



West Anniston Master Plan

It's Your Time

Final Draft: April 16, 2014
Prepared for The City of Anniston,
Anniston Housing Authority
and Anniston City Schools
by KPS GROUP, INC.

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Executive Summary

The West Anniston Master Plan is intended to guide the City of Anniston, Anniston City Schools, the Anniston Housing Authority and other public and private partners in efforts to combat the generational effects of poverty, increase economic opportunity, and improve the overall quality-of-life for residents of the West Anniston community. It describes a *holistic* strategy, built upon the unique assets, culture and values of West Anniston, to achieve positive, permanent change—recognizing that isolated efforts will result only in temporary improvements.

The Place

The plan sets out a strategy for the *place* to address environmental issues and blight, improve housing choice, support economic development and provide quality community facilities. The “Strategic Revitalization Concept” (pp. 7-10) includes broad recommendations for the physical improvements of the overall community, identifying key areas for housing and business development, recreation and open space, and opportunities to improve and expand vehicular, bicycle and pedestrian access.



ho.lis.tic adjective \ho-'lis-tik\

Emphasizing the importance of the whole and the interdependence of its parts.

The plan recommends focusing initial public and/or private investments in housing in the area around Cobb school, Carver Park and the West 15th Street business district to have the most visible impact on the community and alter the housing market—taking advantage of vacant and tax delinquent properties in the area. Subsequent housing development areas such as along the Chief Ladiga Trail are also indicated.

The concept also identifies distinct locations for business and industrial development necessary to expand job opportunities, meet the retail and service needs of the community and expand West Anniston's footprint in the city's overall economy.

Additional focus was given to West Anniston's “Core Area” through a design charrette. The “Core Area Design Concept” (pp. 11-14) concentrates on opportunities to reinvest in Cooper Homes and adjacent community facilities and strengthen the neighboring West 15th Street Business District. The plan recommends:

- 1) redeveloping Cooper Homes for new, high quality affordable housing and construction of single-family homes on vacant lots in surrounding blocks
- 2) maintaining a public school presence at Cobb and creation of a unified campus through reinvestment in the school, Carver Park, Community Center and Library
- 3) infill development of commercial and mixed-use buildings along 15th Street with

interconnected parking and supportive streetscape enhancements

- 4) construction of gateways, park space and housing along the future Chief Ladiga Trail corridor to create an attractive “front door” facing downtown

Specific recommendations of the Strategic Revitalization Concept and Core Area Design Concept are described in further detail in “Physical Development Strategies” (pp. 15-26).



Cobb school and the adjacent park, library and community center are uniquely situated in West Anniston to serve as a hub for many of the educational and social service initiatives recommended later in the plan. As the community evaluates plans for a pending school consolidation effort, the strategic importance of Cobb school as a key facility in the heart of West Anniston must be carefully considered.

The People

The plan also sets out a strategy for improving the lives of and opportunities for the *people* of West Anniston. Many individuals and families in the area struggle with poverty and this portion of the plan is focused on community efforts that can help households break out of the poverty cycle. Central to this effort is the creation and maintenance of a continuous “cradle-to-career” educational pipeline of quality early learning

facilities, strong primary and secondary schools, and accessible workforce education programs. Extracurricular activities, mentoring programs and parental involvement initiatives are recommended to strengthen the environment outside of school to help children succeed as they progress through the pipeline.



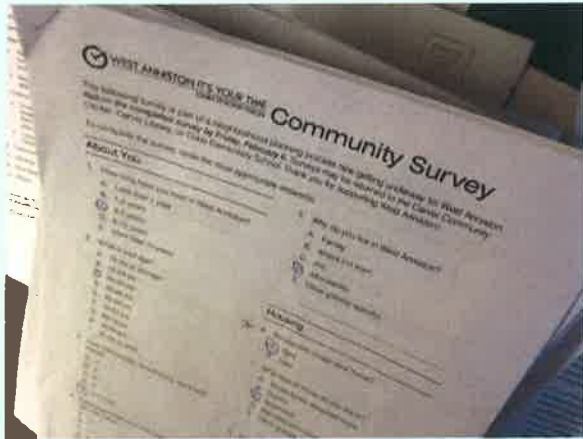
Other programs are recommended to help families and individuals enjoy a high quality of life and for the community to prosper economically including:

- 1) Resources and incentives for entrepreneurial business development
- 2) Community policing and code enforcement to reduce crime and create a stable, secure neighborhood environment
- 3) Community education programs that provide guidance on parenting, finances and related issues
- 4) Improving access to healthy, fresh foods through partnering with local food retailers and community gardens
- 5) Development of arts and cultural programs and activities and community events

Implementation

The closing section of the plan describes processes and resources for implementing the plan. Public and private groups are recommended to form a long-term partnership, work collaboratively and pool their individual

resources to achieve revitalization objectives. A number of outside funding and other resources are identified that can be leveraged to put plan recommendations into action, including federal programs to assist in a variety of community development initiatives, housing and transportation improvements.



