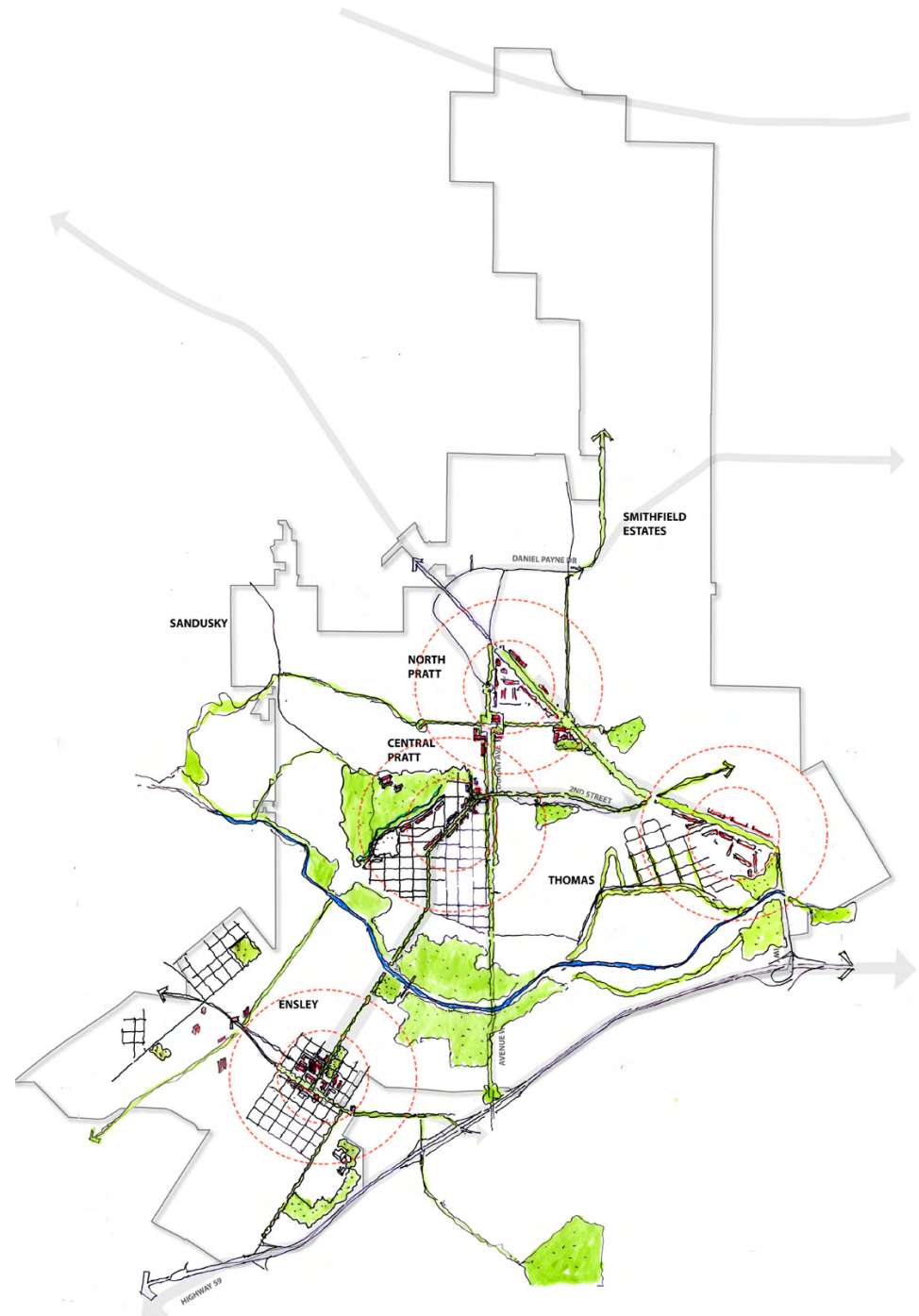


community by tying the existing neighborhoods, historic places and structures, open spaces and nodes of activity together.

The plan should guide the location of investment in the public domain such as the proposed FEMA storm shelters so that they are connected by clear and easy routes from the community and their location might be slightly adjusted so that they might have multiple uses in combination with existing facilities. The architectural character of the preliminary FEMA shelter designs is inconsistent with the fabric of the community and if an independent structure, should be modified to be more context sensitive to their specific locations. Incorporating shelters into existing buildings, or developing multiple uses for these shelters should be investigated to capitalize on the asset and not have them vacant until needed. Uses such as a daycare, basketball court, or neighborhood meeting center should be investigated. An “idea competition” is suggested to maximize the use of these shelters.

We believe that by strategically investing in the plan there is the potential to “change the narrative” of Pratt from a place in decline to one that is stable and growing and is a desirable place that offers quality opportunities to live, work and play. The plan has a number of components that interact to establish the character and vitality of the community:

1. Corridors and nodes
2. Greenways and open space
3. Historic resources and narrative
4. Urban pattern and neighborhoods
5. New Development opportunities





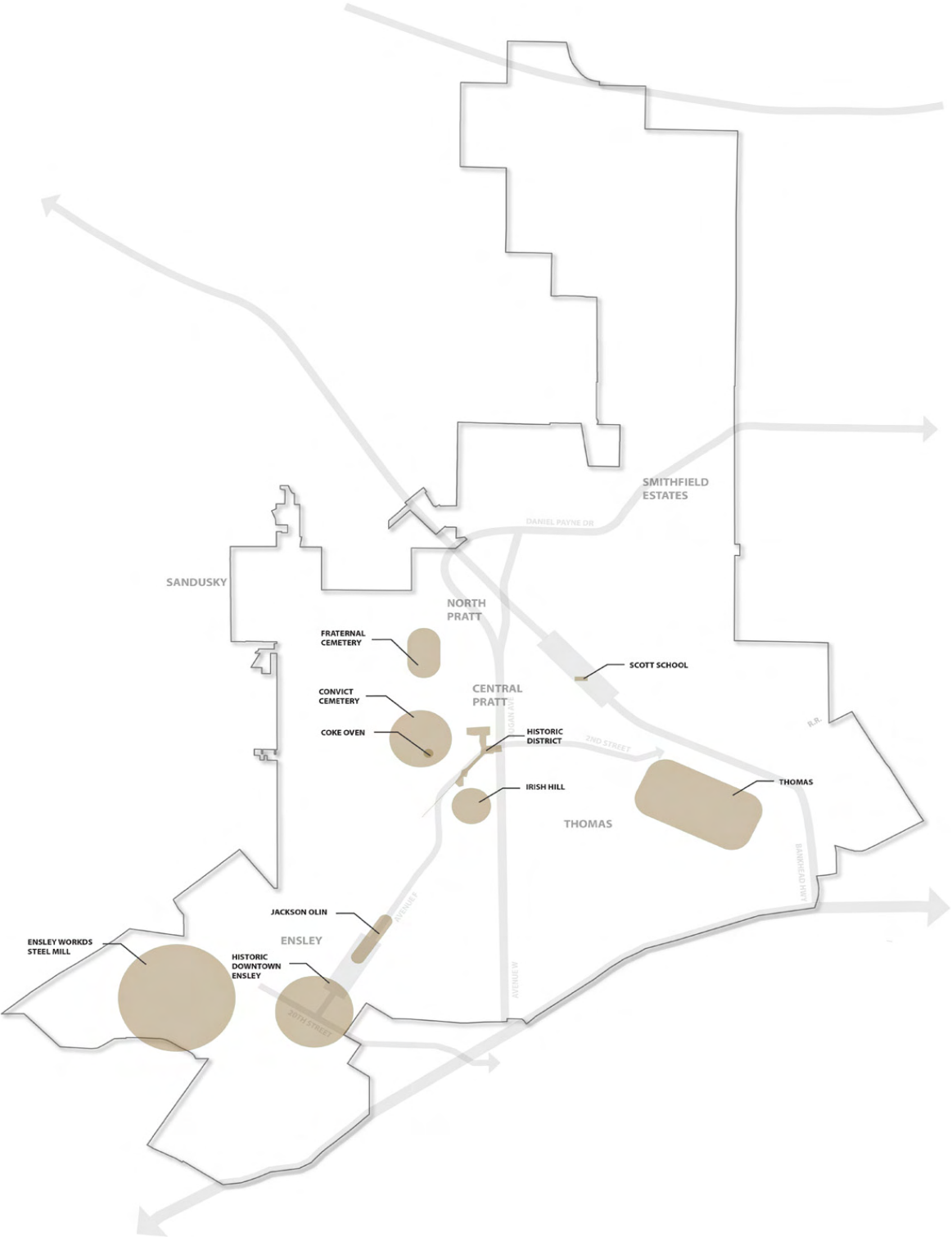
Corridors & Nodes



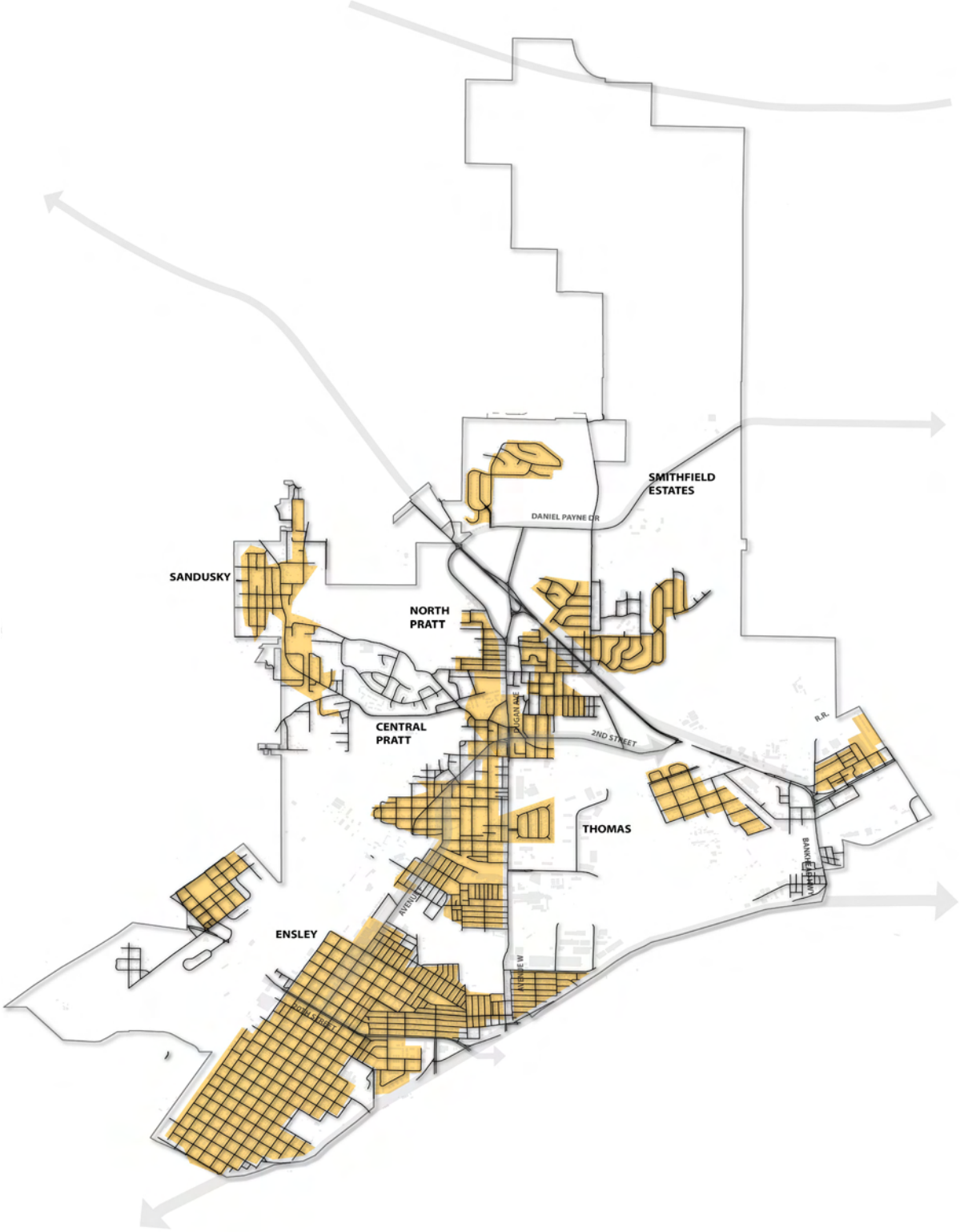
Greenways & Open Space



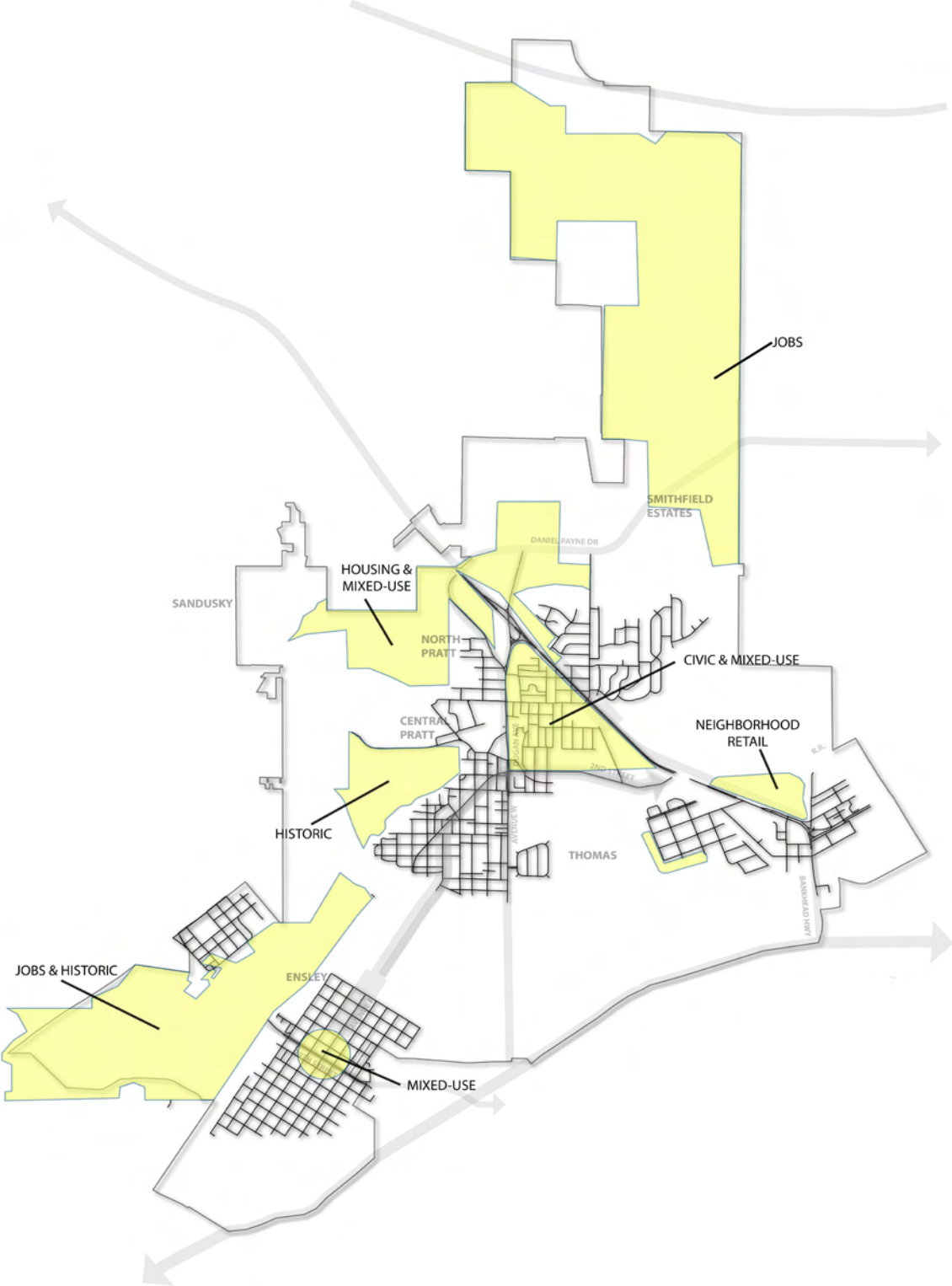




Urban Patterns & Neighborhoods



New Development Opportunities





The Carline and Avenue U historic district remains the primary focus of **Central Pratt**. Several nodes of commercial buildings are located at the historic streetcar stops and present bus stops. These places have a wonderful and distinctive character and should be the focus of adaptive reuse and redevelopment and should guide location decisions for facilities and programs. The intersection of Carline Avenue and Avenue U should become the location of a History Center with a link to the Coke Works and convict laborer cemetery. These sites are important elements in telling the historic story of

number of important locations connected to the struggle for Civil Rights such as the site of the shooting of Virgil Wallace.

Investment should be made in assuring that there is a complete streets program to reinforce connectivity, stormwater management, biking and walking. In Central Pratt along Carline, however, great care should be made to keep the delightful character of the small historic street by finding pocket park areas, parallel bicycle paths, and appropriately scaled and located pedestrian paths. A detailed Carline Street Urban Design Study should be undertaken to reinforce the historic character of these streets.

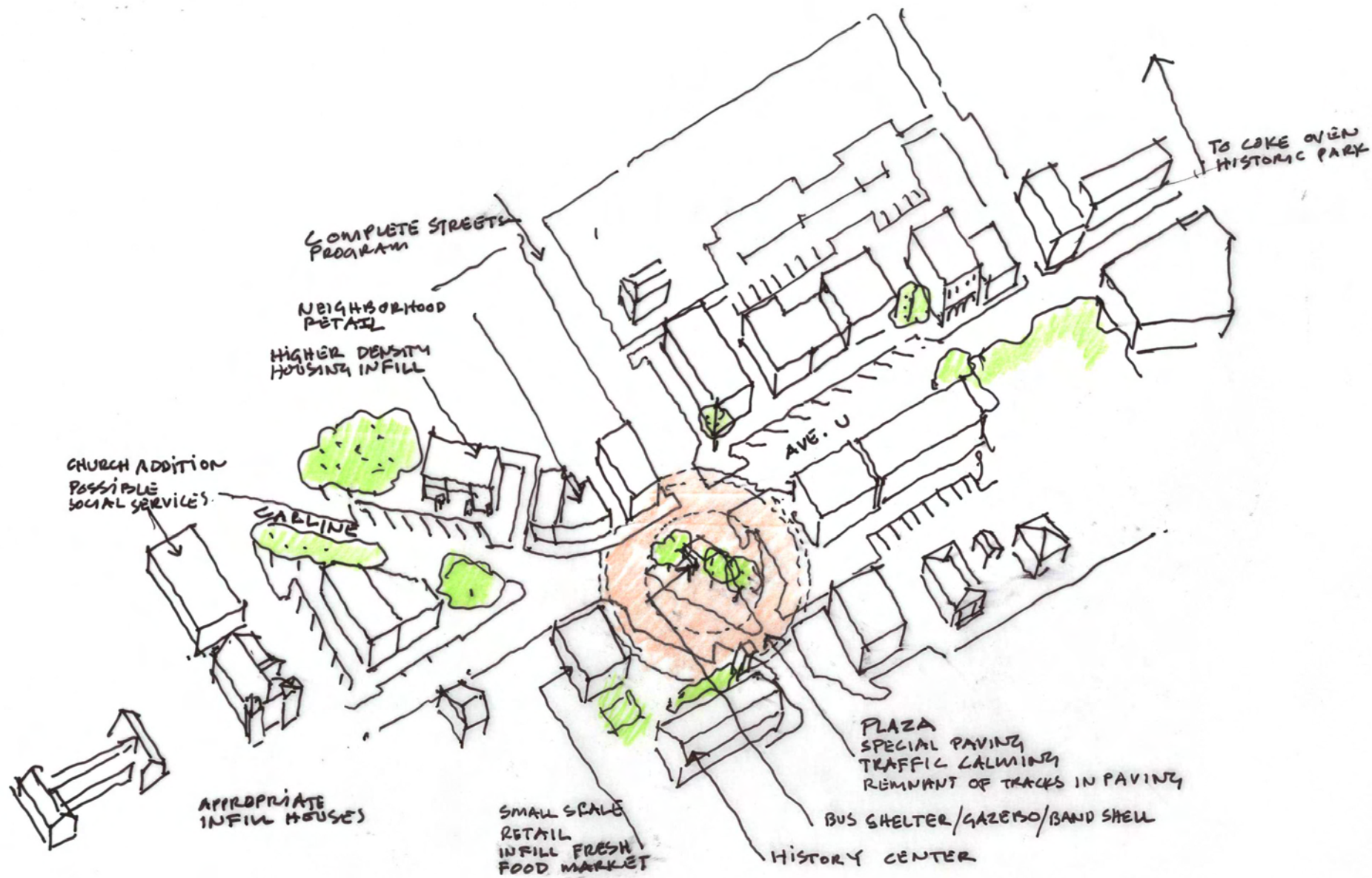
A careful study of existing housing and building typology should lead to a Carline Historic Character District, an overlay district that encourages and allows reconstruction and new development to be carried out in a manner that reinforces the historic character of the neighborhood. This Carline Historic Character District should include the majority of Central Pratt and extend well beyond the Carline Historic District to reinforce the scale, building typologies, and patterns of development of the area.

the community, and should be enhanced as an important public space. By linking the existing east/west streets with a new street along the edge of the coke oven site, a new development opportunity that takes advantage of a small creek and views into what may be an historic park is opened up. An example of a short term public investment for the area is the replacement of the existing bus shelter with one that can do double duty as a gazebo and band shelter and the extension of special paving materials across the surrounding streets to prioritize pedestrian uses. There are also a







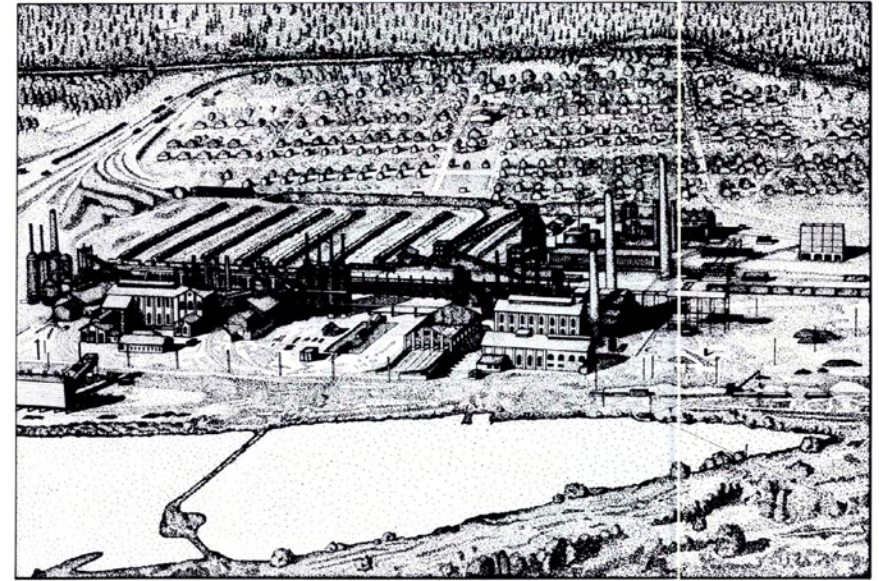




**The North Pratt and Smithfield Estates Neighborhoods** will be focused around the rebuilt Library and fire station. Avenue W and Dugan Avenue should be restructured as a tree lined urban Boulevard and is an important part of the north/south connectivity of the Greenway system. This improved corridor provides an appropriate setting for the civic node of the community. Additional civic

facilities and programs could supplement the already important role of the library. The civic core of the library would become the catalyst for a mixed use redevelopment to the north between Avenue W and Route 78. With the completion of Interstate 22, the volume of heavy traffic on Route 78 will be reduced. This presents the opportunity to reconfigure the road and transform it into a more pedestrian friendly street. This, along with the transformation of Avenue W, will allow a much stronger and pedestrian friendly series of connections between North Pratt and Smithfield Estates. A continuation of the Greenway system to the west will connect to Sandusky.

At present, **Thomas** is isolated by deteriorated and chaotic development along Route 78 and an active rail line. With the redesign of Route 78 there is a significant opportunity for mixed use neighborhood retail that could provide stronger connections and a



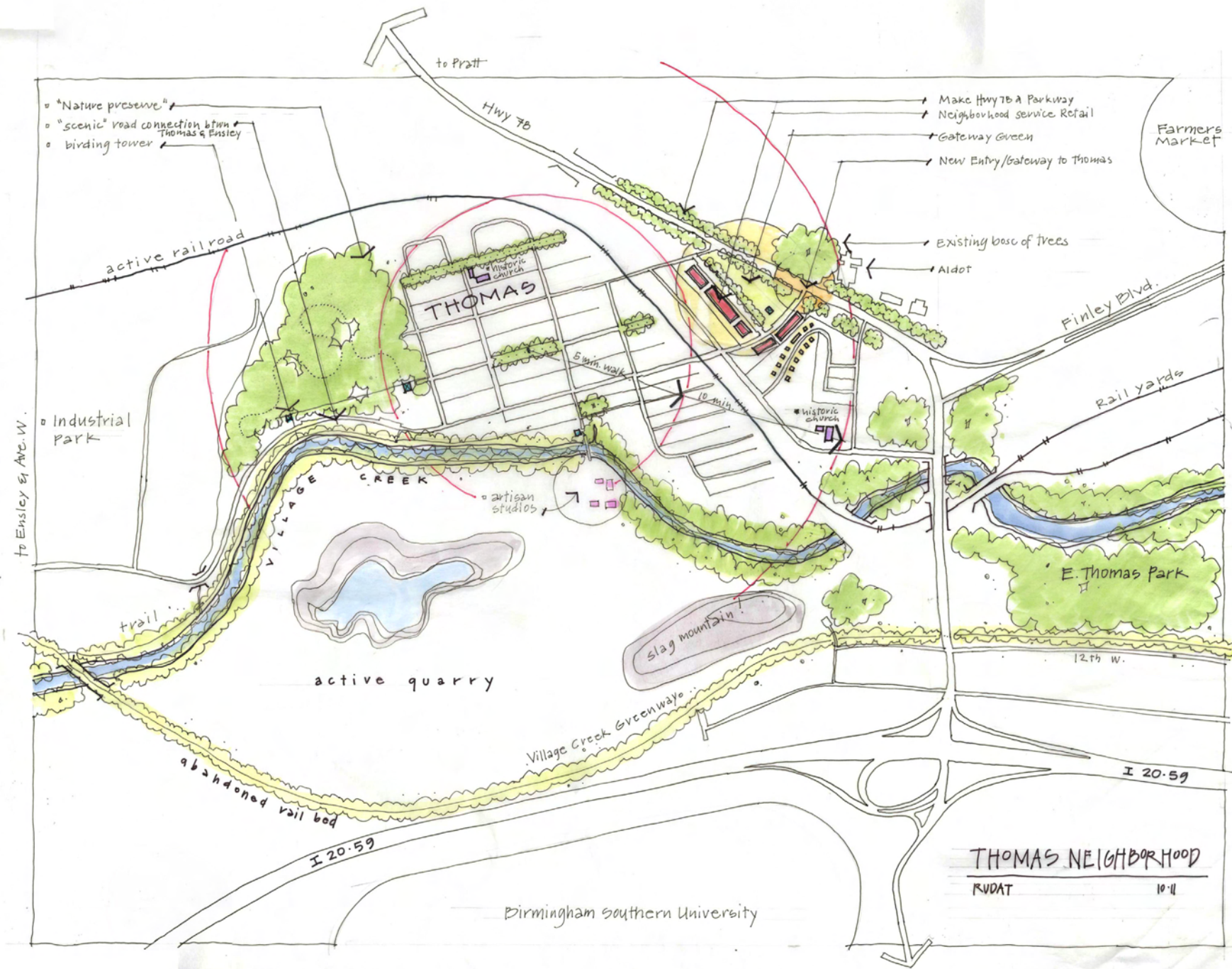
*Aerial view looking North toward the Thomas Blast Furnaces, By-Product Coke Works, and Community. c. 1933  
Based on Alabama Air National Guard photograph courtesy of Wade Sand and Gravel Co., Inc.*

new face for the neighborhood. Additional land that lies within the floodplain would become part of the Greenway system and provide an attractive gateway to the Greater Pratt Community from the Interstate highway. A drive along the Greenway as it skirts the gravel mine would connect Thomas to Republic Boulevard. A connection should be established across the Greenway to the existing artisan studio. Land occupied by the abandoned railroad yard is planned to become a nature preserve and will become a significant amenity for the Thomas neighborhood. The very rich history of Thomas is seen in its housing typology, and the entire neighborhood is an historic district. Great care should be taken to develop guidelines for the appropriate rehabilitation of existing buildings and the design of new structures.

