



MAXWELL BOULEVARD NEIGHBORHOOD PLAN

September 2011

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"We want to sustain a growing and safe Montgomery in its entirety that we are all proud to call home."

~ Mayor Todd Strange

"[The property] has one of the best views of downtown Montgomery. It is a huge asset... a diamond in the rough."

~ Chad Emerson
Development Director

"We all deserve a healthy, happy, vibrant city."

~ Kenneth Groves
Former Director of
Planning & Development

MAXWELL BOULEVARD NEIGHBORHOOD PLAN

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**MAXWELL BOULEVARD
CHARRETTE**
MONTGOMERY, ALABAMA

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INTRODUCTION

The plan for Maxwell Boulevard proposes recommendations for 1) the neighborhoods north and south of the boulevard; 2) the districts on the corridor including the Maxwell Air Force Base and Powder Magazine Park; and 3) the Maxwell Boulevard corridor, including the boulevard section and the publicly and privately owned properties along the boulevard. The proposals in the plan are based on ideas received from the public during the hands-on public workshop and can be categorized by five main planning principles.

Big Ideas

Restore Neighborhood Vitality

*new grocery, dining, shopping,
daily needs, rebuild homes & facades*

Increased Access & Recreation on the River

*public access, boat access, marina,
bicycle & walking paths*

Mix of Uses & Diversified Tax Base

*businesses, hotels, shops, offices,
entertainment, regional destinations*

Maximize One-of-a-Kind Assets

*Powder Magazine, Chappelle House,
historic churches, & river views*

Improve the Public Realm

*improve streetscapes, street trees,
new squares, pedestrian amenities*

RESTORE NEIGHBORHOOD VITALITY

The neighborhoods, both existing and proposed, on both sides of Maxwell Boulevard should be structured around defined centers, and offer a balanced mix of homes, workplaces, shops and civic buildings and parks.

South of Maxwell Boulevard and west of I-65, the historic fabric of streets and homes is still very much intact and neighborhood life centers on the MacMillan International Academy and the Boys and Girls Club. Where there are empty residential lots due to abandonment or neglect the plan proposes infilling homes of a comparable size and character.

Along the boulevard, where there were once light-industrial workplaces, churches, markets, operating storage yards, and a diversity of stores and restaurants, only a few restaurants and shops still operate. While their continued existence is critical to the plan, the growing Air Force base and possibility of a new neighborhood north of Maxwell suggest that much more may be possible in time. During the hands-on public workshop community members proposed a classic main street boulevard with enough variety of uses and pedestrian activity to be a city-wide destination, and uses that satisfy daily needs within walking distance to homes.

Critical to restoring neighborhood vitality will be the densification of the area and redevelopment of the tract north of the boulevard which formerly hosted the Riverside Heights Housing Development. While the housing development was built with the best of intentions and provided homes to many people, it had the unintended effect of concentrating poverty and creating an unsafe environment for the surrounding area. With Riverside Heights gone the site offers over 80 acres of riverfront development opportunity from the edge of the base east to I-65.

The site is referred to as Chappelle's Bluff, after the historic Chappelle Plantation house still on the site. The site offers an almost unprecedented opportunity to build a new city neighborhood less than one mile from the heart of the Downtown. This would increase vitality not just in the immediate area, but also in the Downtown.

INCREASED ACCESS & RECREATION ON THE RIVER

Montgomery Riverwalk: The proposed Chappelle's Bluff neighborhood is planned to provide a link for a trail continuing from the Montgomery Riverwalk and into a new Powder Magazine Park trail system, providing over two miles of continuous riverfront trail system. Along the way the trail would change character from a riverside bulkhead that spans from the amphitheater to the tower of the Intermodal Transportation Facility, to a sidewalk path along Overlook Park with a view of the new Downtown Farm and a long view across the river, to an overland path up Gordon Street. From there the riverwalk would follow the perimeter of the new neighborhoods up to a new neighborhood square on the bluff before winding down into a wetland trail through the Powder Magazine Park, and ultimately ending at a marina at the north peak of the park.

Maxwell Boulevard Bicycle Trail: The plan proposes a redesign of the City-owned portion of Maxwell Boulevard to include a hike-bike trail in the center of the planned north side median. The trail would lead from the Downtown to Maxwell Boulevard. The hike-bike trail would be in the shade of a continuous double row of trees offering Air Force base personnel, and residents on both sides of Maxwell, a pedestrian-friendly passage to the Downtown. Morning jogs, weekend strolls and destination walking and biking would be accommodated.



Boat Access from a New Park: Included in the City's acquisitions of land along the corridor is a boat launch between Gordon Street and Morris Street. The launch and surrounding site are large enough to accommodate boat unloading from trailers, trailer parking, a boathouse for local rowing clubs, and racks for a kayak rental. The Alabama River is an excellent place to fish, yet a surprising few people take advantage of the river's stock due to the limited river access for anglers from the shore and on boat. One local group, the Montgomery Rowing Club was an active participant in the charrette. The club lacks adequate facilities for the growing sport. The club is a contributor to Montgomery's Dragon Boat Festival and teaches the sport of rowing. It is a sport most people associate with the great cities of the United States. Any new park on the river should include a variety of users from anglers to rowers.



MIX OF USES & DIVERSIFIED TAX BASE

The greatest percentage of attendees at the hands-on session were from outside the study area. Many attended to voice their hope that Chappelle's Bluff and the eastern segment of Maxwell Boulevard could become regional destinations. Success in any part of the City benefits all, both in terms of quality of life and shared tax base.

The study area is uniquely positioned with highway visibility and close proximity to Powder Magazine Park and Maxwell Air Force Base. The site could accommodate a national office headquarters, a large national commercial tenant, or a major new recreational or museum facility.

It is important that large tenants and uses fit urbanistically into a plan framework. This allows the area to host multiple tenants and uses. To rely too heavily on one tenant creates a dependence on that tenant and the future loss of that tenant could have a disastrous effect. A multiplicity of users provides resiliency. A big box retailer, museum, condominium complex, or corporate office tower that does not plan its enormous parking needs urbanistically with parking at the interior of blocks, on-street, or in structures, could alone develop the entire 80 acres north of Maxwell Boulevard with surface parking.

Regional destinations and corporate headquarters can attract businesses, shops, offices and entertainment that residents desire. Such a major use fit within a network of streets with thoughtfully handled parking and will not foreclose other possibilities that may have a greater overall net effect.

While seeking large tenants the City must also work to retain valued existing businesses with facade improvement programs, design/permitting assistance and the creation of on-street parking wherever possible to ease the cost of private parking.

MAXIMIZE ONE-OF-A-KIND ASSETS

The historic Chappelle House is a modest brick plantation home with a Doric portico that faces Maxwell Boulevard from across a front lawn. On its east side, however, its portico entrance is lost in a parking lot. The plan proposes a green, Chappelle Green, be located between the house and Eugene Street with its central axis on the eastern portico. It can be expected that this leafy half-acre green on the busy corridor would be a catalyst for development. The green would be fronted by businesses and offices and ideally, multistory mixed-use buildings with upper floor residences. The creation of Chappelle Green may be a fitting first-move for the implementation of the plan. It could act as a front door to the new community and provide a center for the linear corridor.

Charrette participants recommended that the existing historic church on Eugene might be repurposed. The church has had multiple names in its long history: the latest being Church of Christ West End and the Body of Christ Missionary Baptist. Ideally, it will one day be used again as a church. In a city of small neighborhood churches the Eugene Street church is architecturally one of Montgomery's most remarkable. Yet the church could also take on a new use as a cafe, office or community center.

At present the Powder Magazine building is an inter-



esting landmark at the end of Eugene Street. However, its front door is difficult to reach and the site lacks interpretive materials. The plan seeks to turn the building into an iconic landmark for the project by constructing around the building a small green with a terrace at its front to reestablish its relationship with the river. Ideally, once the site is surrounded by a new settlement, it may be possible to fence the building with fencing that is less high, less formidable, and more inviting. The Powder Magazine building would sit adjacent to a large new Powder Magazine Square. The square would be the centerpiece of the new community. It would maximize the site's views of the river and across the river to the Downtown. It would provide opportunities for restaurant cafes, a mid-size hotel, and upscale residences.

The first move in the revitalization of American cities is often the rediscovery of the waterfronts which were abandoned when they stopped functioning as the primary corridors for transportation. Later many American rivers become dumping grounds. Yet, the Alabama River is still very healthy, its west side is still green with wetlands and swamp. New places like Riverfront Park Downtown and Powder Magazine Square celebrate the river. Places like these are places people remember; it is where they gather on holidays and special occasions and where they feel most part of the community.

In order to maximize the investment of new greens and squares additional residents are necessary not just at the Chappelle's Bluff site but in existing neighborhoods. New residents could utilize several programs that are not currently available including property appraisal assessments that do not disincentivize investment, down payment assistance for in-fill homes, HUD loan guarantee programs and first-time buyer assistance for qualified families.

IMPROVE THE PUBLIC REALM

The plan proposes improvements to both the function and character of existing streets and new streets that are safe, comfortable and interesting to the pedestrian. When properly designed, streets do not have to be dividing lines within the city. In addition to moving all modes of transportation (cars, bicycles, pedestrians, public transit) well-designed neighborhood streets can be outdoor rooms of shared space, and cross-city boulevards can provide an attractive shared address to residents and businesses.

To accomplish this, new and existing streets should be part of networks that offer a variety of paths to minimize the traffic congestion on any one street. The plan proposes an interconnected network of new streets and added street connections to the neighborhoods of Maxwell Boulevard with short walkable blocks.

No single street design can meet the varied needs required by the plan. There must be a variety of designs based on their pedestrian and vehicular loads and function in the network hierarchy. Rural roads, neighborhood streets, pedestrian-only paseos, commercial main streets, alleys, avenues and boulevards must all be part of the palette of streets. Where possible building heights should be proportionally relat-



ed to right-of-way widths to create comfortable public places along thoroughfares. In general, the tighter the space between buildings the greater the sense of enclosure and sense of place. Lastly, all streets must be detailed for pedestrian use with sidewalks, street trees, minimized curb radii for easy crossings, two-way design to avoid dangerous speedways, and on-street parking wherever possible to protect or buffer the pedestrian from moving cars while reducing the need for blighting surface parking lots.

The creation of new streets should be guided by the Montgomery SmartCode and its toolbox of streets which are assigned to the appropriate transects. The neighborhoods along Clay Street already have streets with high-quality design: ample planting strips, adequate sidewalks, appropriately sized curb-to-curb dimensions and on-street parking that reduce the likelihood of speeding. These neighborhood streets, however, would benefit from the replanting of lost trees, new curbs, the resurfacing of sidewalks and prohibitions against cars parking on the informal driveways that interrupt the sidewalk. More challenging will be the complete retrofit of existing streets. It is critical that new street sections on major arterials like Maxwell Boulevard are built with the pedestrian in mind to avoid expensive retrofit later. The singular approach of building wider roads inevitably overwhelms the places we value. The plan recognizes that reactivating pedestrian life is the least costly, most reliable, healthy, and even most pleasant of transportation options.



SOCIAL AND CULTURAL ANALYSIS

Through the charrette process and interviews with the community, stakeholders and residents of the neighborhoods adjacent to Maxwell Boulevard voiced their concerns and hopes for the area. When the information gathered by the team was grouped and analyzed, the neighborhood concerns fell within four main domains: Identity, Security, Connectivity and Growth. Each of these four domains provides both challenges and opportunities to the urban planning process.

Identity

The team found that residents have a strong sense of identification with their neighborhood. This has partly to do with the relative isolation from the rest of Montgomery across railroad tracks and the I-65 highway. Residents in this area have long histories and many have lived in this neighborhood their entire lives. A strong sense of local business ownership was found among several new businesses in the Maxwell Boulevard area as well. These individuals have a clear stake in developing the area so that their businesses will thrive. More importantly, these individuals expressed the wish for a redeveloped neighborhood where they could not only grow their businesses but also live their lives. For that reason, they expressed a need for improving the quality of life in this area including improving and adding spaces for leisure and entertainment within the neighborhood.

Security

Residents expressed that, despite appearance, most of the neighborhood was secure; however, this security hinged on community-relations. In other words, knowing ones neighbors is an important aspect of security in this area. Residents made it clear that poverty is not the main cause of crime in the area. Instead, they argued, crime stems from

the ever-changing population of transients and the growing numbers of drug-users that tear away the existing social fabric. Residents and business owners alike expressed a strong desire for an increased police presence in the area for this reason.

Connectivity

The team heard a host of concerns related to the relative isolation of the neighborhood and its resulting lack of connectivity to the rest of Montgomery. While the area is close to many of Montgomery's important neighborhoods, like Cottage Hill and the Downtown, it is also isolated from them. This relative isolation from Montgomery is felt even deeper, as the area lacks basic city services. For example, there is currently no police station, no fire station, and the single school in the area is scheduled to be closed. In addition, there is no health clinic or other related services for the community. Residents and business owners alike expressed the need to be connected to Montgomery through improved physical access, expanded city services within the neighborhood, and by expanding opportunities for more commercial services.

Growth

Residents and business owners expressed a hope for economic recovery in the neighborhood. It is important to note that economic growth is envisioned as two-pronged. While residents hope that outside businesses are attracted to the neighborhood, it is considered equally important that local business owners are provided with opportunities to thrive and expand.

Summary Points to Consider from Area Residents:

- Maxwell Boulevard neighborhood is not a blank slate.
- There is a need for city presence within the neighborhood (i.e. police substation education, but also mentorship programs for local business owners)
- Be sensitive of balance between affordability and gentrification.
- Montgomery's success in urban revitalization has been its focus on renewal, while taking into account the city's rich history. Residents feel the need to have their history featured and to be more strongly connected to Montgomery.
- Plan for the future: Current residents have long histories and want to have long futures in this neighborhood
- There is a strong convergence between the needs of Maxwell and the surrounding neighborhood (i.e. develop local and safe entertainment, shopping and living opportunities).
- Preserve local quirky places (what would Maxwell Blvd. be without Mrs. B's?) and attract new businesses that cater to both residents and through traffic.
- The overlap between identity, security, connectivity and growth is where the real opportunities lie for this neighborhood.



**Opportunities at the Nexus
Between Identity, Security, Growth
& Connectivity:**

Identity

Strong sense of community.

Strong identification with neighborhood and neighbors.

Long histories of residents.

Strong sense of local ownership by new business owners.

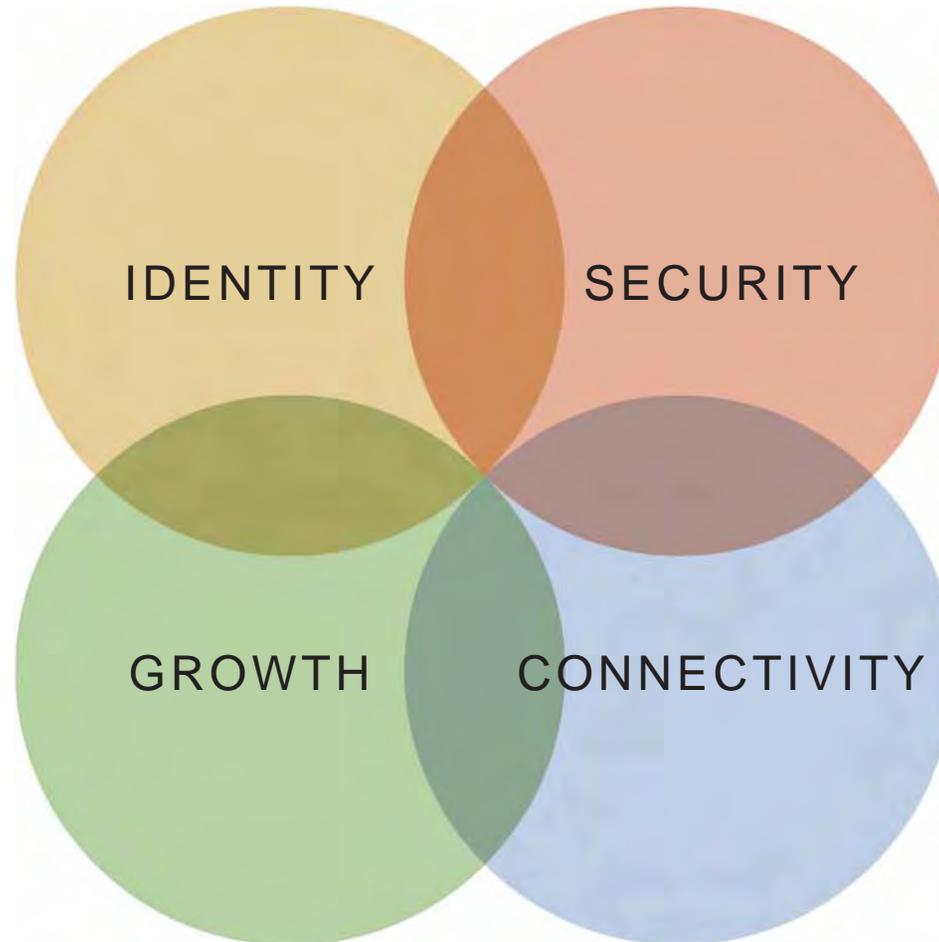
Need for spaces within the neighborhood for leisure, entertainment for residents.

Growth

Growth from the outside, i.e. extend the riverwalk, build a marina, attract new businesses.

Growth from the inside, i.e. provide opportunities for local business owners to thrive and expand.

Need for business to cater to the community and for the through traffic to Maxwell (i.e. local grocery store, local entertainment).



Security

Security is currently based on community relations.

Poverty currently is not a main cause for concern for residents.

Drug abuse and outside transients are serious concerns for residents and business owners alike.

Strong need for police presence.

Need for diversity of residents and income levels without pushing existing neighbors out.

Connectivity

Connectivity is related to both access & inclusion.

Isolation is physical & psychological

Residents feel isolation because of the physical location (i.e. lack of roads to other areas of town)

Neighborhood is not connected to the rest of the City and it fundamentally lacks basic services.

Residents feel the need to be connected to the rest of the city, through improved physical access & improved access to city services.





details of the plan 3

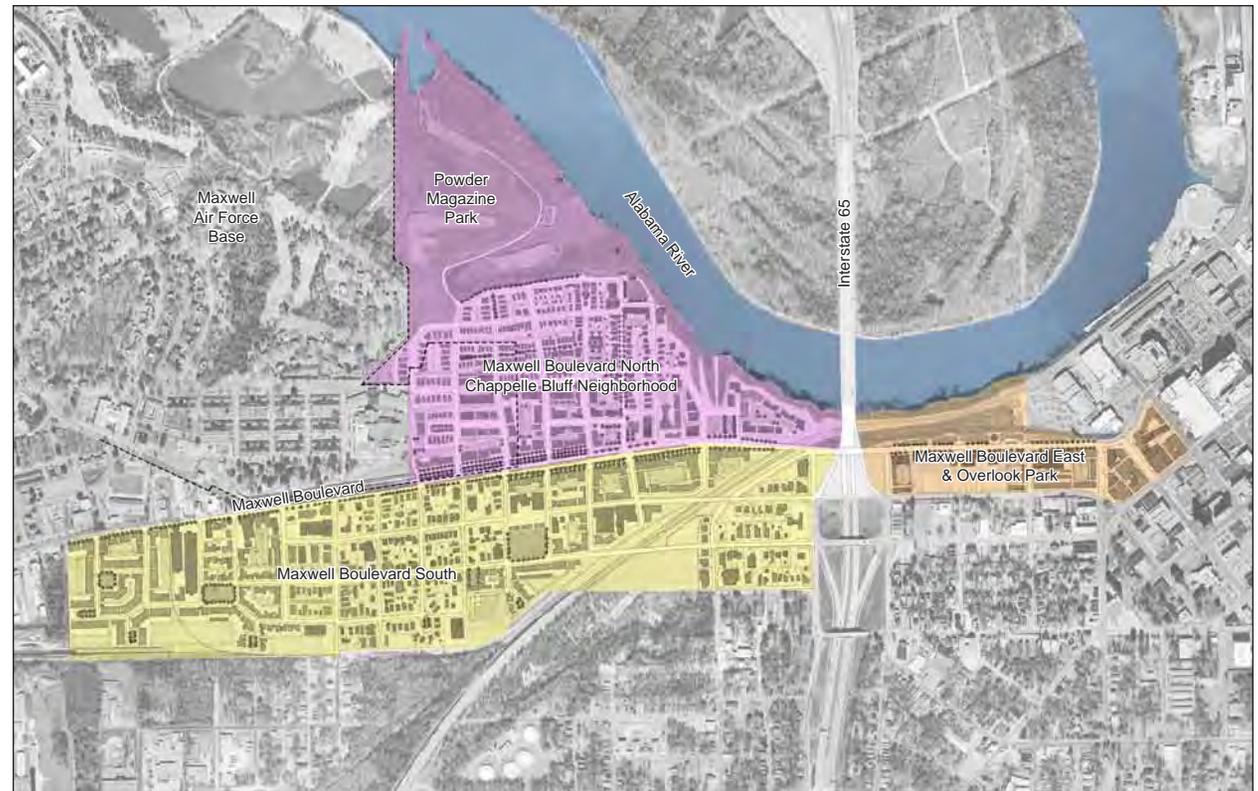
INTRODUCTION

The plan focuses on three main areas, all of which have their own concerns and design solutions: Maxwell Boulevard East and Overlook Park, Maxwell Boulevard South, and Maxwell Boulevard North and the Chappelle Neighborhood.