Based upon community input, funding availability, logistics and other influences, actions recommended in the plan are presented in a prioritized matrix (pp. 43-45). Priorities range from “immediate” (to be initiated and/or accomplished in the first year of implementation) to “long-term” (to be initiated and/or accomplished within 7-10 years). Each action is assigned lead and supporting roles from among the public and private organizations active in West Anniston and the larger community. And, funding and organizational resources are recommended for each action.

In accord with the priorities proposed in the implementation matrix, the plan recommends the following tasks to be initiated as first steps in putting the plan into action.

- Develop Revitalization Partnership
- Construct Wellness Park and Trail
- Develop plan for Cobb school
- Begin process to redevelop Cooper Homes
- Begin acquisition of flood prone properties
- Set up City land banking program
- Create community policing program
- Strengthen social service programs

Introduction

The West Anniston Master Plan was prepared through a partnership between the City of Anniston, Anniston Housing Authority (AHA) and Anniston City Schools (ACS). The plan is intended to set a unified vision for the long-term revitalization of the community. Due to pending investments on the part of each of the three agencies, a partnership was formed to craft this plan, so that the investments of the City, AHA and ACS would together form a catalyst for ongoing public and private reinvestment in West Anniston.

Process

The Master Plan was prepared over the course of several months under the guidance of a Technical Committee and Advisory Committee, representing the interests of the community, the City, AHA, and ACS. The process began in Fall 2013 with an evaluation of existing conditions (see Appendix A). A series of public meetings were held at the Carver Community Center to engage residents, property owners, business people and other stakeholders in a discussion about the future of the community. Community input was also captured through a comprehensive survey. At the conclusion of the planning process, the plan was compiled and presented to the City, ACS and AHA for approval.

Vision

West Anniston residents envision a future in which:

West Anniston is a place of CHOICE. With a thriving local business base, safe and attractive neighborhoods, good schools and local churches, and quality recreational programs, activities and events for young and old, West Anniston offers a high standard of living that retains and attracts residents and investors.

West Anniston is a place of PROSPERITY. A cradle-to-career educational pipeline provides residents with the nurturing, training and experiences necessary to be competitive in the 21st Century workplace. Business development in and around the community meet the needs of residents and provide opportunities for meaningful employment.

West Anniston is a place of STRENGTH. Parents, teachers, business owners and pastors are leaders and mentors within the community, helping each other, bringing the community closer together and setting positive examples for the youth of West Anniston.

West Anniston is a place of PRIDE. Appreciation for the history and culture of West Anniston is passed down from generation to generation through family and community. The community's unique heritage is physically represented in the preservation and rehabilitation of its historic homes, businesses, churches and other special places.



Policies

The following policies are intended to guide the City, ACS, AHA, and community organizations in future actions regarding the West Anniston community:

- The City of Anniston, Housing Authority, and School System maintain a strong partnership with each other and with community organizations and local churches.
- Public and community organizations support continued PCB remediation in West Anniston.
- Public, private and nonprofit organizations and local churches work together to provide a strong cradle-to-career educational pipeline.
- The City of Anniston recognizes and treats West Anniston as an essential historic foundation and valuable gateway into Anniston.
- Public agencies maintain transparency in their relationship with the community.



Cooper Homes, Photo: Anniston Star

Objectives

The following objectives reflect the multi-pronged approach that is necessary to drive the revitalization process and have a positive, transformative impact on the West Anniston community. The manner in which these objectives are to be implemented is described in the following sections of the plan.

General

- Engage community nonprofits, businesses and local churches in revitalization efforts. Sustain and refocus existing community organizations toward implementation of the West Anniston Plan.
- Create a formal partnership among organizations committed to the revitalization of West Anniston.
- Establish a coordinated volunteer network to assist public and private organizations in a variety of revitalization efforts and social service programs.

Housing

- Foster the development of quality affordable and market rate housing throughout West Anniston.
- Avoid concentrations of low and very low income housing. Mix affordable and market rate housing throughout the community.
- Increase housing infill development and redevelopment in priority locations.