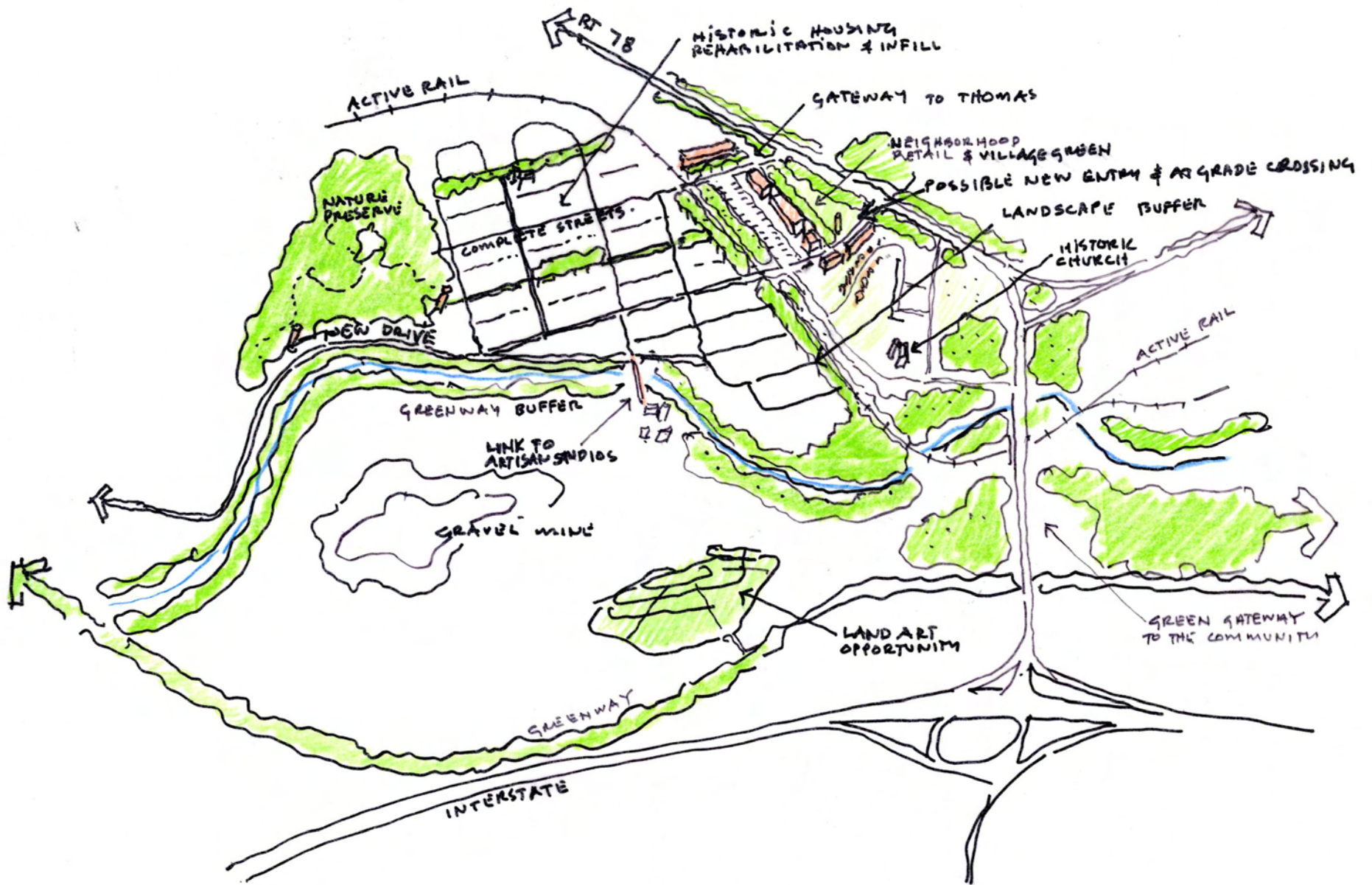
Village Creek will become an important element in the Greenway system and should be understood as a potential amenity that will encourage redevelopment.









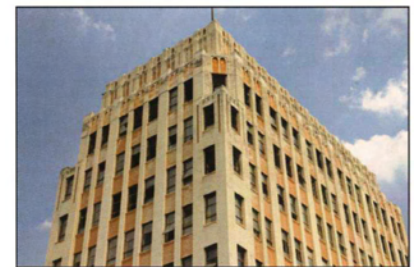


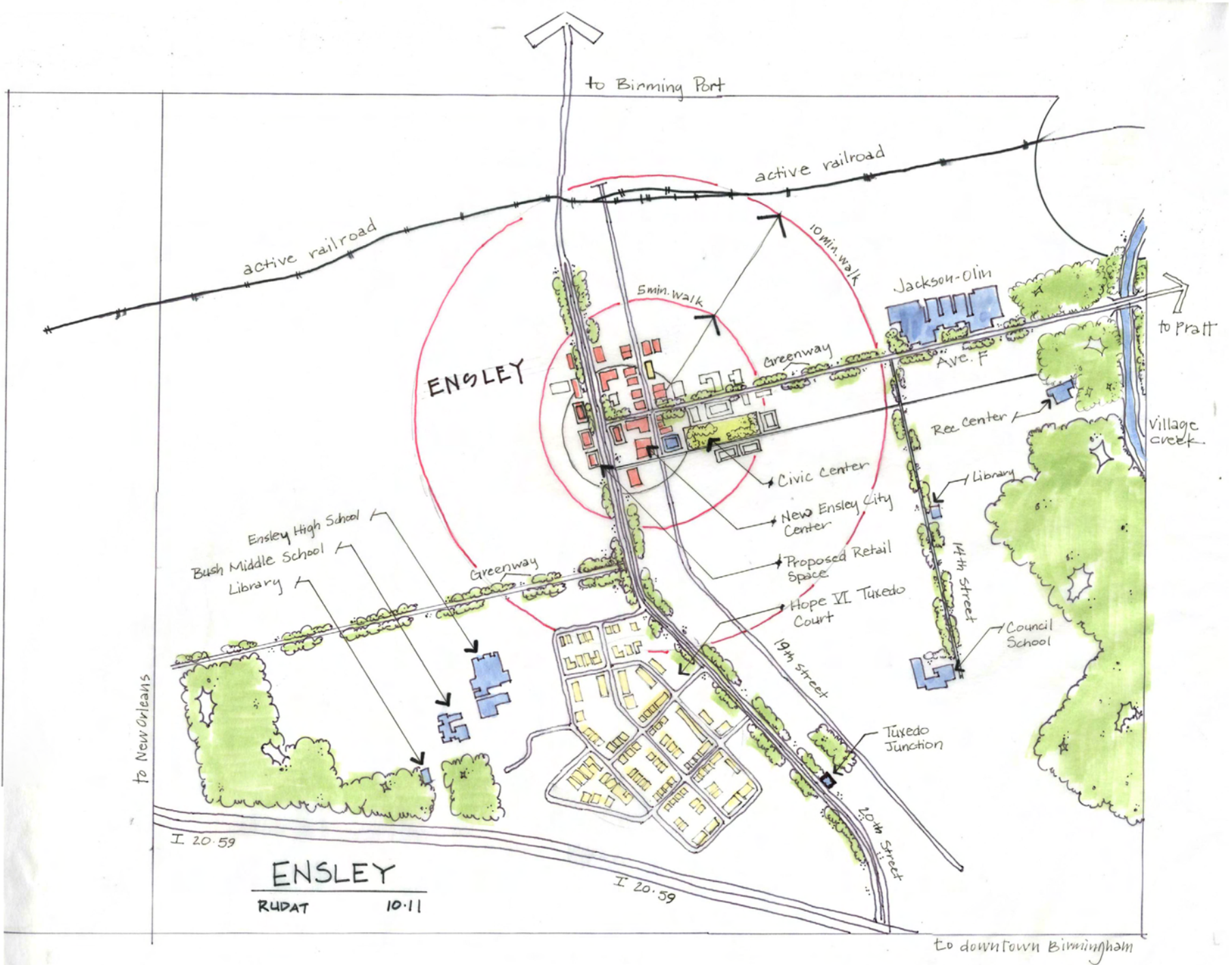


Avenue F crosses Village Creek and is the most important connection between Ensley and Pratt, linking to Carline Avenue. In **Ensley**, we have identified the need to improve 20th Street as one of several gateways to the community. 20th Street should be transformed into a tree lined green boulevard connecting from the interstate to Sherman Heights and passing through historic Tuxedo Junction. The intersection of 20th Street and Avenue F should be identified as an important place. Public space improvements including sidewalks and street trees are needed in the existing historic district as well as the establishment of a larger contributing area overlay that will ensure appropriate building form and uses. 19th Street, the traditional Main Street of Ensley, should develop a special character and be part of the way in which the history of the community is told as it leads to the historic remnants of the steel works

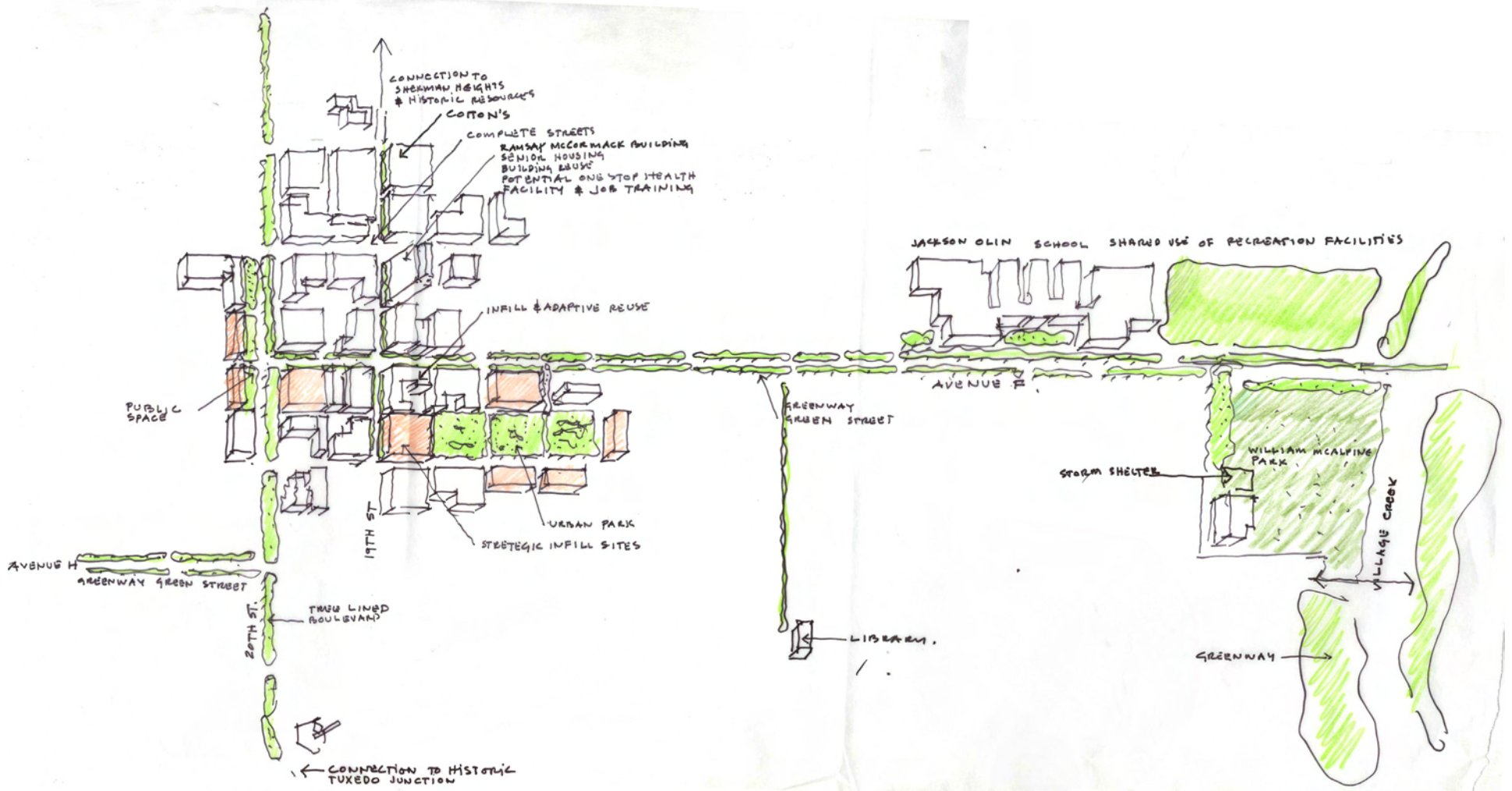


to the west. The three vacant blocks north of the Ramsay-McCormack building should be developed as an important civic park. East of 20th Street the planned Greenway should be realigned to follow Avenue F to reinforce it as the major link between Pratt and Ensley as well as establishing a strong link to William McAlpine Park with its role as part of the larger greenway plan. The historic core of Ensley should be the focus of development and adaptive reuse including a satellite history Center that can focus attention on the many churches in the community that are associated with the Civil Rights Struggle and the site of A.D. King's house. We recommend the establishment of a medical training program facility as an anchor for the center of Ensley. This will reinforce existing development and projects such as the planned adaptive reuse of the Ramsay-McCormack building as senior housing.









In addition to the larger scale urban structure, we believe that a series of guidelines and zoning changes are needed so that new and reconstructed dwellings and other buildings will reinforce their context and create an appropriate density that can support desired services and activity within the community. For example, make sure that zoning requirements do not prevent context appropriate houses by requiring excessive front and side yard setbacks. Each individual neighborhood should be studied and evaluated to make sure that zoning is appropriate. This is of particular importance in those areas that contribute to existing historic resources such as downtown Ensley, Central Pratt and Thomas.

The Greater Pratt Partnership should create, lead and coordinate a Greater Pratt Preservation Partnership entity to coordinate district scale preservation and historic assets maintenance efforts. This should include the coordinated maintenance of historic district building facades, roofs, and envelopes to ensure continued preservation. It should work closely with the City to develop Historic Character Overlay Districts for central Pratt, Thomas and Ensley that include guidelines for appropriate design of infill development and rehab not covered by existing historic district designations. This group should work closely with the Greater Pratt EcoDistrict / Architecture 2030 Partnership to ensure energy improvements are consistent with historic character.



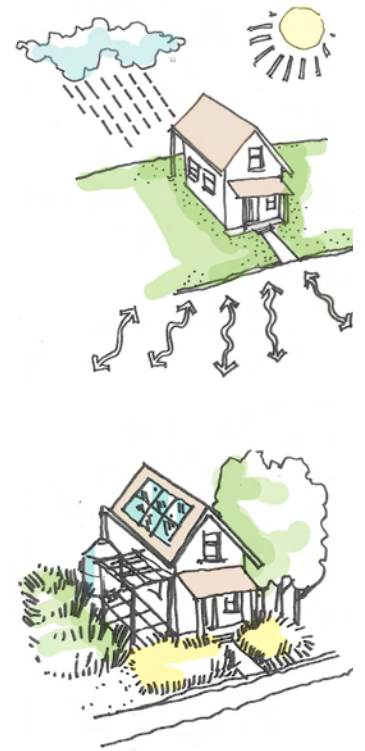
## ECOLOGY AND LANDSCAPE

In April 2011, tornados devastated a large swath of the Pratt Community, taking lives as well as damaging businesses, homes, and institutions. The tornados brought national attention to a wide range of issues already present in the Pratt Community. In the aftermath, numerous questions remain. Now that Pratt is committed to building for a sustainable future, what are the key ingredients necessary to promote a resilient and adaptable future? How can design honor the past, respond to the present, and speculate toward the future of the neighborhood? And what resources are available to make impactful short-term accomplishments that can inspire a renewed sense of neighborhood spirit?



## Defining Landscape and Ecology

For this report, Landscape refers to the character, organization, experience and function of outdoor spaces. Established communities, undeveloped lands, parks, open space, and industrial sites are all a part of the landscape and can be designed to support community interests. Landscape is the result of processes including the flow of air and water, exchange with the sun, the decay of organic matter, and interactions between people and the environment. These ecological processes are even more significant than the landscapes they produce. Stewarding these processes, anticipating the impacts of design decisions on these processes, and protecting the well-being of people and the other members of the natural world are the foundations of ecological thinking.



Opportunities abound in the landscape to make short-term and long-term positive impacts on community life. Creating new opportunities with vacant land, becoming national leaders in stormwater management, and utilizing ecological thinking and strategic design approaches can greatly enhance Pratt Community residents access to basic needs, and improve their quality of life.

This section addresses the potential roles that landscape and ecological thinking can play in pursuit of the goal of a sustainable Pratt City. Although these areas aren't apparently related to the mission of strengthening the area, this section will attempt to present short term and long range opportunities to harness environmental forces in service to a healthy and prosperous community. In particular, this section will *communicate* the lessons learned from community meetings, best practices gathered from similar situations, and *visualize* the potential impacts of transforming the landscape on the daily lives of Pratt City residents.

### **Lessons Learned from Community Engagement**

Community stakeholders were extremely insightful and helpful in defining the issues addressed in this section. A wide range of neighborhood interests were communicated, and ranged from nuisance concerns to regional environmental issues. Issues and opportunities were documented and organized into the following themes

#### **Protect Water Quality and Supply**

Many stakeholders expressed concerns about the future impacts of growth and development on access to clean water. Aging infrastructure, climate change, and rapid regional growth were all identified as risks to water quality and supply. Additionally, stakeholders reported increasing rates for water and sewer services.

The environmental impact of the large number of mining and industrial sites in the area is unclear. Although there is anecdotal evidence of impacts associated with pipe

making, no data was identified. The improving water quality of Village Creek was the only evidence provided in community meetings.

At the same time, stakeholders acknowledged recent efforts to improve water quality, and credited FEMA buyouts along Village creek, greenway development, and strong environmental advocacy with positive momentum in this regard.

#### **Address Area Flooding**

Several stakeholders reported that they experience flooding in heavy storms. Some areas of the neighborhood are currently in the floodplain and at risk to damage from 100 year floods. The city is currently engaged in FEMA buyout processes in these areas, but several stakeholders, including industry and distribution centers still, occupy these areas.

An undersized culvert and bridge at F street was identified as a key contributor to flooding along Village Creek even in small rain events. Improvements to the bridge and sewer are required to alleviate the situation.

#### **Address Vacant Land**

Stakeholders communicated that vacant land was contributing to nuisance and blight even before the tornado damage. There is no common understanding of why some parcels remain vacant while others are being redeveloped. The tornado damage increased the impacts of vacant land on community perception, and anecdotally, on

land value. A large portion of the northern neighborhoods were over 50% damaged by the tornado. There is a lack of clarity on how debris from storm damage will be removed, or how stakeholders can instigate cleanup of nuisance properties.

### **Expand Parks, Open Space and Community Facilities**

Stakeholders expressed a demand for additional parks, open spaces, and community facilities. They discussed the continuing demand for athletic fields and places for large group active recreation. Additionally, seniors indicated the need for more places for walking. The emerging trail systems through the FEMA buyout process was recognized as a good start in providing these places. The strict separation between park facilities and school facilities was identified as a reason why many school sites (with ample room for community uses) remained underutilized.

In a brief survey of area park facilities, there appears to be a lack of accessible and programmed park space for residents in the northern areas of the Pratt Community. Existing park resources appear to be well maintained, with Pratt Park particularly praised for its location and mix of program elements.

### **Complete Greenways and Trails**

The regional greenway plan currently in implementation is well-regarded and received praise from stakeholders for providing connections between Pratt City and other neighborhoods. The greenway efforts, combined with clean water advocacy, have already improved water quality in Village Creek. Evidence of improved water

quality includes increased observations of red darters, blue herons, and other indicator species.

Stakeholders expressed an interest in interpreting the rich cultural heritage of the area. There are numerous places of interest across the neighborhood that lack documentation, interpretation, and connections. These sites include places important to the mining, civil rights, and cultural history of the area. A heritage trail could be a useful framework for leveraging the unique narratives of Pratt city for community awareness and potential tourism interest.

### **Increase Walkability**

Stakeholders reported that there is a fragmented and degraded walking infrastructure. Most stakeholders stated that driving is their only means of fulfilling important daily needs. Places for shopping, employment, and other necessities are generally not within walking distance to most community residents. The rail lines along the south of the area sever neighborhood connections and challenge creek access. Although historic neighborhoods have gridded street systems and some sidewalks, many are fragmented by post war transportation systems. Highway 78 was identified as a tremendous barrier to connectivity.

The ad hoc nature of some neighborhood planning efforts have resulted inconsistent rights-of-way and street dimensions. This renders a continuous walk system difficult in some areas. However, the increasing age of the area, the need for safe walking

areas for children, and the broader need for increased physical activity to combat cardiovascular disease were all communicated as imperatives for investment in walking infrastructure and walks.

### **Increase Access to Healthy Food**

Stakeholders described the Pratt City area as a “food desert”. There are no grocery stores, farmer’s markets, or other venues at which to purchase fresh produce in the neighborhood. There is a large 24 hour farmer’s market within a 15 minute drive of the neighborhood, but stakeholders do not use it regularly. Nor do they typically frequent a Piggly Wiggly grocery store in Five Points West. Many say they commute 30 miles away to use a Wal-Mart for their grocery shopping.

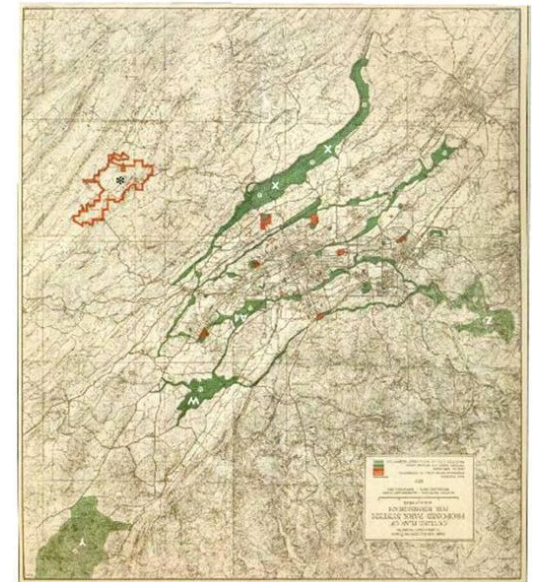
Stakeholders reported an interest in creating access to healthy food in the area. This includes a desire for community gardens and urban agriculture, as well as community kitchens to teach healthy cooking techniques. However, stakeholders identified challenges in getting grassroots support for these ideas. A local capacity-building organization is willing to provide free skills training for developing community gardens in the neighborhood, but unfortunately the lack of community response led to the cancellation of the training. The lack of awareness about the value of community gardens was identified as an important barrier to progress.

## **RECOMMENDATIONS**

### ***Redefine the Olmsted Park System Plan***

Nearly 100 years ago, the Olmsted Brothers developed a vision for organizing low-lying areas and valleys across Birmingham into an integrated park system. A fragment of their plan extends to the Pratt Community area, and serves as a key component of the greenway and FEMA floodplain buyout plans. The Olmsteds’ Plan remains an effective strategy for organizing undevelopable lands for leisure and should be supported and implemented. In particular, leveraging the historic perception and value of Olmsted landscapes to support ongoing efforts assembling Village creek floodplain lands will have an enduring positive impact on the neighborhood. These lands can serve many purposes. Reconnecting the Pratt Community to Village Creek can greatly enhance adjacent land values and catalyze community development along the floodplain edges. Floodplain areas are ideal for environmentally-based stormwater management techniques. Ecological restoration and environmental education are all enabled via the recommendations from the Olmsted Plan.

However, the plan does not address several contemporary landscape and ecological issues. The park system does not promote linkages to current places necessary for community services (work, school,



*Credit: Birmingham Historic Society*



daily needs). The park system does not address remediation of industrial and mining sites. The system does not connect to significant cultural sites in the neighborhood. Redefining the initial intent of the plan by layering these contemporary community and ecological needs on the sturdy groundwork of the Birmingham Park System plan is a primary priority of this report. Any recent or pending updates of the Birmingham City Open Space Master Plan (renewed every 10 years to secure federal funding) should identify and address these needs in the Pratt Community.

### ***Turn Vacant Land into an Asset***

Currently, vacant land across the community is perceived by stakeholders both as a result of and contributor to the perception that Pratt City is in decline. Stakeholders expressed confusion about who has the power to clean and transform vacant lots into other uses. This lack of awareness compounds other community service and quality of life issues. At a minimum, documentation of the locations, existing conditions, and development processes of vacant land in Pratt needs to be undertaken, with readily accessible results available to neighborhood residents. Strategies for resolving land ownership disputes and absentee landlord responsibilities need to be developed, and approaches for those lacking redevelopment resources are needed.