The Maxwell Boulevard East and Overlook Park area is east of I-65 and north of Clay Street. This area was originally studied as part of the Downtown Montgomery Plan. The City now controls much of the property fronting toward Maxwell Boulevard and the Hampstead Institute Downtown Farm is being constructed between Overlook Park and the river. The plan illustrates the potential of linking the riverwalk with the Downtown Farm, Overlook Park, and along Maxwell Boulevard.

Maxwell Boulevard South is the area west of I-65 and south of Maxwell Boulevard but north of the railroad track. This area was developed as an industrial area with housing for workers. This neighborhood has always been separated from the rest of the City due to the physical barriers of the railroad tracks and the interstate. This area has a good street network within itself but lacks connections to the larger community. This neighborhood should be reinforced with infill housing and the redevelopment or reuse of industrial buildings to remove the image of blight in this area.

Maxwell Boulevard North, or the Chappelle Bluff neighborhood, is the area west of I-65 and between Maxwell Boulevard and the Alabama River. This area consists of the former Riverside Heights housing project, Powder Magazine Park, an historic district along Gordon and Eugene Streets and the Salvation Army. Due to the removal of Riverside Heights, much of the land is available for development. There are



few neighbors within the single family homes along Eugene and Gordon Streets and there are historic structures that should be preserved. Otherwise creating a new neighborhood and increasing housing opportunities for people to live close to the Downtown and Maxwell Air Force Base (AFB) is likely the best use of this land. Although portions of the land within this area are owned by Maxwell AFB, they have been planned in this report in the event that they become available for redevelopment.

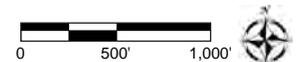
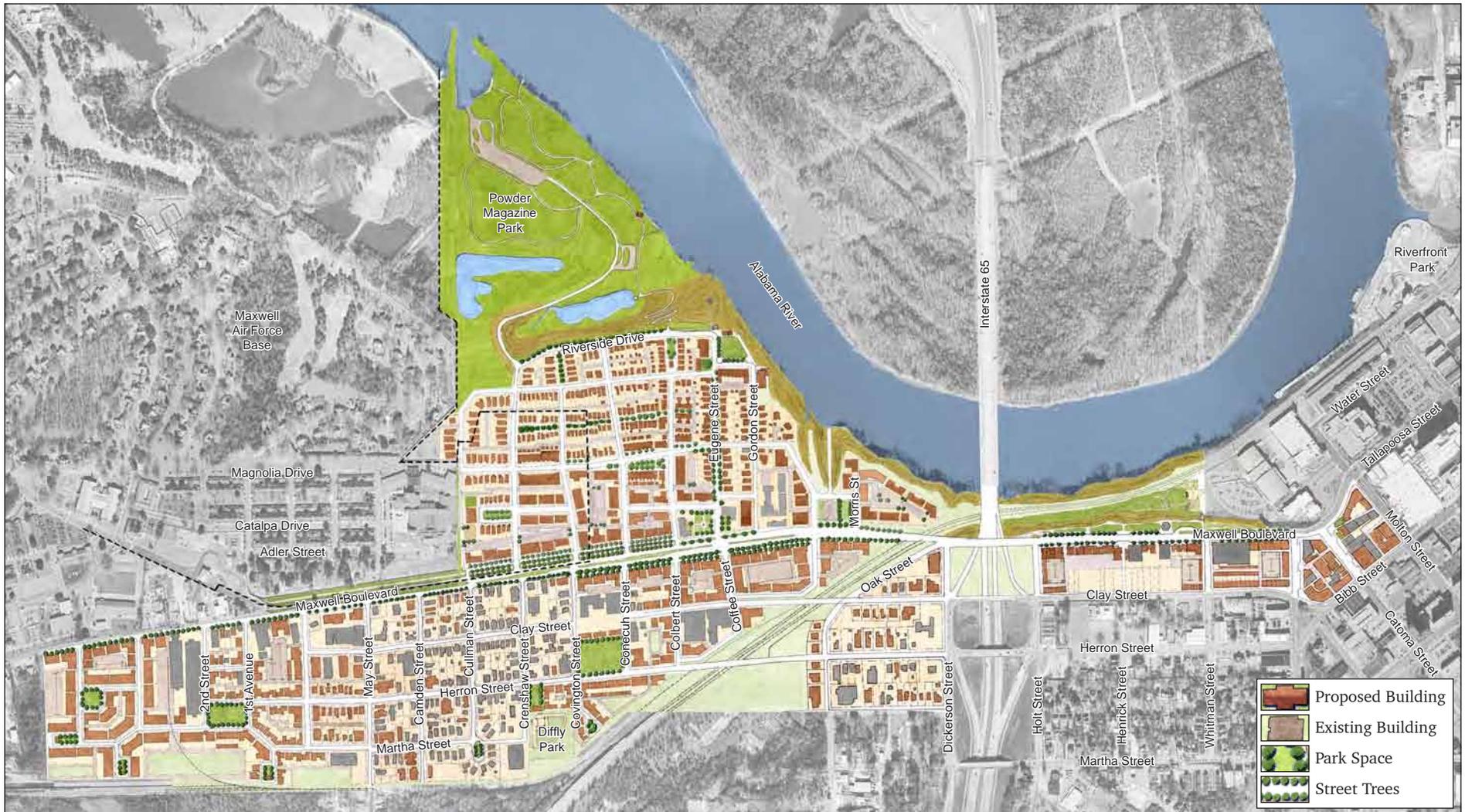


ILLUSTRATIVE MASTER PLAN

The Illustrative Master Plan depicts the existing and proposed streets, buildings, alleys, parking locations, and open spaces of a possible full build-out of the Maxwell Boulevard study area.

Understanding that complete change will not happen overnight, the plan is designed to be implemented one piece at a time, as opportunities, investors, and funding sources arise. Although some plan details

may change over time to meet physical, regulatory, or market constraints, the main concepts contained in the illustrative plan and Planning Principles of Chapter 2 should guide future development.

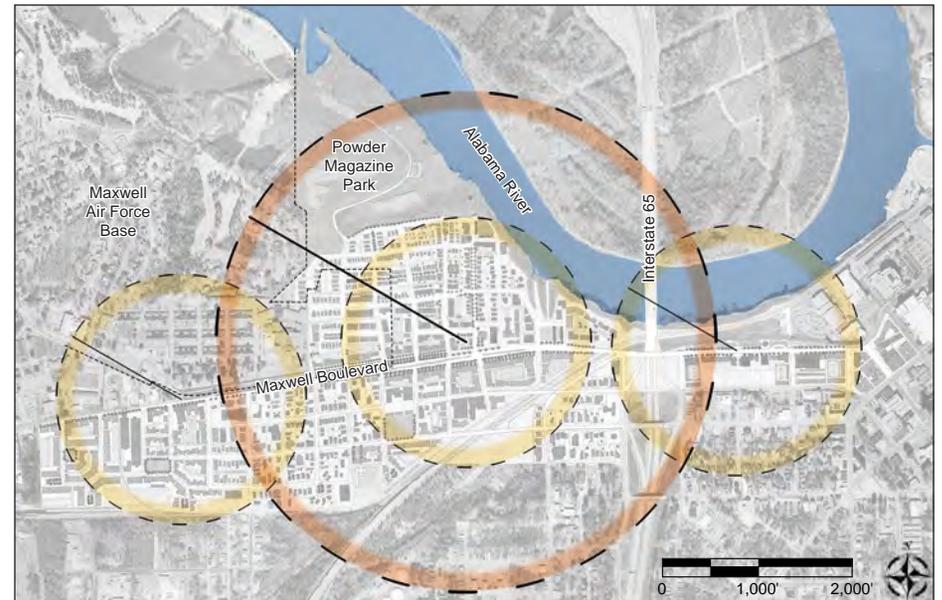
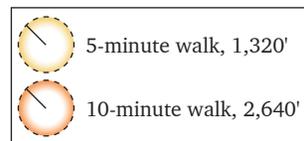


PLAN DIAGRAMS

The elements and planning principles of the plan are broken into a series of plan diagrams to help illustrate concepts and detail how the individual neighborhoods work together and create a larger community.

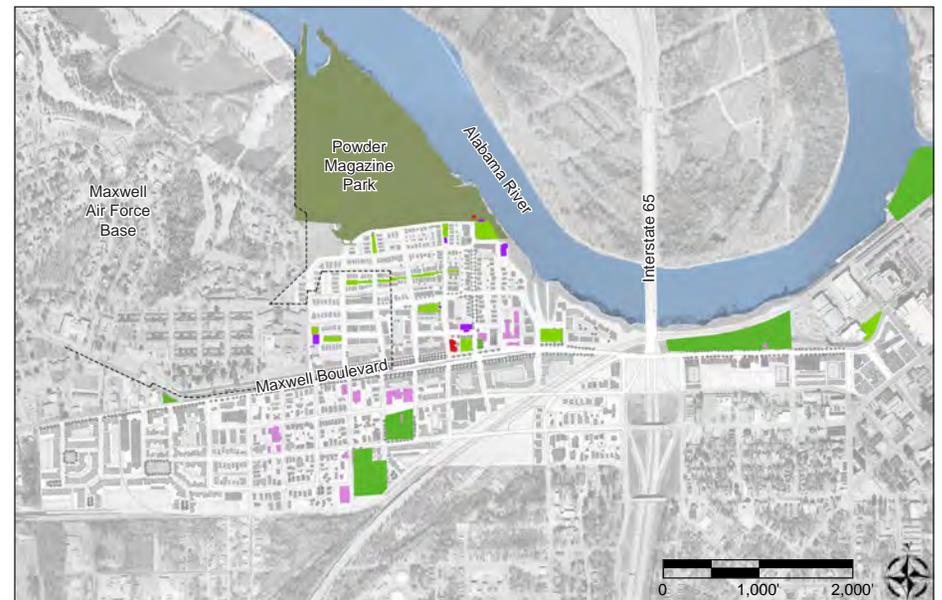
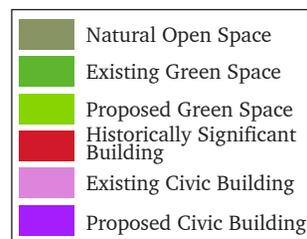
Five Minute and Ten Minute Walking Circles

Five minutes, or 1,320' is an approximate average distance a person will walk before opting to use another form of transportation like riding a bike or driving. Ten minutes, or 2,640' is the average distance someone will walk when there is a major destination they are heading to, like a transit stop. The five minute walk is used as a general guideline for the size of a neighborhood and is also the regulatory size for a Traditional Neighborhood Development in accordance with the Montgomery SmartCode. The Chappelle Bluff neighborhood and the neighborhoods south of Maxwell Boulevard fit within these distances.



Existing and Proposed Green and Civic Building Network

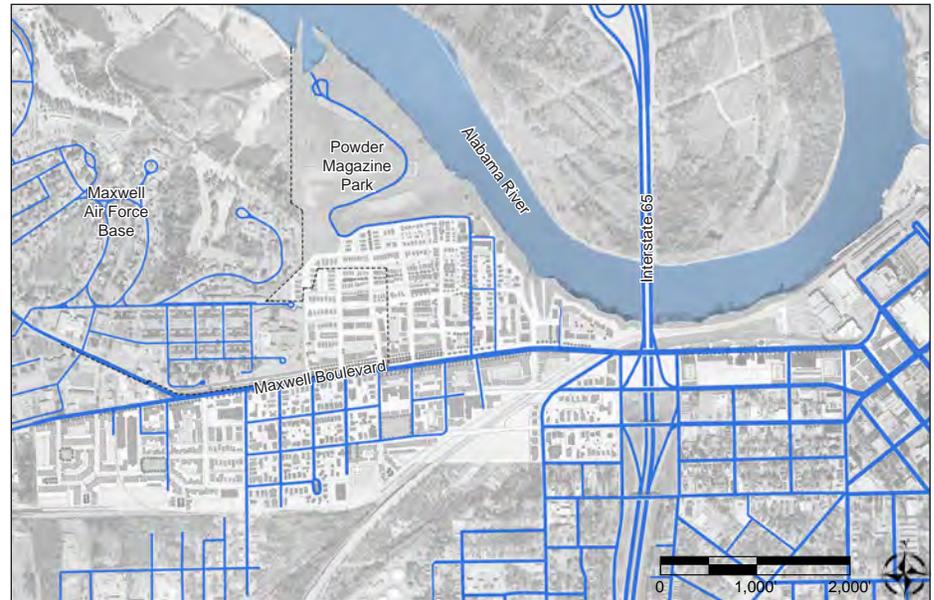
The existing green and civic building network consists of Powder Magazine Park and the historic Powder Magazine building, the Salvation Army, the Chappelle Plantation, Diffly Park next to the Boys and Girls Club, the MacMillan International Academy, several neighborhood churches, Overlook Park, and the Downtown Farm. Proposed greens and new civic buildings are recommended to create a more linked network of green spaces and civic buildings throughout the study area.



STREET CONNECTIVITY

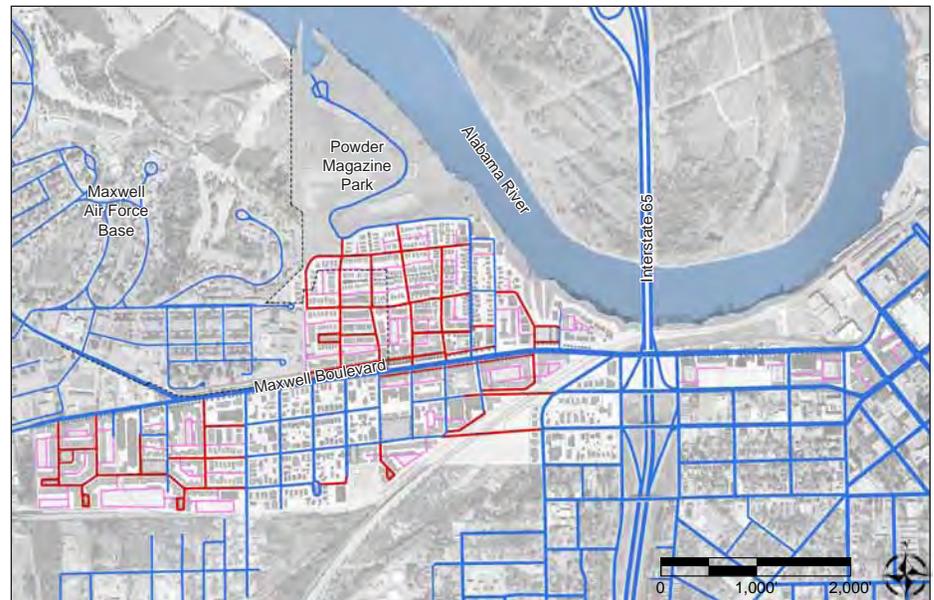
Existing Streets

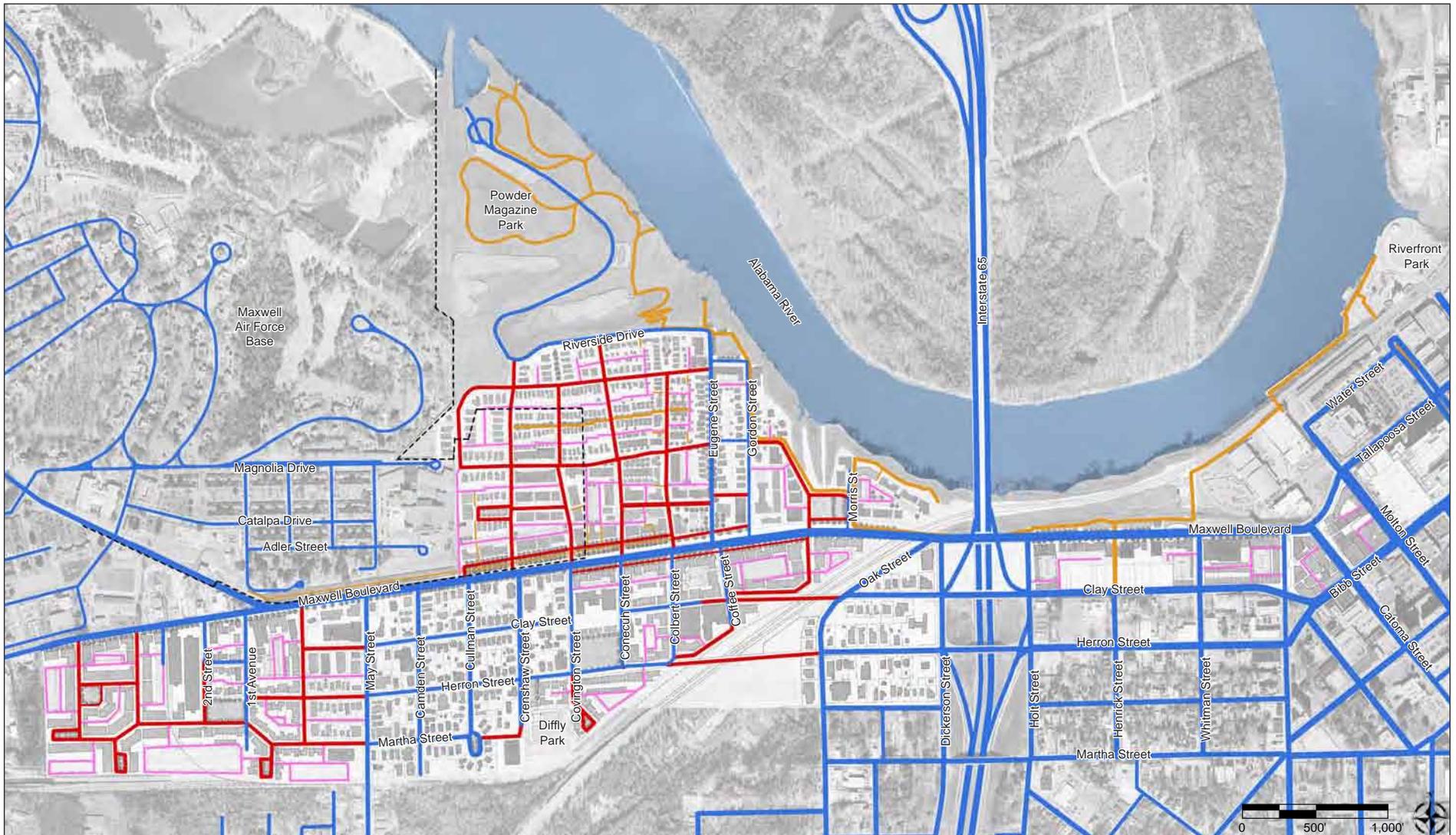
The existing street network changes character throughout the Maxwell Boulevard study area. The neighborhood to the south of Maxwell Boulevard consists of interconnected blocks. Due to the railroad tracks this neighborhood only connects to the south along May Street and connects to Maxwell Boulevard on the north. There are no east-west connections to areas other than Maxwell Boulevard. The neighborhood to the north consists of two roads that meet and continue down to the boat ramp in Powder Magazine Park. The area east of Maxwell Boulevard is connected to the Downtown street network and is relatively better connected to the City than the portion of the study area west of I-65.