Education

- Assure access to quality early learning programs to reduce the education gap for children in low income families.
- Maintain quality public educational facilities and programs in West Anniston. Maintain an

educational function at Cobb Elementary school.

- Increase parental involvement in the development and education of West Anniston children through community, school and faith-based programs.
- Provide extracurricular programs that offer a nurturing, safe environment for children away from home and school.

Environmental

- Assure ongoing City involvement in the monitoring/oversight of PCB clean-up activities.
- Increase community awareness and understanding on PCB contamination and clean-up efforts.
- Encourage the removal and/or relocation of homes out of flood prone areas and areas with high concentrations of PCBs.
- Naturalize and widen segments of Snow Creek to increase flood storage capacity.



Economics

- Encourage business development, retention and expansion to provide convenient job opportunities for residents.

- Recruit environmentally friendly industrial development to available sites in West Anniston.
- Support workforce development programs that prepare residents for jobs in the changing economy.
- Foster the development of a healthy, vibrant neighborhood business district in West Anniston to meet the needs of residents.
- Provide resources and programs to enable entrepreneurial business development in West Anniston.

Public Safety

- Develop a positive working relationship between the community and law enforcement agencies.
- Establish a community policing program and similar initiatives to reduce crime.
- Promote crime prevention through environmental design (CPTED) and maintenance standards for public and private properties.

Public Infrastructure

- Re-connect West Anniston to Downtown and central Anniston neighborhoods across the former rail corridor through street and bicycle-pedestrian improvements.



- Continue development of bicycle and pedestrian trails and similar facilities that interconnect West Anniston and other city neighborhoods, business areas and community destinations.
- Improve stormwater drainage systems where needed, including through the use of Low Impact Development/Green Infrastructure designs.
- Improve local streets and streetscapes, where needed, to calm traffic speeds and maintain a high level of walkability.



Community Facilities

- Provide quality community facilities in West Anniston that are in tune to the needs of residents.
- Develop a linear open space system along Snow Creek with links to existing and proposed parks and trails.
- Increase use of Carver Library through updating materials and adjusting operation hours.

Quality of Life

- Encourage consistent maintenance of private properties in business and residential areas.
- Foster community arts and culture through entrepreneurial development, schools and community organizations.



Photo: Bill Wilson, Anniston Star

- Provide a variety of social service programs to families through public, nonprofit and local churches, i.e., nutrition and health, parenting education, mentoring, and earnings and asset development programs.
- Improve access to fresh, healthy food through community gardening programs and local businesses.

Community Survey

To obtain a deeper understanding of the needs and desires of residents, a comprehensive community survey was prepared and distributed to residents both online and in hard copy form. Hard copy surveys were distributed through the AHA, local churches, the Carver Community Center, and by individual volunteers. The survey included 89 questions addressing the issues at the heart of the revitalization planning process for West Anniston: housing, environmental conditions, economics, community facilities and services, public infrastructure, public safety, and quality of life. Respondents were also asked to identify those issues that they considered most important to improving the lives of residents. Over a two-month period, 393 surveys were completed and collected. The following are highlights of the survey results.

About You

Nearly half of the respondents have lived in West Anniston for over ten years. Well over two-thirds of respondents live in West Anniston because it is where they are from and/or have family there.

Housing

80% of respondents felt there should be more quality housing choices in West Anniston. Almost two-thirds agreed or strongly agreed that there are residential buildings in the community that are a hazard or blight and should be demolished.

Environmental Conditions

Responses indicate a mix of opinions about PCB cleanup. Respondents were evenly split over whether Monsanto/Solutia was doing a good job with remediation. 55% feel uninformed about the cleanup process. Younger residents and those who have lived in the area for a shorter time tended to be less familiar and so were less likely to have an opinion about this issue.

Economics

Approximately 80% of respondents agreed or strongly agreed with the sentiment that new businesses and industries should be developed in West Anniston to increase job opportunities. This could be considered significant due to the community's wariness of local industries caused by historic PCB contamination.

Community Facilities and Services

Respondents indicated they use area parks, the Carver Community Center and Carver Branch Library infrequently. 47% of respondents said they *never* visit the library.

Public Infrastructure

Top concerns among respondents included sidewalk and street conditions and traffic speeds on certain streets.

Public Safety

One-third of respondents felt crime has been increasing in the time they have been in West Anniston while half believed it has remained about the same. Only 17% felt crime was decreasing.