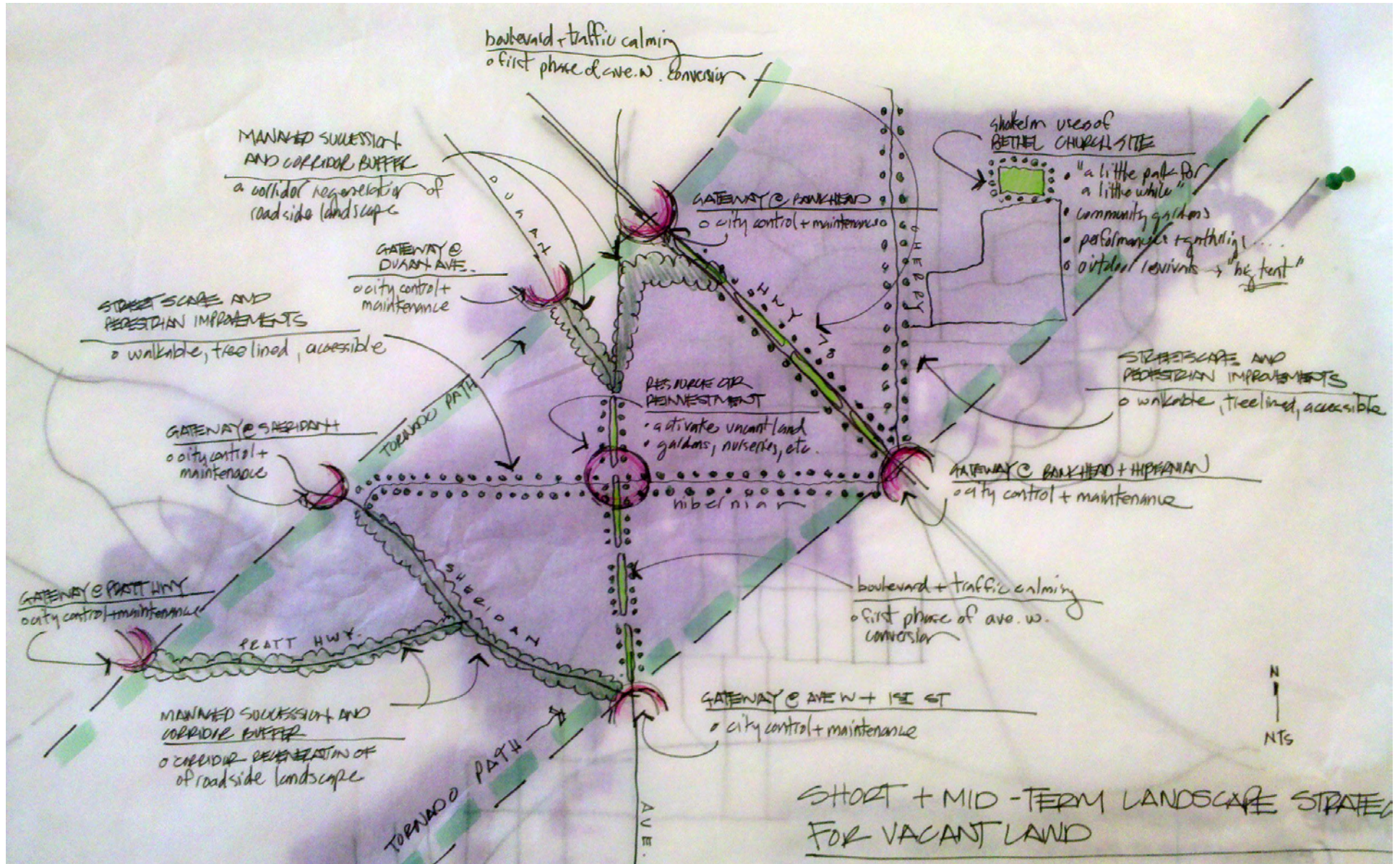
In the short term, the City and community stakeholders should partner in identifying key parcels that can be transformed quickly to communicate that the area is committed to rebuilding. Vacant land immediately adjacent to major community gateways and corridors that invite the region to move through the Pratt Community

are first priorities for clean up and beautification. This strategic work can impact broader community perception and give residents an opportunity to contribute to a concrete community improvement effort.

In mid-term steps, targeting streets that require pedestrian improvements, as well as roads that could be transformed into boulevards could provide the public sector with the support necessary to catalyze private market forces. Private developers and lenders may have more confidence and consequently be willing to invest in the Pratt Community if they knew that the public sector was committed to transforming basic infrastructure for an enhanced community life.

In the long-term, Pratt needs to have a community conversation about vacant land management. Communities across the nation and offer a range of successful approaches to dealing with an abundance of vacant that can be of benefit to Pratt City. Cleveland, Ohio developed a catalog of options beyond simply rebuilding for the use of vacant land. These options include community gardens, sitting areas, play areas for children, and additional side yards for adjacent neighbors. Each option is presented with a rough cost estimate, and the alternative options are available for individuals and groups to use in proposing recommendations for vacant land re-use to the city.

Philadelphia, Pennsylvania engaged in intensive community outreach to raise awareness about the value of larger aggregates of vacant land. In neighborhoods that





lack park space, vacant land could be reorganized to provide enough room for ball fields and playgrounds. In areas where flooding is a concern, vacant land in strategic locations can provide needed stormwater management, and even provide wildlife habitat. And in areas where development interests requires larger areas, vacant land of a certain scale can be a desirable redevelopment candidate. Incentives can be provided to encourage land swaps, and relocation of businesses and homes within the community can enable these approaches.

## Multiple Parcel Connection



- 1 crosswalk
- 2 fruit trees
- 3 event area
- 4 gathering

### Per Unit Cost Estimates

site demolition/grading \$20 per cubic yard (350) .....	\$7,000
<b>walkway/paving materials</b>	
compacted crushed gravel \$1.50 s.f. (4,160) .....	\$6,240
precast pervious paver \$15.00 s.f. (800) .....	\$18,240
<b>landscape materials</b>	
topsoil \$25 per cubic yard (30) .....	\$750
planting mixture \$45 per cubic yard (100) .....	\$4,500
mulch \$40 per cubic yard (5) .....	\$200
<b>plant materials</b>	
6' flowering tree-flwg.plum \$200 ea. (12) .....	\$2,400
4' upright shrub-viburnum, thuja \$80 ea. (80) .....	\$6,400
3' spreading shrub-dogwood, rose \$50 ea. (25) .....	\$1,350
grasses-perennials \$5 s.f. (500) .....	\$2,500
<b>seed materials</b>	
low mow lawn \$0.12 s.f. (4,000) .....	\$480
<b>furnishings</b>	
waste receptacles \$600 ea. (3) .....	\$1,800
5' stone seat walls \$500 ea. (3) .....	\$1,500
<b>fencing</b>	
4' ornamental metal \$50 l.f. (100) .....	\$5,000
post treatment \$75 ea. (4) .....	\$300

### Multiple Parcel Connection Total Cost Estimate

subtotal cost \$3.94 per square foot .....	\$53,540
contingency 10% .....	\$5,550
design/engineering 10% .....	\$5,550
total project cost .....	\$64,640

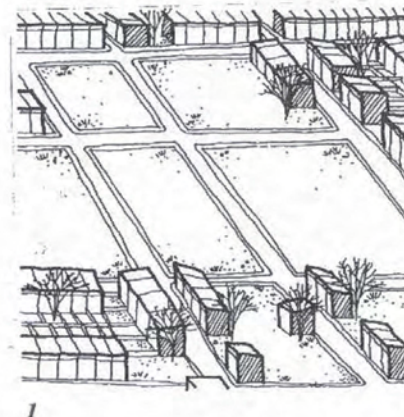
Cost Estimate.....Parcel Area 13,600 square feet (0.31 acre)



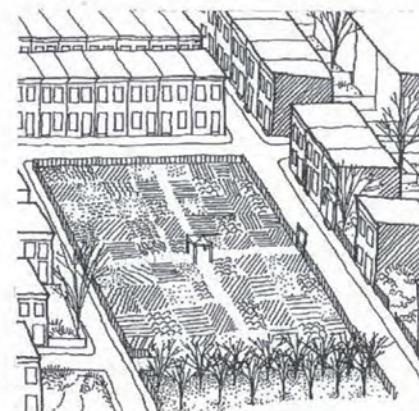
Multiple Parcel Connection is an elaboration on the Thin Parcel Connection pattern. Where applicable, it would serve to create more of a pathway network connecting multiple streets while offering the opportunity to create a parklike setting with a series of amenities useful to both private residents as well as to the general public.

Credit: City of Cleveland

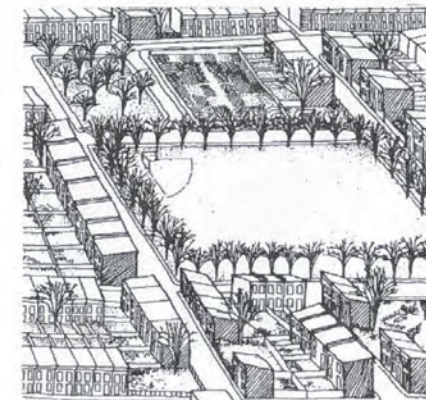
Sandusky, Ohio pursued a more aggressive strategy of community relocation and consolidation. After extensive community engagement, large under-populated portions of the city were targeted for the development of open space with a



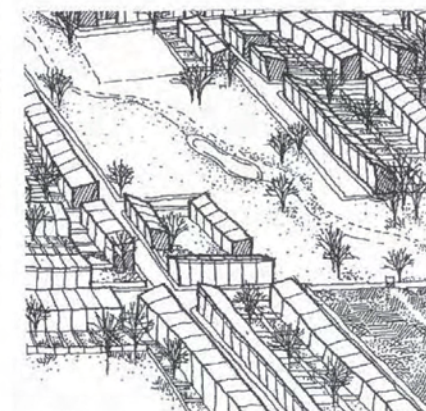
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3



2



Credit: Philadelphia Horticultural Society

commensurate removal of basic services such as electricity, water, and sewer. Residents and workers were relocated from these areas and incentivized to move into more established and thriving community centers. This approach redistributed people and assets to maximize and enhance healthy neighborhood areas, and reduced costs by eliminating services in areas that had no long-term development future.

In the face of immediate demand for solutions to vacant land in the Pratt Community, it is recommended that stakeholders and the City have meaningful dialogue about recent demographic trends and anticipated time frames for rebuilding, and direct discussion about real options to vacant land management that does not anticipate rapid rebuilding.

### ***Plant Trees***

Many community stakeholders lamented the loss of mature street trees due to the tornado. Street tree planting is one of the best short-term investments the Pratt Community can make. In addition to providing an immediate and visible sign of revitalization, trees provide numerous long-term benefits to communities. The root systems of trees absorb water and can contribute to stormwater management. Trees cast shade which can lower heating and cooling costs in adjacent buildings. Trees can help make streets safer and more attractive, and also encourage walking and biking. Ultimately, trees can enhance community character and increase property values.

A short-term recommendation is to use vacant lots as nurseries to grow street trees. These nurseries can be designed to enhance the image of blighted vacant lots. Trees can be transplanted to various locations across the area in need. The planting and maintenance of street trees can be done through a partnership between the City, neighborhoods, and other stakeholders.

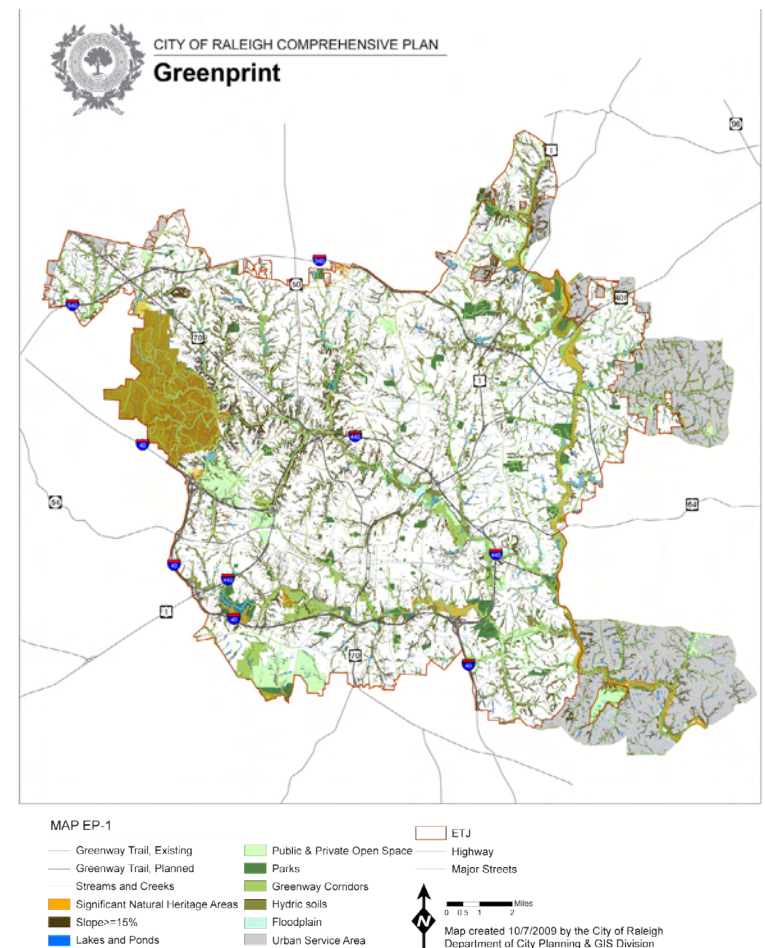
### ***Create a Pratt City “Greenprint”***

The Pratt Community, the City of Birmingham, and regional residents need more substantial and easily understood tools for making development decisions that can address environmental issues, and make rebuilding more efficient and cost effective. Currently, the best available tools are tied to

floodplain issues, and stakeholders communicated difficulty in getting access to information about environmental constraints impacting potential development.

“Greenprint” is an emerging trend in summarizing development opportunities and constraints in the context of environmental issues.

The “Greenprint” summarizes data about the 100 year floodplain, natural heritage areas, greenways, >15% slopes, hydric soils, and other

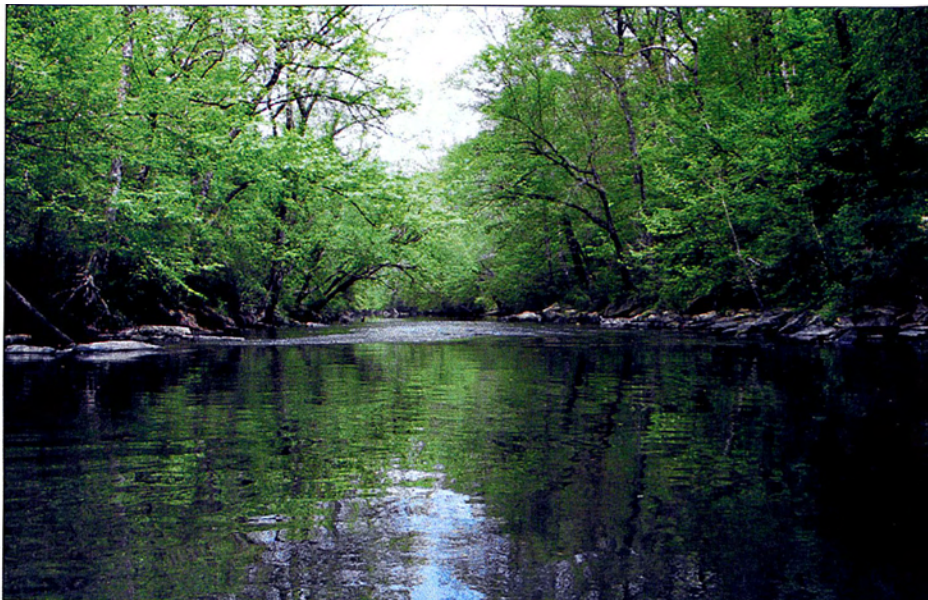




environmental factors affecting growth decisions. The Pratt Community can become the pilot study for applying this process across Birmingham and the region.

### ***Support the Village Creek Greenway and Create a Pratt Heritage Trail***

Forty-four miles of greenways are currently in planning, design, and implementation in Birmingham. The Village Creek greenway system, which features numerous on street and off-street connections to community resources, offers a unique framework for connecting a wide range of community landscape and ecology situations. These include the potential for the greenway system to create and enhance a non-motorized transportation network, leverage ongoing efforts to improve water quality, and interpret little known cultural resources in the community. It is a robust and ambitious plan, with strategic linkages already in varying stages of implementation. The Pratt



Community should embrace the plan, and become more vocal participants in its fine-tuning and regional interface.

The current plan was developed in advance of R/UDAT recommendations and could adapt to support this reports broader recommendations. For example, Carline, which emerged as a unique and significant component of a heritage trail through the Pratt Community, is not connected the current greenway plan. There are many heritage sites, some documented and some not, that stakeholders expressed in interest in developing and connecting through a heritage trail. A heritage trail could overlay and enhance the greenway plan in many ways. By interpreting the history of the community, and inviting residents and visitors to experience that history in the landscape, the Pratt Community could further enhance its perception and value as a unique cultural setting in the region.

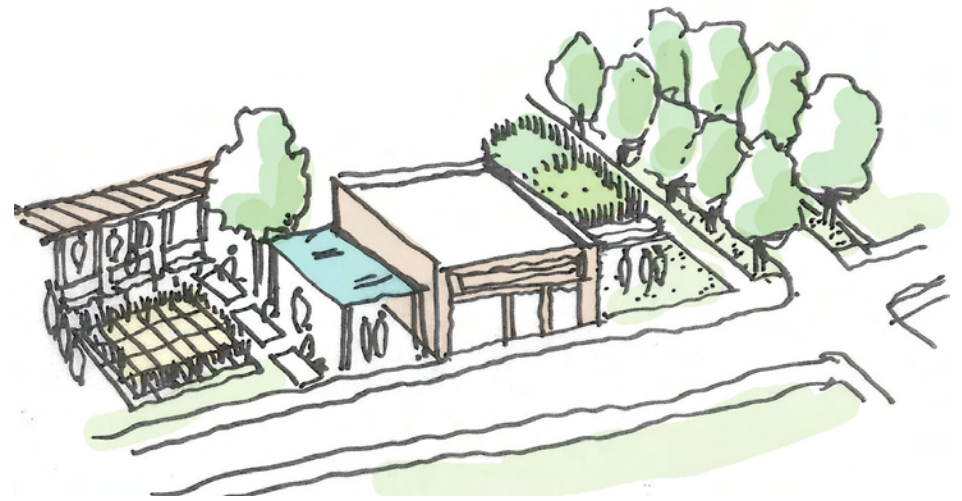
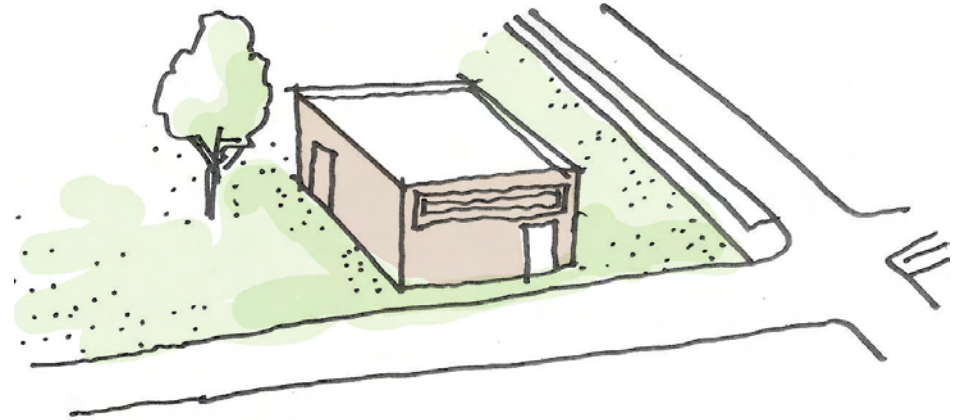


*Credit: NC State University Downtown Design Studio*

Additionally, a combined heritage and greenway trail system throughout the Pratt Community could greatly enhance overall community needs. In the northern areas of Pratt, proposed neighborhood revitalization efforts that would include attracting mixed use and neighborhood services lack non-motorized and trail access. In Ensley, the proposed restructuring of FEMA buyout properties, as well as connections to a redefined city center were not considerations at the time of the formation of the Village Creek greenway plan, but should now be addressed. There could be short and long-term benefits to showcasing cultural assets and linking them to the already established Civil Rights Trail route. The Pratt Community would benefit from some modifications of routes and changes in the assumptions of the catalytic projects that can revive the neighborhood. Evaluating the current greenway plan's potential to leverage plan proposals is a top recommendation from this report.

### ***Create Flexible Public Spaces***

Stakeholders expressed a demand for more parks and open spaces. The northern reaches of Pratt lack access to formal parks and recreation spaces and attention should be given to provide resources there. The central and southern areas seem to have parks in the right places, and should be assessed for their programmatic requirements and potential to adapt to emerging community needs. The addition of new park space, primarily within the FEMA buyout properties in the Village Creek floodplain, will create a vast area with numerous open space potentials. Careful coordination should happen with City of Birmingham's Parks and Recreation Department to fold Pratt's



interests into design and planning considerations. Influencing the next iteration of the city's Parks and Open Space Master Plan should be a community priority.

Area schools with athletic fields should be redefined as additional recreational opportunities. Bureaucratic separations between the school and park systems make school grounds off-limits to residents after school hours. If combined as shared resources, school and park facilities have the potential to satisfy the open space and recreation needs of residents without significant capital outlays. Shared facilities may

also increase the participation and awareness of young people to broader issues facing the community.

This report also recommends targeting vacant land and open space near libraries, community centers, and other existing community gathering points for public space development. Outdoor areas can become extensions of interior activities, such as outdoor media centers, classrooms, community kitchens, performance areas, gardens, and play areas. By co-locating facilities, places that already hold significant community uses can enjoy new life with limited expense. The “triangle” and other open spaces along Carline, as well as vacant land near the library and the former Scott School, are initial candidates for this kind of activity.

### ***Pursue Low Impact Development and Retrofit Guidelines***

Low Impact Development (LID) is a contemporary approach to site planning that addresses stormwater on each development site. The overarching goal of LID is to minimize or eliminate stormwater runoff from development sites. This means that in a rain storm, runoff is seen as a valuable resource, either for reuse on the site (irrigation, flushing toilets, heating and cooling), or returned to groundwater (rain gardens, etc.). LID approaches can contribute to dramatic reductions in water and infrastructure costs and should be considered in areas with outdated infrastructure. LID approaches should be applied to any new development, especially greenfield residential and mixed use projects. City incentives can offset some of the project development costs,

and still produce desirable returns measured in reduced resource consumption, and reduced impact on infrastructure.

Methods exist to retrofit existing sites by applying LID approaches. These include the construction of rain gardens in private yards, the use of rain barrels and cisterns to capture roof runoff, and the construction of green roofs. These incremental approaches can be challenging to implement without public and private incentives. However, good examples exist where partnerships with institutions and energy conservation programs offset costs and of installation and maintenance. Sustainable South Bronx, and various programs connected to the City of Chicago offer tangible examples of using green building techniques to build entrepreneurship in the community, providing needed skills training and pathways for residents to small business development.

### ***Make Healthy Streets***

Although landscapes are often thought of as destinations, the most common landscapes experienced by people in America are streets and other paths of vehicular movement. The design and retrofit of streets should be thought of as landscape and ecology opportunities. Currently, Pratt City stakeholders use private automobiles almost exclusively to connect to their daily needs and neighborhood services. They rely on a robust street network to connect to the city and the region. The direct and indirect costs of automobile use (ownership, insurance, maintenance, fuel, parking, depreciation, road repair, etc.) are high and will increase with rising fuel costs. As





*Credit: NC State University*



*Credit: ASLA*

infrastructure begins to break down, strategic decisions will need to be made on redevelopment that will prevent high levels of repair and maintenance to some roads.

Automobile emissions are a contributor to risk of respiratory disease. Areas with high automobile dependency also have high rates of obesity and risk of cardiovascular disease since driving contributes to a sedentary lifestyle. Both respiratory and cardiovascular disease risk is significantly higher in African American communities than in other populations.

Large expanses of paved road surfaces contribute to increases in stormwater runoff and decreases in water quality. Many streets in the neighborhood lack mature trees and vegetation, creating an environment that is hot in the summer and generally undesirable for walking and biking. The width of streets and the speed of vehicular traffic provide numerous safety challenges to Pratt residents, particularly for the mobility impaired, children, and seniors.

A concentrated effort to make the Pratt Community streets walkable, accessible, and green will result in immediate and long-term benefits to the community. It is beyond the scope of resources to transform all city streets, but strategic corridors (including Carline, Avenue W, Highway 78, and Avenue F) are excellent candidates for comprehensive retrofits. There are many examples of how using paint and inexpensive materials to designate bike lanes and enhanced pedestrian areas can make an immediate and affordable impact on street behavior. This report recommends engaging in some design experiments and using inexpensive approaches to reclaim pedestrian and bike space on existing streets. These temporary activities can provide much needed data to inform long-term infrastructure improvements.



The DOT Complete Streets Program incentivizes adapting auto-dominated routes to accommodate other modes of transportation. Contemporary street design that encourages increased physical activity can attract public health-related funding. Additionally, incorporating innovative approaches to handling stormwater in street rights-of-way can be funded by sustainable infrastructure grant resources.

### ***Grow and Eat Healthy Food***

The Pratt Community qualifies as a “Food Desert”; there are no fresh food (especially produce) opportunities within walking distance of anyone living in the area. Reliance on processed and fast food is a leading nutritional contributor to obesity and cardiovascular disease. African-Americans are disproportionately affected by obesity for these reasons. The landscape can enable access to healthy food by providing settings that support activities required for a successful food system: growing, processing, consuming, and disposing/recycling waste. Community gardens and urban agriculture are emerging as key places where people across generations can get reconnected to the environment and each other. The stewardship required to grow food transfers to other aspects of life. In Colorado, “The Living Landscapes Program” has proven that students who tend community gardens have fewer sick days, less disciplinary issues, and perform better academically than before they tended gardens. Gardening is well documented as a means to increase sociability amongst seniors, and to connect across generations with young people.

Community gardens and urban agriculture also provide skills-development and entrepreneurial opportunities. However, these movements require a groundswell of grassroots interest and support, as well as capacity-building. This report recommends identifying and investing in a group of Pratt Community stakeholders to address this issue, as well as to work with partners to build the capacity of food production. Jones Valley Farms, a local non-profit organization has expressed a willingness to participate in capacity-building in Pratt. Existing vacant land in the Pratt Community offers many opportunities for local food production and city coordination on site preparation, access to water, and site security (fencing) could create the right incentives to encourage local food production in the short to mid-term.

Improving access to existing places with sources of fresh food is another priority. Jones Valley Farms runs a well regarded 24-hour farmer’s market near Pratt. Non-profits, cooperatives, and even Community Sponsored Agriculture (CSA) programs could identify people in the Pratt Community in need of healthy food, and could facilitate the transportation of that food to people in need.

### ***Assess Ecological Risks***

There was a marked lack of information available about the impacts of mining and industrial activity on the environmental health of the area. Some limited information pertaining to air and water quality was available, but none of the studies were specific to the Pratt Community. Generally, the broader group of neighborhoods adjacent to the rail and freeway corridors are experiencing poor air quality. This is

in line with national data describing communities in similar contexts. Little was available describing brownfield sites, as well as any soil and groundwater issues as a result of mining. The lack of this information is alarming, and therefore renders some of the ecological recommendations made in this report “works in progress”. Due to historical relationships and potential economic impacts contamination, it will require community will and political leadership to manage access to this critical information while continuing to attract community and economic development. Policy and resource incentives may include land banking, land trusts, and other third parties that can serve as intermediaries between those interested in addressing polluted sites and their owners. Offsetting the costs of remediation (such that entities interested in reinvesting are not “penalized” by being required to provide all of the site clean up costs) may encourage owners of contaminated sites to be more visible and open with their site conditions.

## **Conclusions**

The Pratt Community remains a unique area rich in natural and cultural heritage. The place and the people matter to the future of the city and the region. The response to the tornado aftermath gives an opportunity to focus resources in ways that reflect and extend community values. Many ongoing efforts, as well as the legacy of long standing plans, offer pathways to stitching this neighborhood back together. At the same time, there are opportunities to think more comprehensively, and to see rebuilding as a means to reposition the Pratt Community as more sustainable, competitive, and vibrant than it ever was. While honoring the past, there is clear potential to apply

contemporary thinking informed by national best-practices to allow Pratt to become a sustainable living innovator in the region. Weaving landscape and ecological enhancement opportunities into this mix can provide immediate benefits by addressing vacant land before rebuilding comes, enabling the production of healthy food, and effectively managing stormwater. In the long-term, careful consideration of the landscape can produce connected systems of gathering spaces and movement corridors that enhance neighborhood stability, while attracting private development interest. Along the way, a robust redevelopment plan can create many opportunities to address health, entrepreneurship, and skills-development through the rebuilding of one’s own community.