Proposed Street and Alley Network

The proposed street and alley network works to increase the connectivity within the neighborhoods in addition to increasing connections to the broader community. Additional street connections over the railroad tracks at Clay, Herron, and Shafter Streets are proposed. Where possible, alleys are proposed to increase the secondary vehicular network and to provide mid-block parking and rear access to lots so that buildings can more directly relate to the street and create a higher quality public space within the public space of the streets.





Proposed Pedestrian Network

The pedestrian network consists of streets, alleys, the riverwalk, trails, and mid-block passages. The more paths a pedestrian can take from one point to another, the more interesting an area is for pedestrians.



RIVERWALK EXTENSIONS

Existing Riverwalk Extension Plan

The plan for the extension of the riverwalk is best described in the City's TIGER II Discretionary Grant Proposal For Riverwalk Extension. It connects to the existing Riverwalk boardwalk above the railroad tracks and transitions to a floating walkway that would go under the I-65 bridge. On the West side of the highway it once again transitions to the top of the bluff along the ridge line and a pedestrian bridge across an existing boat dock. Once the walkway reaches the Powder Magazine building, it turns inland along the ridge line to connect with the former Pender Street and Maxwell Boulevard to later link into Maxwell AFB. The main intents of the Riverwalk extensions are to increase public access to the waterfront and to create a better pedestrian or bicycle linkage from Maxwell AFB to the Downtown.



Proposed Interim Riverwalk Extension Alignments

The Proposed Interim Riverwalk Extension looks at connecting the existing Riverwalk to Powder Magazine Park along the scenic ridge but without the use of the floating walkway. The floating walkway can be added at a later time, but the interim plan looks at connecting these two areas in the short term without having to find the necessary funds for the floating walkway.

The interim plan proposes to bring the riverwalk to the Downtown Farm and up a new staircase linking to Overlook Park. This uses the existing infrastructure and helps to engage the Downtown Farm, Overlook Park, and redevelopment along this portion of Maxwell Boulevard. The Riverwalk would then continue across the Maxwell Boulevard bridge over the interstate and back down to the bluff edge and along new streets by the bluff. From the Powder Magazine, the trail would work its way down the ridge, into the park and out toward the boat launch area. Connections to the Air Force base would be along an improved pedestrian and bicycle way along Maxwell Boulevard to the gate of the Air Force Base.

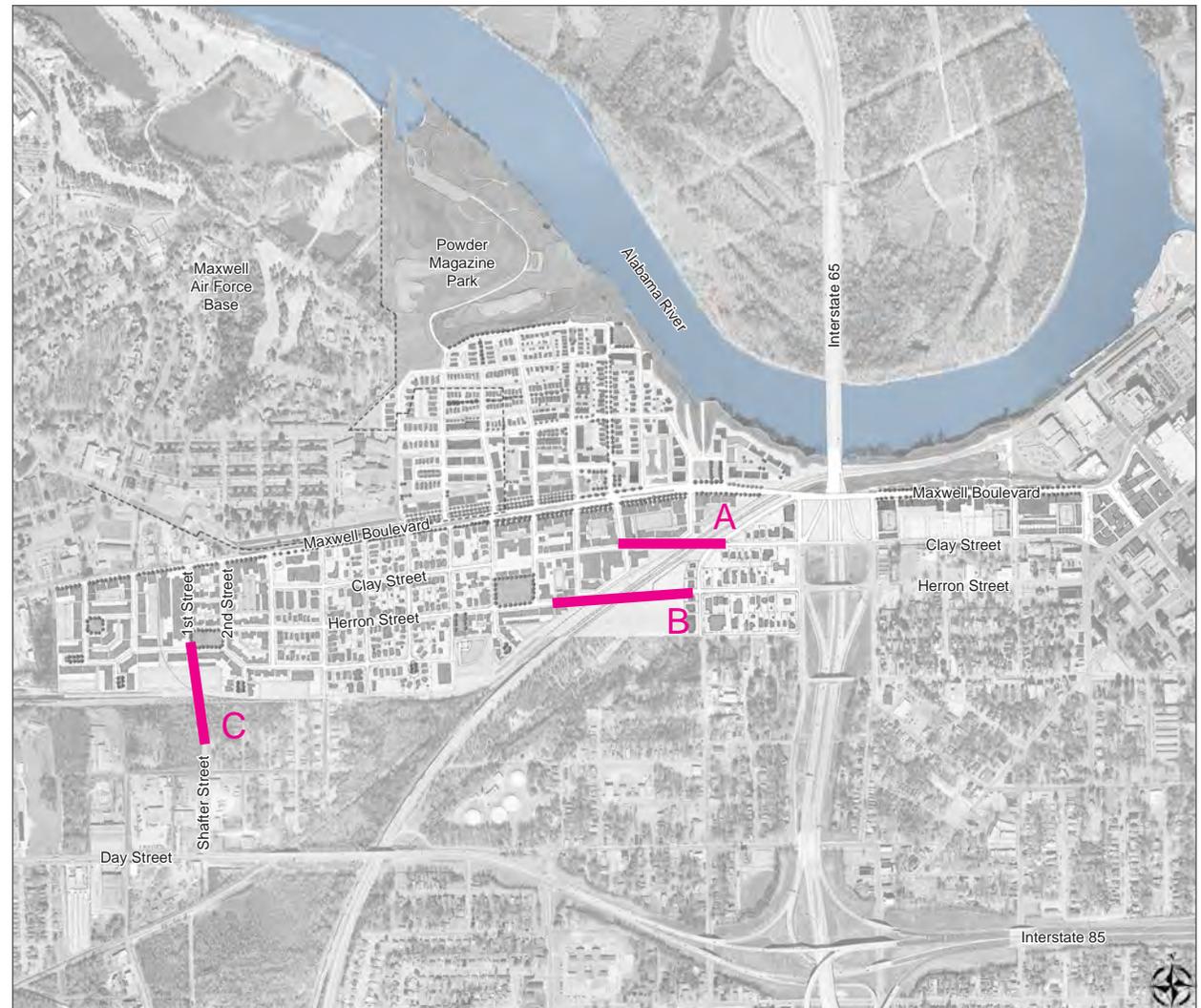


Interstate Access to Maxwell Air Force Base

Currently, access to Maxwell Boulevard and Maxwell AFB for travelers heading southbound on I-65 is inefficient and inconvenient. People exiting I-65 to go to the base must make three left turns and go through five traffic signals to reach Maxwell Boulevard due to the circular one-way traffic pattern on the ramps at Clay Street and Herron Street. During the charrette, four alternative routes were identified and discussed with City transportation officials.

The first alternative centers on the generally accepted “diamond” interchange; a proven design, superior to “clover leaf” and many other geometric patterns. The difficulty with a potential diamond pair of ramps, to and from the north on I-65, stems from the next interchange to the north. North Boulevard/State Route 152 intersects I-65 near milepost 173 and has ramps less than ½ mile from the potential diamond ramps that would extend north from Maxwell Boulevard. This creates a dangerous traffic weaving maneuver with southbound drivers weaving on to I-65 from North Boulevard conflicting with I-65 traffic exiting to reach Maxwell Boulevard. This complex set of maneuvers could be handled with an extremely expensive “collector/distributor” network, but the cost could not be justified. The cost of access ramps built to the high elevations of the main-line bridge and to facilitate river navigation, would also contribute negatively to the cost.

The other three alternatives would involve bridging over the railroad tracks (surface street connections would require eliminating a crossing elsewhere along the line) to increase connectivity and simplify access to Maxwell Boulevard. The “A” alternative extends Clay Street west; the “B” alternative extends Herron Street west and the “C” alternative proposes people would exit I-65 at Day Street and connecting Shafter Street with either 1st Street or 2nd Street. These three alternatives will address the circulation issues related to access to and from Maxwell AFB as



well as circulation to and from the existing neighborhood to the rest of Montgomery.

The interstate standard for vertical clearance above rail lines is 21 feet. To that, one must add six feet for the depth of the bridge beam for a total of 26 feet from the road surface to the existing rail lines. To reach the re-

quired elevations, vertical transitions are assumed with a 6 percent grade; or a distance of 100 feet for every 6 foot change in elevation. Depending on the height of the rail the bridges extend slightly into the neighborhood to the west but the added connectivity outweighs any negative effect this may have on the neighborhood.



SPECIAL PLACES

Maxwell Boulevard East and Overlook Park

A large focal building is sited with good visibility from the highway, and enough room for a parking deck.

Parking for Overlook Park is moved to parallel, on-street parking, giving more room for formal park space.

A staircase connects Maxwell Boulevard with the Hampstead Institute Downtown Farm and the waterfront trail system.

Curb extensions create a tighter street geometry, making the street safer by reducing the design speed of the road.

New mixed-use buildings fill out the block, and terminate the street, replacing a surface parking lot.



Parking is provided on-street and in mid-block parking locations.

A mid-block pedestrian passage improves pedestrian connectivity by breaking up a large block into smaller, walkable blocks.

Existing buildings are restored and rehabilitated.

Larger parking resources are consolidated in decks at the ends of the blocks.

	Proposed Building
	Existing Building
	Park Space
	Street Trees





Maxwell Boulevard East

This segment of Maxwell Boulevard that was formerly known as Bell Street currently hosts Overlook Park with its gazebo and well-tended, linear green. Below the park is the Hampstead Institute Downtown Farm and Ken Groves Children Garden with its iconic working windmill. The farm grows, harvests and sells fresh locally grown foods while

offering educational workshops for school children. A staircase is planned at Whitman Street that would connect Maxwell Boulevard with both the farm and waterfront trail system. Infill development along Maxwell could offer a diversity of uses including multi-story mixed-use buildings at intersections and compact housing, such as mansion apartments and

row houses, with views of the Alabama River. The intersection of Maxwell Boulevard and I-65 presents an opportunity for offices or hotels in a highly visible location with highway access. A coordinated streetscape along Maxwell of awnings, ample sidewalks, street trees and on-street parking could create a vibrant pedestrian corridor.

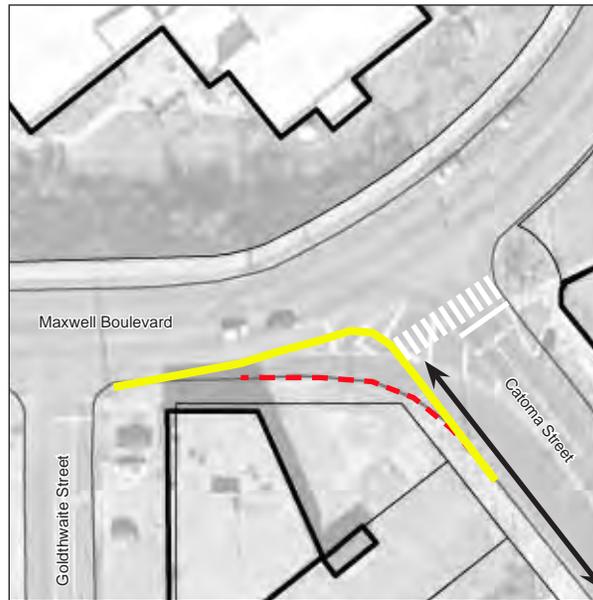


Maxwell Boulevard East

East of I-65, Maxwell Boulevard enters the Downtown in the area of Goldthwaite Street. The charrette vision for this entry as a highly urban setting, within the T5 transect, requires Maxwell Boulevard to transition from a higher speed facility to a lower speed urban thoroughfare. One of the ways to help with this transition is to add on-street parking and to slow right turning traffic.

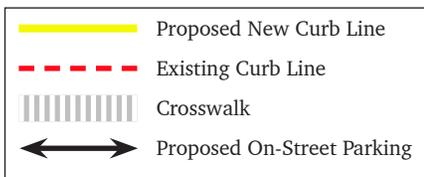
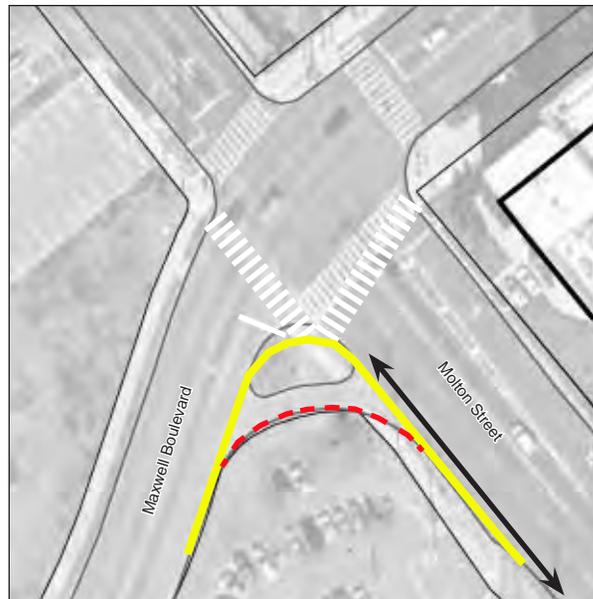
Catoma Street

The right turn geometry at the intersection with Catoma Street should be refined to eliminate the free-flow right movement. This will manage traffic speeds on a now-urbanized Catoma Street and provide shorter pedestrian crossing distance at the intersection. This design also allows for a single southbound lane on Catoma and the addition of on-street parking.



Molton Street

At the intersection with Molton Street, a similar treatment is recommended, with removal of the “pork chop” island on the eastbound right turn.



Maxwell Boulevard South

The Plan for Maxwell Boulevard South is simply the building back of the structure that once existed and where possible creating strategic new mid-block parking areas, new businesses, and green spaces.



Vacant industrial buildings are repurposed with office, commercial or residential uses.

New parks are created throughout the neighborhood. Trees define the edge of neighborhood parks.

New mid-block parking areas.

New residential units help to support the existing businesses along Maxwell Boulevard.

Buildings of similar scale infill vacant lots throughout the neighborhood.



MacMillan International Academy building is reused for community purposes.

Mixed-use development along Maxwell Boulevard completes the fourth side of a Chappelle Green.

New development uses perimeter buildings to allow plenty of parking at the center of the block.

Clay Street and/or Herron Street could provide additional connections over the railroad tracks and into the neighborhood and create better access to Maxwell AFB from I-65 south.



Denser housing types make reinvestment profitable while introducing new residents.

Infill housing on existing lots.

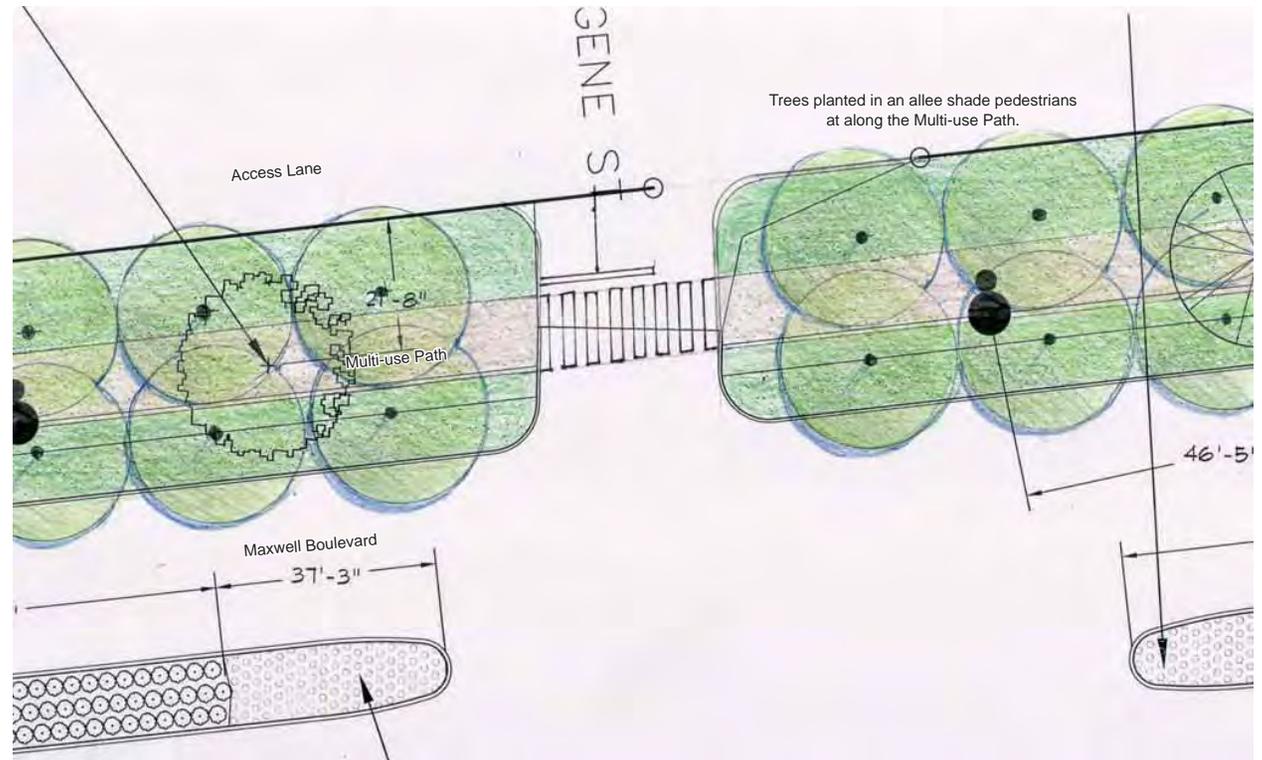


Maxwell Boulevard Future Phases

The Maxwell Boulevard Neighborhood Plan recognizes the importance of Maxwell Boulevard for regional and local traffic. The current plan of the roadway under construction is not suggested to be modified between the curb faces.

The plan illustrates a new access lane with on-street parking on the north side of the boulevard where existing conditions provide more flexibility. Although it would be preferable to have the access lane with on-street parking on the south side of the Boulevard as well, there is not enough space between the roadway and existing structures for this type of street improvement.

The addition of an access lane creates a large median between the boulevard and the access lane within the existing right-of-way. This median should be used to create a shared use path or bikeway with a row of trees on either side. This connection will make pedestrian and bicycle traffic between the Downtown and Maxwell AFB more accessible and keep bikes out of the main vehicular travel lanes.



Chappelle Bluff Neighborhood

An interconnected network of walkable blocks and streets is extended across the site.

Pedestrian-only spaces are used to subdivide some blocks into even smaller, more walkable blocks.

The site's street network can accommodate a diverse range of uses and building types.

An existing boat ramp can be opened to the public.

A boat and clubhouse for rowing is built at the end of Morris Street.



An access lane parallel to Maxwell Boulevard provides on-street parking without interrupting the flow of traffic in the main travel lanes.

The visibility of sites along Maxwell Boulevard make them great candidates for mixed-use development.

Parking for mixed-use development is provided in mid-block locations.

Boat trailer parking can be accommodated in a new park along Maxwell Boulevard.

New apartment buildings can overlook the river and the Downtown.



Powder Magazine Square

Currently, the small park by Riverside Drive mainly consists of a parking lot adjacent to the historic Powder Magazine. However, if the brush along the bluff were thinned and cleaned, this location would have some of the City's best views of the Downtown.

Reinvigorating this park into Powder Magazine Square will create a great new address, destination for visitors, and spectacular dining experience within a short distance from the Downtown.

The riverwalk trail leads down the bluff toward the Powder Magazine Park picnic area using a switchback trail system to manage the existing slope.

Small cottages are arranged around a cottage court.

A small corner store or apartments can face the square.

A large tree is preserved.

Existing lots are used to build new single family homes in keeping with the historic character of the existing blocks between Eugene and Gordon Street.



The existing gazebo is renovated and rebuilt.

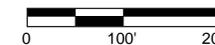
The historic powder magazine.

A wedding chapel for special events is created on the Bluff to take advantage of the square and dramatic views of Downtown.

Powder Magazine Square provides public gathering space with dramatic long river views of the downtown skyline.

The buildings fronting Powder Magazine Square could include a bed & breakfast or restaurant overlooking the dramatic view.

Townhomes with an alley face the revamped square.



Powder Magazine Square



The new Chappelle's Bluff neighborhood is configured to maximize public access to the site's spectacular long riverfront views of downtown Montgomery. The site next to the historic powder magazine, one of the highest points along the riverfront, is the location for a new signature public square. This square is framed by the fronts of a variety of residences and the dramatic vistas would also be attractive for a bed & breakfast or restaurant.