Quality of Life

Respondents tended to feel West Anniston's business areas are more attractive and better maintained than its residential areas though most survey-takers had negative or no opinions about both areas.

Top Issues

Out of a dozen issues, respondents ranked education, job opportunity and housing, in order, as the most important issues for the community's revitalization.

Strategic Revitalization Concept

The following section and Strategic Revitalization Concept illustration (see Figure 1) represent the overall structure for the *physical* revitalization of West Anniston. It depicts the organization of physical community elements—its industries, businesses, residences, open space, street network, gateways, etc.—as well as priority locations for public and private reinvestment that are intended to catalyze longer term improvement throughout West Anniston.

Housing

The Strategic Concept identifies select areas for housing reinvestment over the next several years. The most critical of these is Cooper Homes and the surrounding core area of West Anniston.

To increase the chances of sustained revitalization, housing reinvestment by nonprofit and private, for-profit groups—in addition to the redevelopment of Cooper Homes by the Housing Authority—should be initially focused in the core area, where existing community facilities and redeveloped public housing provide a strong, stable foundation. Physical changes in this central, widely visited area will have a transformative impact of a magnitude that can jump start the area's housing market. The goal should be transforming *blocks* rather than individual lots. Scattered-site revitalization is not only very difficult but, when resources are limited, such an approach spreads available funds too thinly to make a noticeable difference. Instead, a highly visible transformation of the core area will attract new partners and funding opportunities that can be steered toward other parts of West Anniston.

Outside the core area, continued housing investment might be targeted toward the north filling in vacant lots around the strong fabric of

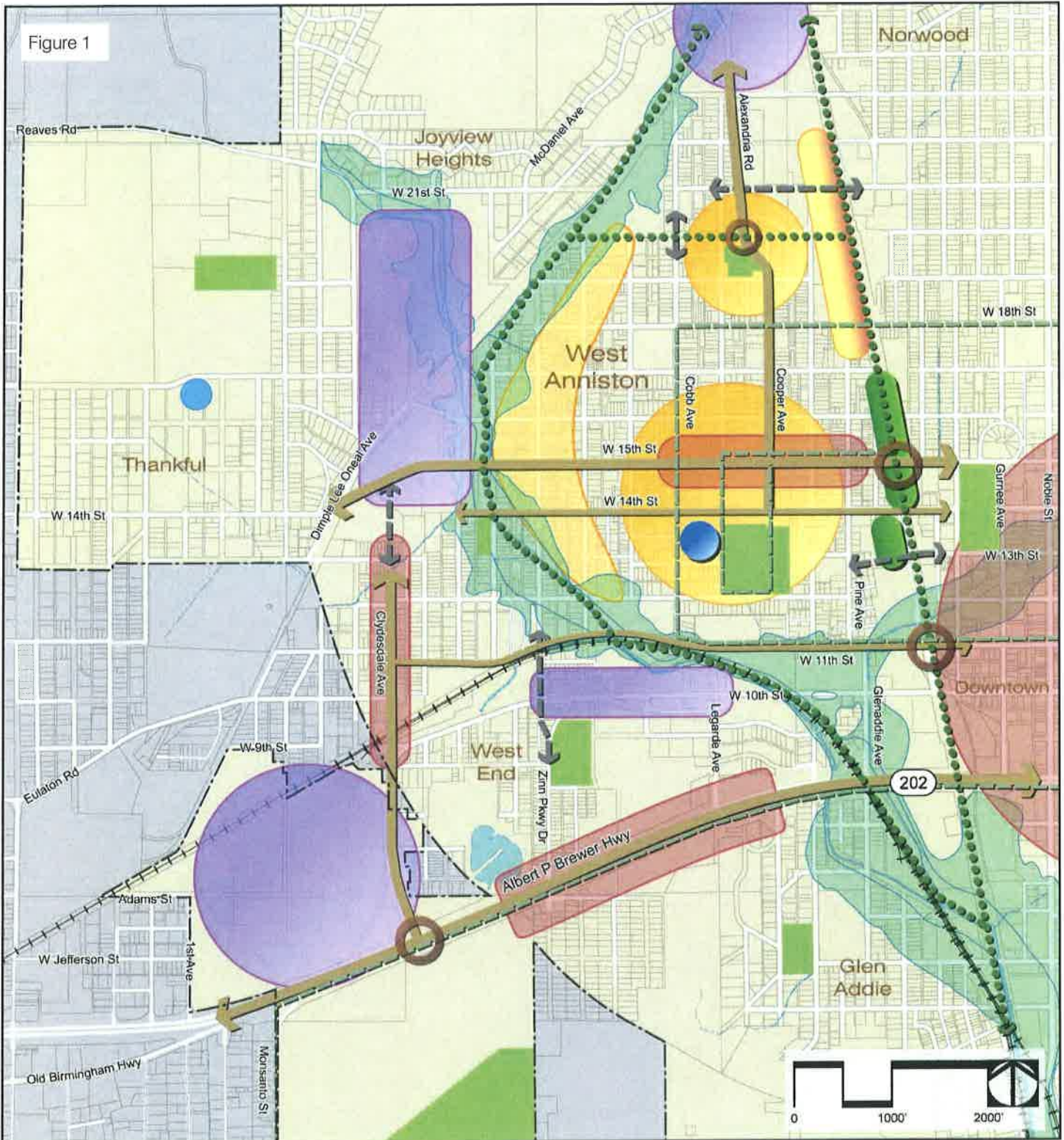
St. Michael's and 17th Street Baptist Churches and the well-kept homes on the 1700 block of Mulberry. Other targets of opportunity include housing that *faces*—rather than backs up to—the Chief Ladiga Trail and Downtown Anniston. Brownfields, or dormant industrial properties, in the northeast part of West Anniston could become mixed-use developments helping to knit together parts of the community along the Ladiga corridor historically divided by the railroad. Finally, a proposed linear open space along Snow Creek will offer a scenic and recreational amenity attractive to housing investors. New housing along the perimeter of a Snow Creek greenway could command high values and encourage the improvement of existing homes in the area.