## MOBILITY

The mobility vision for the Pratt Community is based on a “new narrative” that reshapes the existing mobility infrastructure from a single-use, auto-oriented system, into a multimodal strategy that takes back the community’s streets. The needs and issues identified by the community have informed the redirection and identification of key opportunities to create a Livable Mobility Framework for the future.

### Community Issues

The public and focus group process identified a number of key issues related to the community’s mobility needs and desires. These issues include:

**The Absence of Walkability:** The area’s streets are generally auto-oriented and pedestrian hostile, lacking even a basic connected sidewalk system.

- Little to no sidewalks on neighborhood street or corridors.
- Non-existent ADA accessibility.
- Hostile vehicular corridors with fast moving truck and vehicle traffic (Hwy 78, Ave. W).
- Truck traffic.
- Narrow neighborhood Streets.

**Limited Transit Access:** The one transit route has limited service and requires inefficient transfers to needed destinations such as Five Points West.

- Limited transit service.
- Requires transfer to key destinations (Five Points West).
- Lack of physical amenities and ADA accessibility (shelters, sidewalks).

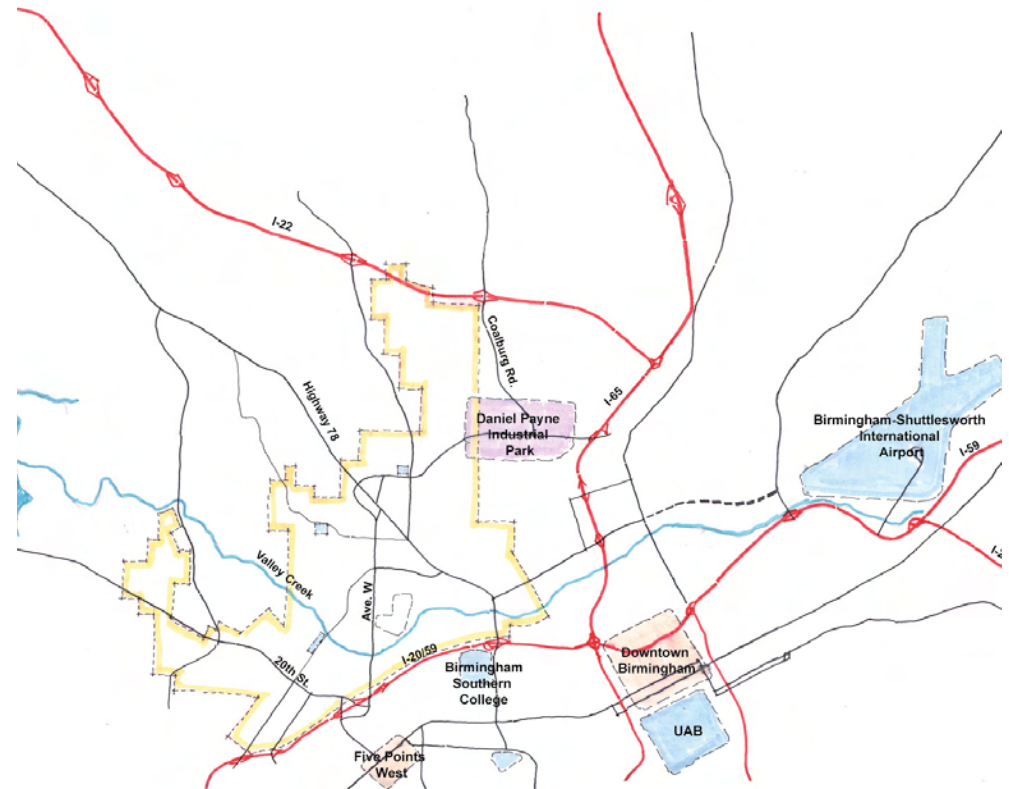
**Lack of Connectivity:** A number of barriers limit street and pedestrian connectivity.

- Limited street connections in neighborhoods (Thomas Neighborhood).
- Highway 78 barrier, requiring the pedestrian overpass.
- Railroads are barriers with limited crossing and stored trains blocking neighborhood streets.

### Regional Context & Opportunities

The Pratt City Community sits within a changing and dynamic transportation context.

Its past history, largely built around the rail infrastructure, is evolving and responding



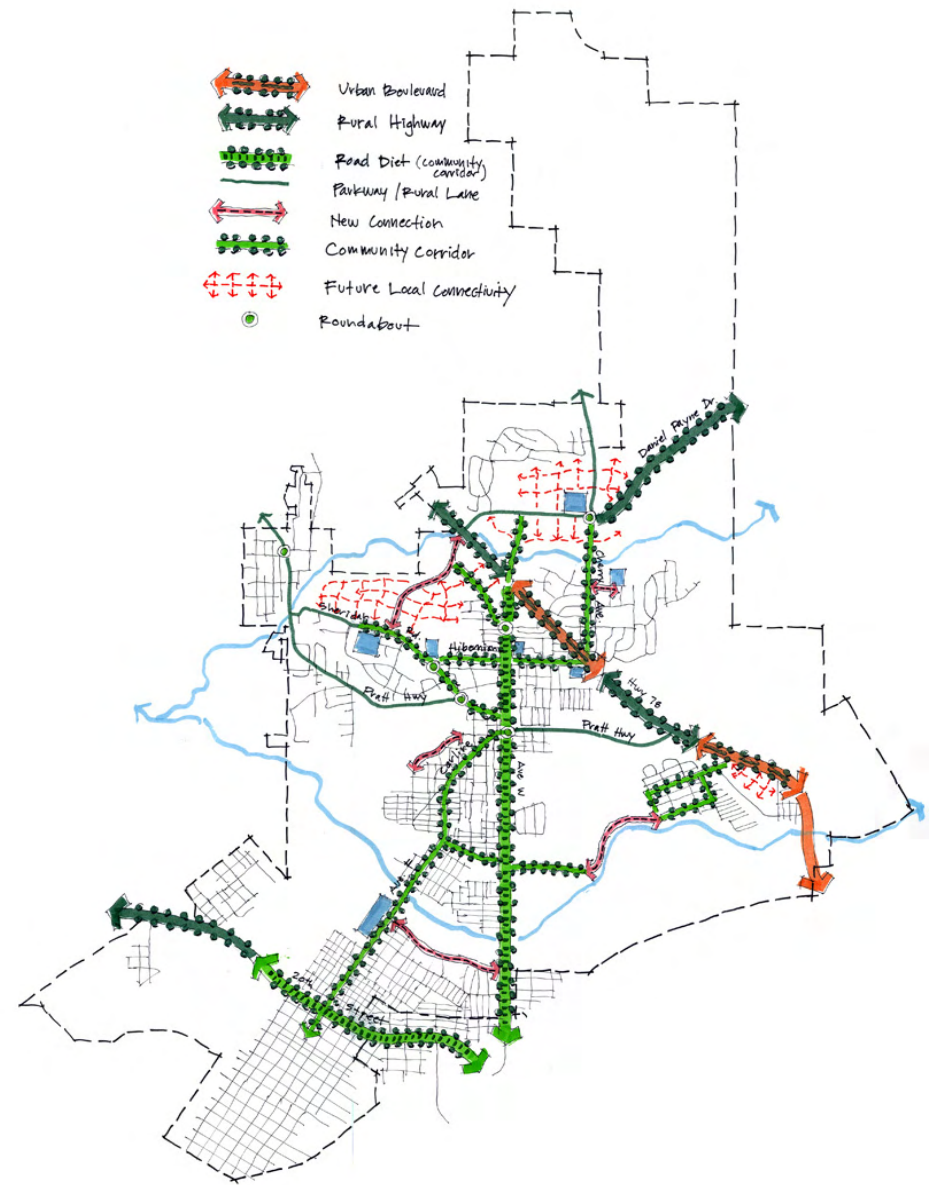
Regional Context

to new regional connectivity and access. This changing context presents valuable opportunities.

- **Interstate 22:** The pending completion of the final link of I-22 to I-65 will complete a new regional connection that will dramatically alter the function and role of Highway 78 in the Pratt Community. Much of the regional truck and commuting traffic will relocate to I-22, allowing a rethinking of the design, access and character of Highway 78 to make it more community supportive.
- **Valley Creek Greenway:** This planned greenway and its associated trail connections will link the Pratt Community to the city and region, providing an infrastructure of multimodal recreational and commuting connections to and through the community.
- **Daniel Payne and Coalburg Road:** The expansion and widening of these roads to provide direct access to interchanges with I-22 and I-65, shifts the industrial/economic focus of the area to the northeast. The shift will allow a new multimodal and complete street focus on key community corridors such as Avenue W and Highway 78.

### Recommendations – A New Livable Mobility Framework

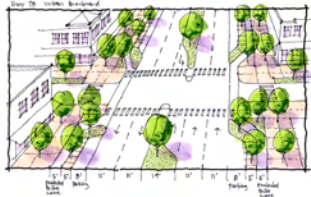
The proposed Mobility Framework for the Pratt City Community reshapes the community's street and transportation infrastructure into a multi-modal system that responds to current deficiencies and envisions a vibrant and walkable future. This new Livable Mobility Framework establishes a set of street types that reflect the range of roles and functions of key corridors. These new street types integrate a "complete street" approach which says that every street should be designed for a complete range of mobility users (pedestrians, cyclists, and transit) in addition to the automobile.



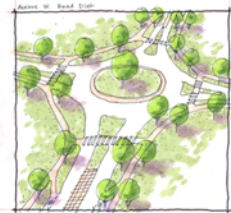
**Livable Mobility Framework**



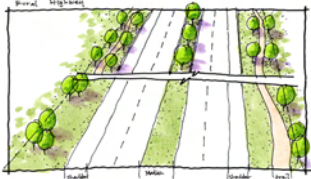
### Urban Boulevard



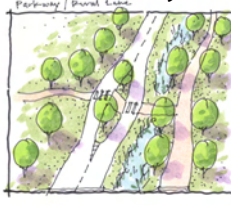
### Road Diet (Ave. W)



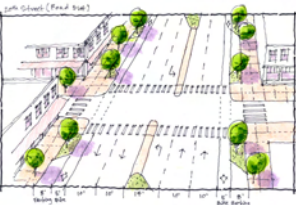
### Rural Highway



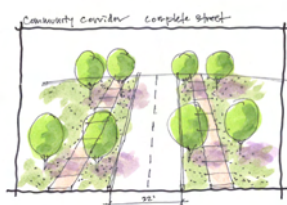
### Parkway



### Road Diet (20th St.)



### Community Corridor



### Urban Boulevard - Highway 78

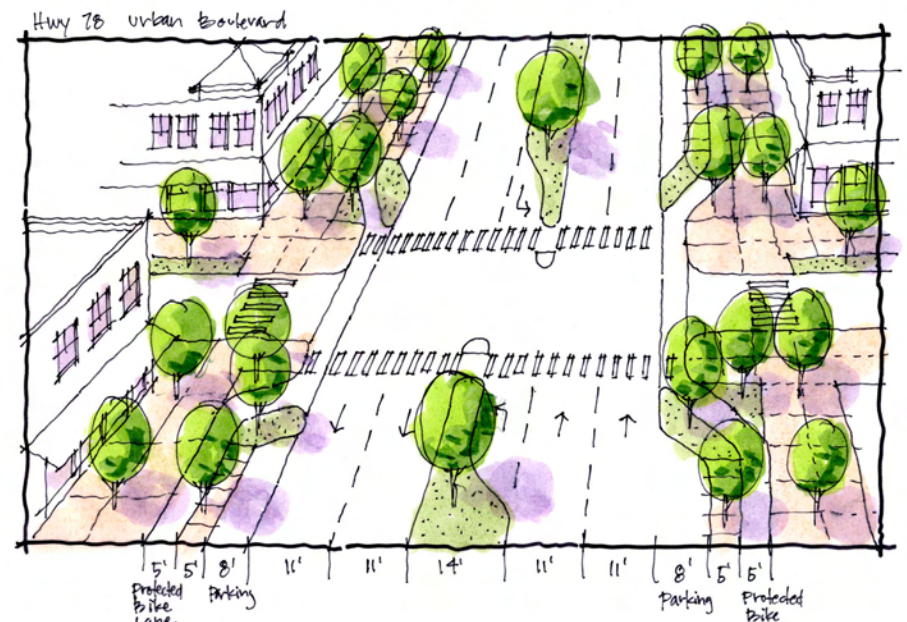
Highway 78 is a State Route that currently divides the Pratt Community. It is designed as an auto-oriented highway, accommodating fast-moving regional traffic. The pedestrian overpass (at Hibernian Street connecting to the Scott School) reflects the pedestrian-hostile character of the corridor, but is ultimately an ineffective response to a more fundamental problem.

Yet, the regional role of Highway 78 is changing. The pending connection of I-22 to I-65 will create a more efficient regional highway route to the west, removing regional trips (vehicle and trucks) from Highway 78. The reduction in traffic volume is already

being experienced on sections of Highway 78 parallel to opened portions of I-22. This changing role represents an opportunity to transform the corridor from a highway that divides the community to an “urban boulevard” that reconnects the community.

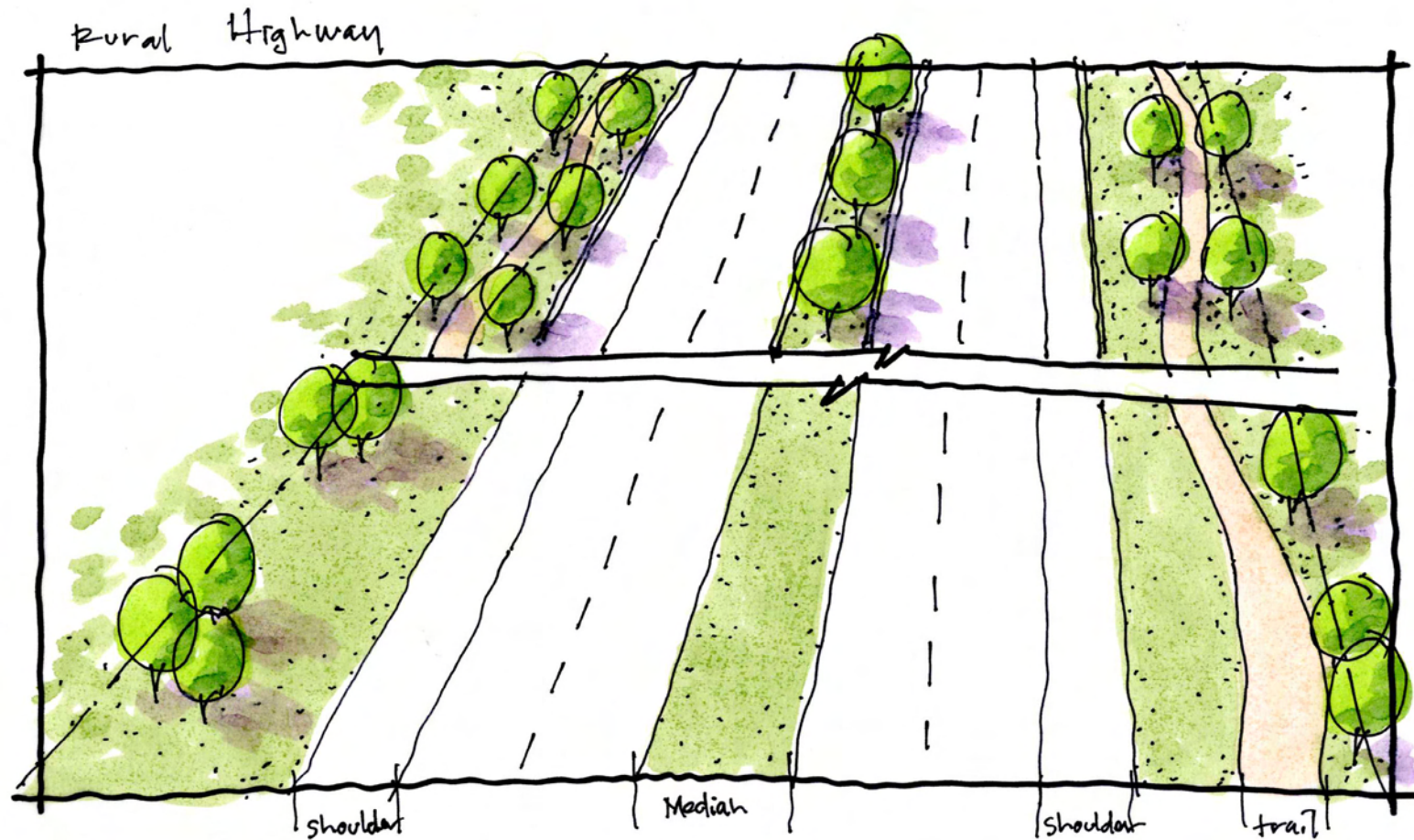
Working within the existing right-of-way, the design components include:

- A center landscaped median with curb and gutter that accommodates street trees and landscaping.
- On-street parallel parking to support adjacent street-level redevelopment and to serve as valuable traffic calming.
- A protected bike lane that is located between the on-street parking and sidewalk, separated and protected from vehicle traffic.
- A wide sidewalk/pedestrian realm with regularly spaced street trees providing shade and enclosure.
- A “build-to line” that places future buildings up to the right-of-way, defining the space of the street and providing active street-level uses.



## Rural Highway

Significant portions of Highway 78 (and portions of Daniel Pane Drive) will function as a “rural highways” transitioning between urbanizing sections such as in the Pratt Community. These corridors should be designed to accommodate pedestrians and cyclists by including a multi-use path on at least one side. The rural cross section (no curb, open storm drainage) and high design speed (45 mph or greater) will limit the use of street trees and landscaping. As the corridor transitions to the “urban boulevard” the incorporation of curbs and slower design speeds (35 mph or lower) will allow for a more regular and formal planting of street trees to provide shade, and visually signal the transition to a more urban and pedestrian environment.

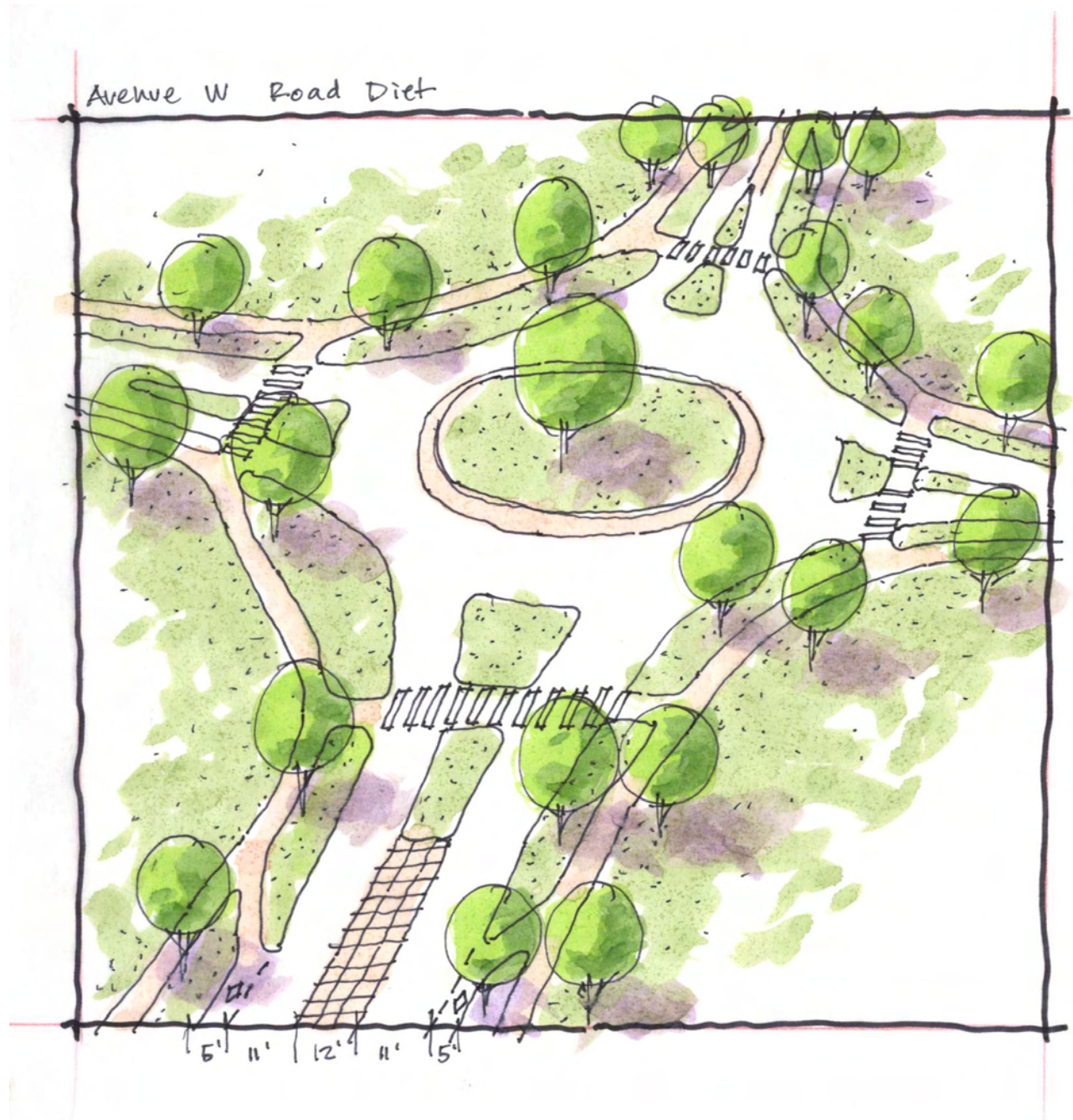




### **Road Diet – Avenue W**

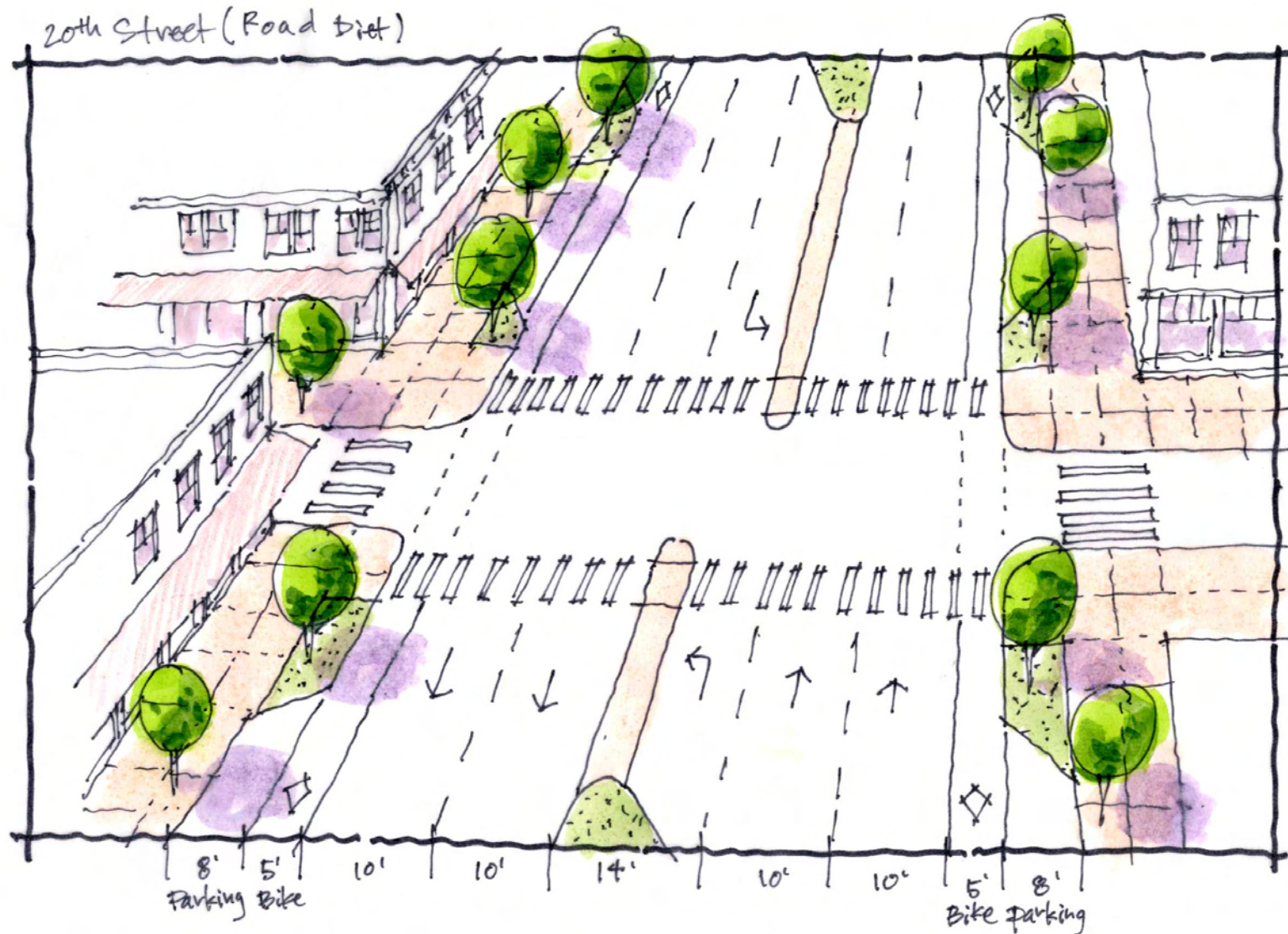
Avenue W is a central and critical north-south corridor that ties the Pratt Community together. Its current 4-lane cross section promotes higher vehicle speeds, lacks safe and dedicated left turn lanes, and leaves no room for cyclists. The proposed road diet reconfigures the 4-lanes (44 feet curb to curb) into three lane section with bike lanes (one travel lane in each direction with a center turn lane. This reconfiguration can initially be implemented by simply restriping the current lane configuration. Over the longer term the center turn lane can be designed with planted landscape medians and/or special paving materials that visually narrow the view of the roadway and help further calm traffic.

Two key intersections along Avenue W are proposed as roundabouts (at the Pratt Highway/Carline and Dugan Avenue intersections). These locations bookend central Pratt and serve as dramatic gateways to the neighborhood that can be landscaped or designed with community markers or monuments. In addition to their visual value, roundabouts provide slower and more efficient vehicle movement, are safer than signalized intersections, and reduce energy costs and vehicle emissions.

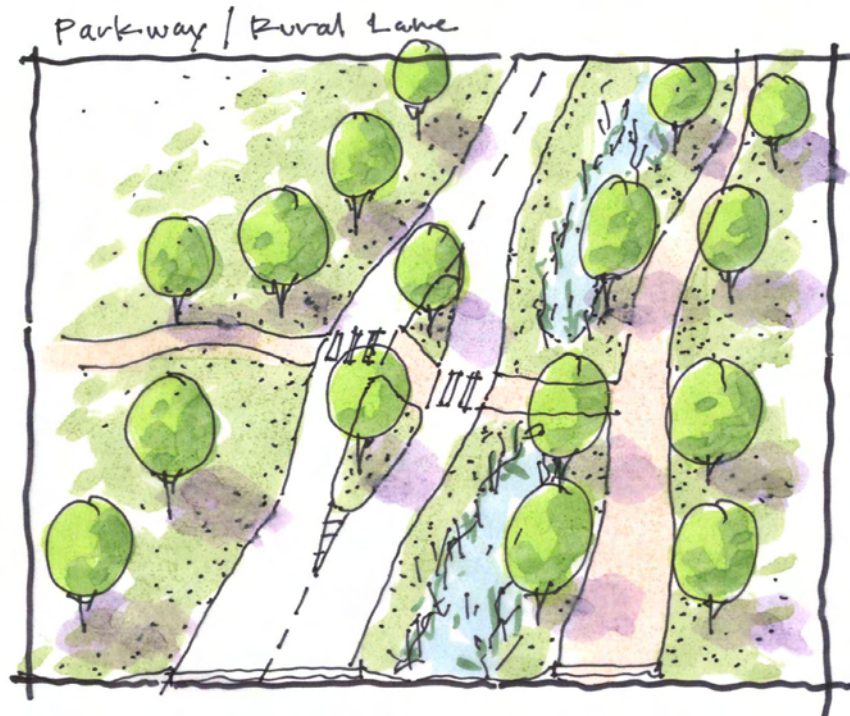


### Road Diet – 20th Street

20th Street is the central corridor of the Ensley community, running through its historic downtown. The current 7-lane cross section is overbuilt for both the character of its urban context and the volume of its traffic. The proposed road diet repurposes the curb-side lane in each direction into on-street parking and bicycle lanes. This redesign creates bulbouts at intersections and in mid-block locations that allow for additional street trees and reduces the pedestrian crossing distance. The resulting 5-lane cross section adequately accommodates traffic, provides for cyclists, narrows and traffic calms the street, and supports revitalized economic activity with on-street parking for downtown businesses.