The square is designed to be flexible to accommodate a wide range of activities. The lawn is large enough to serve as an informal play area and as a staging area for events like concerts and weddings. The sidewalks and streets around the lawn provide the opportunity for a shady stroll or bike ride. The square also serves as a trailhead for the City's riverfront trail system. While comfortably sized and detailed, the square retains enough formality that it can serve as a dignified site for a civic pavilion and a monument.

A fine-grained street and sidewalk network connects the square seamlessly to the rest of the neighborhood. Neighborhood residents and visitors alike will benefit from the convenient and picturesque walks to the square. This connectivity has the additional benefit of helping the value of the square as a real estate amenity accrue even to lots located well inland.



Bed & Breakfast

A unique building at the edge of the bluff by Powder Magazine Square could be a bed and breakfast or small hotel. Gary Justiss looked at a potential plan and how the building may look with a dining area overhanging the bluff with views toward the Downtown. A bed and breakfast, or small hotel with a dining room, are a few possible uses of this site and buildings design.



Bed and breakfast or small hotel location.



West Elevation



East Elevation



Wright Brothers / Maxwell Field Air Museum

There are plans to build a Wright Brothers / Maxwell Field Air Museum adjacent to Maxwell Air Force Base. This could be an attraction for visitors to Montgomery. The air museum could be located at the edge of the neighborhood, or if an alternate site is found, the same area can develop with other community assets.



Wright Brothers / Maxwell Field Air Museum Option

Single family homes match similar development across the street while screening parking for the air museum.

Parking is located in a mid-block location

An apartment building hides the parking from development within the neighborhood.

The air museum has the greatest amount of frontage and visibility along Maxwell Boulevard.

Wright Brothers airplane hanger.

Buses can use the access lane as a drop-off and pick-up location for school children or tour groups and then park behind the museum.



Neighborhood Development Option

An alley next to Maxwell Boulevard allows development to side or back toward the blank wall of the base without reducing circulation or connectivity.

Playground

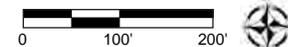
Cottage homes surround a close that can also be used as a drop-off for the Daycare.

Daycare Facility

Mid-block Parking

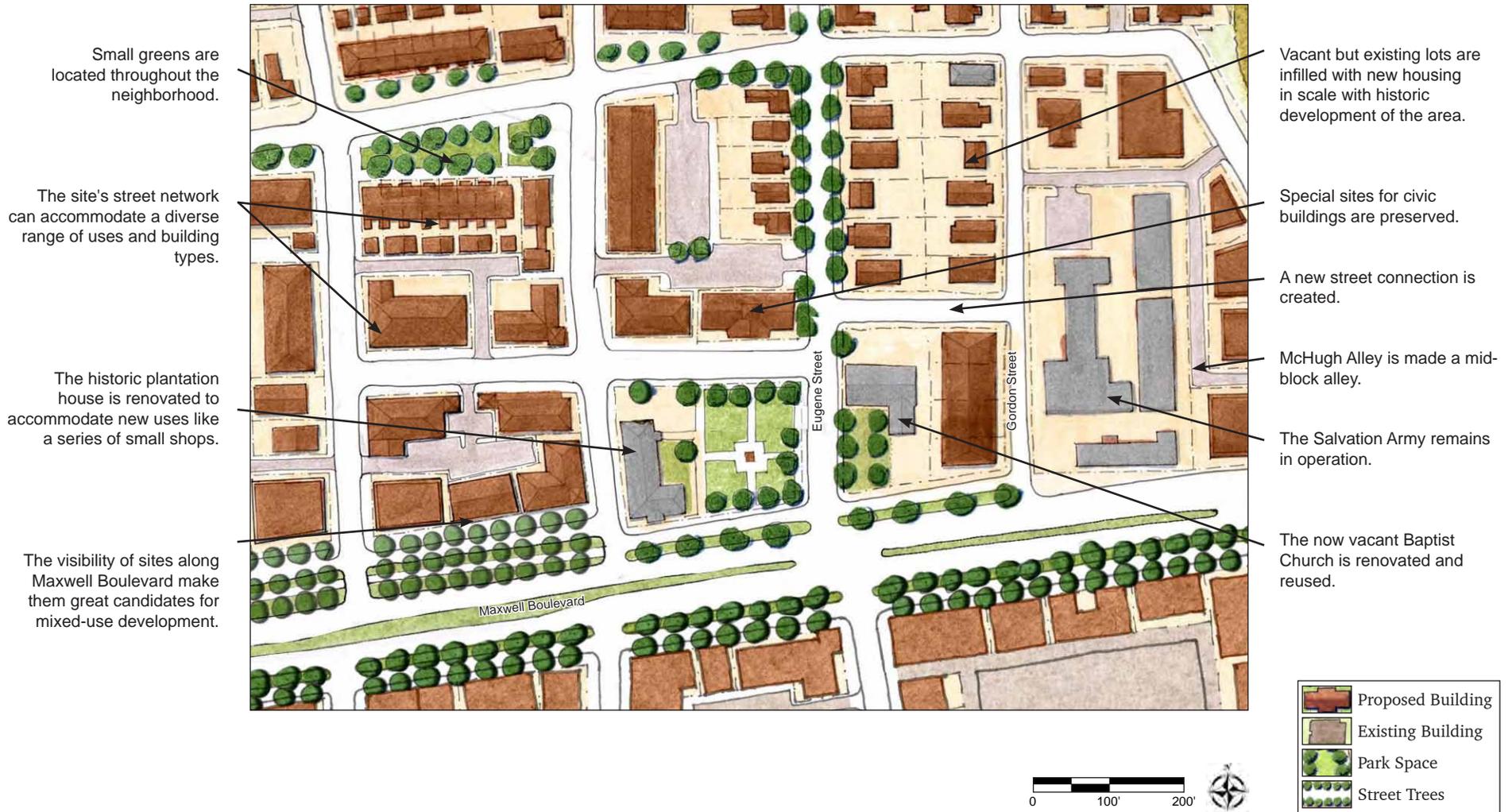
Mixed-use development fronts an access lane along Maxwell Boulevard.

A bikeway within the median between Maxwell Boulevard and the access way creates a connection between Maxwell Air Force Base and the Downtown.



Chappelle Green

The first plantation house in the American south made of brick is located next to Maxwell Boulevard. To keep the importance and visibility of this building, a green should be created next to it that can serve as a focal point for the community.



Chappelle Green



Chappelle Green is designed to provide an attractive front door to the new neighborhood. This signature public space is anchored by a historic church and by the historic Chappelle House. The square is fronted by buildings containing a rich mix of uses including civic, residential, shops and offices. Retail is arranged contiguously on the ground floors of buildings abutting the square in order to form a lively walkable shopping destination. The square is lined with trees and crossed by pathways with benches, making an ideal place for a leisurely, restful walk.

Chappelle Green is lined with narrow, traffic-calmed, pedestrian-friendly streets. This makes it possible for patrons to arrive and view goods for sale in shop windows as many ways as possible: by car, by bicycle, and by foot. This street network also provides highly walkable connections to the body of the neighborhood and to other important new public spaces. The street on the east side of the square passes by the front of the historic church and then leads directly through the neighborhood to the new riverfront Powder Magazine Square. As with all the other public spaces in the Chappelle's Bluff neigh-

borhood, Chappelle Green will provide a highly valuable amenity, benefiting even those properties which do not directly face it.

Side access lanes can be seen extending along the edge of Maxwell Boulevard. These slow-moving single travel lanes are separated from Maxwell Boulevard's main through travel lanes by a median planted with trees. The slow-moving side access lanes make it possible to provide crucial on-street parking in front of street-oriented mixed-use buildings.



Plan Diagrams

Much of the Chappelle Bluff neighborhood creates new streets, buildings and uses. To better understand this neighborhood the plan diagrams are shown in more detail.

Five Minute and Ten Minute Walking Circles

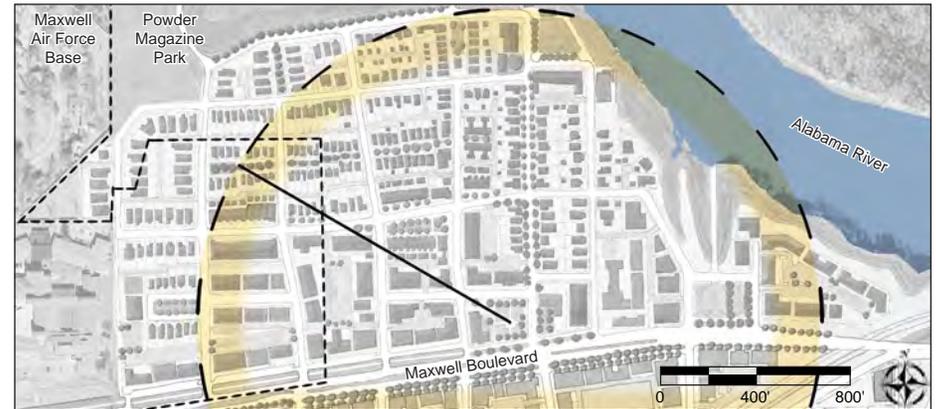
The Chappelle Bluff neighborhood primarily fits within a 5 minute walk, or pedestrian shed. This pedestrian shed extends to the other side of Maxwell Boulevard into the existing neighborhood. However, the nature of Maxwell Boulevard makes the neighborhood to the south a separate neighborhood. Pedestrian connections across Maxwell Boulevard should be enhanced to better connect these two neighborhoods and provide better access for residents to the river, Powder Magazine Park, and the amenities created in the new neighborhood.

Existing Green and Civic Building Network

Powder Magazine Park to the north of this neighborhood provides a great amenity to this community as well as to the larger Montgomery community. In addition, civic structures such as the historic Powder Magazine, the first plantation house made of brick, and the old Baptist church should be preserved, reused, and built into the neighborhood.

Proposed Green and Civic Building Network

The green network can be enhanced by creating a series of small greens, mid-block greenways, squares and playgrounds to make this neighborhood desirable. Small civic structures can be used as focal points within the community.



5-Minute Walk



Existing Green and Civic Building Network



Proposed Green and Civic Building Network



Street Network

Existing Streets

Although a more complex street network previously existed, currently only a few streets remain. One of these streets, Eugene Street which turns into Riverside Drive, weaves through Powder Magazine Park from the top of the bluff, past a large picnic area and down to the boat ramp at the northern most part of the park.



Existing Street Network

Proposed Streets and Alleys

Proposed streets and alleys create a connected network within the neighborhood. An access road with on-street parking is created parallel to Maxwell Boulevard. This access road allows for new main street buildings to front the street while still having on-street parking. This also allows through traffic to flow along the central Maxwell Boulevard lanes. Alleys provide rear access to lots allowing mid-block parking.



Proposed Street and Alley Network

Pedestrian Network

The pedestrian network is greatly enhanced by the riverwalk along the bluff and a shared path within the median between Maxwell Boulevard and the new access lane. In addition, several pedestrian courts connect through the center of several blocks creating additional frontage for private homes. This cottage court design creates a different kind of street making smaller homes to have more shared space and be desirable places to live.



Pedestrian Network



Uses Within the Chappelle Bluff Neighborhood

The Chappelle Bluff neighborhood consists of a mix of uses and building types. Building types vary from mixed-use main street buildings, apartment or condominium buildings, attached town homes, small cottages, and larger single family homes. The following series illustrates the potential location for each of these building types throughout the neighborhood.



Mixed-Use, Retail, Office, and Recreational Buildings



Apartment and Condominium Buildings



Row Houses



Small Houses



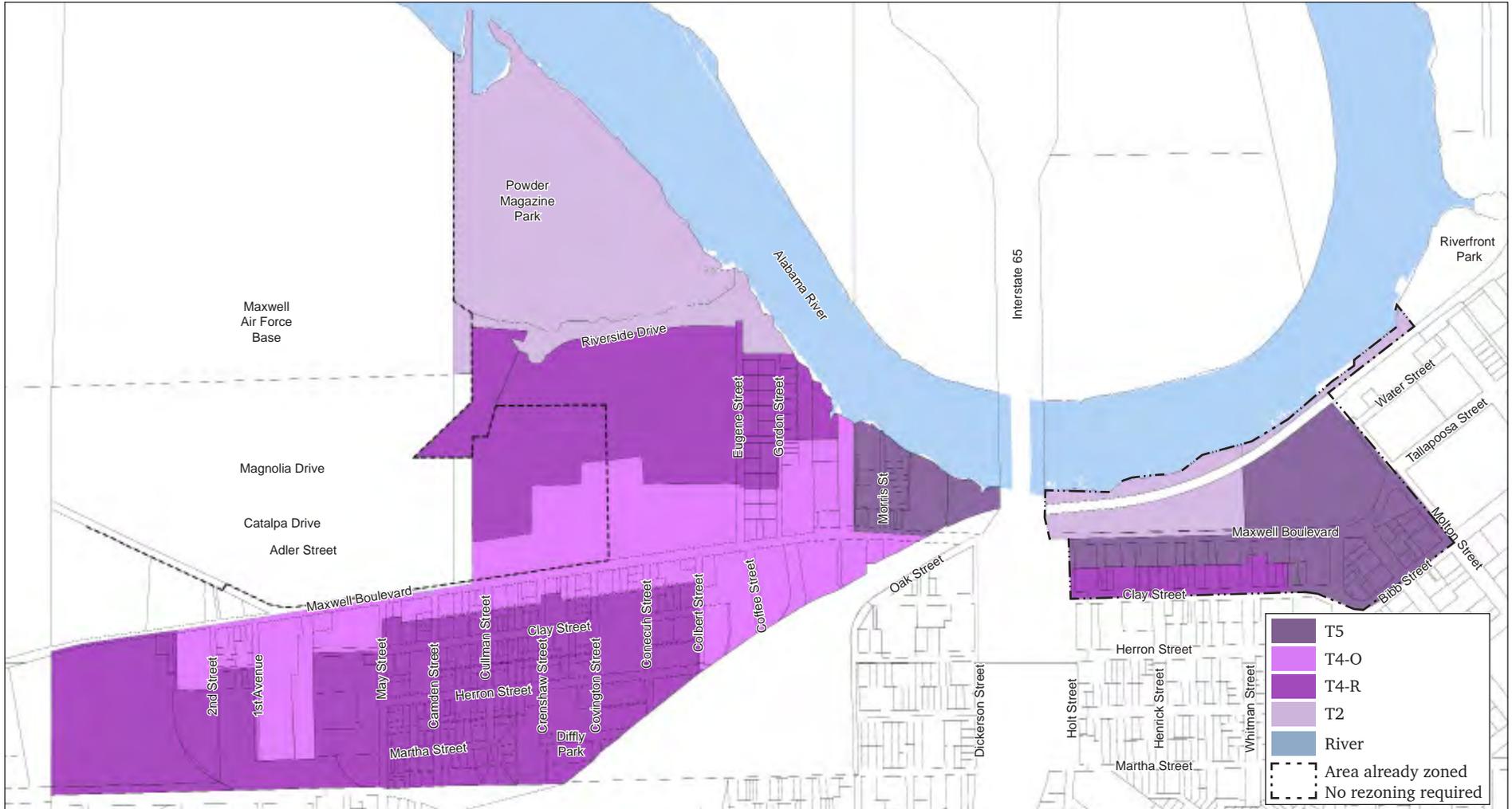
Large Houses



Proposed Transect Plan

To better control the form of development throughout the study area, it is suggested that the area be rezoned with transects from the Montgomery SmartCode. The areas east of I-65 are already zoned with transects and no revisions to their zon-

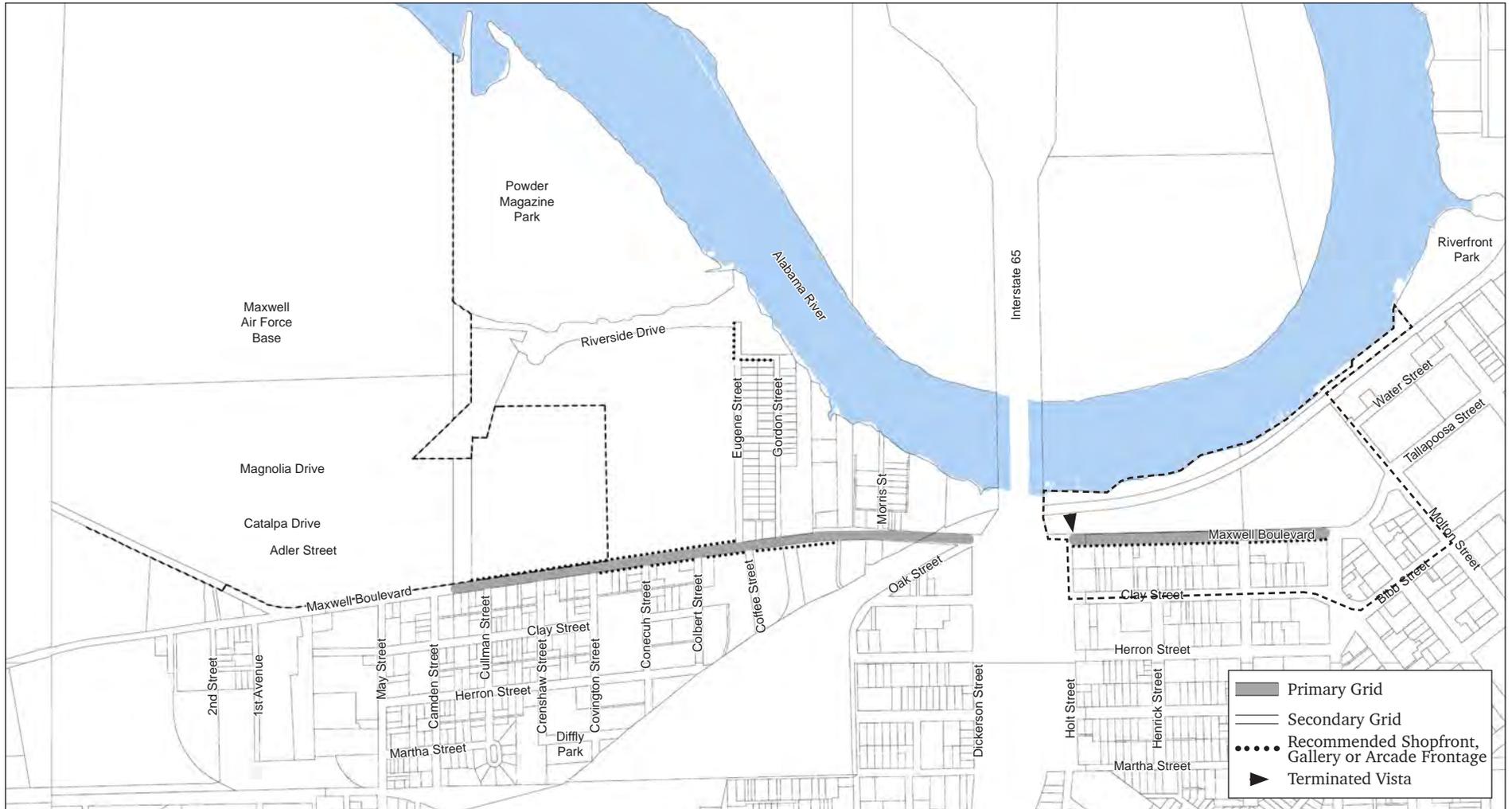
ing is proposed. Properties closer to Maxwell Boulevard should be zoned T4-O and areas farther from the main Boulevard should be zoned T4-R. Powder Magazine Park is owned by the Army Corps of Engineers so no change in zoning would be required.



Proposed Special Requirements Plan

The Special Requirements Plan described in the Montgomery SmartCode designates the Primary Grid from the Secondary Grid. It also locates recommended or required shopfronts, galleries or ar-

cade frontages. Certain areas along a linear corridor should be focus points for urban buildings and pedestrian accommodations like shopfronts and their awnings.