Economic Development

The Strategic Concept identifies three primary locations for commercial development in West Anniston: along AL 202, Clydesdale Avenue and West 15th Street. The mix of businesses in each area will vary considerably from one to the other.

Retail, service, entertainment and supportive uses are desired along West 15th Street as a neighborhood-serving district. In community meetings, residents envisioned the West 15th Street district as a walkable business area with locally grown shops, restaurants, galleries, and night spots that reflected the history and culture of West Anniston.

The business area along AL 202 would be more appropriate for fast food restaurants, gas stations, and similar businesses that serve commuter traffic and depend on higher traffic volumes. This area would also be appropriate for larger retail businesses than would be feasible or desirable on 15th Street.



Strategic Revitalization Concept

- | | | | | | | | |
|--|----------------------|--|--------------------------|--|---------------------|--|---------------------|
| | Image corridor | | Business area | | 100 yr. floodplain | | Existing school |
| | New street/extension | | Industrial node | | Existing park | | School reinvestment |
| | Greenway trail | | Housing revitalization | | New park/open space | | Gateway |
| | Bike-ped route | | Mixed use revitalization | | | | |

There are varying opportunities for business development along Clydesdale Avenue. This district could be focused toward offices, business support services, construction and supply businesses, or some combination of these. If Clydesdale were extended northward along the abandoned railway, traffic would increase and more business types could be supported.

Community Image

Presenting an attractive, safe community image at *gateways*, or major arrival points, is essential to attracting economic interest to West Anniston and instilling community pride. The gateways shown in the Strategic Concept are generally located at arrival points along major streets. An attractive entry experience involves more than just signage and landscaping, although those are helpful. It requires consistency and quality among the buildings and properties along major streets as well as attractive, well-maintained street environments.

Shown in the Strategic Concept illustration are West Anniston's *image corridors*—the major streets through which visitors travel and experience the community—including West 15th Street, Clydesdale Avenue, Albert Brewer Highway, and Cooper Avenue. To a lesser degree other streets have an impact on community image. While these may not be highly traveled, they may have important local destinations along them that generate traffic from inside and outside the community. The level of maintenance and quality of development along image corridors leave a lasting impression on visitors and in turn affect the community's self-image. Reinvestment and ongoing maintenance assure a pleasant impression of the community for residents, visitors and potential investors.

Efforts should be made by property and business owners to improve the appearance of

properties along these major routes including regular maintenance. Aggressive code enforcement actions should be taken to cause dilapidated buildings, some unsafe and unable to be occupied, to be repaired or removed. Likewise, the City must regularly tend to West Anniston's roadways, including repaving and making sure sidewalks, landscaping, and street lighting are all in good repair.

Where there are any vacant properties of significant size at gateways or in important locations along image corridors, the development of these sites should be aggressively pursued by the City and partners. In some cases it may be appropriate for the City to acquire a property to facilitate its development. This is beneficial in two ways: 1) there will be a responsible party maintaining the site until it is developed and 2) the City will have greater control over the type and quality of development on the site.