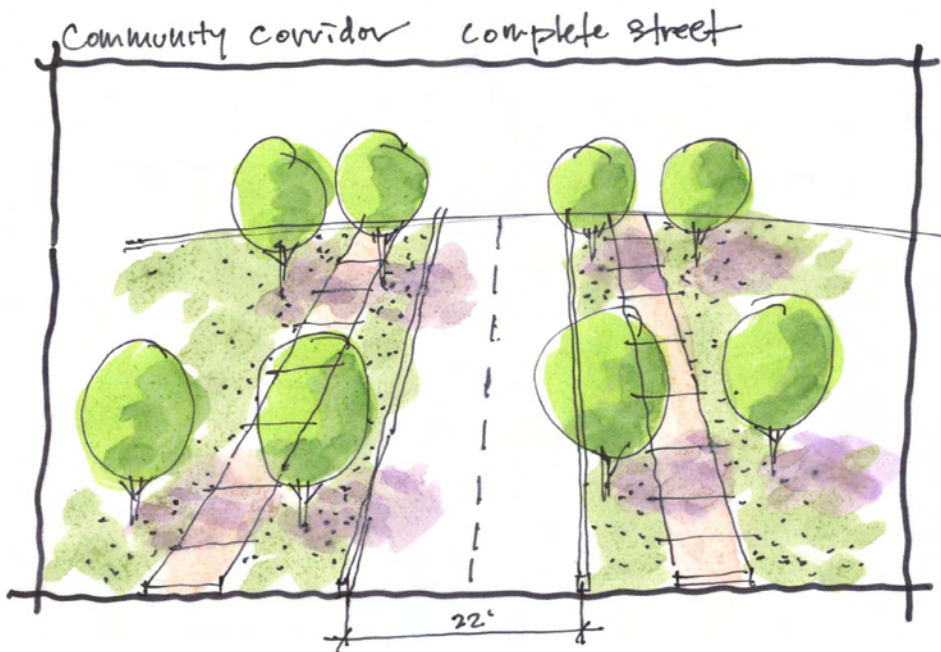






### **Parkway/Rural Lane**

The Pratt City Community includes several corridors that are rural in nature, running through sparsely developed areas with little development or homes fronting on them. These corridors are important connections for the community yet have little or no sidewalks. The proposed design concept incorporates a multi-use trail on at least one side to provide pedestrian and bicycle connectivity. The open drainage and swales can be designed to capture stormwater in designed rain gardens that detain and treat runoff. Key locations can be designed with traffic calming islands that slow traffic and provide safe and conspicuous pedestrian crossings.



### **Community Corridors**

The neighborhoods are connected by a network of key streets that link important community facilities such as schools, churches, parks, etc. These streets are primarily residential in nature but serve an important multimodal function such as Carline Avenue, which includes the Route 6 transit route and is an historic neighborhood corridor that connects commercial districts. These streets are generally narrow, with two travel lanes (typically 22 to 24 feet curb to curb). Design enhancement along these corridors should include infilling missing pieces of sidewalks, replacing lost tree canopy, and upgrading ADA accessibility. These community corridors should be pedestrian accessible, traffic calmed and bicycle-friendly.

### ***Roundabouts***

Making the community more walkable and pedestrian friendly will require a new attitude about vehicle speed and behavior within the neighborhoods. There are a number of key intersection locations that can accommodate roundabouts. The proposed locations are along the designated Community Corridors and are at potential neighborhood gateways. The value of roundabouts in replace of either stop sign or signal control is their ability to slow traffic, providing a direct message to drivers that this is a pedestrian-oriented neighborhood. Their design also provides a physical opportunity to establish community gateways.

### ***New Connections***

The Street Framework recommendations also identify several new street connections that are needed to enhance local connectivity and reconnect isolated neighborhoods.

These connections include:

- **Thomas Neighborhood Connection:** This proposed connection builds upon the need to provide an alternative connection to the Thomas Neighborhood which can currently be isolated from vehicular traffic by waiting trains. While current discussions have been centered on extending 2nd Street, this proposal suggests the opportunity to link this road extension with the planned Valley Creek Greenway by instead extending 4th Street along the north side of the creek to Republic Boulevard. This new street would have a parkway character that incorporates a multi-use trail and new open space. The value of the co-location of the road extension and trail is the increased visibility and access to the greenway.

- **The Daniel Payne Drive Extension:** This extension would link Highway 78 to Sheridan Road through the undeveloped U.S. Steel site. This future development site is anticipated for residential development and mixed use along Highway 78. This new connection would establish a direct link between South Hampton Elementary School and Daniel Payne Middle School and become an important Community Corridor that will shape future development and accessibility to these two important community schools.
- **Parkway/Greenway Frontage Connections:** Two new streets are proposed as part of future parks and greenway opportunities. These connections serve to frame these future open spaces, creating valuable development addresses. They also provide needed neighborhood connectivity and clear access to open space and greenway connections.
- **Spencer Avenue Connection to Bethel Baptist Church:** This connection in the Smithfield Estates Neighborhood will provide better access to the future Bethel Baptist Church, connecting it directly to Cherry Avenue. The rebuilding of this important community church is anticipated to include fitness and community facilities.

### ***Future Local Connectivity***

There are several areas in the community that through new development and redevelopment should provide local connectivity to enhance access. These sites should be further planned to establish and regulate a more defined street framework that reconnects these areas to adjacent street network and community facilities.

These sites include:

- **Daniel Payne Middle School Area:** The undeveloped area around the middle school is anticipated for future residential development. A framework of streets and blocks should be planned and established to maximize walkable access to the school and surrounding neighborhoods.
- **South Hampton Elementary School Area:** The undeveloped area north of the school is anticipated for future residential development. A framework of streets and blocks should be planned and established to maximize walkable access to the school and surrounding neighborhoods.
- **Pratt Neighborhood/Highway 78 Frontage:** This potential redevelopment area is anticipated to be reshaped by the “Urban Boulevard” concept for Highway 78. The adjacent parcel frontage should be reorganized into a regular spacing of blocks that structure access to Highway 78 and establish new housing and mixed-use redevelopment/intensification of the corridor.
- **Thomas Neighborhood/Highway 78 Frontage:** This potential redevelopment area is an important front door to the Thomas Neighborhood. Underutilized strip commercial development is anticipated for mixed-use redevelopment into a more walkable pattern of streets and blocks.

## SUSTAINABLE INFRASTRUCTURE

Modern planning and development have to address the major trends in nature that are adversely affecting the quality of life and safety of communities, as well as the very future of life on our planet. These reflect principally in depletion of resources and increasing greenhouse gases in the atmosphere and their consequences in terms of climate change and rising sea levels. The cost for resources continues to climb, placing an especially significant burden on lower income populations.



There has been a global response to this in recent years, reflected in such actions as the global C40 Initiative focused on the future of our cities, and the various approaches based on metrics such as LEED that quantify

our commitment to reducing these harmful effects through our planning and design actions. New York City has enacted Local Law 86, that requires all new construction to meet energy targets and standards equivalent to LEED Silver Certification; and the AIA Architecture 2030 Challenge targets efficiency upgrades for both new and renovations to existing buildings that would continually improve building performance and fossil fuel use up to 2030.

For development projects, this demands an integrated approach to the resources that are consumed in energy, water, transport and materials, and effective waste management. These commitments have to be implemented in a project-specific way, taking account of the physical realities such as the climate, topography and other circumstances applicable at the site, and in a way that balances the social, economic and environmental issues – the triple bottom line.

### Sustainable Strategies For The Pratt Community

The R/UDAT study area poses very specific challenges in relation to achieving appropriate sustainable targets within the context of a community in crisis that has specific needs. The issue is complicated by the reality that solutions proposed have to cover both the existing older residential and non-residential building stock as well as what may be built in the future. The team has attempted to balance these sometimes conflicting needs to develop strategies that can be applied both in the short and long term, and to existing buildings as well as future construction.

Compact, complete and connected neighborhoods are essential in an overall sustainability strategy. Walkable neighborhoods of a density that supports a short walk to many of the needs of daily life, and are connected by high frequency mass transit should be a long term goal of the Pratt Community Planning Strategy.

Sustainable strategies often can be accomplished within any given new construction budget when holistic design and integrated processes are used. Retrofit construction



requires specific strategic interventions and investments, some of which may be low cost, such as a water heater insulated blanket to save energy, or the installation of a water reducing shower head. Other strategies may require capital investments that need financial strategies to accomplish, such as insulating and eliminating leaks in the exterior envelope of a building or installing new windows in an older home.

Elsewhere in the US, these challenges are met through financial incentives that encourage home owners to invest in the application of sustainable technologies by ensuring that those investments produce immediate financial returns for the owner. Such financial incentives are not in place in Alabama at this time. We have assumed that, because of the crisis circumstances applicable to the Pratt Community and the goals of a triple bottom line community, it will be possible to introduce the specific incentives proposed for this area to encourage the proposed outcomes, combined with financing mechanisms such as those provided through energy efficiency financing by the public or private sector.

### **The Greater Pratt EcoDistrict/Architecture 2030 Partnership**

It is recommended that the Pratt Community undertake an EcoDistrict initiative, similar to and modeled after Portland Oregon's Ecodistrict public private partnership, a robust and integrated strategy that organizes the community around strategies and design guidelines that will fulfill the Triple Bottom Line goals of the community. The Portland institute of Sustainability states: "an EcoDistrict is a neighborhood or district with a broad commitment to accelerate neighborhood-scale sustainability.

EcoDistricts commit to achieving ambitious sustainability performance goals, guiding district investments and community action, and tracking the results over time."

The Greater Pratt Partnership should establish The Greater Pratt EcoDistrict/Architecture 2030 Partnership to develop the plan and steward the implementation of the plan. This should include energy and water audits of all buildings in the Greater Pratt community and reviewing the establishment of Community level financing options for the continual improvement of the neighborhood.

The innovative quality of the greater Pratt EcoDistrict can become the model of sustainability for all of Birmingham and the region.

## **Energy**

### ***Reducing Demand***

The most important first step as it relates to energy is reducing demand, as this is generally the most cost effective strategy. A comprehensive district wide energy audit should be undertaken to assess the efficiency level of the existing building stock. There should be a thorough investigation of incentive strategies to encourage provision of modern, energy-saving devices and improvements, both in existing and new homes. Examples might include the provision/replacement of light bulbs with low energy solutions; the creation of incentives to encourage household replacement of existing appliances with new energy efficient appliances; the installation of insulation and elimination of leaks; and the installation of insulated windows and new, more

efficient HVAC systems to reduce consumption. This would have to be supported by a program to empower the community to understand the funding regulations and prepare residents to take advantage of them.

We recommended that the Pratt Community use Architecture 2030 as a guide to becoming a more sustainable community. Pratt should review programs such as the Seattle 2030 District as a model for a community wide energy and water efficiency strategy. Aligning new and renovated construction with the 2030 goals to become a model sustainable community may provide funding momentum. Where density concentrations merit, a review of district scale energy and water strategies should be undertaken, such as in the Library Civic Center area and in Ensley.

## Supply

Energy is presently available to the community principally as electricity. The supplier, Alabama Power, confirms that current and near term capacity is adequate, and indeed is more secure now due to population reduction in recent years. 60% of generation is from coal, the balance from hydro and nuclear, all from regional plants. Natural gas is available and is supplied by Alagasco. There is currently no distributed energy generation system.

No residents in the focus groups raised concerns about power supply or current electricity costs, except for failures due to wind and storms affecting the overhead

lines. However, for those with lower incomes or in poverty, energy can become a significant portion of the monthly costs of housing.

An important factor especially relevant to the community is the application of incentives to encourage home owners to generate energy from renewable sources and to introduce or replace existing fixtures with, modern efficient fixtures. Many states and authorities within the US now offer such incentives.

For the Pratt Community, these incentives should principally be aimed at encouraging local renewable supply through the use of solar hot water heaters, heat pump systems, geoechange systems, and solar photovoltaic generation, with surplus energy supplies directed to the grid when not required in the home. Solar hot water is often the most cost effective strategy. The possibility of an integrated city-wide waste strategy that would include enabling bio-gas to be used to generate energy should also be investigated.

## Water

### ***Supply & Waste Water***

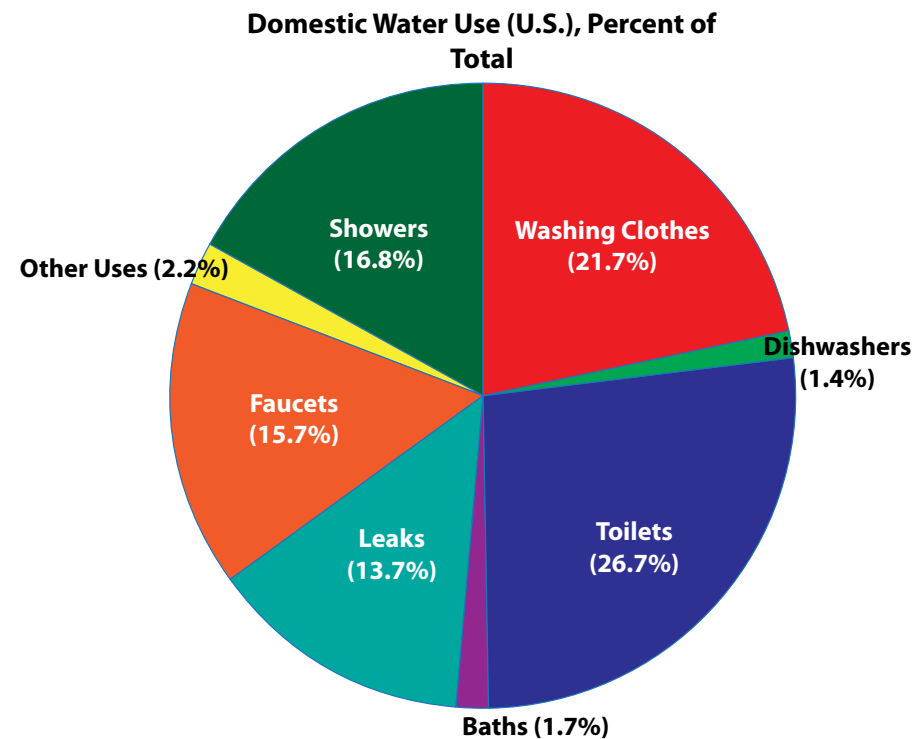
The water authority confirms that capacity is adequate, and indeed is more secure due to population reduction in recent years. Nevertheless, water and



sewer cost is expected to increase, and some residents complained about the burden of their water bills. Waste water charges are anticipated to increase dramatically at approximately 18% per year near term, moving to 2.5%-3.5% annually long term.

### Reducing Demand

Given the rise in the waste water charges, reducing water demand is critical. A variety of actions can lead to significant savings in water consumption. Water usage reduction methods include the installation of lowest flow faucets, dual flush toilets, waterless urinals (where allowed by code), tank-less water heaters (which save space water and energy), and grey water heat exchangers for hot water (from grey shower water).



Conducting water audits to determine strategies to save water should be encouraged to determine fixture quality and check for leaks, especially as leaks account for 13% of domestic consumption nationally, a figure that can be greatly reduced by leak detection and reduction measures.

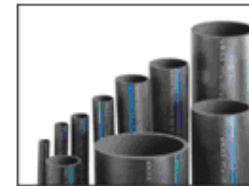
For the Study Area an important additional response that would save water is for residents to capture and store rain water run-off from roofs for use as grey water in toilets, gardens, etc. Presently most homes do not have gutters, and run-off is directly off the roof. Toilets consume 26.7% of water used in residences in the US, so the use of captured water would represent a significant saving.

### Leak Reduction

**Targets : 5%**

#### Strategies

1. Pipe Materials
  - HDPE or other flexible, non corrosive and temperature resistant material
  - Epoxy coatings
2. Construction Methods
  - Welded/ sealed joints
  - Expansion capacity in trenches
3. Leak detection
  - Acoustic surveys
  - Metering and accounting
4. Leak prevention and maintenance
  - Potable water corrosion inhibitors
  - Cathodic protection



Incentives should be introduced in the Pratt Community to encourage home owners to invest in water-saving devices, to introduce new water-efficient fixtures and devices in existing and new homes, and to capture roof run-off and supply it where needed.

## **Stormwater**

Low Impact Development (LID) strategies should be encouraged and policy changed if needed. A comprehensive watershed-based stormwater strategy should be developed with the recognition that, given the community's significant open space resources, a strategy that uses parks or vacant parcels as rain gardens may be more cost effective than a parcel by parcel approach. An overall stormwater system should be designed for any new development to manage the stormwater according to accepted green practice. In managing stormwater, the priority is to reduce run-off intensity, especially in areas with steep slopes, by introducing retention techniques. The actual solution has to be designed specifically for the topography and terrain. At the same time, adequate run-off must be provided in flatter areas to prevent ponding.

## **Waste**

Waste should be considered a resource rather than a pollutant. A comprehensive waste management system also has the potential to create jobs within the community. However it is unlikely that an efficient waste management strategy could be employed solely within the study area, but will instead require partnerships throughout the City of Birmingham.

We recommend that the City of Birmingham investigate the creation of a city-wide waste strategy that would include waste separation and recycling and maximum use of the waste products. This would lead to value capture from the waste in terms of recycled materials, as well as production of energy from the bio-gas that would

be available from the waste. As the cost of waste disposal increases as acceptable disposal sites become scarce, many communities in the US have set a Zero Waste goal for their cities.

## **Information Technology**

Broad band and Wi Fi internet access are an essential component of a modern community and a fundamental component of the infrastructure. They contribute not only to global competitiveness, but to the efficient operation of the community across a host of areas, including transportation, energy management, health care, education, etc. For poor communities in particular, it has been shown that such technology is an extremely important factor in providing connectedness and access to opportunities, information and resources.

We recommend a study to explore the potential to introduce these concepts into the community by engaging the resources of the major players in the industry. Sponsorship of the system should be reviewed to determine if the Pratt Community could be a free Wi Fi zone.

## **MATERIALS**

Selecting healthy, low toxicity materials should be the first priority in new construction and existing renovations. Assistance from the American Lung Association, the Center for Disease Control, HUD and others should be sought to develop a Pratt Community Healthy Home strategy.



The selection of construction materials can have a significant, often hidden, effect on sustainability because of factors such as the embedded carbon inherent in the manufacture of the material, transport impacts, use of scarce or endangered resources, and possibly hazardous material or impacts in the event of fire. For instance recycled steel has a much lower embedded carbon content and certain tropical hardwoods are acceptable only if from certified forests. As the Community Strategy proceeds a list of healthy materials should be compiled and also evaluated for their environmental impacts.

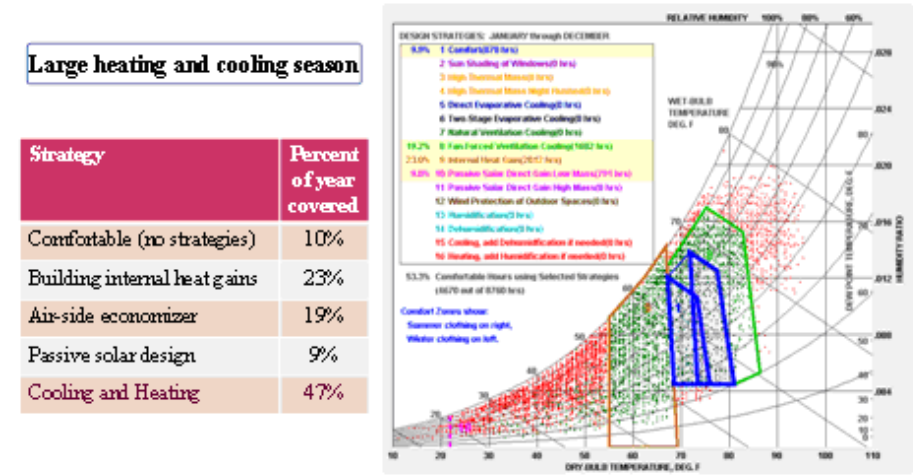
Sustainable Housing Guidelines

The climate in the Birmingham area will be a major driver of the housing forms and systems that will be appropriate to achieve comfortable conditions while minimizing energy and building costs. Temperatures range between highs of 100 degrees Fahrenheit in summer and lows in the 30's in the winter months. Average minimum temperatures are seldom below 40 degrees or above 90 degrees. The city is relatively humid. Humidity averages about 70% throughout the year, with maximums of over 80% for most of the year, and minimums that are seldom below 40-50%.

The variable climate provides a good opportunity for implementing passive strategies in the shoulder months. With careful design, mechanical heating or cooling intervention could be avoided for about 8 months of the year. But the extreme summer and winter months will require active strategies to cool and heat homes to maintain occupant comfort. An integrated design and good construction could

avoid heating and cooling for a significant amount of the year and minimize energy over the whole year by utilizing shading, insulation, tight building envelop and heat/cooling recovery.

The psychometric chart shows that cooling or heating would be desirable for nearly 50% of the year, with specific passive design strategies providing more comfortable conditions naturally.



We therefore recommend the development of Sustainable Housing Guidelines to govern the design of the range of housing solutions contemplated. These Guidelines would cover aspects such as orientation, shading, insulation and thermal performance, natural ventilation, and lighting. They would also give guidance on HVAC systems and internal fixtures that would serve to minimize energy and water consumption.

The guidelines would be supported by energy and water consumption targets that would be determined for the specific range of housing being contemplated, and would be set to provide a reasonable balance between comfort, affordability of the capital costs, and consumption savings.

The adjacent table summarizes the potential strategies that could be applied.

STRATEGY	EXPLANATION
<b>Minimize unnecessary glazed façade</b>	Limit glazed area to the area needed for effective daylighting and occupant comfort - ideally less than 40% of total façade.
<b>External shading</b>	All glazed openings should be shaded to eliminate direct solar gain which would otherwise require energy for cooling.
<b>Optimized orientation</b>	Building spaces should be arranged to minimize solar heat gain and take advantage of prevailing breezes in areas that may be able to utilize natural ventilation.
<b>Improved fenestration performance</b>	Glazed area balanced to reduce solar gain in the cooling season while allowing for sufficient daylight and views. Fenestration should be low-emitting, have low solar heat gain coefficients, low U-values and minimal leakage rates.
<b>Increased roof/wall insulation in tight, continuous envelope</b>	The building fabric should have sufficient insulation to reduce the energy required for heating and cooling. The envelope should be tight and continuous to minimize wasteful leakage of conditioned indoor air and infiltration.
<b>Reduced lighting power densities</b>	Minimize overall building lighting power density through optimized daylighting, fixture selection and controls to reduce energy demand and minimize cooling needs to offset heat gain.
<b>Daylighting control</b>	If sunlight is used to provide lighting then it should be optimized against the potential cooling load so that the lowest energy option is used.
<b>Desiccant dehumidification</b>	Outside air is treated with a desiccant wheel to reduce reheat and active cooling energy requirements. Energy is transferred between incoming and outgoing ventilation air by a heat exchanger. This measure preconditions the outside air with otherwise wasted energy from the exhaust air. Reduces heating and cooling energy use and peak utility demand
<b>Demand controlled ventilation</b>	When outside conditions are severe, ventilation air is only necessary to provide breathable conditions for people and dilution of smells and containments. The strategy would be to provide outside air only to the regularly occupied areas during working periods.
<b>Utilize natural ventilation</b>	Use whenever possible in the shoulder months. During hotter, humid periods wind driven or mechanically assisted natural ventilation may be used together with shading to cool areas sufficiently to minimize mechanical cooling.
<b>Ground Source Heat Pumps</b>	Provides cooling using the ground below the building as storage.
<b>Solar thermal panels</b>	Can provide hot water for an entire residential building using the sun.
<b>Solar electric (PV)</b>	Can provide electricity for entire household with grid connection over the year.

## TORNADO HAZARD MITIGATION

The City of Birmingham has produced a report on its grant program for Community Safe Rooms. These represent a significant intervention in the community in terms of their size, visual impact and costs. A total of 20 such structures of variable size and capacity is shown in the Study Area for a cost of \$14 million.

The number, design and location of these safe rooms need to be evaluated in relation to other factors such as:

- The possible use of safe rooms in former buildings that were damaged in the recent tornado and are scheduled to be reconstructed, notably the fire station and the library. These buildings should be hardened to withstand tornados.
- The necessity for safe areas within all of the Pratt Community's new construction should be integrated into building code requirements.
- The design of the saferooms as valuable spaces that can be used for other community purposes during the year, thereby putting the capital outlay to more effective use.
- Updated audible warning systems should be verified for their adequacy. Clear signage for paths to community shelters should be installed, tested, and maintained on a continuing basis. Create support systems for disabled access to shelters, including systems for the deaf and blind.

It may be necessary to reconsider the design proposed for the saferooms in light of the above recommendations. Guidelines will also be necessary relating to the ADA-compliant access ways (including lighting, signage and audio aids) that will be

necessary, as well as the procedures that will have to be followed in the event of a tornado warning.

## References

Document developed by Oregon Sustainability initiative on Ecodistricts:  
<http://oregonsustainabilitycenter.files.wordpress.com/2009/05/ecodistricts-framework-plan-4-09.pdf>

The Portland Sustainability Institute's resource describing EcoDistricts, including initiatives and toolkits: <http://www.pdxinstitute.org/index.php/ecodistricts>

South West EcoDistrict DC. Project:  
[http://www.ncpc.gov/ncpc/Main\(T2\)/Planning\(Tr2\)/SouthwestEcodistrict.html](http://www.ncpc.gov/ncpc/Main(T2)/Planning(Tr2)/SouthwestEcodistrict.html)

2030 Challenge Info:  
[http://www.architecture2030.org/2030\\_challenge/the\\_2030\\_challenge](http://www.architecture2030.org/2030_challenge/the_2030_challenge)

2030 implementation guidelines:  
<http://architecture2030.org/files/2030ImplementationGuidelines.pdf>

Make It Right – Sustainable Home Construction Initiative in New Orleans:  
<http://makeitrightnola.org/>

Seattle 2030 Building Commitments:  
[http://www.sustainablecitynetwork.com/topic\\_channels/building\\_housing/article\\_4b77db52-939e-11e0-aa0a-0019bb30f31a.html](http://www.sustainablecitynetwork.com/topic_channels/building_housing/article_4b77db52-939e-11e0-aa0a-0019bb30f31a.html)

NYC's Plan for Greener Buildings:  
<http://www.nyc.gov/html/planyc2030/html/about/ggbp.shtml>

## HOUSING CONTEXT

Pratt Community Stakeholders expressed a concern about the quality, maintenance and safety of both the existing housing stock and the new housing aspirations for the community. The context of their concerns were the dual challenges of retaining existing residents and attracting new stakeholders who could contribute to the redevelopment, growth and vibrancy of the community. There are large segments of the existing housing stock which contribute to a negatively perceived Pratt Community narrative. These segments are characterized by:

- Occupied but poorly maintained properties.
- Properties that were severely damaged by the tornado & are currently unoccupied.
- Destroyed and demolished housing sites with overgrown vacant lots.
- Vacant housing undamaged by the tornado, but encumbered with tax liens and owned by the city

In addition, there may be structural barriers to redevelopment of the Pratt Community.

