CENTENNIAL HILL CHOICE NEIGHBORHOOD TRANSFORMATION PLAN

MONTGOMERY HOUSING AUTHORITY
CITY OF MONTGOMERY
KELL CONSULTING, LLC
APD URBAN PLANNING + MANAGEMENT



DECEMBER 16, 2022

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I. EXECUTIVE SUMMARY

A. OVERVIEW

The Centennial Hill Choice Neighborhoods Transformation Plan is a partnership between the Montgomery Housing Authority, the City of Montgomery, and public and nonprofit entities whose goal it is to transform one of Montgomery's most historic neighborhoods. This Transformation Plan describes a course of action for resident resiliency, neighborhood reinvestment, housing and economic development and historic preservation, all of which can be accomplished with or without HUD CNI Implementation grant funding.

B. EXISTING CONDITIONS

The decline of the once thriving Centennial Hill neighborhood was exacerbated by the construction of Interstate 85, which displaced many households and businesses, and drove a physical barrier through a once cohesive neighborhood. Existing conditions of note include:

- A high poverty rate - 73.56% poverty/ ELI rate at the time of the CNI application
- A high rate of vacant and abandoned properties --16.41% per the HUD mapping tool
- Property owners who neglect upkeep
- Poor educational outcomes
- Low percentage of owner-occupied housing
- Flight from the neighborhood by once thriving businesses
- Higher rates of crime as compared to the rest of the city
- The location of Paterson Court on a FEMA-designated 100-year flood plain. Per the published HUD guidance regarding Floodplain Management 8 Step Decision Making Process found at: https://www.hudexchange.info/resource/3190/floodplain-management-8-step-decision-making-process/ MHA has elected to follow the Step 1 guidance to avoid floodplain development if possible on the Paterson Court site.

C. A NEIGHBORHOOD RICH IN HISTORY

Centennial Hill is home to many historic events and places from the Civil Rights Movement. As one of three African American neighborhoods that evolved post-Reconstruction, the neighborhood was home to Black professionals, enjoyed a thriving business and entertainment district, developed top schools, and is home to Alabama State University (ASU). It was a socially and economically thriving area, in spite of repressive Jim Crow laws imposed by the State of Alabama. In addition, the community was frequented by Dr. Martin Luther King Jr. and other civil rights leaders, who often met at Centennial Hill locales such as the Ben Moore Hotel.

"Rosa Louise Parks was nationally recognized as the "mother of the modern-day civil rights movement" in America[1]. Her refusal to surrender her seat to a white male passenger on a Montgomery, Alabama bus, December 1, 1955, triggered a wave of protest four days later that reverberated throughout the United States. Her quiet courageous act changed America, its view of black people and redirected the course of history."

National attention was also drawn to the neighborhood during the Greyhound Bus Boycott in 1961 and the Selma to Montgomery march in 1965. The strong faith- based community within the neighborhood formed the social and political backbone for African American residents. Today, there is a sense of urgency to preserve and capitalize upon this rich history. The Centennial Hill Neighborhood Association recently reignited and is meeting again. There are many involved residents whose tenure dates to Civil Rights era activities and who are eager to see positive change occur. Anchor Institutions such as HBCU Alabama State University, Jackson Hospital and the Retirement Systems of Alabama (RSA) are located in the neighborhood and are investing in the community. RSA recently broke ground on a new office building in Centennial Hill.

D. MIXED-INCOME COMMUNITY

The mistakes of segregating low-income housing from market rate dwellings within a neighborhood are well documented. A true mixed-income neighborhood benefits all and prevents the establishment of concentrated poverty.

The Comprehensive Housing Market Study conducted by Econometrica, Inc. of Bethesda, MD, defined Centennial Hill as Census Tracts (CT) 6 and 15 for the purposes of data collection and analysis. The CT boundaries are Adam Avenue to the north, Carter Hill Road to the south, Decatur to the west and Forest Hill to the east. Interstate 85 divides the northern and southern sections (i.e., the two CTs). The City of Montgomery's vacancy rate is 15%. In CT 6 however, 40% of housing units are vacant and can be considered as areas of opportunities for development and redevelopment. CT 15's vacancy rate is less than 20% (U.S. Census Bureau, 2020).

1 http://rosaparks.org

Paterson Court has a high population of residents under 18 years of age, as well as seniors, and persons with disabilities. This presents an opportunity to develop both multifamily and senior housing. Specifically, Econometrica noted that the housing market has minimal inventory for multifamily and rowhouses. The CNI resident survey indicated that 21% of respondents were part of a family that included a person with a physical disability and 9% reported accessibility or transportation barriers. Our mixed-income community concept is included in the Housing Plan.

LEVERAGING THE STRENGTH OF DOWNTOWN

Centennial Hill is adjacent to downtown Montgomery which, through significant investment by the city, is being re- envisioned as a bustling state capital, vibrant central business district, and walkable residential area. The downtown land use designation and Smart Code overlays in the northwest area of Centennial Hill have encouraged significant investment, likely to help spur redevelopment efforts within the neighborhood.

E. STRONG CAPABLE AND COMMITTED PARTNERS

The CNI partners demonstrate a willingness to actively participate, to bring ideas and solutions to the table, and to envision a positive difference in the community for residents. Partners include Montgomery Public Schools, Alabama State University, Jackson Hospital, YMCA of Greater Montgomery, River Region United Way, Hyundai Corporation and Retirement Systems of Alabama among others.

F. CONSENSUS VISIONING

The 2008 Centennial Hill Neighborhood Plan, adopted by the City of Montgomery, offered a starting point for the Transformation Plan vision statement. Baseline goals, outcomes, and metrics, established at the time of award, are listed below, and were further refined during the Transformation Plan visioning process.

The visioning process included formal partner and committee meetings, engagement with Paterson Court residents, community wide townhall and workshop, task force meetings, service provider interviews and many informal conversations and discussions with neighborhood stakeholders. Through this process, a consensus vision statement was developed, verified and refined with the community to capture the unique vision and guiding principles of the Transformation Plan.

G. IMPROVEMENT STRATEGIES

Strategies are formulated to address the needs of Paterson Court residents, and the entire Centennial Hill neighborhood, while building upon social, cultural, and physical assets and opportunities. Improvement strategies are described within the Housing, Neighborhood and People Plan chapters of the Transformation Plan.

H. PLAN IMPLEMENTATION

The plan developed with a focus on implementation. The MHA and the City of Montgomery are committed to implementation of the Transformation Plan with or without HUD CNI implementation funding.



Figure 1: June Community Meeting



Figure 2: June CHAB Meeting



Figure 3: Adjacent Downtown Montgomery

The 2008 Centennial Hill Neighborhood Plan, adopted by the City of Montgomery, articulated a starting point for the Transformation Plan vision statement. Baseline goals, outcomes, and metrics, established at the time of award, are listed below, and were further refined during the Transformation Plan visioning process.

VISION STATEMENT FOR 2008 CENTENNIAL HILL NEIGHBORHOOD PLAN

"Restore the former safe and friendly place this area used to be. Rehabilitate the housing stock; rebuild housing on vacant parcels; restore former commercial areas to provide shops as well as employment; beautification of landscaping in the area; preserve unique architecture of the area."

OBJECTIVES

- Revitalize Paterson Court and distressed properties in the Centennial Hill neighborhood.
- Transform Centennial Hill into a viable, sustainable neighborhood.
- Improve the quality of life for residents of Paterson Court and Centennial Hill.
- Provide a high-quality Transformation Plan process and create an implementable Transformation Plan.

ASPIRATIONS

- Demolition of Paterson Court (if so decided by the residents and community); replacement housing for Paterson Court residents; new mixed-income/mixed-used developments in the Centennial Hill neighborhood. Preserve historic buildings/sites in the neighborhood when possible.
- Community improvements of parks, sidewalks/pedestrian walkways, schools, services, and amenities.
- Assess residents' needs, per household, establish strong partnerships with community organizations, and inform residents about available resources.
- Ongoing resident and community engagement and community building. Focus on sustainability and economic growth, while fostering relationships that will provide resources to transform the neighborhood.

ACTION ITEMS

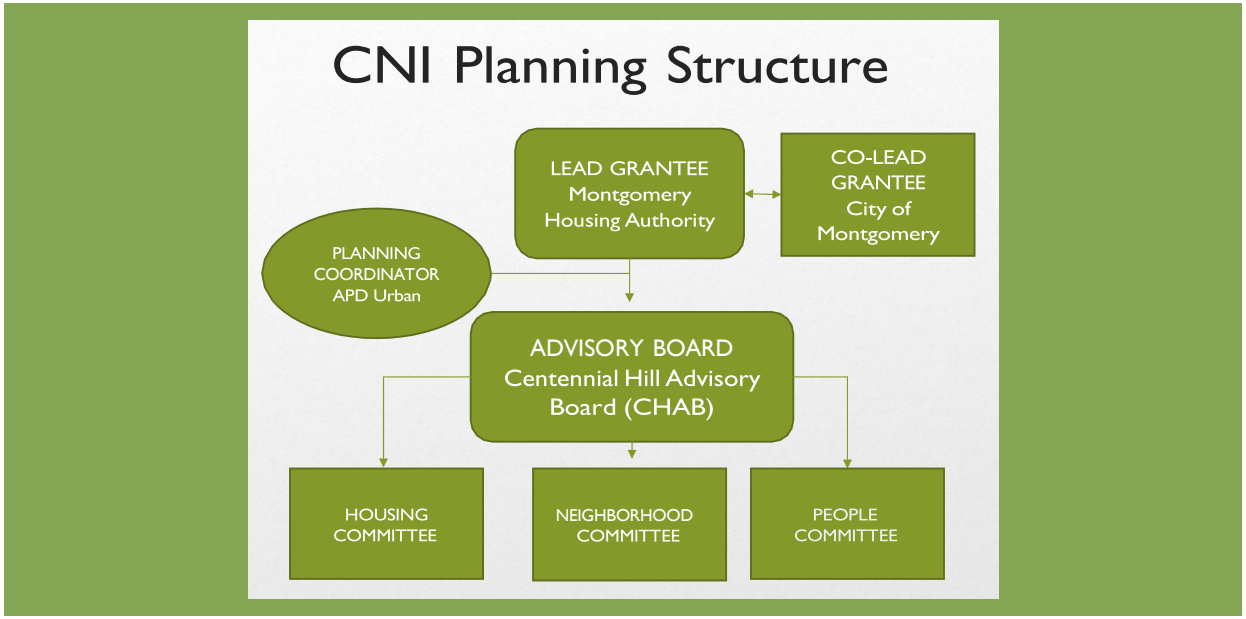
- Increased high quality, energy-efficient, sustainable, affordable housing in the Centennial Hill neighborhood.
- Safe, healthy, mixed-income neighborhood with high quality schools and amenities.
- Self-sufficient, healthy residents with access to education and employment opportunities.
- Residents are engaged in the planning process, relocation is effective and equitable, allowing residents to return. Ensure new development(s) are financially, operationally, and socially sustainable.

II. DESCRIPTION OF THE PLANNING PROCESS

A. GOVERNANCE STRUCTURE

1. The Montgomery Housing Authority is the Lead Grantee, and the City of Montgomery is Co-Grantee. APD Urban Planning + Management (APD-U) served as Planning Coordinator.
2. The Centennial Hill Advisory Board (CHAB) consists of key community stakeholders and functions as the primary review body. The CHAB includes the Paterson Innovators, civic leaders, elected officials and partners, who have provided input and expert advice. The Advisory Board is co-chaired by Glynis Tanner, Acting President/CEO of the Montgomery Housing Authority and Robert Smith, Director of Planning for the City of Montgomery. The CHAB will continue to function into the implementation phases.
3. The Paterson Innovators are a group of Paterson Court resident leaders who convey information and provide insight into potential issues and opportunities. The Paterson Innovators will continue to function as a group throughout the implementation phases.
4. Three committees focused on the specific components of the Choice Neighborhoods Transformation Plan. The committees are composed of CHAB members, and include the:
    - Housing Committee
    - People Committee
    - Neighborhood Committee

Five Task Forces, formed from committee members, conducted in-depth assessments into specific topic areas, and formulated recommendations on projects and programs for inclusion in the Transformation Plan.



Task Forces included:

- Education Task Force
- History, Culture & Economic Development Task Force
- Public Safety Task Force
- Health & Wellness Task Force
- Mixed-Income Housing Task Force

CHAB members include:

- Montgomery Housing Authority
- City of Montgomery
- Anchor institution, Jackson Hospital
- PNC Financial Services
- Central Alabama Regional Planning and Development Commission
- Montgomery County Commission
- Auburn University
- Anchor institution, Alabama State University
- Trenholm State Community College
- Montgomery Public Schools
- Montgomery Education Foundation
- Paterson Innovators
- YMCA of Greater Montgomery
- River Region Wiregrass United Way
- Anchor institution, Retirement System of Alabama (RSA)

B. NEEDS ASSESSMENT, VISIONING AND STRATEGY DEVELOPMENT PROCESS

1. DESCRIPTION OF THE NEEDS ASSESSMENT

MHA considered five models of needs assessments, including survey instruments from the CNI Planning grant cities of Baltimore, Norwalk, Cincinnati, and Boston, as well as a template used by our partner organization Alabama State University. We found that the survey instruments developed by the CNI cities were most applicable to our needs and the Baltimore model for Poe Homes was the survey we turned to most frequently. It contained the questions we deemed most relevant for our population demographic, which consists of families and seniors. As a result, the Baltimore model became the template for our survey instrument.

The 56-question survey was rendered in a multiple-choice check box and short answer format. The questions were categorized into six sections:

1. Neighborhood Resources & Services
2. Education, Employment and Training
3. Health and Special Needs
4. Crime and Safety
5. Future Housing and Development
6. Conclusion

In addition, MHA added questions relating to resident relocation to gather information needed for the Section 18 Disposition application. This strategy was implemented to provide early indications of residents' relocation preferences.

From February 7 to March 1, 2022, MHA interns and Resident Services staff visited Paterson Court households to conduct the needs survey. All interviews were conducted in person at the resident's home, at the on-site rental office, or in the on-site CNI offices. MHA staff also utilized the services of the Paterson Innovators, Paterson Court's resident-based community group, to spread the word to residents about the importance of completing the survey. The interviews took an average of 30 minutes each to complete.

The survey results were entered into the MHA's Tracking-At-A-Glance (TAAG) computer system, which is a web-based case management and performance tracking tool designed for public housing authorities. TAAG tabulated the data and results were analyzed by APD-Urban.

Out of 186 households living at Paterson Court at the time, 141 successfully completed the resident needs survey resulting in a 76% response rate. Survey results were published online via the Centennial Hill CNI webpage and shared with MHA's planning partner, APD-U, for incorporation into the CNI Transformation Plan.

Findings from the needs assessment are located in Chapters III and VII.

2. VISIONING

The Transformation Plan vision guides the recommendations in this plan. The planning process resulted in aspirational statements by community stakeholders about their vision of Centennial Hill in the future. The visioning process was completed over the course of three community meetings, and numerous meetings with stakeholders, Paterson Innovators, the Centennial Hill Advisory Board (CHAB), committees and task forces. The initial meetings resulted in draft vision statements, while subsequent meetings allowed stakeholders to make modifications. In addition to the overarching vision, these participants also helped shape vision statements for the three components of the plan: Neighborhood, Housing and People. The sessions drilled down on four questions for each Transformation Plan area of focus:

- What is valued and should be preserved?
- What is important to celebrate and promote?
- What should be reduced or removed?
- What are your aspirations for the Centennial Hill neighborhood, its housing, and people?

Once the vision statements were developed, the participant groups helped create goals and metrics to guide the vision to reality. The details for each of the vision statements, goals, and metrics are in Chapters V, VI, and VII.

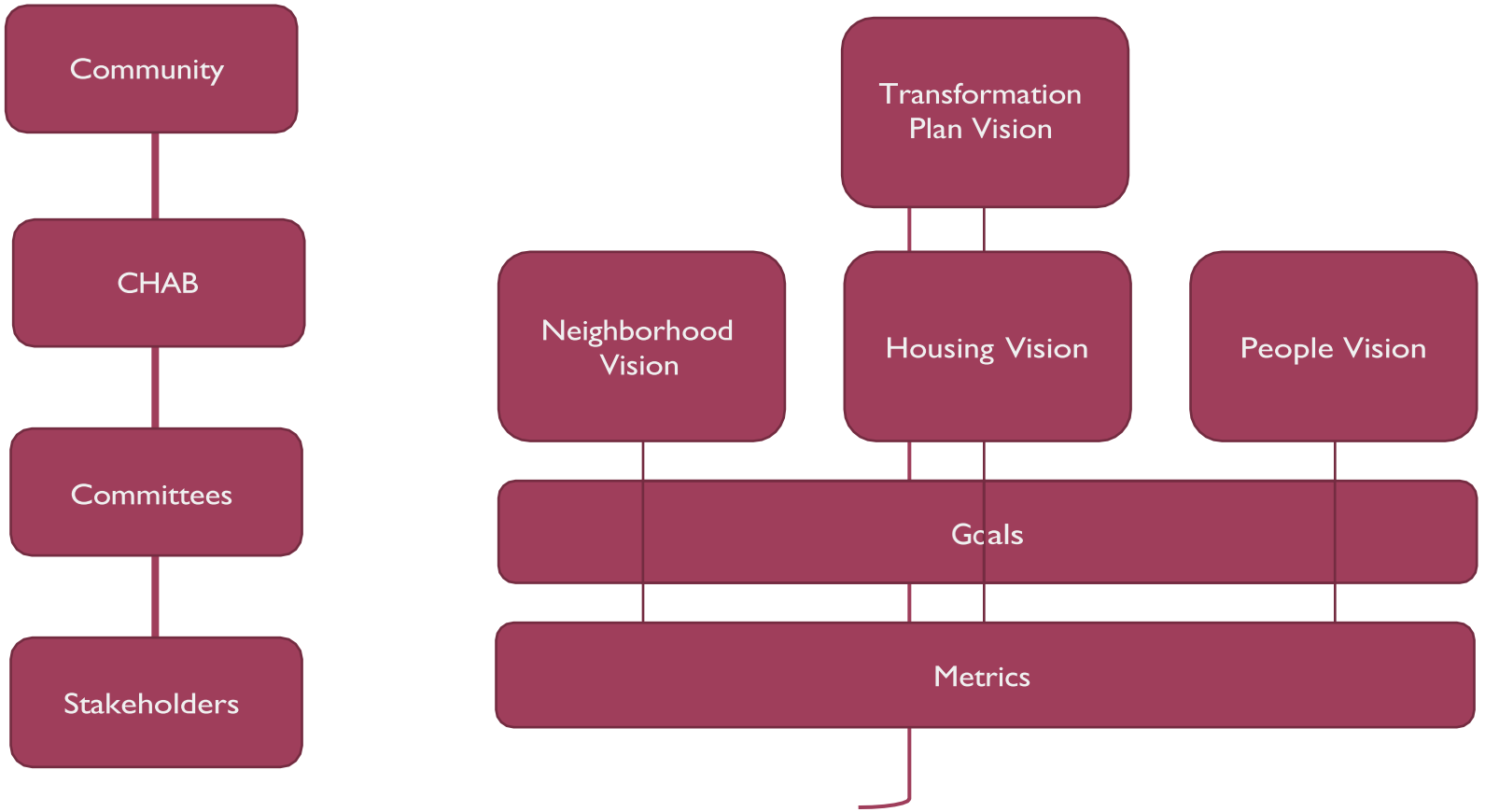


Figure 4: Visioning Process

3. STRATEGY DEVELOPMENT

The section below outlines the four- step process undertaken to strategize the transformation of the Centennial Hill neighborhood.

UNDERSTANDING EXISTING CONDITIONS



Step one yielded a deep understanding of the existing conditions within the Centennial Hill neighborhood, including:

- A review of past completed plans to understand accomplishments to date and gain insight into issues within the community.
- Demographic analysis of the Centennial Hill resident population, including age, racial makeup, income, household characteristics, education attainment, and job readiness. The data for Centennial Hill was benchmarked against city and county data to understand the comparative relationship to the broader region.
- Analysis of existing conditions at the parcel level by land use, vacancy, and structure condition. Street and sidewalk assessments were included to understand conditions in the communal public realm.
- Data collection of community assets, transit routes, crime statistics, schools, and environmental constraints.
- Assessment of historical assets from historical records and community feedback.
- SWOT (Strengths, Weaknesses, Opportunities, and Threats) analyses of the community were conducted with residents and city stakeholders to document their views of the community, and perceptions from those outside the community.
- Community input sessions conducted with stakeholders, CHAB, committees, and task force.

ANALYSIS



Existing conditions analysis served as the baseline for further investigations of Paterson Court and Centennial Hill, to discover potential constraints on redevelopment and opportunities within Centennial Hill. The analysis included:

- Needs assessments conducted with Paterson Court residents to guide Housing, Neighborhood and People Plan strategies, including relocation preferences.
- Community visioning and preferences revealed in community-wide, CHAB and committee meetings.
- A comprehensive housing market analysis to discover potential housing market opportunities and constraints.
- Evaluation of MHA-owned real estate for potential siting of replacement housing.
- Examination of potential vacant and state-owned properties for redevelopment potential, including ownership and estimated acquisition costs.
- A neighborhood framework plan to define land use preferences, amenities desired and appropriate infill development building typologies as a basis for the neighborhood master plan.
- Framework plan refinement to reflect community input and market data, and to select catalytic opportunities for sustained neighborhood public and private sector investment.

RECOMMENDATIONS



Upon completion of the analysis, recommendations were created to:

- Guide the realization of the community vision.
- Take advantage of opportunities identified in the analysis phase.
- Decrease threats, while addressing weaknesses within the community.
- Identify leading agencies and partners for each recommendation, to create accountability and leverage resources within and outside of the community.

IMPLEMENTATION



The last stage of strategy development outlined implementation steps for the Transformation Plan recommendations. Implementation strategies include:

- Further identification of lead organizations and their partners.
- Development of detailed timelines and schedules for redevelopment activities.
- Identification of how the Centennial Hill community can continue to participate in the process.
- Land assembly and development financing.

C. PARTNERS

A diverse and dedicated group of partners actively assisted the planning process by serving on the Centennial Hill Advisory Board (CHAB), as well as on committees and task forces. Representative participation includes:

- Anchor Institution Alabama State University
- Auburn University
- Anchor institution Jackson Hospital
- Central Alabama Regional Planning and Development Commission
- Montgomery County Commission
- PNC Financial Services
- Trenholm State Community College
- Montgomery Public Schools
- Alabama Public Television
- Paterson Innovators
- Montgomery County Department of Human Resources
- Montgomery Police Department
- Health Services Inc.
- Boy Scouts of America
- YMCA of Greater Montgomery
- Family Guidance Center
- Council on Substance Abuse
- River Region United Way
- Hope Inspired Ministries
- Paul Outreach Ministries
- Montgomery Area Food Bank
- Pilgrim Rest Baptist Church
- Montgomery Neighborhood Services
- Tours of Montgomery
- Wellness Coalition
- The Harris House

D. COMMITTEES

Three committees actively engaged to frame assets and challenges, identify, and recommend projects and programs.

Housing Committee: Focused principally on the development of the Housing Plan, began meeting in October 2021. Regular meetings were held monthly. Members included:

- Montgomery Housing Authority
- Paterson Innovators
- City of Montgomery
- Montgomery County Tax Assessor's Office
- Auburn University
- Alabama State University

Neighborhood Committee: Meetings began in October 2021 and focused on identifying strategies to improve the overall Centennial Hill neighborhood. Members included:

- Montgomery Housing Authority
- Paterson Innovators
- City of Montgomery
- Auburn University
- Alabama State University
- Jackson Hospital
- Health Services Inc.
- Hope Inspired Ministries
- Tours of Montgomery
- Paul Outreach Services
- New Beginnings Educational Center
- Pilgrim Rest Missionary Baptist Church





People Committee: The committee principally focused on identifying strategies to support families, seniors, and persons with disabilities around employment, education, and health outcomes. Members include:

- Montgomery Housing Authority
- Paterson Innovators
- City of Montgomery
- Montgomery Public Schools
- Montgomery County Department of Human Resources
- Health Services Inc.
- Family Guidance Center
- Council on Substance Abuse
- Alabama Department of Human Resources
- Alabama State University
- Alabama Public Television
- Auburn University
- Montgomery Education Foundation
- Boy Scouts of America
- YMCA of Greater Montgomery
- Life Academy
- Trenholm State Community College

Task forces were formed from committee members and other key community stakeholders to comprehensively examine five specific topics. The task forces focused on:

- Education
- History, Culture and Economic Development
- Public Safety
- Health and Wellness
- Mixed Income Housing

E. STAKEHOLDERS

Community stakeholders associated with the neighborhood were engaged in the CNI planning process, with most serving on the CHAB and committees. Stakeholders included residents of Paterson Court and the Centennial Hill neighborhood.

F. RESIDENT AND COMMUNITY INVOLVEMENT

Initial outreach for the Transformation Plan was conducted by MHA and APD-U. Activities included a community event to introduce the CNI initiative to Paterson Court residents, and meetings with community partners and key stakeholders for support of the project. MHA created two CNI offices at Paterson Court, which were staffed by MHA interns from Auburn University. In addition, a webpage was established for project information and updates. MHA also created two engagement and outreach plans for organizations and residents, to guide the outreach efforts throughout the project.

A resident-based leadership team, Paterson Innovators, was established to create connections between other Paterson Court residents, community partners and resources, and support the overall Centennial Hill neighborhood.

The following section summarizes the findings from the community meetings conducted throughout the Transformation Plan process.

1. COMMUNITY MEETING 1

The first public meeting for the CNI Transformation Plan occurred December 2nd, 2021, at Hutchinson Street Baptist Church from 6:00 to 7:30 pm. The open house format was designed to obtain feedback from stakeholders and residents on a range of community topics. The event was attended by 66 participants.

VISIONING

Centennial Hill residents and stakeholders were asked to share what they envisioned for improvements to the neighborhood. The "word cloud" in Figure 5 shows participant responses. The largest words were those most often repeated. Participants also shared elements they would celebrate, enhance, reduce, and remove from the neighborhood. The findings are shown in Figure 6, below. Items mentioned more than once are noted in parentheses.



Figure 5: Vision Word Cloud

Celebrate/Preserve

- Historic Homes of Civil Rights Leaders (6)
- Block of the Dexter Parsonage and The Harris House
- Historic home on Union Street and others
- Civil Rights History
- Jackson Community House (Union Street)
- Cultural and Historic Sites

Enhance

- Economic Development
- Curb Appeal
- Vacant Buildings
- Parks / Play areas (2)
- Home Maintenance
- Public Lighting (2)
- Better Living Quarters (2)
- Green Space (2)
- Sidewalks
- Art Programs

Reduce

- Crime (8)
- Litter/Pollution/Garbage
- Drugs/Substance Abuse

Remove

- Vacant Buildings / Homes (10)
- Garbage / Trash (4)
- Overgrown Lots
- Unneighborly behavior

Figure 6: First Meeting Community Input

The following historic places were identified during the meeting by residents and stakeholders.

- Ben Moore Hotel
- Mason Hall
- College Hill Barbershop
- Oak Park
- Jackson & High Street
- Community House & Dexter Parsonage
- Victor Tulane on Ripley Street
- Jackson Street Baptist Church
- Tradesman Club
- O'Dessa's Blessing Restaurant
- Paterson Court Apartments
- The Planetarium at Oak Park
- Union Street
- Grove Street

Housing Typologies

Residents were asked to rank their preferred housing typologies through a visual preference survey. Single family structures received the most numerous votes, with small craftsman style homes ranking highest. Townhouses and mixed-use development were ranked second in preference, specifically three-story brick townhomes, and two-story brick traditional mixed-use buildings. Duplexes received the least number of votes.

Commercial Typologies

Residents ranked their preferences for specific commercial uses. The highest rated commercial uses included a grocery store and health services, followed by table service restaurants and coffee shops.

Transportation Concerns

Attendees shared specific transportation concerns, including locations within the neighborhood. Speeding was the greatest concern, particularly on South Union, South Jackson, and Grove Streets. Six dangerous intersections were identified, with three dangerous pedestrian crossings, and three blind spots. South Union Street, and the intersection at High Street and South Jackson Street reported the highest number of transportation issues.

Public Investment

Participants were asked to prioritize the public investments most important to them for improving Centennial Hill. Public safety ranked the highest and received the most votes, followed by resident retention, youth programming, and historic preservation.









2. COMMUNITY MEETING 2

The second public workshop for the CNI Transformation Plan was conducted on Thursday, April 21st, 2022, from 6:00 to 7:30 p.m. at the Juliette Hampton Morgan Memorial Library. The session opened with a welcome from Robert Smith, Planning Director for the City of Montgomery, followed by a welcome from Glynis Tanner, MHA's Acting President, and CEO. The meeting focused on reviewing the objectives of the planning effort, summarizing the first meeting and hearing about results from the research efforts. The group broke out into tables for a structured collaborative workshop, designed to verify and build consensus for the vision statement and elicit preferences for land use locations within the neighborhood. The event was attended by 26 participants.

VISION, OBJECTIVES, POSSIBILITIES, AND ACTION ITEMS EXERCISE

Residents and stakeholders reviewed the draft vision, previously derived from input received at the first public meeting and committee working sessions. Participants proposed edits to the vision statement, then developed possibilities and action items around each vision. The exercise generated extensive discussion at the tables, where participants brainstormed solutions. The results of this exercise informed the development of final goals and metrics for the plan. A range of aspirations submitted by the participants is listed below.

- Desire to improve education from birth through graduation and beyond
- Provide opportunities for adult education
- Offer housing options at all income levels
- Create a strategy to celebrate the history of Centennial Hill through the revitalization of historic places, and the creation of an historic/arts/cultural district
- Improve safety by increasing street lighting, creating neighborhood patrols/watches, and increasing police presence
- Promote healthy living through the development of sidewalks, bike lanes and green space throughout the neighborhood



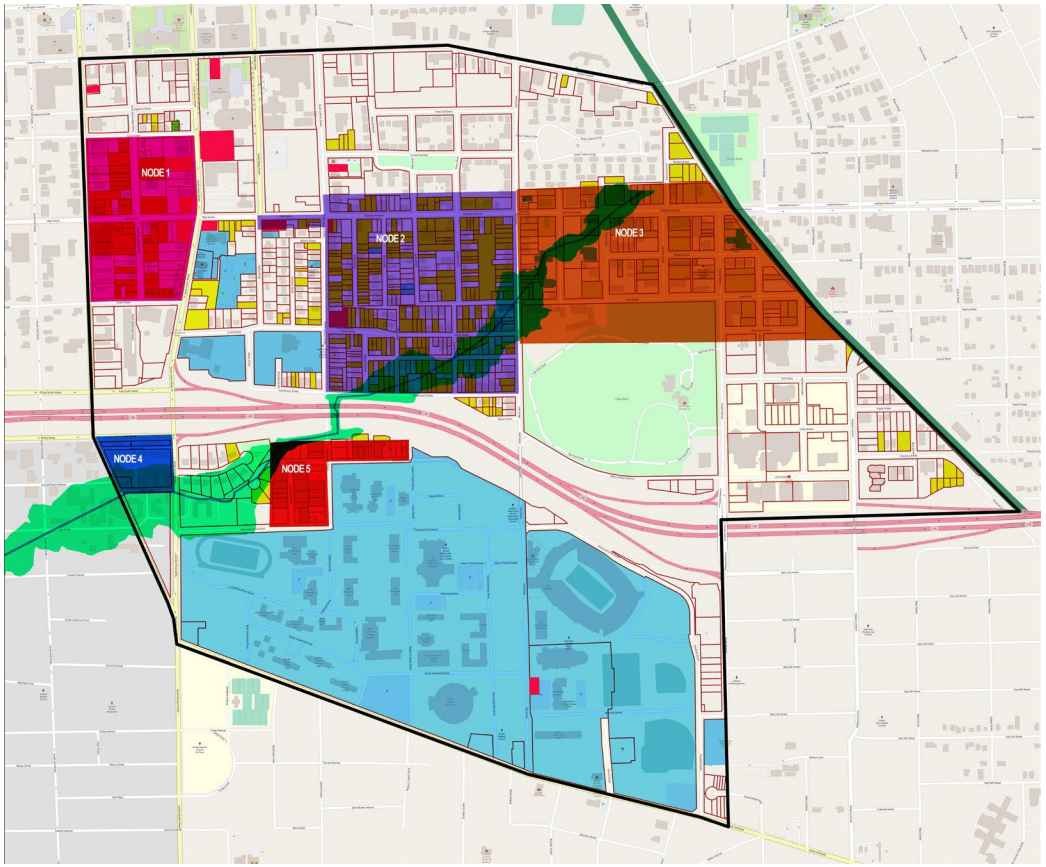




LAND USE EXERCISE

The land use exercise asked participants to collaborate on maps to decide where specific amenities should be located in Centennial Hill. A range of housing typologies, commercial uses, community facilities, green space, and neighborhood services were included options. Responses were aggregated and broken down into nodes, as depicted in Figure 7.

- Node 1: South Decatur Street to Union Street
  - Neighborhood park
  - Restaurant/retail
  - Variety of residential uses including duplexes, townhomes, mansion apartments, and single-family homes
- Node 2: South Jackson Street to Hall Street
  - Commercial uses including grocery store, office/bank, restaurant/retail, medical/dental clinic
  - Community center and live/work space
  - Neighborhood park
  - Variety of residential uses from apartments to single-family
- Node 3: North of Oak Park
  - Grocery store, restaurant/retail, live/work units, community center, office/bank and medical/dental clinics
  - Neighborhood park
  - All types of residential uses
- Node 4: South Decatur Street to Union Street
  - Neighborhood park
  - Community center, restaurant/retail, and medical/dental clinic
  - Courtyard apartments
- Node 5: South Jackson at University Drive
  - A variety of retail uses including grocery store, medical/dental clinic, office/bank, and live/work
  - Residential uses of all densities except apartments



Source: APD Urban Planning and Management & City of Montgomery

Figure 7: Community Meeting 2 - Land Use Mapping Results

Each table gave a brief presentation of the most important take aways discovered during the exercises, and a better understanding of the intent of the Choice Neighborhood planning process for Centennial Hill. MHA Chairman Knight thanked the attendees and emphasized the tremendous potential for positive change in Centennial Hill with participants' continued involvement.

3. COMMUNITY MEETING 3

The third community meeting for the CNI Transformation Plan was conducted on Thursday, June 16th, 2022, from 6:00 to 7:30 p.m. at the Juliette Hampton Morgan Memorial Library. MHA Chairman John Knight spoke to participants about the future potential of Centennial Hill. The session included a presentation of three concept plans to guide targeted neighborhood growth and improvement. The interactive workshop activities were structured to allow attendees to both vote and provide input on design concepts, housing types, and neighborhood preferences.

- Framework Plan 1 (Figure 8) located four nodes of mixed-use and commercial development along High Street and a community center. It also included residential infill to replace the city maintenance yard in Oak Park and in areas south of High Street.
- Framework Plan 2 (Figure 9) located three areas of mixed-use and commercial development along High Street and the placement of the community center at the intersection of High and Hall Streets.
- Framework Plan 3 (Figure 10) replaced the city maintenance yard in Oak Park with a community center. It located four nodes of mixed-use and commercial development on High Street. It also added small pocket parks throughout the neighborhood.

All three concepts called for improvements to important streets, including High Street, Union Street, Jackson Street, Hall Street, and Hutchinson Street. The concepts also highlighted multi-use trails, development growth locations, and potential community center locations. Framework 2 received the highest number of votes, followed by a tie in votes for Frameworks 1 and 3.





Figure 8: Framework Plan 1

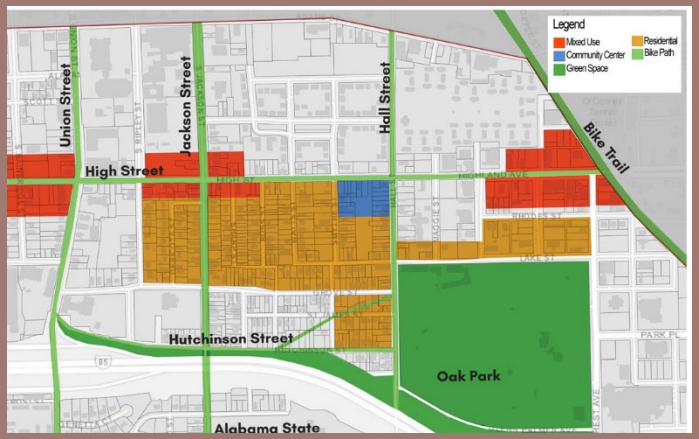


Figure 9: Framework Plan 2



Figure 10: Framework Plan 3

LAND USE TYPOLOGIES EXERCISE

The second exercise asked attendees to vote on their preferences for specific land use typologies. Results are summarized below.

Housing Preferences

Attendees voted on the top three housing types that they would most like to see in the neighborhood. The results were:

- Single-family cottage-style homes
- Live/work buildings
- Duplex homes

Parks, Bike Paths, and Streets

Participants voted in three categories: parks, bike paths, and street improvements:

- The top choice for parks was the passive park concept, an unprogrammed green space.
- The multi-use path was preferred for bike path typologies.
- Major street improvements desired included:
  - Crosswalk amenities
  - Lighting
  - ADA improvements
  - Signage and graphics

Community Center

Attendees voted by table on the top five amenities that a Centennial Hill community center would include. The top votes are shown below.

Community Center Amenities	
Amenity	Votes
Senior Activities	7 tables
Fitness Center	4 tables
Community Kitchen	4 tables
Youth Programs	6 tables
Meeting Spaces	3 tables







4. TASK FORCE MEETINGS

Task force meetings were conducted during June and July of 2022 and focused on hot button issues identified during the planning process. The five task forces addressed:

- Public Safety
- Education
- Health and Wellness
- Mixed Income Housing
- History, Culture and Economic Development

Education Task Force
Major objectives focused on early childhood education, improved student outcomes, increasing attendance and graduation rates, preparation for college and career, support of schools and parents, and support for Paterson Court families and their students before, during and after relocation.

Health and Wellness Task Force
The task force examined transportation access, including active transportation, nutrition, tobacco exposure, preventive health care services, and air and noise pollution exposures.

History, Culture and Economic Development Task Force
The task force addressed historic preservation, diversification and growth of the neighborhood economy, job creation, improvements to neighborhood attractiveness, and event programming coupled with public relations.

Public Safety Task Force
Major objectives focused on reducing crime, crime prevention, crime reporting and neighborhood perceptions of safety and well-being.

Mixed Income Housing Task Force
The Housing Task Force addressed stabilization of Centennial Hill housing areas, increasing the supply of affordable dwelling units, and reducing vacant land and buildings.

The aspirations, objectives, and action items identified in the task forces informed the goals, outcomes and metrics in Neighborhood, Housing, and People Plan sections of the Transformation Plan.