Parks, Recreation and Open Space

Parks and recreational programs and facilities are a cornerstone of the quality-of-life in a community. The Strategic Concept identifies existing park locations as well as two adjacent sites along the planned Chief Ladiga trail corridor that are planned as park spaces. The possible relocation of Anniston Middle School to the Cobb school site would likely require use of portions of Carver Park for school recreational fields, however, current amenities offered at the park could remain, albeit in a different configuration, on the property. Recreational facilities developed for the school should be planned and designed with community use—when school is not in session—in mind.

In addition, and as recommended in the West Anniston Small Town Design Initiative, the floodplain along Snow Creek should be viewed

long term as an open space corridor traversed by a multi-use trail. Naturalizing the stream channel and widening the basin may reduce future flooding enough to narrow the regulatory floodplain and make lots along the outer edges of the floodplain more viable for residential and other uses. Phytoremediation, which involves the use of plants and soil amendments to degrade and/or extract chemical pollutants, may be incorporated into a creek naturalization process to reduce PCB contamination along the waterway. However, this is a long-term process and research on the types and effectiveness of plants to remediate PCBs specifically is relatively new.

Connectivity

West Anniston has historically been isolated from the surrounding community by three rail corridors. Now that two of those rail lines are no longer in operation, there is an opportunity to re-link West Anniston with Downtown and neighborhoods to the east through a few street extensions. There are also places where the street grid is discontinuous. While it is not necessary to connect up *all* streets, mending gaps strategically can help traffic circulation, improve accessibility to various parts of the neighborhood, and provide shorter emergency service routes. These concerns are particularly of interest with regard to access to and from Albert Brewer Highway across the still-active Southern Railway line.

Walking and bicycling are important aspects of mobility for residents as well as elements in Anniston's citywide heritage and ecotourism efforts. The Strategic Concept indicates the long-term plan to convert the defunct Southern Railway that divides West Anniston from Downtown into a segment of the regional Chief Ladiga trail. Also shown are: a walking trail loop to connect the planned West Anniston Wellness Park along the trail corridor to Cobb school and

Carver Park, and a bicycle loop (the "Inner City Loop") and bicycle facilities along AL 202 (for access to Coldwater Mountain) as recommended in a previous citywide bicycle and pedestrian study. The Strategic Concept also includes a greenway along Snow Creek and a multiuse path along an unbuilt portion of the West 20th Street right-of-way.

Design Charrette

On January 10, 2014 immediately following the public kickoff meeting, the Planning Team conducted a planning and design charrette to flesh out the Strategic Revitalization Charrette and to prepare an urban design concept for the Core Area that integrated the proposed Wellness Trail and Park with the redevelopment of Cooper Homes and potential reinvestment at Cobb Elementary, along with a number of other physical improvements discussed in the preceding community meeting.

The Charrette team was tasked with developing a preliminary physical concept for revitalization in West Anniston starting with—as catalyst projects—proposed investments at Cooper Homes, Cobb Elementary School and the Wellness Park and Trail. Secondly, the charrette team was to develop an urban design concept to guide physical enhancements to the core area as a part of the three catalyst projects.

Assumptions

- The Anniston Housing Authority intends to redevelop the Cooper Homes site as a first effort in de-concentrating, integrating and enhancing public housing throughout the City. The 100+ dwellings currently on-site must be accommodated as part of the redevelopment of the site, in varied locations within West Anniston or a combination of the two.
- Anniston City Schools is considering closing Cobb Elementary School and had proposed relocating Anniston Middle School to the Cobb Site. Because the City announced it would not pursue the purchase of the existing middle school property—but would otherwise support the ACS board in relocating the school—an alternative plan for the Cobb site is needed.
- The City of Anniston, using CDBG funds, will build a West Anniston Wellness Park and bike-ped trail along the rail/Chief Ladiga corridor between W 18th and 14th Streets. An on-street trail will extend from the Wellness Park into West Anniston along W 15th Street, and connect the Cooper Homes site, Cobb school site, and Carver complex.
- Some or all of the Chalkline site north of the DHR development is being pursued by the City for a park.
- The City will connect W 13th Street across the rail/Chief Ladiga Corridor into downtown.

Preliminary Concept for Revitalization

The following describes recommendations from the charrette, most of which are shown in Figure 2 Core Area Design Concept.