Those barriers include:

- Lots that don't conform to the existing zoning ordinance regarding widths and depths.
- A lack of knowledge or frustration about how to build or otherwise maintain their stake in the community among residents. The bureaucracy can be overwhelming.
- Uncertainty about the future of the community and the public commitment to the community.

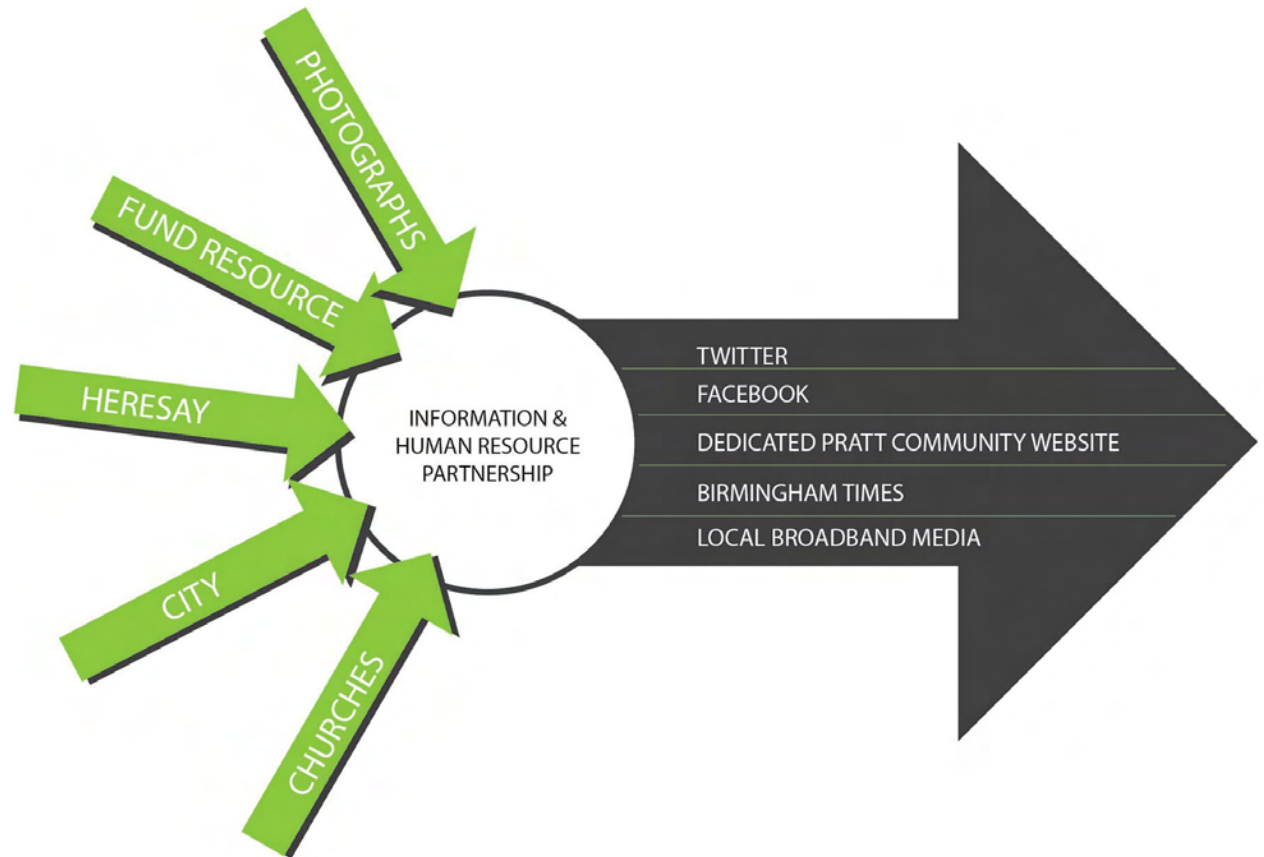
There is a shared concern that the preponderance of the conditions constitutes a formidable barrier to reinvesting in the community by both existing residents with adequate insurance funds for rebuilding and new residents who may be otherwise interested in moving into the Pratt Community. Though there are a plethora of planning, financial, and policy tools that may be applied to clearing the barriers, none of these aforementioned tools alone can “Change the Narrative” of the Pratt Community. In order to maximize the impact of the application of planning, financial and policy tools, the first hurdle to be cleared in order to enable redevelopment in the Pratt community is changing that narrative. New not-for-profit mission-driven institutions need to be established to change the narrative and to remove both the real and perceived barriers.

There are portions of the Pratt Community Narrative that are not fact based. For instance, the 2010 US Census shows that all Pratt Community tracts lost population. On the other hand, the census also shows that the rate of population loss was lowest in Census Tract 124, the youngest, wealthiest, most educated Census Tract with the highest home values. The loss in this tract was 14% while the average loss in the poorest tracts averaged nearly 30% between 2000 and 2010. Though this is not a portion of the commonly accepted Pratt narrative, it is indeed the fact based narrative. What these facts really say is that there is a significant young middle income community which values the community; has chosen to stay in the community and may serve as a catalyst for attracting new stakeholders to the community,. That story needs to be told.

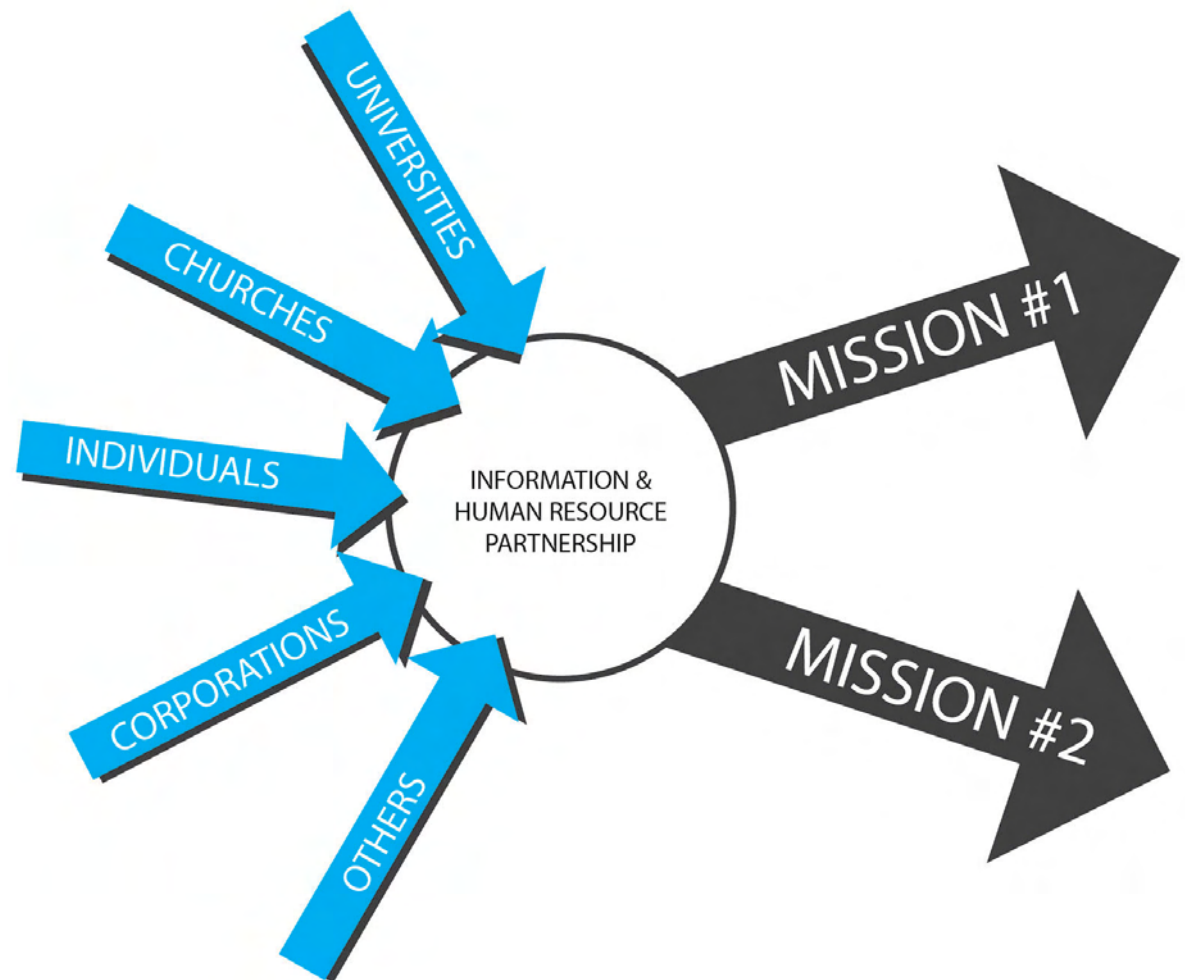


### Information & Human Resource Partnership

Two of the great challenges of the human condition are that we seldom achieve more than we believe we can achieve and that we seldom are willing to wade into deep water without a buddy to help us if we get in too deep. There needs to be a partnership whose primary business is changing the Pratt Community narrative. This partnership should use old media, new media, the virtual social network, and the physical social network to tell the story of what is going on in the Pratt Community. Informing citizens about what others are doing and the decisions others are making about committing to the Pratt Community will help strengthen the collective will of stakeholders. Working with public entities, financial institutions, and academic institutions, this organization will collect information about development activities and opportunities in the Pratt Community and disseminate the information via Facebook, Twitter, Google Street View, a dedicated Pratt Community Web Site, the Birmingham Times, and local broadcast media. The second function of this partnership will be to recruit volunteers from around the country and then channel these human resources into projects in the Pratt Community.



The value of these human resources, often over looked, can be a tremendous value added commodity that may more rapidly advance the rebuilding of the Pratt Community. There is a tremendous opportunity to partner with local Birmingham institutions already engaged in the sharing of information. For example there is Michelle Forman the Director of Visual Literacy –Department of History and Anthropology at UAB. After hearing about the community meeting, Michelle volunteered to use her students as resource to help document the history and the progress of the Pratt community using the social media space. Michelle, in her own right, is an accomplished documentary film maker and is willing to apply for a MacArthur Digital Media Learning grant and seek other resources to help with and perhaps lead the communication function of the partnership.



### **Land Bank Partnership**

A public/private Community Development Corporation (CDC) partnership needs to be developed to acquire land that can be assembled as development parcels and used either on a temporary or a permanent basis for public open space. In acquiring this property, the partnership's mission will be to remove all of the hurdles to private sector development, and to then transfer the property to the private sector for development. Expressly, the partnership's mission will not include developing, operating or owning property. The property should remain under the control of the partnership in the form of a "Trust for Pratt Development". The partnership will be charged with securing the necessary zoning changes or variances to enable the uses provisioned in the Pratt Community Master Plan, which will be an outgrowth of the R/UDAT. The partnership will also structure agreements to provide public and private financing for use by private developers or contractors to develop each parcel. The financial resources which the partnership should have expertise in marshalling shall include, but not be limited to: LIHTC, NMTC, PACE Financing, TIF, CDBG, HOME, Institutional investment, community action lenders like NAACA, NHS, Neighborworks, the Federal Home Loan Bank, and local lenders in the Birmingham market. While the property is being readied for development, the partnership should take responsibility to maintain the property and temporarily re-purpose the properties as required in the best interest of the community. Volunteers and corporate resources should be secured to adopt and maintain the properties on behalf of the partnership, with the city providing incentives through public service awards for those companies and organizations that step forward.

### **Financial Institution Partnership**

There needs to be a partnership among Birmingham's lending institutions to provide construction financing for rebuilding. Collaboratively, they would pool resources in order to share the risk of providing construction financing for any particular housing project. The focus should be primarily on providing construction financing for housing, targeted to households that earn less than 100% of the Area Median Income (AMI). Other regions have used these types of ventures with success, with many currently using them to stimulate economic development in under-invested communities. In the past, Birmingham has used similar ventures but there is apparently no such partnership currently operating in the metro. We strongly recommend that this type of entity be re-established. Without such a partnership, it will be very difficult to source construction loans given the scale of the reinvestment that is required in the Pratt Community. Conceptually, the entity could ultimately take on lending in other under-invested communities in Birmingham.

### **Housing Strategies for Existing Stakeholders & New Stakeholders**

#### ***Uninsured Housing Destroyed And Otherwise Vacant Property***

A primary concern among existing stakeholders is that there will be blighted properties and unmaintained vacant land which may inhibit insured property owners from rebuilding in the community and/or serve as a disincentive to new stakeholders from moving into the community. Unlike the Hurricane Katrina disaster in which Go Zone legislation was passed to help address the needs of uninsured or underinsured property owners, there has been no specifically targeted federal legislation or

provision for the areas of the southeastern US impacted by the E-5 tornado. Thus far funds are available only through standard programmatic resources. The opportunity is to find ways in which to aggregate funds from disparate programs in creative new ways and form partnerships with “other resource” sources to address the needs of existing stakeholders, with the understanding that “other resources” may go far beyond simple financial resources. The city can acquire land through foreclosure on tax liens, through purchase with CDBG or HUD money, or through land swaps. It is important that the city assures that the perception of uncared for blighted land in the Pratt Community is changed.

Land should be assembled into developable parcels, which may be turned over to a non-profit “community development” entity which will dispose of the property to private developers or individual who will develop the property. The city and the nonprofit CDC to be identified or newly formed will jointly assemble the finance, subsidy and zoning interventions which may be required to enable redevelopment of the land for and by existing stakeholders. This entity will be responsible for issuing RFP’s or otherwise transferring property to the private sector for development.

If land cannot be purchased because of title issues, establish a maintenance trust (See Land Bank Trust) while title issues are being resolved. Using FEMA money, the Trust could clear the site and take on ongoing maintenance responsibilities. The City of Birmingham has applied for FEMA money for site clearing and has also committed its own resources which it expects to have reimbursed by FEMA. The City should take

on the responsibility of maintaining the lots with Youth Build and other volunteer organizations, or through the adoption of the properties by community associations and corporations. As an incentive/community partnership signal, the city might consider annual “civic key to the city awards” for organizations and individuals who take on maintenance responsibility for land the city assembles for development. As the properties are properly entitled for development, the enabling CDC should partner with the city to transfer the land to the private sector for development.



### ***Where to Invest and For Whom***

The housing strategy will be to encourage public, private, and all other investment in areas where other early action investments will be made. This will amplify the physical, visual, and psychological power of the investment to change the Pratt Narrative. First tier investments should be encouraged on city owned property around the Library-Fire Station node. Zoning and architectural archetypes should be



developed to encourage appropriate development where public and infrastructure investments are expected to be made early on.

The investments should be targeted toward several objectives. The investments should try to assure that existing stakeholders are retained in the community. As it stands now, the highest wage earners, with the most education and the lowest median age, have left the community at a lower rate than less wealthy residents. This implies a deep affinity for the community, which may be a building block for reduced losses and can in fact increase the number of new working and middle class families who are attracted to the community. The investment should protect the interests of existing stakeholders while simultaneously attracting new residents by providing affordable housing for a wide range of incomes, including low income households. The faith based communities, to which former residents return on Sundays, will be an excellent partner for marketing to people with an affinity for the Pratt Community.

The Land Bank Partnership should be charged with working collectively with the community faith based institutions to retain and attract new stakeholders.

Archetypes should be developed to include an appropriately scaled vernacular architecture engineered to the financial capacity of the expected stakeholders and the street/community context. Public investment in any form from the City of Birmingham should be required to conform to AIA's 2030 design guidelines or the USGBC's LEED guidelines to reduce energy, water consumption and improve indoor

air quality. Conceptually, housing developed with public assistance in the Pratt Community should deliver 120% of the value at 80% of the cost. This will require the use of integrated design, whole systems thinking, and advanced building techniques and technology in addition to public and private investment. This positioning will maximize the impact of the building on both current residents and those who are considering becoming residents.



There are several archetypes recommended for these locations.

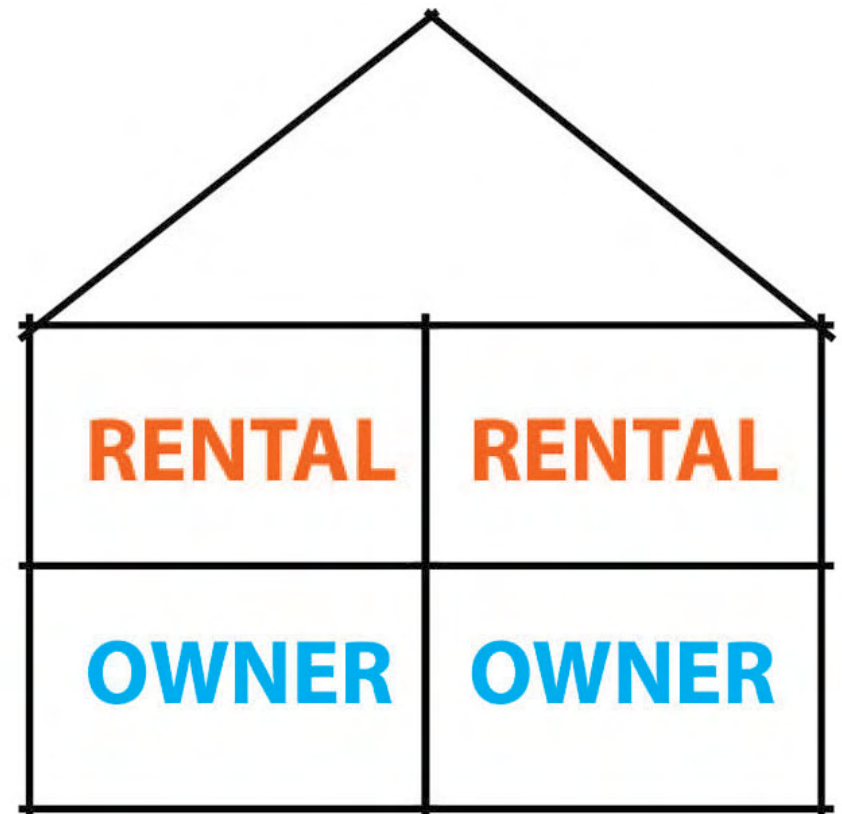
**1. Two Story Flat (Mother-Daughter Stacked Flats).** The two story flat has an owner occupied two or three bedroom unit on the ground floor and a three bedroom rental unit on the second floor. The Land Bank Partnership may be required to rezone and remap lots through a subdivision to accommodate this archetype. Many lot sizes are currently nonconforming to the code and cannot accommodate new construction without intervention. The building type ranges from 20'-25' wide, dependant on economic and site conditions. The city will be required to partner on the development by committing to provide the rental tenant with a Section 8 voucher for the upstairs unit. The Land Bank Partnership will coordinate with the city to provide CDBG subsidy,

soft seconds, depending on development cost and market conditions, may be structured as interest-only or fully subordinate financing which would be recovered upon the sale of the asset by the homeowner. Subordinate tax exempt bond financing has been an effective tool in other cities like NYC for inviting new stakeholders into underserved community.

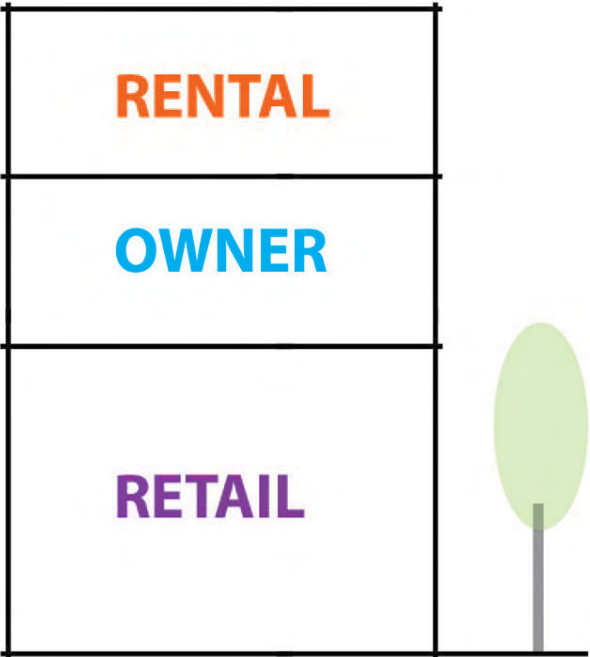
**2. Duplex Two Story Flat:** This is a variation on the two story flat. It is simply a side by side version which would have two separate owners and two separate renters. The Duplex Two Story Flat would be a response to the opportunity at particular sites based on lot size.



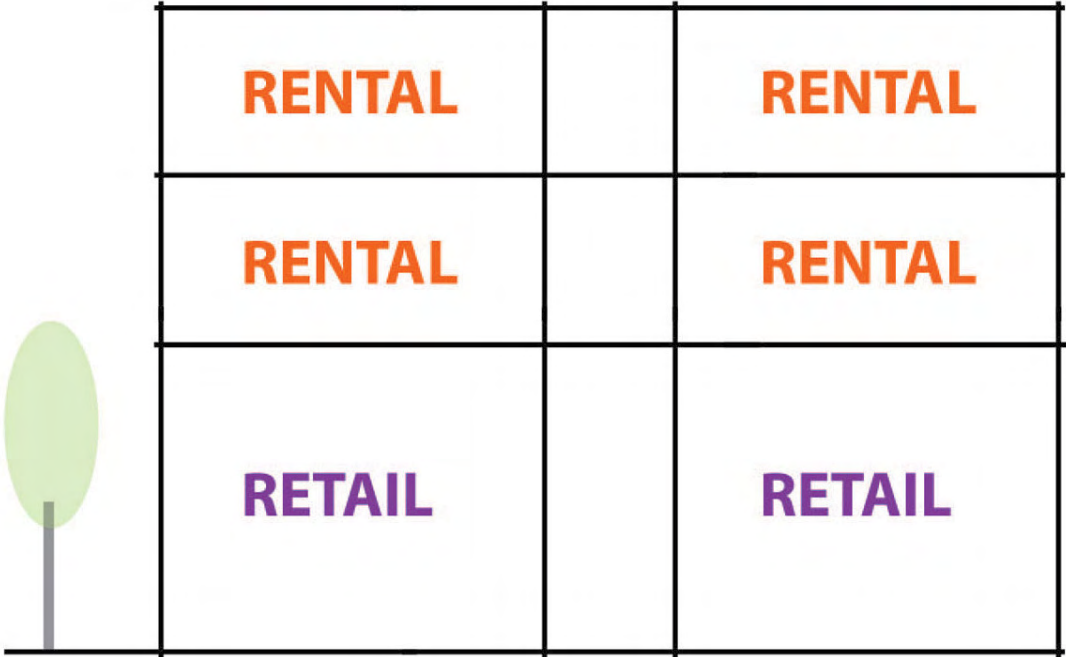
to arrange for construction financing with local banks, and to work with NACA (Neighborhood Assistance Corporation of America) & NHS (Neighborhood Housing Service) to provide buyer mortgages and owner training classes. In addition to CDBG and other federal-based finance pools, the City of Birmingham should be encouraged to consider issuing bonds that will create a pool of funds for soft second mortgages for this and other archetypes. The



**3. Duplex Flats Over One Story Retail:** This is an archetype recommended for town center locations like the re-imagined segment of Route 78. It provides for street level retail for local entrepreneurs or other local businesses that can provide services or goods to arterial commuters on Route 78 as well as to residents of the community. The objective of this archetype is to create housing and retail on town center type corridors on limited size lots while simultaneously creating new homeowners. The Land Bank Partnership will manage the necessary zoning changes and financial partnerships necessary to enable the development of this type of housing. Like types one and two, this archetype is tailored for home ownership and renters and will have very similar financing. Additional funding sources including New Market Tax Credits (NMTC) and Main Street financing.



**4. Multifamily Three Story:** This archetype is also recommended for town center sites like the re-imagined Route 78 Corridor. Unlike archetypes one, two and three, this archetype is exclusively a rental opportunity. The Land Bank Partnership will secure the necessary land, zoning and financial assistance required to enable this type building at the land assemblies that are appropriately sized. Like the other typologies, this one will require a public/private partnership to develop. The City may be required to provide CDBG tax exempt subordinate mortgages, and below-market land costs along with Section 8 vouchers for up to 30% of the homes. The Land Bank Partnership will be required to get commitments for NMTC and ease the way for the ultimate developer to get FHA financing for the project. These combinations should make the rentals affordable for a range of incomes. This archetype will be targeted to attracting working class and young professionals who might otherwise rent in other communities not only outside of Pratt but outside of Birmingham.



## **Segmented Existing Stakeholders**

In some cases, there are particular segments of the existing stakeholders impacted by the storm for which special strategies need to be considered. Conditions regarding title to property, income availability and insurance status may dictate these special needs. In responding to a disaster (whether man-made through disinvestment or due to natural phenomena) there is no one size fits all approach.

### ***Fully Insured Home Owners***

Fully insured home owners who have already received or who will receive insurance payments to replace homes that were completely destroyed have a choice to rebuild in the Pratt Community or to build elsewhere. The Pratt Human Resource Partnership and the Pratt Land Bank Partnership will work collaboratively to provide these homeowners with the support and information they need to make a decision to stay in the community. Conditions near or adjacent to their home site may be a disincentive to reinvest. The two partnerships should serve as tools to help remove hurdles to this constituent's continued commitment in the community. If there are no clear indications that their existing neighbors are going to make improvements or rebuild their respective homes, the partnership should be empowered to execute land swaps which will move the resident's new home to a more desirable site in the Pratt Community where other investments (both public and private) will be made concurrently with their investment. The partnership should work with them to get expedited Building Department approvals and other energy incentives, which the city may make available to encourage rebuilding in what will effectively be Birmingham's

first Eco District. The partnership can make commitments to site other housing development near the home owner's existing site and to clean and maintain lots near their development. In some cases, the owner may be more interested in taking their insurance money, selling the lot, and moving into a rental home because they are tired of the responsibilities of managing a home and would prefer a rental location. In cases like this, the Partnership should be able to offer the owner a preference to move into one the planned rental buildings in the neighborhood. In other cases, the Partnership may need to do nothing more than to keep the home owner informed about all of the exciting things happening in the Pratt Community. Each home owner must be pursued and marketed to as a precious and limited commodity.

### ***Uninsured Homeowners***

Anecdotal evidence suggests that there is a significant body of uninsured seniors whose homes were either severely damaged or completely destroyed. They have financial resources to qualify for FEMA/SBA financing and no special federal financing from a GO-Zone equivalent to close the gap. This is a gap which the City of Birmingham can fill with HOME funds that can be effectively structured like a grant to provide a new home for the senior. In cases like this, the City and the Land Bank Partnership should partner to locate the homes for these seniors in the locations where they will contribute critical mass and create a naturally occurring seniors community. For seniors whose homes were severely damaged but repairable, a combination of FEMA and City funds, up to \$70,000, may be available to repair the homes. In some cases, a value judgment may need to be made whether it makes more long term sense to



demolish the home and build a new home. Quality of life and long term operations cost should be a consideration. Alabama is one of the three worst performing states when one considers the percentage of household income that low income residents spend on combined energy cost (climate control, hot water & transportation). In cases like this, strengthening the community may mean demolishing the home and providing a new home.