Figure 11: Education Task Force Input

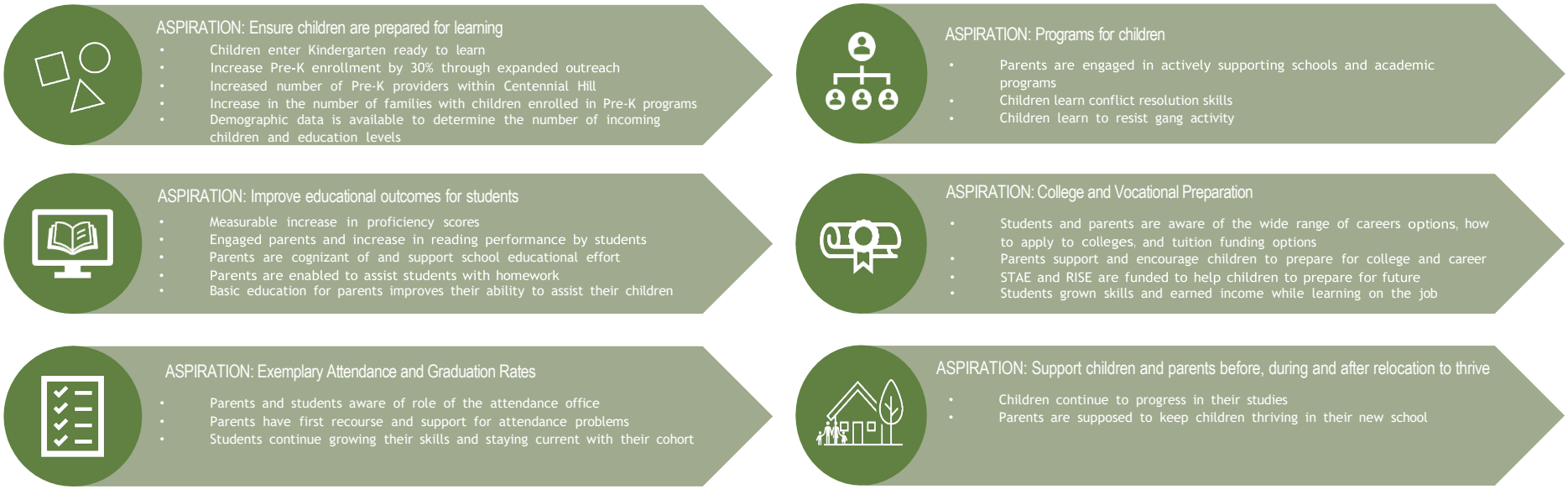


Figure 12: Health and Wellness Task Force Input

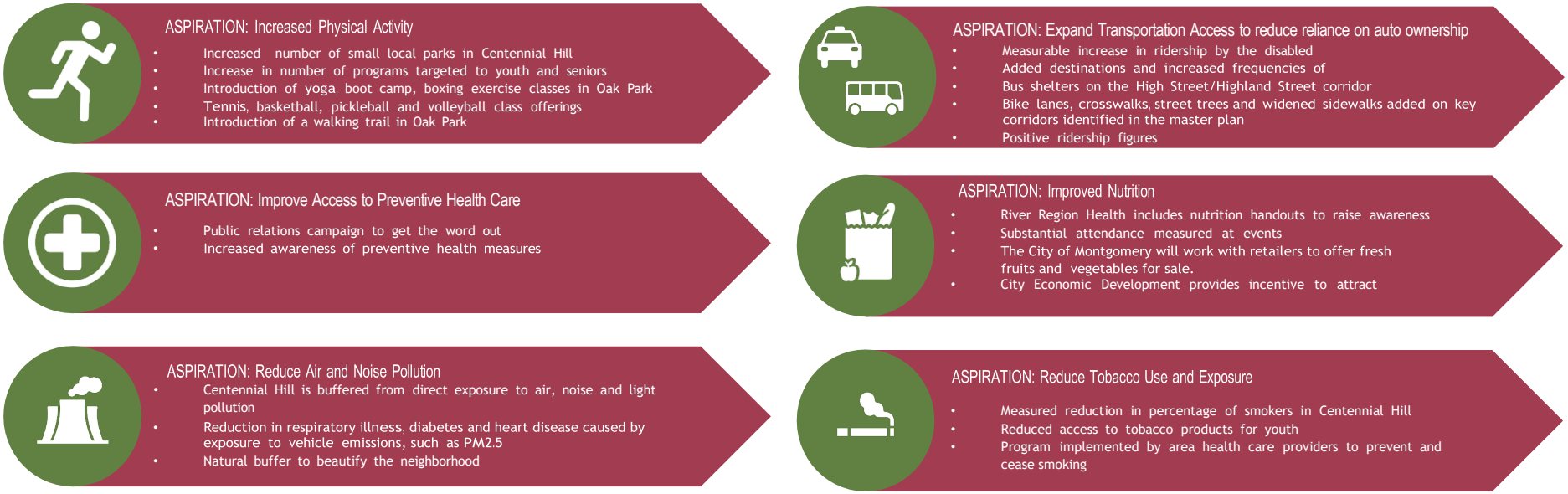


Figure 13: History, Culture and Economic Development Task Force Input

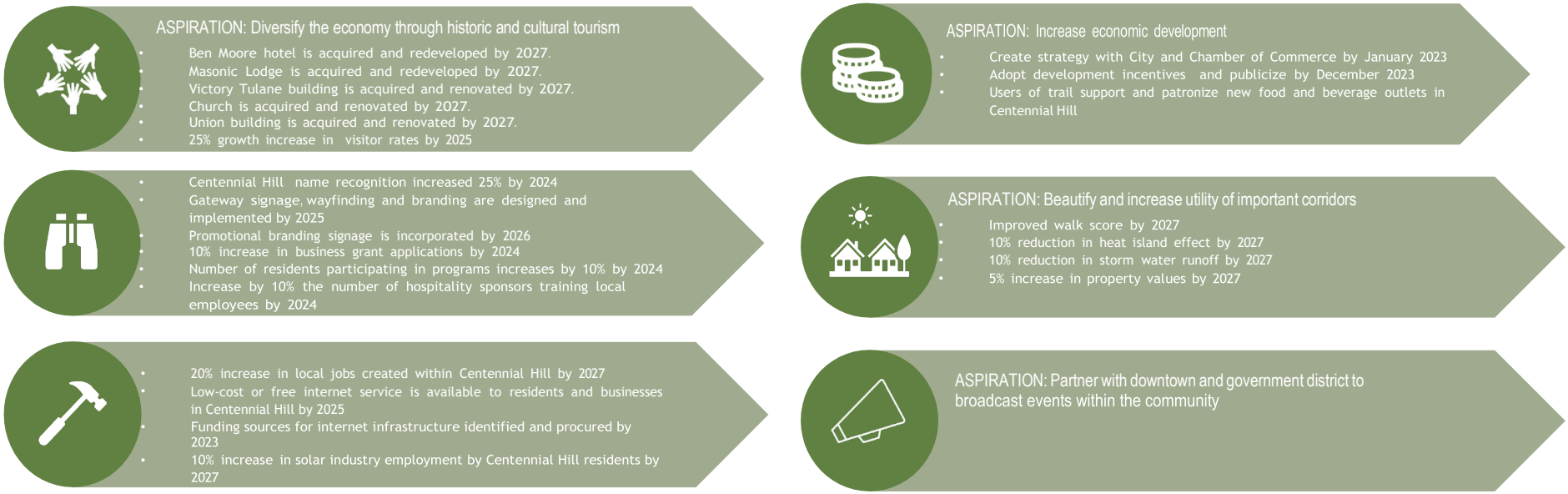
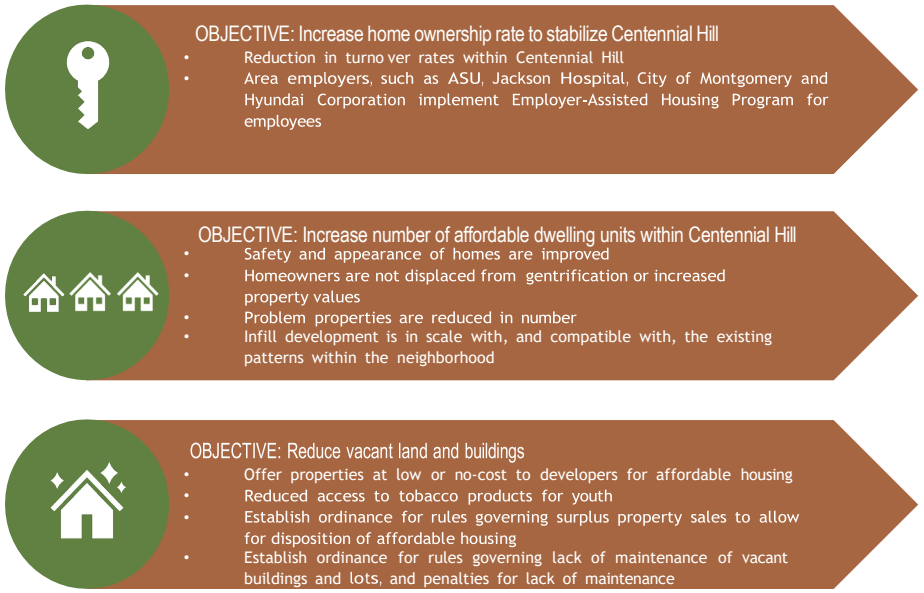


Figure 14: Public Safety Task Force Input



Figure 15: Mixed Income Housing Task Force Input



G. EARLY ACTION ACTIVITIES

The Early Action Activity is a beautification and public safety project on the three underpasses that connect the north and south sides of the Centennial Hill neighborhood. The neighborhood was divided by the construction of Interstate 85 (I-85) in the 1960s. The interstate represents an unhealed wound in the community because it tore apart a once vital and thriving African American neighborhood in the heart of Montgomery. The Early Action Activity was selected because it symbolically and visually unites the north and south sides of Centennial Hill through beautification, pedestrian safety improvements and placemaking. In addition, the lighting improvements will create gateways for the three southern entry points into Centennial Hill and strengthen the connections between the divided halves of the neighborhood.

The Early Action Activity (EAA) is phased by location, lighting, and landscaping. The first phase is located at South Union Street with lighting installation slated for completion by June 2023. Landscaping will follow during Fall of 2023.

The two additional underpasses are located at South Decatur Street and South Jackson Street. Additional fund raising is being strategized to support the construction of the full project.

The EAA includes:

- New bridge lighting for the underpasses
- Landscaping at the underpasses
- New and improved fencing at the underpasses
- Widened sidewalks where needed
- Neighborhood branding



Figure 16: South Jackson Street Underpass



Figure 17: South Union Street Underpass



Figure 18: South Decatur Street Underpass.

Source: Chambless King Architects

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III. NEIGHBORHOOD CONTEXT, BACKGROUND, AND EXISTING CONDITIONS

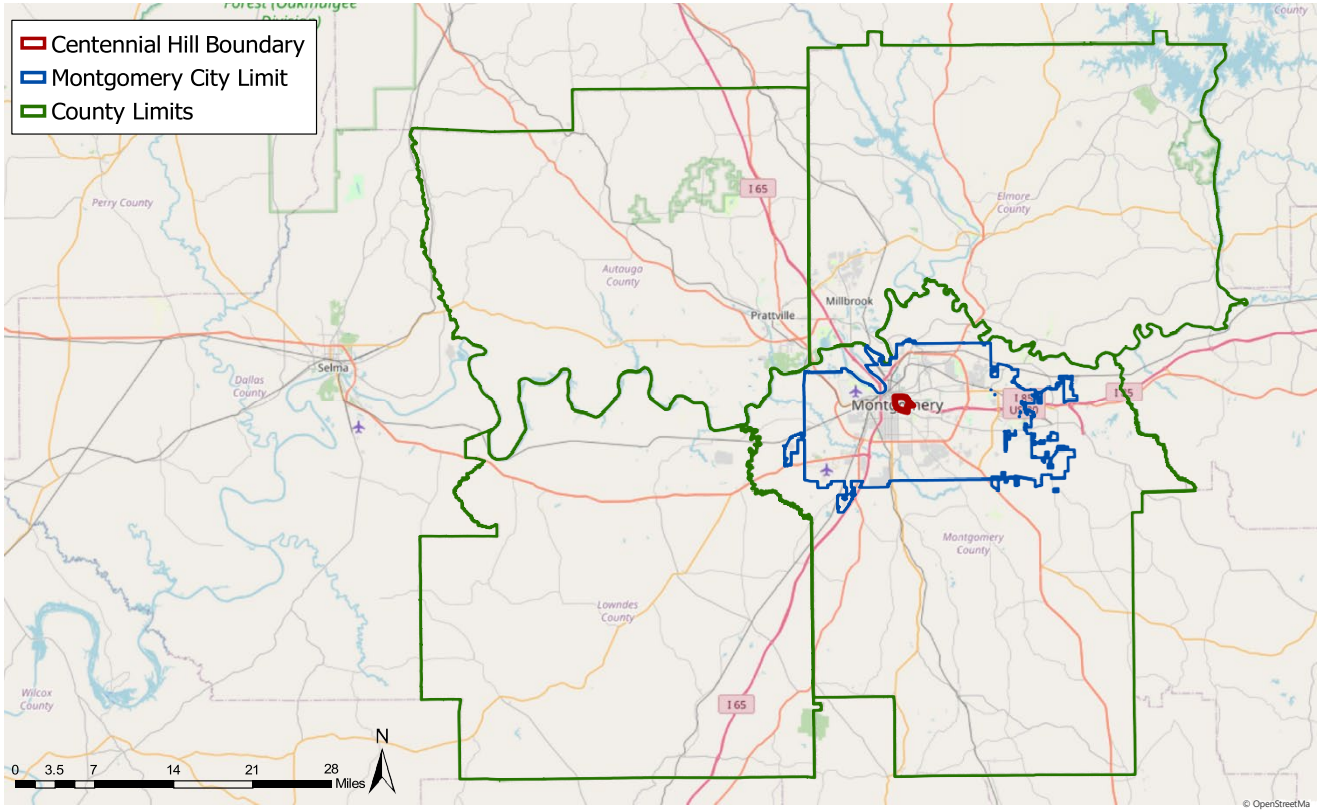
A. TARGET NEIGHBORHOOD

1. REGIONAL CONTEXT

Centennial Hill is located in central Montgomery, Alabama. It is a mature neighborhood, located adjacent to downtown Montgomery and includes the Alabama State University campus. It is the site of many civil rights events of international importance during the 1960's including the Montgomery Bus Boycott. Montgomery is the state capitol and seat of state, county, and city government, and is itself located in central Alabama.

The neighborhood is bisected by I-85, running east/west. The I-85 corridor functions as a barrier which separates the once contiguous north and south portions of the neighborhood from each other.

High Street/Highland Avenue forms the major east/west corridor within Centennial Hill, tracing the historic center of commerce and civil rights activities. Major north/south corridors include South Decatur Street, Union Street (an I-85 interchange) and South Jackson Street. Investment in the Centennial Hill neighborhood has been a jurisdictional priority since 2008. There have been three comprehensive planning efforts involving Centennial Hill as well as I-65 Corridor tax incentives and a TIF District designation.



Source: APD Urban Planning and Management & City of Montgomery

Figure 19: Context Map

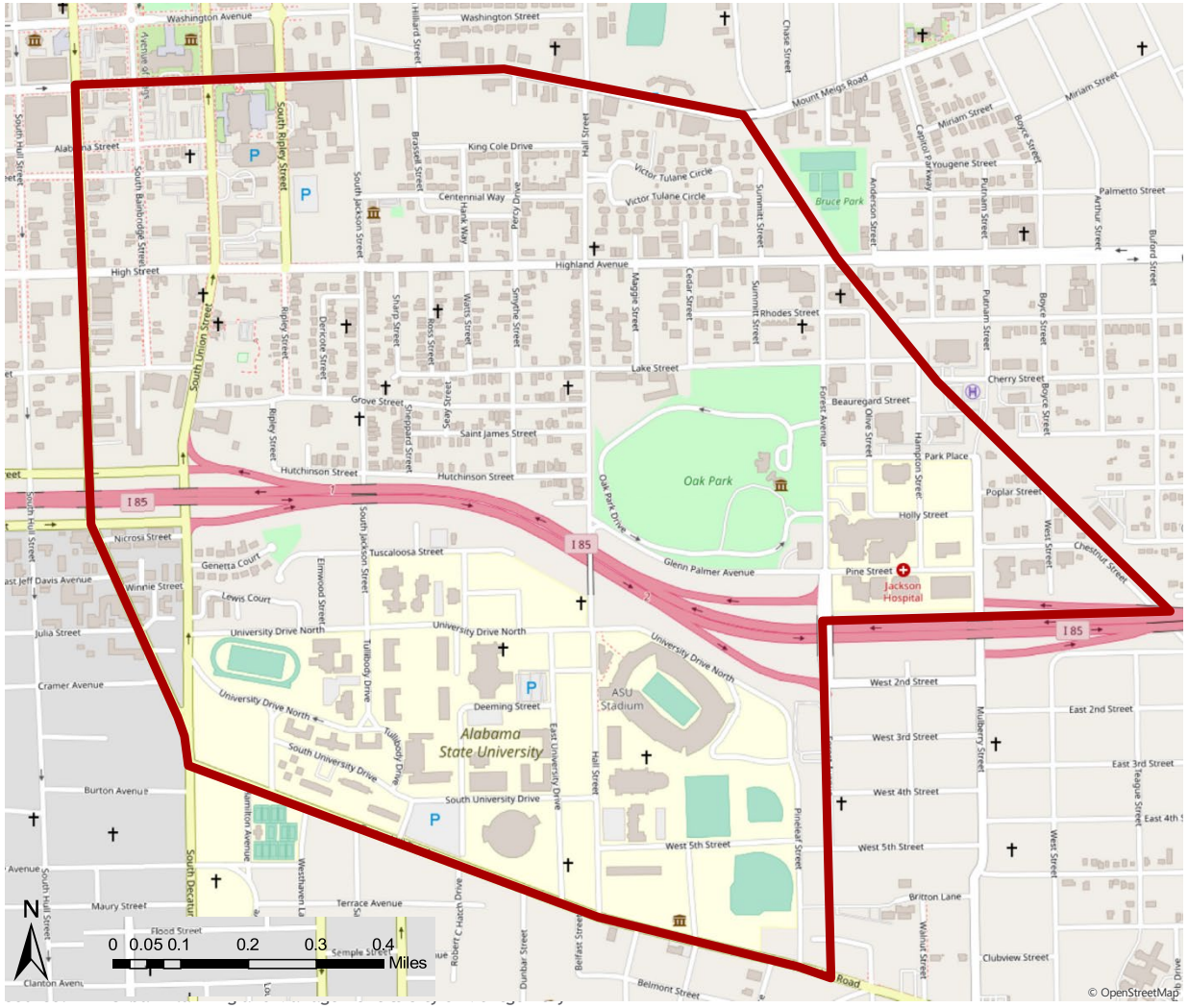


Figure 20: Neighborhood Boundary

2. NEIGHBORHOOD BOUNDARY

The study area boundaries were extrapolated from previous planning studies for Centennial Hill, the most recent of which was adopted by the City of Montgomery in 2011.

The boundaries include South Decatur Street on the west, Adams Avenue to the north, a defunct rail spur and Forest Avenue to the east, and Carter Hill Road, which borders the Alabama State University campus, to the south.

Government offices occupy much of the northwest quadrant of the study area. Jackson Hospital and affiliated medical campus occupy the southeast corner. Alabama State University occupies most of the area located south of I-85. There is a large historic park, Oak Park, located near I-85, which is treasured by the residents of Centennial Hill.

LEGEND

Neighborhood Boundary

B. HISTORY OF THE COMMUNITY



1. EARLY HISTORY

The future site of Montgomery began as a crossroads of an early indigenous trade route established by the Creeks, a Muskogee-speaking people. Toward the end of the eighteenth century, white traders and settlers began migrating into the area. The Creek tribes traded fur with partners along the Alabama River. Ultimately, hostilities arose between the white settlers and the tribes, resulting in a series of wars and treaties. The Creek Civil War (1813-1814) ended much of the area trading. The U.S. government formed the Alabama territory, and ultimately conquered the Creek.

Cotton farming replaced fur trading and land sales accelerated. The advent of the steamboat expanded the market for Montgomery goods. There were competing sites for the city's physical location, which today is reflected in two colliding street grids in downtown Montgomery. In 1846 Montgomery was selected as the Alabama state capital.



2. THE COTTON TRADE AND ENSLAVEMENT

The economic system of enslaved labor built Montgomery from 1846 until the end of the civil war in 1865, elevating the city to the economic center of the American south. In 1820, Alabama had a population of 125,000, and held roughly 40% or 40,000 people in bondage. By 1860, that figure had risen to 45%, or about 436,000 enslaved individuals. Montgomery surpassed New Orleans as a slave-trading capital. The trade was so prosperous, that the number of slave trade-related businesses outnumbered churches and hotels.



3. RECONSTRUCTION AND POST-RECONSTRUCTION

After Emancipation, violence against newly freed slaves became endemic throughout Montgomery and Alabama. Many freed people were illiterate, had little exposure to banking, the legal system or other social networks. Employment opportunities led freed peoples to migrate to Montgomery. However, state laws targeting African Americans reduced contact with white businesses and institutions. The African American community drew inward for self-sufficiency. By 1910, there was nearly an equal distribution of white and black residents. Economic opportunities for African Americans stalled and the historic black neighborhoods of Montgomery began to coalesce.



4. AFRICAN AMERICAN NEIGHBORHOODS IN MONTGOMERY

Disenfranchisement and violence aimed at African Americans led to segregated neighborhoods and public spaces. By 1900, Jim Crow laws and federal redlining maps contributed to this retreat, and Centennial Hill began to grow into one of three African American neighborhoods in Montgomery. Businesses, churches, schools, and other organizations were formed to support the neighborhood. Centennial Hill is the oldest African American neighborhood in Montgomery and contains many of the oldest homes.



5. CIVIL RIGHTS ERA

Montgomery came to prominence for its role in the Civil Rights Movement, putting a national and international spotlight on the issues of segregation, disenfranchisement, and violence against African Americans. The Montgomery Bus Boycott of 1955-56, famous for Rosa Parks refusing to yield her seat to a white passenger, lasted for over one year. The march from Selma to Montgomery, in March 1965, was led by Dr. Martin Luther King, Jr. and other civil rights leaders. It was a peaceful protest to advocate for full voting rights.

The Ben Moore Hotel, located at Jackson and High Streets, was built in 1945 and opened its doors to African Americans soon after. It became an important site of historic meetings between representatives of the black and white populations of Montgomery during the Civil Rights era. Today, there remain historic homes of Civil Rights leaders on Jackson Street.



6. CONTEMPORARY HISTORY

From the 1970s to today, the cohesiveness of the Centennial Hill community declined. One factor was the slicing of Interstate 85 through the neighborhood, creating a physical barrier. It contributed to the disintegration of community identity and disrupted businesses.

Today, structural degradation is evident for many pre-1969 structures, along with the flight of African American owned businesses. Other federal government practices, such as “red lining” lending policies, contributed to the decline of the neighborhood. Montgomery was created with enslaved labor and historically fought to disenfranchise, divide and disrupt the lives of African American citizens. However, it remains a global representative of the fight for equality.

C. NEIGHBORHOOD PHOTOS

Centennial Hill features primarily single-family homes, with some small apartment buildings, duplex homes, and townhomes. Lap siding is a common building material, along with masonry.

Higher intensity development occurs in the northwest quadrant in proximity to the government center.

Curb and gutter with sidewalks are the exception, and where they do exist are often in poor condition. Historic monuments mark important locations throughout the neighborhood, an indication of Centennial Hill's significance in the history of Montgomery.



Dexter Parsonage Museum, Jackson Street



Historic Monument



Home on South Jackson Street



Grove Street

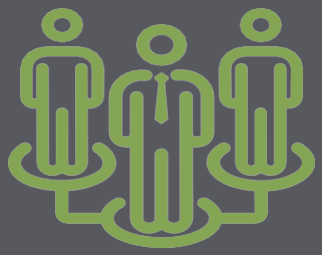


Highland Street

D. COMMUNITY PROFILE OF CENTENNIAL HILL NEIGHBORHOOD



Centennial Hill has 10% more population below 18 years old than the City of Montgomery.



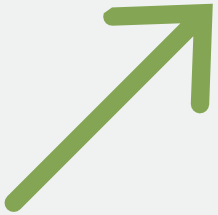
97% of residents are Black compared to 61% for the city and 59% for the county.



The average household income for the neighborhood is $38,500, less than the city average.



65% of households in Centennial Hill live below the poverty level.



Population increased slightly in Centennial Hill since 2000.



The unemployment rate for Centennial Hill is 3% higher than that of the city.

1. DEMOGRAPHICS

The community profile chart for Centennial Hill compares the demographics, employment, and educational attainment for the neighborhood against the City of Montgomery and Montgomery County as shown in Table 1.

- Population: As of 2021, the Centennial Hill neighborhood was home to 3,063 people, making up 1% of the city's population.
- Race: The community is approximately 97% Black, 2% White and 1% of Hispanic origin.
- Age Distribution: The neighborhood majority age group is between 18 and 49 at 68.1%, followed by those younger than 18 years at 13.1%. Seniors, 62 years of age and older, comprise 11.6% of the population.
- The median age for Centennial Hill is 22.3 years old, which is 14 years younger than the city, and 15 years younger than the county median ages.
- Incomes: The 2021 data show median household income within the neighborhood is $15,658. The average household income is $32,001. In comparison, within the City of Montgomery, median household income is $51,085, and average household income is $70,582. The County median and average household incomes are similar to the City's at $52,569 for the median, and $72,852 for the average.

Demographic Category	Centennial Hill	City of Montgomery	Montgomery County
Location Characteristics			
Square miles	0.1	162.3	800
Acres	633	103,872	512,000
Population Characteristics			
Total Population (2010)	2,944	205,700	229,363
Total Population (2021)	3,063	206,664	232,844
Total Households	663	82,543	92,137
Median Age	22.3	36.4	37.1
Below 18	13.1%	22.9%	22.5%
18-49	68.1%	44.0%	43.6%
50-61	7.2%	13.9%	14.3%
62 Years of Age or above	11.6%	19.2%	19.6%
Average Household size	2	2	2.4
White Alone	2.2%	31.1%	32.9%
Black Alone	96.8%	60.8%	59.4%
American Indian Alone	0.2%	0.2%	0.2%
Asian Alone	0.0%	3.8%	3.6%
Pacific Islander Alone	0.1%	0.1%	0.1%
Some Other Race Alone	0.1%	2.4%	2.2%
Two or More Races	0.5%	1.6%	1.6%
Hispanic Origin	0.7%	4.1%	3.8%
Income			
Median Household Income	$15,658	$51,085	$52,569
Average Household Income	$32,001	$70,582	$72,852
Households below the poverty level	65%	19%	18%

Source: ESRI Community Analyst; American Community Survey 2015-2019; APD Urban Planning and Management

Table 1: Neighborhood Profile

2. EMPLOYMENT AND EDUCATION

- 56.7% of Centennial Hill (CH) residents aged 25 and older have a high school degree whereas 83.1% of Montgomery residents have a high school degree or equivalency.
- 16.7% of CH residents attended some college or graduated from college and 4.6% have earned a masters or professional degree.
- 3% of employed CH residents are self- employed and 69.1% of employed CH residents work in the service industry.

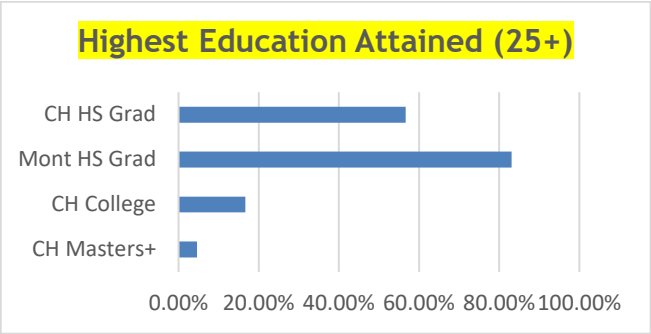


Figure 21: Educational Attainment Comparison

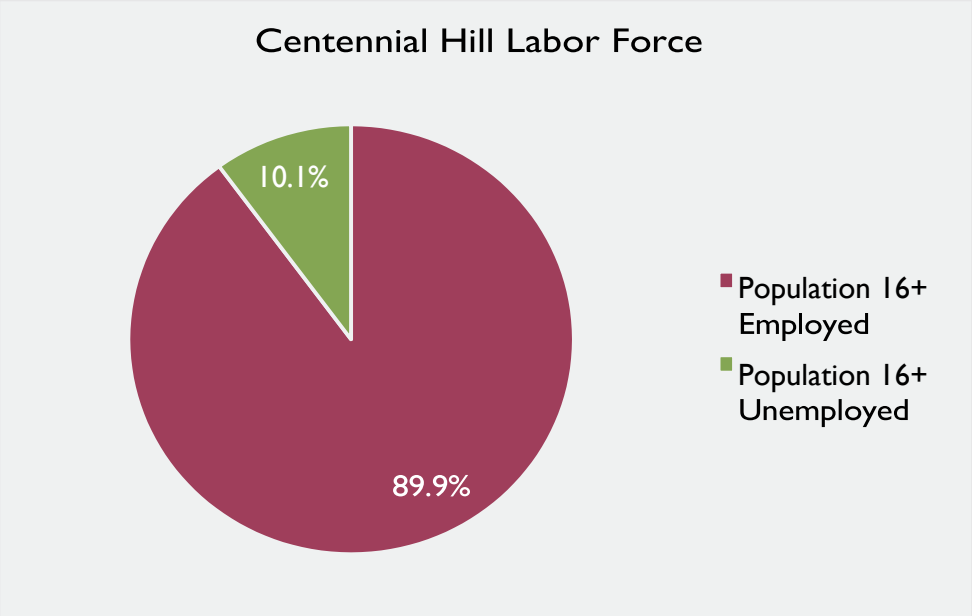


Figure 22: 16+ Employed Chart

Employment Indicators	Centennial Hill		City of Montgomery		Montgomery County	
Income Source*	**906**		**87789**		**101013**	
Wage or Salary	879	97%	84026	96%	96383	95%
Self-Employed	27	3%	3730	4%	4597	5%
Supplemental Security Income	27	3%	1226	1%	1287	1%
Population 16 & older **	**858**		**94,767**		**107,038**	
In Labor Force	89.9%		92.4%		92.6%	
Unemployment Rate	10%		7.6%		7..4%	

Table 2: Employment Characteristics

* Data source American Community Survey 2015-2019

** Data source ESRI Community Analyst 2021

3. NEIGHBORHOOD EXISTING CONDITIONS

A windshield survey was conducted of all 905 properties within Centennial Hill to gain an understanding of the condition of buildings and properties. Building exteriors were assessed based on a rating system, and property vacancy/tenure was also documented. The condition of sidewalks and lighting was recorded as well. The data further enhances what we know about Centennial Hill and allows the establishment of baseline metrics to measure change within the community. Findings from the existing conditions analysis are categorized into land use, existing conditions, and tenure.

Land Use

- 33% of parcels in Centennial Hill are single family detached properties, while an additional 33% are undeveloped vacant properties (Figure 23).
- 57 acres are undeveloped.
- 85% of all housing options are single-family.

Existing Conditions

- 40% of Centennial Hill's buildings are in fair to poor condition. Buildings in fair condition need minor repairs up to $1,000, while buildings in poor condition have deferred maintenance of more than $1,000 (Figure 24) in needed exterior repairs.
- 48 properties are deteriorated or dilapidated, and would require major and extensive repairs, and in some cases, demolition.
- 24 deteriorated properties are single family homes.

Tenure

- 48% of properties are occupied buildings, while 10% are occupied lots.
- Many occupied lots are surface parking and account for 10% of the neighborhood.
    - Occupied Lots (Parking Lots, Recreation lots, Utility)
- 9% of buildings are vacant, while 33% of lots are vacant.
- 45 properties are vacant single-family detached homes.

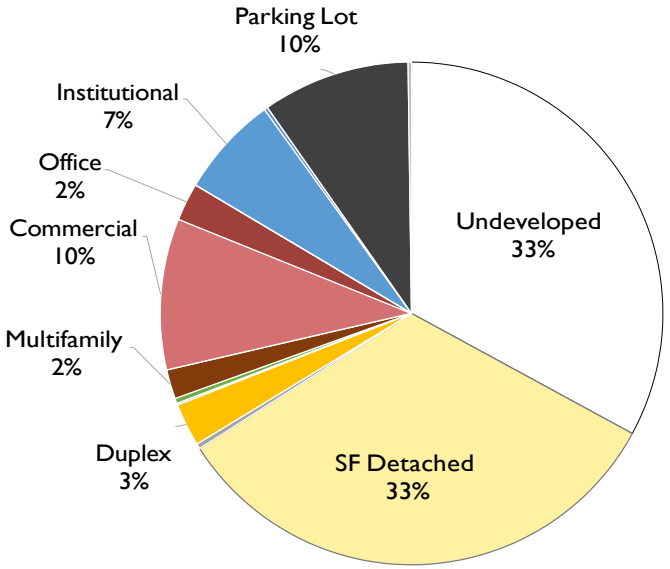


Figure 23: Land Use

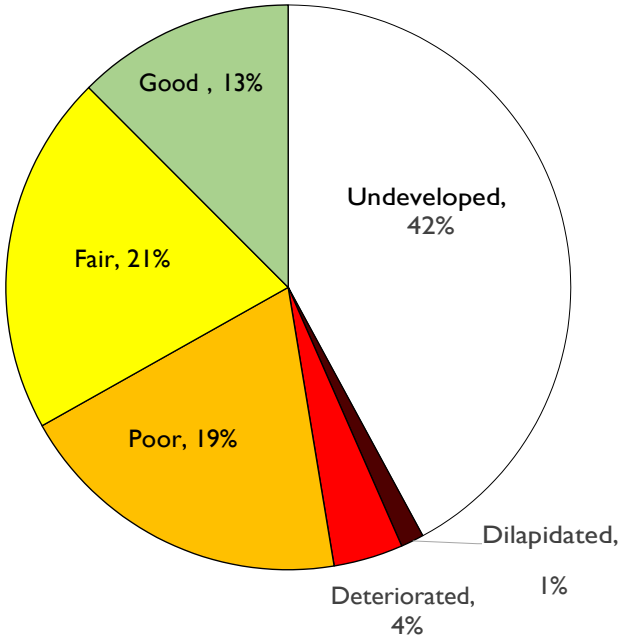
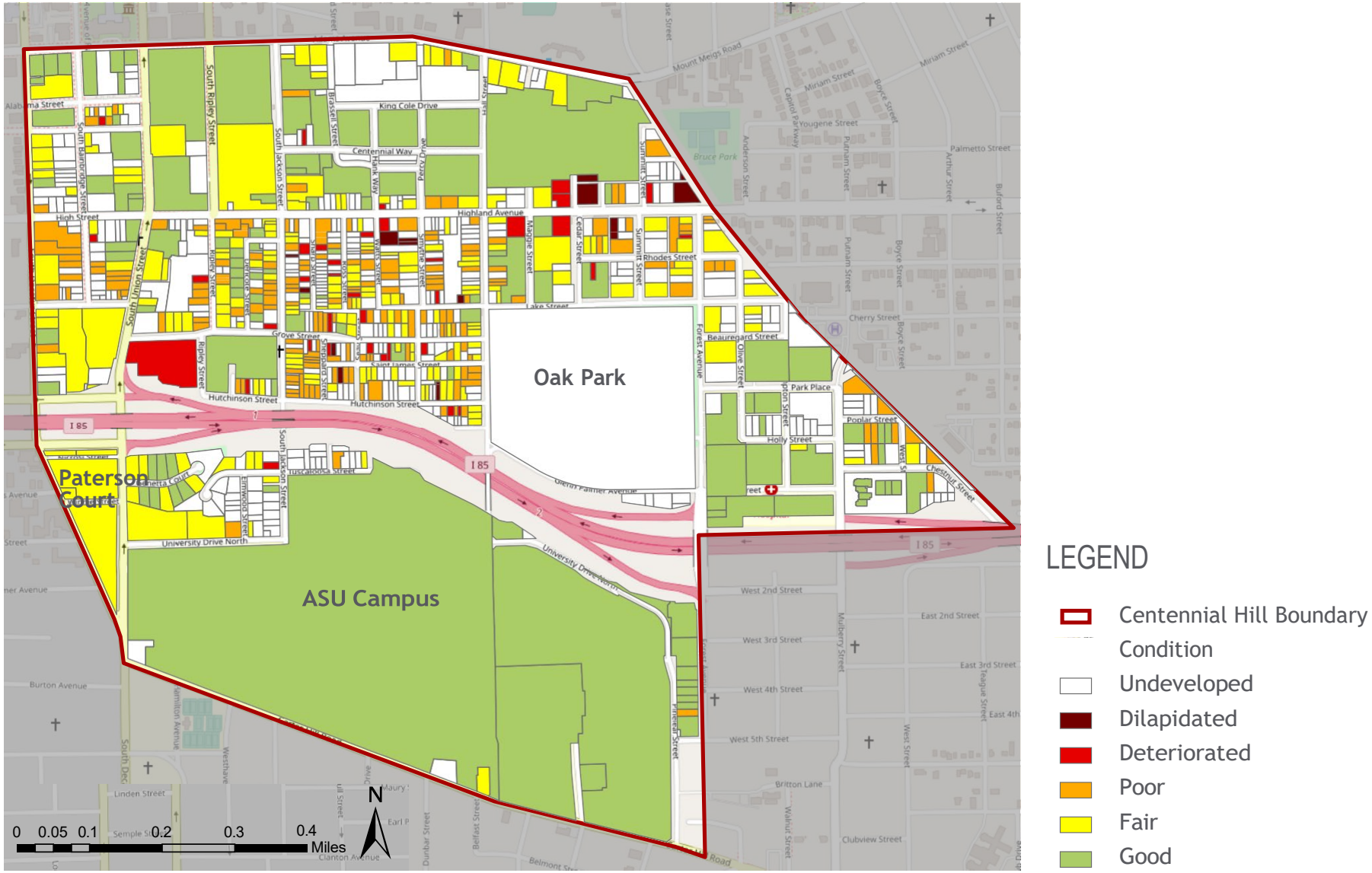


Figure 24: Existing Conditions



LEGEND

- Centennial Hill Boundary
- Condition
- Undeveloped
- Dilapidated
- Deteriorated
- Poor
- Fair
- Good

Source: Montgomery Planning Department, APD Urban

Figure 25: Existing Conditions Map

Crime Data				
	Centennial Hill			
	Violent Crimes	Property Crime	Quality of Life	Total
2018	196	112	178	486
Percent	40%	23%	37%	100%
2019	203	96	197	496
Percent	41%	19%	40%	100%
2018-2019 Change	7	**-16**	19	
2020	163	83	191	437
Percent	37%	19%	44%	100%
2019-2020 Change	-40	-13	-6	
	City of Montgomery			
	Violent Crimes	Property Crime	Quality of Life	Total
2018	9,371	6,511	8,552	24,434
Percent	38%	27%	35%	100%
2019	8,798	6,539	9,039	24,376
Percent	36%	27%	37%	100%
2018-2019 Change	**-573**	28	487	
2020	8,292	6,260	9,005	23,557
Percent	35%	27%	38%	100%
2019-2020 Change	-506	-279	-34	

Table 3: Crime Data 2018-2020 Centennial Hill and City of Montgomery

4. CRIME DATA

The City of Montgomery historically suffered from substantially higher crime rates compared to the national average. In 2018, the crime rates in the city were 1.5 times higher than the US[1]. While the rate has decreased since then, it is still higher than the national average.

This section compares crime data covering Centennial Hill and the City of Montgomery from 2018 to 2020. The analysis splits crime data into three categories:

- Violent Crimes: encompassing assaults, drug related violations, burglaries, weapons, robbery, sex crimes, homicide, arson and driving under the influence.
- Property Crimes: theft/larceny, vehicle break-in or theft, and motor vehicle theft.
- Quality of Life: vandalism, fraud, disturbing the peace, and "other."