- Utilize otherwise undesirable flood prone property along Snow Creek for a linear green space, or greenway, and multiuse trail.
- Focus public and private investments around the Cooper Homes, Cobb School and Wellness Park to gain an adequate level of momentum for revitalization in the core area.
- Treat W 14th and 15th Streets as dominant east-west streets and improve and maintain accordingly. Improve appearance of public and private property, incorporate gateway improvements at major entrances (Chief Ladiga corridor/Wellness Park).
- Treat Clydesdale, Cobb, and Cooper Avenues as dominant north-south streets and improve and maintain accordingly.
- Improve entry—signage, landscaping, street conditions, etc.—along Clydesdale Avenue at AL 202 as the primary gateway into West Anniston from the south and west.

Core Area Design Concept



- | | |
|---|---|
| 1. West Anniston Wellness Park and Trail | 8. Dooley Avenue extension through Cooper Homes site |
| 2. West 15th Street trail head and gateway improvements | 9. Cooper Homes redevelopment |
| 3. Streetscape improvements, W. 15th Street | 10. Infill vacant lots, single-family detached homes and duplexes |
| 4. Infill commercial and mixed-use with connected parking | 11. Relocation of nonresidential use for housing development |
| 5. West 13th Street extension | 12. New higher density residential, W.15th Street |
| 6. Cobb school renovation, site improvements | 13. New housing development facing Downtown/Trail |
| 7. Carver Community Campus, redesign | 14. Chalkline Park |

- Focus historic business district improvement efforts along W 15th Street between downtown and Cooper Homes, expand efforts westward in later phases.
- Seek opportunities for development along the rail/Chief Ladiga corridor for West Anniston to “face” the trail, park and downtown.
- Pursue public and private housing investment/reinvestment in three primary locations: 1) the core area (within 2-3 blocks around Cooper Homes); 2) along the eastern edge of the Snow Creek floodplain; 3) around Cooper Avenue Park. Initial phases should be focused on the core area until critical mass is reached. Avoid spreading public dollars too thinly across the neighborhood and being unable to make a marked difference in any one area.
- Modify the street grid around Cobb school and the Carver complex to create a “campus” arrangement without through traffic cutting between the school and recreational spaces.
- Focus large scale business or light industrial development south of the active Southern rail line and along AL 202.
- Redevelop Cooper Homes site to accommodate 60-70 attached dwelling units or townhouses. Vary the size and design of buildings to avoid “barracks” feel.
- Relocate remaining 30-40 units from Cooper Homes on vacant lots within the surrounding residential blocks as attached/detached single-family units or duplexes as appropriate to surrounding development. Higher density housing, such as townhouses, will be most appropriate along W 15th Street.
- Extend Dooley Avenue southward through the current Cooper Homes site to: 1) integrate the site into the neighborhood street grid, 2) improve connectivity between the 15th Street business district and the Cooper, Cobb and Carver area, and 3) change the “barracks” feel of the existing superblock.
- Moving the Middle School to the Cobb location will require additional area for athletic fields, parking and a larger school structure. Using the Cooper Homes site for the middle school building would help accommodate the additional space needed for the middle school. Public housing units would be relocated among the 200+ vacant lots—and/or rehabbed homes—in the 2-3 block radius of Cooper Homes. The Cobb school building could remain and serve as a community education building.
- Should the middle school not be moved to Cobb, the school building could be adaptively reused as a community education building, which might offer early learning,



adult education and workforce training programs operated either by the school system, private organizations or a partnership between the two.

- Infill vacant residential lots in the surrounding area either with new housing or by moving existing homes from other areas of West Anniston, such as those with environmental problems (flooding, PCB contamination, etc.).
- In acquiring vacant land in the area, the Housing Authority may be able to take advantage of a number of tax delinquent—typically abandoned—properties in West Anniston. These can be acquired at little to no cost through the Department of Revenue or Land Bank Authority, though that may pose some time constraints.

Physical Development Strategies

Housing Development

- De-concentrate public housing.** Redevelop current site for 60-70 attached single-family dwellings (townhouses) or similar density housing. Vary size and design of buildings within the site. All residential buildings should front on street. There are over 200 vacant lots in a 2-3 block radius around Cooper Homes amounting to about 25 acres of developable land. Relocate remaining 30-40 units on vacant lots within the surrounding residential blocks as attached/detached single-family units or duplexes as appropriate to surrounding development. Higher density housing will be most appropriate along 15th Street adjacent to commercial.