### **Conceptual Financing Models**

The conceptual financing model uses market based hard cost assumptions, standard assumptions about soft cost, and the conceptual vision for a high performance flat over flat construction. The stacked flat is an extremely flexible architectural and financial model. The financing and architecture can be modified so that the building may be either designed for a single family dwelling or a two family dwelling. Likewise, the existing subsidy pools available from the city and FEMA can be structured to make the homes affordable and desirable to all stakeholders, new and old, who want to live in the Pratt Community. Ultimately, this is only a conceptual model for evaluating the structure of the financial opportunity for housing. As a consequence, the model will need to be tested on real sites, with real design. That process is a much more in depth analysis than this summary can conceivably achieve. That notwithstanding, the model effectively demonstrates the scale and general viability of the heretofore outlined housing strategy to address a broad range of housing needs in the Pratt Community. The following assumptions are used for assessing cost of construction:

### ***Cost Assumptions***

- The homes are 22'x40' by two floors i.e. 1,760 SF.
- Each flat has 3 Bedrooms.
- The homes are stick framed interior partitions; glue lam joist; OSB decking; SIP (Structural Insulated Panels).
- Energy Star Appliances & LED Light fixtures.
- Water Sense Compliant fixtures.
- Low VOC materials.
- Native and adaptive landscape.

The affordability assumptions presume that there will be FEMA money, subordinated City financing, a construction loan from a risk-sharing pool of local lenders, and mortgages provided by NACA. The stacked flats would come with a tenant with a Section 8 voucher based on the FMR (HUD Fair Market Rate) for the Birmingham-Hoover MSA. Using the FHA underwriting requirements for vacancy of the rental unit and percentage of rental income eligible for inclusion in the mortgage eligibility, the stacked flats would be affordable to households that earn only 27% of the Birmingham-Hoover AMI (Area Median Income). A family that earns \$12,000 per year will be eligible to purchase these stacked flats with the financial structure as outlined. In other words, this housing typology will be accessible to very low income stakeholders who may have lost their homes in the storm. This model actually requires less City of Birmingham subsidy than was originally anticipated by city officials.

For potential homeowners who may not qualify for the FEMA Subsidy this housing typology is still affordable. Without the FEMA Grant, but still including \$10,000 second

mortgage from the city and the provision of a Section 8 Voucher, the homes will be affordable to households that earn \$17,700 (40% of the AMI). The archetype can be adjusted so that it is a single family duplex with no rental unit. The bedrooms would be upstairs with a very generous living-dining room located downstairs. The home could be configured as a three or four bedroom single family home. In this configuration, with no FEMA grant but with a \$10,000 subordinate second mortgage, the home would be affordable for family that earns \$39,000 or 88% of the AMI.

Conceptual "Mother Daughter" Flat Estimate				
Uses				
Description	Quantity	Unit	Unit Cost	Total
Hard Cost	1760	SF	\$100.00	\$176,000
Soft Cost	\$176,000	\$	25%	\$44,000
Land	2	dwelling unit	\$1	\$2.00
Marketing	\$2.00	dwelling unit	\$500.00	\$1000.00
<b>Total</b>				<b>\$221,002</b>
Construction Sources				
CDBG Funds	2			\$10,000
Sub. 3rd Mort.				
Sub. 2nd Mort.				
Owner Equity	0%			\$0.0
FEMA Grant				\$30,200
Bank Loan				\$180,802
<b>Total</b>				<b>\$221,002</b>
Permanent Sources				
CDBG Funds				\$10,000
Sub. 3rd Mort.				\$0.0
Owner Equity				\$0.0
FEMA Grant				\$30,200
Mort. NACA				\$180,802
<b>Total</b>				<b>\$221,002</b>
Homeowner Payments				
Debt Service, 30 Yr. Fixed 3.75% NACA				(\$837.32)
Sec. 8 Voucher Income (HUD FMR BHAM)	\$952.00	FHA Eligible		
FHA Vacancy	25%			
FHA Contribution to Eligibility	75%			\$535.50
<b>Out Of Pocket Income Qualifying</b>				<b>(\$301.82)</b>
<b>Requirement B'HAM AMI</b>	<b>\$44,216.00</b>			<b>\$12072.89</b>
				<b>27%</b>

Conceptual "Mother Daughter" Flat Estimate Without FEMA				
Uses				
Description	Quantity	Unit	Unit Cost	Total
Hard Cost	\$1,760.00	SF	\$100.00	\$176,000
Soft Cost	\$176,000	\$	25%	\$44,000
Land	2	dwelling unit	\$1.00	\$2.00
Marketing	\$2.00	dwelling unit	\$500.00	\$1,000.00
<b>Total</b>				<b>\$221,002</b>
Construction Sources				
CDBG Funds (per unit) Sub. 3rd Mortgage	2			\$10,000.00
Subordinate 2nd Mortgage				
Owner Equity	0%			\$0.00
FEMA Grant				
Bank Loan				\$211,002
<b>Total</b>				<b>\$221,002</b>
Permanent Sources				
CDBG Funds (per unit) Sub. 3rd Mortgage				\$10,000
Owner Equity				\$0.0
FEMA Grant				\$0.0
Mortgage NACA				\$211,0002
<b>Total</b>				<b>\$221,002</b>
Homeowner Payments & Qualifications				
Debt Service, 30 year fixed, 3.75% NACA				(\$977.18)
Income from Sec. 8 Voucher (HUD FMR B'HAM)	\$952.00	FHA Eligible		
FHA Vacancy	25%			
FHA Contribution to Eligibility	75%			\$535.50
<b>Total Homeowner Out of Pocket Income Qualifying Payment</b>				<b>(\$441.68)</b>
<b>Household Income Requirement</b>				<b>\$17,667.33</b>
<b>Birmingham AMI</b>	<b>\$44,216.00</b>			<b>40%</b>

An aerial photograph of a city, likely New York City, showing a dense urban grid. A white rectangular box is superimposed on the map, highlighting a specific area in the center-right portion of the image. The box contains the word "IMPLEMENTATION" in a bold, black, sans-serif font.

## IMPLEMENTATION



ELEMENT	OCTOBER – DECEMBER 2011	2012	2012 - 2015	POST 2015	LEAD ENTITY & PARTNERS
<b>Health as a decision-making tool</b>	Determine opportunity for health assessments through community based groups (e.g. walkability).	Consider Health Impact Assessment of Pratt City Community as part of Comprehensive Plan.	City to consider using health impact as a criteria for investments.	Monitor key health indicators and reporting to inform economic, land use, transportation, and strategic policies.	Community Health WAT, COB Planning, RPC
<b>Community Saferoom network and access</b>	<p>Review Saferoom locations and multi/single use designations. Consider additional uses. Document existing notification system network and conditions, including sirens. Identify 5 typologies &amp; prototype models for multiple use community shelters and additional funding sources to maximize the shelters as a year round asset.</p> <p>Develop prefabricated individual shelter design program that is consistent with historic districts and community design objectives.</p>	<p>Coordinate Sidewalk Inventory and designate routes to critical services. Coordinate CIP. Coordinate information network for responses. Review standards and best practices for saferoom constructions; Life/safety code requirement for saferooms in place. Updated route signage in place. Complete 75% Saferooms.</p>	<p>Complete sidewalk improvements, enhanced signage and notification network. Ensure updated audible warning system and signage for paths to community shelters are installed, tested, and maintained on a continuing basis. Create system for disabled access to shelters, including systems for the deaf and blind. Complete 100% Saferooms by 2013.</p>	Maintain and update network periodically.	GPP, Disaster Response Partnership; City Public Works, City Planning, Information and Human Resources Partnership, Health Department, FEMA, private sector, community groups.
<b>Disaster Response</b>	Set up a Disaster Response Partnership.	Create a Disaster Response Strategy.		Maintain and update strategy every 3 years to accommodate new influences.	Disaster Response Partnership; City Public Works, City Planning, Information and Human Resources Partnership, Health Department.

ELEMENT	OCTOBER – DECEMBER 2011	2012	2012 - 2015	POST 2015	LEAD ENTITY & PARTNERS
<b>Healthy Homes</b>	Confirm homes to be rehabbed will be tested for indoor air quality, mold, water damage, and other hazardous materials; gather standards and best practices, building performance standards for construction and rehab; identify vacant and dangerous homes.	Consider specific program to partner for funding for "Breathe Easy" or similar program; set any policies or incentives for meeting standards and best practices; provide resources and technical assistance.	Seek funding for community-wide retrofit program.	Monitor key health indicators and report every 3-5 years or as appropriate – report to GPP.	GPP, Healthy Community WAT, non-profits, community groups, City of Birmingham
<b>One-Stop-Health-Facility and access</b>	Convene partners in One Stop Health Facility: UAB, Jefferson County Health, non-profits, providers; Identify potential permanent sites based on vacant properties, control or influence, proximity to bus or transportation (assess Ramsay McCormack building in Ensley and Pratt City Library amongst options).	Partnership agreement in place, consider establishing temporary program in Jeff Cty Health Clinic in Ensley; identify and secure potential funding (pilot research, other); Execute Developer Agreement and terms for Permanent Facility; Check availability of Urban Circulator funds for a shuttle through the HUD-DOT-EPA Interagency Partnership.	Develop permanent facility and begin programs; establish transportation strategy or shuttle to accommodate all residents.	Monitor key health indicators and report every 3-5 years or as appropriate – report to GPP.	Healthy Community WAT, UAB, Jefferson County Health, non-profits
<b>Health services access</b>	Inventory current services provided by churches and other community-based organizations, determine interest in expanded services.	Coordinate with Healthy Community WAT to build awareness and partner for expanded services.	Secure permanent operating funds for programs.	Monitor key health indicators and report every 3-5 years or as appropriate – report to GPP.	Healthy Community WAT

ELEMENT	OCTOBER – DECEMBER 2011	2012	2012 - 2015	POST 2015	LEAD ENTITY & PARTNERS
<b>Healthy Streets and Walkability</b>	Coordinate Sidewalk Inventory and Bike Inventory (budgeted) to assess Pratt City Community needs; assess pedestrian, bike and traffic safety based on accident data; Identify partners to assist in identifying potential street retro-fits—per R/UDAT recommendations.	Partner with DOT/Public Works to discuss R/UDAT transportation recommendations in Pratt City; Use accident data to address specific traffic calming issues as identified; Construct priority routes; Coordinate CIP budgets; select one street to “test”. Monitor available grants and pursue those that could fund a pilot study (“Complete Streets”, etc.).	Build on social networks to create walking groups to maintain programs. Do a temporary street modification (i.e. “paint”) and monitor impacts on traffic, bike, and pedestrian movements. Report on lessons-learned and pursue funding for more permanent infrastructure.	Monitor key health indicators, report every 3-5 years or as appropriate – report to GPP, and evaluate.	LEAD: City of Birmingham/ALDOT OTHER: Pratt City Partners, Civil Engineering Organization, Complete Streets representative, local biking and walking advocacy groups, etc.

ELEMENT	OCTOBER – DECEMBER 2011	2012	2012 - 2015	POST 2015	LEAD ENTITY & PARTNERS
<b>Access to healthy food</b>	Identify partners to scope a long-range public health study evaluating the Pratt City food system. Identify partners interested in providing increased access to existing wholesale farmer's Market on Finley (i.e. Transportation assistance, food pick up/delivery, etc.).	Coordinate with The Community Foundation to direct Healthy Kids Healthy Communities Program to Pratt City Community; consider Healthy Corner Stores project in Pratt City Community – identify potential in-place partners (target Carline Ave in Central Pratt); Develop a grant proposal to fund a longitudinal study of the area. Apply for the grant. Identify partners interested in community gardens in Pratt City. Coordinate with Comp. Plan Update to create category for community gardens in new code.	Use the grant to do a detailed study of lifestyle and food behaviors in Pratt City. Focus on potential benefits of community gardens. Identify potential sites for community gardens in Pratt City; Implement Healthy Corner Stores project; maintain healthy foods and health awareness programs or curriculum in the schools; seek to implement Farms to Schools policy.	Monitor key health indicators and report every 3-5 years or as appropriate – report to GPP; Present findings of longitudinal health study. Present impacts of community gardens. Monitor and evaluate the system.	LEAD: City of Birmingham/ UAB/HBCU OTHER: Pratt City partners, Board of Education/ Principals, Churches/Faith-based organizations
<b>Access to recreation and fitness facilities</b>	Coordinate with walking priority; talk with Churches about potential programs, fitness centers; seek non-profit partners for YMCA or community based recreation center; Determine support for Shared-Use Facilities to expand recreation offerings.	Evaluate potential sites for new YMCA (including Scott School); WAT to coordinate shared-use agreement policy or pilot program.	Provide access to recreation, park, and trail facilities to all households within a ½ mile walk.	Monitor key health indicators and report every 3-5 years or as appropriate – report to GPP.	



ELEMENT	OCTOBER – DECEMBER 2011	2012	2012 - 2015	POST 2015	LEAD ENTITY & PARTNERS
<b>Air Quality</b>	Designate targeted buffer zones along high-volume (and high trucking) roads/freeways; coordinate funding with streetscape project.	Complete buffer installation; consider policies re: location of schools and childcare facilities greater than 100 yards from high traffic corridors.	Implement additional mitigation strategies as needed.	Monitor key health indicators and report every 3-5 years or as appropriate – report to GPP.	
<b>Soil Contamination</b>	Test for contamination on historic mines, related to American Cast Iron Co, and related to tornado.	Determine impact of potential contamination and mitigation strategies.	Implement mitigation strategies as needed.	Monitor key health indicators and report every 3-5 years or as appropriate – report to GPP.	
<b>Noise</b>	Perform testing to determine noise levels due to truck, highway, and trains.	Designate targeted buffer zones along high-volume (and high trucking) roads/freeways; coordinate funding with streetscape project; complete priority buffer installations; consider quiet zone regulations in impacted neighborhoods.	Consider interior noise level standards for new construction, review feasibility and implement, provide technical assistance.	Monitor key health indicators and report every 3-5 years or as appropriate – report to GPP.	
<b>Greater Pratt Partnership Organization</b>	Form GPP.	GPP up and running by Jan GPP completes strategic plan (latest June).	Execute Plan Monitor and Report Results.	Assess if GPP is still needed.	Private Sector (e.g., US Steel), Public Sector (e.g., City), Neighborhood Assocs and Churches
<b>Cluster Strategies, Entrepreneurship</b>		Once strategic plan completed: 2-3 months to assess (latest Sept) 6-18 months to implement.	Continue implementation.		Private sector, Public sector, Non-Profits (e.g., industry associations, civic groups, universities, existing intermediaries).

ELEMENT	OCTOBER – DECEMBER 2011	2012	2012 - 2015	POST 2015	LEAD ENTITY & PARTNERS
<b>Building Initiatives (Rebuild of Library, YMCA, Museum)</b>		Once strategic plan is completed 6-12 months to asses and secure funding.	2-3 years to build.		Private sector, Public sector, Non-Profits (e.g., Civic groups, Foundations, neighborhood assoc., )
<b>Corridors and Nodes</b>	Initiate Organizational structure to confirm and designate Community Corridors and Gateways. Work with the city Planning department to focus planning resources develop a strategic community plan and implementation strategy Identify an early win such as the open space at Carline and Ave. U and using low cost strategies (see new York program street surface painting) to transform the space and hold a celebratory event.	Coordinate with the Comprehensive Planning process and adjust zoning and other regulations. Develop a prioritized action plan for phasing of implementation of public improvements. Aggressively market development opportunities.	Begin to implement corridor and node plan. Identify key sites and begin redevelopment of key parcels through preparing sites for redevelopment.	Monitor progress and re-evaluate long-term strategies. Adjust plan as required.	LEAD; City of Birmingham/ Pratt City Partnership(s). OTHER: Local churches. Neighborhood and Community organizations, Academic institutions.

ELEMENT	OCTOBER – DECEMBER 2011	2012	2012 - 2015	POST 2015	LEAD ENTITY & PARTNERS
<b>Historic Resources</b>	Identify structures and other valuable artifacts that are endangered and identify a plan for mothballing and or preventing further deterioration or demolition.	Greater Pratt Preservation Partnership formed. The Preservation Partnership should coordinate with stakeholder groups and lead the investigation of Pratt city historic and cultural sites (coke ovens, cemeteries, etc). Assess and develop Historic Character Overlay Districts for central Pratt, Thomas and Ensley that include guidelines for appropriate design of infill development and rehab not covered by existing historic district designations.	Implement a pilot phase of cemetery clean up and a historic park on the coke over site.	Formalize Pratt City heritage trails and overlay with Greenway Plan. Designate undocumented heritage sites. Pursue HIA assessment of g'way/trail plans.	LEAD: City of Birmingham/ Pratt City Partnership OTHER: Historical Societies and others involved in revealing the history of Birmingham (architecture, Civil Rights and industrial history).
<b>Greenways</b>	Participate and advocate for Pratt City connections that enable broader reinvestment (Carline, link to Ensley, etc.)—support implementation of project in permitting.	Find stakeholder group to define partnerships for greenway implementation and planning.	Implement Pratt City pilot project testing off-street and on-street greenway approaches ("paint") and document results. Define and design programs for heritage trail overlays.	Formalize Pratt City heritage trails and overlay with Greenway Plan.	LEAD: Village Creek Greenway partners OTHER: City of Birmingham/Pratt City Partnership

ELEMENT	OCTOBER – DECEMBER 2011	2012	2012 - 2015	POST 2015	LEAD ENTITY & PARTNERS
<b>Vacant Land</b>	Identify community partners, and I.D. gateways. Develop partnership to define, design, maintain. Evaluate vacant land strategies for corridors and key parcels. UAB partnership on managed succession.	Implement gateway improvements and begin strategic corridor/street redesign. Claim vacant land adjacent to Blvd. ROW's. Investigate temporary use of vacant lots and determine maintenance strategy.	Implement boulevard and streetscape improvements in strategic areas. Begin redevelopment of key parcels (78/Dugan/Hibernian). Determine strategy for blighted properties (e.g. vacant parcel tax).	Monitor systems and re-evaluate long-term vacant land management strategies. Invite colleagues from other municipalities to compare vacant land management approaches.	LEAD: City of Birmingham/Pratt City Partnership(s). OTHER: Local churches. Neighborhood and Community organizations, Academic institutions.
<b>Greenway Plan and Pratt City Heritage Trail</b>	Participate and advocate for Pratt City connections that enable broader reinvestment (Carline, link to Ensley, etc.)—support implementation of project in permitting.	Find stakeholder group to lead investigation of Pratt City historic and cultural sites (Coke ovens, Cemeteries, etc.).	Implement Pratt City pilot project testing off-street and on-street greenway approaches ("paint") and document results. Define and design programs for heritage trail overlays.	Formalize Pratt City heritage trails and overlay with Greenway Plan. Designate undocumented heritage sites. Pursue HIA assessment of g'way/trail plans.	LEAD: Village Creek Greenway partners OTHER: City of Birmingham/Pratt City Partnership
<b>Tree Planting</b>	Designate vacant lots for use a tree nurseries. Work with city to determine appropriate species. Put together partnership to organize "blitz planting" event in Spring 2012.	"blitz planting" event at key vacant lots. Secure and maintain tree nurseries. Trees could be dedicated by/to Pratt City stakeholders (fundraising).	Identify tree planting locations on streets and across the community. Plan for "blitz transplant" events moving trees from nurseries into the community.	Monitor the system and determine if it needs to continue, and in what form.	LEAD: City of Birmingham/Pratt City Partnership(s). OTHER: Area schools (teachers and students), Arborist and Urban Forest volunteers, local and regional businesses.



ELEMENT	OCTOBER – DECEMBER 2011	2012	2012 - 2015	POST 2015	LEAD ENTITY & PARTNERS
<b>Pratt City “Greenprint”</b>	Identify potential partners to evaluate existing data, and determine need for additional data gathering. Scope Pratt City for interest and willingness to partner on additional data gathering.	Facilitate partnerships with Pratt City stakeholders to participate in addl. Data gathering. Work with Comp. Plan Update process to integrate with their efforts.	Produce pilot document and evaluate for application across Birmingham. Attract regional partners to provide information, skills, and resources for regional effort.	Evaluate the process. Develop interactive interfaces to ease community engagement, and link to policy and resource documents at the regional level.	LEAD: City of Birmingham OTHER: Fresh Water Trust, Pratt City Partners, Birmingham Board of Education/Pratt City school principals, Etc.
<b>Flexible Public Spaces</b>	Facilitate dialogue between Board of Education and Parks and Recreation Department RE: potential for shared use agreements. Coordinate with Pratt City Library rebuilding effort RE: interest in adjacent vacant programming Facilitate dialogue between Board of Education and Parks and Recreation Department RE: potential for shared use agreements. Coordinate with Pratt City Library rebuilding effort RE: interest in adjacent vacant programming.	Kickoff event (i.e. “library in the park”, etc.) to generate interest in the shared space idea. Recruit partners to fund a future study of capacity. Coordinate with the Comp. Plan update.	Do an analysis of community spaces that are capable of receiving additional programming. Find resources to make temporary use of vacant land more permanent (infrastructure, etc.)	Monitor the process. Create an awards program promoting successful public spaces that enhanced existing open spaces.	LEAD: Board of Education and Parks and Recreation Department, and Pratt City Partners OTHER: Institutional partners (Library, etc.), Private vacant landowners

ELEMENT	OCTOBER – DECEMBER 2011	2012	2012 - 2015	POST 2015	LEAD ENTITY & PARTNERS
<b>Low Impact Development (LID)</b>	Identify key partners in discussion of LID potential of Pratt City (new and retrofits) Contact State and National USGBC.	Sponsor an LID awareness-building event in Pratt City Coordinate with local institutions to seek interest in student-driven LID work in Pratt City.	Position Pratt City to become an LID case study. Begin training program for local contractors and professionals.	Alabama LID Manual. Formalize local contractor and professional training to become a certificate program (i.e. rain gardens, etc.)	LEAD: City of Birmingham/ Alabama USGBC OTHER: Pratt City partners, local green build practitioners and contractors, etc.
<b>Highway 78 Urban Boulevard</b>		Begin discussions between the City and ALDOT to develop the “urban boulevard” concept for portions of Highway 78 within the Pratt Community.	Refocus planned RTP Highway 78 safety/ widening projects to ensure an evaluation of a context sensitive design approach to the corridor that incorporates multiple modes, pedestrian safety and vehicular access.	Establish a consensus vision and roadway design concept and program its improvement in the RTP.	ALDOT, Birmingham MPO, Regional Planning Commission of Greater Birmingham (RPCGB)
<b>Avenue W Road Diet</b>		City Planning and Transportation Departments to develop scope for analysis, design and implementation of road diet project.	Implement initial road diet to include simple restriping of the roadway to 3-lanes with bicycle lanes. Program further streetscape enhancements such as roundabouts and median landscaping.	Construct additional streetscape enhancements. (roundabouts and median landscaping).	City of Birmingham (Transportation and Planning Departments)
<b>20th Street Road Diet</b>		City Planning and Transportation Departments to develop scope for analysis, design and implementation of road diet project.	Program road diet project to include restriping of outside lane for on-street parking, bicycle lanes, bulbouts, and street trees.	Construct road diet/ streetscape project.	City of Birmingham (Transportation and Planning Departments)

ELEMENT	OCTOBER – DECEMBER 2011	2012	2012 - 2015	POST 2015	LEAD ENTITY & PARTNERS
<b>Community Corridors</b>	Establish a “community corridors” program to coordinate sidewalk improvements, street tree replacement and ADA accessibility projects.	Establish a sidewalk/ tree replacement priority strategy for project implementation with achievable yearly targets.	Implement yearly targeted projects.	Implement yearly targeted projects.	City of Birmingham (Transportation, Planning, Parks Departments)
<b>Roundabouts/Traffic Calming</b>		Establish the scope and budget for a community-wide traffic calming plan.	Conduct traffic calming study and identify initial projects for implementation.	Traffic calming project implementation.	City of Birmingham (Transportation and Planning Departments)
<b>New Connectivity</b>	Reevaluate the scope and design of the 2nd Street extension in the Thomas Neighborhood to evaluate the proposed alternative that utilizes 4th Street to create a parkway/ greenway.	Develop design and implementation plan for new connection in the Thomas Neighborhood (2nd St./4th St.) and Spencer Ave. connection in the Smithfield Estates Neighborhood.	Coordinate and program the proposed parkway/ greenway connections with the purchase and development of the Valley Creek Greenway.	Program, fund and implement new street connections.	City of Birmingham (Transportation, Planning, Parks Departments)
<b>Future Local Connectivity</b>		Develop scope/program for developing street framework plans for key future development sites.	Regulate and codify street framework standards to ensure future connectivity.	Implement future street framework as development occurs.	City of Birmingham (Transportation and Planning Departments), U.S. Steel, property owners.
<b>Transit</b>		Participate in BJCTA transit service study to support and advocate for proposed transit service enhancements.	Implement transit service enhancements. Identify partnerships to establish, define and implement transit shuttle service.	Establish long-term TOD plan for the Highway 78 corridor.	Birmingham-Jefferson County Transit Authority (BJCTA)

ELEMENT	OCTOBER – DECEMBER 2011	2012	2012 - 2015	POST 2015	LEAD ENTITY & PARTNERS
<b>Infrastructure Short-term Community Needs</b>	Perform a block by block walking survey to inventory and category remaining debris, new debris and remaining or new public infrastructure damage. Develop action plan and timeline for removal and repair. Remove dead/intrusive trees and debris from storm damage. Investigate blocked or damaged storm drains, such as at Ave F and Village Creek: is it causing flooding?	Replace missing markers in cemeteries damaged by storm. Identify and repair damaged street lighting. Complete additional infrastructure repair. Ensure street signage is in place.			City of Birmingham Public Works, FEMA
<b>Sustainable Infrastructure</b>	GPP to investigate opportunities and barriers related to R/UDAT recommendations. Gather partners. Work with partners to institute a community-wide energy and water audit of existing buildings.	Create the Greater Pratt Community EcoDistrict aligned with Architecture 2030. Create a district wide and site-specific sustainability metrics system modeled after initiatives such as the Portland Institute of Sustainability's EcoDistrict initiative, LEED, or other similar programs. Energy and water audits completed community-wide, seek funding sources and incentives for energy/water retrofit program.	Create site-specific incentive system and financing systems to encourage owners to implement sustainable, energy/water saving measures. Measure effectiveness in implementation of sustainability and incentives.		Partners; City, State, DOE, HUD, DOT, FEMA, School District, Private Sector, Non-Profits, Community Groups; utilities.