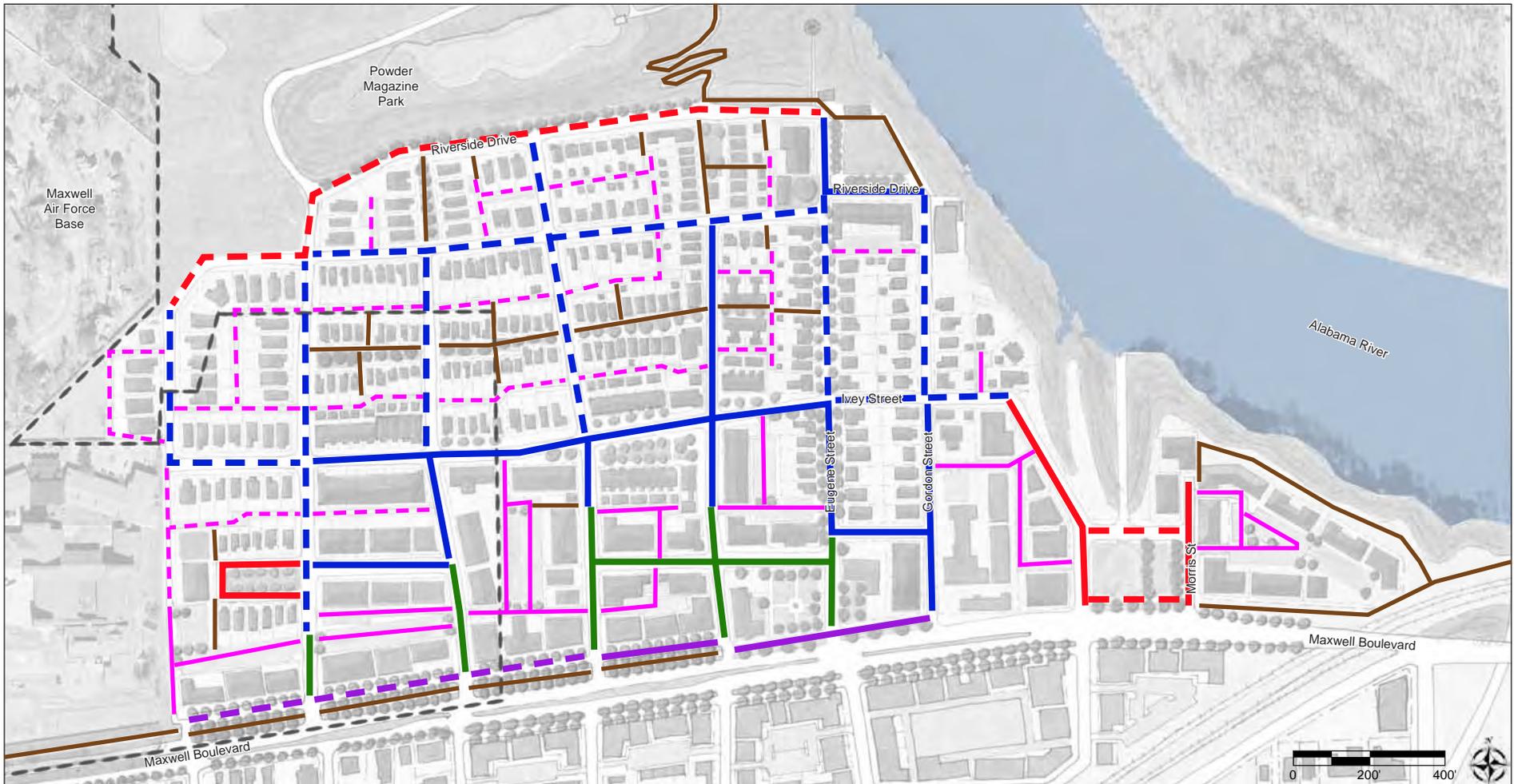


Thoroughfare Assignment Plan

Montgomery has an adopted SmartCode form based code with thoroughfares for new development areas. However, the SmartCode was developed for the Downtown and the thoroughfare sections reflect the more intensive transects found there. New thoroughfare sections, based on SmartCode

street standards and approved as part of a separate SmartCode development, are proposed for the Chappelle Bluff neighborhood. The Thoroughfare Assignment Plan shows the location for each proposed thoroughfare.

	CS-60-34		SR-40-17
	DR-47-25		SR-47-25
	DR-54-32		AL-20-20
	ST-45-23		LN-20-12
	ST-52-30		PED



Thoroughfare Standards

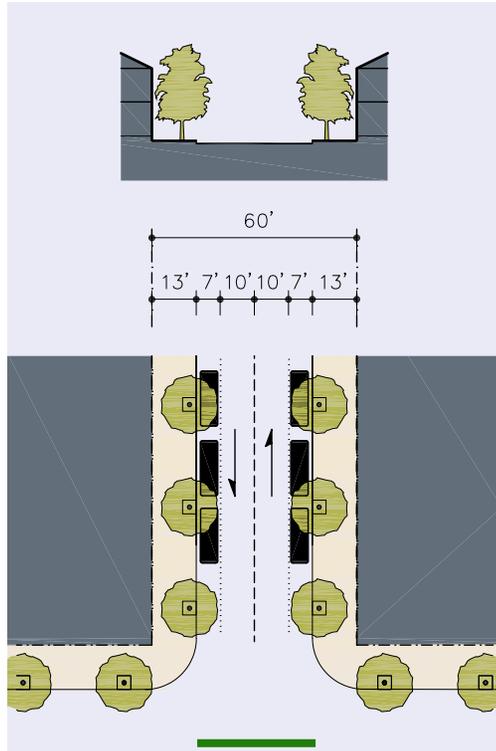
Key:

ST-57-20-BL

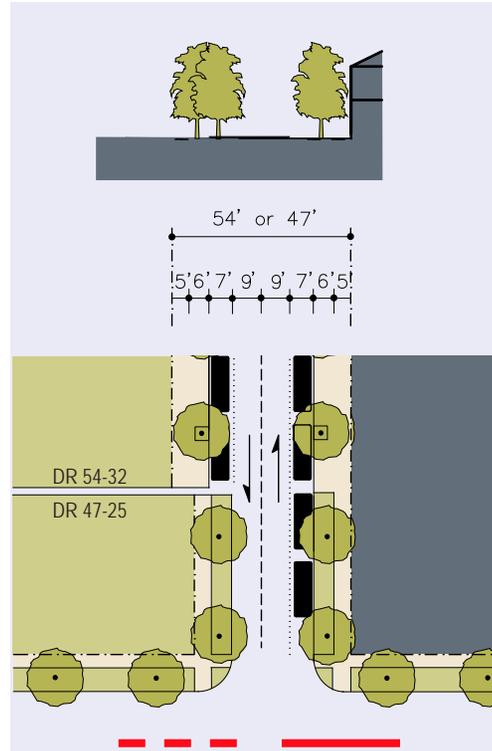


THOROUGHFARE TYPES

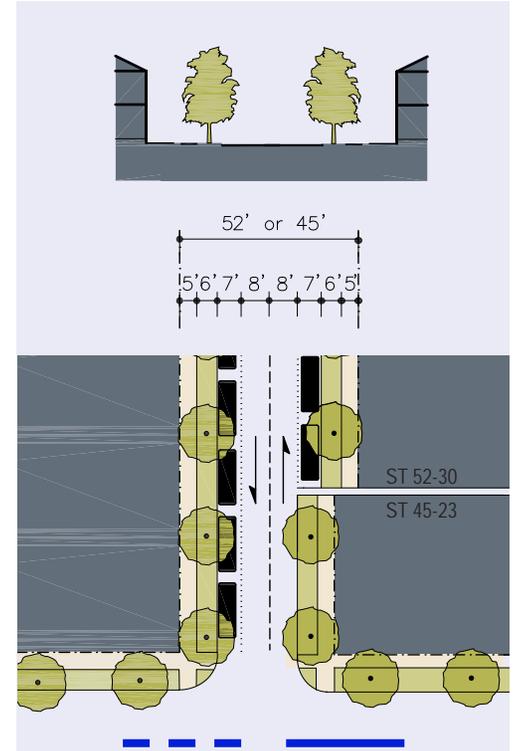
- BV: Boulevard
- AV: Avenue
- CS: Commercial Street
- ST: Street
- RD: Road
- RA: Rear Alley
- RL: Rear Lane
- BT: Bicycle Trail
- BR: Bicycle Route
- PT: Pedestrian Path
- TR: Transit Route
- SH: Sharrow



Name	CS 60-34
Thoroughfare Type	Commercial Street
Transect Zone	T4-O, T5
R.O.W. Width	60 feet
*Pavement Width	34 feet
Movement	Free Movement
Vehicular Design Speed	25 MPH
Pedestrian Crossing Time	7.5 seconds
Traffic Lanes	Two lanes @ 10 feet
Parking Lanes	Two sides @ 7 feet marked
Curb Radius	15 feet
Walkway Type	13 foot sidewalk
Planter Type	4 foot by 4 foot planters
Curb Type	Varies
Landscape Type	Trees @ 30 foot o.c. average

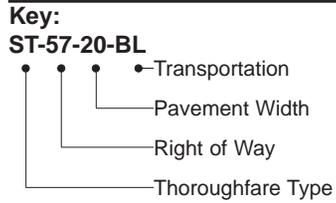


Name	DR 47-25 or DR 54-32
Thoroughfare Type	Drive
Transect Zone	T3, T4-R, T4-O, T5
R.O.W. Width	47 feet or 54 feet
*Pavement Width	25 feet or 32 feet
Movement	Slow Movement
Vehicular Design Speed	20 MPH
Pedestrian Crossing Time	5.5 seconds or 7 seconds
Traffic Lanes	Two lanes @ 9 feet
Parking Lanes	One side @ 7 feet marked or Two sides @ 7 feet marked
Curb Radius	15 feet
Walkway Type	5 foot sidewalk or 11 foot sidewalk
Planter Type	6 feet planting strip or 4 foot by 4 foot planters
Curb Type	Varies
Landscape Type	Trees @ 30 foot o.c. average



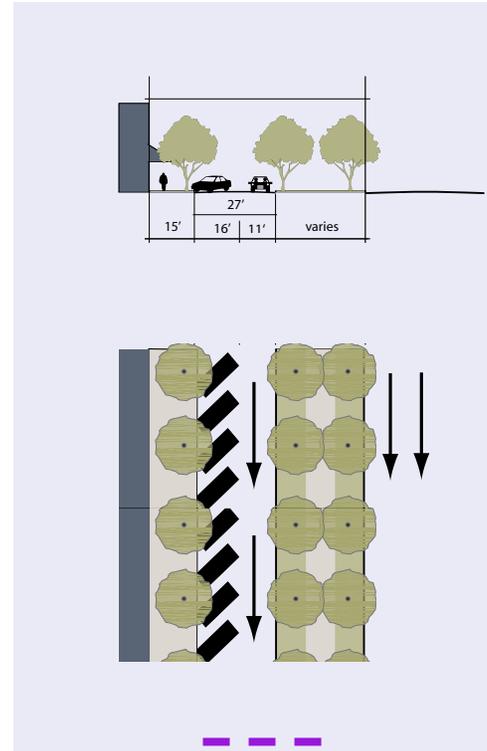
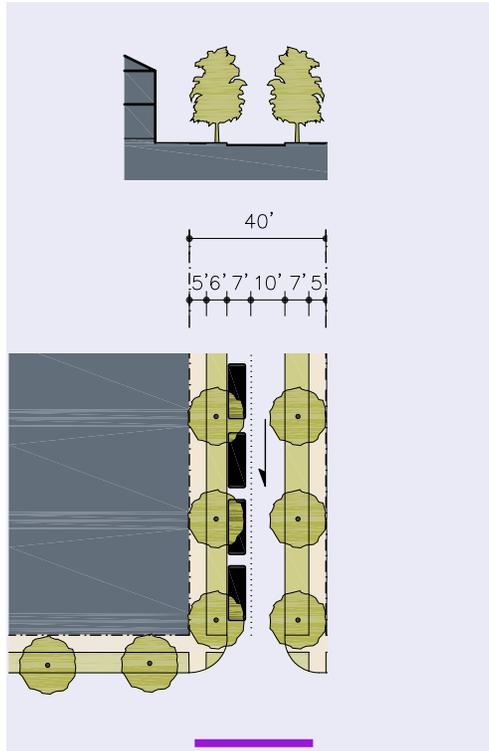
Name	ST 45-23 or ST 52-30
Thoroughfare Type	Street
Transect Zone	T3, T4-R, T4-O
R.O.W. Width	45 feet or 52 feet
*Pavement Width	23 feet or 30 feet
Movement	Slow Movement
Vehicular Design Speed	15 MPH
Pedestrian Crossing Time	5.1 seconds or 6.6 seconds
Traffic Lanes	Two lanes @ 8 feet
Parking Lanes	One side @ 7 feet marked or Two sides @ 7 feet marked
Curb Radius	25 feet if swale, 15 feet if curb
Walkway Type	5 foot sidewalk
Planter Type	6 feet planting strip
Curb Type	Varies
Landscape Type	Trees @ 30 foot o.c. average





THOROUGHFARE TYPES

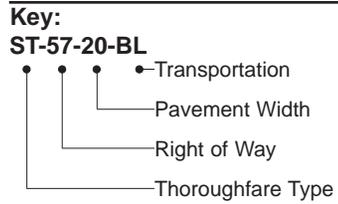
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- PT: Pedestrian Path
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- SH: Sharrow



Name	SR 40-17
Thoroughfare Type	Slip Road
Transect Zone	T4-R, T4-O, T5
R.O.W. Width	Varies
*Pavement Width	17 feet
Movement	Slow Movement
Vehicular Design Speed	15 MPH
Pedestrian Crossing Time	3.7 seconds
Traffic Lanes	One one-way lane @ 10'
Parking Lanes	One side @ 7 feet marked
Curb Radius	15 feet
Walkway Type	15 foot sidewalk
Planter Type	4 foot by 4 foot planters
Curb Type	Curb
Landscape Type	Trees @ 30 foot o.c. average

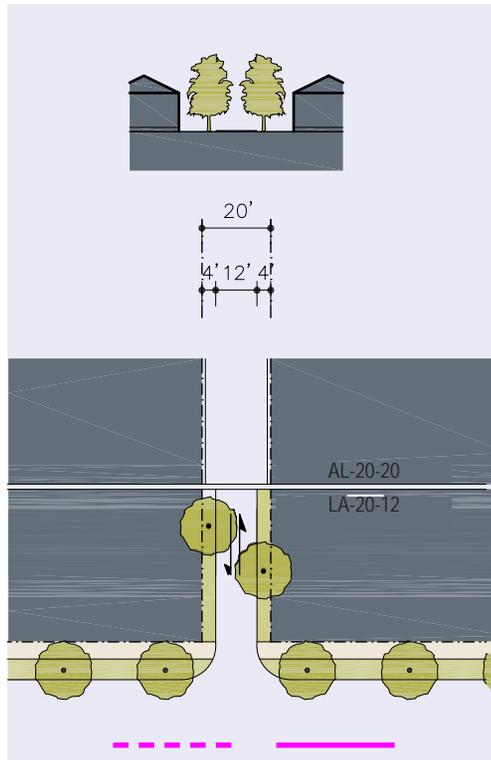
Name	SR 42-27
Thoroughfare Type	Slip Road
Transect Zone	T4-R, T4-O, T5
R.O.W. Width	Varies
*Pavement Width	27 feet
Movement	Slow Movement
Vehicular Design Speed	15 MPH
Pedestrian Crossing Time	6 seconds
Traffic Lanes	One one-way lane @ 11'
Parking Lanes	45 degree angled parking one side
Curb Radius	15 feet
Walkway Type	15 foot sidewalk
Planter Type	4 foot by 4 foot planters
Curb Type	Curb
Landscape Type	Trees @ 30 foot o.c. average



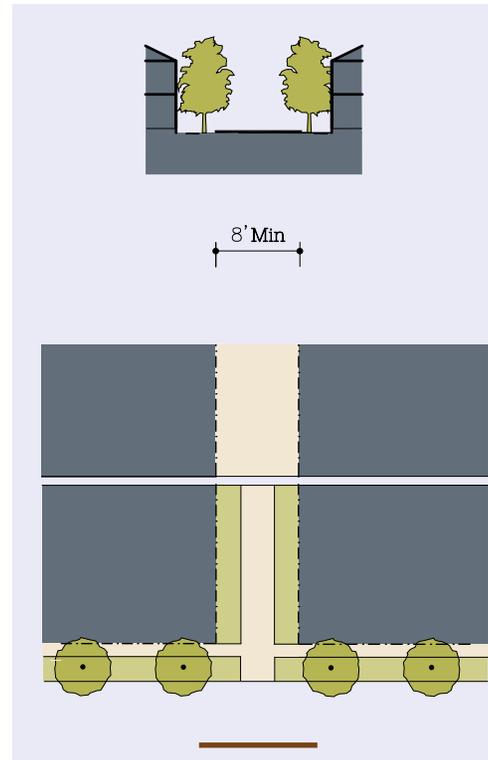


THOROUGHFARE TYPES

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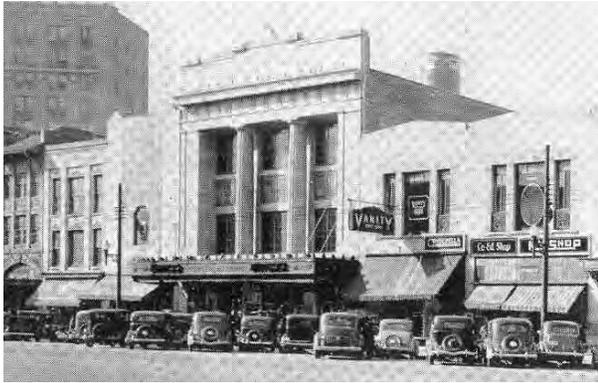


Name	LA 20-12 or AL 20-20
Thoroughfare Type	Lane or Alley
Transect Zone	T3, T4-R, T4-O, T5
R.O.W. Width	20 feet
*Pavement Width	12 feet - lane or 20 feet - alley
Movement	Yield Movement
Vehicular Design Speed	10 MPH
Pedestrian Crossing Time	2.6 seconds - lane or 4.4 seconds - alley
Traffic Lanes	Two lanes @ 12 feet - lane or 20 feet - alley
Parking Lanes	n/a
Curb Radius	15 feet
Walkway Type	n/a
Planter Type	4 foot planter strip - lane or none - alley
Curb Type	Inverted crown
Landscape Type	Trees clustered, averaging 30 foot o.c.



Name	PED
Thoroughfare Type	Drive
Transect Zone	T2, T3, T4-R, T4-O, T5
R.O.W. Width	8 feet minimum
*Pavement Width	5 feet minimum
Movement	n/a
Vehicular Design Speed	n/a
Pedestrian Crossing Time	n/a
Traffic Lanes	n/a
Parking Lanes	n/a
Curb Radius	n/a
Walkway Type	5 foot sidewalk minimum
Planter Type	Varies
Curb Type	n/a
Landscape Type	Varies





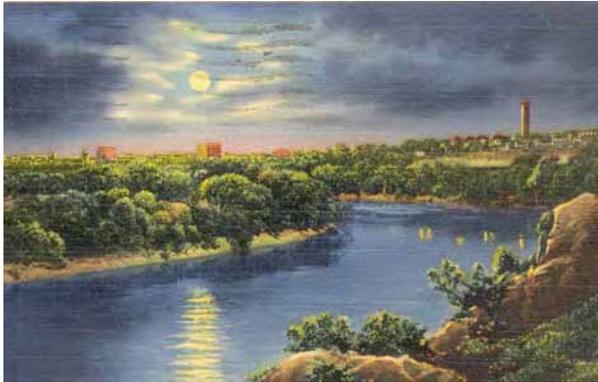
Infill



Streets



Mix of Uses



Natural Features



Neighborhoods



Parks



Density



Shopping



Preservation



Cities today are judged by the quantity and quality of certain elements by potential residents, employers, and businesses. In this way the economic health and the quality of life in a city can be improved by protecting, enhancing, and adding these elements.

The City of Montgomery in its economic heyday between 1880 and 1920 was committed to centering development in its Downtown where it would be utilized by the most people. Streets were built with both character and capacity, fostering a mix of uses to create lively and prosperous places. Natural features were utilized as scenic amenities and planning neighborhoods that were as self-sufficient as they were attractive provided plenty of parks. Shopping districts were well-tended and iconic buildings were preserved, all providing a high enough density of people to make sure all of these elements were used to their maximum advantage.