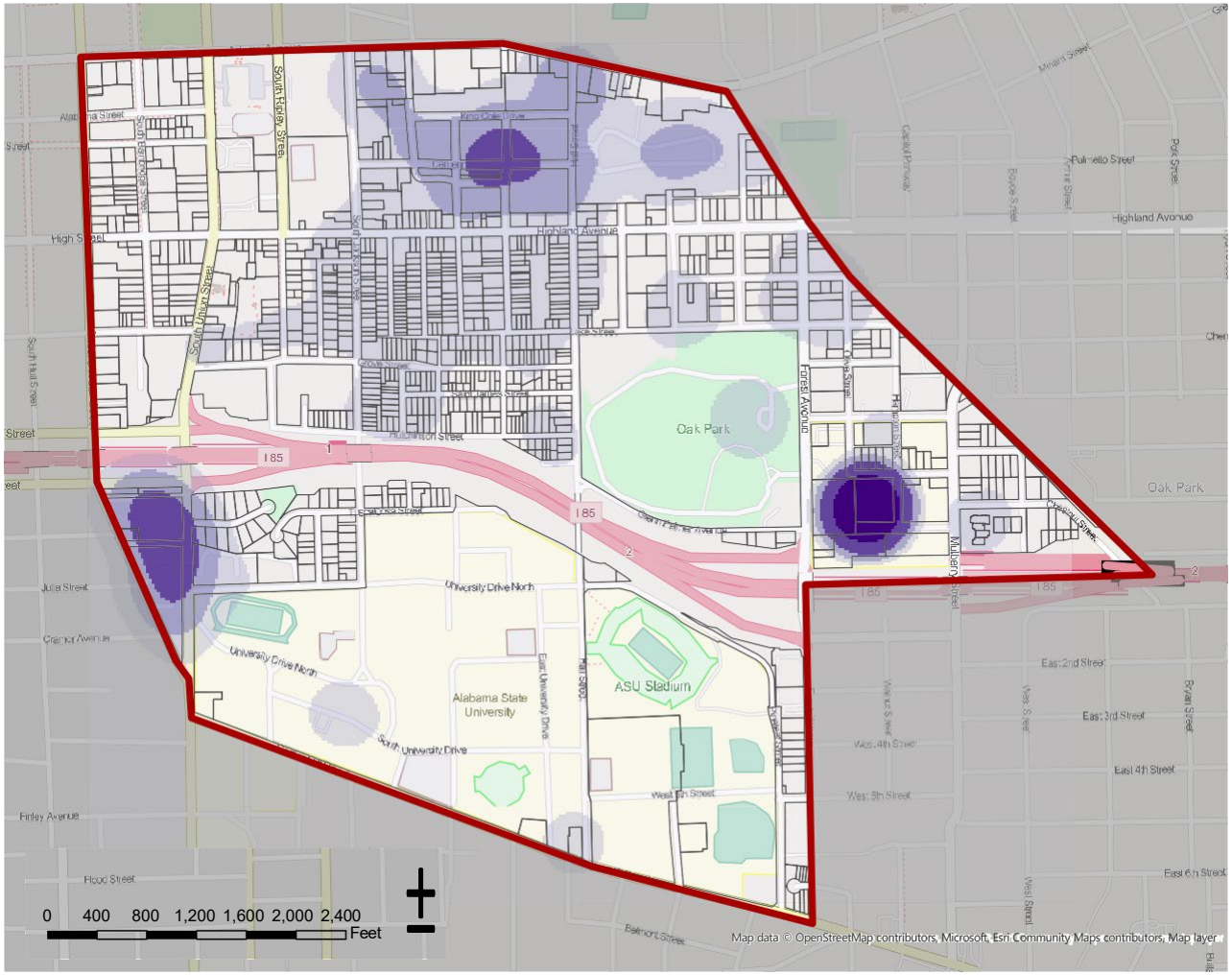
Findings:

- Overall Crime: Assault, quality of life "other" category, and vandalism are the three highest occurring crimes in Centennial Hill for 2020. In the City of Montgomery, the three highest crime incidents are assaults, quality of life "other," and theft/larceny.
- Quality of life "other" crimes include an investigation, disturbance, shots fired, nonviolent deaths, and juvenile and child crimes.
- Violent Crimes: assaults made up 77% of all violent crimes in Centennial Hill in 2020.
- Property Crimes: Theft/larceny is consistently the largest property crime category from 2018-2020 in the study area.
- Quality of Life: Crimes listed as "other" are the highest in the category for all three years in Centennial Hill.
- Crime was concentrated geographically in three locations: Paterson Court Apartments, Centennial Hill Apartments, and Jackson Hospital.
- Because incidences of crime frequently require police to visit the hospital rather than the scene of the crime, Jackson Memorial Hospital has a high report rate.
- While crime is still high in Centennial Hill, there has been a consistent decrease in crime in both geographies, with the greatest decline seen in violent crimes.
- Centennial Hill's crime rate per thousand was higher than the City of Montgomery in all three categories during 2018. Property

1 City-data.com

crimes decreased to fewer than the City's in 2019 and 2020.

- The highest crime rates occurred during 2019, while 2020 crimes decreased to the lowest point of the three-year period.



Source: City of Montgomery, APD Urban

Figure 26: 2018-2020 Crime Density Map

LEGEND

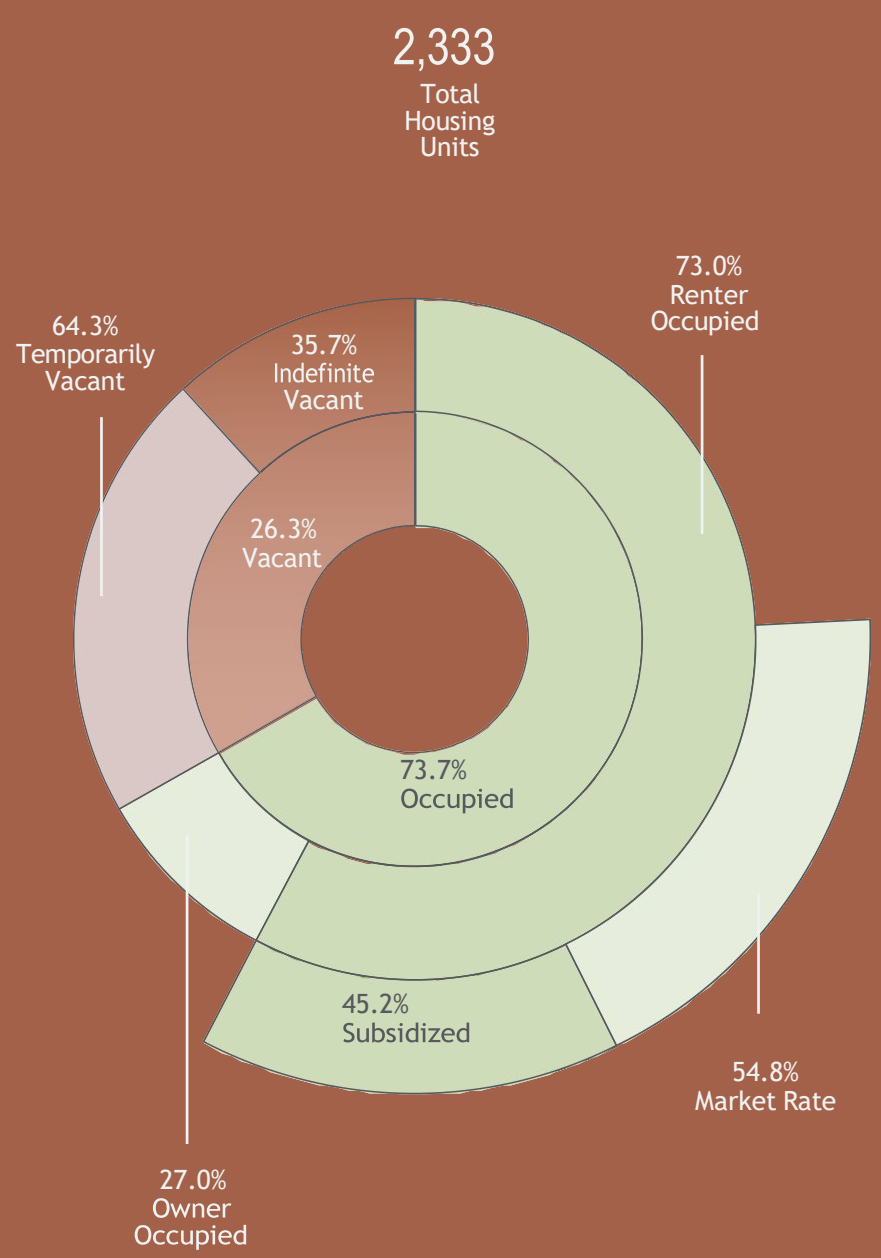
Centennial Hill Boundary

Crime Density
Low Incidence of Crime

High Incidence of Crime

Crime Rates per Thousand				
Centennial Hill /City of Montgomery				
	Violent Crimes	Property Crime	Quality of Life	Overall
2018 Crime Rate	64/45	37/32	58/41	159/118
2019 Crime Rate	66/43	31/32	64/44	162/118
2020 Crime Rate	53/40	27/30	62/44	143/114

Table 4: Crime Rate per thousand



Source: American Community Survey 2015-2019, Montgomery Housing Authority, APD Urban

5. HOME OWNERSHIP AND VACANCY RATES

There are 2,333 housing units within Centennial Hill. A large majority of units are occupied (73.7%).

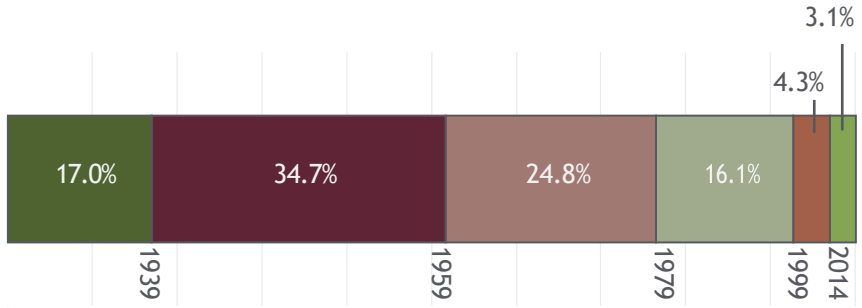
Home Ownership: 27.0% of households own their own home in Centennial Hill.

- The average size of a household in the neighborhood is two persons.*
- The median homeowner property value is $89,375, compared to $144,000 for the City of Montgomery, and $219,456 for Montgomery County.*
- 50.0% of the owner-occupied housing units are valued between $50,000 and $149,999, and an additional 19.6% are valued between $150,000 and $199,000.

Rental: The large majority of dwelling units (73.0%) are renter occupied, with 54.8% of these at market rate.

Housing Stock and Vacancy Rates: The vacancy rate is 21.4% within Centennial Hill, nearly double the 12.9% vacancy rate of the City.*

- Most of the occupied housing stock (76.5%) was built in 1999 or earlier.
- There has been minimal construction (7.4%) since 1999, with only 96 units built between 1999 and 2019.
- 35.7% of the vacant units are indefinitely vacant, a total of 219 units.



* Source: 2020 US Census

Figure 27: Occupied Housing Unit by year of construction

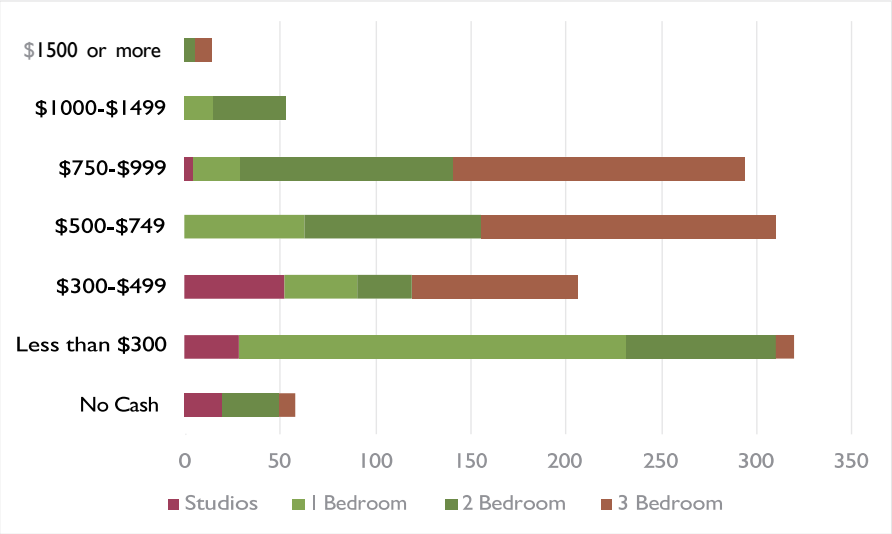


Figure 28: Rents by unit type

	Montgomery County	City of Montgomery	ZIP Code 36104
Total home sales last 6 months	1,545	1,430	35
Foreclosure home sales	95	91	1
Pre-foreclosure home sales	0	0	0
Bank-owned home sales	5	5	0
Auction home sales	90	86	1
Homes listed for sale	255	231	9

Source: RealtyTrac.com; Econometrica

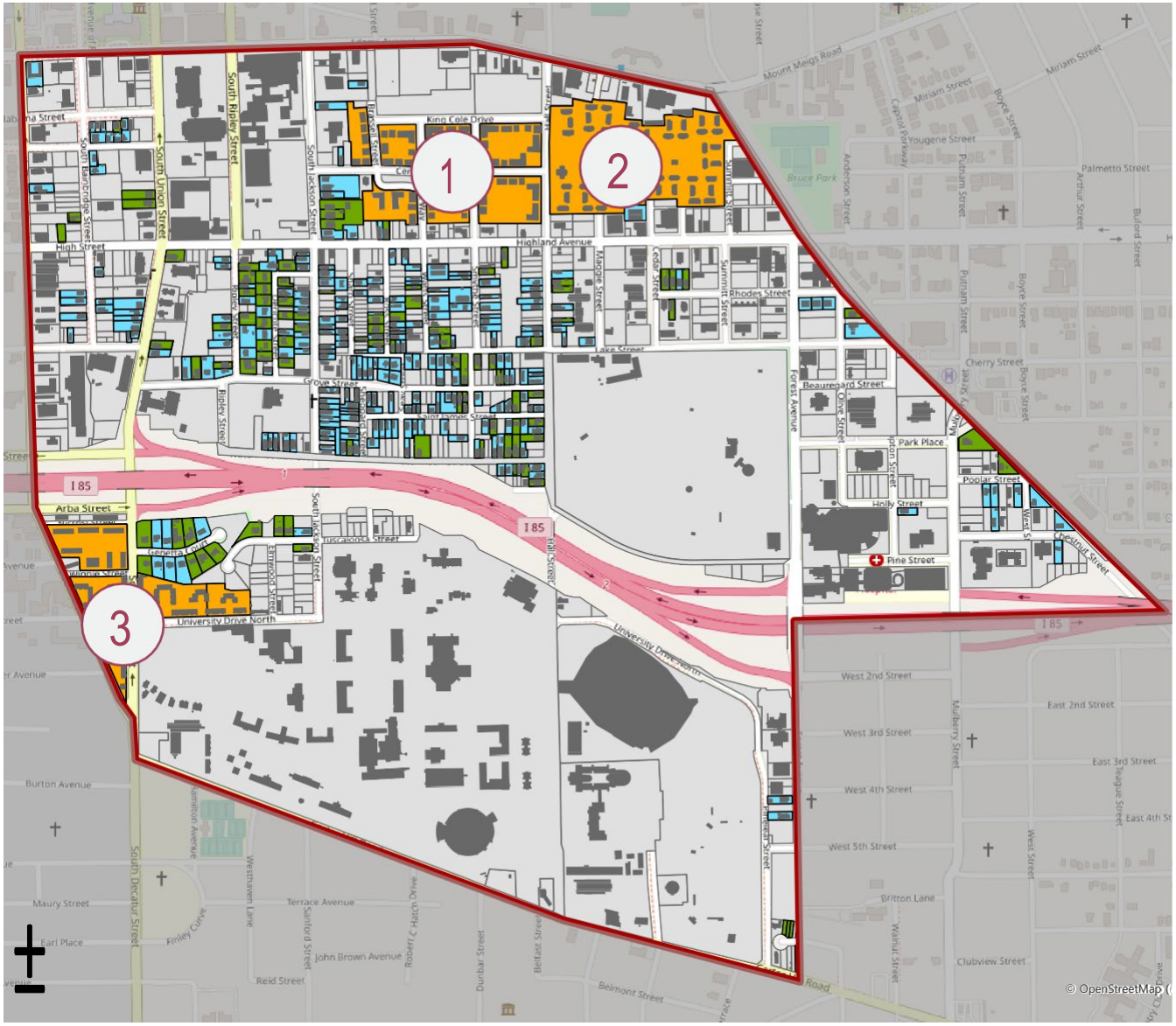
Figure 29: Home sales and foreclosures

6. RENTAL RATES

- The 3-bedroom rental housing unit is the most common type within Centennial Hill, at 34% of the total, followed by 2-bedroom rentals at 31%.
- 76.9% of studio renters pay less than $499 in rent per month.
- 59.1% of 1-bedroom renters pay less than $300 per month.
- 53.3% of 2-bedroom renters pay between $500-$999 per month.
- 72.8% of 3-bedroom renters pay between $500-$999 per month.

7. HOME SALE VALUES AND FORECLOSURES

- Econometrica reports a slow for-sale market over the past 6 months:
  - 35 home sales in ZIP code 36104
  - 1,369 in the City of Montgomery
  - 1,545 in Montgomery County
- The average listing price for homes in the City of Montgomery steadily increased over the past year.
  - Median listing price in January 2021 was $149,850
  - Median listing price in May 2022 was $165,000
- The average sales price also increased in the City, from $217,364 in May 2021 to $254,276 in May 2022.
- There are few home foreclosures within the last 6 months (Econometrica):
  - 1 in ZIP code 36104
  - 95 in Montgomery County



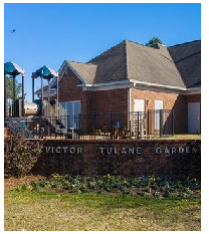
Source: Montgomery Housing Authority, Montgomery Planning Department, APD Urban

Figure 30: Housing Profile Map

SUBSIDIZED HOUSING MAP



1. Plaza at Centennial Hill Phase I and II LIHTC 258 units



2. Victor Tulane Gardens Public Housing 102 units



3. Paterson Court Public Housing 200 units

LEGEND

- Centennial Hill Boundary
- Building Footprints
- Market Rate Units
- Subsidized Rentals
- Owner Occupied Units

E. FINDINGS FROM PATERSON COURT NEEDS ASSESSMENT RELATING TO NEIGHBORHOOD

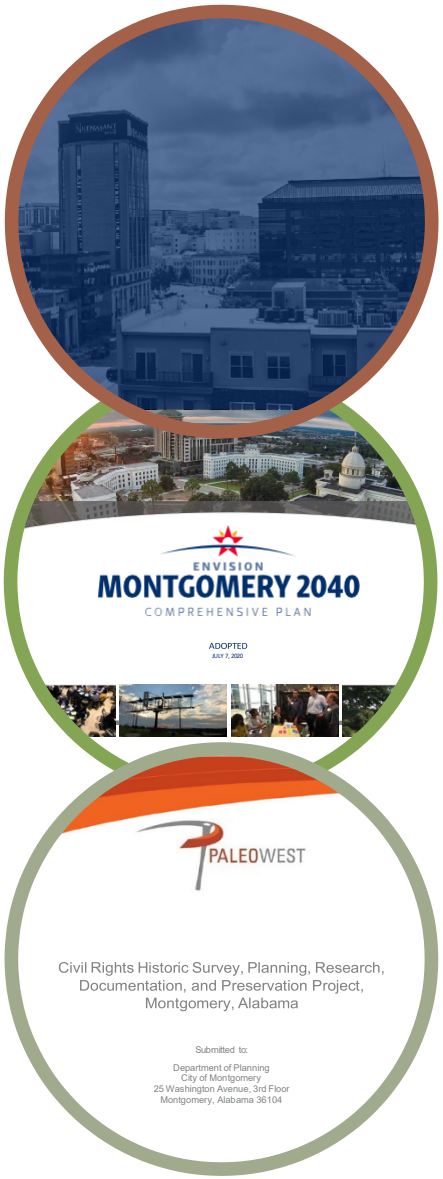
The People Plan in Chapter VII contains the full needs assessment results. Notable results from the needs assessment that pertain neighborhood include:

- Approximately 70% of the respondents indicated that they often heard gunshots. Almost 90% of the residents indicated that crime and violence, primarily involving visitors, was an issue.
- However, 73% of respondents stated that they always or usually felt safe in their individual apartments. But 36% said they did not feel safe in the neighborhood after dark.
- When asked about the top three safety improvements that should be made, 65.25% of respondents said better security systems, 56.74% said increased police presence, and 37.59% said better lighting.
- When asked about the amenities that were needed in the community, 50.35% said a grocery store or supermarket, 36.17% said a community center and 34.05% said a restaurant or eatery.

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F. ALIGNMENT WITH OTHER PLANNING EFFORTS

A comprehensive review of previous and existing plans and studies was undertaken to ensure that the recommendations in the plan take into consideration issues identified in previous planning efforts, while leveraging proposed and upcoming projects. The following two pages summarize the findings from the studies most applicable to the Centennial Hill neighborhood.



1. 2022 DOWNTOWN MONTGOMERY ACTION PLAN - DRAFT

The downtown Montgomery Action Plan draft outlines a set of action items for the downtown Chamber of Commerce to achieve a set of five goals. Eight of these actions can be leveraged with CNI strategies in the geographic areas where the downtown and the CNI boundary overlap. These strategies include improving safety through streetscape improvements, supporting businesses, increasing the number of households in the area, creating a mixed income area, and increasing tourism through the celebration of Montgomery's history.

2. 2020 ENVISION MONTGOMERY 2040 COMPREHENSIVE PLAN

The plan is the first comprehensive plan update in 50 years and is a cohesive policy statement for the City of Montgomery. The plan's essential elements are actions: projects, policies, and programs. Elements are specific and tied to a responsible party, a time frame and funding opportunities. In addition, each element links back to objectives, goals, and the overall community vision. The plan identifies Centennial Hill as part of downtown, and the development strategy for the area is to continue to make progress on its improvement. Future land use and character for Centennial Hill are identified as "downtown core," "traditional neighborhood," and "campus."

3. 2020 - PALEOWEST HISTORIC RESOURCES STUDY

The architectural survey of historic buildings focused on three neighborhoods important to the African American Civil Rights Movement: Centennial Hill, King Hill, and West Montgomery. Properties were assessed by the National Register of Historic Places criteria. 2,255 surviving buildings and 100 demolished buildings were identified. The study focused on each neighborhood's history, organization and participation in the Civil Rights Movement, and the impact these actions had on national awareness and changes in discriminatory practices.



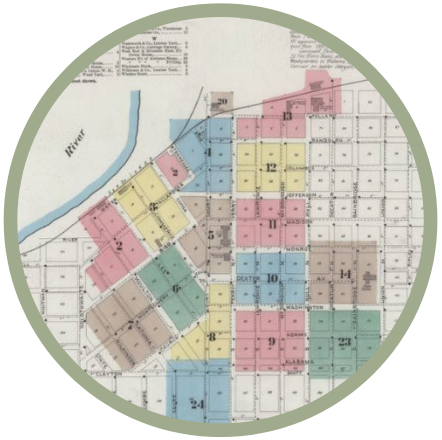
4. 2011 PLAN FOR CENTENNIAL HILL AND OAK PARK

The master plan was developed from a list of previous plans, existing conditions, geographic analysis, zoning, economics, demographics, and a five-day charrette. It built upon the Centennial Hill Neighborhood Plan completed in 2008 (below). The plan did not address the Paterson Court site, but recommended redevelopment of Victor Tulane Court (MHA property) which was completed in 2014 as the Plaza at Centennial Hill. The plan focused on preserving historic assets, leveraging the High Street/Highland Avenue corridor as a framework for change, partnering strategies, goal setting, infill opportunities, funding strategies, life cycle housing for a mix of incomes, improving streets for pedestrians and cyclists, and a bike network.



5. 2008 CENTENNIAL HILL NEIGHBORHOOD PLAN

The purpose of the plan was “to document and identify strategies to reach the neighborhood’s long-range goals,” to build a stronger neighborhood, and to attract residents and economic investment. The plan included a history of the area, existing conditions, demographics, a Neighborhood Plan and implementation goals. The plan addressed existing physical conditions and included economic and social goals for implementation.



6. 1980’S URBAN EXPRESSWAYS & CENTRAL CITIES

Written by Raymond A. Mohl as part of a research paper for the University of Alabama, the essay reports that from the late 1930’s to post-war 1950’s federal agencies planned for a federal highway system for national security, economic growth, auto mobility and slum clearance. Government policies on taxes, mortgages, public housing, and urban redevelopment schemes exacerbated the effects of the interstate highway system construction on inner city neighborhoods. During the 1950’s through the 1970’s the national program destroyed low-income city neighborhoods, provided no displacement relief to residents, undermined inner-city transit, and encouraged the out migration of more affluent residents, commercial uses, and manufacturing to the suburbs. The highway era coincided with a massive migration of rural southern blacks into urban areas.

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IV. VISION FOR NEIGHBORHOOD TRANSFORMATION

A. PRELIMINARY GUIDING PRINCIPLES

The guiding principles for the Neighborhood Plan developed through a full range of community engagement activities. Engagements were facilitated by the planning team, and included partners, committees, the CHAB, Paterson Innovators, service providers and task forces. As the process progressed, specific Neighborhood related themes and aspirations for Centennial Hill emerged and were confirmed with the community.

- **COMMUNITY: A THRIVING MIXED-INCOME COMMUNITY FOR ALL AGES, INCOME LEVELS AND ABILITIES.**
- **HISTORY: CELEBRATE, PRESERVE, AND CAPITALIZE ON CIVIL RIGHTS AND AFRICAN AMERICAN CULTURAL HISTORY.**
- **ENGAGEMENT: EXPAND CIVIC ENGAGEMENT, PARTICIPATION, AND LEARNING.**
- **ECONOMY: BOOMING BUSINESSES AND VIGOROUS ECONOMIC ACTIVITY; NEIGHBORHOOD REINVESTMENT.**

B. CENTENNIAL HILL NEIGHBORHOOD VISION

A neighborhood vision was distilled over the course of ongoing community outreach and engagement. The final consensus vision statement was developed and approved by community participants at the second set of CHAB and community meetings.

The formal engagement structure evolved from collaboration between MHA, the City, and the planning team. A series of People, Housing and Neighborhood committee meetings were structured to collect input on the vision, objectives, aspirations, possibilities, and action items for the Transformation Plan. Quarterly CHAB meetings relayed this information and were a valuable opportunity for the board to provide additional insight as the plan progressed. Paterson Innovators were kept current, and their input recorded by MHA and conveyed to the planning team. Resident assessments revealed Paterson Court resident preferences for the neighborhood. Five task forces took a deep look into specific topics revealed during the engagement process. Task force goals and actions are reflected in the Transformation Plan and referenced in Section II.

Three Centennial Hill community meetings were conducted in December 2021, April 2022, and June 2022. At these sessions, the planning process was explained, progress reported on, results shared, and preferences, aspirations and concerns recorded for inclusion in the plan document.

The extensive community engagement process ensured that participants' ideas and opinions were heard; that the planning team captured important information for the plan; and that the transparent engagement process resulted in consensus for and support of the plan.

"CENTENNIAL HILL IS A PROUD NEIGHBORHOOD THAT CELEBRATES ITS HISTORY AND CULTURE, IS VIBRANT, SAFE AND DIVERSE, PROMOTES HEALTHY LIVING, RECREATION, AND EDUCATION, AND OFFERS HOUSING CHOICES FOR ALL INCOME LEVELS."



Source: Oak Park, City of Montgomery Planning Department, APD Urban

TRANSFORMATION PLAN VISION

Centennial Hill is a proud neighborhood that celebrates its history and culture, is vibrant, safe and diverse, promotes healthy living, recreation, and education, and offers housing choices for all income levels.



Neighborhood

Centennial Hill is a diverse neighborhood that celebrates its history and provides access to healthy living, goods and services, and amenities to its residents.



Housing

Centennial Hill is a neighborhood with a stable housing market, a mix of housing typologies where income levels are mixed, and where long-term residents can age in place.



People

Centennial Hill is a connected community that provides and supports access to high quality educational, health, economic, and social programs and services for every resident to reach their highest potential.

Figure 31: Vision Statement

V. NEIGHBORHOOD PLAN



A. OVERVIEW OF THE NEIGHBORHOOD PLAN

INTRODUCTION

The purpose of the Neighborhood Plan is to create favorable conditions to attract public and private investment, and to offer amenities and assets that are important to families' choices about their community.

The master plan guides recommendations on the redevelopment of specific areas of Centennial Hill, focusing on sustainability and equitable access to goods and services, while ensuring that existing residents can remain or come back to the community as it redevelops.

The Transformation Plan required broad community engagement. The engagement work incorporated public and private agencies, organizations, and financial institutions, as well as key individuals. These efforts garnered community support, excitement for, and anticipation of, the Neighborhood Plan and subsequent implementation.

B. VISION FOR THE NEIGHBORHOOD

"CENTENNIAL HILL IS A DIVERSE NEIGHBORHOOD THAT CELEBRATES ITS HISTORY AND PROVIDES ACCESS TO HEALTHY LIVING, GOODS AND SERVICES, RECREATION, TRANSPORTATION AND AMENITIES TO ITS RESIDENTS."

1. PRESERVE AND CAPITALIZE ON HISTORIC PLACES AND EVENTS FROM THE CIVIL RIGHTS MOVEMENT

The historic significance of Centennial Hill in the Civil Rights Movement is of great importance to residents and community leaders. A program to leverage historic and cultural assets may improve the impression of the neighborhood, attract tourism, and diversify the local economy.

2. BUILD ON THE PROXIMITY OF CENTENNIAL HILL TO DOWNTOWN AND EMPLOYMENT CENTERS

Centennial Hill is located adjacent to Downtown Montgomery, Jackson Hospital complex, Alabama State University and City, County and State government offices. The potential jewel of the neighborhood is historic Oak Park, once a regional attraction. The neighborhood also enjoys easy access to the Interstate 85 corridor and new on-demand transit services.

3. INCREASE ECONOMIC VIBRANCY WITH NEIGHBORHOOD BASED GOODS, SERVICES AND AMENITIES

The High Street/Highland Street corridor is the historic commercial heart of Centennial Hill. To attract and retain new residents, this corridor is targeted for significant infrastructure and development investment. Everyday goods and services are currently lacking within the neighborhood, and this corridor is a prime location for returning vitality and livability to the neighborhood.

4. IMPROVE WALKABILITY WITH SIDEWALKS, BEAUTIFICATION AND GREEN SPACE

Access to outdoor green space and improvements to walkability positively impact property values. They also provide important contact for residents with active recreation, socialization, and stress reduction, improving overall health outcomes, both physical and mental. The Neighborhood Plan includes new opportunities for accessible green space, active transportation, and pedestrian amenities for Centennial Hill.

C. NEIGHBORHOOD OBJECTIVES, ASPIRATIONS, AND ACTION ITEMS

The Neighborhood Plan establishes three objectives that aim to achieve the vision for the community, focused on making Centennial Hill a neighborhood of Choice within the City of Montgomery. The outcomes, actions and metrics are designed to ensure that the objectives are met as the community redevelops.

VISION	"Centennial Hill is a diverse neighborhood that celebrates its history and provides access to healthy living, goods and services, recreation, transportation and amenities to its residents."		
OBJECTIVES	**ASPIRATIONS**	**POSSIBILITIES**	**ACTION ITEMS**
Redevelopment of Centennial Hill as a historic community of choice.	Strengthened connection to community and recognition of the historic importance of Centennial Hill.	Celebrate history by linking it to tourism, erecting historic markers, and implementing a marketing and branding strategy.	Implement 5-7 gateways and other unique markers that clearly identify and mark the boundaries of the neighborhood as identified by the master plan.
		Create an arts/culture/history district destination with a route, specific stops, and partnerships with local organizations.	Define and implement a historic district, route, and specific stops. Work with existing Federal, State and City regulations to assist with historic designation processes.
	Historic sites and people, and their contributions, are acknowledged and celebrated.	Renovate important neighborhood historical assets, such as the Ben Moore Hotel, Malden Barbershop, Nat King Cole house, and other significant sites.	Identify buildings to be restored or renovated and/or historically designated as part of the marketing and branding strategy.
		Restore Oak Park, including its former uses, while creating a "Friends of Oak Park" organization to fund raise, politically support and promote continued improvement.	Develop master plan for Oak Park, create a park supporters' group, identify implementation funding.
A thriving, safe, vibrant, and diverse community.	The neighborhood is economically diverse, strong and vibrant.	Support the preservation of existing local businesses.	Document the number of new and existing businesses
		Promote and incentivize new businesses to locate in the neighborhood.	Document the number of new jobs created via new businesses.
	Centennial Hill experiences a significant drop in crime within two years.	Partner with the Montgomery police department to implement a neighborhood watch program.	Establish neighborhood watch organization
		The neighborhood is free of abandoned, vacant and substandard properties.	Target 100% of properties that are tax delinquent for acquisition (64 properties). Address 12 properties that are currently dilapidated through code enforcement.
		Increase police patrolling, and foot/bike patrols	Establish police patrol route and foot/bike patrol with community input.
		Create a youth task force to partner with local police.	Decrease in number of crimes committed by youth.
		Improve lighting, decrease blight, and require new buildings to adhere to passive surveillance principles of CPTED.	Focus street lighting improvements on target corridors, leading to an increase in lighting of 25%, and in all new developments.

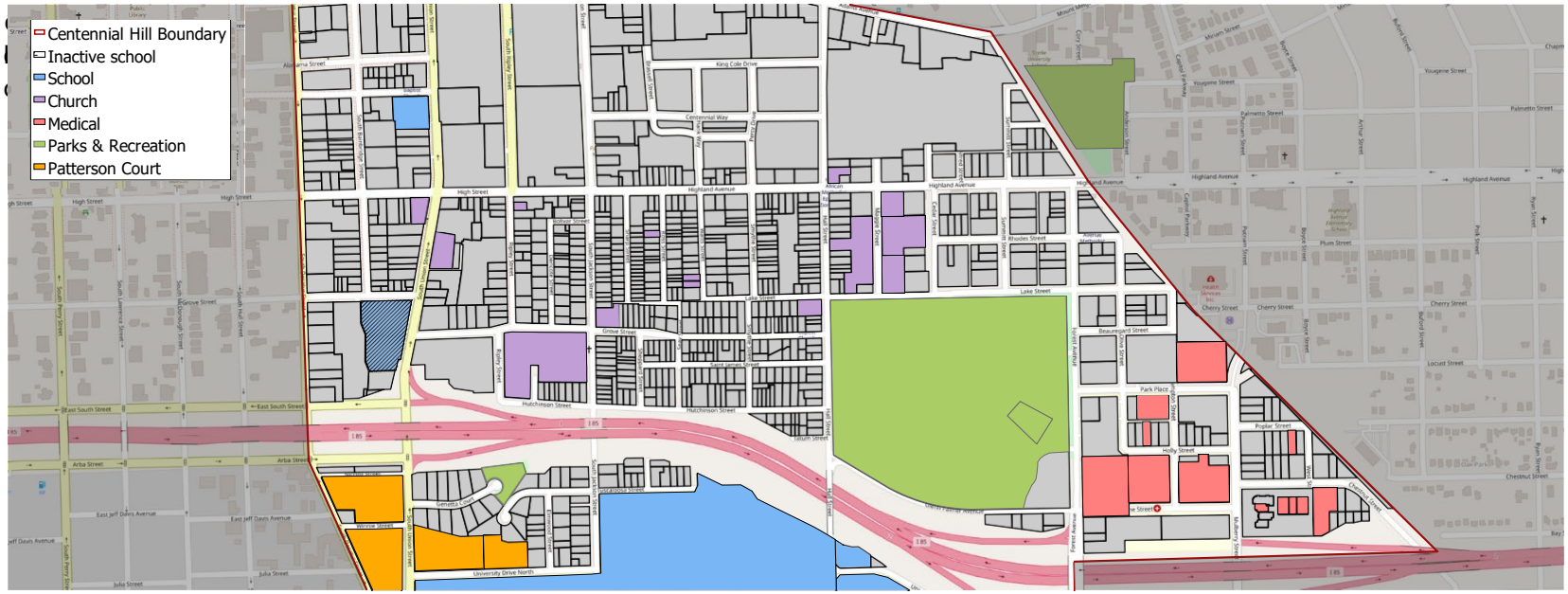
OBJECTIVES	ASPIRATIONS	POSSIBILITIES	ACTION ITEMS
A thriving, safe, vibrant, and diverse community (continued)	The neighborhood is physically improved, and blight removed, increasing the attractiveness of Centennial Hill as a neighborhood of choice.	Organize and create a strong neighborhood association.	The organization is established through the City's Neighborhood Services department.
		Implement a marketing and branding communication strategy to dispel negative impressions of the neighborhood and promote its assets.	Develop marketing and branding strategy, implement initial recommendations
		City to implement public sector pilot programs.	Development of 2 pilot programs in Centennial Hill
A healthy lifestyle prevails in this walkable neighborhood, with access to green space, goods and services.	Neighborhood infrastructure provides good access to resources and services for all ages and abilities.	Improve public transportation options with additional routes/stops, more frequent buses, and improved amenities such as bus shelters.	Focus transportation improvements on improved streetscapes and new developments by building bus shelters along the High/Highland Streets corridor
		Improve access to healthy foods through partnership with local organizations, including farmer's markets.	Access to local fresh food is increased by implementing a bi-weekly farmer's market program in Oak Park
		Improve pedestrian and bike infrastructure, and handicapped access.	Focus improvements on the four identified corridors to improve street infrastructure
	The neighborhood features recreation opportunities, programmed activities and green space.	Create healthy recreational opportunities through partnerships with schools and local organizations/service providers.	Number of partnerships and recreation programs created
		Create a Rails-to-Trails project that connects Centennial Hill to downtown and City parks and recreation facilities.	Conduct design studies for trail corridors proposed in the master plan
		Increase green space in the community	Require green space in all new large-scale developments. Utilize undersized vacant lots for new pocket parks. Create green space available to all residents within a 15-minute walk.

D. NEIGHBORHOOD LEADS FOR IMPLEMENTATION

The Montgomery Housing Authority and City of Montgomery are committed to stewarding the implementation of the Transformation Plan. The Neighborhood Plan Implementation Entity is the City of Montgomery.

Key stakeholders, anchor institutions, and partners participated in the planning process and will champion the plan implementation as well, including:

- Jackson Hospital
- Alabama State University
- Trenholm State Community College
- Montgomery Public Schools
- River Region United Way
- Retirement Systems of Alabama, a major investor in the neighborhood
- Mayor Reed and City of Montgomery departments
- District 3 Councilor Marche' Johnson
- District 4 Montgomery County Commissioner Isaiah Sankey
- Montgomery Housing Authority Chairman John Knight, MHA Board and leadership



Source: APD Urban Planning and Management & City of Montgomery

E. NEIGHBORHOOD ASSETS

The Centennial Hill neighborhood enjoys many important assets.

- History and Heritage: The historic events and sites in the neighborhood should be preserved, celebrated and leveraged to help rebrand Centennial Hill as one of the centers of the Civil Rights Movement. Locations such as the Ben Moore Hotel, and events such as the Montgomery Bus Boycott, may be commemorated and elevated in keeping with their international importance.
- Location: The neighborhood is adjacent to downtown Montgomery and State and City employment centers. Major corridors to and through the neighborhood, such as the High Street/Highland Street corridor and Jackson Street need improved streetscapes and pedestrian amenities to elevate these connections.
- Oak Park: A major public park, the jewel of the neighborhood, may benefit from relocation of City maintenance yards, and a conversion of the defunct rail line on the eastern edge of the neighborhood to a multi-use trail.
- Post-Secondary Education: Alabama State University lies within the neighborhood and is a tremendous resource for education and college preparedness programs within Centennial Hill.
- Jackson Hospital: A major regional healthcare resource and employer who holds a vested interest in elevating the neighborhood.

The master plan builds on these important assets, while proposing new amenities for the community, based on need.