ELEMENT	OCTOBER – DECEMBER 2011	2012	2012 - 2015	POST 2015	LEAD ENTITY & PARTNERS
<b>Greater Pratt Partnership: Housing Land Acquisition</b>	Agree on land bank formation. Begin acquisition, rezoning, and remapping tax lots.	Complete property acquisition for first 100 new dwelling units.	Complete all land acquisition required to implement complete strategic development plan.		New Entity with partners: City ; Corporate Citizens; Faith Community; Community stake holder
<b>Greater Pratt Partnership: Housing Construction</b>	Develop prototype plans for deployment on high priority sites.	Issue Development RFP and Complete Construction of first 50 homes.	Issue RFP for development and complete construction on 1,000 dwelling units.	Continue turning over land to private sector as demand grows and building homes in response to Market Demand.	Birmingham metro contractors & developers; city Gov; Faith Community
<b>Greater Pratt Partnership: Land Maintenance</b>	Start securing community partnerships and volunteers to maintain undeveloped sites.	Complete commitments for volunteers to maintain first 1000 lots.	Continually Maintain Lots.	Continually Maintain Lots.	Faith Community; Corporate Community; Volunteer organizations
<b>Greater Pratt Partnership Housing and Development Activities</b>	Formation & Staffing Start collection information stakeholders and assessing housing needs.	Establish priority/lottery for first homes 500 homes to be built; Begin recruiting local retailers and entrepreneurs for retail opportunities in revitalized mixed use buildings.	Continue assessing needs and maintain process for connecting stakeholders to opportunity; continue retail business recruitment.		Faith Community; Academic Community; Chamber of Commerce; Commercial Brokerage Community

An aerial photograph of a city, likely New York City, showing a dense grid of streets and buildings. The image is oriented vertically, with the city's layout running from top to bottom. The colors are muted, with a lot of grey and brown tones from the buildings and streets, and some green from parks or trees. The overall texture is very busy and detailed.

## TEAM ROSTER

## Pratt City Regional/Urban Design Assistance Team Members



### **BERT GREGORY, FAIA – TEAM LEADER**

As Chairman and CEO of Mithun, Bert Gregory, FAIA, leads an interdisciplinary practice of architects, urban designers, interior designers, landscape architects and ecologists, dedicated to setting new, achievable standards for sustainable design. He is an expert in the development

of resource-efficient structures and communities, and serves as a national leader, speaker and advocate for sustainable building and urbanism. His perspective reaches beyond traditional architecture to merge science and design—an interdisciplinary approach that creates lasting places for people. With Mithun’s offices in Seattle and San Francisco, he has transformed the 60-year old regional architecture and planning firm into a national force inspiring a sustainable world through integrated design.

Currently, Bert is Co-Chair of the Urban Land Institute’s Climate, Land Use and Energy Advisory Group; serves on the Washington Governor’s Clean Energy Leadership Council and the Clinton Climate Initiative’s Climate Positive Program’s Technical Resource Group; and is an Advisor to the National Building Museum’s Intelligent Cities Initiative. For the past two years, he served as Vice Chair of the U.S. Green Building Council’s LEED® for Neighborhood Development (LEED-ND) core committee.

Bert’s design awards include four AIA COTE Top Ten Green Projects, including one for the carbon neutral Lloyd Crossing Sustainable Urban Design Plan - a precursor to Portland’s EcoDistrict initiative; two ASLA national honor awards; and the AIA national honor award for regional and urban design. His research initiatives include leading a carbon accounting effort for Seattle’s “Reality Check,” a regional growth exercise undertaken by the Puget Sound Regional Council of Governments and the Urban Land Institute, and one of the first simple web-based materials carbon calculators in collaboration with the Lady Bird Johnson Wildflower Center at the University of Texas at Austin and the University of Washington Program on the Environment.

A frequent lecturer, Bert has delivered keynote addresses at the 2009 Jerusalem Seminar on Architecture, and the Tsinghua University’s School of Architecture in Beijing, as well as participating on a panel at the National Building Museum in Washington DC. He has contributed to several books including Integrated Design – Mithun by David Macaulay, and the chapter “Biophilia and Sensory Aesthetics” co-written with Judith Heerwagen PhD in the compendium Biophilic Design: The Theory, Science and Practice of Bring Buildings to Life edited by Stephen Kellert, Judith Heerwagen and Martin Mador.



## **Roland Anglin – Community Development & Capacity Building**

Roland Anglin's career spans over twenty years of working in the public, educational, and philanthropic sectors. In all his professional positions, Anglin has focused on promoting economic and community development in and for marginalized communities. Anglin is currently

the executive director of the Initiative for Regional and Community Transformation (<http://www.regionandcommunity.org/>).

In addition to his role as the IRCT executive director, Dr. Anglin is Faculty Fellow at the Edward J. Bloustein School of Planning and Public Policy, Rutgers University. Dr. Anglin began his academic career at Rutgers University. There he examined issues related to economic development and growth management. During this time, he published some of the seminal work on citizen attitudes toward sprawl development. In 1991 he was recruited to the Ford Foundation, where he spent eight years. He served first as the program officer responsible for community development and later became Deputy Director for Community and Resource Development, which is part of the Asset Building and Community Development Division.

After leaving Ford, Dr. Anglin went to the Structured Employment Economic Development Corporation (Seedco), a national community development intermediary. At Seedco, Dr. Anglin was the senior vice president responsible for building the capacity of community-based housing organizations. Since returning

to academia, Dr. Anglin has pursued an active research agenda and has managed many demonstration initiatives for philanthropy, state governments, and national associations. Dr. Anglin is a co-author of the just released *Katrina's Imprint: Race and Vulnerability in America* (Rutgers University Press, New Brunswick NJ).



## **KOFI BOONE, ASLA – ECOLOGICAL DESIGN**

Kofi Boone is an Associate Professor of Landscape Architecture at NC State University, College of Design. Professor Boone focuses on the changing nature of communities, and developing tools for enhanced community engagement and design. Through

scholarship, teaching, and extension service, Professor Boone works in the landscape context of environmental justice, and his research includes the use of new media as a means of increasing community input in design and planning processes. Professor Boone is the recipient of several awards including the Opal Mann Green Engagement Scholarship Award, the Department of Landscape Architecture Professor of the Year, and the Alumni Association Outstanding Teacher.

Professor Boone has published articles in journals including *Intensions* and *Journal of Tourism Analysis*. He has work featured in the *Journal of Planning Literature*, and the recently published book, *Becoming a Landscape Architect*. Professor Boone is an active member of the American Society of Landscape Architects (ASLA), serving as the state liaison to the Historic American Landscape Survey (HALS). He has served as a



presenter at the Council of Educators in Landscape Architecture (CELA), the American Society of Landscape Architecture National Meeting and Expo, and numerous Colleges and Universities.

Prior to joining the faculty at NC State University, Professor Boone was a studio leader at JJR (formerly Johnson Johnson and Roy) working on a wide range of interdisciplinary urban design and planning projects. He received his Master of Landscape Architecture and Bachelor of Science in Natural Resources from The University of Michigan.



#### **CARLTON BROWN – REAL ESTATE/HOUSING MARKET**

Carlton A. Brown is a founding partner and Chief Operating Officer of Full Spectrum. He is a 1973 graduate of Princeton University - School of Architecture and Urban Planning. He has also studied real estate finance at New York University. After college he worked for

architecture and planning firms until 1976, when he joined AT&T as a manager in the real estate division. During his 10-year tenure at AT&T, he directed the development and construction of over \$2.0 billion of real estate for the company. His experience included: corporate planning, site acquisition, facilities development, project design and leasing for high performance laboratories, data centers and office facilities. Mr. Brown's vision has led Full Spectrum to be recognized as a national leader in the development of affordable green/smart buildings in emerging urban markets. Mr. Brown is currently leading Full Spectrum's pioneering development of a 14 square

block green mixed use development in downtown Jackson, MS which will feature community scaled green infrastructure, 4,000 units of mixed income housing and nearly one millions SF of office and retail space. Mr. Brown believes that all communities regardless of race, ethnicity or income are entitled to a sustainable future and is committed to assuring that all Full Spectrum's development projects meet these high performance standards. Since assuming leadership for development, Mr. Brown has led Full Spectrum in the development of more than \$300 million in green development, and boosting Full Spectrum to the Black Enterprise top 100 Companies in 2008 and Inc Magazine's list of Green Companies to Watch in 2008. Mr. Brown serves on several boards including AIA New York, 651 Arts, Global Green and the national board of the USGBC. He has been designated as a "thought leader" by the Clinton Global Initiative for his "leadership on climate change and sustainable equitable development." Mr. Brown is member of Mayor Bloomberg's Sustainability Advisory Board which is tasked with establishing and meeting 2030 goals for sustainability for NYC.



#### **MAXINE CLARK – ECONOMIC DEVELOPMENT**

Maxine Clark is a proven consultant with 15 years experience in strategy consulting for businesses and communities. She is known for her work in inner cities, having advised leaders in many U.S. cities, the U.K., and Canada with the Initiative for a Competitive Inner City (ICIC). ICIC is a non-profit organization founded by renowned Harvard Business

School professor Dr. Michael E. Porter. While at ICIC, Mrs. Clark managed large-scaled engagements in cities such as Newark, NJ; Brooklyn, NY; Milwaukee, WI; and Vancouver, BC. Mrs. Clark convened Fortune 500 CEO's, Mayors, and other civic leaders to develop business strategies to leverage the untapped market opportunities found in inner cities.

Mrs. Clark specializes in developing market-based demand driven solutions by leveraging the competitive advantages found in businesses and communities. She has developed innovative strategies in key industry clusters such as Health Services, Retail, Transportation & Logistics and Business Process Outsourcing.

Mrs. Clark held various consulting and management positions at Booz & Company, AXA Financial and JP Morgan Chase. Mrs. Clark has an MBA from the University of Michigan and is a past Consortium for Graduate Studies in Management fellow. She also has a BS in Industrial Engineering from Polytechnic Institute of New York University.



#### **ERIN CHRISTENSEN, AIA - COMMUNITY HEALTH**

An Associate Principal, urban designer and architect at Mithun, Erin Christensen has over 10 years of experience in urban redevelopment and mixed-income planning across the country. She is passionate about supporting healthy, equitable communities. To that end, Erin's work focuses

on linking urban form, high performance and social infrastructure in both practice and policy. Her strength is guiding a broad range of stakeholders, interdisciplinary collaborators, and the community to realize a vision of diverse, sustainable places. Erin specializes in EcoDistrict and neighborhood planning, community engagement, and integrating a variety of environmental and community metrics into plans and design guidelines. Erin's recent work includes the development of the EcoDistrict Assessment Protocol with the Portland Sustainability Institute (PoSI), and the first integrated Health Impact Assessment and redevelopment Masterplan at the South Lincoln mixed-income TOD in Denver. She serves on the LEED® Location and Planning Technical Advisory Group and as President of the Cascadia Chapter of the Congress for New Urbanism.



#### **ED MCKINNEY, AICP – TRANSPORTATION**

Ed McKinney is an Associate Principal at AECOM. He is a master planner, urban designer and transportation planner with a comprehensive perspective on land development that comes from assisting both public and private clients. He has over fifteen years experience directing urban design and transportation projects that create community supported, context sensitive design solutions for redeveloping urban places. Ed is experienced with complex transportation issues and their relationship to land use and urban design. The focus of his work includes transit station area planning, corridor redevelopment plans, and downtown/town center plans. In addition, Ed has led a number of strategic

land planning initiatives, developing long-range and large-scale visions for public and private clients. This experience includes leading sensitive stakeholder meetings, public outreach, and design work sessions to integrate complex issues into focused design strategies. The range of his work includes transit station area planning for the city of Charlotte, NC, downtown redevelopment planning for Mississauga, Canada, and transportation/land use plans for the New Jersey DOT. Ed regularly serves as an urban design studio instructor and lecturer at the Georgia Institute of Technology.



#### **CLIFF MCMILLAN- INFRASTRUCTURE**

Cliff McMillan is a Principal in the New York office of global consultants Arup. He is responsible for planning and leading major infrastructure and building projects in the United States. He leads the multidisciplinary planning team in New York that is focused on developing

integrated sustainable solutions with urban designers and planners, providing advice particularly in areas such as transport planning, energy, water, green infrastructure and waste.

Cliff has spent his whole consulting career with Arup and has extensive global experience, having worked in London, throughout Southern Africa and in the US. Before moving to the US 12 years ago he was leader of Arup's South African practice.

In New York he has been responsible for prominent public projects, among them the improvements to about 7 miles of waterfront around Manhattan, including the \$500 million Hudson River Park and the East River Waterfront development, as well as the major improvements undertaken at Lincoln Center.

Cliff also played a prominent role in community and professional activities in South Africa, having served as President of the SA Institution of Civil Engineers and the SA Association of Consulting Engineers. He was involved with issues of urbanization, affordable housing and infrastructure, and technological education in the disadvantaged communities.

In 1991 his work with business and professional groups involved with the deteriorating conditions in central Johannesburg led to him being elected the first Chairman of the Central Johannesburg Partnership. This was a partnership between the City Council, business and the community, committed to alleviating conditions in the inner city, which resulted in major improvements in security, street conditions and property values. He also led a team of consultants that carried out the feasibility study and economic analysis that supported Cape Town in the internal competition to become the SA candidate city for the 2004 Olympic Games.

Cliff has been the author of many papers on technical and professional subjects, and has served in part-time academic posts at two universities.



## **MARK SHAPIRO, AIA - URBAN DESIGN**

A Principal at Mithun, Mark Shapiro has shaped the built environment as architect, planner, urban designer, author and educator. For more than 27 years he has developed master plans and designs for a broad range of market sectors, including education, cultural and civic projects.

Through this work he has comprehended the intricate relationships between urban planning and design of great cities and places. Mark has held faculty positions at Syracuse and Tulane Universities and was Head of the Department of Architecture at Kansas State University. He has been recognized both nationally and internationally for high-profile, technologically complex projects, most recently for the Greensburg Sustainable Comprehensive Development Plan, Faye S. Sarofim research building at the University of Texas Health Science Center, and Holy Cross Sustainable Redevelopment Plan in Post-Katrina New Orleans.

### **AIA Staff:**

#### **JOEL MILLS**

Joel Mills serves as Director of the American Institute for Architects' Center for Communities by Design. The Center is a leading provider of pro bono technical assistance and participatory planning for community sustainability. Through its design assistance programs, the Center has worked in 55 communities across 32 states since 2005. In 2010, the Center was named Organization of the Year by the

International Association for Public Participation (IAP2) for its impact on communities and contributions to the field.

Joel's career in civic health and governance spans over 17 years, and includes community-based technical assistance, process design, facilitation and training across a number of fields. During the 1990s, Mr. Mills spent several years supporting international democratization initiatives by providing technical assistance to parliaments, political parties, local governments, civic and international organizations. His scope of work included constitutional design and governing systems, voter and civic education, election monitoring and administration, political party training and campaign strategy, collaborative governance, human rights and civil society capacity building. In the United States, Joel has worked with dozens of communities on broad-based collaborative processes. His community work in the United States has been featured on ABC World News Tonight, Nightline, CNN, The Next American City, Smart City Radio, The National Civic Review, Ecostructure Magazine, The Washington Post, and in dozens of other media sources.

In December 2010, he was elected to the Board of Directors for the IAP2-USA. He is also a member of the International Association of Facilitators (IAF), the American Planning Association, the National Coalition for Dialogue and Deliberation (NCDD), and the Mid-Atlantic Facilitators Network.



## **ERIN SIMMONS**

Erin Simmons is the Director of Design Assistance at the Center for Communities by Design at the American Institute of Architects in Washington, DC. Her primary role at the AIA is to provide process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, she works with AIA components, members, partner organizations and community members to provide technical design assistance to communities across the country. Through its design assistance programs, the AIA has worked in 200 communities across 47 states. In 2010, the Center was named Organization of the Year by the International Association for Public Participation (IAP2) for its impact on communities and contributions to the field. To date, Erin has served as staff lead on over 45 design assistance teams.

Prior to joining the AIA, Erin worked as senior historic preservationist and architectural historian for an environmental and engineering firm in Georgia, where she practiced preservation planning, created historic district design guidelines and zoning ordinances, conducted historic resource surveys, and wrote property nominations for the National Register of Historic Places. She holds a Bachelor of Arts degree in History from Florida State University and a Master's degree in Historic Preservation from the University of Georgia.

The background of the slide is a detailed aerial map of a city, likely New York City, showing a dense grid of streets, buildings, and parks. The map is oriented vertically, with the top of the slide showing the upper part of the city and the bottom showing the lower part. The map is in a light blue and white color scheme, with the text 'ACKNOWLEDGEMENTS' overlaid in the center.

## ACKNOWLEDGEMENTS

## **THANK YOU**

Community success requires broad public engagement, vision, and the ability to build innovative partnerships to implement common goals. The Birmingham R/UDAT project has exemplified the spirit of partnership that is at the heart of civic success. The R/UDAT team would like to express its profound gratitude to the hundreds of participants who engaged in the process. In particular, the team would like to express its gratitude to the following individuals and institutions without whom the success of this project would not have been possible.

## **THE CITY OF BIRMINGHAM**

The team would like to thank the City of Birmingham for its commitment to the R/UDAT process and its leading role in this project. Mayor William Bell's public leadership and support to this process was a critical component of its success, and the team was impressed with his personal investment in the future of the city. The municipal staff the team worked with during the R/UDAT exemplified the City's commitment to the Pratt Community, and the administration's drive to build a better future for its citizens. City staff provided enormous support to the success of this effort. Andre Bittas, the City's Director of Planning, made profound contributions to this initiative. In addition, Kwani Dickerson, Don Lupo, and April Odom were integral to the R/UDAT effort and provided generous support throughout the process. Finally, staff from the City's GIS department were generous with their time and expertise, and were enormously helpful to the team in providing data analysis mapping.

## **THE BIRMINGHAM DESIGN COMMUNITY**

The Birmingham community is blessed with a strong design community, and the team would like to thank AIA Birmingham for its civic leadership and support of the R/UDAT process. The team is particularly thankful to Joe Giattina, FAIA, and Bruce Herrington, AIA, for their leadership on the Local Steering Committee and the many contributions they made to the project.

## **LOCAL INSTITUTIONS**

Great communities are made up of strong institutions, and the R/UDAT process received significant support from a number of local civic and religious institutions. The team would like to thank Dr. John Finkley and the staff at South Hampton Elementary School for their warm hospitality in hosting the public meetings during this event. The team would like to thank Gail Andrews and Amy Templeton of the Birmingham Museum of Art, who graciously hosted one of the initial luncheon meetings of the project as well. The team would also like to express its gratitude toward the local churches and their leadership for leading outreach efforts in the community and participating in the R/UDAT process.

## **STUDIO SESSIONS**

The R/UDAT team would like to extend a special thanks to Cheryl Martin and the Auburn University Urban Studio, which made significant contributions to the team's work sessions. The Studio served as the team's workspace during the charrette, and provided a range of support and expertise to the effort. The studio sessions also

allowed for significant contributions from the next generation of design professionals, courtesy of students from Auburn University and Tuskegee University. Students from these two great institutions were a model of collaboration, working hand in hand with each other and with the team. They included the following individuals:

#### **Tuskegee University**

- Phoenicia Robinson
- Amber DuBose
- Brionna Catrow
- Benjamin Wells
- Alexis Gregory
- Gabrielle Riley
- Zachary Beasley II

#### **Auburn University**

- Susan Fagg
- Randall Holmes
- Jared Weaver
- Fuller Sherrod
- Tanner Backman



#### **FEDERAL AGENCY PARTNERS**

The R/UDAT team worked closely with partners at the FEMA Long-Term Recovery Planning Team during the process. FEMA representatives served as resources on a number of topics related to the federal role in the recovery process, and the team is thankful for their partnership in the project.



#### **THE NEIGHBORHOODS**

The R/UDAT Team had an opportunity to interact with numerous neighborhood leaders and residents of Pratt City during this process. Their contributions to the process were invaluable, and the civic pride they expressed is an inspiration.





## PRATT CITY R/UDAT STEERING COMMITTEE

Chandra Abesingha: President -  
CE Associates

Calvin Abram: FEMA

John Allcorn: Birmingham Water  
Works

Peter Allsopp: USS Realty

Marshall Anderson, AIA: Design  
Initiative

Nan Baldwin: VP, Regional Dev.  
Birmingham Bus. Alliance

Charles Ball: Exec. Dir. Regional  
Planning Commission

Monica Baskin: UAB

Lynn Battle: Neighborhood  
Services

Nolanda Bearden, AIA, BNOMA:  
NHB Group

Bessie Bell: Director, HUBB  
Community Development Corp

Dr. Sharon Bell: Assistant  
Superintendent of Schools

Andre Bittas, Co-Chair: Executive  
Director, Dept. Planning,  
Engineering & Permits

Victor Blackledge, AIA, BNOMA

David Blackmon, AIA: Blackmon  
Rogers Architects

Renee Blaylock: Birmingham  
Public Library

Kathy Boswell: Community  
Relations at Princeton Baptist

H.B. Brantley: BRAVIS Building  
Solutions

Richard D. Busby: Wells Fargo

Terri Chafin: Jefferson Co. Dept. of  
Health

John Colon: Exec. Director  
Neighborhood Housing Services

Gayle Cunningham: Exec. Director  
JCCEO

Jessica Dent: AL Dept. of  
Economic & Community Affairs

Kwani Dickerson: Administrative  
Assistant to Mayor Bell

Otis Dismukes: Birmingham City  
Schools

Dr. David Dozier: Dean of  
Architecture, Tuskegee University

Carl Exford: Owner/CEO Exford

Jim Fenstermaker: Director, Dept  
of Community Development

David Fleming: Birmingham  
Planning Comm., Main Street  
Birmingham

Dr. Mona Fouad: UAB Minority  
Health & Research Center

Kelligh Gamble: Housing  
Counselor, Birmingham  
Homeownership Center

Joseph Giattina, FAIA, Co-Chair:  
GA Studio

Doug Hale: Planner

Sara Hamlin: Bham Convention &  
Tourism

Brian Hamilton: CEO Saber/A.G.  
Gaston Construction

Herschell Hamilton: CCIM (Bloc  
Global Services Group)

Fred Hawkins: Engineering  
Design Technologies, Inc

Roald Hazelhoff: Director,  
Southern Environmental Center  
BSC

Bruce Herrington, AIA: Herrington  
Architects

Gus Heard-Hough: Community  
Foundation of Great Bham

Ivan Holloway: SEEDCO Financial

Brenda Hong: President, Pratt City  
Historical & Revitalizatn Society

Creig Hoskins, AIA, BNOMA:  
Hoskins Architecture

Dr. Sandral Hullet: CEO/Chief Med.  
Officer, Cooper Green Hospital

Elaine Jackson: President/CEO  
Birmingham Urban League

Bishop James Johnson: Miracle  
Deliverance Temple

Darryl Jones: Bhm Water Works  
Board

Don Lupo: Mayor's Office

Renee Kemp-Rotan: Admn.  
Assistant to Mayor for Capital  
Projects

Lea Ann Macknally: Macknally  
Land Design

James Magee: Franklin Homes

William T. Magee: Planner, City of  
Birmingham

Derrick Maye: Birmingham Water  
Works

Rickey Miles: Housing Authority

Charles Moore: Greater  
Birmingham Habitat for Humanity

## PRATT CITY R/UDAT STEERING COMMITTEE CONT'D

Tracey Morant-Adams: Director,  
Birmingham Office of Econ.  
Development

Cheryl Morgan, AIA: Professor,  
Auburn Urban Studio

Kris Nikolich, AIA: Design  
Initiative

Leslie Noble: Terracon

Steve Ostaseski: Greater  
Birmingham Reg. Planning  
Comm.

Keith Owens: MBA Structural  
Engineers, Inc.

Kathy Puckett: City of  
Birmingham

Jane Reed-Ross: Goodwyn, Mills &  
Cawood

Dick Richard, AIA: TRO Jung  
Brannen

Craig Rogers, AIA: Designform

Karen Rolen: Community  
Foundation of Greater Bham.

Rudy Roussel: ADA Compliance  
Officer COB

Jeff Samelin: CE-Associates

Nick Sims: Health Action  
Partnership

L'Tryce Slade: Slade Land Use,  
Environ, Trnsprtn, Cnstrct, Inc.

James Smith: Green Building  
Focus

Robert Smith: Bright House  
Networks

Tony Smoke: Alabama Power,  
Birmingham Division

Adam Snyder: Conservation  
Alabama

Cedric Sparks: Department of  
Youth Services

Beth Stewart: Cahaba River  
Society

Laurel Stiff: Asst. ED Birmingham  
Chapter AIA

Dr. Reginald Swanson: Family  
Dentistry - Pratt City

Amy Templeton: Birmingham  
Museum of Art

Curtis Thomasson: AT&T

Joanice Thompson: Program Mgr,  
Community Outreach UAB

Robert Thuston: Alagasco,  
Building Program Specialist

Larry Watts: Goodwyn, Mills &  
Cawood

Marjorie White: Dir., Birmingham  
Historical Society

Robin White: Alabama Power  
Company

Ben Wiesman: KPS Landscape

Thomas Wilder: Energen

Dr. Bernard Williams: Senior  
Pastor Mt. Moriah Baptist Church

Rhea Williams: Exec. Director, AIA  
Birmingham

Charles Williams, AIA: Charles  
Williams & Associates Architects

James Wilson, BNOMA: GA Studio

Valerie Wilson: Freshwater Land  
Trust

Angela Wright: Pastor, Beloved  
Community Church Avondale

## **PRATT CITY NEIGHBORHOOD ASSOCIATION PRESIDENTS**

**Sheila Tyson: President, Citizen  
Advisory Board**

**Leroy Bandy: Central Pratt**

**Joseph Black: VP, Central Pratt**

**Juanita Brew: Sandusky**

**Magnolia Cook: Tuxedo**

**Alonzo Darrow: East Thomas**

**Clarence Ford: North Pratt**

**Lillie Files : VP, South Pratt**

**Shirley Gibson: VP, Thomas**

**Olivia Johnson: Sherman Heights**

**Melvin Love: VP North Pratt**

**George McCall: Ensley**

**Ellen Spencer: Smithfield Estates**

**Cora Williams: West Chester**

## **PRATT CITY R/UDAT GOVERNMENTAL RESOURCES**

**Mayor William A. Bell, Sr.: Mayor,  
City of Birmingham**

**Linda Coleman: Senate District 20**

**Juandalyn Givan: Representative,  
House District 60**

**April Odom: Director of  
Communications**

**Roderick V. Royal: City Council  
President & Councilor District 9**

**John Zakian: FEMA**

An aerial photograph of a city, likely New York City, showing a dense urban landscape with numerous buildings, streets, and green spaces. A white rectangular box is superimposed on the image, containing the word 'APPENDIX' in a bold, black, sans-serif font. The box is positioned in the upper right quadrant of the image.

## APPENDIX



## **Appendix I- The R/UDAT Event**

### **PREPARATION**

After selecting a project team leader, an initial visit was conducted in August 2011 to meet with key project partners and stakeholders, formalize the project scope, and conduct an initial assessment of the community. Based on this assessment, a multi-disciplinary team was recruited with specific expertise in the key issues present in area. In preparation for the October event, a database of existing plans was established and reviewed by team members and multiple conference calls were scheduled to discuss the project scope and approach with local Steering Committee members, reach out to partnering organizations, and plan the format and logistics for the process.

### **THE COMMUNITY PROCESS**

The public charrette process took place from October 7-10, 2011. The team applied a multi-faceted approach to the process, including the following elements:

- An interim presentation and discussion with key stakeholders and neighborhood representatives.
- A press conference and final presentation to the community to release the teams findings and its final report with a strategic framework for the community moving forward.

The team members worked closely with local officials, community leaders, technical experts, and citizens to study the community and its concerns. The team's final report provides a narrative account and summary of recommendations presented to the community on Monday, October 10, 2011.

- A comprehensive tour of the Pratt City neighborhood and surrounding community, led by local partners.
- A series of key stakeholder meetings with over 100 participants that focused on a host of issues and opportunities in the area.
- A public town hall meeting involving over 100 residents, neighborhood leaders, and stakeholders from the community.
- A two-day design studio with local professionals, members of the FEMA Long-Term Recovery Planning Team, City staff, and students from Auburn University and Tuskegee University.