The commitment to the city waned after World War II as people moved from the city to the suburbs. The planners of the suburbs accomplished what they set out to do, liberating people from crowded living conditions and offering a chance of home ownership to many people. However, the land-use and transportation strategies that created the suburbs were found to cause new unforeseen problems: obesity epidemics from a lack of walking; lethal and crippling vehicular accidents; the balkanization of America into heterogeneous neighborhoods; monotonous, low-slung, make-shift new environments; long commutes; expensive expansions of infrastructure; and social alienation.

The lessons about urban placemaking that made cities great are now being applied to the suburbs to improve their function and appearance. After many years of experimentation in new approaches to City



planning based on the suburban model which included a highway system through the heart of cities and urban renewal efforts to reduce densities to suburban levels, City Planning has also returned to proven strategies. This plan utilizes placemaking approaches that have worked perennially in Montgomery to improve the neighborhoods, corridor and districts of Maxwell Boulevard.





economics 4

INTRODUCTION

The Maxwell Boulevard study area is unique in the City of Montgomery as it has the Air Force Base, one of the largest institutional uses within the City, directly adjacent to the Downtown. The study area has stunning views of the Alabama River and Downtown from underused properties, and it includes an area east of I-65 that is ripe for redevelopment. At the same time, south of Maxwell Boulevard, west of I-65 is a neighborhood that once was a vital industrial area and now has limited employment and a declining household base in need of rejuvenation.

What We Heard

During the charrette, interviews were conducted with local residents, representatives from Maxwell Air Force Base (AFB), business owners, non-profit leaders, developers, lenders and City staff. We heard the need to use resources wisely to restore neighborhood vitality and a balance of uses, and provide retail and services within walking distance of existing homes, while improving the public realm. All of these goals need to be met while retaining and enhancing the areas assets, community and identity. To address these concerns and issues, the Maxwell Boulevard Neighborhood Plan creates a framework for change that is based in economic feasibility.



Framework For Change

Familiar Building Types

Traditional Urban Principles

Reinforcement of Existing Business

Opportunities for New Businesses

A Range of Housing Opportunities

Walkable Access to Retail & Services



FRAMEWORK FOR CHANGE

Familiar Building Types

The Maxwell Boulevard Neighborhood Plan proposes to create a new neighborhood in scale and keeping with the existing neighborhood and historic structures. The plan does not propose building types that are out of scale or intensity with the neighborhood or that would require expensive parking structures outside of the means of current property owners. Rather it is the arrangement of the street and the buildings that creates the public realm.

Traditional Urban Principles

The Plan is based upon traditional urban principles for making attractive, pedestrian-friendly places while also accommodating automobiles. This helps in two ways. First, it makes a comfortable and safe public environment, and second, it adds pedestrians to the existing auto traffic as a source of customers for local business.

Reinforcement of Existing Business

Infill development that fits within the urban framework proposed will add to the existing business environment. The Plan calls for the City to work with local business owners to assist in building and façade renovations. The addition of side access lanes on the Boulevard will create a more attractive frontage for businesses and encourage future investment.

Opportunities for New Businesses

The Plan presents a future with additional housing and public improvements that will make it reasonable for new businesses to take the risk of locating in the study area. The strategy is based upon the idea of increasing available local spending, while improving both foot and auto traffic so that a local business can rely on having a sufficient number of customers. The Plan also proposes public amenities adjacent to retail and service locations to encourage more use of the area during both the day and at night.

A Range of Housing Opportunities

The Plan proposes a mix and range of housing opportunities to be provided through renovation and infill programs. Potential re-use of underused residential land for new housing types that match the historic character can address the regional preferences and pricing for a complete, walkable, urban neighborhood.

Walkable Access to Retail & Services

Currently, Maxwell Boulevard does not provide a welcome pedestrian environment. Part of the framework for change is to recreate the public realm along Maxwell Boulevard, and to dramatically increase the pedestrian infrastructure in the neighborhood. This will create an attractive urban environment that encourages safe pedestrian travel. Proposed additional street improvements and potential future development along Maxwell Boulevard could be a transformative element for this side of the City. Visible improvements to the public realm can set both a precedent and a new standard, as did the renovation of Court Square in the Downtown.



THE ECONOMIC CONTEXT

Maxwell Boulevard is an economic patchwork. Maxwell Air Force base is a national training center for officers in the US Air Force. The base has a permanent resident population, its own retail facilities for base personnel and its own elementary school run by the Department of Defense. North of Maxwell Boulevard between the base and I-65 is the location of a former public housing project that was recently demolished. Located in that area are also a small area designated as historic, Powder Magazine Park, and several large tracts of underdeveloped land. South of Maxwell Boulevard is a former industrial area that was developed with workforce housing for employees.

Because of this diversity of conditions, analyzing the potential for change in the project area requires understanding both the local and regional context. The area south of Maxwell Boulevard near the base is distressed, but the base itself is an area that provides thousands of local jobs and has residents of moderate and upper income depending on rank. The study area, not including Maxwell AFB, has been in decline. Without intervention, decline in the area is projected to continue, as shown in the table for demographic change.

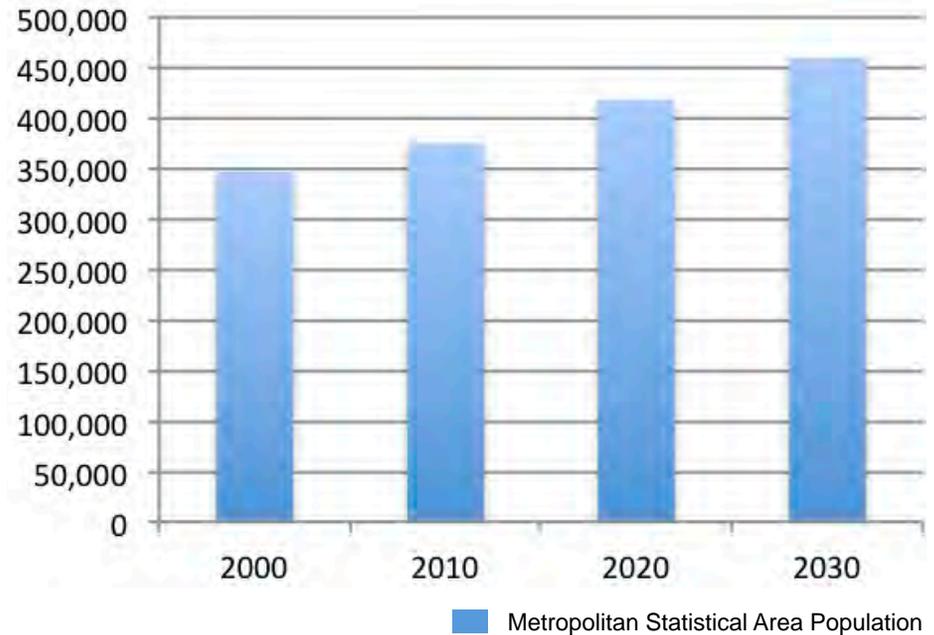
On the other hand, the areas of underused land north of Maxwell Boulevard and west of I-65 present unusual opportunities for reinforcing residential use between Downtown and the base. The area is large enough to create its own sense of place and attract residents from the region who might wish to live near Downtown, but who would also appreciate the amenity offered by park space and possibly the best views of Downtown Montgomery and the waterfront anywhere in the City. This area could capture a portion of Montgomery's future growth. The US Census performed projections of growth for the metropolitan statistical area (MSA), which includes Autauga, Elmore, Lowndes and Montgomery counties, that indicate a growth in population of approximately 43,000 persons between 2010 and 2020, or approximately 16,400 households.

Demographic Change: Maxwell Study Area Not Including Maxwell AFB

	2000	2010	2015
Population	481	363	339
Households	158	123	115
Average Household Size	3.01	2.89	2.90
Owner Occupied Housing Units	21	15	13
Renter Occupied Housing Units	137	108	102
Median Age	25.8	26.6	26.9
Median Household Income	\$10,000	\$9,683	\$9,914
Average Household Income	\$13,572	\$16,698	\$17,144

Source: ESRI BIS

Montgomery Metropolitan Statistical Area Population



Source: US Census Bureau

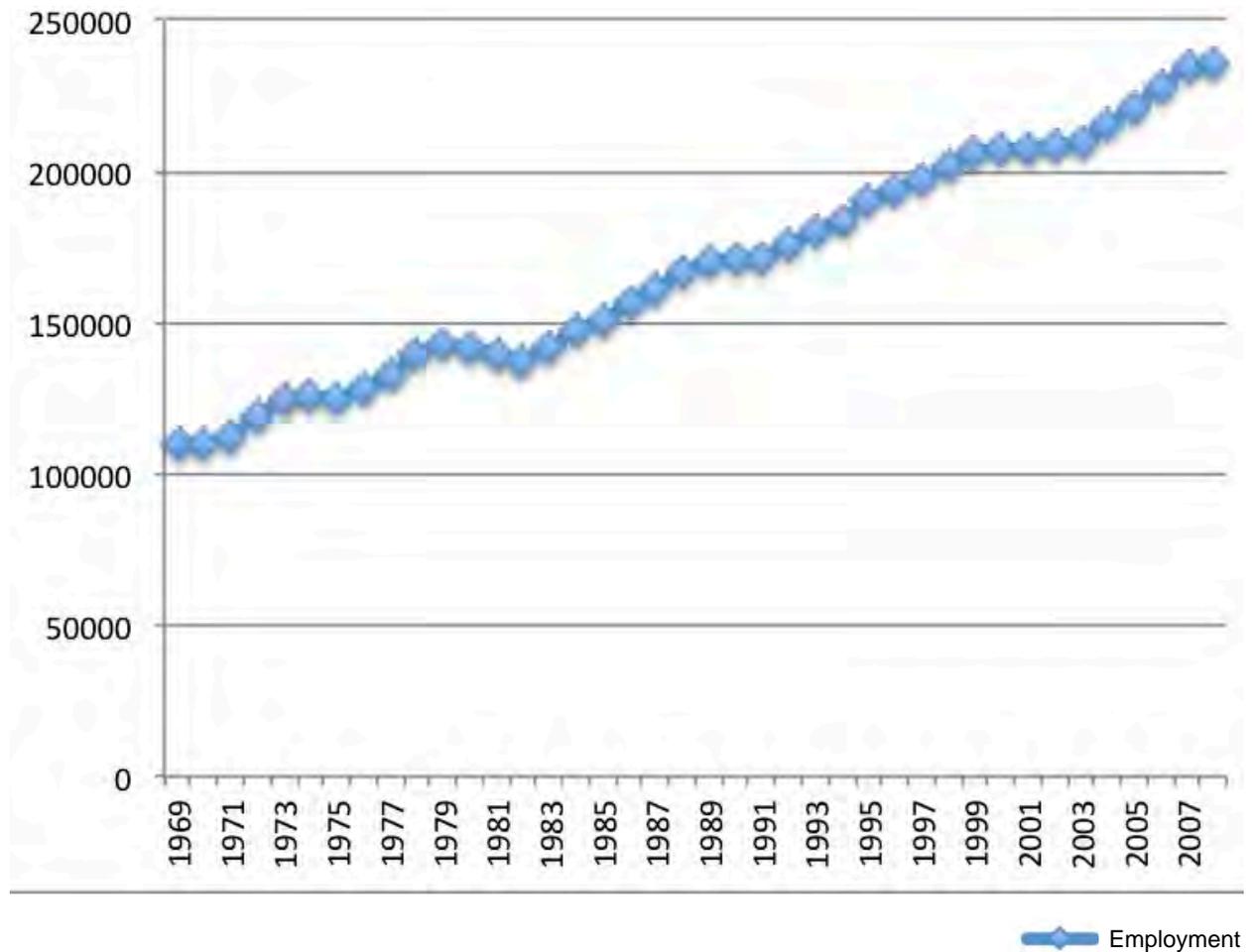


Contrary to expectations, the City of Montgomery grew by approximately 4,200 people, or 3,100 households between 2000 and 2010. These census numbers and projections indicate a housing market that will increase as the national economy recovers. Despite the national downturn, which has affected Montgomery, long-term trends for employment in Montgomery are positive. There have been downturns before, but Montgomery has seen a long-term progress that matches its steady population growth. In the regional context, Montgomery will continue to grow as it has in the past despite the speed bump presented by the current national economy.

The location of Maxwell AFB offers an opportunity to leverage the income and population it brings for economic change. Maxwell AFB, as a training facility has between 25,000 and 35,000 visitors every year for education and an additional 5,000 to 8,000 visitors who are vendors or Department of Defense personnel. All of these people must be housed—some 15,000 to 25,000 military in training are housed off-site every year in hotels throughout the City. When vendor and Department of Defense personnel are added, there is sufficient demand to support a 125 room hotel on a site near the base.

According to Maxwell AFB personnel, while most residents of the base shop at the Exchange and the Commissary on base, many purchases are made off base because of a desire for greater choice in quality and types of goods. In addition, many trainees and residents make regular use of restaurants and entertainment venues throughout the City and Downtown. If the connection between the base and Downtown can be improved, and if more local opportunities for dining, entertainment and retail are developed next to the base, there is a large, consistent, if mostly transient, population to support amenities.

Employment - Wage & Proprietor 1969 - 2008



Source: US Bureau of Economic Analysis



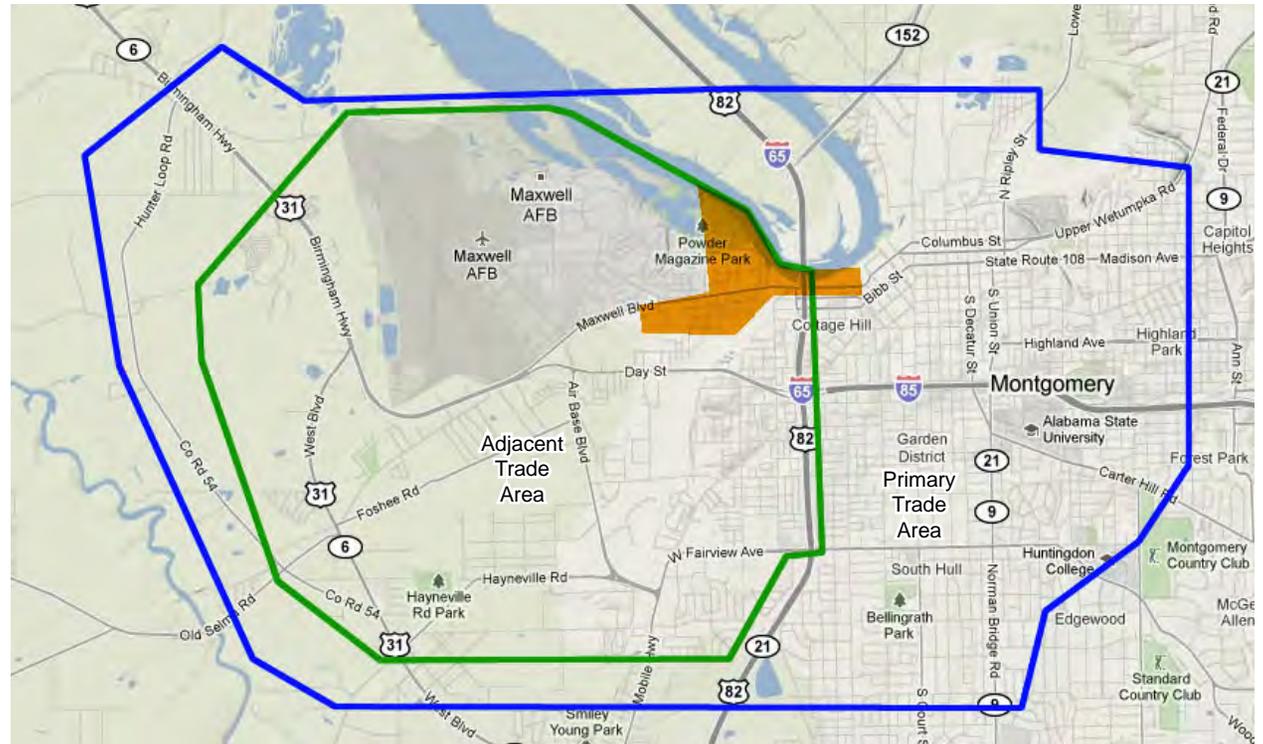
RETAIL MARKET STUDY

Market Trade Areas

Adjacent and primary trade areas are identified to approximate the reasonable boundaries of visitors to any new retail and restaurant development within the Maxwell Boulevard area. It is plausible that residents living well outside of the trade areas will also dine or shop at businesses along Maxwell Boulevard, but their numbers are not significant enough to influence the size of the supportable commercial development. New employment centers, residential development, civic uses, and hotel development constructed within or adjacent to the trade areas could increase the retail projected sales, but not the total size of supportable retail.

The isolated nature of the Maxwell Boulevard study area limits the area's accessibility from most of the region's employment and residential centers, creating a relatively small potential geographical trade area. Montgomery's central business district workers have a good selection of restaurants and shopping venues Downtown, and would not likely be inclined to drive to this part of Maxwell Boulevard during their lunch breaks or for casual shopping.

Generally, military personnel conduct large amounts of their shopping and dining at base supported facilities. However, given Maxwell AFB's large number of out of state visitors to the Air University, it is likely that they would seek alternatives to existing commercial offerings on the base. Recreational users of the Alabama River and adjacent parks may have some impact on the area's retail sales, depending on the types of expanded facilities.



Maxwell Boulevard's adjacent trade area lies inside the green lines above. The blue line delineates the primary trade area.



Adjacent Trade Area

The adjacent trade area for Maxwell Boulevard is essentially the Maxwell AFB and the small residential neighborhoods located to the south and west. I-65 forms a firm edge along the eastern edge of Maxwell Boulevard's main study area. Approximately 55-60% of the new retail sales will be generated from the base, its visitors and residents as well as vehicular traffic passing through the corridor. The area's hard edges somewhat limit the trade area's population from easily accessing more desirable shopping and dining areas, creating a semi captive market and opportunity for its new businesses.

The base's total 7,900 personnel includes 2,250 active duty officers and enlisted personnel, 3,450 civilians and 2,220 contract employees in addition to 1,200 Air Force Reserve officers and enlisted service personnel. The Air University conducts educational sessions that range from a few days to multiple months and can expand the visitors to the area. A single day snapshot provided by Maxwell Air Force Base found 1,727 students attending the University on October 1, 2010. The base also has 14,300 retirees and 13,600 active duty family members.

Primary Trade Area

The primary trade area is an extension of the adjacent trade area, representing the source for 5-10% of potential retail sales in addition to those projected inside of the adjacent trade area. Extending approximately 4 miles east and south, the primary trade area includes the Downtown business district, most of Cloverdale and the neighborhoods to the south.

The primary trade area's 2010 population was 86,200, with 32,500 households earning a median household income of \$32,400. The area is projected to decline to 84,300 people and 31,900 households in 2015. However, the median household incomes are projected to increase to \$33,100 by 2015. The area has a competitive business market with 4,700 businesses operating in 2010 within the primary trade area including 87 food stores, 27 hospitality units and 188 eating and dining establishments. Approximately 64,000 people were employed in the primary trade area in 2010¹.

This study assumes that approximately 1% of the people living, visiting or working within the primary trade area, but outside of the adjacent area, will visit the Maxwell Boulevard corridor once year on average. This figure could be higher for some businesses if they offered exceptional goods and services or were unique to the region. It is not anticipated that the businesses would take any significant sales away from the Downtown area, but it could be an important amenity for the surrounding neighborhoods and help increase the quality of life for the community and base personnel.

¹ Detailed information on projections can be found in Appendix A: Retail Market Study Charts



Retail Market

This study finds that there is an existing statistical demand for 20,400 square feet of additional neighborhood retail within the Maxwell Boulevard study area. In 2010, residents and visitors in the defined trade areas generated approximately \$657 million in retail-restaurant sales (non-automotive), of which, Maxwell Boulevard could capture \$5 million in annual sales. The balance of spending occurred in locations outside of the trade area, on the internet and by mail order.

Surprisingly, the retail demand may fall to 16,900 square feet by 2015 due to a projected 2.1 percent (1,850 people) decline of population in the primary trade area. In addition to this population migration, a reduction in household size from 2.44 in 2000 to 2.37 in 2015, and deterioration in the rate of growth in average household income (from 2.13% annually between 2000 and 2010 to 0.4% annually between 2010 to 2015) could negatively impact the potential disposable income of consumers in Maxwell Boulevard's primary trade area².