F. LONG-TERM ECONOMIC, EDUCATIONAL AND ENVIRONMENTAL VIABILITY

Centennial Hill once possessed all these attributes, and it is an objective to restore and transform the neighborhood to the vibrancy it once enjoyed.

- Pedestrian oriented shopping, business, tourism, and entertainment district.
- A true mixed-income community with a wide range of housing choices.
- Improved adult education, youth, and senior programs.
- Beautified with streetscape improvements in important locations and additional neighborhood green space.
- Improved walkability, active transportation, and transit options as alternatives to driving, and to improve health outcomes.
- Public and private sector investments to spur economic growth and provide jobs for residents.
- Proposed community center to provide educational and recreational services within the neighborhood.

G. PUBLIC AND PRIVATE INVESTMENT

Public investment in the neighborhood began during 2022 with the Retirement Systems of Alabama (RSA) office project at Jackson and High Streets. This major investment is located at the heart of the neighborhood and signals regeneration while providing potential employment opportunities and employee patronage of businesses in Centennial Hill. The RSA development broadcasts that the neighborhood holds great opportunity for investment and that the City is supportive of commercial development, especially along the High Street/Highland Street corridor.

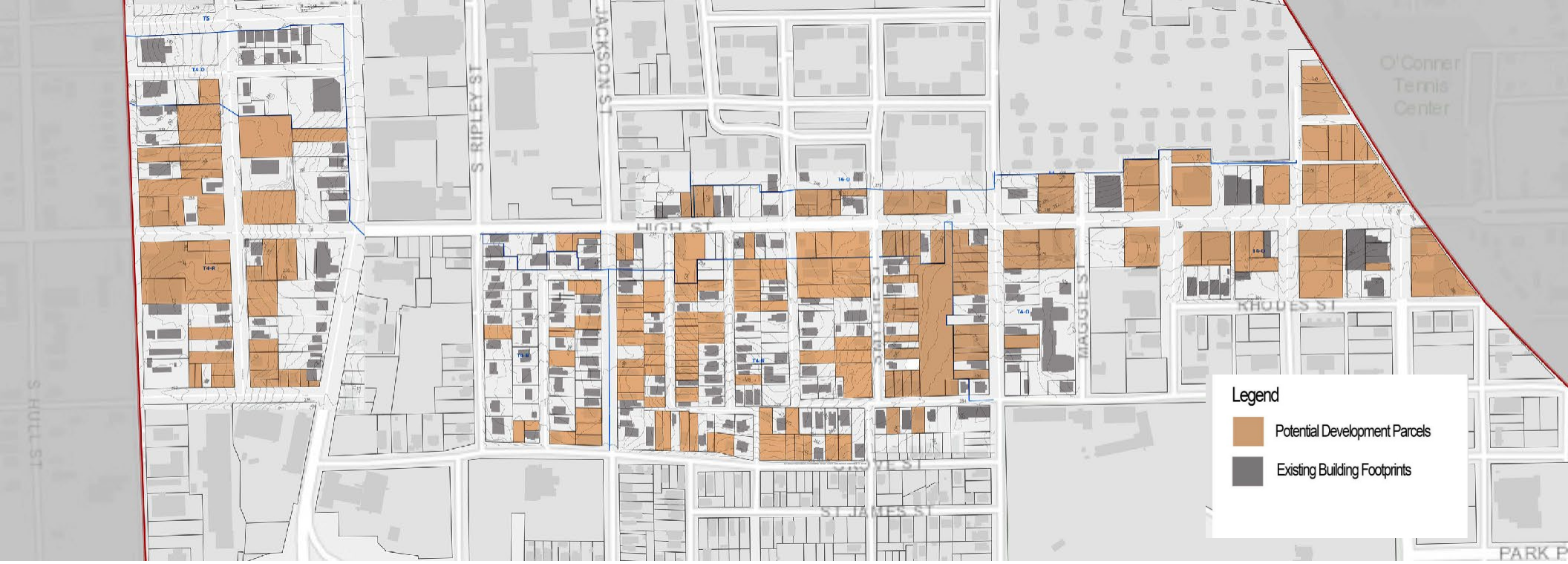
The Early Action Activity I-85 underpass lighting project at South Union Street is under construction, and includes LED specialty lighting, sidewalk, and streetscape improvements. Lighting will be completed by the end of 2022. Additional phases will light South Jackson Street and South Decatur Street underpasses to knit together the southern portion of Centennial Hill with the northern portion.

The W.A. Gayle Planetarium at Oak Park will reopen to the public on or about mid-August 2022. Infrastructure will be transferred to the City of Montgomery, and under the direction of the Montgomery Zoo.









Source: APD Urban Planning and Management

Figure 33: Undeveloped Parcels, Vacant Buildings and City/State-owned properties

H. PROPERTY ACQUISITION

Property acquisition for redevelopment of off-site housing is a strategic piece of the Transformation Plan. The partnership between the City of Montgomery and the State of Alabama allows for the acquisition of abandoned properties at minimal cost other than clearing titles and conducting Environmental studies. Considering the high number of vacant and blighted properties within Centennial Hill, property acquisition is important to the transformation of the entire neighborhood. There are several areas of opportunity for property acquisition within Centennial Hill:

- Tax delinquent properties
- State Tax Assessor-owned properties
- City-owned properties
- Vacant and abandoned properties that may be candidates for property liens due to code violations

During the planning process, meetings were held with State and local officials to determine the most appropriate method for property acquisition. The State agreed to hold 43 properties off the market for future acquisition by the City, and for redevelopment within the neighborhood. This was documented in a letter signed by both parties during July 2022. The properties identified have been included in the master plan and their potential redevelopment depicted.

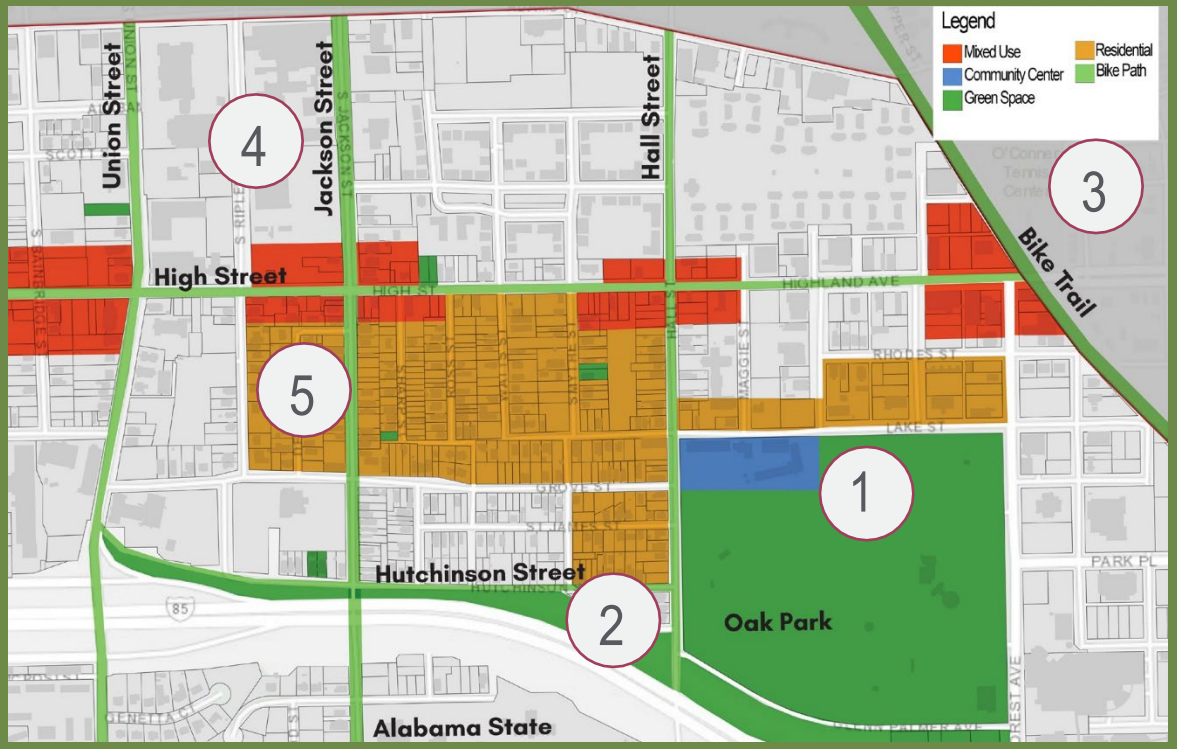
MHA controls property in three locations in the northern half of Centennial Hill. These include the Plaza at Centennial Hill, the adjacent Lister Hill site, and Columbus Square. These properties are targeted for development of one-to-one replacement housing.

In addition, two pilot development projects, that include property acquisition estimates and development potential at key catalytic areas of Centennial Hill, are awaiting political and funding approval by elected officials.

I. NEIGHBORHOOD AMENITIES

The amenities found in Centennial Hill include Oak Park, a large historic municipal park in the southeast section of the neighborhood. There are no other areas of green space, trails, or pathways for recreation. Feedback gained through public engagement provided recommendations for improvements, and introduction of new amenities. The framework plan in Figure 34 guides how the neighborhood will grow and be improved by illustrating areas targeted for improvements and new neighborhood amenities.

1. Enhancements to Oak Park will celebrate the history of the community. Improvements include the proposed replacement of the existing City maintenance yard, with a new community center.
2. A linear park between Hutchinson Street and I-85 is proposed to mitigate traffic noise, light pollution and air pollution in the neighborhood. The linear park would serve as a connection from Oak Park to the neighborhood (Figure 35).
3. Development of a multi-use trail along the northeast rail line, would connect the neighborhood with surrounding neighborhoods, the Alabama River and downtown Montgomery.
4. Street improvements to South Union Street, South Jackson Street, Hall Street, High/Highland Streets, and Hutchinson Street will improve mobility options, safety and aesthetics. Details on improvements can be found in Chapter VI under Sustainability.
5. Introduction of pocket parks may take advantage of vacant properties that are difficult for redevelopment and create opportunities for green space in the neighborhood (Figure 36).



Source: APD Urban Planning and Management

Figure 34: Framework Plan for Centennial Hill

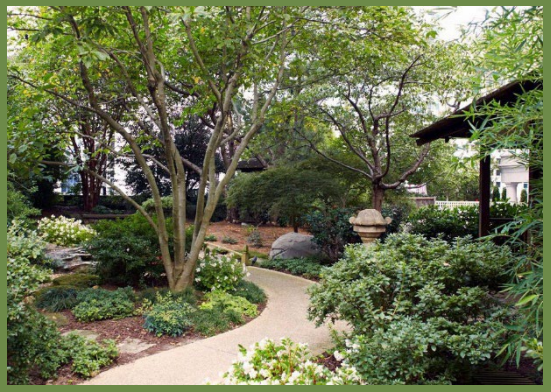


Figure 35: Nature Park



Figure 36: Children's park

1. HISTORIC PRESERVATION

The Centennial Hill neighborhood contains many structures that represent a unique time, place, and culture in the history of Montgomery. The Alabama Historical Commission/State Historic Preservation Office is working toward designating Centennial Hill as a Historic District. As of the date of publication of this plan, the boundaries have not yet been finalized. However, the boundary will only include the neighborhood that is north of Interstate 85. Consequently, Paterson Court will not be within the boundary although the site itself will be designated historic. MHA and the City have presented documentation, including a Memorandum of Agreement, to the SHPO which is awaiting approval.

Meanwhile, a coalition of Centennial Hill residents and elected officials are inventorying historic places and events. MHA, the City and the coalition will work with SHPO during the implementation phases.

2. MARKETING AND BRANDING

An effective marketing and branding campaign may assist in elevating the name recognition of Centennial Hill, and elevating its status within Montgomery, and with the culture and history tourism industry. Branding may incorporate devices such as street sign toppers, wayfinding kiosks to historic places, themed bus shelters, and building plaques. Special events may be programmed to celebrate cultural heritage, such as the past tradition of closing streets for music festivals. A consistent branding message will help build both an identity and name recognition for the neighborhood. Partnerships with the Chamber of Commerce, the Downtown Association, and others, can begin to build Montgomery as a cultural heritage city of national and international importance.

3. GATEWAYS

A gateway is defined as a passage into or out of a place or condition. Gateways create a sense of arrival, departure, and boundary, and can be manifested by a building, a monument, a landscape, or a sign. The Centennial Hill neighborhood will benefit from development of gateways and boundaries to define it. The master plan concept draws on several areas to create a sense of arrival, or gateway experience.

- The Early Action Activities at the I-85 underpasses will announce arrival into the neighborhood from the south.
- The Pilot Development Site 1 mixed use building at High Street and South Decatur Street will create a critical mass of new investment at a major entry point into the neighborhood.
- The RSA office (under construction) coupled with a restored Ben Moore Hotel, Masons Building and the Tours of Montgomery building, together mark the historic center of Centennial Hill at the corner of High Street and South Jackson Street.
- Oak Park marks the southeastern gateway into the neighborhood.
- Future development at Highland Street and the proposed multi-use trail will form a new northeastern gateway.
- Potential reuse of the Paterson Court site will signify the southwestern boundary.

J. PUBLIC SAFETY

Although reported criminal activity within Centennial Hill decreased over the past five years, it remains high, and it is a neighborhood concern. Crime will be addressed through partnership with Montgomery Police Department, and other agencies. Recommendations include:

- One of the two top crime hot zones within Centennial Hill is Paterson Court.
- Violent crime prevention activities will be led by the City and will include the following:
  - Locating and funding a mini police precinct within the Centennial Hill boundary.
  - Creating a neighborhood/ property owners association that will lead a variety of programs, including a neighborhood watch program in partnership with the Montgomery Police Department.
  - Increasing foot/bike patrols in the neighborhood, especially in problem areas.
  - Establishing a youth task force in partnership with police and schools to assist in decreasing criminal activity. This will also include increasing alternative youth activities, especially after school, while ensuring that a community outreach program includes conflict resolution and gang prevention (Figure 37).
  - Enhance existing police programs and their marketing to residents within the neighborhood, including the Illegal Gun Possession program, and the police "See Something Say Something" program.
- To reduce property crimes:
  - The property acquisition strategy will target blighted properties within the community. A partnership with City code enforcement will ensure that property owners are notified of issues with their properties, fined if these issues are not corrected, and/or eventually faced with a lien on their properties. The currently identified 12 dilapidated properties will be targeted first.
  - Increase street lighting to improve visibility and improve pedestrian infrastructure, across the neighborhood.
- For new development projects:
  - For new development projects, encourage specific design elements that increase eyes on the street by following guidelines of the Crime Prevention Through Environmental Design (CPTED) standards (Figure 38).
  - All new developments and street improvements will incorporate appropriate street lighting for pedestrian visibility and safety (Figure 39).

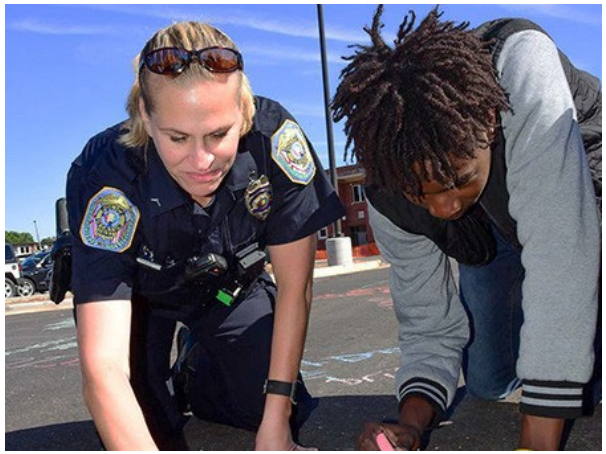
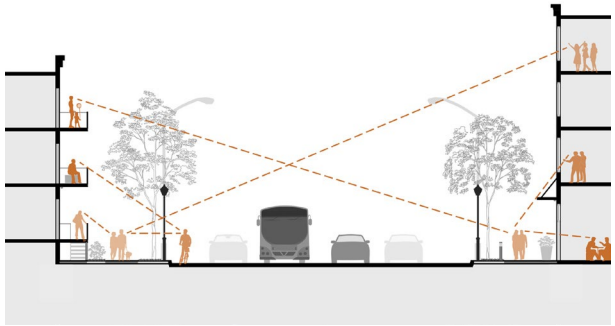


Figure 37: Police and youth programs



Source: Minneapolis 2040

Figure 38: CPTED in new projects



Figure 39: Pedestrian scale street lighting

K. SUSTAINABLE DEVELOPMENT

Sustainability extends far beyond buildings to the actual urban form and infrastructure components of the neighborhood. Although Centennial Hill's historic street and block layout is conducive to creating a walkable community, existing infrastructure is in need of improvements. With a hot, wet, humid climate, the City of Montgomery will consider an upgrade to Centennial Hill streets, sidewalks and public spaces to work with natural systems. This is especially pertinent considering that a portion of the neighborhood lies within a FEMA floodplain. Sustainable strategies for incorporation in new development and retrofitting of existing infrastructure include the following.

- Streetscapes: Include sidewalks, planting strips, and street trees to encourage walking, manage stormwater runoff and reduce heat island effects (Figure 40).
- Parks and Green Space: Strategically located for social and recreation purposes. They can provide habitat and green stormwater solutions such as rain gardens (Figure 41).
- Higher Intensity Mixed Uses: Located along transit corridors to encourage alternatives to single occupancy vehicle travel.
- Transit: Increasing the transit options.
- Commercial Uses: Introduction of commercial uses, including grocers and retail, that bring needed services and goods to the community within a walkable distance.
- Increased Density: In concert with additional green space to reduce the carbon footprint and preserve resources.
- Retrofitting: Identifying locations within Centennial Hill that are better suited for preservation due to their historic contributions to the neighborhood.
- Storm Water Management: Consider returning properties within and adjacent to the Genetta Ditch, and within the FEMA flood plain, to a natural state as a stormwater strategy and a neighborhood amenity.



Source: New Jersey Future

Figure 40: Stormwater management along the street



Source: NRC Solutions

Figure 41: Raingarden to manage storm water

L. SUSTAINABILITY

1. Energy Efficient Design

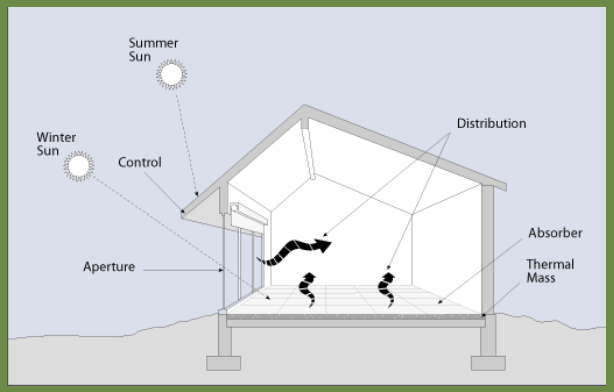
Housing design draws upon regional best practices, methods and materials for energy efficiency, mechanical systems with low energy consumption, passive heating and cooling through building and site design and low emission building materials for healthy buildings.

- Any HUD funded new construction and substantial rehabilitation of buildings must follow the Energy Star Multifamily construction or Single-Family New Homes program in addition to obtaining a certification by a HUD approved green program.
- Where specific sites are demolished for infill construction, building deconstruction strategies should be implemented to harvest materials and reuse them in the construction of new buildings, landscaping, streetscapes, etc.
- For new construction, the use of materials manufactured locally is preferred to reduce the negative effects of transporting materials for long distances and to support local businesses.
- Reuse of existing infrastructure, road networks and architectural vernacular also further sustainable practices. Sustainable site practices include refurbishing existing infrastructure rather than building in undeveloped areas.
- The use of existing architectural character is highly encouraged.
- In the site planning process, the adequate use of solar paths can help reduce energy consumption (passive house design). Larger windows should be south-facing, and there should be few or no windows facing west to prevent summer heat gain. Use of wind paths is also very important to reduce the need for air conditioning (Figure 55).

- In the southern states, it is very common to use covered front porches to prevent heat gain (Figure 54).
- Design new homes to recycle rainwater and recycle water in buildings for toilets and landscaping (Figure 56).
- Adhering to the Home Energy Ratings Systems (HERS), will aid in reducing the amount of energy that is consumed by decreasing the loss or intake of heat into homes.
- Sustainability also aims to minimize any harmful effects that development may have on natural resources and the environment. This means using materials that can be reused and that are not harmful to the environment. Certain materials, for instance, are manufactured to reduce energy consumption. Other materials possess a longer life cycle, reducing the quantity of waste.
- Through the construction of walkable communities, the neighborhoods further reduce carbon dioxide emissions, dependency on automobiles, and result in improvements to residents' health.

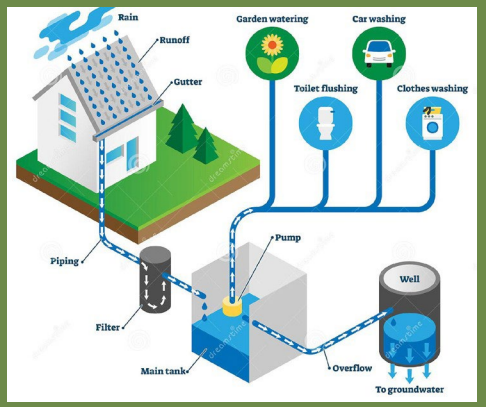


Figure 42: Example of vernacular design that promotes energy efficiency



Source: Williams College

Figure 43: Passive Design



Source: Treehugger.com

Figure 44: Residential Rainwater Harvesting

2. Mixed-Use

Mixed-Use development is pedestrian-friendly development that blends two or more residential, commercial, cultural, and institutional uses. The Transformation Plan promotes mixed use development on specific corridors within the neighborhood to bring commercial and office uses within the community, convenient to all. Mixed use development also promotes a higher intensity use of the land, allowing for more uses to be fit within a limited amount of property.

- Therefore, green building practices will be implemented where possible and practical including:
  - Alternative energy sources (solar, wind, bio energy, geothermal and other renewables, Figure 38)
  - Building envelope (sustainable facades, building orientation, climatic considerations, fenestration, and insulation/air barriers)
  - Water systems (net zero water systems, water use efficiency, rainwater harvesting, irrigation, storm water management and wastewater treatment)
  - HVAC (active HVAC systems, passive design, natural ventilation, green roofs and walls)
  - Green interiors (space used efficiently, lighting / daylighting, material selection, indoor landscaping, flooring, finishes, and ergonomics)
- Reduce stormwater runoff and water pollution with the use of green roofs, bioswales, and pervious paving materials (Figure 58).
- Utilize bioswales and filter strips to clean and infiltrate stormwater and reduce site runoff. These landscaping methods also increase property values through beautification and provision of open space.
- Reduce energy use by cooling roofs and providing shading, thermal mass and insulation with green roofs.
- Increase biodiversity and habitat for plants and animals, like birds and insects with green roofs.
- Construct green roofs to reduce the impacts of urban heat islands, as concrete and asphalt absorb solar radiation, leading to increased energy consumption, heat-related illness and death, and air pollution.
- Where green roofs are not possible, utilize light color roofing materials to deflect heat, reduce cooling costs, and decrease the urban heat island effect. Insulated metal and solar roofing are encouraged.
- Utilize solar shading devices to lower building heat gain and reduce the use of energy for cooling (Figure 59).



Figure 47: Solar shades



Figure 46: Green roofs



Figure 45: Solar roof tiles

3. Transportation

The Centennial Hill Transformation Plan calls for enhanced pedestrian and bicycle access throughout the neighborhood, at least equal to vehicular access. Community stakeholders requested improvements in public transportation access for residents. The recommendations below are to ensure that alternative modes of transportation are prioritized as redevelopment of the neighborhood occurs.

During the development of the Transformation Plan, Montgomery Transit commissioned a Transportation Development Plan for the City. The following transportation improvements stemmed from this work and are incorporated into the plan.

- Promote Paratransit for disabled transportation service within Centennial Hill
- Implement the Micro-Transit system for on-demand transportation
- Expand routes and frequency of bus service to community, employment, and shopping destinations
- Build protected Bus Shelters in key locations (Figure 60)
- Improve pedestrian and bike infrastructure
- Implement an E-bike and E-scooter program

Bike/Pedestrian

- Prioritize pedestrian access over automobile by orienting parking and driveways toward the rear or side of buildings and away from the public right-of-way.
- Maintain continuity of the sidewalk by minimizing the number of curb cuts for driveways and utilizing alleys for access where possible.
- Major thoroughfares should contain complete streets, and incorporate additional streetscape elements, such as streetlights, bike lanes, and street furniture whenever possible (Figure 60).
- When a driveway in a front yard cannot be avoided, locate the driveway at the edge of the parcel rather than the center.
- Street-facing driveway width for single family development is no greater than 12 feet, and for all other development it is minimized to 20 feet or less.
- Prioritize direct paths from development to transit stops.
- Provide convenient bicycle storage racks near building entrances and inside parking structures.
- Introduce street trees wherever possible, as they serve to shade and protect pedestrians, absorb air pollution, help manage stormwater and greatly beautify urban areas.
- Additional transportation amenities recommended for Centennial Hill include:
  - Crosswalk amenities (Figure 61)
  - Street and store front lighting
  - ADA improvements
  - Place making signage and graphics



Figure 50: Multi-Use Paths


Figure 49: Crosswalk incorporates cultural theme


Figure 48: Bus shelter incorporates art

4. CONNECTIVITY TO ASSETS

The following streets are priorities for transportation, transit, bike, and pedestrian improvements within the Centennial Hill neighborhood:

- High Street/Highland Street
- South Union Street
- South Jackson Street
- Hall Street
- Hutchinson Street

These streets connect major assets within the neighborhood, while providing connectivity to downtown and broader Montgomery.

High Street/Highland Street

This corridor is the traditional commercial heart of Centennial Hill. It is currently configured as two traffic lanes in each direction. Sidewalks, if present, are narrow, and there are no bike lanes or street trees (below). Improvements are proposed to remove at least one lane, widen sidewalks, include street trees, lighting, bike path and bus shelters. This major upgrade would greatly improve the pedestrian and driving experience, and create outdoor space for commercial activities, such as sidewalk dining.



Figure 51: Existing High/Highland Streets



Source: City of Portland, Oregon

Example of On-Street Parking, Separated Bike Lane



Source: San Luis Obispo

Figure 52: On-Street Parking, Separated Bike Lane

South Union Street

South Union is a one-way, four lane street, an exit from I-85 into downtown, and a very pedestrian unfriendly transit corridor (below). Improvements are proposed to remove one lane, widen sidewalks, include street trees, lighting, bike path on one side and bus shelters. This major upgrade would greatly improve the pedestrian experience and create a buffer for the residential buildings along the street.



Existing One-Way South Union Street



Source: www.pedbikeimages.org Dan Burden

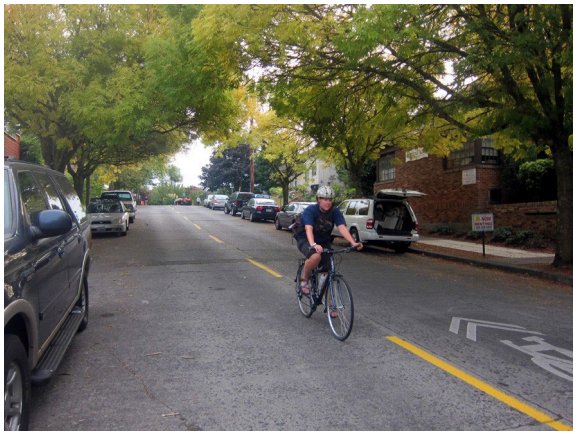
Left side Bike Lane on One-Way Street

South Jackson Street

North and south of High Street, South Jackson is a two lanes street, with narrow sidewalks, planting strips and street trees. The street lighting is spaced very far apart, and cobra head fixtures are focused on the road, not the sidewalk. The recommended improvements include repairing sidewalks where damaged, and installing pedestrian scaled lighting at regularly spaced intervals. Jackson Street may be designated a neighborhood greenway with "sharrows." Or parallel on-street parking may be eliminated on one side of the street to create a bike lane.



Existing South Jackson Street



Source: Wikipedia

Neighborhood Greenway with Sharrows

Hall Street

North of High Street, Hall Street is three lanes, with narrow sidewalks and planting strips. This section would benefit from removal of the center lane, and addition of bike lanes and street trees. South of High Street, bike lanes are in place, and lead to Oak Park. The street lighting should be improved with pedestrian scale lighting at regularly spaced intervals. Street trees in the planting strip would improve the appearance, provide shade, and help with storm water runoff. Consideration will be given to upgrading the bike lanes to protected lanes as shown below.



Existing Hall Street



Source: City of Portland, Oregon

Portland, Oregon Protected Bike Lane

Hutchinson Street

Hutchinson Street is a narrow residential street that parallels Interstate 85. Hutchinson Street should be designated a neighborhood greenway with "sharrows," to complete the loop around Centennial Hill. The greenway would connect with the north/south bike lanes on Hall Street, South Jackson Street and Union Street. Pedestrian scaled lighting at regularly spaced intervals is also recommended to improve safety.



Existing Hutchinson Street



Source: City of Burlington, Vermont

Burlington Neighborhood Greenway Street

M. EARLY ACTION PROJECTS AND ACTIVITIES

The three Interstate 85 underpasses identified as the targets of the EAA for improvements are phased by location, lighting, and landscaping. The I-85 underpasses connect the southern portion of Centennial Hill to the northern half of the neighborhood. I-85 effectively forms a barrier within the neighborhood. The underpass improvements will function to improve safety, to brand positive change in the neighborhood, and as gateways connecting north and south Centennial Hill.

The first underpass project to be implemented is located at South Union Street, where lighting installation is planned for completion by June 2023. Landscaping will follow during the fall of 2023

The two remaining underpasses are located at South Decatur Street and South Jackson Street. Lighting installation will begin when funding has been obtained.

The EAA includes:

- New bridge lighting for the underpasses
- Landscaping at the underpasses
- Improved fencing at the underpasses
- Neighborhood branding
- Connectivity improvements and gateway creation



South Jackson Street Underpass. Source: Chambless King Architects



South Union Street Underpass. Source: Chambless King Architects



South Decatur Street Underpass. Source: Chambless King Architects

N. MASTER PLAN CONCEPT

The master plan concept for Centennial Hill is based on sound planning practices and community engagement.

- The existing conditions analysis examined physical opportunities and threats within the neighborhood (Figure 42), including:
  - Opportunities: Existing neighborhood assets, block, street and parcel patterns, architectural character, connections to neighboring communities and downtown, transit and active transportation connections
  - Threats: existing neighborhood infrastructure, flood zones, noise concerns, air pollution, highway barriers, blighted properties
- Previous plans and studies proposed physical improvements for the community
- Potential for strategic property acquisitions and catalytic development based on short- and long-term opportunities (Figure 43)
- Context analysis and urban design best practices (Figure 44)
- Market analysis to determine the appropriate introduction of new types of land uses, and phasing strategies
- Community engagement results

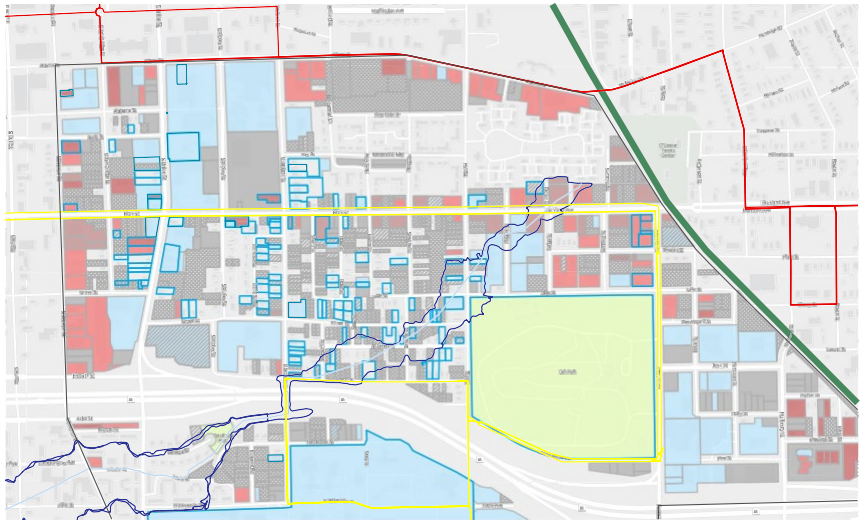


Figure 53: Existing Conditions Concept Plan

The combination of all of these factors is reflected in the master plan concept (Figure 45), a visual representation of the vision and objectives for the Centennial Hill neighborhood. The master plan locates new development, infrastructure improvements and neighborhood amenities. Future land use and zoning should also be guided by the master plan.

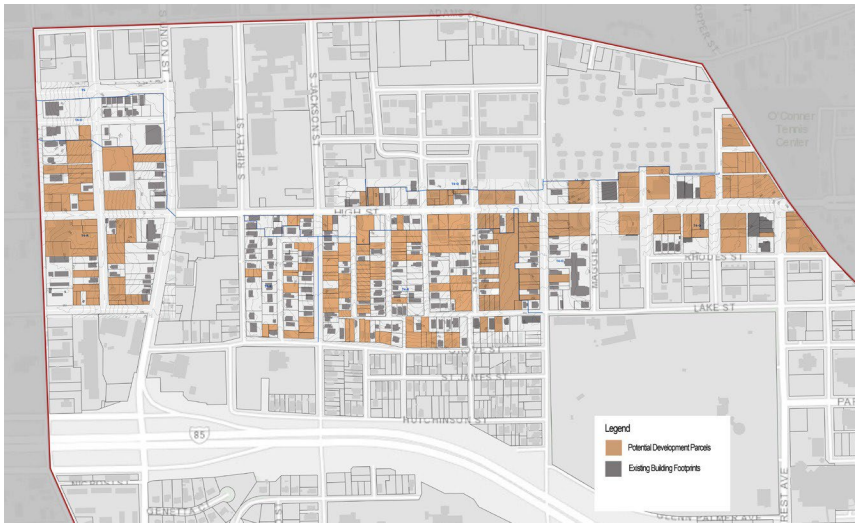


Figure 54: Property Acquisition Opportunities

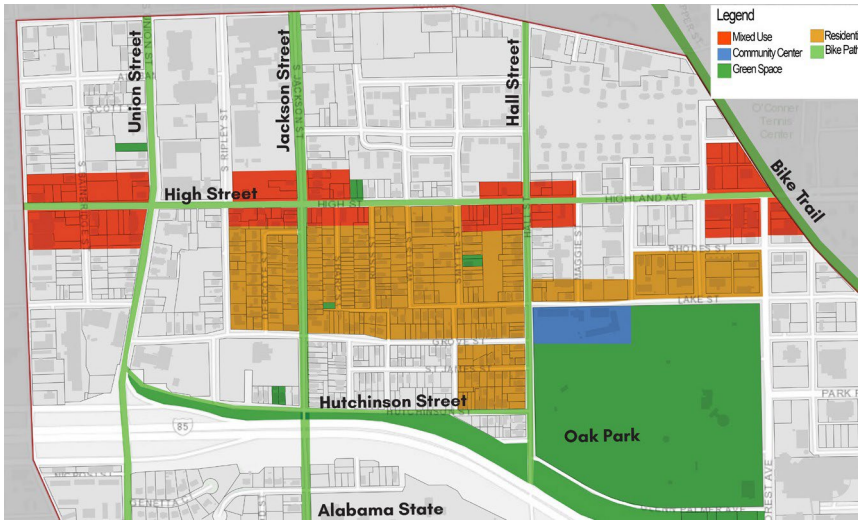


Figure 55: Framework Concept Plan



Figure 56: Centennial Hill Master plan Concept

The master plan includes five strategies:

1. Improve key corridors to attract investment and basic services to the neighborhood
2. Identify catalytic sites with acquisition potential that are ripe for redevelopment
3. Create a community anchor to consolidate recreation, services, and amenities
4. Connect neighborhood assets with multi-modal transportation strategies
5. Elevate neighborhood identity with cultural and historic branding

Improve Key Corridors

The master plan creates a hierarchy of local streets with streetscape and pedestrian improvements. These include wider sidewalks, bike lanes, planting strips with street trees and street lighting. The street hierarchy improves wayfinding, improves public safety, and implements public investments to attract the private sector.

Catalytic Sites

Catalytic sites were determined by land condition, vacant parcels, or vacant buildings. In addition, State and City-owned parcels in the neighborhood were identified and targeted. Location and critical mass of parcels helped identify the most promising areas for commercial and housing redevelopment, particularly along the High Street/Highland Street corridor, and in the residential heart of the neighborhood. Initial public investment is intended to help attract private investment.

Community Anchor

Public engagement revealed a desire to restore Oak Park and add programming. A City maintenance facility currently occupies the northwest corner of the park and cuts it off from the surrounding homes. The master plan sites a community center in this location to provide services, amenities, and animation to the park.

Connectivity

Key corridors include bus shelters, sidewalks, crosswalks, and bike lanes to expand mobility options. Montgomery Transit is also implementing on-demand micro-mobility and expanded bus service is under study.

Cultural and Historic Branding

With a strong tradition in music and civil rights history, Centennial Hill should be branded to increase tourism, bring economic growth to the community, and elevate its recognition and identity. This strategy will also impact local employment opportunities and elevate the neighborhood's profile within Montgomery.



Figure 57: South Union at High Street Mixed-Use Development

Note About the Master Plan

The Paterson Court site will be sold on the open market in conjunction with an approved Section 18 disposition application. MHA has not yet submitted the Section 18 application to HUD, nor has a purchaser been identified.

For the purposes of this Master Plan, the property is shown with commercial development and a storm water amenity park, which is one potential option. Other potential possibilities include a sports venue, arts venue, or ASU building(s).

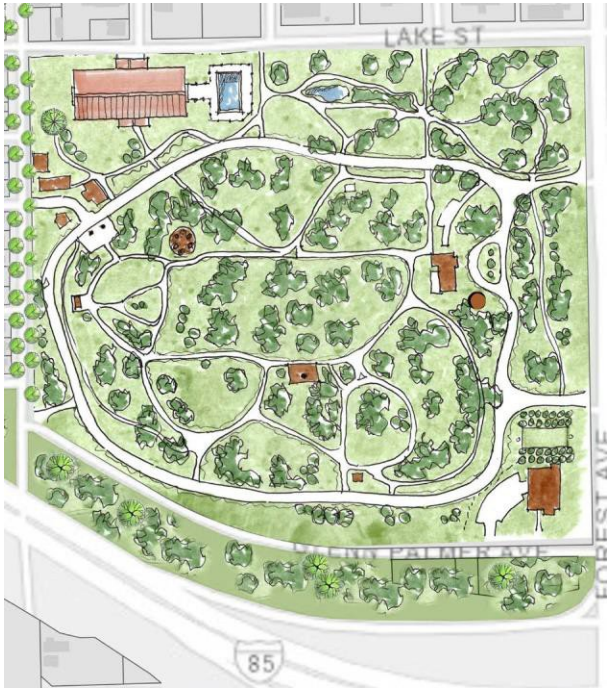


Figure 58: Oak Park with Community Center and green buffer to I-85 traffic

PUBLIC INVESTMENT - PILOT DEVELOPMENT SITES

Two prime locations were identified by the planning team through discussions with City leadership. The City is examining funding options for these projects and hopes to leverage their positive impacts to attract private sector development investment to Centennial Hill.

Pilot Development Site 1

The development site consists of five conjoined parcels that contain vacant buildings or are vacant lots. The development scenario illustrates a mixed-use development turning the block at the important gateway corner of South Decatur Street and High Street. The remaining tan color parcels shown are vacant lots or buildings, and potential redevelopment sites.

The street level of the building features commercial space suitable for in-line retail, services or office. Four levels of residential units stack above the commercial space. Parking for the building is provided in a detached structured parking deck, sited behind the building. Street level storefronts activate the street at pedestrian level. Courtyard amenities create a buffer to the parking deck while providing ancillary commercial and residential amenity spaces.

The development yields for Pilot Site 1 are shown below.

Units Multifamily	Commercial Sq. ft.	Mixed - Use Amenities	Parking Deck
136	34,800	14,350	115,200
Parking Deck: 4 levels of parking; 328 spaces			

Table 5: Pilot Site 1 Program

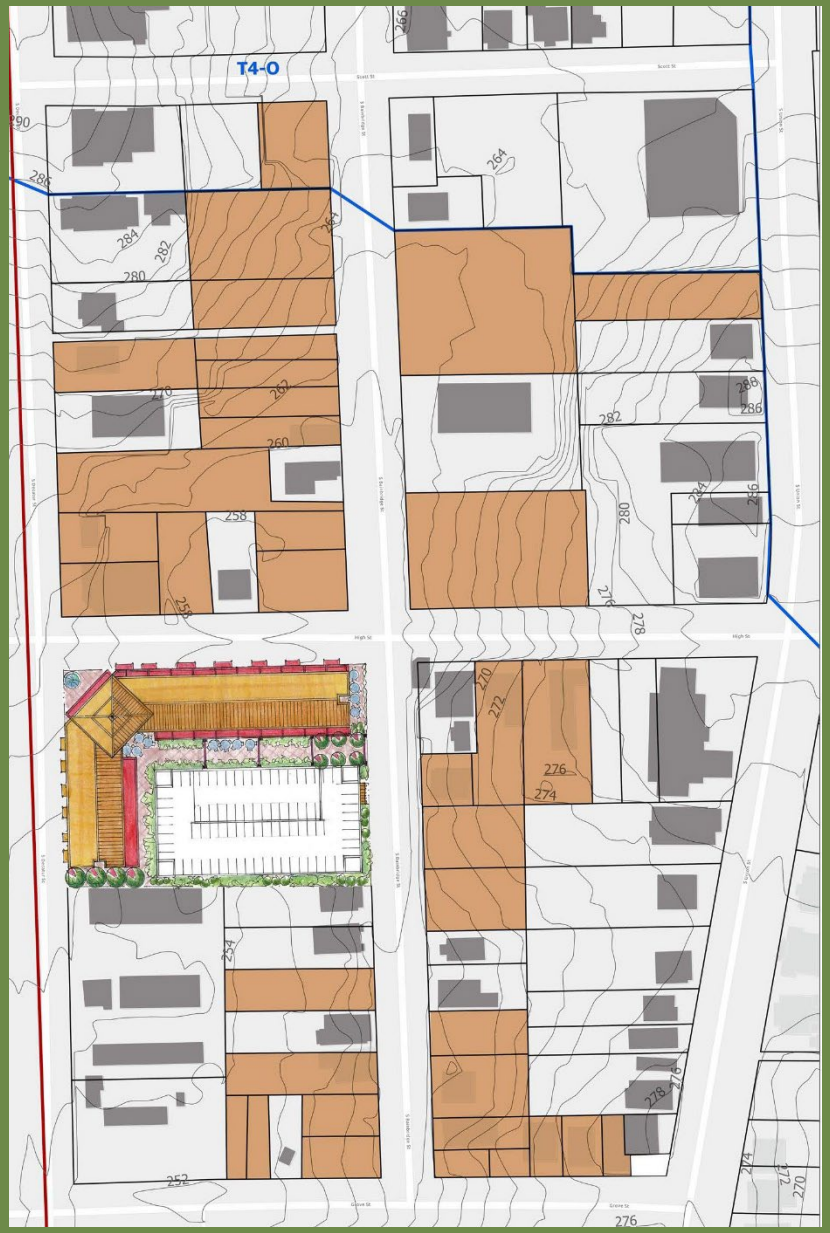


Figure 59: Pilot Site 1 Development Scenario

Pilot Development Site 2

The second development strategy assembles 45 parcels that contain vacant buildings or are vacant lots. This location was selected as catalytic for its inclusion of the RSA office project under construction, along with two historic buildings, the Masons Building and Ben Moore Hotel. All three are clustered at the intersection of Jackson Street with High Street, the center of Centennial Hill's Civil Rights history.

The development creates a critical mass of infill housing along Jackson Street and Sharp Street, both located in the heart of the Centennial Hill residential area. The concept also proposes adaptive reuse of the historic Masons Building on the southwest corner of Jackson and High, and the Ben Moore Hotel on the southeast corner. The vacant Top Flight building site is redeveloped with two live/work units, containing ground floor commercial space with residential units above. The live/work units are self-parked.

Development yields for Pilot Site 2 are shown below.

Units Single-family	Accessory dwelling units	Live/work units	Commercial Sq. ft.	Commercial Patio	Parks Sq.ft.
26	26	2	12,375	9,300	7,800
Live/work - 450 sf commercial/unit					

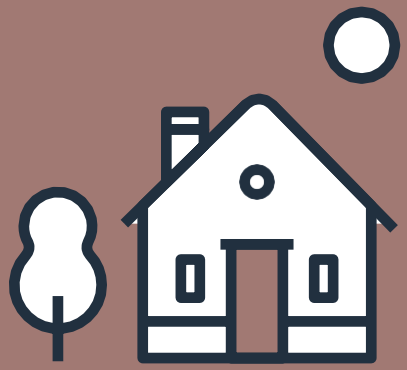
Table 6: Pilot Site 2 Program



Figure 60: Pilot Site 2 Development Scenario

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VI. HOUSING PLAN



A. OVERVIEW OF THE HOUSING PLAN

The Paterson Court public housing site is not well suited for the replacement housing under the Transformation Plan for many reasons. The HUD Part 58 Environmental Review (EA) shows that a majority of the property is located in a FEMA flood plain, which would require costly mitigation measures for redevelopment as affordable housing. Additionally, the Part 58 EA also identified multiple other environmental issues, including toxins in the soils that would present additional costs for mitigation measures should the site be redeveloped for housing. In addition to being cost prohibitive, the site's proximity to Interstate 85 results in substantial noise and air pollution caused by the high volume of traffic. Accordingly, the MHA determined its best course of action was to submit a Section 18 Disposition application to HUD for approval to sell the Paterson Court property at Fair Market Value to any interested party.

In this proposed plan, the Paterson Court replacement housing units serve as the catalyst for the Housing Plan's goal to rebuild the Centennial Hill neighborhood. The rebuilding will include a variety of housing typologies targeted to a mix of income levels. The site locations for replacement housing include MHA-owned sites. The Housing Plan also includes project-based voucher units, developed on scattered sites located within the Centennial Hill neighborhood or in the City of Montgomery. Another focus of the Housing Plan is to tap into local market opportunities to attract additional market rate renters and buyers.

Amenities are important to attract market rate residents, and the Housing Plan includes retail goods and services and health care. Lastly, the Housing Plan emphasizes sustainability and context driven design as extremely important for infill development.

The Housing Plan consists of two viable options, contingent only upon the potential future award of Choice Neighborhood Implementation grant funds. The intent of the Housing Plan is to craft a viable solution for the replacement of the 200 Paterson Court units, regardless of whether the team is awarded a Choice Neighborhood Implementation grant. The Housing Plan provides a path forward for MHA and the team to redevelop Paterson Court units at MHA-controlled sites, and at various locations in and around the Centennial Hill neighborhood in partnership with private developer partners, to be selected in the future.

MHA and the City of Montgomery intend to move forward with Option A as the preferred Housing Plan for 400 replacement units should an application for Choice Neighborhood Implementation grant funds be successful. Alternatively, Option B is a sound Housing Plan for 200 replacement units for Paterson Court.

MHA REPLACEMENT HOUSING
There are currently 200 units of housing on the existing Paterson Court site. The MHA Paterson Court replacement housing plan is comprised of two options.

Option A
• Option A proposes 200 replacement units for Paterson Court in mixed-income settings that provide for 300 total units built on property owned by MHA. An additional 58 replacement units will be provided through an RFP for project-based vouchers, and potentially outside of the
Centennial neighborhood in areas of high opportunity to meet the goal of deconcentrating poverty.

Option B
• Option B consists of 200 replacement units primarily paired with other affordable low-income housing tax credit units for a total redevelopment unit count of 240 units. An additional 80 replacement units will be provided through an RFP for project-based vouchers, outside of MHA-owned land, and potentially outside of the Centennial neighborhood in areas of high opportunity to meet the goal of deconcentrating poverty.

FINDINGS FROM PATERSON COURT NEEDS ASSESSMENT RELATING TO HOUSING

The People Plan in Chapter VII contains the full needs assessment results. Notable results from the needs assessment that pertain to Housing include:

- 44.68% of respondents said they would like to return to a revitalized Centennial Hill neighborhood.
- 75.19% of respondents prefer a Tenant Protection Voucher (TPV) as their relocation choice. [Note: We anticipate that percentage to rise once relocation activities begin.]

- Close to 18% of the residents, primarily those aged 50 and older, prefer to relocate to another MHA managed community.
- For respondents over 50, the amenities they would like to see in the new community were senior activities such as bingo, a movie theater, or a community garden. 22.69% of respondents over 50 said they would like to have onsite healthcare.
- 70% stated that grocery shopping within walking distance of the neighborhood was fair to good, but older disabled residents may need transportation assistance to access these grocery stores.

HOUSING PREFERENCE SURVEY REPORT

Paterson Court residents were queried about their choice of housing types in the new community. Specifically, residents were asked to choose their first choice of housing type, their second choice, and their third choice. The results are presented in the chart below.

HOUSING PREFERENCES CITED BY PATERSON COURT RESIDENTS

	First Choice	Second Choice	Third Choice	TOTAL
Single Family	46	12	4	62
Duplex	4	20	2	26
Mansion House	0	6	9	15
Townhome	5	2	15	22
Courtyard Apartment	0	3	7	10
Live/Work Unit	0	0	3	3
Mixed Use Unit	1	2	2	5
Multifamily	0	0	3	3
TOTAL	**56**	**45**	**45**	**146**

B. HOUSING VISION

The Housing vision developed through engagement with CHAB, the Housing Committee, Mixed-Income Housing Task Force and with Paterson Court and Centennial Hill residents. It is critical to the creation of a vibrant, mixed income future for Centennial Hill.

> "CENTENNIAL HILL IS A NEIGHBORHOOD WITH A STABLE HOUSING MARKET, A MIX OF HOUSING TYPES FOR A BROAD RANGE OF HOUSEHOLD INCOMES, WHERE OWNERSHIP AND RENTAL UNITS ACCOMMODATE THE FULL RANGE OF HOUSING NEEDS OVER A LIFETIME."

1. MIXED-INCOME HOUSING

A healthy neighborhood contains a range of housing typologies, prices, and tenure to ensure an appropriate supply of housing product that fulfills the needs of existing and incoming residents. The strategy for the Housing Plan preserves and improves existing housing, and introduces new housing types to create a full range of dwelling options. These housing options may afford Paterson Court residents and Centennial Hill householders a wide range of accommodations and price points, while also attracting new residents to the neighborhood.

2. MHA PROPERTIES

MHA controls properties located north of High Street/Highland Street, in an area of existing mixed-income housing. These properties have access to utilities and other infrastructure and are appropriate locations for a portion of Paterson Court replacement housing. Replacement housing may include townhomes, duplexes and apartment buildings. These provide a good range of housing types, both for rental and potential home ownership, while fitting into the existing scale and context of the built environment.

3. PRIVATE SECTOR HOUSING DEVELOPMENT

Centennial Hill contains many areas with vacant buildings and parcels that are ripe for redevelopment. The private sector will provide infill housing in these areas which may be offered to Paterson Court residents through housing vouchers. A wide range of housing typologies are identified to further the mixed-income housing choices in the neighborhood. Typologies include single-family housing, accessory dwelling units (ADUs), duplex homes, townhomes, and small apartment buildings within existing residential areas. In addition, higher intensity housing is planned along the commercial spine of the High Street/Highland Street corridor. Higher intensity residential types include larger multifamily, mixed-use and live/work units that will also deliver locations for needed neighborhood goods and services directly into Centennial Hill.

4. REHABILITATION OF EXISTING HOUSING

Many areas of Centennial Hill suffer from deferred maintenance, due to low-income levels, a high number of senior homeowners and poor maintenance by landlords of rental properties. The Montgomery Homeowner Rehab Program helps low to moderate income homeowners repair and maintain their homes. The Housing Plan recommends the improvement and expansion of this program to the public for needed repairs. New programs, such as a rental rehabilitation program, could assist investor owners in reinvesting in their properties within Centennial Hill, and stabilize the existing housing stock.

5. AFFORDABLE HOUSING

To achieve the end goal of a mixed-income neighborhood, affordable housing will be dispersed throughout Centennial Hill. Specific recommendations for spurring affordable housing development, and preserving existing affordable properties, were vetted with the Mixed-Income Housing Task Force. Their recommendations are included in this section of the Transformation Plan.

C. HOUSING OBJECTIVES, ASPIRATIONS, AND ACTION ITEMS

The Housing Plan established two objectives which address the goals that aim to build a mix of housing types for a range of income levels, while capitalizing on Centennial Hill's desirable location adjacent to downtown Montgomery, Oak Park, Alabama State University and Jackson Hospital.

OBJECTIVE #1

- Housing opportunities are available to all income levels - from extremely low-income public housing residents to market rate homeowners
- Housing opportunities are available to all household types – from single person households to families with children to seniors and to persons with disabilities

ASPIRATIONS

- Paterson Court and Centennial Hill residents are involved in determining housing types and styles
- Paterson Court residents can choose to return to the new replacement housing units
- All Centennial Hill new construction units including replacement housing units honors the historical architecture of the neighborhood
- Both public and private housing investments co-exist in the neighborhood
- Housing is energy efficient, accessible, sustainable, and free from discrimination
- Vacant and underutilized properties in Centennial Hill are redeveloped

ACTION ITEMS

- All Paterson Court families receive tenant protection vouchers for temporary or permanent relocation, based on each family's choice
- Paterson Court is sold on the open market in conjunction with a HUD approved Section 18 disposition application
- At least 200 Paterson Court replacement units are developed in the neighborhood
- Sustainability, accessibility, and anti-discrimination criteria are developed and adopted into city regulations for Centennial Hill
- All HUD related sustainability and accessibility requirements are followed

OBJECTIVE #2

- Stabilize the Centennial Hill Housing Market

ASPIRATIONS

- Centennial Hill is an attractive neighborhood of choice for current and new residents
- Centennial Hill residents rent and own their homes for the long term
- Displacement of legacy residents is minimized

ACTION ITEMS

- Connection to Neighborhood:
    - Increase neighborhood amenities, goods, and services
    - Connect residents and homeowners to programs and services offered by the City and MHA
    - Create a community retention strategy to minimize displacement as property values rise
- Connection to People:
    - Enhance economic self-sufficiency by partnering with regional employers
    - Improve health outcomes through partnership with FQHC Health Services, Inc.
    - Improve children's school performance through improvements in local public and charter schools

D. IDENTIFICATION OF HOUSING PARTNERS

The planning team engaged many partners' participation in the Transformation Plan. A full list of partners is provided in the Appendix. Key housing partners include:

- Montgomery Housing Authority
- City of Montgomery
- Alabama State Department of Revenue
- Montgomery County Tax Assessor Office
- Anchor institution Jackson Hospital
- Anchor institution Alabama State University (ASU)
- Hyundai Corporation
- Retirement Systems of Alabama (RSA)
- MHA Procured Master Developer
- Habitat for Humanity
- Private lenders and tax credit syndicators
- Developers to be procured
- Proposals for Project Based Vouchers

Anchor institutions in Montgomery may be powerful partners in community investment. They have a vested interest in the health and well-being of the community they serve. Alabama State University (ASU) and Jackson Hospital are each engaged physically, socially and financially in Centennial Hill and are important partners in the community.

E. MIXED-INCOME HOUSING

Community investment in equitable development ensures that all can benefit. Preserving and developing affordable housing is an important component. The Transformation Plan for Centennial Hill acknowledges the need for investment in affordable housing, as well as market rate, for both homeownership and rental opportunities. In addition, rising housing costs may pose threats to long-term residents, further impeding the goal of a mixed-income community.

MHA continues to reduce barriers to affordable housing by administering a robust Family Self Sufficiency program. There are 14 Housing Choice Voucher tenants that used homeownership vouchers in the past, and 13 current homeownership voucher holders. For Family Self Sufficiency, there are currently 137 participants combined between Public Housing and FSS, and a total of 182 participants for 2022. MHA remains committed to transitioning residents from housing assistance into the private housing market.

The goal of mixed-income housing also aligns with City goals to increase the housing stock available, create good living environments and provide economic opportunity to residents.

F. REPLACEMENT HOUSING STRATEGY

1. PATERSON COURT

The Paterson Court public housing site is not well suited for the replacement housing under the Transformation Plan for many reasons. The HUD Part 58 Environmental Review (EA) identified a majority of the property is located in a FEMA flood plain that would result in costly mitigation measures for redevelopment as affordable housing. Montgomery City Engineer reports the ground elevation would need to be raised a minimum of two feet for construction of replacement housing.

Additionally, the Part 58 EA also identified multiple other environmental issues, including toxins in the soils that would present additional costs for mitigation measures should the site be redeveloped for housing. The redevelopment of affordable housing on the site is simply cost prohibitive, but moreover, it is not ideal for housing due in part to its proximity to Interstate 85 that results in noise and air pollution caused by the high volume of traffic.

The Paterson Court development was certified as distressed by an independent architect, with structural and functional deficiencies.

These documents were included in the CNI Planning Grant application.

Accordingly, the MHA determined its best course of action is to submit a Section 18 Disposition application to HUD for approval to sell the Paterson Court property at Fair Market Value to any interested party. Since the property is adjacent to Alabama State University, MHA will reach out to ASU at the appropriate time and determine if ASU has an interest in acquiring the Paterson Court site, following the relocation of the residents.

The Alabama Historic Commission requires historic site remediation at Paterson Court. A historic marker and other remediation strategies are in negotiation with the State of Alabama Historic Preservation Office (SHPO). As the disposition process unfolds, MHA will remain open to all options including public use, private redevelopment, or a mix of the two.



Existing single story Paterson Court dwelling units



Existing two-story Paterson Court dwelling units

2. MHA REPLACEMENT HOUSING

There are currently 200 units of housing on the existing Paterson Court site. The MHA Paterson Court replacement housing plan is comprised of two options.

Option A

- Option A proposes 200 replacement units for Paterson Court in mixed-income settings that provide for 300 total units built on property owned by MHA. An additional 58 replacement units will be provided through an RFP for project-based vouchers, and potentially outside of the Centennial neighborhood in areas of high opportunity to meet the goal of deconcentrating poverty.

Option B

- Option B consists of 200 replacement units primarily paired with other affordable low-income housing tax credit units for a total redevelopment unit count of 240 units. An additional 80 replacement units will be provided through an RFP for project-based vouchers, outside of MHA-owned land, and potentially outside of the Centennial neighborhood in areas of high opportunity to meet the goal of deconcentrating poverty.

OPTION A (CHOICE NEIGHBORHOODS)

Option A leverages the affordable housing development efforts already completed by MHA and replaces all 200 Paterson Court units through a combination of affordable rental units on MHA-owned sites and issuance of an RFP for project- based vouchers to complete the remaining 58 replacement units. This option contemplates the award of future CNI Implementation grant funds and is intended to create higher density development on sites currently owned by MHA. Under Option A, MHA and its housing implementation entity developer partner intend to seek 9% low-income housing tax credits over multiple years to develop approximately 300 multi- family and senior units on the remaining vacant land at The Plaza at Centennial Hill and Columbus Square redevelopments. The Plaza at Centennial Hill is located within the Centennial Hill neighborhood boundary, while the Columbus Square property is located in the adjacent downtown neighborhood and within one mile of the Centennial Hill neighborhood boundary. Conceptual site plans and elevations are included in the Transformation Plan.

	Option A Choice Neighborhoods		Option B	
	Replacement Units	**Total Units**	**Replacement Units**	**Total Units**
Phase 1 – Plaza at Centennial Hill	32	130	20	80
Phase 2 – Columbus Square	90	90	80	80
Phase 3 – Columbus Square Family	20	80	20	80
Phase 4 – PBV by others	58	100	80	TBD
TOTALS	**200**	**400**	**200**	**240+**

Table 7: Unit Replacement Mix Options A and B

Option A Choice Neighborhoods Bedroom Mix Summary				
	1 BR	**2 BR**	**3 BR**	**TOTAL**
Phase 1A - Plaza at Centennial Hill	26	65	39	130
Phase 2A - Columbus Square Senior	81	9	0	90
Phase 3A - Columbus Square Family	16	40	24	80
Subtotal MHA-Owned Property	**123**	**114**	**63**	**300**
Replacement Units	92	35	15	100
Phase 4 - PBVs by Others	TBD	TBD	TBD	**100**

WAITLIST ANALYSIS

The existing Paterson Court property contains 115 0- or 1-bedroom units, 58 2-bedroom, 23 3-bedroom, and 4 4-bedrooms. The bedroom mix for replacement units on MHA-owned property follows this mix proportionately. Additionally, MHA's wait list shows a high demand for 3-bedroom units. So, the balance of the replacement units, 58 project-based vouchers procured through an RFP process, will emphasis the wait list needs.

PHASE 1A CHOICE NEIGHBORHOODS

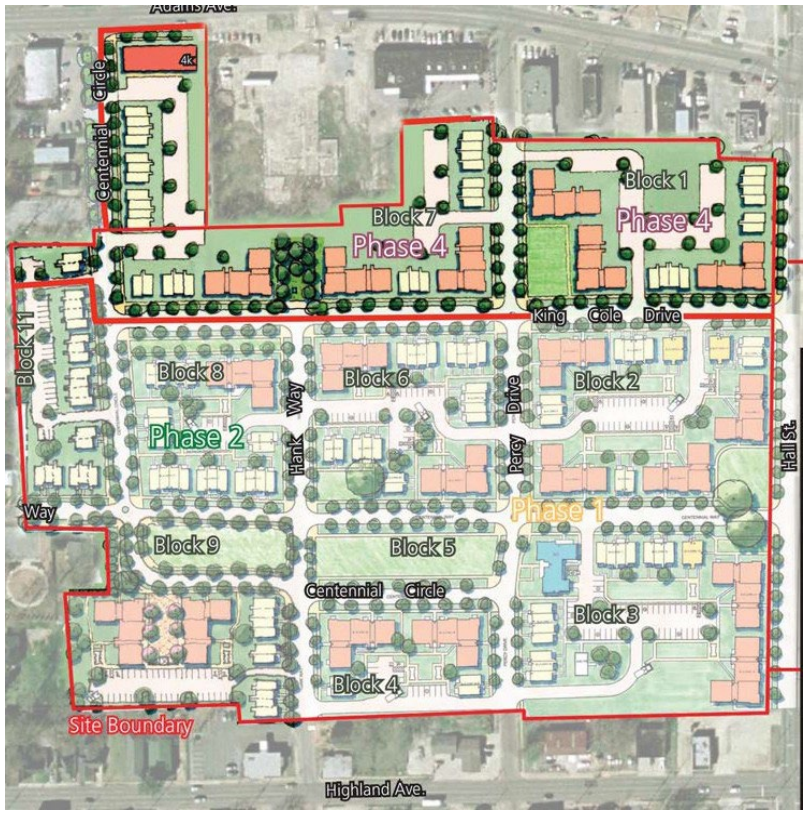
The Plaza at Centennial Hill

Phase 1A leverages land MHA currently owns to create new mixed-income opportunities for Paterson Court residents on 6 acres just north of the previous development at Centennial Hill. This phase will feature 130 one-, two-, and three-bedroom apartments in garden-style walk- up buildings with surface parking. The development will provide 32 replacement units accomplished through project-based vouchers, 70 low-income housing tax credit (LIHTC) units, and 28 market rate units with rents ranging from $840 to $849 for a 1-bedroom; from $1,005 to $1,020 for a 2-bedroom; and from $1,178 to $1,272 for a 3-bedroom unit. The project will be funded by 9% LIHTC equity, choice funds, first mortgage debt, deferred developer fee, and applications will be submitted for the addition of either State and/or City soft funds.

Apartment homes will feature high efficiency HVAC systems, energy-saving appliances, and water-saving plumbing fixtures as well as other energy-saving lighting, insulation, and ventilation measures required by the Alabama Qualified Allocation Plan and the Choice Neighborhood Program. Apartment finishes will include wood-plank vinyl flooring throughout, solid wood cabinetry, solid surface counter tops, and washer/dryer connections. Site amenities will include a community room/clubhouse, leasing office, a computer/business center, fitness room, and ample green space with a playground.

Phase 1A Choice Neighborhood Plaza at Centennial Hill				
	1 BR	2 BR	3 BR	**TOTAL**
ACC/LIHTC	0	0	0	**0**
PBV/LIHTC	7	16	9	**32**
LIHTC only	14	35	21	**70**
Market	5	14	9	**28**
TOTAL	**26**	**65**	**39**	**130**

Phase 1A The Plaza at Centennial Hill - Sources of Funds	
Source Name	**Permanent**
1st Lien Mortgage	$5,000,000
State/City Soft Funds	$1,000,000
CNI Funds	$13,025,000
Syndication Proceeds	$12,747,450
Deferred Developer Fee	$862,364
	$32,634,814
Uses of Funds	
Direct Hard Costs	$23,356,320
Indirect Construction Costs	$2,374,442
Developer Fees	$4,256,715
Financing Fees	$2,213,337
Reserves	$434,000
	$32,634,814



Source: Torti Gallas and Partners Architects

Figure 61:Site Plan of Replacement Housing at The Plaza at Centennial Hill



Source: Montgomery Housing Authority, Studio 2H Design, LLC

Figure 62:Plans and Elevations of Replacement Housing at The Plaza at Centennial Hill

PHASE 2A CHOICE NEIGHBORHOODS

Columbus Square Senior

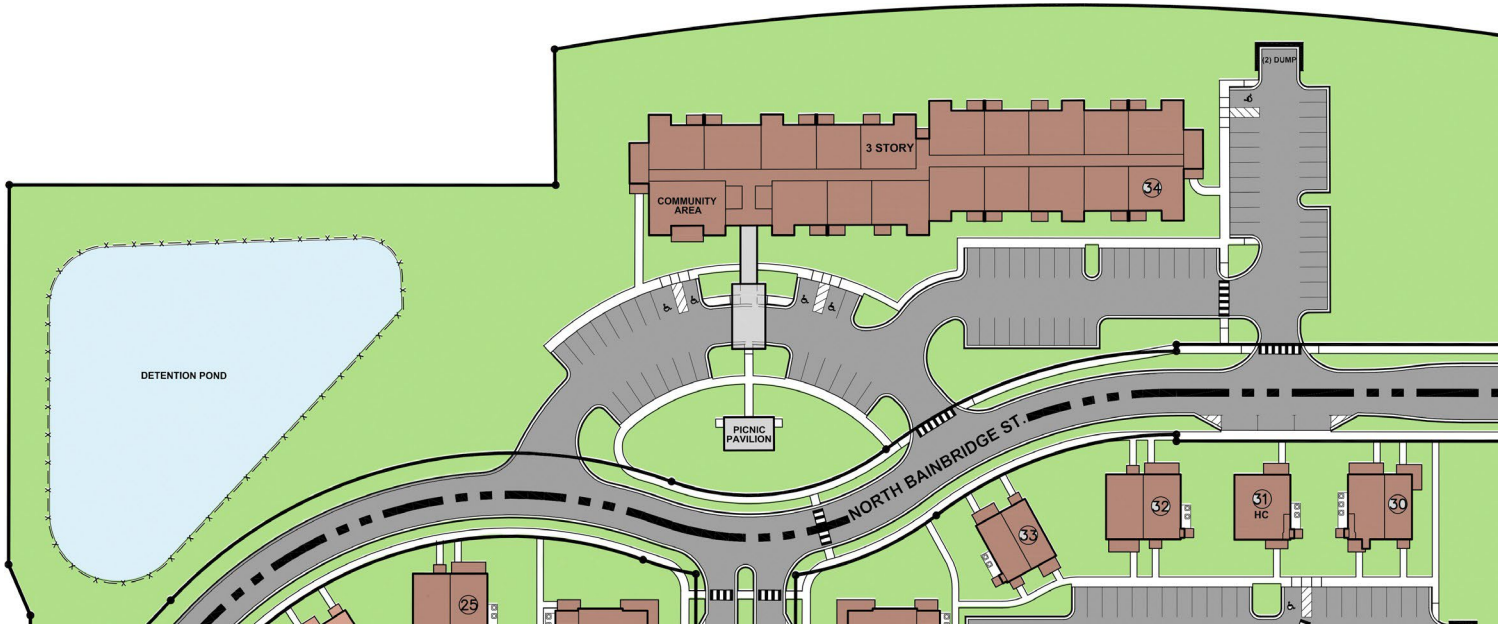
Phase 2A utilizes MHA-owned land in the adjacent neighborhood to create mixed-income opportunities on 10 acres just north of the previous development at Columbus Square and within 1 mile of the Centennial Hill neighborhood boundary. This phase will feature 90 one-and two-bedroom apartments in an elevator building with surface parking. The development will accommodate seniors exclusively and provide 81 replacement units through project-based vouchers and 9 low-income housing tax credit (LIHTC) units.

Monthly rents range from $840-$849 for a 1-bedroom and $1,050 to $1,020 for a 2-bedroom unit. The project will be funded by 9% LIHTC equity, choice funds, first mortgage debt, and deferred developer fee.

Apartment homes will feature high efficiency HVAC systems, energy-saving appliances, and water-saving plumbing fixtures as well as other energy-saving lighting, insulation, and ventilation measures required by the Alabama Qualified Allocation Plan and the Choice Neighborhood Program. Apartment finishes will include wood-plank vinyl flooring throughout, solid wood cabinetry, solid surface counter tops, and washer/dryer connections. Site amenities will include a community room with kitchen to allow for programming and social gatherings, a leasing office, a computer/business center, and ample green space.

Phase 2A Choice Neighborhood Plaza at Centennial Hill				
	1 BR	2 BR	3 BR	**TOTAL**
ACC/LIHTC	0	0	0	**0**
PBV/LIHTC	81	9	0	**90**
LIHTC only	0	0	0	**0**
Market	0	0	0	**0**
TOTAL	**81**	**9**	**0**	**90**

Phase 2A Columbus Square Senior - Sources of Funds	
Source Name	**Permanent**
1st Lien Mortgage	$3,000,000
State/City Soft Funds	$1,000,000
CNI Funds	$1,240,000
Syndication Proceeds	$12,388,236
Deferred Developer Fee	$235,450
	$17,863,686
Uses of Funds	
Direct Hard Costs	$12,640,320
Indirect Construction Costs	$1,450,726
Developer Fees	$2,330,046
Financing Fees	$1,126,594
Reserves	$316,000
	$17,863,686



Source: Montgomery Housing Authority, McKean & Associates LLC

Site Plan of Senior Housing at Columbus Square



Source: Montgomery Housing Authority, Cohen Carnaggio Reynolds Architects

3-D Rendering of Senior Housing at Columbus Square

PHASE 3A CHOICE NEIGHBORHOODS

Columbus Square Family

Phase 3A shares the 10-acre site with Phase 2A on MHA-owned land in the adjacent neighborhood just north of the previous development at Columbus Square, and within one mile of the Centennial Hill neighborhood boundary. This phase will feature 80 one-, two-, and three-bedroom apartments in garden-style walk-up buildings with surface parking. The development will provide 20 replacement units accomplished through project-based vouchers, 42 low-income housing tax credit (LIHTC) units, and 18 market rate units with rents ranging from $840 to $849 for a 1-bedroom; from $1,005 to $1,020 for a 2-bedroom; and from $1,178 to $1,272 for a 3-bedroom unit. The project will be funded by 9% LIHTC equity, choice funds, first mortgage debt, and deferred developer fee.

Apartment homes will feature high efficiency HVAC systems, energy-saving appliances, and water-saving plumbing fixtures as well as other energy-saving lighting, insulation, and ventilation measures required by the Alabama Qualified Allocation Plan and the Choice Neighborhood Program. Apartment finishes will include wood-plank vinyl flooring throughout, solid wood cabinetry, solid surface counter tops, and washer/dryer connections. Site amenities will include a community room/clubhouse, leasing office, a computer/business center, fitness room, and ample green space with a playground.



Source: Montgomery Housing Authority, McKean & Associates LLC

Phase 3A Choice Neighborhood Columbus Square Family				
	1 BR	2 BR	3 BR	**TOTAL**
ACC/LIHTC	0	0	0	**0**
PBV/LIHTC	4	10	6	**20**
LIHTC only	9	21	12	**42**
Market	3	9	6	**18**
TOTAL	**22**	**40**	**24**	**80**

Phase 3A Columbus Square Family - Sources of Funds	
Source Name	**Permanent**
1st Lien Mortgage	$2,500,000
State/City Soft Funds	$1,000,000
CNI Funds	$5,520,000
Syndication Proceeds	$10,875,428
Deferred Developer Fee	$299,251
	$20,194,679
Uses of Funds	
Direct Hard Costs	$14,373,120
Indirect Construction Costs	$1,589,350
Developer Fees	$2,634,089
Financing Fees	$1,312,120
Reserves	$286,000
	$20,194,679

Financial Summary Option A: Choice Neighborhood Centennial Hill Montgomery				
Development:	**Plaza at Centennial Hill**	**Columbus Square Senior**	**Columbus Square Family**	**Totals**
Start Date:	2023	2024	2025	
Phase:	1A	2A	3A	
Units:	130	90	80	300
Credit Type:	9%	9%	9%	
SOURCES				
1st Lien Mortgage	5,000,000	3,000,000	2,500,000	10,500,000
LIHTC Equity	12,747,450	12,388,236	10,875,428	36,011,114
CNI TOTAL FUNDS	13,025,000	1,240,000	5,520,000	19,785,000
PHA	-	-	-	-
HOME (state or city)	1,000,000	1,000,000	1,000,000	3,000,000
Deferred Developer Fee	862,364	235,450	299,251	1,397,065
Other				-
Total Sources	32,634,814	17,863,686	20,194,679	70,693,179
USES				
Construction Costs	23,356,320	12,640,320	14,373,120	50,369,760
Soft Costs (not incl. ACP or DF)	2,374,442	1,450,726	1,589,350	5,414,517
Developer Fee	4,256,715	2,330,046	2,634,089	9,220,850
Financing Costs	2,213,337	1,126,594	1,312,120	4,652,051
Reserves	434,000	316,000	286,000	1,036,000
Total Uses	32,634,814	17,863,686	20,194,679	70,696,179
Surplus/Gap	-	-	-	-
UNIT MIX				Totals
RAD or ACC				0
PBV	32	90	20	142
LIHTC	70	0	42	112
Market Rate	28	0	18	46
Other Affordable				0
Subtotal	130	90	80	300
2026- Phase 4A by Others				100
TOTAL				**400**

OPTION B

Option B follows a similar approach as cited above under Option A but assumes no award of CNI Implementation grant funds. Option B also assumes more project-based vouchers available via RFP, either within the neighborhood on City parcels or outside of the neighborhood. The Option B alternative includes a lower density on the vacant portions of The Plaza at Centennial Hill. Under Option B, MHA and its private master developer partner will utilize 9% low-income tax credits to replace 120 units through project-based vouchers, among 240 total built units in three phases on MHA-controlled properties. To complete the balance of the 200 replacement housing units, MHA will issue an RFP for 80 project-based vouchers.

Should the City of Montgomery be successful in securing site control of 43 potential sites in the Centennial Hill neighborhood, appropriate development alternatives will subsequently be considered as well.

OPTION B Bedroom Mix Summary				
	1 BR	**2 BR**	**3 BR**	**TOTAL**
Phase 1A - Plaza at Centennial Hill	16	40	24	80
Phase 2A - Columbus Square Senior	72	8	0	80
Phase 3A - Columbus Square Family	12	40	24	80
Subtotal MHA- Owned Property	**104**	**88**	**48**	**240**
Replacement Units	**80**	**28**	**12**	**120**
PBVs by Other	TBD	TBD	TBD	80+

PHASE 1B

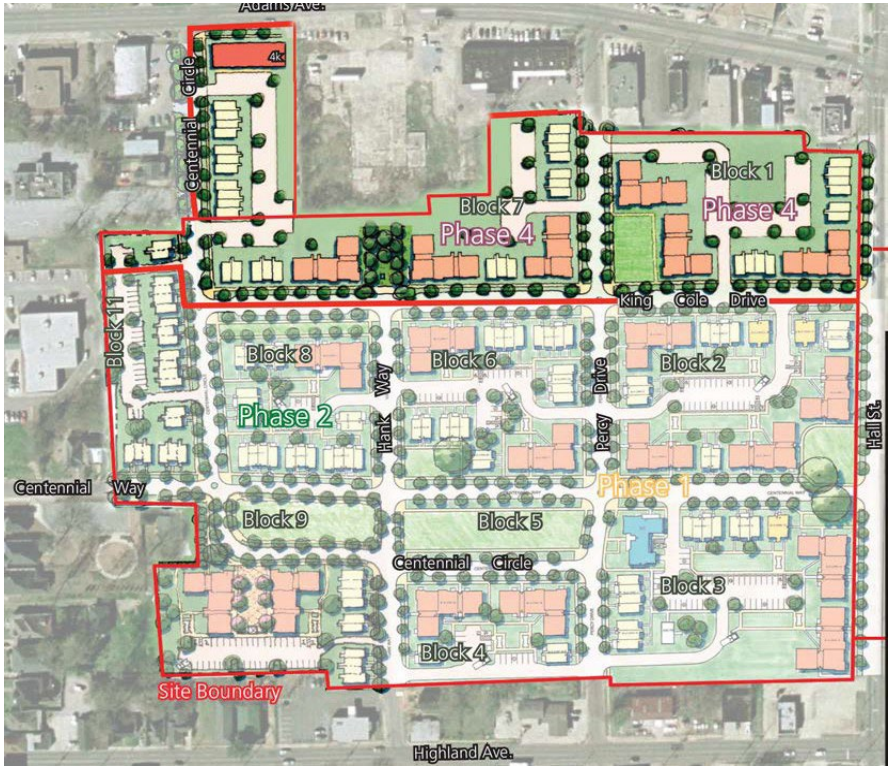
Plaza at Centennial Hill

Phase 1B leverages land MHA currently owns, to create new mixed-income opportunities for Paterson Court residents on 6 acres just north of the previous development at Centennial Hill. This phase will feature 80 one-, two-, and three-bedroom apartments in garden-style walk-up buildings with surface parking. The development will provide 20 replacement units accomplished through project-based vouchers, 52 low- income housing tax credit (LIHTC) units, and 8 market rate units with rents ranging from $840 to $849 for a 1-bedroom; from $1,005 to $1,020 for a 2-bedroom; and from $1,178 to $1,272 for a 3-bedroom unit. The project will be funded by 9% LIHTC equity, first mortgage debt, deferred developer fee, and applications will be submitted for the addition of either State and/or City soft funds.

Apartment homes will feature high efficiency HVAC systems, energy-saving appliances, and water-saving plumbing fixtures as well as other energy-saving lighting, insulation, and ventilation measures required by the Alabama Qualified Allocation Plan. Apartment finishes will include wood-plank vinyl flooring throughout, solid wood cabinetry, solid surface counter tops, and washer/dryer connections. Site amenities will include a community room/clubhouse, leasing office, a computer/business center, fitness room, and ample green space with a playground.