However, should 350-400 new residential units and additional infill residential be built in accordance with the Maxwell Boulevard Neighborhood Plan along with a new 125 room hotel, then an estimated total of 32,200 square feet of neighborhood retail can be supportable. Physical store growth and expansion of product lines of existing businesses could also potentially capture a share of this unmet local demand.

However, the potential retail demand does not warrant that new retail will be developed by itself. Leasing, property ownership, access to capital and numerous other factors could be responsible for limited commercial growth and a market not meeting its demand potential.

Supportable Business Types

Approximately 20,400 – 33,200 square feet of supportable retail could be developed as a neighborhood center, as defined by the Urban Land Institute. These types of businesses primarily service the surrounding neighborhoods, workers and vehicular traffic that are seeking a quick purchase of food, beverages or services. This customer base seeks convenience over selection or value.

The following businesses are supportable for the Maxwell Boulevard study area: bakery, banking, coffee, deli, dry-cleaning, electronics, florist, hair care, pizza, sporting goods, grocery market, home furnishings, mail center, and casual sit

² Detailed information on projections can be found in Appendix A: Retail Market Study Charts

2010 supportable retail summary:

Restaurants/Limited Services	4,300 sf	3-4 Restaurants
Grocery/Markets	7,100 sf	1 Store
Home Furnishings	1,800 sf	1-2 Stores
Sporting Goods/ Books	7,200 sf	1-2 Stores
Total	20,400 sf	6-9 Stores

2015 supportable retail summary per status quo:

Restaurants/Limited Services	3,300 sf	2-3 Restaurants
Grocery	5,100 sf	1 Store
Sporting Goods/ Books	6,900 sf	1 Store
Home Furnishings	1,600 sf	1-2 Stores
Total	16,900 sf	5-7 Stores

2015 supportable retail summary with 400 new units & a 125 room hotel:

Restaurants	6,400 sf	4-5 Restaurants
Grocery	8,500 sf	1 Store
Home Furnishing	2,800 sf	1-2 Stores
Sporting Goods/ Books	7,500 sf	1-2 Stores
Pharmacy	4,500 sf	1 Store
Bank	2,500 sf	1 Branch
Total	33,200 sf	9-12 Stores

down restaurants (with liquor). It is also plausible that a full sized pharmacy of approximately 12,000 square feet could be developed in the study area with an experienced developer seeking to stake out a location before the market has fully matured to match its standard site selection criteria.

Planning & Design Guidelines

The types of business operating in the study area will generally have limited resources for advertising and marketing and will rely on visibility from Maxwell Boulevard for sustainability. These businesses will also need both on-street parking in the front and additional parking in the rear. Signage and parking standards should meet modern industry standards. The buildings can be 1 story or higher, free standing or attached and potentially similar in format to the historic Cloverdale neighborhood center.



RESTORING VITALITY & BALANCE

The most direct way to restore vitality and balance to the study area is the addition of infill housing and new housing that can address local and regional needs. New residents at a variety of income levels would bring consumer spending to support services and allow for new business that could serve local needs and also appeal to the population and trainees at Maxwell AFB. An effort to re-use the existing industrial sites for productive employment use would help to revitalize the area. Improvement of Maxwell Boulevard as an engine for economic development by ensuring that the improvements are walkable, attractive, and friendly to all modes of transit including bicycle. Increasing access to the river and improving access to the existing local parks will improve the local quality of life for everyone in the area. And finally, addressing perceptions of safety through enhanced police presence and through the addition of pedestrian scaled lighting would allow everyone in the area to enjoy the numerous amenities provided in the area and proposed by the Maxwell Boulevard Neighborhood Plan.

To evaluate the potential for development on the underused sites north of Maxwell Boulevard, the demographics for the Montgomery MSA were reviewed along with Census projections of growth. Housing and lifestyle preference were examined, and a program formed to respond to those needs and preferences. A program for residential development can be seen in the Housing Program Based on Montgomery Lifestyle Categories table, at right. This program was prepared for approximately 400 units of housing in this area and includes rental housing, row houses, and detached single family housing from small lot cottages to larger lot residences. The housing types include apartments, workforce housing, and market rate housing at all price ranges. The bulk of market rate single family

dwelling is between \$75,000 and \$300,000, with only four percent above that price range.

The intent is to create a full range of neighborhood housing to create a neighborhood with the capacity for young singles and couples, first-time buyers, workforce housing, senior buyers and renters, move-up housing opportunities, housing for empty nester couples, and housing that attracts those who desire view locations and unique site amenities. The groups targeted by this development strategy comprise approximately 38 percent of households in the Montgomery MSA. As a share of future growth, 400

units are approximately 2.4 percent of projected growth between 2010 and 2020, and 6.4 percent of the target market.

Infill south of Maxwell Boulevard may best be accomplished through partnership of the City and local community development entities such as Habitat for Humanity. The City and Habitat for Humanity both own significant parcels in the area. Montgomery has demonstrated with Lanier Place that it can pro-actively work with local developers to produce new housing. Continuing that effort here would benefit the local community.

Housing Program Based on Montgomery Lifestyle Categories

	Multifamily	Row Houses	Single Family	Totals
Rental Units under \$600 per Month	7.3%	2.9%	2.9%	13.2%
Rentals \$600 to \$999 per Month	5.2%	2.7%	4.6%	12.5%
Rentals \$1000 to \$1300 per Month	10.5%	1.5%	5.4%	17.4%
Rentals over \$1300 per Month	0.8%	0.0%	3.3%	4.1%
For Sale Units under \$75000	1.7%	0.0%	0.0%	1.7%
For Sale \$75000 to \$99,999	0.0%	2.9%	2.9%	5.9%
For Sale \$100000 to \$199,000	4.6%	3.1%	4.7%	12.5%
For Sale \$200,000 to 299,999	3.8%	1.4%	23.6%	28.8%
For Sale Units over \$300,000	0.0%	0.0%	3.9%	3.9%
Totals	34.0%	14.6%	51.4%	100.0%



RE-USING INDUSTRIAL SITES

As area improvements proceed, this area could become very attractive for businesses that need light industrial space that includes the ability to have an office with some amount of warehousing or light manufacturing space. Among those who could use such space include many industrial categories whose firms are create small items such as electronic components. The same type of space can be used by artists and other small businesses, including small cafes for local workers. There may be industrial revenue bond funding to pursue such an initiative.

Another possibility for old industrial structures, like the old cotton mill, is to preserve it as a historical and cultural museum. This was done in St. Louis at the old International Shoe Factory, which is now City Museum, a destination attraction for locals and visitors. Cultural tourism attracts local and regional visitors who want a day in the City, school field trips, and air-travel visitors wishing to learn more about the City. With the addition of a walkable environment relatively close to Downtown and the possibility of new retail services and an air museum, the cotton mill could be a destination for people from Downtown walking the river trail system or using the improved amenities along Maxwell Boulevard. It would add a cultural focus for the neighborhood that explains the history of this area and its people.

The reuse of industrial structures or properties is also dependent on its location within the neighborhood. Light industrial uses are appropriate on parcels to be zoned T4-O, however, are likely inappropriate for T4-R parcels which are intended to be more residential in nature.



REPAIR THE LOCAL SOCIAL FABRIC

Change requires that the social aspects of the area be addressed. Many spoke of a sense that this neighborhood was ignored and isolated. Some of the initiatives that could assist the neighborhood include partnering with the City to add infill housing, making additional connections across the railroad tracks at Clay and Herron streets, partnering with churches to provide senior housing, creating incubator buildings for new employment in old industrial space, identifying a location and partners for an events center for the community, and increasing community policing.

Partner with the City to Add Infill Housing

The City and Habitat for Humanity own land south of Maxwell Boulevard that could be improved with infill housing. The city has proven it can do this in other neighborhoods around the City. If local community development entities and the City are willing, there is a consortium of banks that specialize in funding affordable housing.

Make Connections at Clay and Herron Streets

Even though it appears from historic documents that Herron and Clay Streets were never connected across the railroad tracks before I-65 was built, it is clear from the layout that future connections were intended. Making these connections will connect this neighborhood to the historic areas east of the freeway for the first time and heal the sense of division and isolation that such breaks in the urban fabric foster. It will also enable easier patrols by police and will ease the traffic load on Maxwell Boulevard.

Partner with Churches for Senior Housing

There is tax credit funding enabled by the US tax code specifically for churches to pursue the creation of senior housing. The city may need to offer planning assistance to churches to make this opportunity feasible since most ministries are not familiar with tax credits or building design and construction. Nevertheless, some excellent senior housing has been built using the programs that enable churches to provide this community amenity such as General Baptist Convention in Portland, Oregon.

Incubator Space for New Employment in Old Industrial Buildings

Restoring employment to the neighborhood will add to its viability and vitality during the day. It will also add support for local business beyond the consumer spending of current and future residents. This initiative could qualify for industrial revenue bonding through the State of Alabama.

Identify a Location & Partners for an Events Center for the Community

There are a few organizations, like the Boys and Girls Club located within the neighborhood, but no real community center. Currently, the MacMillan International Academy is scheduled for closure and will not be in operation next school year. Instead of letting the building sit vacant, adding to the atmosphere of decline, the school should be looked at as an asset to the community by transitioning the building from an elementary school to a community center. The community center could be used as a place for community gatherings and events, continuing education classes, and employment training. In order to bring this change about, the City will need to identify a partner to help facilitate the transition of the facility and to run the community center.

Increase Community Policing

With some of the people associated with the Salvation Army, the decline of vacant buildings along Maxwell Boulevard and throughout the neighborhood, and the history of crime problems in the former HUD housing complex, the study area has a reputation and the perception of being unsafe. Although the area has a strong sense of community, the perception is an obstacle to attracting a new population and new business to this portion of Maxwell Boulevard. There is funding available through the Department of Justice to support community-policing efforts.

Actions to Rebuild the Neighborhood

The following are basic implementation tools the City can use to enable change over time.

Change Appraisal Statistics with Pilot Projects

prevents comparable properties from forestalling renovation or replacement

Down Payment Assistance for Infill
allows a greater pool of prospective owners at a variety of incomes

Design/Project Assistance for Land Owners

enables owners who are not developers to take advantage of the flexibility offered in the plan

HUD Loan Guarantee Programs
eases the difficulty of achieving financing for both single & multi-family housing

First-Time Buyer Assistance
attracts ownership by younger families of limited income who will add to the community



MAXWELL BOULEVARD AS AN ECONOMIC ENGINE

Maxwell Boulevard is being improved for automobile traffic, a necessary objective. But a new Maxwell Boulevard could be much more, and could lead the effort in urban revitalization. It could set the stage for urban improvements, create continuous pedestrian and bicycle access, create an access way to the north side with on-street parking, and the access way can be used to underground utilities for future development.

Set the Stage for Urban Improvements

The configuration of Maxwell Boulevard under construction may not automatically encourage businesses to be built up to the street. With some adjustments and future improvements such as the creation of an access lane with on-street parking and the placement of a pedestrian and bike access lane within the median, a more urban building pattern with buildings addressing the street, and ample space for outdoor seating and pleasant walkways may become feasible.

Create Continuous Pedestrian & Bicycle Access

There is an opportunity to use the remaining right-of-way to create a continuous pedestrian and bicycle access way from Downtown to the gates of Maxwell AFB with a median area between the main through lanes and an access lane in front of businesses. Providing this improvement will beautify the corridor, but it will also add to the potential viability of local business by providing multi-modal access and a sense of safety for pedestrians and cyclists.

Create an Access Way to the North Side of Maxwell Boulevard with On-Street Parking

Access lanes on boulevards are like side streets that allow cars to see, slow down, and stop at businesses. The access lane also allows pleasant pedestrian areas with wide sidewalks directly in front of the businesses. Because the access lanes do not slow down traffic on the main thoroughfare, they are an efficient means of ensuring access to businesses.

Use Access Way to Underground Utilities for Future Development

In addition to providing a better environment for business and pedestrians, access lanes can also be the location for underground utilities. Departments of transportation like this aspect of access ways because if it becomes necessary to dig up infrastructure in the future, the main thoroughfare is minimally disrupted during construction. Also, the ability to underground utilities help to reduce visual clutter and eliminates overhead wires so more trees can grow.



FUNDING & ORGANIZATION FOR NEW DEVELOPMENT

Montgomery has Down Payment Assistance

Montgomery has a down payment assistance program that can be used to help qualified renters become property owners. The use of this assistance in the Maxwell Boulevard study area could increase the potential demand for units here by adding to the number of people able to gain funding for unit ownership.

State/City Owned Tax Parcels

The State of Alabama and the City of Montgomery own parcels in the area that could be offered to local community development corporations at nominal cost for renovation or redevelopment of individual lots.

Housing can be Eligible for Federal Funding

There is funding for producing new housing in the Maxwell Boulevard area. There is the traditional set of grants under Community Development Block Grant funding from HUD, but there may also be funding available through the American Recovery Reinvestment Act neighborhood stabilization funding.

Community Development Financial Institution (CDFI)

Community Development Financial Institutions are created to use funding from public and private sources to enable development that would otherwise not be financed. A CDFI is eligible to use New Market Tax Credits. Currently, Birmingham has a CDFI, but Montgomery does not. In Birmingham, they work with Community Development Entities to fund and build projects for the community good. All of the development proposed in this area could be eligible to be funded by a CDFI. For more information about CDFI's visit cdfi.org.

Community Development Entities (CDE)

Any development entity, such as a developer, can become certified as a CDE and is then eligible to collaborate with a CDFI on a development project. The advantage is access to alternative funding sources that can include public, private and even charity funding.

Low Income Housing Tax Credits (LIHTC)

Low Income Tax Credits are available for rental housing that is utilized by those who make less than 60 percent the median income. The City of Montgomery has experience in the use of these credits, and there is also a local consortium of financial entities that finance LIHTC projects.

New Market Tax Credits

Due to the income levels in the area according to the Census tract, New Market Tax Credits are available for any development within an eligible Census tract that is proposed to alleviate blight, improve the local economy, or produce local jobs. The process of obtaining the credits depends upon having a certified issuer of the credits, usually a venture capital fund or a CDFI.

Variable Land Pricing for Social Utility

It is suggested that land owned by the public be offered to different entities with pricing that varies according to the social utility of the project proposed. In a typical development, parks and open space, public access, and income range addressed are all usually limited. The plan proposes public amenities such as parks and plazas available to everyone and an income range wide enough to create numerous opportunities for a varied range of household incomes. While we have suggested funding sources to aid in development of a complete community, varied pricing is an avenue of assistance to help the development meet social goals that might otherwise prove difficult to attain.

Mitigated Risk through Consortium Funding

Creating a local consortium to fund development in this area may enable financing. The most difficult constraint to development cited by developers was the current difficulty to achieve financing for any project no matter how feasible. A consortium helps with this problem by requiring only a small investment by any one lender, investor or financial institution. As such, it also operates outside of the typical loan committees at banks who are bound by legal rules regarding fiscal prudence and therefore unlikely to undertake the funding of an entire project in the current economy. A consortium for Montgomery could also be a CDFI and make use of credits and other financial vehicles.

Industrial Revenue Bonding

There are a number of incentives available from the Alabama Department of Economic Development for the reuse and redevelopment of industrial sites and buildings. In addition to Industrial Revenue Bonding, these include Capital Investment Tax Credits, Alabama Enterprise Zone Credit, Brownfield Development Tax Abatement, and an Industrial Development Grant Program. For more information about CDFI's visit <http://www.edpa.org/docs/alabama-taxes-and-incentives.pdf>.

Community Oriented Policing Services (COPS)

Neighborhood community policing funding may be available through the US Department of Justice COPS initiative. According to the Department of Justice, community policing involves community partnerships, organizational transformation, and problem solving. The COPS program offers funding grants and training to municipalities and jurisdictions that wish to implement any of these goals. Fiscal Year 2010 grants for development of community policing were between approximately \$250,000 to \$499,000 per agency grant awarded.



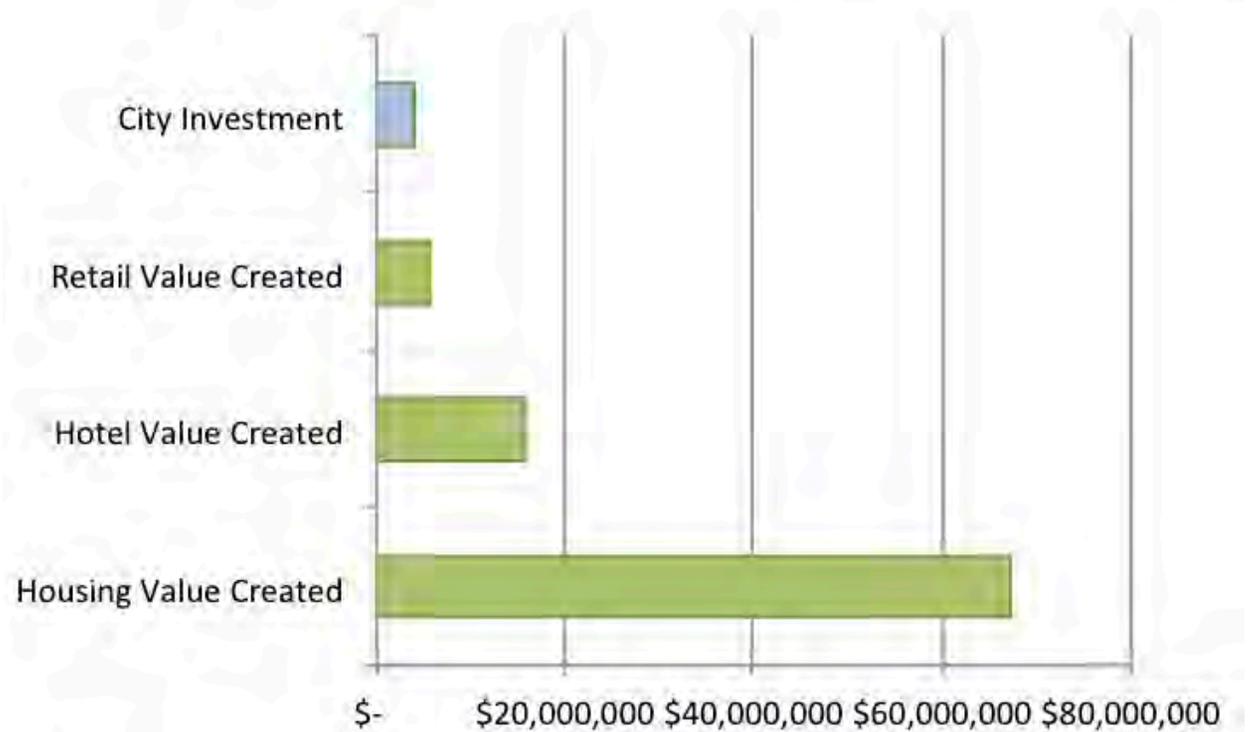
CITY INVESTMENT

Investment on Maxwell Boulevard by the City in the urban framework, open space, bikeways, river access and trails can create value well beyond the cost to the City. As part of the charrette, preliminary cost estimates for infrastructure and park space were prepared and compared to the value that could be created. The result is shown in the chart.

The city investment in this chart is estimated to be between \$4 million to \$6 million, to create value of approximately \$88 million.

Based upon the analysis presented, there is every reason to believe that future conditions will enable the City of Montgomery to implement the plan to revitalize the Maxwell Boulevard corridor, and to meet and exceed the desires of local residents for quality public space, a mix and range of quality housing in revitalized neighborhoods, increased access to recreation and the river, pedestrian friendliness, and amenities for all who live or visit here. Maxwell Boulevard can become one of the most vital and exciting areas of Montgomery.

Value Created Versus City Investment



COMMUNITY GOALS FROM ONE YEAR TO WITHIN OUR LIFETIME

Mayor Todd Strange participated directly in the planning and implementation discussions for this area. As a result of the Mayor's participation, the City of Montgomery is setting the following goals for implementation.