Phase 1B - Plaza at Centennial Hill				
	1 BR	2 BR	3 BR	**TOTAL**
ACC/LIHTC	0	0	0	**0**
PBV/LIHTC	4	10	6	**20**
LIHTC only	10	26	16	**52**
Market	2	4	2	**8**
TOTAL	**16**	**40**	**24**	**80**

Phase 1B Plaza at Centennial Hill - Sources of Funds	
Source Name	**Permanent**
1st Lien Mortgage	$5,940,000
State/City Soft Funds	$1,000,000
Syndication Proceeds	$12,747,450
Deferred Developer Fee	$561,066
	$20,248,516
Uses of Funds	
Direct Hard Costs	$14,373,120
Indirect Construction Costs	$1,589,350
Developer Fees	$2,641,111
Financing Fees	$1,358,935
Reserves	$286,000
	$20,248,516



Source: Torti Gallas and Partners Architects

Site Plan of Replacement Housing at The Plaza at Centennial Hill



Source: Montgomery Housing Authority, Studio 2H Design, LLC

PHASE 2B

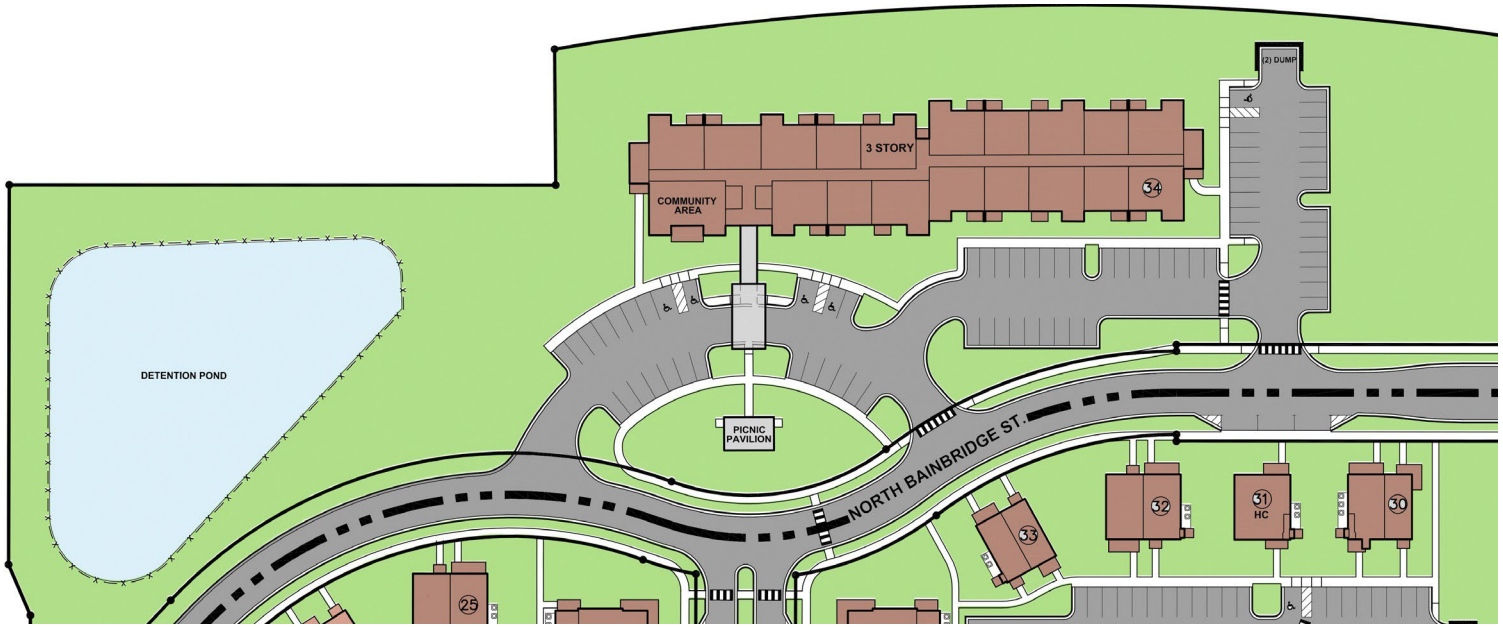
Columbus Square Senior

Phase 2B utilizes MHA-owned land in the adjacent neighborhood to create mixed-income opportunities on 10 acres just north of the previous development at Columbus Square, and within one mile of the Centennial Hill neighborhood boundary. This phase will feature 80 one-and two-bedroom apartments in an elevator building with surface parking. The development will accommodate seniors exclusively and provide 72 replacement units through project-based vouchers and 8 low-income housing tax credit (LIHTC) units. Monthly rents range from $840-$849 for a 1-bedroom and $1,050 to $1,020 for a 2-bedroom unit. The project will be funded by 9% LIHTC equity, first mortgage debt, and deferred developer fee, and applications will be submitted for the addition of either State and/or City soft funds.

Apartment homes will feature high-efficiency HVAC systems, energy-saving appliances, water-saving plumbing fixtures, and other energy-saving lighting, insulation, and ventilation measures required by the Alabama Qualified Allocation Plan and the Choice Neighborhood Program. Apartment finishes will include wood-plank vinyl flooring throughout, solid wood cabinetry, solid surface countertops, and washer/dryer connections. Site amenities will include a community room with a kitchen to allow for programming and social gatherings, a leasing office, a computer/business center, and ample green space

Phase 1B - Columbus Square Senior				
	1 BR	2 BR	3 BR	**TOTAL**
ACC/LIHTC	0	0	0	**0**
PBV/LIHTC	72	8	6	**80**
LIHTC only	0	0	0	**0**
Market	0	0	0	**0**
TOTAL	**72**	**8**	**0**	**80**

Phase 2B Columbus Square Senior - Sources of Funds	
Source Name	**Permanent**
1st Lien Mortgage	$3,500,000
State/City Soft Funds	$1,000,000
Syndication Proceeds	$11,043,762
Deferred Developer Fee	$426,920
	$15,970,682
Uses of Funds	
Direct Hard Costs	$11,235,840
Indirect Construction Costs	$1,338,367
Developer Fees	$2,083,133
Financing Fees	$1,027,342
Reserves	$286,000
	$15,970,682



Source: Montgomery Housing Authority, McKean & Associates LLC

Site Plan of Senior Housing at Columbus Square



Source: Montgomery Housing Authority, Cohen Carnaggio Reynolds Architects

3-D Rendering of Senior Housing at Columbus Square

PHASE 3B

Columbus Square Family

Phase 3B shares the 10-acre site with Phase 2A on MHA-owned land in the adjacent neighborhood, just north of the previous development at Columbus Square and within one mile of the Centennial Hill neighborhood boundary. This phase will feature 80 one-, two-, and three-bedroom apartments in garden-style walk-up buildings with surface parking. The development will provide 20 replacement units accomplished through project-based vouchers, 42 low-income housing tax credit (LIHTC) units, and 18 market-rate units with rents ranging from $840 to $849 for a 1-bedroom; from $1,005 to $1,020 for a 2-bedroom; and from $1,178 to $1,272 for a 3-bedroom unit. The project will be funded by 9% LIHTC equity, choice funds, first mortgage debt, deferred developer fee, and applications will be submitted for the addition of either State and/or City soft funds.

Apartment homes will feature high-efficiency HVAC systems, energy-saving appliances, water-saving plumbing fixtures, and other energy-saving lighting, insulation, and ventilation measures required by the Alabama Qualified Allocation Plan and the Choice Neighborhood Program. Apartment finishes will include wood-plank vinyl flooring throughout, solid wood cabinetry, solid surface countertops, and washer/dryer connections. Site amenities will include a community room/clubhouse, a leasing office, a computer/business center, a fitness room, and ample green space with a playground.



Source: Montgomery Housing Authority, McKean & Associates LLC

Site Plan of Family Housing at Columbus Square

Centennial Hill Choice Neighborhood Transformation Plan

Phase 3B - Columbus Square Family				
	1 BR	2 BR	3 BR	**TOTAL**
ACC/LIHTC	0	0	0	**0**
PBV/LIHTC	4	10	6	**20**
LIHTC only	9	21	12	**42**
Market	3	9	6	**18**
TOTAL	**22**	**40**	**24**	**80**

Phase 3B Columbus Square Family - Sources of Funds	
Source Name	**Permanent**
1st Lien Mortgage	$5,930,000
State/City Soft Funds	$1,000,000
Syndication Proceeds	$12,622,442
Deferred Developer Fee	$656,305
	$20,248,747
Uses of Funds	
Direct Hard Costs	$14,373,120
Indirect Construction Costs	$1,589,350
Developer Fees	$2,641,141
Financing Fees	$1,359,136
Reserves	$286,000
	$20,248,747

Financial Summary - Option B: Centennial Hill Montgomery				
Development:	**Plaza at Centennial Hill**	**Columbus Square Senior**	**Columbus Square Family**	**Totals**
Start Date:	2023	2024	2025	
Phase:	1B	2B	3B	
Units:	80	80	80	240
Credit Type:	9%	9%	9%	
SOURCES				
1st Lien Mortgage	5,940,000	3,500,000	5,930,000	15,400,000
LIHTC Equity	12,747,450	11,043,762	12,662,442	36,453,654
HOME (State or City)	1,000,000	1,000,000	1,000,000	3,000,000
Deferred Developer Fee	561,066	426,920	656,305	1,664,291
Other	-	-	-	-
Total Sources	20,248,516	15,970,682	20,248,747	56,467,945
USES				
Construction Costs	14,373,120	11,235,840	14,373,120	39,982,080
Soft Costs (not incl. ACP or DF)	1,589,350	1,338,367	1,589,350	4,517,067
Developer Fee	2,641,111	2,083,133	2,641,141	7,365,385
Financing Costs	1,358,935	1,027,342	1,359,137	3,745,413
Reserves	286,000	286,000	286,000	858,000
Total Uses	20,248,516	15,970,682	20,248,747	56,467,945
Surplus/Gap	-	-	-	-
UNIT MIX				Totals
RAD or ACC				0
PBV	20	80	20	120
LIHTC	52	0	42	94
Market Rate	8	0	8	26
Other Affordable				0
Totals	80	80	80	240
Phase 4B- PBVs by Others				80
Totals				320

3. PROVIDING FORMER RESIDENTS CHOICE

All former Paterson Court residents are expected to be relocated through tenant-based vouchers, and although the Paterson Court site is not contemplated for redevelopment of affordable housing under the Transformation Plan, the former residents will be given proper notice and first right to return to the off-site family or senior newly developed units on MHA-owned sites, as set out in the Housing Plan.

4. MIX OF INCOMES

Community investment in equitable development ensures that all can benefit. Preserving and developing affordable housing is an important component. The Transformation Plan for Centennial Hill acknowledges the need for investment in affordable housing, as well as market rate, for both homeownership and rental opportunities. In addition, rising housing costs may pose threats to long-term residents, further impeding the goal of a mixed-income community.

MHA continues to reduce barriers to affordable housing by administering a robust Family Self Sufficiency program with more than 130 participants in the Housing Choice Voucher and Public Housing programs. To date, more than 12 participants have successfully graduated and moved on to home ownership as a result of the program and MHA remains committed to transitioning residents from housing assistance into the private housing market.

The goal of mixed-income housing also aligns with City goals to increase the housing stock available, create good living environments and provide economic opportunity to residents.

5. PUBLIC INVESTMENT

The City of Montgomery is committed to providing the public investment needed to leverage private sector investment in Centennial Hill. During the planning process, five (5) catalytic development sites were identified that may produce about 684 units of mixed-income housing and 272,000 square feet of neighborhood retail and commercial space. The catalytic sites are anchored by a $300 million State of Alabama office tower and parking deck development, funded by the Retirement Systems of Alabama (RSA) and currently under construction. RSA is identified in this plan as a partner.

The City's initial commitment to implement the catalytic sites identified 43 properties within Centennial Hill owned by the State of Alabama Department of Revenue (ADOR) due to tax delinquency. The City of Montgomery requested these properties be put on hold in anticipation of conveyance to the City of Montgomery, and the ADOR has agreed to do so. The 43 parcels will be used to leverage private sector and public sector investment in Centennial Hill for affordable housing sites.

The planning process also identified two catalytic sites as Pilot Implementation Project sites. Implementation is anticipated with federal, local, and private funding. The transformation of Centennial Hill is also supported by recommendations in the Downtown Master Plan, which includes a portion of the neighborhood. An existing form-based zoning code, public funding commitments for Oak Park, and recommendations to designate Centennial Hill as a historic district are all in the process of implementation with public investments.

G. FINANCING

Financing strategies will be fully developed by MHA and its master developer for the Paterson Court Replacement Housing Plan and is expected to include a full range of possibilities, such as Rental Assistance Demonstration (RAD), Low Income Housing Tax Credits (LIHTC), Project Based Vouchers (PBV), for affordable and market rate housing options.

H. ACCESSIBILITY FREE FROM DISCRIMINATION

All housing development will fully adhere to the stipulations of the Fair Housing Act, including the following.

- Non-Discrimination in housing and community development programs
- Rights of persons with disabilities
- Sexual harassment
- Discrimination in mortgage lending
- Rights of families with children
- Non-Discrimination in advertising and marketing
- Housing discrimination and persons identifying as LGBTQ
- Rights of persons with limited English proficiency
- Affirmatively furthering fair housing

1. APARTMENTS FOR FAMILIES AND SENIORS

The Housing Plan proposed herein contemplates a strong mix of family and senior housing options for replacement housing, with a minimum of 30% of the total units developed under Option A or Option B to be reserved for seniors.

The ground floor apartments and elevator-accessible apartments will be 100% visitable by persons using a wheelchair. These apartments will have zero-step entrances, 32-inch clear door passages and an accessible bathroom. In addition, a minimum of 5% of the total units in each phase shall be accessible for mobility impaired persons, and 2% of the units shall further be wired to accommodate visually or hearing-impaired persons. All sidewalks and parking areas will be designed to the applicable ADA and UFAS standards, as well as common areas, such as playgrounds and community centers.

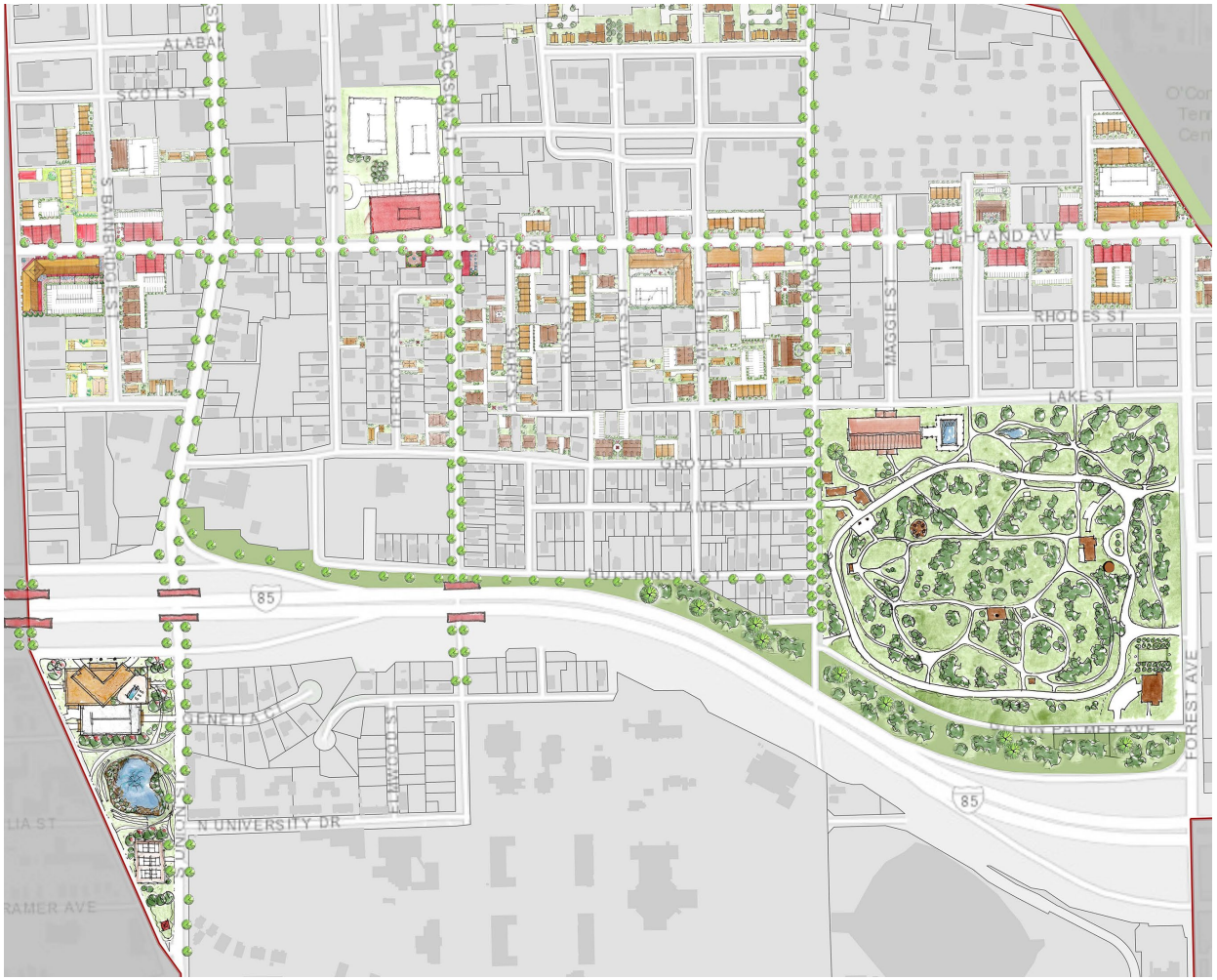
The Transformation Plan is committed to affirmatively furthering Fair Housing and developing affordable housing that is free from discrimination.

I. TRANSFORMING THE NEIGHBORHOOD

1. NEIGHBORHOOD INFILL HOUSING PLANS

The market analysis completed by Econometrica (please see the Appendix) indicated demand for rental housing within Centennial Hill and recommended that a mix of residential building types that will meet that demand. The introduction of "missing middle" housing types is mentioned in the Envision Montgomery 2040 Comprehensive Plan and is a key component to develop new housing in Centennial Hill (Department of Planning, 2020, Econometrica, 2022).

The market analysis also determined demand for "for-sale" housing, given market supply constraints. In terms of income levels, the Centennial Hill neighborhood may benefit from affordable housing product that ensures an adequate supply of mixed income units.



Source: APD Urban Planning and Management

Figure 63: Potential Development Scenario

Figure 52 illustrates a potential development scenario for the redevelopment of vacant parcels, vacant buildings, state-owned, MHA-owned, and City-owned properties. These properties within Centennial Hill are potential opportunities for development of new infill housing.

The master plan concept in Chapter V outlines the development scenarios for potential catalytic areas. The scenarios include a mix of housing typologies, appropriate for development within

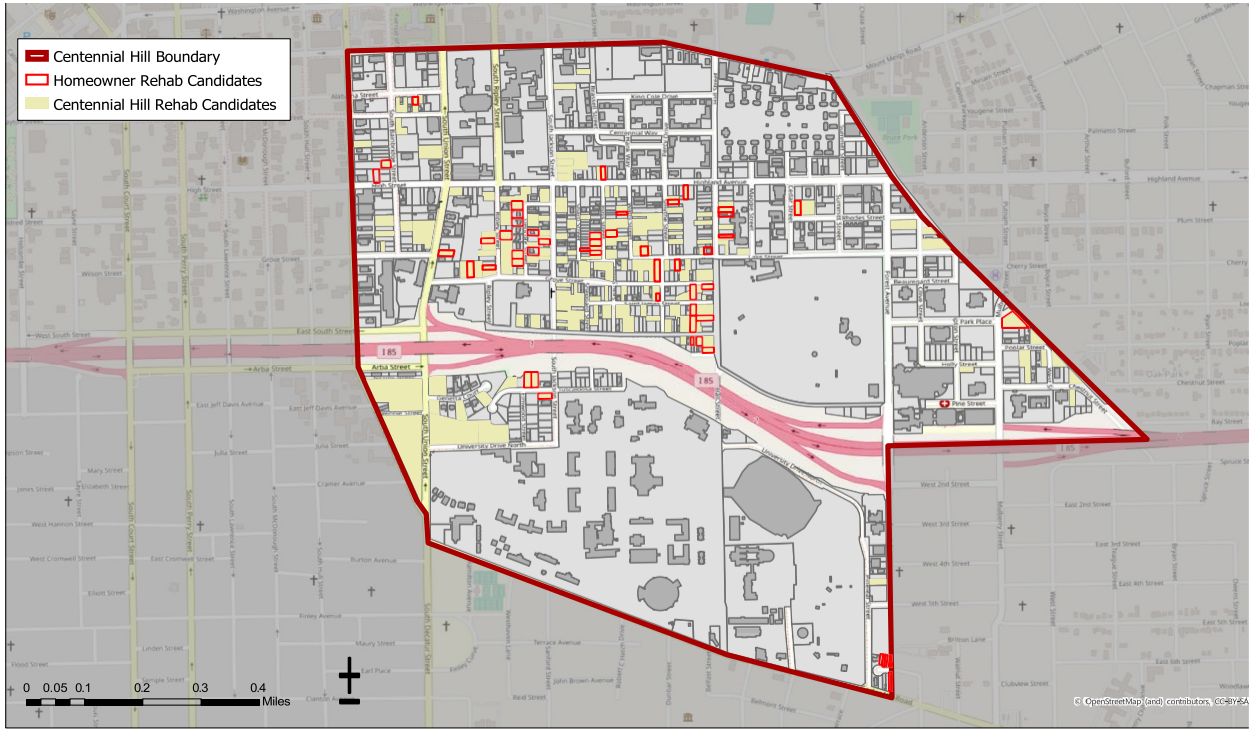
To further stabilize existing housing, especially homeowner occupied property, two programs are recommended.

- The homeowner repair program is administered by the City of Montgomery Community Development Department. Also known as the Section 504 Home Repair program, the Single-Family Housing Repair Grant program, it provides grants to elderly, very-low-income homeowners to remove health and safety hazards from their homes. This program is designed to assist low-income homeowners make repairs to their properties. Figure 53 shows the location of properties identified as candidates for the homeowner repair program based on the exterior condition of the property. The existing conditions analysis identified specific properties in fair, poor, and deteriorated exterior condition. It is recommended that the existing City program, be expanded to include low-income residents of all ages, and potentially expand the amount allowed per household. A cost estimate for the program is provided in Table 8, using the data for homestead exemptions and existing conditions within Centennial Hill.
- The second program is a rental rehabilitation program which is designed to assist landlords with repairs for rental property. In exchange for funding, the City is provided with affordable rental units within Centennial Hill, in good repair (Table 8).

2. RESIDENT STABILIZATION

To ensure that long term residents are able to remain in Centennial Hill, a set of community retention strategies are important.

- As part of the implementation phase, prepare a Community Retention Strategy outlining specific programs to protect legacy renters, homeowners, and businesses
- Create a tax program, that assists long term, low-income homeowners with increases in their property tax burden
- Establish a rent stabilization program that assists low-income residents in rent arrears



Source: APD Urban Planning and Management

Figure 64: Candidates for Rehabilitation Program

Homeowner Rehabilitation Program Cost Estimate*			
Homeowner Data by Condition		Estimated Cost per Unit	Total Cost
Fair	23	$1,000	$23,000
Poor	15	$1100 - $10,000	$16,500 - $150,000
Deteriorated	0	$11,000 - $20,000	$0
Dilapidated	0	$21,000 - $50,000	$0
		TOTAL	$39,500 - $173,000

* Assumes 100% participation of homeowners currently in the homestead exemption program.

Table 8: Homeowner Rehab Cost Estimate

J. HOUSING DESIGN

Building design draws upon the vernacular in massing, scale, and materials. Building placement emphasizes the transition from public realm, to semi-private realm, to private realm to establish clear boundaries between public and private spaces. Environmentally sensitive design deploys building overhangs, porches, careful window placement and natural ventilation to maximize building comfort and minimize operating costs. Housing will reinforce the concepts of CPTED, or "eyes on the street," for public safety, with the careful placement of front doors, windows and porches to observe street activity and discourage crime.

- In residential areas, it is recommended that buildings have shallow setbacks, here set at 15', to emphasize the enclosure of public space. This provides a clear sense of enclosure to streets, enabling them to function as outdoor rooms, and fits within the context of the neighborhood.
- The approach and entry to a residential building is important to its street presence. It can add to the ambiance of the neighborhood when walkways, porches and entrances clearly define public, semi-public and private space through architectural design.
- Ensure that new buildings are compatible in architectural materials with existing structures in the surrounding neighborhood.
- Respect the character of existing buildings in the use of architectural materials, including trim, in new developments (Figure 65).
- The building facade is a crucial element in relating the building to the street and neighborhood. Effectively placed and articulated doors, windows, porches and balconies can enhance the overall quality of the neighborhood.
- Architecture often varies in style even within the Centennial Hill neighborhood. Therefore, context and surrounding structures should inform design decisions.
- Good exterior illumination of buildings contributes to pedestrian and vehicular safety and greatly improves the ambiance of the public realm.
- Roofs should exhibit individuality, but also be sensitive to context and surrounding structures.
- Driveways and blank garage doors are not desirable along the public right-of-way. Side loaded and rear loaded garages and carports are preferred. Where lot size precludes rear or side loaded garages, locate garages to the rear of the property.
- Site and building design will incorporate accessibility standards to ensure an inclusive buildout.
- Further development of designs for Centennial Hill should incorporate comments and feedback from stakeholders and community members, representing a variety of backgrounds, to ensure the design is compatible and meets the needs of residents.







Figure 65: Examples of Montgomery residential architecture

K. ARCHITECTURAL DRAWINGS AND SCHEMATICS

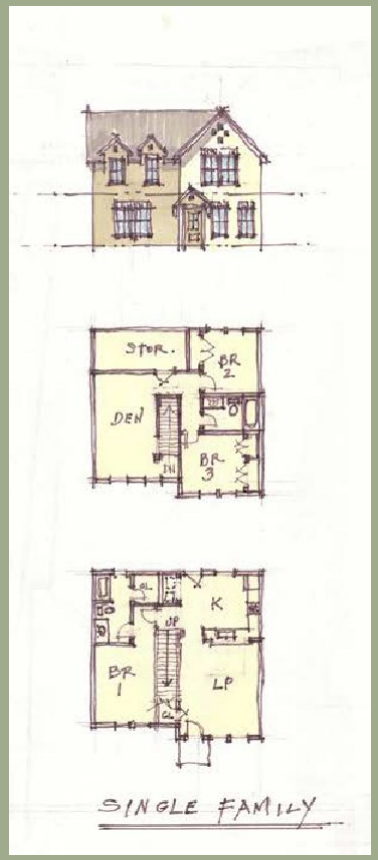
The following section describes housing typologies that will be built on MHA property for replacement public housing, and for mixed income housing intended for infill development in Centennial Hill.

The mixed income housing types outline guidelines to ensure proper alignment of new housing to the architectural scale and style of the neighborhood, and to achieve best practices for sustainability and walkability.

1. PUBLIC HOUSING REPLACEMENT UNITS

Architectural concepts included in this section are a result of a combination of architectural drawings and site plans provided by MHA in partnership with previous private developer partners and are included herein for reference only to demonstrate that a preliminary level of due diligence has been conducted, which ensures the number of proposed replacement units on the MHA sites is realistic and feasible. Site plans will be further refined and developed in conjunction with MHA's master developer for the final unit numbers and unit mix at each location.

SINGLE-FAMILY COTTAGE



Source: Montgomery Housing Authority, Studio 2H Design, LLC





Source: Montgomery Housing Authority, Cohen Carnaggio Reynolds Architects

TOWNHOMES







Source: Montgomery Housing Authority, Torti Gallas and Partners, Architects of a Better World, 1923 Vermont Avenue, NW, Grimke School, 2nd Floor | Washington, DC 20001 TortiGallas.com

MULTIFAMILY



Source: Montgomery Housing Authority, Studio 2H Design, LLC

SENIOR MID-RISE



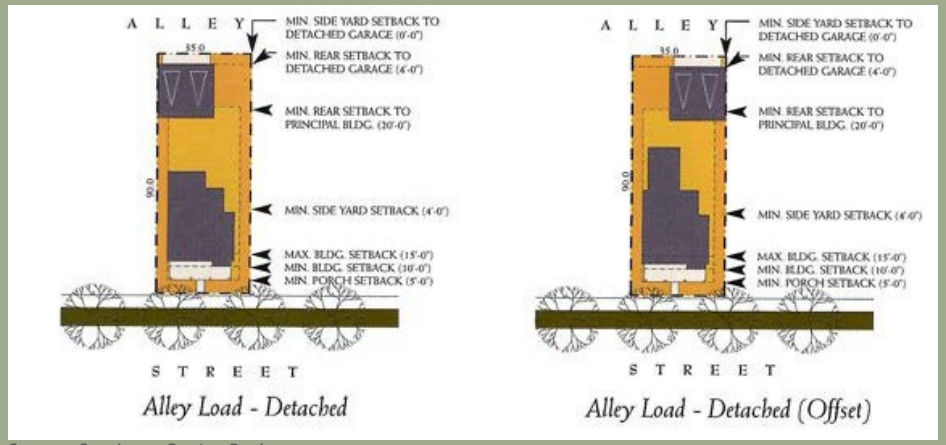
Source: Montgomery Housing Authority, Cohen Carnaggio Reynolds Architects

2. MIXED INCOME HOUSING TYPES

The following mixed income housing types are intended for scattered site infill development throughout the Centennial Hill neighborhood.

SINGLE-FAMILY COTTAGE

- Stories: 1 - 1 1/2
- Lot Size: 50’ x 100’ typical
- Enclosed detached garage, to rear of lot. Front or back (alley) loaded.
- Optional studio carriage house/accessory dwelling unit over the garage.
- 3 to 4 bedrooms
- Gable or hip roof
- Covered front porch
- Elevated foundation stem wall 18” - 36”, enclosed
- Square footage: 1,200 - 1,600 sf



Source: Stapleton Design Book


Source: APD Urban, Houston TX


Sources: Stapleton Design Book; Stapleton, Colorado

DUPLEXES

- Stories: 2
- Massing resembles large single-family house
- Lot Size: 50’ x 100’
- Attached or detached garage parking, rear loaded by side drive or alley.
- Gable or hip roof
- Individual covered entrances along the street or side yard, porches or stoops
- Elevated foundation stem wall 18” - 36”, enclosed
- Square footage: 1,000 - 1,400 sf/unit
- Bedrooms: 2 to 3



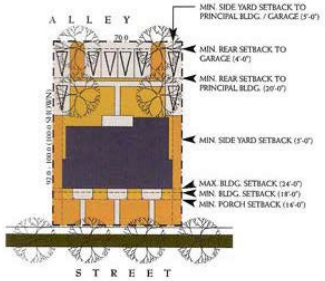
Source: “Missing Middle Housing,” Daniel Parolek



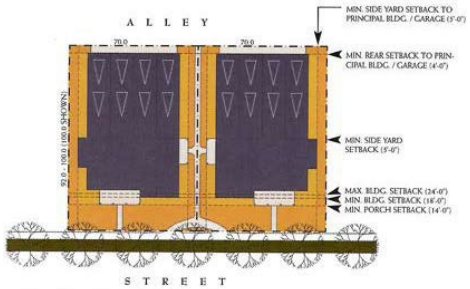
Source: APD Urban, Arlington TX

MANSION HOME, 3 - 4 UNITS

- Stories: 2; Massing resembles large single-family house
- Lot Size: 70’ x 100’
- Attached garage parking, rear loaded by side drive or alley.
- Gable or hip roof
- Individual covered entrances along the street or side yard, porches or stoops
- Elevated foundation stem wall 18” - 36”, enclosed
- Square footage: 1,000 - 1,400 sf/unit
- Bedrooms: 2 to 3
- Typically condominiums



Four-Unit Mansion Home - Surface Parking



Four-Unit Mansion Home - Interior Lot Entry

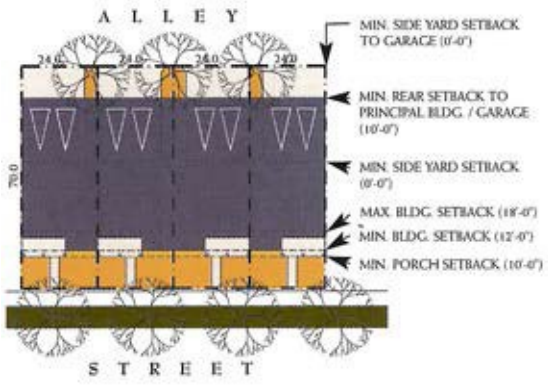
Source: Stapleton Design Book;



Source: “Missing Middle Housing,” Daniel Parolek

TOWN HOMES

- Stories: 2
- Lot Size: 24’ x 70’
- Attached garage, 2-car, rear loaded alley.
- Gable roof
- Covered entry facing street, porch or stoop
- Elevated foundation stem wall 18” - 36”, enclosed
- Square footage: 1,300 - 1,800 sf/unit
- Bedrooms: 2 and 3
- Maximum 5 joined into one building



24' Wide 2-Car Garage

Source: Stapleton Design Book



Source: “Missing Middle Housing,” Daniel Parolek

COURTYARD APARTMENTS

- Stories: 2
- Lot Size: 85’ x 110’
- Detached garage, 0.85 spaces/unit, rear loaded alley.
- Gable roof
- Elevated foundation stem wall 18” - 36”, enclosed
- Square footage: 800 - 1,000 sf/unit
- Bedrooms: 1 and 2
- Maximum 10 units per building



Source: “Missing Middle Housing,” Daniel Parolek

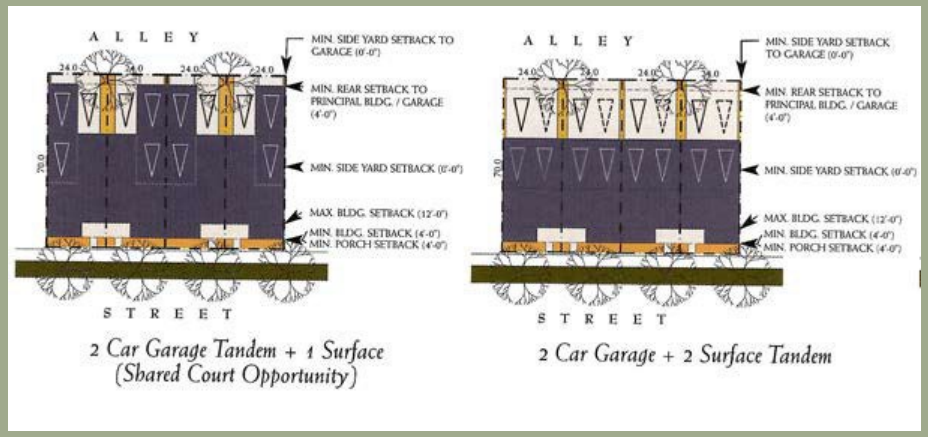


Source: “Missing Middle Housing,” Daniel Parolek

LIVE / WORK

- Stories: 2
- Lot Size: 24’ x 70’
- 3 to 4 car tandem parking, rear loaded
- Gable or parapet roof
- Covered entry facing street, porch or stoop
- Entry at grade fronting the street
- Lower level 500 sf for office or retail
- Upper level 950 sf living area





Source: Stapleton Design Book



Source: Stapleton Design Book

NEIGHBORHOOD MIXED USE

- Stories: 3 - 5
- Lot Size: 1/2 block or entire block
- Gable or parapet roof
- Covered entry facing street
- Storefront windows on lower level
- Rear parking garage or surface parking lot
- Lower level commercial, office or retail
- Upper level 1- and 2-bedroom apartments with balconies



L. FINDINGS FROM TECHNICAL STUDIES

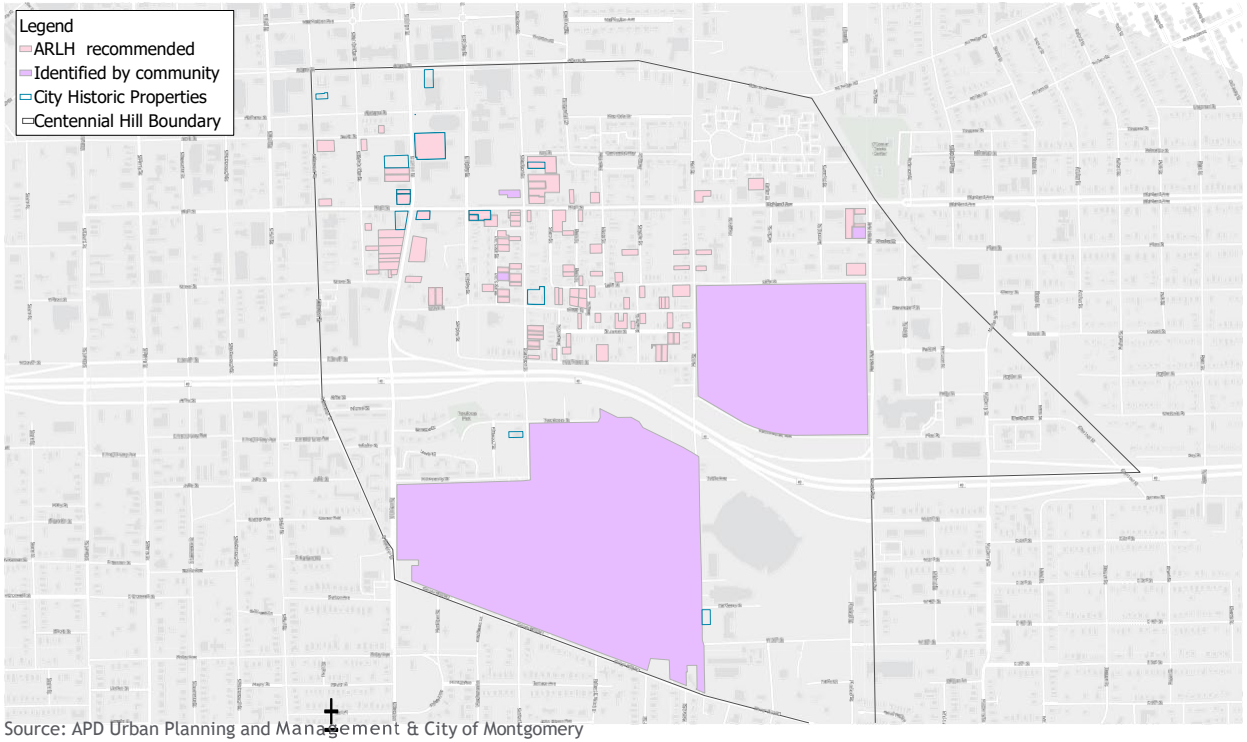
1. ENVIRONMENTAL

The Phase I Environmental Site Assessment for the Paterson Court apartments was conducted in May of 2022. The HUD Part 58 Environmental Review for Paterson Court was completed and identified multiple environmental concerns on the site. The complete Environmental Review will be submitted to HUD with the Section 18 Disposition Application for Paterson Court, and is available to interested parties upon request from MHA.

The following summarizes the conclusions of the report:

- No Recognized Environmental Conditions (RECs), except for on-site/adjacent/vicinity historical property uses including auto and dry cleaners/past detrimental operations/Valued Environmental Components (VECs).

The following additional environmental records are considered RECs to the subject property based on the listed distances from the subject property, presumed hydrogeological relationships, and lack of documentation.



Source: APD Urban Planning and Management & City of Montgomery

Figure 66: Centennial Hill historically significant properties

Facility	Address	Database(s)	Years in Service	Distance/Direction/Gradient
College Hill Service Station	758 Thurman Street	EDR HIST AUTO	1969-1970	On-site
Cor Little Garage Fill Station	1052 South Decatur Street	EDR HIST AUTO	1931	Adjacent/W/down-gradient
Texaco Self Service Gas Station	1038 South Decatur Street	EDR HIST AUTO	1965-1970	Adjacent/W/down-gradient
Stevens CC	1015 South Decatur Street	EDR HIST AUTO	1926	Adjacent/W/down-gradient
Pouncey WM M Clo Cleaner	1051 South Decatur Street	EDR HIST CLEANER	1946	Adjacent/W/down-gradient
Vann & Smith Service Station	1046 South Decatur Street	EDR HIST AUTO	1940-1946	Adjacent/W/down-gradient
Decatur Speed Wash Self Service	1010 South Decatur Street	EDR HIST CLEANER	1965-1975	Adjacent/W/down-gradient
Blakey David T Filling Station	1002 South Decatur Street	EDR HIST AUTO	1940	Adjacent/W/down-gradient
820 Lanes Self Service Laundry	934 South Decatur Street	EDR HIST CLEANER	1950	Adjacent/W/down-gradient
Levering Rug Cleaning & Mattress	912 South Decatur Street	EDR HIST CLEANER	1950-1970	Adjacent/W/down-gradient
Bozeman Small Motor Repair	938 South Decatur Street	EDR HIST AUTO	1957	Adjacent/W/down-gradient
Jackson John	817 South Decatur Street	EDR HIST CLEANER	1926	Adjacent/W/down-gradient
Thomas Auto Body Shop	822 South Decatur Street	EDR HIST AUTO	1975-1990	Adjacent/W/down-gradient
Model Laundry	814 South Decatur Street	EDR HIST CLEANER	1922	Adjacent/W/down-gradient
Levering Rug & Mattress Co	810 South Decatur Street	EDR HIST CLEANER	1931-1946	Adjacent/W/down-gradient
Baggett WM H Auto Repair	900 South Decatur Street	EDR HIST AUTO	1935-1940	Adjacent/W/down-gradient
Bay Dry Cleaners	847 Thurman Drive North	EDR HIST CLEANER	1990	Adjacent/E/up-gradient
W J Thomas	1101 South Decatur Street	EDR HIST CLEANER	1922	Adjacent/S/cross-gradient
B & G Service Station	1101 South Decatur North Street	EDR HIST AUTO	1940-1976	Adjacent/S/cross-gradient
Fred’s Auto Repair Auto	822 South Decatur Street	EDR HIST AUTO	1997-2014	Adjacent/W/down-gradient

Like NU Rug Shampooing Service	742 South Decatur Street	EDR HIST CLEANER	1957	Adjacent/NW/cross-gradient
Penton Bennett	731 South Decatur Street	EDR HIST AUTO	1971-2003	Adjacent/NW/cross-gradient
Boyett Brothers Inc	1146 South Decatur Street	EDR HIST AUTO	1957	Adjacent/SW/down-gradient
College Hill Service Station	859 East University Drive	EDR HIST AUTO	1961-1988	0.035 miles/E/up-gradient

1046 Boyett's Garage & Service Station	1146 South Decatur Street	EDR HIST AUTO	1950-1990	0.038 miles/E/up-gradient
Massey Jem Cleaners & Laundry	1162 South Decatur Street	EDR HIST CLEANER	1950-1990	Adjacent/S/cross-gradient
Massey Jem Cleaners & Laundry	1168 South Decatur Street	EDR HIST CLEANER	1950-1990	0.050 miles/S/cross-gradient
Evans Issac	736 South Union Street	EDR HIST CLEANER	1926	0.065 miles/N/up-gradient
Durite Cleaners	810 South Jackson Street	EDR HIST CLEANER	1946	0.069 miles/E/up-gradient
Durite Cleaners	834 South Jackson Street	EDR HIST CLEANER	1950-1985	0.071 miles/E/up-gradient
Massey Jem Cleaners & Laundry	1162 South Decatur Street	EDR HIST CLEANER	1969-2006	0.072 miles/S/cross-gradient
511 STD CLN	621 South Jackson Street	EDR HIST CLEANER	1950	0.172 miles/ENE/up-gradient
Sun Moon Cleaners & Launderers	823 Grove Street	EDR HIST CLEANER	1950	0.244 miles/NNE/up-gradient
Sun Moon Cleaners & Launderers	861 Grove Street	EDR HIST CLEANER	1957-1975	0.268 miles/NE/up-gradient
Arrington WM	500 South Jackson Street	EDR HIST CLEANER	1922-1926	0.252 miles/NE/up-gradient
Standard Cleaners Clo Cleaners	511 South Jackson Street	EDR HIST CLEANER	1946	0.244 miles/NE/up-gradient

No further information regarding these facilities is included in the EDR Report.

The report recommends:

- Performing a limited subsurface investigation to determine whether the past property, adjacent and in the vicinity, and past detrimental activities have negatively affected the environmental integrity of the property.
- Asbestos containing materials, mold, and lead-based paint should be sampled/tested/remediated before renovation or demolition, and proper removal procedures should be followed.

- Additional radon testing is recommended as well as remediation for future redevelopment.
- Flood insurance should be maintained on all structures until the Disposition Application is approved. Any future development at the subject property will be subject to all applicable local, state, and federal regulations, as well as future funding program requirements, with respect to flood insurance.
- Noise values for the property are considered “normally unacceptable” and shall be mitigated for the redevelopment of the site.

3. HISTORIC

Paterson Court was constructed in 1937 and is considered historic by the Alabama State Historic Preservation Office (SHPO). The development is functionally obsolete and will be sold on the open market, with historic remediation to occur on-site. MHA, the City, SHPO and HUD officials collaborated on the appropriate manner to mitigate and document the historic character of the site.

2. MARKET ANALYSIS

A Housing Market Study was completed in July of 2022 by Econometrica, Inc., and is intended to assess the housing market conditions in the City of Montgomery, with an emphasis on Centennial Hill. The study provides recommendations for replacement housing units for Paterson Court within the Centennial Hill neighborhood. Information presented in the market analysis reflects data based on Census Tracts 6 and 15 for the Centennial Hill neighborhood.

Housing Market Analysis Summary

- The percentage of vacant units is 5 to 8 percentage points higher in Tracts 6 and 15 compared to the City and County.
- The owner-occupied percentage is much higher in the City and County than in Tracts 6 and 15, where the proportion of owners and renters is more than reversed.
- While the families in Tracts 6 and 15 are more likely to be paying over 35 percent of their income for rent (rent burdened), the rate was 40 percent or higher across the board.
- The homeowner vacancy rate is zero in Tract 6, but it is 11.7% in Tract 15 and under 2% in the other areas. The rental vacancy rate is also lower in Tracts 6 and 15 than in the City, County, or State. This is likely due to a lower supply of rental housing but a higher demand in the area.
- There is unmet demand inferred for rental housing. Providing a mix of structure types is more likely to meet that demand than relying on single-family units. The issue of "missing middle" housing types is a key challenge for developing new housing in Centennial Hill (Department of Planning, 2020).
- Adding multi-unit structures, such as duplexes and quadplexes, is recommended to capitalize on higher densities near downtown Montgomery. This type of housing should be designed to fit the character of the existing neighborhood.
- Commercial uses could also be considered and supported by the City, such as a full-service grocery store and health clinics.
- The lack of available for-sale housing indicates supply constraints in the local housing market.
- Due to the tight housing market, people who want to move into or buy homes in Centennial Hill may pay more or be priced out and stay put. This area could benefit greatly from an increased supply of affordable units that are in good condition.
- Building at even slightly higher densities could supply enough housing to replace the units at Paterson Court and leave room for mixed-income and mixed-use development.

	Census Tract 6	Census Tract 15	City of Montgomery	Montgomery County
Occupied units	664 77%	749 80%	79,331 85%	89,511 85%
Vacant	198 23%	187 20%	13,927 15%	15,552 15%
HO vacancy rate	0	11.7	1.9	1.9
Rental vacancy rate	4.6	4.2	9.2	9.0
Owner-occupied	128 19%	211 28%	42,915 54%	51,588 58%
Renter-occupied	536 81%	538 72%	36,416 46%	37,923 42%
Rent burdened households	177 45%	281 53%	14,788 44%	15,177 43%

Source: ACS 2020 5-Year Estimates Data Profiles, Select Housing Characteristics and Paterson Court CNI Assessment Report 2020, Econometrica

Table 9: Housing Occupancy/Vacancy, Tenure, and Affordability

Summary of Recommendations for Replacement Housing

The following tables summarize the recommended number of units and housing typologies for Paterson Court replacement housing.

Plaza at Centennial Hill BR and Unit Size				
	Structure Type	# Units	Baths	Sq. Ft.
2 BR	Duplex	10	2.0	1,100
3 BR	Duplex	10	1.0	1,304
Total		**20**		

Senior Housing Development at Columbus Square BR and Unit Size				
	Structure Type	# Units	Baths	Sq. Ft.
0 BR	Low-rise	25	1.0	488
1 BR	Low-rise	20	1.0	742
2 BR	Low-rise	5	1.0	993
Total		**50**		

Source: Econometrica

Harmony Hope Intergenerational Complex BR and Unit Size				
	Structure Type	# Units	Baths	Sq. Ft.
0 BR	Mid-level	15	1.0	484
1 BR	Mid-level	10	1.0	850
2 BR	Mid-level	15	2.0	1,029
Total		**40**		

Scattered-Site BR and Unit Size				
	Structure Type	# Units	Baths	Sq. Ft.
2 BR	Duplex	30	1.0	1,585
2 BR	Quadplex	20	1.0	1,317
3 BR	Duplex	25	1.0	n/a
3 BR	Quadplex	15	1.0	1,021
Total		**90**		

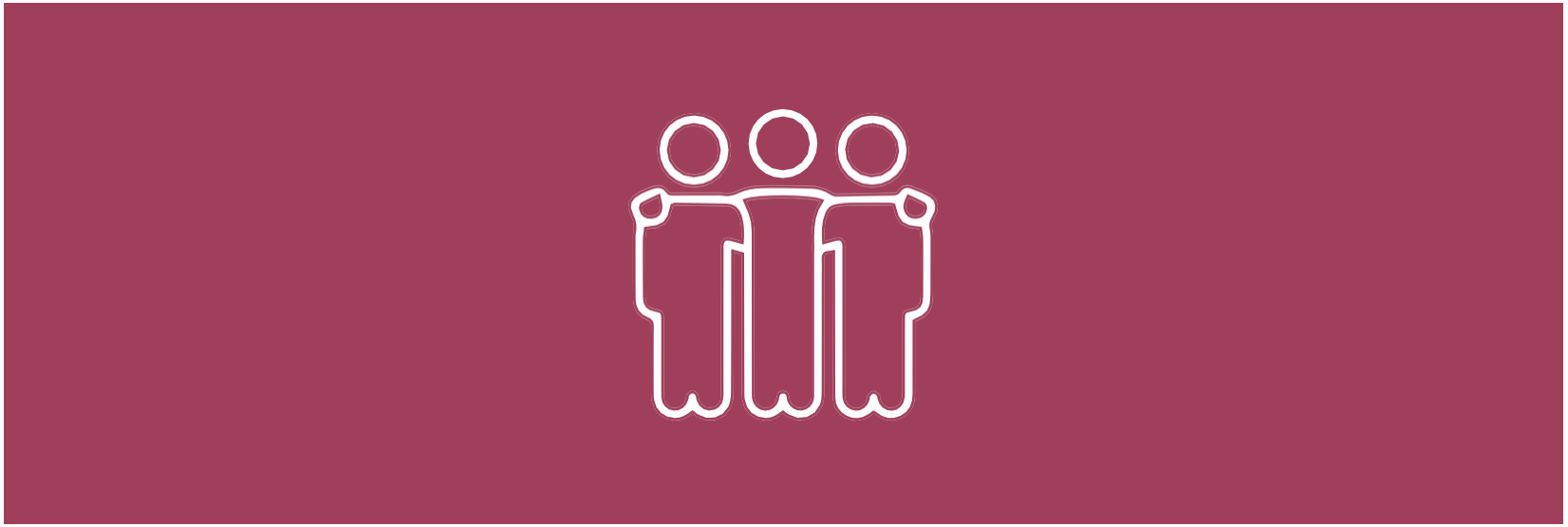
Source: Econometrica

Recommended locations for scattered sites within Centennial Hill's footprint include the following:

- 951 Highland Avenue
- 1011 Hutchinson Street
- 935 Smythe Street
- 660 Smythe Street
- 526 S. Ripley Street

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VII.PEOPLE PLAN



A. OVERVIEW OF THE PEOPLE PLAN

The People Plan vision was developed through engagement with the CHAB, the People Committee, and Paterson Court and Centennial Hill residents. In addition, ten service providers were interviewed, and all task forces discussed aspects of the People Plan, including Education, Employment and Job Training Opportunities, Health and Wellness, Public Safety, History, Culture and Economic Development, and Mixed-Income Housing. Understanding that family success forms the backbone of a community, the People Plan is geared toward promoting family resiliency for all Paterson Court and Centennial Hill residents. This chapters focuses on improving resident quality of life by enhancing educational opportunities for children and adults, growing economic stability through living wage employment, improving the quality of life for seniors and effective targeting of health care interventions. Two keystone initiatives include:

TO REACH THE GOAL OF A 40% INCREASE IN AVERAGE EARNED INCOME BY FAMILY AFTER SIX YEARS, A JOBS PIPELINE WILL BE CREATED AS FOLLOWS:

MHA will create a jobs pipeline program founded on the evidence based JobLink Services program developed by CNI Implementation awardee, the Seattle Housing Authority. SHA's "whole family approach" to financial stability means working with families to ensure that they are focusing on asset building, debt repair, and vocational education, in addition to finding employment. In SHA's model, Lead Career Coaches are assigned to specific properties to work with all the families who reside in that property. MHA will hire a **CNI Workforce Specialist** to act as the career coach and serve all Paterson Court households. MHA's Jobs Pipeline will help Paterson Court residents: 1) Learn about in-demand jobs; 2) Build skills for preparing for a job, including resume writing and interviewing; 3) Develop an Individual Road Map to reach job and education goals; 4) Receive assistance to help address individual needs and take the next step; 5) Learn about education and training

options, including funding for school; 6) Get help with building assets through financial training; and 7) Learn about homeownership. All Paterson Court residents aged 18 and older are eligible to participate regardless of their education level.

TO REACH THE GOAL OF CUTTING CHRONIC ABSENTEEISM BY HALF AND IMPROVING TEST SCORES BY 20% BY YEAR THREE AND 40% BY YEAR SIX:

1) Principle Education Partner Montgomery Public Schools (MPS) and the Montgomery Education Foundation (MEF) entered into a Conversion Partnership Plan in 2022 for E.D. Nixon Elementary School and Bellingrath Middle School. These are the schools that the Paterson Court children attend. The Conversion Charter School plan, which is founded on the evidence-based charter school model created by the Phalen Leadership Academies (PLA) is unlike any other program in the State of Alabama. While MEF operates the two schools, it remains accountable to MPS monitoring for academic and social improvements. Each school will continue to serve all students in their respective neighborhood enrollment zones while implementing new instructional strategies proven to yield successful outcomes for their students.
2) MPS and MEF will develop programmatic responses to barriers and work with MHA where possible, considering privacy rules protecting Paterson Court residents.
3) MPS and MEF will monitor attendance and test scores, and will work with MHA where possible, considering privacy rules protecting Paterson Court residents.

The Jobs Pipeline and Charter School initiative are discussed within.

B. VISION FOR PEOPLE PLAN

"CENTENNIAL HILL IS A CONNECTED COMMUNITY THAT PROVIDES AND SUPPORTS ACCESS TO HIGH QUALITY EDUCATIONAL, HEALTH, ECONOMIC, AND SOCIAL PROGRAMS AND SERVICES FOR RESIDENTS TO REACH THEIR HIGHEST POTENTIAL."

1. CRADLE TO COLLEGE/CAREER RESOURCES THAT ENCOURAGE LIFE-LONG LEARNING

Lifelong learning for all age groups is of critical importance to improve resident outcomes. MHA will promote a full range of educational interventions from Pre-K for child preparedness, to secondary education, job training, financial literacy, and adult continuing education. A particular focus of the vision is the Charter School conversion program which began at E.D. Elementary School, and Bellingrath Middle School in 2022.

2. PROMOTE A CULTURE OF HEALTH AND WELLNESS

Paterson Court residents suffer from elevated incidences of preventable chronic illnesses. By raising awareness of the importance of personal behaviors on health outcomes, including mental health, outcomes may be improved along with overall quality of life. Working in tandem is the residential environment and access to health care, fresh foods, and recreation opportunities. Federally Qualified Health Center (FQHC) Health Services, Inc., (HSI) is the Health Care Partner.

3. ECONOMIC STABILITY

An employment pipeline is being established which will assist residents in achieving living wage employment and family resiliency. Informed and led by an Employment Advisory Board, the pipeline will include job readiness; education and training; job creation; transportation services; and supportive services targeted to each Paterson Court household.

4. AGING IN PLACE WITH DIGNITY AND PURPOSE.

Because Paterson Court has two distinct populations, families with children along with seniors and person with disabilities, the People Plan must meet the needs of both groups. Programming will be sensitive to the needs of all residents.

5. EVIDENCE BASED PROGRAMMING

To be effective, supportive services programs must work. MHA will adopt programming supported by evidence-based research and rigorously monitor program effectiveness over time.

6. PROMOTE RESIDENT LEADERSHIP

Ongoing engagement of the Paterson Innovators is critical to keep implementation on the right track throughout the process.

VISION	"Centennial Hill is a connected community that provides and supports access to high quality educational, health, economic, and social programs and services for residents to reach their highest potential."		
OBJECTIVES	**ASPIRATIONS**	**POSSIBILITIES**	**METRICS**
Create or improve cradle to college and career resources to encourage life-long learning for the entire family.	Children enter kindergarten ready to learn.	Improve and expand early childhood education options, while providing parenting educational support to parents.	75% of children from birth to kindergarten are participating in early learning/Pre-K programs by 2028
	School age children are proficient in core academic subjects. Students graduate from high school and are college or trade school bound. Adults have opportunities to learn and grow.	Improve student proficiency at or above grade level in reading and math through the Charter School Conversion program.	By 2028, the State Report Card for E.D. Nixon Elementary and Bellingrath Middle School will increase from an "F" to a "C"
		MHS will coordinate tutoring and after school programs to continue to engage students.	By 2028, 80% of students who enter high school, graduate, and 80% of high school graduates are college or trade school bound
		MPS and MHA will assist students to prepare for college or career workplace readiness. MHA will coordinate programs for adult education for employment or for the joy of learning.	By 2028, there will be a 25% increase in the number of graduates accepted to higher education. Chronic absenteeism among Paterson Court students will decrease by half by 2028
Create intentional physical and programmatic pathways for sharing and supporting high quality services.	Residents participate in the full range of programs available to support them to thrive in their community including the Jobs Pipeline.	Ongoing communications with residents through case management and community building activities.	Tracking of case management services and community building activities for all Paterson Court households.
		Build a community center to serve as a one stop shop for all resident needs, including recreation and community gatherings.	Tracking of program offerings in the community as well as resident participation.
Build a culture of health and wellness to improve personal health and well-being within Centennial Hill.	Residents are physically and mentally active.	Expand and promote health services within the neighborhood.	By 2028, every family will have a medical home and health insurance coverage.
	Residents enjoy an improved quality of life.	Offer health related programs and services such as organized sports, exercise and cooking classes, farmer's markets, urban gardening, and support groups.	Measure the effectiveness of each program offering and add and/or subtract programs as needed.
	Health outcomes are improved.	Work with HSI to develop metrics to track and evaluate health outcomes.	Tracking and evaluate healthcare metrics and address barriers when they first arise.

OBJECTIVES	ASPIRATIONS	POSSIBILITIES	METRICS
Create economic mobility pathways to support families in reaching their full potential.	Households are resilient and economically stable.	Create the Jobs Pipeline program. Provide programs for adult education and skills training, including financial literacy.	75% of work-able Paterson Court families will have earned income by 2028. 50% of work-able Paterson Court families will have increased their earned income by 20% from 2022 to 2028. 90% of families will have a checking/ savings account and have received some form of financial literacy counseling by 2028.
	Seniors age in place with dignity and purpose.	A case management plan designed for every senior and person with disabilities in Paterson Court will extend and enhance quality of life and independent living.	Monitor every household's case management plan throughout the program period to ensure the aspiration is met for every senior.

C. KEY FINDINGS FROM THE PATERSON COURT NEEDS ASSESSMENT RELATING TO THE PEOPLE PLAN

- Of the 141 respondents to the resident survey, 74.46% were female and 25.53% were male. 61.70% were age 18-49; 22.69% were age 50-61; and 13.47% were 62 years or older. This broad age range is reflective of the Paterson Court community, where there are two distinct populations: families with children; and near elderly and seniors who live alone or with one other person. Of the respondents, 13.47% have some college, 43.97% have a high school diploma or a GED and 29.07% have less than a high school degree.
- 12.05% of respondents reported that someone in their household had a physical disability and 13.47% reported that someone had a mental disability.
- When asked about their health, 18.42% said excellent, 38.29% said good and 26.95% said fair. Slightly more than 10% said poor or very poor. 71.21% have health insurance; 23.40% do not. When asked where they go to receive health care services, 33.33% said the Jackson Hospital System (a CNI anchor institution) and 26.24% said Baptist Hospital System. Nearly 75% say the quality of the health care services they receive is excellent or good. When asked about the medical conditions experienced by someone in their household, 36.88% said hypertension, 27.66% said severe stress/anxiety, and 23.40% said depression. When asked about their primary unmet healthcare needs, 48.23% said none, 21.99% said dental services, 17.02% said eye care, and 10.63% said primary health care.
- When queried how often they exercised, 25.53% said at least five days a week. 17.73% said 3-4 days a week. 19.85% said 1-2 days a week. 25.53% said never. When asked how often they had fruits and/or vegetables, 27.65% said once a day. 18.43% two times a day, 21.98% said once most days. 63.12% of respondents shop for food at the grocery store, and the stores most frequently patronized are Winn Dixie, Publix and Cost Savers.
- When asked about the services they needed at the present time, 18.43% said budgeting/financial literacy/credit repair. 18.43% said emergency food assistance and 17.02% said transportation assistance.
- When asked how they most often access the Internet, 55.31% responded by smart phone.
- 50.35% of respondents said they have a checking or savings account at a bank or credit union.
- 43.97% said they own a car or truck. 31.20% said their form of transportation is a ride from someone else. Nearly 70% said that transportation was either no problem or not a very big problem.
- 19.85% of heads of household are currently employed full-time. An additional 8.51% are employed part-time at one job. 21.98% are unemployed and are currently looking for work. 23.40% are unemployed and are unable to work. When asked what are the challenges that make it difficult to work, the highest response at 21.27% was disability.
- When asked about whether there were any school aged children living in the household, only 25.53% said yes and 46.80% said no. When asked what kinds of youth programming they would like their children to participate in, 13.47% said after school programs, and 14.89% said sports and recreational programs.

D. IDENTIFICATION OF PEOPLE LEADS

For the purpose of the Transformation Plan, the People Implementation Entity (PIE) is the Montgomery Housing Authority. MHA will continue to serve as PIE during the implementation phases unless MHA receives CNI Implementation funding. When MHA applies for CNI Implementation funding, a PIE will be procured to provide case management services to the 186 Paterson Court households. If awarded funding, the procured case management firm will become the PIE.

The success of Montgomery Housing Authority's Resident Services Department (RSD) is due to its caring and experienced service coordinators as well as its strong ties to the service provider community in Montgomery. RSD staff have long-term relationships with MHA families and are skilled in assessing resident needs and matching those needs to appropriate providers. RSD follows up with those providers individually and through the Family Self-Sufficiency Program Coordinating Committee to ensure that services provided are of excellent quality and meet resident needs. RSD will organize and lead People Plan partners to ensure the residents of Paterson Court and the Centennial Hill community are prioritized throughout the implementation phases.

The Principal Education Partner is Montgomery Public Schools (MPS). The new MPS Superintendent, Dr. Brown, will work in cooperation and partnership with Alabama State University, Trenholm State Community College and the Montgomery Education Foundation. Dr. Brown possesses vast credentials and pledges to put his successes to action in Montgomery.

The Health Care Partner will be FOHC Health Services, Inc. (HSI). HSI is a patient centered health care system enhancing the lives of individuals and families by providing access to affordable comprehensive health and wellness services for physical health, mental health and social services. HSI has a history of bringing health services directly to low-income families through their mobile unit.

E. RELOCATION AND RIGHT OF RETURN PLAN

Assessments were conducted to collect baseline relocation data for the Relocation/ Right-to-Return Plan. The Relocation Plan was developed by MHA and outlines:

- Reasons for, as well as the goals and objectives of, relocation from Paterson Court
- Relocation assistance that will be provided, including mobility counseling, housing options and covered expenses
- Process for collecting, documenting, and tracking all relocation data
- Notification process including the communication strategy for sharing and disseminating information to residents
- Resident Grievance Process

The plan is based on guidance from the Section 18 Demolition / Disposition process as well as the Uniform Relocation Assistance and Real Property Acquisition Act (URA), implementing regulations at 49 CFR Part 24 and HUD Handbook 1378.

F. RELOCATION TRACKING

Designing Success's "Tracking At A Glance" (TAAG) system was, and will continue to be, utilized throughout resident assessments, relocation, and service provider operations. All Paterson Court residents were coded as a "Choice Neighborhood" resident in the TAAG system. This will ensure thorough tracking and monitoring of communication, assessments, referrals, etc. The TAAG system also allows MHA to identify where residents are in the relocation process. MHA will track and monitor resident meetings, needed services, accommodations, mobility counseling, relocation expenses, and address changes.

Specific items to be tracked include, but are not limited to, the following:

- General tenant information
- Voucher issue date
- Voucher expiration date
- RFTA received
- Date sent to inspection
- Unit availability date
- Inspection date scheduled
- Key turn-in date
- Lease received date
- Move-in processed date
- Relocation counseling received date[s]
- Relocation counselor [name, title, etc.]
- HCV introduction (for new voucher recipients)

G. SUPPORTIVE SERVICES PLAN

1. SERVICE PROVIDERS INTERVIEW SUMMARY

During April of 2022, ten organizations that provide services to residents of Paterson Court and the Centennial Hill neighborhood were interviewed. The interviews were conducted to supplement the knowledge of resident needs gained from the in-depth door-to-door surveys conducted at Paterson Court.

Interview questions probed current programs and staffing, future organization plans, priority needs of the community, potential obstacles and opportunities, and community potential.

The following is a summary of the interview data collected. The organizations interviewed included Alabama State University, Aletheia House, Boy Scouts of America, Habitat for Humanity, Hope Inspired Ministries, Montgomery City-County Library, Montgomery Community Action Agency and CDC, New Beginnings Education, Providence Staffing, and Tammy from the Heart Services.

Ideas Expressed Most Frequently

- A centrally located community center where programs and services could be headquartered and administered is important for residents. At present, it is difficult for service organizations to maintain a presence in Centennial Hill and provide services in a coordinated way. Service providers are eager to partner with other agencies and local churches.
- Youth are underserved in Centennial Hill and Paterson Court in particular. More youth programming from early head start to after-school programs to sports activities to Scouting is important.
- Perceived and actual crime are concerns expressed by service providers.
- There is a digital divide in Centennial Hill and Wi-Fi services and devices to connect to the internet are needed.
- Limited transportation options mean that residents without cars or the use of a car have difficulty accessing employers, food, health care, and other services.
- Violence prevention and substance abuse treatment are being offered but should be increased.

In Addition

- Many residents are interested in home ownership. A frequent barrier to home buyer financing is the ratio of debt to income. School loans and medical debts are the most frequent cause of excessive debt to income ratios.
- One replicable model is Hope Inspired Ministries which conducts door-to-door outreach to connect residents to a six-week program where soft skills and employment training are provided. One out of four successfully completed the class, and once completed, graduates are connected to local employers, one of which, Jackson Hospital, is a CNI Anchor Institution. The model is being used in Birmingham, AL as well with similar success.

2. SUPPORTIVE SERVICES PLAN: CASE MANAGEMENT

If MHA receives a CNI Implementation award, the case management function will be contracted out to a third-party vendor. If not, MHA will provide case management services through committed local partners including the following:

- **Health Care** -- Principal Healthcare Partner Health Services Inc. (HSI), Anchor Institution, Jackson Hospital, and the Wellness Coalition
- **Mental Health** – Health Services Inc., Montgomery Area Mental Health Authority, COSA-NCAAD Council on Substance Abuse
- **After School Programs** - Montgomery Public Schools, Boy Scouts of America, New Beginnings, YMCA
- **Economic Resiliency Counseling** - Hope Inspired Ministries, Family Guidance Center, Operation Hope, PNC Financial, Trustmark, Hope Federal Credit Union, Valley National Credit Union, NACA, Alabama State Small Business Development Center, Kelly Realty, M. Johnson Realty, Garth Realty, Young's Mentoring Program, LLC
- **Adult Education, Staffing, Training Program** - Hope Inspired Ministries, Providence Staffing, Trenholm State Community College, Montgomery Career Center, Montgomery Community Action Committee, Montgomery Job Corps Center, Providence Staffing, Onin Staffing, Hyundai

- **New Resource: The Montgomery City-County Library system** is evolving into a resource center for Montgomery residents. The main library hub of the city, *Juliette Hampton Morgan Memorial Library*, is located on the boundary lines of Centennial Hill and less than a mile away from Paterson Court. The library system provides access to materials, information, and services to meet the personal, educational, cultural, technological, and occupational needs of area residents. In addition to providing access to books, data, and other online and printed materials, the library also offers story time, cooking classes, computer programs, teen groups, book clubs, trivia game nights, science clubs, etc. It also offers various education and career related programs such as homework assistance, tutoring, writing labs, and job and career readiness programs that are facilitated on a daily basis and offered in person as well as virtually. A new program that is trending is the system's Technology Lending Program where citizens of Montgomery can check out an iPad or Chromebook along with an internet hotspot. The lending time is one week per checkout. This program was put in place in 2021 in response to the internet and device barriers that were prevalent during the height of the COVID pandemic. All services are free of charge. While the community center will be a hub for social and recreational activity, it will also serve as a central location where programs and services could be headquartered and administered. At present, it is difficult for service organizations to maintain a presence in Centennial Hill and provide services in a coordinated way. Service providers are eager to partner with other agencies and local churches, however, a cohesive approach to communication and administration among service providers and their intended targets is often lacking. To address this shortfall, the People Implementation Entity will work closely with all service providers to assess the viability of the services provided, ensure that service providers meet the administrative capacity required to service our residents, and assist in meaningful, results-based engagement with residents so that they understand the full scope of available services and what is required of them to successfully participate.



Juliette Hampton Morgan Memorial Library

H. EDUCATION STRATEGY



MHA's education strategy employs a three-pronged approach to improve education and employment outcomes for Paterson Court and Centennial Hill residents and their families. These include life- long learning, youth focused programs and school programming strategies.

CRADLE TO COLLEGE AND CAREER RESOURCES THAT ENCOURAGE LIFE-LONG LEARNING FOR THE ENTIRE FAMILY

1. CHILDREN GRADES K-8 RECEIVE HIGH QUALITY EDUCATION THAT PREPARES THEM FOR HIGH SCHOOL

MHA will provide and promote access to quality education for Paterson Court residents from early childhood to late adulthood. Children entering school for the first time, with a foundation of Pre-K education, possess a significant advantage in comprehension and retention.

Centennial Hill children attend six Montgomery Public School District schools. Paterson Court students are zoned for Nixon Elementary, Bellingrath Middle School and Lanier High School.

- Highland Avenue Elementary School
- Nixon Elementary School
- Bellingrath Middle School
- Goodwyn Middle School
- Robert E. Lee High School
- Lanier Senior High School

Table 12 shows key statistics from the 2020-2021 academic year for the six schools and the Montgomery Public Schools District. Information of note includes:

- Most students in the school district, and in the six schools, are African American.
- Highland Avenue Elementary, Bellingrath Middle School, and Robert E. Lee High School have a higher percentage of students receiving free and reduced lunch when compared to the overall school district.
- All six schools have significantly lower proficiency scores in reading, science, and math than the entire Montgomery Public School District.
- The graduation rate for Robert E. Lee High School is 8.45% lower than that of the school district, and 18.09% lower for college and career readiness.
- The middle schools and high schools are Alabama Accountability Act (AAA) Failing Schools.
- All schools that Paterson Court children attend are Alabama Accountability Act (AAA) Failing Schools.

Figure 67 shows the location of all six schools in relation to Centennial Hill. All the schools lie outside of the Centennial Hill neighborhood study area. According to MPS, transportation is offered by bus where the distance to school exceeds two miles. The travel distances present a challenge to children attending these schools due to a lack of sidewalks and bike paths in many areas.

	Montgomery Public Schools – District Data	Highland Avenue Elementary School	Nixon Elementary School	Bellingrath Middle School	Goodwyn Middle School	Robert E. Lee High School	Lanier Senior High School
	2020-2021						
Enrollment	27,704	445	966	577	966	1386	870
Demographic Breakdown	79.07% Black/ AA 11.16% White 0.88% two or more 4.95% Amer. Indian 3.54% Asian 0.39% P. Islander	76.92% Black/ AA 16.83% White 0.96% two or more 4.33% Amer. Indian 0.96 P. Islander	90.41% Black/ AA 6.85% White 0.68 two or more 1.6% American Indian/Alaskan Native 0.5% Native Hawaiian Pacific Islander	89.27% Black/ AA 9.52% White 1.04 Asian	84.45% Black/ AA 11.23% White 3.19% Amer. Indian 0.62% two or more 0.51% Asian	79.85% Black/ AA 11.33% White 0.59%Two or more 7.48% Amer. Indian 0.37% Asian	96.5% Black/AA 2.99% White 0.46% two or more
Ethnicity – Hispanic	7.83%	18.75%	4.11%	7.09%	8.55%	14.52%	2.30%
Free & Reduced	61.27%	84%	86.30%	82%	68%	71%	77.59%
Proficiency Data	E.Lang.Arts 31.26% Math 9.10% Science 21.37%	Reading 13.69% Math 0% Science 1.75%	E.Lang.Arts 7.55% Math 1.30% 6.00%	Reading 12.41% Math 1.06% Science 7.29%	Reading 15.82% Math 1.33% Science 5.97%	E.Lang.Arts 9.28% Math 2.51% Science 6.53%	E.Lang.Arts 10.24% Math 2.31
Graduation Rate	81.15%	Not Reported	Not Reported	Not Reported	Not Reported	72.70%	79.79%
College & Career Readiness	49.72%	Not Reported	Not Reported	Not Reported	Not Reported	31.63%	40.41%
Chronic Absenteeism	1.17%	1.14%	3.95%	1.43%	0.09%	0%	2.05%
Report Card	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported
SIR (# incidents)	-	10	0	49	74	13	6
AAA Failing School	-	No	Yes	Yes	Yes	Yes	Yes

Source: Montgomery Public Schools, Alabama Department of Education

Table 12: Centennial Hill Schools 2020-2021 Academic Year Data

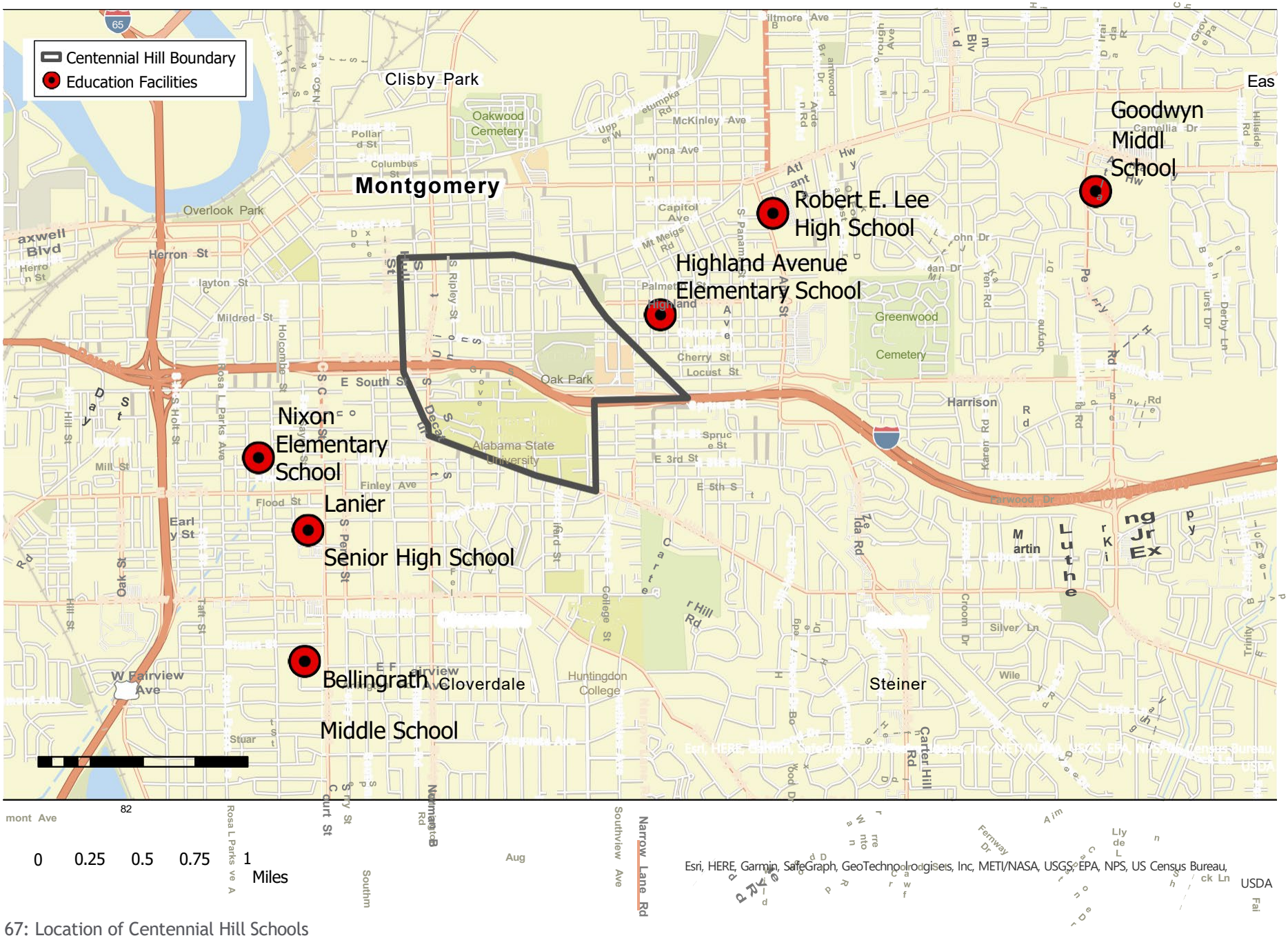


Figure 67: Location of Centennial Hill Schools

Montgomery's Conversion Charter Partnership

The educational challenges faced by Montgomery residents are significant and long standing. Neither Montgomery Public Schools nor the non-profit Montgomery Education Foundation believe that current academic performance is representative of the true potential of the students. As a result, MPS and MEF entered into a five-year contract to test of the efficacy of a public charter school model in three public schools including Davis Elementary, Nixon Elementary and Bellingrath Middle School. Davis was converted in 2021 and Nixon and Bellingrath were converted in the fall of 2022. Paterson Court children attend Nixon and Bellingrath.

Nixon and Bellingrath have been rated by the Alabama Accountability Act (AAA) as failing schools for years and are ranked at the bottom 6% of schools statewide. Performance-wise, Bellingrath is ranked the lowest of all Alabama schools.

Partnership Conversion schools enable educators to innovate and make decisions that better serve students. However, these schools do not leave the district. They remain under the MPS umbrella and receive that same per student funding. MEF's strategy involves supporting grades K-8 in a single feeder pattern to produce significant increases in academic readiness. The goals is to transform the high school experience and improve the graduation rate, ACT outcomes, and college and career readiness of students. The schools are governed by a separate Board of Directors, 20% of whom are parents. The three schools must reach specific performance goals established by MPS during the contract period.