GETTING THERE – COMMUNITY GOALS IN A YEAR

- a. Adopt the Maxwell Boulevard Neighborhood Plan.
- b. Adopt the SmartCode Transect Map and Special Requirements Map for the Maxwell Boulevard area.
- c. Design Powder Magazine Square, improvements to Overlook Park and Riverwalk trail system.
- d. Open a second boat ramp for rowing and pedestrian access.
- e. Hold a funding summit to create Community Development Financial Institution and Community Development Entities.
- f. Plan one infill housing project on the south side of Maxwell Boulevard.
- g. Identify additional infill housing project locations.
- h. Design an access way for bicycle and pedestrian improvements along Maxwell Boulevard
- i. Issue a developer request for proposals for Overlook Park infill and Chappelle Bluff mixed-use and hotel sites.
- j. Define development process for the Chappelle Bluff neighborhood.
- k. Identify location for police presence.

GETTING THERE – COMMUNITY GOALS IN FIVE YEARS

- a. Finish Maxwell Boulevard improvements including access way, bike trails, and sidewalks.
- b. Begin phase one of Chappelle Bluff neighborhood.
- c. Complete Riverwalk trail connections.
- d. Build commercial development at nodes around Chappelle Square and Powder Magazine Square.
- e. Activate funding consortium.
- f. Create program for new homeowners.
- g. Façade program to upgrade frontages.
- h. Begin to restore/replace neighborhood sidewalks.
- i. Begin construction of destination attraction such as a museum or marina.



GETTING THERE – COMMUNITY GOALS IN TEN YEARS

- a. Build out the Chappelle Bluff neighborhood.
- b. Have the marina built and operational.
- c. Complete construction of tourism attractions.
- d. Host programmed sporting areas along the riverfront.
- e. Completion of regional riverfront trails.
- f. Active incubator space within the old industrial buildings owned by the City.
- g. Continue development on vacant and underused sites.

GETTING THERE – COMMUNITY GOALS IN OUR LIFETIME

- a. Make either the Herron Street or Clay Street connection over the railroad tracks.



retail market study charts

SUPPORTABLE RETAIL TABLE: MAXWELL BOULEVARD STUDY AREA

Retail Category	2010	2015	2010	2015	2010		2015	
	Total Gross Consumer Expenditure ('000's)	Total Gross Consumer Expenditure ('000's)	Supportable Retail (SF)	Supportable Retail (SF)	Captured Annual Sales	Sales Per S/F	Captured Annual Sales	Sales Per S/F
Women's Apparel	\$13,825	\$13,651	0	0				
Men's Apparel	\$11,956	\$11,806	0	0				
Children's Apparel	\$7,602	\$7,507	0	0				
Unisex Apparel	\$3,611	\$3,565	0	0				
Shoe Store	\$4,458	\$4,402	0	0				
Total Apparel, Shoes & Accessories	\$41,452	\$40,931	0 sf	0 sf	\$0		\$0	
Computers and Software	\$8,227	\$8,124	0	0				
General Electronics	\$11,163	\$11,024	0	0				
Appliances	\$7,020	\$6,932	0	0				
Total Electronics, Appliances, & Computers	\$26,410	\$26,080	0 sf	0 sf	\$0		\$0	
Full Service Restaurant	\$35,241	\$34,799	0	0				
Limited Service Restaurant	\$103,339	\$102,046	4,300	3,300	\$1,216,000	\$283	\$1,049,000	\$318
Drinking Places	\$17,341	\$17,124	0	0				
Total Food & Restaurant	\$155,921	\$153,969	4,300 sf	3,300 sf	\$1,216,000	\$283	\$1,049,000	\$318
Grocery Store	\$170,306	\$168,169	7,100	5,100	\$2,201,000	\$310	\$1,723,000	\$338
Specialty Food Store	\$3,993	\$3,943	0	0				
Beer, Wine and Liquor Store	\$5,691	\$5,620	0	0				
Total Food & Beverage Stores	\$179,990	\$177,732	7,100 sf	5,100 sf	\$2,201,000	\$310	\$1,723,000	\$338
Department Store	\$43,329	\$42,787	0	0				
Discount Department Store	\$52,958	\$52,295	0	0				
Warehouse Club	\$10,175	\$10,047	0	0				
Used Merchandise Store	\$18,896	\$18,657	0	0				
Total General Merchandise Stores	\$125,358	\$123,786	0 sf	0 sf	\$0		\$0	
Building Materials & Supplies	\$35,714	\$35,271	0	0				
Lawn, Garden Equipment and Supplies	\$2,316	\$2,287	0	0				
Total Hardware, Lawn & Garden Store	\$38,030	\$37,558	0 sf	0 sf	\$0		\$0	



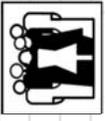
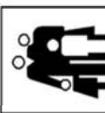
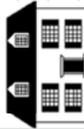
SUPPORTABLE RETAIL TABLE: MAXWELL BOULEVARD STUDY AREA

Retail Category	2010	2015	2010	2015	2010		2015	
	Total Gross Consumer Expenditure ('000's)	Total Gross Consumer Expenditure ('000's)	Supportable Retail (SF)	Supportable Retail (SF)	Captured Annual Sales	Sales Per S/F	Captured Annual Sales	Sales Per S/F
Drug Store/Pharmaceutical	\$18,045	\$17,819	0	0				
Health and Beauty Store	\$1,775	\$1,753	0	0				
Optical/Vision Care	\$2,959	\$2,921	0	0				
Personal Services	\$6,804	\$6,718	0	0				
Total Health Care & Personal Services	\$29,583	\$29,211	0 sf	0 sf	\$0		\$0	
Furniture Store	\$23,988	\$23,689	1,800	1,600	\$514,000	\$286	\$499,000	\$312
Home Furnishings	\$7,149	\$7,061	0	0				
Total Home Furnishings Store	\$31,137	\$30,750	1,800 sf	1,600 sf	\$514,000	\$286	\$499,000	\$312
Jewelry Store	\$3,000	\$2,962	0	0				
Luggage & Leather Store	\$1,614	\$1,594	0	0				
Total Jewelry, Luggage, and Leather Goods Stores	\$4,614	\$4,556	0 sf	0 sf	\$0		\$0	
Art, Craft and Sewing Stores	\$594	\$587	0	0				
Musical Instrument Store	\$821	\$811	0	0				
Book & Music Stores	\$10,130	\$10,003	6,400	6,200	\$928,000	\$145	\$1,004,000	\$162
Sporting Good Store	\$3,725	\$3,679	800	700	\$176,000	\$220	\$172,000	\$246
Toy and Hobby Store	\$931	\$920	0	0				
Sporting Goods, Hobby, Books, Music Stores	\$16,201	\$16,000	7,200 sf	6,900 sf	\$1,104,000	\$183	\$1,176,000	\$204
Card/Gift Shop	\$1,322	\$1,305	0	0				
Florists	\$1,627	\$1,606	0	0				
Office Supplies, Stationary	\$1,322	\$1,305	0	0				
Pet Supply Store	\$1,584	\$1,564	0	0				
Tobacco Shop	\$1,782	\$1,760	0	0				
Video/Entertainment	\$495	\$489	0	0				
Total Miscellaneous Retailers	\$8,132	\$8,029	0 sf	0 sf	\$0		\$0	
Total Identified Retail Expenditure	\$656,828	\$648,602	20,400 sf	16,900 sf	\$5,035,000	\$265	\$4,447,000	\$293





MARKET PROFILE TABLE

Maxwell Boulevard Primary Trade Area	Prepared by
	Gibbs Planning Group
	
2000 Total Population	92,244
2000 Group Quarters	8,406
2010 Total Population	86,165
2015 Total Population	84,315
2010 - 2015 Annual Rate	-0.43%
	
2000 Households	34,376
2000 Average Household Size	2.44
2010 Households	32,459
2010 Average Household Size	2.38
2015 Households	31,883
2015 Average Household Size	2.37
2010 - 2015 Annual Rate	-0.36%
2000 Families	21,570
2000 Average Family Size	3.13
2010 Families	19,587
2010 Average Family Size	3.11
2015 Families	18,968
2015 Average Family Size	3.11
2010 - 2015 Annual Rate	-0.64%
	
2000 Housing Units	39,809
Owner Occupied Housing Units	48.2%
Renter Occupied Housing Units	38.2%
Vacant Housing Units	13.7%
2010 Housing Units	40,061
Owner Occupied Housing Units	44.3%
Renter Occupied Housing Units	36.7%
Vacant Housing Units	19.0%
2015 Housing Units	40,378
Owner Occupied Housing Units	43.0%
Renter Occupied Housing Units	36.0%
Vacant Housing Units	21.0%
Median Household Income	
2000	\$26,248
2010	\$32,404
2015	\$33,097
Median Home Value	
2000	\$63,809
2010	\$80,174
2015	\$91,248
Per Capita Income	
2000	\$15,159
2010	\$16,882
2015	\$17,563
Median Age	
2000	31.7
2010	33.1
2015	33.3

Data Note: Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by total population.



2000 Households by Income		
Household Income Base		34,372
< \$15,000		30.2%
\$15,000 - \$24,999		17.6%
\$25,000 - \$34,999		15.2%
\$35,000 - \$49,999		14.3%
\$50,000 - \$74,999		12.0%
\$75,000 - \$99,999		4.7%
\$100,000 - \$149,999		3.6%
\$150,000 - \$199,999		0.9%
\$200,000 +		1.4%
Average Household Income		\$38,272
2010 Households by Income		
Household Income Base		32,460
< \$15,000		26.8%
\$15,000 - \$24,999		13.9%
\$25,000 - \$34,999		12.8%
\$35,000 - \$49,999		19.8%
\$50,000 - \$74,999		15.8%
\$75,000 - \$99,999		4.8%
\$100,000 - \$149,999		4.0%
\$150,000 - \$199,999		0.9%
\$200,000 +		1.3%
Average Household Income		\$41,549
2015 Households by Income		
Household Income Base		31,883
< \$15,000		26.2%
\$15,000 - \$24,999		12.8%
\$25,000 - \$34,999		13.4%
\$35,000 - \$49,999		17.0%
\$50,000 - \$74,999		19.8%
\$75,000 - \$99,999		4.6%
\$100,000 - \$149,999		4.1%
\$150,000 - \$199,999		0.9%
\$200,000 +		1.3%
Average Household Income		\$42,670
2000 Owner Occupied Housing Units by Value		
Total		19,227
< \$50,000		32.3%
\$50,000 - \$99,999		47.3%
\$100,000 - \$149,999		9.5%
\$150,000 - \$199,999		3.8%
\$200,000 - \$299,999		4.1%
\$300,000 - \$499,999		2.0%
\$500,000 - \$999,999		0.8%
\$1,000,000+		0.2%
Average Home Value		\$88,184
2000 Specified Renter Occ. Housing Units by Contract Rent		
Total		15,138
With Cash Rent		90.3%
No Cash Rent		9.7%
Median Rent		\$330
Average Rent		\$317

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest, dividends, net rents, pensions, SSI and welfare payments, child support and alimony.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing.



2000 Population by Age

Total	92,245
Age 0 - 4	7.1%
Age 5 - 9	7.7%
Age 10 - 14	7.2%
Age 15 - 19	8.5%
Age 20 - 24	9.8%
Age 25 - 34	14.2%
Age 35 - 44	13.8%
Age 45 - 54	11.1%
Age 55 - 64	7.3%
Age 65 - 74	6.7%
Age 75 - 84	4.8%
Age 85+	1.8%
Age 18+	74.0%

2010 Population by Age

Total	86,164
Age 0 - 4	6.9%
Age 5 - 9	6.9%
Age 10 - 14	6.3%
Age 15 - 19	8.9%
Age 20 - 24	10.1%
Age 25 - 34	13.2%
Age 35 - 44	12.2%
Age 45 - 54	12.7%
Age 55 - 64	10.0%
Age 65 - 74	6.1%
Age 75 - 84	4.4%
Age 85+	2.3%
Age 18+	75.6%

2015 Population by Age

Total	84,315
Age 0 - 4	6.9%
Age 5 - 9	6.8%
Age 10 - 14	6.6%
Age 15 - 19	8.2%
Age 20 - 24	10.4%
Age 25 - 34	13.2%
Age 35 - 44	11.7%
Age 45 - 54	11.4%
Age 55 - 64	11.3%
Age 65 - 74	7.3%
Age 75 - 84	4.1%
Age 85+	2.2%
Age 18+	76.0%

2000 Population by Sex

Males	47.5%
Females	52.5%

2010 Population by Sex

Males	48.0%
Females	52.0%

2015 Population by Sex

Males	48.1%
Females	51.9%



2000 Population by Race/Ethnicity

Total	92,244
White Alone	38.3%
Black Alone	59.6%
American Indian Alone	0.3%
Asian or Pacific Islander Alone	0.6%
Some Other Race Alone	0.3%
Two or More Races	1.0%
Hispanic Origin	1.0%
Diversity Index	50.9

2010 Population by Race/Ethnicity

Total	86,164
White Alone	32.6%
Black Alone	64.5%
American Indian Alone	0.3%
Asian or Pacific Islander Alone	0.8%
Some Other Race Alone	0.4%
Two or More Races	1.4%
Hispanic Origin	1.7%
Diversity Index	49.5

2015 Population by Race/Ethnicity

Total	84,315
White Alone	30.1%
Black Alone	66.6%
American Indian Alone	0.3%
Asian or Pacific Islander Alone	0.9%
Some Other Race Alone	0.5%
Two or More Races	1.6%
Hispanic Origin	2.1%
Diversity Index	48.7



2000 Population 3+ by School Enrollment

Total	88,211
Enrolled in Nursery/Preschool	2.2%
Enrolled in Kindergarten	1.6%
Enrolled in Grade 1-8	12.9%
Enrolled in Grade 9-12	6.0%
Enrolled in College	6.7%
Enrolled in Grad/Prof School	0.7%
Not Enrolled in School	69.8%

2010 Population 25+ by Educational Attainment

Total	52,387
Less than 9th Grade	6.6%
9th - 12th Grade, No Diploma	14.7%
High School Graduate	29.8%
Some College, No Degree	20.1%
Associate Degree	5.7%
Bachelor's Degree	14.4%
Graduate/Professional Degree	8.6%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing.





2010 Population 15+ by Marital Status

Total	68,758
Never Married	36.9%
Married	39.0%
Widowed	8.9%
Divorced	15.2%

2000 Population 16+ by Employment Status

Total	70,629
In Labor Force	53.5%
Civilian Employed	47.0%
Civilian Unemployed	5.2%
In Armed Forces	1.3%
Not in Labor Force	46.5%



2010 Civilian Population 16+ in Labor Force

Civilian Employed	83.1%
Civilian Unemployed	16.9%

2015 Civilian Population 16+ in Labor Force

Civilian Employed	86.3%
Civilian Unemployed	13.7%

2000 Females 16+ by Employment Status and Age of Children

Total	37,563
Own Children < 6 Only	7.4%
Employed/in Armed Forces	4.2%
Unemployed	0.8%
Not in Labor Force	2.4%
Own Children <6 and 6-17	6.6%
Employed/in Armed Forces	3.5%
Unemployed	0.5%
Not in Labor Force	2.6%
Own Children 6-17 Only	15.8%
Employed/in Armed Forces	9.5%
Unemployed	1.1%
Not in Labor Force	5.1%
No Own Children <18	70.2%
Employed/in Armed Forces	28.7%
Unemployed	3.2%
Not in Labor Force	38.3%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing.



2010 Employed Population 16+ by Industry	
Total	28,687
Agriculture/Mining	0.3%
Construction	4.8%
Manufacturing	6.2%
Wholesale Trade	2.8%
Retail Trade	10.9%
Transportation/Utilities	3.5%
Information	1.4%
Finance/Insurance/Real Estate	6.6%
Services	53.3%
Public Administration	10.2%

2010 Employed Population 16+ by Occupation	
Total	28,691
White Collar	57.1%
Management/Business/Financial	11.0%
Professional	21.7%
Sales	11.4%
Administrative Support	13.1%
Services	23.3%
Blue Collar	19.5%
Farming/Forestry/Fishing	0.1%
Construction/Extraction	4.3%
Installation/Maintenance/Repair	4.0%
Production	4.5%
Transportation/Material Moving	6.7%



2000 Workers 16+ by Means of Transportation to Work	
Total	33,355
Drove Alone - Car, Truck, or Van	76.2%
Carpooled - Car, Truck, or Van	15.6%
Public Transportation	1.7%
Walked	3.5%
Other Means	1.1%
Worked at Home	1.9%

2000 Workers 16+ by Travel Time to Work	
Total	33,355
Did not Work at Home	98.1%
Less than 5 minutes	3.0%
5 to 9 minutes	11.9%
10 to 19 minutes	47.4%
20 to 24 minutes	16.6%
25 to 34 minutes	12.4%
35 to 44 minutes	1.7%
45 to 59 minutes	2.0%
60 to 89 minutes	1.3%
90 or more minutes	1.9%
Worked at Home	1.9%
Average Travel Time to Work (in min)	19.2

2000 House holds by Vehicles Available	
Total	34,396
None	16.9%
1	40.6%
2	31.1%
3	8.3%
4	2.3%
5+	0.8%
Average Number of Vehicles Available	1.4

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing.



2000 Households by Type

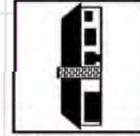
Total	34,376
Family Households	62.7%
Married-couple Family	34.0%
With Related Children	15.6%
Other Family (No Spouse)	28.8%
With Related Children	19.7%
Nonfamily Households	37.3%
Householder Living Alone	32.7%
Householder Not Living Alone	4.6%
Households with Related Children	35.3%
Households with Persons 65+	26.6%

2000 Households by Size

Total	34,376
1 Person Household	32.7%
2 Person Household	29.1%
3 Person Household	16.6%
4 Person Household	11.9%
5 Person Household	5.8%
6 Person Household	2.4%
7+ Person Household	1.6%

2000 Households by Year Householder Moved In

Total	34,393
Moved in 1999 to March 2000	20.2%
Moved in 1995 to 1998	27.2%
Moved in 1990 to 1994	13.9%
Moved in 1980 to 1989	12.3%
Moved in 1970 to 1979	12.4%
Moved in 1969 or Earlier	13.9%
Median Year Householder Moved In	1994



2000 Housing Units by Units in Structure

Total	39,887
1, Detached	65.9%
1, Attached	5.0%
2	4.2%
3 or 4	8.3%
5 to 9	6.5%
10 to 19	2.1%
20+	4.8%
Mobile Home	3.2%
Other	0.0%

2000 Housing Units by Year Structure Built

Total	39,885
1999 to March 2000	0.6%
1995 to 1998	2.1%
1990 to 1994	2.7%
1980 to 1989	6.4%
1970 to 1979	14.6%
1969 or Earlier	73.6%
Median Year Structure Built	1958



Top 3 Tapestry Segments

1.	Modest Income Homes
2.	Family Foundations
3.	City Commons



2010 Consumer Spending shows the amount spent on a variety of goods and services by households that reside in the market area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue.

Apparel & Services: Total \$	\$33,197,892
Average Spent	\$1,022.76
Spending Potential Index	43
Computers & Accessories: Total \$	\$4,198,960
Average Spent	\$129.36
Spending Potential Index	59
Education: Total \$	\$24,394,812
Average Spent	\$751.56
Spending Potential Index	62
Entertainment/Recreation: Total \$	\$62,811,483
Average Spent	\$1,935.10
Spending Potential Index	60
Food at Home: Total \$	\$90,889,735
Average Spent	\$2,800.14
Spending Potential Index	63
Food Away from Home: Total \$	\$64,570,809
Average Spent	\$1,989.30
Spending Potential Index	62
Health Care: Total \$	\$76,300,505
Average Spent	\$2,350.67
Spending Potential Index	63
Household Furnishings & Equip: Total \$	\$34,100,296
Average Spent	\$1,050.57
Spending Potential Index	51
Investments: Total \$	\$28,461,663
Average Spent	\$876.85
Spending Potential Index	50
Retail Goods: Total \$	\$467,882,961
Average Spent	\$14,414.58
Spending Potential Index	58
Shelter: Total \$	\$298,896,840
Average Spent	\$9,208.44
Spending Potential Index	58
TV/Video/Audio: Total \$	\$25,357,128
Average Spent	\$781.20
Spending Potential Index	63
Travel: Total \$	\$33,724,197
Average Spent	\$1,038.98
Spending Potential Index	55
Vehicle Maintenance & Repairs: Total \$	\$18,618,528
Average Spent	\$573.60
Spending Potential Index	61

Data Note: The Spending Potential Index represents the amount spent in the area relative to a national average of 100.