The model is based on the Phalen Leadership Academies (PLA) approach and tools to improve classroom instruction, maximize student learning, increase teacher retention, and achieve long-term academic improvement. PLA serves nearly 10,000 scholars in 21 schools across the country, and is the largest black founded and led school turnaround operator in the country. PLA has transformed seven F-rated schools into A-rated schools.

MEF's goal is as follows: By 2028, the State Report Card for E.D. Nixon Elementary and Bellingrath Middle School will increase from an "F" to a "C".





2. YOUTH, AND YOUTH WITH DISABILITIES, GRADUATE FROM HIGH SCHOOL, COLLEGE AND/OR ARE CAREER-READY

Youth and Young Adult Education: Specific Goals and Objectives

Strategy	• **Establish a student success monitoring system for Paterson Court youth:** Learning takes place in more places than the classroom. What happens at home can have critical effects on a student's performance in school. Issues such as food insecurity and poor living conditions play a significant role in a student's educational outcomes. To maintain a home environment that is conducive to healthy learning, the MHA will establish a system to track the academic status of students throughout their school career. With the availability of such data, the MHA can assess how it might best meet the needs of students to promote a healthy home environment that improves learning capacity and retention. Academic performance data available to MHA is limited due to confidentiality rights. However, the MHA will leverage its partnerships with Montgomery Public Schools and the Montgomery Educational Foundation to obtain a general idea of how a student may be performing in school. Additionally, the MHA can conduct interviews with students and/ or parents to assess the needs of the household as it pertains to academic performance. • **Establish onsite early learning program:** Paterson Court is located across the street from the New Beginnings Learning Center which offers tutoring and early learning services to residents. Currently, the center needs additional space to host their students. The MHA will provide space onsite within the Paterson Court community center for New Beginnings to offer services to student residents. The convenience offered by this location will lower the barrier to entry for working parents, thus increasing the enrollment potential for young learners. • **Establish Onsite tutoring program:** To further support youth on their academic journey, the MHA will work with its partners to offer after school tutoring onsite where students can receive needed one-on-one assistance with challenging subjects, to mitigate the possibility of falling behind and to increase school performance. • **Incentivize learning and good academic performance among youth residents:** To inspire a love of learning and good academic performance, MHA will seek to leverage partnerships and enroll students in programs to reward them for their learning and academic achievements. Such programs include the Montgomery City-County Public Library's (MCCPL) summer reading programs by which enrolled children can win prizes based on the number of books they complete within a given period. Additionally, MHA may launch in-house programs that reward children for milestones and achievements, such as graduation, high test scores, good report cards and participation in community activities. • **Invest in onsite improvements to the Paterson Court community center to provide free internet resources to all residents:** To take full advantage of any educational or employment advancement opportunities in the modern world, individuals will need consistent, reliable access to the internet and the device[s] necessary to navigate it. To meet this standard, the MHA will invest in the Paterson Court community center to establish resources including (but not limited to): learning center/classroom[s], a library, a business/media center, and available office space for use by partner organizations to offer services onsite.
Service Providers	The Montgomery Housing Authority, Resident Services Dept. New Beginnings Cleveland Avenue YMCA Trenholm State Community College Alabama State University Life Academy Montgomery Public Schools Montgomery Education Foundation Montgomery City-County Public Library

Source: Montgomery Housing Authority

3. EDUCATIONAL OPPORTUNITIES FOR ADULTS

Educational Opportunities for Adults: Specific Goals and Objectives

Goals	• 30% (42/141) of adult Paterson Court residents will have undergone financial literacy courses by the end of the grant period. • 30% (42/141) of adults between ages 18-49 will receive job/skills training. • 29% (41/141) of adults will be enrolled into a GED program. • 100% of eligible Paterson Court residents will have free access to the internet and computer devices onsite.
Needs Assessment Baseline	• 1. 18% (26/141) of respondents reported needing education in financial literacy, making it the third most needed service. • 22% (31/141) of respondents reported that they were currently unemployed and looking for work. • 29% (41/141) of respondents reported not having a high school diploma or GED. • 55% (78/141) of respondents reported accessing the internet primarily through their smart phone.
Strategy	• Encourage enrollment of Paterson Court residents in financial literacy courses with a focus on budgeting, saving, and investing. Financial literacy alone does not correlate to increased income or financial well-being. Rather, the MHA will seek to include financial literacy courses as an additional support once a resident has successfully been hired or is undergoing training for employment. • The MHA will also require unemployed residents to complete community service hours each month. Residents will earn their required hours by volunteering with local agencies, participating in the ROSS or FSS program, and attending workshops and events related to education, employment, and financial literacy. Community Service hours are monitored and tracked by the Resident Services Department and Property Management. Furthermore, the MHA will work to lower the barrier of entry to any financial literacy resources by providing free, onsite assistance whenever possible. • Establish a Resident Council at Paterson Court: A Resident Council (RC) may significantly impact community building within Paterson Court. RC's give residents agency over their community and provide the opportunity to engage in meaningful community service. An engaged community is an invested community. Such investments could lead to better outcomes in resident participation overall. More participation from residents allows for the MHA to more accurately gauge, and subsequently address, the needs of its residents. In addition to giving residents a sense of agency and pride, an RC is key to establishing a functional social infrastructure. Such infrastructure lightens the load on any individual household. This may allow certain issues to resolve themselves, such as senior citizen assistance, community clean up and beautification initiatives, daycare services, recreational activities, etc. In addition to the Resident Council, the MHA will work with resident/community leaders to provide alternative opportunities for residents to participate in their community without the stringent time and labor commitment required for a formal Resident Council. Such alternatives may include recurring community events, community-based committees, and sub-groups, as well as various panels, forums and social gatherings planned and administered by resident leaders. Paterson Court, as well as all MHA communities, also hosts monthly community meetings where residents are informed of any relevant news, events, and important notices. These meetings will serve as a vector to distribute any CNI related updates and materials as well as a means for residents to voice any questions, comments or concerns they may have about community or CNI related issues throughout and beyond the implementation process. • Connect residents between ages 18-49 to job/skills training and job placement programs: Through its partnerships with local employers and industry leaders, the MHA will connect residents with opportunities to increase their knowledge and skills to further their careers. Strategies to meet this goal include hosting job fairs for local employers, increasing the promotion of Section 3 participation with MHA vendors, offering onsite resume writing and interview preparation services, etc.

	• Enroll residents in GED and higher education resources: Through partnerships with local educational institutions, such as Trenholm State Community College and Alabama State University, the MHA will work to enroll residents into GED prep courses as well as aid with college enrollment and scholarship applications. Wherever possible, the MHA will meet residents where they are by offering assistance onsite. However, should travel be necessary, the MHA will ensure transportation options are available for those in need. • Connect/provide Paterson Court parents with high quality youth programs while also decreasing the barrier to entry for these programs wherever possible: The City of Montgomery offers various childcare services. However, these services are inaccessible to many low-income, working households due to issues such as time of day the service[s] are offered, availability of transportation, cost of services, knowledge of the services available, etc. The MHA will work with its partners to enroll children in high quality youth programs as well as remove as many barriers to entry as possible. Strategies to meet this goal include offering more services onsite, improving communication strategies to distribute information to residents in a timely and efficient manner, offering transportation services wherever feasible, aiding with enrollment and, wherever feasible, offering scholarships to qualifying residents to participate in certain youth programs. • Invest in onsite improvements to the Paterson Court community center to provide free internet resources to all Paterson Court residents. To take full advantage of any educational or employment advancement opportunities in the modern world, individuals will need consistent, reliable access to the internet and the device[s] necessary to navigate it. To meet this standard, the MHA will invest in the current Paterson Court community center to establish resources including (but not limited to): learning center/classroom[s], a library, a business/media center, and available office space for use by partner organizations to offer services onsite.
Service Providers	The Montgomery Housing Authority New Beginnings Cleveland Avenue YMCA Trenholm State Community College Alabama State University Life Academy Montgomery Public Schools Montgomery Education Foundation Montgomery City-County Public Library

I. ECONOMIC STABILITY

Based on the JobLink program developed by CNI Implementation awardee, the Seattle Housing Authority (SHA), MHA has developed a locally based strategy focused on economic stability and resiliency for Paterson Court households. The program focuses on coordinating services in "pipelines", addressing resident needs in education, economic resiliency, and access to quality health care. The program offers cradle-to-college-to-career opportunities for families; increased access to onsite and community-based asset building, education, and employment programs; and an increased number of economic opportunity partners. Residents in the JobLink program work with Lead Career Coaches to map out their individual plans for better employment.

The foundational programs of JobLink include Job Connection and Jobs Plus. In the Job Connection program, SHA helped chronically under, and unemployed public housing residents find and keep jobs. The program provided: multilingual and multicultural case management, job placement and referrals to supportive services; linkages to a broad array of skill development resources; career exploration and pre-employment training; and referral of participants to agencies that could establish Individual Development Accounts. The program, which involved over 500 Seattle area employers, significantly increased the wages and economic self-sufficiency of residents while reducing their dependence on various government-funded subsidies, including public housing. In total, Job Connection worked with more than 2,537 participants, and achieved more than 1,449 job placements. Average wages at placement were over $12.20 an hour with more than 160 residents receiving upgrades (raises and/or placements in better jobs that offered more stability/benefits). 54 participating households purchased homes and an additional 44 started small business enterprises (2015).

The Jobs-Plus program served approximately 400 residents and achieved more than 325 job placements. Average wage at placement was over $10 an hour and more than 120 residents received upgrades. Nearly two-thirds (64 percent) of working-age, nondisabled residents obtained employment-related assistance from Jobs-Plus and/or received its rent incentives (2015).

With the JobLink program in mind, MHA will wrap case management services into economic opportunity programs to support Paterson Court families in increasing wages and moving toward economic stability during the program period. Because there is a significant number of seniors and persons with disabilities at Paterson Court, economic stability must also include programs and services that support aging-in-place with dignity and purpose. If MHA is awarded a CNI Implementation grant, a third-party case management company will be procured to provide case management services. If not, MHA will provide those services in conjunction with a CNI Workforce Specialist who will be retained in either case and function in a similar way to an SHA Lead Career Coach.

The Jobs Pipeline Program

MHA will work with active and committed members of the FSS Program Coordinating Committee (PCC) identified in the table below. These agencies are long-term community partners that offer a range of services including health and wellness, financial literacy, education, employment, home ownership, senior care, substance abuse, mental health, and youth activities. In conjunction with these PCC members, MHA will also create an Employment Advisory Board (EAB), composed of the Alabama Department of Labor, Montgomery Career Center, Montgomery Jobs Corps Center, Jackson Hospital, Alabama State University, Retirement Systems of Alabama, Trenholm State Community College, Section 3 employers, and at least one Paterson Court resident. The combined list of agencies is as follows:

AGENCY NAME	POPULATION SERVED	DESCRIPTION OF SERVICES
New Beginnings Educational Center	Adults & youth	Provides afterschool program and tutoring for Paterson Court youth.

Montgomery Education Foundation	School-aged youth	Montgomery Education Foundation (MEF) was founded in 2000 as a program of the Central Alabama Community Foundation. Since its founding, the foundation has focused its efforts on supporting the Alabama Reading Initiative, providing professional development for school administration and staff, the promotion of student achievement, the encouragement of public engagement, the development of school readiness (Pre-K programs) and the creation of the Brain Forest Summer Learning program.
Family Guidance Center	Families	Family Guidance Center of Alabama is dedicated to strengthening families through partnering with families, organizations, and communities and through the provision of an accessible comprehensive system of coordinated programs and services designed to enable people of all ages in Alabama to envision and achieve their goals.
HIM-Hope Inspired Ministries	Adults	Hope Inspired Ministries (H.I.M.) was founded in Montgomery, Alabama in January of 2012, to serve chronically unemployed individuals by preparing and equipping them to obtain, maintain, and excel at employment. Results from the original program demonstrated that even the most marginalized men and women of a community can become self-supporting, productive citizens. H.I.M. developed a curriculum that incorporates the structure and accountability of a workplace, and also wrapped it with empathy and compassion to equip individuals to escape the hopelessness and despair found in a lifetime of poverty. Due to strict structure and accountability, 45-50% of the students who enroll complete the course. However, 85-90% of H.I.M. graduates find employment.
The Wellness Coalition	All	The Wellness Coalition works to improve the health and wellness of people with limited or no health insurance in Central Alabama through collaboration, services, and education.
Montgomery Police Department	All	City's law enforcement agency
Trenholm State Community College	Adults	Trenholm is a local community college that offers adult education courses, dual enrollment, associate degrees, and career/technical training programs. The college has diverse programs of study, multiple campuses in Montgomery, AL, and online learning.
Montgomery Career Center	Adults	This is the Montgomery Career Center located in Montgomery, Alabama. Montgomery Career Center provides the opportunity for anyone looking for a career to learn their options and find a path to their goal.

Operation Hope	All	Operation HOPE has a broad array of individualized services that level the playing field by offering customized one-on-one programs for youth, adults, and disaster survivors—on their own or through their employers—to equip them with the financial knowledge and tools they need to create a more secure future – all at no cost.
Alabama State University	Adults	Alabama State offers forty-seven (47) degree programs including 31 bachelor's, 11 master's, two Education Specialist and three doctoral programs, Doctorate in Educational Leadership, Policy, and Law, Clinical Doctorate in Physical Therapy, and a Doctorate in Microbiology. In addition, the university offers the W.E.B. DuBois Honors Program for undergraduate students who meet the above average performance criteria.
Montgomery Public School System	School-aged youth	Montgomery Public Schools is the local school district for families residing in Montgomery, AL. The district serves approximately 28,000 students within the city of Montgomery and surrounding Montgomery County.
Jackson Hospital	All	Local healthcare institution and Anchor Institution
City of Montgomery	All	CNI Co-grantee
Health Services, Inc.	All	Health Services, Inc. is a progressive healthcare organization specializing in innovative quality patient care, integrating physical, mental and social well-being. The clinic is a patient centered healthcare system enhancing the lives of individuals and families by providing access to affordable comprehensive health and wellness services.
Montgomery Job Corps Center	Young adults	Job Corps is a tuition-free training and education program that connects eligible young men and women with the skills and educational opportunities they need to establish real careers. The Montgomery Center also offers dual enrollment for students enrolled in the Montgomery Public School System.

Table 10: Supportive Services Partners Source: Montgomery Housing Authority

The PCC and EAB will meet quarterly to find ways to create and/or improve economic pathways to long-term stability and resiliency for Paterson Court residents through employment and training. According to data from the American Community Survey, the Centennial Hill area contains roughly 48% of jobs in the health care and social assistance sector. Public administration and educational services are the next highest sectors, and account for 19% and 17% of the share respectively. The PCC and EAB will identify entry level positions in these in-demand fields as well as others that can lead to living wage jobs if residents are provided with the appropriate training and support to succeed and advance in their careers.

Alabama State University, Trenholm State Community College and/or the employers themselves will provide training to Paterson Court residents involved in the employment pipeline program based on curriculums developed or established by the EAB based on employer needs. The EAB will evaluate the effectiveness of the program over the six-year period and make recommendations for change as the need becomes apparent. MHA's Workforce Specialist will gather and process data on a regular basis to inform the EAB's deliberations. The Workforce

Specialist will also work with the case managers to ensure that families are being supported to the greatest extent possible to reach their family goals.

According to the Massachusetts Institute of Technology's Living Wage Calculator, Living Wage Calculator - Living Wage Calculation for Montgomery, AL (mit.edu), the living wage hourly rate for a single adult with two children is $37.07 per hour or roughly $77,106 per year. As of November 2022, Paterson Court has 58 households that receive wages as a part of their income and the average earned income of these families is $16,303. MHA's goal is for average annual income of work able adults to double by 2028 and for 25% of households to have tripled their average annual income by 2028

Childcare

Child Care is one of the largest expenses of working parents. PCC member, the Family Guidance Center of Alabama, which administers a childcare assistance program in Montgomery estimates that low-income families often pay more than 30% of their take-home pay for childcare. Subsidized childcare has been proven to assist families in their quest for financial stability. Each year, Family Guidance Center helps more than 9,000 families pay for childcare in 41 Alabama counties. The funds, which are a combination of federal and state sources, are locally administered through Family Guidance Center and other Child Care Management Programs. Each family chooses the type of childcare arrangement they feel is best for their child. To be eligible for assistance, applicants must be employed or be a student in an allowable educational program and be income eligible according to the number of household members.

Transportation

The lack of transportation was ranked as a significant barrier for many Paterson Court residents. During the program period, the City of Montgomery will implement its proposed Micro Transit System to ensure residents have transportation to and from home, schools, and work.

Economic Stability: Specific Goals and Objectives

Impact Statement	• 75% of Paterson Court work able adults, age 18-49 will have wage income by 2028. Work able adults exclude those who cannot work due to age or disability. • Average annual income of work able adults will double to $32,606 by 2028. • 25% of work able Paterson Court households will have tripled their annual income by 2028. • 90% of households will possess a checking/savings account by 2028. • 90% of households will have received some form of financial literacy counseling by 2028.
Needs Assessment Baseline	• 19.85% of heads of total household are currently employed full-time. An additional 8.51% are employed part-time at one job. 21.98% are unemployed and are currently looking for work. • 18% (26/141) of respondents reported needing education in budgeting and financial literacy, making it the third most needed service. • 22% (31/141) of respondents reported that they were currently unemployed and looking for work. • 50.35% of respondents said they have a checking or savings account at a bank or credit union. • 29% (41/141) of respondents reported not having a high school diploma or GED.

Strategy	• Connect work able adults between ages 18-49 to job/skills training and job placement programs: Through its partnerships with local employers and industry leaders, the MHA will connect residents with opportunities to increase their knowledge and skills to further their careers. Strategies to meet this goal include hosting job fairs for local employers, increasing the promotion of Section 3 participation with MHA vendors, offering onsite resume writing and interview preparation services. • Enroll residents in GED and higher education resources. Through partnerships with local educational institutions such as Trenholm State Community College and Alabama State University, the MHA will work to enroll residents into GED prep courses as well as aid them with college enrollment and scholarship applications. Wherever possible, the MHA will meet residents where they are by offering assistance onsite. However, where travel is necessary, the MHA will ensure transportation options are available for those in need. • Case managers will assist households to focus on employment, increased income, and other personal goals that may lead to financial stability. Case managers will assess residents at enrollment to determine their needs surrounding education, employment, and financial literacy. Residents will work with their case managers to develop a service plan that will be active during the program period. The plan will include goals to assist residents in becoming economically resilient and no longer in need of public or assisted housing programs. Residents will be linked to community partners to provide services to address their needs and help them achieve their goals. As an added incentive, residents will be able to establish an FSS escrow account that will grow as their earnings increase. • Residents who have immediate needs, as well as seniors, elderly, and disabled residents, will be enrolled in the Resident Opportunities for Self-Sufficiency (ROSS) Program. ROSS Coordinators will assist senior, elderly, and disabled residents to develop a plan to ensure they are able to age in place and live a fulfilling life in their housing community. All ROSS participants will be assessed upon enrollment. Coordinators will make referrals to local agencies to address the residents' needs. Follow up will be performed to ensure needs are met in a timely manner. This program is short-term and focuses on immediate needs.
Service Providers	The Montgomery Housing Authority New Beginnings Cleveland Avenue YMCA Trenholm State Community College Alabama State University Life Academy Montgomery Public Schools Montgomery Education Foundation Montgomery City-County Public Library Operation Hope Montgomery Job Corps Center Montgomery Career Center Nehemiah Center

J. HEALTH

1. ENABLE A CULTURE OF HEALTH AND WELLNESS TO IMPROVE PERSONAL HEALTH AND WELL-BEING WITHIN CENTENNIAL HILL

Health and wellness are precursors to a successful life at every level. The MHA will encourage residents to maintain a healthy lifestyle while also providing adequate resources to do so. A 2021 report from the United Health Foundation ranks the state of Alabama as forty ninth out of fifty states in terms of health outcomes. Though public health funding in the state increased 12% since 2017, obesity has increased by 16% since 2014. The report lists some of the health challenges that Alabama faces, such as the prevalence of multiple chronic diseases, high percentages of food insecurity, and high percentages of poor sleep. These conditions are all connected. Poor food choices and lack of sleep inevitably lead to chronic health issues, including obesity, stress, anxiety, depression, high blood pressure, diabetes, and other cardiovascular disorders. The U.S. healthcare system is overwhelmingly burdened by issues associated with chronic illness. Health insurance addresses this by making doctor visits and drug prescriptions more affordable, but it provides little to no help in eliminating the source of the problem. In addition to promoting health insurance, the MHA will seek to improve health outcomes among Paterson Court residents by providing access to and promoting physical and mental health services as well as healthy food options within the community. Through collaboration with our community partners, the MHA will create opportunities for residents to improve their health by means of physical exercise, mental well-being, and nutrition-rich food choices.

Healthcare: Specific Goals and Objectives

Impact Statement	**Improve Mental and Physical Health Outcomes for Paterson Court Residents** • 76% of Paterson Court residents will be connected with local fitness/health resources. • 76% of Paterson Court residents will have health insurance. • 100% of Paterson Court residents who report issues with high blood pressure/hypertension, stress/anxiety and/or depression will be connected with health counseling services/resources. • 5% decrease in respondents reporting that they "never" engage in physical activity for longer than 30 minutes. • Residents that report a lack of access to dental (22%) and vision (17%) care will receive assistance in gaining health insurance that cover these areas. The MHA will also work with residents to explore alternative healthcare solutions that fit their budget, such as health savings plans. • 100% of Paterson Court residents who report having a physical disability (mobility, hearing, vision, etc.) will be provided with a dwelling unit that accommodates their needs. • 100% of respondents who reported having a mental disability will be connected with a mental health service provider.
Needs Assessment Baseline	• 27% (38/141) of respondents reported that there was not enough access to green areas/parks. • 27% (38/141) of respondents reported that their health was "fair" while 10% (14/141) reported having "poor" health. • 23% (33/141) of respondents reported that they did not have health insurance. • High blood pressure/hypertension (37%), extreme stress/anxiety (28%) and depression (23%) were the top three most prevalent health conditions among adult respondents. • 26% (36/141) of respondents reported that they had "never" engaged in exercise for 30 minutes or longer within the past week. • Dental (22%), vision (17%) and stress/anxiety/depression services (14%) were the three primary unmet health care needs for respondents. • 21% of respondents reported having physical disability. • 17% of respondents reported having a mental disability.

Strategy	• **Provide access to health/fitness programs and facilities.** The MHA is currently partnered with Alabama State University (ASU) to offer free tennis classes to MHA youth residents and single mothers. Such programs are emblematic of the MHA's effort to improve the health and wellness of its residents by giving them the tools necessary to maintain a sound mind and body. The MHA will seek to double down on this effort by expanding its partnerships with local organizations to offer a larger variety of health and fitness options. Such examples might include partnering with the ASU track team to allow community access to the practice track during the day, offering swim lessons at the local community pool and bringing in fitness training professionals to host exercise training onsite. Additionally, physical activity will play a large role in decreasing and/or eliminating other health deficiencies such as stress, anxiety, and depression. • **Provide residents with health/wellness information.** An information campaign will be launched to inform residents of available health and wellness-oriented resources. This campaign will rely heavily on partners such as the Wellness Coalition who maintains and distributes a wealth of free, ready-made materials designed to inform, inspire and engage residents with actionable strategies to improve their mental and physical wellbeing. • **Partner with community service providers to assist residents in gaining health insurance.** In addition to connecting residents with health insurance by proxy of finding stable employment with health benefits, the MHA will also partner with the Wellness Coalition to connect residents with affordable healthcare options. These options should include dental, vision and mental health coverage which were the top three unmet healthcare needs according to data from the Paterson Court resident needs assessment. • **Attract full-service grocery store to Centennial Hill.** At present, the Centennial Hill neighborhood has no full-service grocery store within its boundaries. This leaves residents with few or no choices for nutritional food options within their community causing them to consume what is convenient rather that what is healthy. In environments such as this, also known as "food deserts", residents experience higher rates of food insecurity and chronic illness such as diabetes, hypertension, obesity, and other cardiovascular diseases. Additionally, a healthy diet has strong correlations to decreases in mental ailments such as stress, anxiety and depression. By leveraging partnerships with the City and other NGOs, the MHA will seek to attract a full-service grocery store that provides food items with higher nutritional value to Centennial Hill residents. This will help eliminate food insecurity and enable greater health outcomes. In the interim, MHA may also work to attract the establishment of a farmers market located in a key location, such as Oak Park, to bring better food options to residents while also showcasing a valuable community asset. • **Connect residents with mental health services.** Stress, anxiety and depression ranked among the highest of health concerns for Paterson Court residents. In response to this, the MHA will direct attention to connecting residents with affordable health care services through partnerships with healthcare organizations, such as the Wellness Coalition and Health Services Inc. (HSI), to provide participants with the resources needed to achieve their goals in mental health improvement. The resources provided addresses several mental and behavioral health issues including (but not limited to) ADHA, depression, stress/anxiety, domestic violence, marital issues, grief, child behavior and anger management. • **Connect residents with nutritional counseling and education**. Offering nutritional food options is only half the story. In addition to this, residents must also be equipped with the knowledge and resources to allow them to make the appropriate dietary choices on a day-to-day basis. To accomplish this goal, the MHA will leverage its partnership with the Wellness Coalition to connect residents with free lifestyle coaching to assist them in setting health goals and taking the necessary steps to achieve them. These coaching courses are offered online and in person in group sessions and will assist residents to make better decisions and improve not only their diet, but also their daily habits in pursuit of better health outcomes. • **Connect residents with annual health screenings**. With assistance from HSI, the MHA will work to provide residents with annual health screenings to assess their physical health condition, and to set goals more accurately for improvements. This will also allow the MHA to track health improvements among Paterson Court residents overall to assess the progress of implemented health improvement initiatives.

Service Providers	Wellness Coalition Alabama State University Cleveland Avenue YMCA Health Services Inc.

K. JUSTIFICATION FOR PEOPLE STRATEGIES

The strategies identified in the People Plan address the resident needs identified by both local service providers and the Paterson Court Resident Assessments. The strategies are proven to be effective and are ready to be implemented with or without CNI Implementation funds.

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VIII. IMPLEMENTATION

A. GOVERNANCE STRUCTURE

MHA's newly hired Director of Real Estate will take a leadership role in the CNI Implementation phases by working with the City of Montgomery -- specifically the Planning Department -- as well as with the CHAB, which will continue their involvement from the planning process. The Director of Real Estate will also work with Housing Implementation Entity ITEX on the development of Paterson Court replacement housing units. MHA's CEO, senior staff and consultants will lead the implementation phases in conjunction with the City and the Lead Partners described below.

1. IDENTIFY LEAD AND PARTNERS FOR HOUSING PLAN

The master developer and Housing Implementation Entity is ITEX of Houston, TX. ITEX will develop the replacement housing units using a combination of Low-Income Housing Tax Credits (LIHTC- 9%), Faircloth to RAD, Project Based Vouchers and CNI Implementation funds, if awarded. Partners include MHA, the City of Montgomery, the State of Alabama and private lenders and tax credit syndicators, to be determined.

2. IDENTIFY LEAD FOR NEIGHBORHOOD AND EARLY ACTION ACTIVITY

The Neighborhood Implementation Entity is the City of Montgomery. The Early Action Activity, which is a bridge lighting project, is being led by the City of Montgomery and MHA.

3. IDENTIFY LEAD AND PARTNER FOR PEOPLE PLAN

Currently, the MHA is the People lead. However, if MHA wins a CNI Implementation grant, the People Lead will be procured. Montgomery Public Schools is the Education Lead and Health Services, Inc. is the Healthcare Lead.

B. PARTNER ROLES AND RESPONSIBILITIES

1. MHA'S ROLE AND RESPONSIBILITIES

MHA is the CNI Planning Grant Lead and will serve as the Lead Grantee if the MHA and the City are awarded CNI Implementation funds. MHA assumes responsibility for meeting all HUD grant conditions, providing staff and consultant support to the CHAB and Committees, and for representing the plan to funding partners and decision makers. MHA will procure consultants as needed, including the Planning Coordinator, master developer, market research firm, environmental engineer, other architectural and engineering services and other consultants. MHA will also interface with the partner organizations.

2. CITY OF MONTGOMERY'S ROLE AND RESPONSIBILITIES LIST

The City of Montgomery is the CNI Planning Grant Co-Lead Grantee, should MHA and the City be awarded CNI Implementation funds. In this capacity, the City will be involved in decisions and discussions pertaining to the process and will serve as the Neighborhood Implementation Entity if an Implementation grant is awarded. The City offers key services critical to the success of implementation, including planning, zoning, permitting, block grant administration, a home repair program, etc. The City's participation will be led by the City Planning Director. At appropriate points in the timeline, the following City Departments will also be involved: Planning, Economic Development, Department of Human Resources, Parks and Recreation, Montgomery Police Department, Sewer, Streets, and Transportation.

3. PEOPLE PARTNER'S ROLES AND RESPONSIBILITIES

MHA led the People Plan development throughout the planning process and will become People Implementation Entity in the implementation phases. At the time that MHA and the City apply for CNI Implementation funds, MHA will procure for a case management organization to provide case management services to all Paterson Court residents, should a grant be awarded. The case management service provider will provide comprehensive case management services during the six-year Implementation phases. MHA will have management responsibility for the procured case management entity.

4. OTHER PARTNERS

The Principal Education Partner is Montgomery Public Schools, led by Superintendent, Dr. Melvin J. Brown. MPS will work in cooperation and partnership with the Montgomery Education Foundation Alabama State University, and Trenholm State Community College.

The Principal Healthcare Partner is Health Services, Inc. (HSI), a Federally Qualified Health Center (FQHC) that has served Montgomery for over 50 years. HSI started as a free health clinic in 1968 in the basement of Montgomery City Hall. Today, HSI has 14 facilities, including the River Region Health Center and the River Region Wellness Center, both near Paterson Court. The mission of HSI is to be a patient- centered health care system, enhancing the lives of individuals and families by providing access to affordable comprehensive health and wellness services.

C. RESIDENT AND COMMUNITY PARTICIPATION

During the transformation planning process, it was found that the involvement of the CHAB and the three Committees, Housing, People and Neighborhood, added considerable value to the development of the plan. We intend to involve the CHAB and committees in the implementation phases going forward. The members of the CHAB and the three committees can be found on the following pages. In addition, the resident organization, the Paterson Innovators, will continue to be turned to for resident input.

D. EARLY START ACCOMPLISHMENTS

Montgomery's Early Action Activity is a beautification project on and near the five underpasses and overpasses that connect the north and south side of the Centennial Hill neighborhood, which was bisected by the construction of Interstate 85 (I-85) in the 1960s.

The Interstate represents an unhealed wound in the community because it tore apart a once vital and thriving African American neighborhood in the heart of Montgomery. The Early Action Activity is symbolically and visually connecting the north and south sides of Centennial Hill through "beautification, placemaking and community arts projects such as creative signage to enhance neighborhood branding, murals and specialty streetscaping." In order to complete this project, $85,000 in additional leverage funds was raised during the planning process.

E. BUDGET AND FINANCING

MHA will be responsible for budgeting and financial management activities during the implementation phases, with or without a CNI Implementation award. Staff involved in financial management includes MHA's Acting CEO, MHA's Director of Real Estate, MHA's CFO, and MHA's Comptroller. Consultants include master developer ITEX and others to be determined.

F. IMPLEMENTATION STRATEGIES

Implementation strategies are described in detail in the Housing, People and Neighborhood sections. The Housing Plan is to develop between 200 and 400 affordable replacement housing units in the Centennial Hill neighborhood on land that is owned by MHA. Additionally, 43 vacant, and/or underutilized parcels in Centennial Hill have been temporarily set aside for CNI.

The State controls these properties and the City will work to clear the titles and determine whether any environmental barriers need to be addressed. These parcels will be used for homeownership opportunities and/or market rate development.

MHA has dozens of People Plan partners that will work with Paterson Court residents to help them become economically self-sufficient, and for seniors and persons with disabilities to age in place with dignity. MHA will also coordinate the Section 18 relocation effort prior to the time that Paterson Court is sold on the open market, in compliance with a Section 18 disposition application. When application is made to CNI Implementation, MHA will procure a case management company to provide comprehensive case management services to Paterson Court residents for the six-year implementation period.

The Neighborhood Plan strategy includes commitments by the City of Montgomery to provide the public investment needed to leverage private sector investment in Centennial Hill. This includes 43 State of Alabama parcels on hold for the City, identification of five catalytic sites to spur investment, and physical infrastructure and amenity improvements.

G. LAND USE APPROVALS AND SITE CONTROL

MHA owns title to all land on which replacement housing units will be built. The zoning on these sites is consistent with the residential housing proposed in the Transformation Plan.

The State of Alabama temporarily set aside 43 State Tax Assessor-owned parcels in

Centennial Hill for the Transformation Plan. The City of Montgomery will obtain site control of these properties, but there are potential issues around clear titles and possible environmental hazards that must be addressed. The properties will be used to develop of home ownership opportunities and for private development.

H. DATA COLLECTION, PERFORMANCE TRACKING AND MANAGEMENT

MHA will have responsibility for all data collection, performance tracking and management. Information to be tracked includes all financial information, housing development activities, resident relocations, case management services, educational outcomes, and health outcomes. Data will be tracked in MHA's financial management modules and on MHA's Tracking At A Glance (TAAG) system. As partners are brought to the table, each will have the responsibility to track performance relating to their services and provide data to MHA on a regular basis.

REPORT ACKNOWLEDGMENTS

CENTENNIAL HILL ADVISORY BOARD

A group of select residents, civic leaders, elected officials and partners who provided input, advice and support for the Transformation Plan.

- Montgomery Housing Authority
  - Glynis Tanner, President/ Acting CEO
  - John Knight, Chairman of the Board
  - Amy Kell, Kell Consulting, LLC, CNI Project Manager
  - Felecia Martin, Chief Officer of Communications, Public Relations & Intergovernmental Affairs
- City of Montgomery
  - Mayor Steven Reed
  - City Councilor Marché Johnson, District 3
  - Robert Smith, Director of Planning
  - Desmond Wilson, Director of Community Development
  - Jennifer Reaves, Montgomery Police Department Chief of Operations
- State of Alabama
  - Melinda Stallworth, Coordinator at Governor's Office of Volunteer Services
  - Brennan Johnson, General Counsel to Senator Richard Shelby
  - Melinda Williams, District Director Montgomery to Congresswoman Terri Sewell
  - Dr. Catherliene Williamson, Regional Support Coordinator, State Department of Education
- Montgomery County
  - Isaiah Sankey, County Commissioner, District 4
- Alabama State University, Dr. Quinton Ross, President
- Auburn University
  - Dr. Jay Mittal, Associate Professor, Master of Community Planning
  - Dr. Sweta Byahut, Director & Associate Professor, Master of Community Planning
- Jackson Hospital, Mia Mothershed, Marketing Director
- Central Alabama Regional Planning and Development Commission, Greg Clark, Executive Director
- H. Council Trenholm State Technical College, Carolyn Millender, Director of Faculty Services
- Paterson Court, Shanteal Hicks, Resident Council President
- YMCA of Greater Montgomery, Gary A. Cobbs, President and Chief Executive Officer
- River Region Wiregrass United Way, Ron Simmons, President and Chief Executive Officer
- Retirement System of Alabama (RSA)



HOUSING COMMITTEE

The Housing committee focused principally on the development of the Housing Plan and began meeting quarterly in October 2021.

- Montgomery Housing Authority
  - Glynis Tanner, President/ Acting CEO
  - Felecia Grandison, Public Housing Property & Asset Manager
- Auburn University
  - Dr. Jay Mittal, Associate Professor, Master of Community Planning
  - Dr. Sweta Byahut, Director & Associate Professor, Master of Community Planning
- Alabama State University, Dr. Quinton Ross, President
- Paterson Innovators, Paterson Court
- City of Montgomery
  - Robert Smith, Director of Planning
  - Desmond Wilson, Director of Community Development
- Montgomery County Tax Assessor's Office

NEIGHBORHOOD COMMITTEE

The Neighborhood committee began meeting quarterly in October 2021. The committee focused on the identification of strategies to improve the overall neighborhood.

- City of Montgomery
  - City Councilor Marche' Johnson
  - Robert Smith, Director of Planning
  - Desmond Wilson, Director of Community Development
  - Jennifer Reaves, Montgomery Police Department Chief of Operations
  - Ramona Harris, Montgomery Police Department Chief of Police
- Montgomery Housing Authority
  - Glynis Tanner, President/ Acting CEO
  - Felecia Grandison, Public Housing Property & Asset Manager
  - Brandie Townsend, Director of Resident Services
- Central Alabama Regional Planning and Development Commission, Greg Clark, Executive Director
- Auburn University
  - Dr. Jay Mittal, Associate Professor, Master of Community Planning
  - Dr. Sweta Byahut, Director & Associate Professor, Master of Community Planning
- Alabama State University, Dr. Quinton Ross, President
- Health Services Inc. (HSI), Ebony Evans, Director of Marketing & Development
- Hope Inspired Ministries, John Bowman, Executive Director
- Valerie Smedley, Owner, Tours of Montgomery
- Valda Montgomery, Author, Associate Professor, Clinical Doctor of Physical Therapy, Alabama State University
- Kell Consulting, Amy Kell
- Paterson Innovators, Paterson Court
- Cynthia McCollister, Neighborhood Specialist, City of Montgomery Neighborhood Services
- Montgomery Area Food Bank
  - Richard Deem, Chief Executive Officer
  - Jolene Kearns, Executive Administrator
- Pilgrim Rest Missionary Baptist Church, Gariesa Galbreath, Church Secretary/Clerk

PEOPLE COMMITTEE

The People committee focused principally on identifying strategies to support families. This included identifying strategies to improve educational outcomes within the Centennial Hill neighborhood.

- Montgomery Housing Authority
  - Brandie Townsend, Director of Resident Services
  - Glynis Tanner, President/ Acting CEO
  - Felecia Martin, Chief Officer of Communications, Public Relations & Intergovernmental Affairs
  - Felecia Grandison, Public Housing Property & Asset Manager
- City of Montgomery
  - Robert Smith, Director of Planning
  - Desmond Wilson, Director of Community Development
- State Department of Education, Montgomery Public Schools, Dr. Catherliene Williamson, Regional Support Coordinator
- Jackson Hospital, Mia Mothershed, Marketing Director
- Kell Consulting, Amy Kell
- Paterson Innovators, Paterson Court
- Health Services Inc. (HSI), Ebony Evans, Director of Marketing & Development
- Family Guidance Center, Stephanie Thompson, Program Director
- Council on Substance Abuse (COSA) – NCAAD, Shereda Finch, Executive Director
- Alabama Department of Human Resources (DHR), Christina Arnold
- Alabama Public Television (APTV)
  - Cindy Kirk, Vice President of Educational Services
  - Alex Woodward, Family Engagement Specialist
- Alabama State University, Dr. Quinton Ross, President
- Auburn University
  - Dr. Jay Mittal, Associate Professor, Master of Community Planning
  - Dr. Sweta Byahut, Director & Associate Professor, Master of Community Planning
- Boy Scouts of America, Tukabatchee Area Council, Tim Killough, Assistant Scout Executive
- YMCA of Greater Montgomery, Gary A. Cobbs, President and Chief Executive Officer
- The Wellness Coalition, Ghandi Daniels, Executive Director
- H. Council Trenholm State Technical College, Carolyn Millender, Director of Faculty Services

PLANNING COORDINATOR TEAM

- APD Urban Planning and Management, LLC
  - O. Jesse Wiles, President/ Principal in Charge
  - Deborah Jensen, Senior Planning and Design Manager
  - Glenda Krouse, Senior Planning Manager
  - Steven Gonzales, Real Estate Analyst
  - Carter Coleman, Real Estate Development Associate
  - Reginald White, Urban Planning Analyst
  - Noldy Belizaire, Urban Sustainability Planner