Extending Dooley Avenue through the Cooper Homes site will increase connectivity between the school, park and community center and the 15th Street business district. This will also help break down the internalized “barracks” feel of Cooper Homes. Project Drive can continue to be used as an alley or a private access drive to rear parking.



- Move existing homes.** Move homes located in areas of severe vacancy, flooding or contamination to fill in vacant lots (see Figure 3 below) in more desirable locations. The cost to move a small home a short distance is about \$12 to \$16 per square foot plus the cost of a new foundation. Those looking to move a home will have to weigh these costs and any costs to renovate the home upon relocation, against the cost of constructing a new similar home at the new location. A home being considered for relocation should be structurally sound to justify the moving expense and limit end costs of repair and renovation once the home has been moved. This strategy could be employed individual homeowners or by the City, AHA or housing developers.

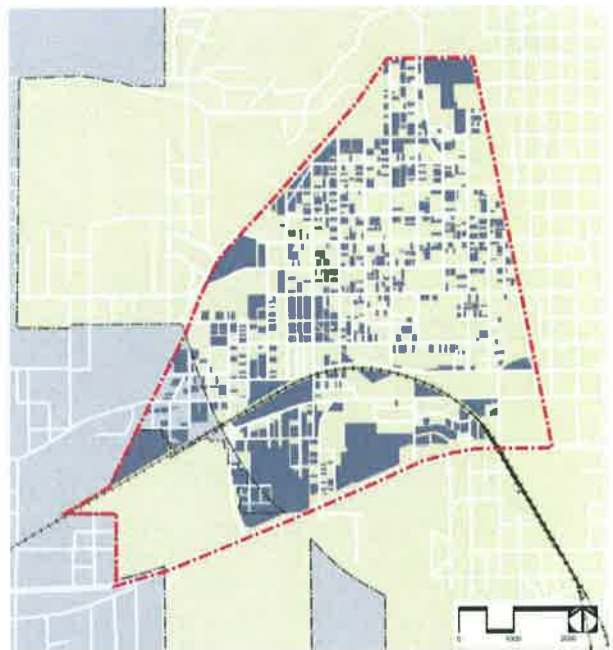


Figure 3 Vacant Lots

- Take advantage of tax delinquent properties.** Acquisition of tax delinquent properties (see Figure 4) is a cost-effective way to obtain land for housing development, either by private investors or nonprofit or public agencies. Most tax delinquent properties are vacant, abandoned and an eyesore to the community. Tax deeds for

delinquent properties may be redeemed from the Department of Revenue for taxes owed, though title must still be cleared. This process can take time but can result in considerable savings in land acquisition. The City can assist housing development by acquiring tax delinquent property from the state and clearing municipal liens.

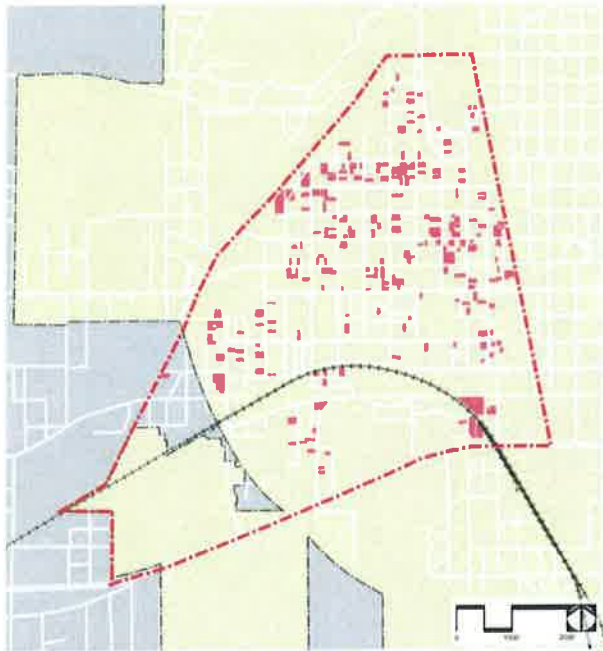


Figure 4 Tax Delinquent Properties

- Reimagine oversized blocks and lots on half streets.** Several blocks in West Anniston are fairly large—420 ft x 420 ft is typical in the center of West Anniston—for standard double-tiered, residential blocks. Historically deep lots on these blocks were allowed to be subdivided creating a number of lots that front on half streets or alleys. Most of these lots now stand vacant or abandoned while adjoining lots with proper street frontage have fared better. The City, adjoining property owners and community organizations should evaluate these conditions on a block by block basis and consider ways to turn them into positive elements in the neighborhood. Lots with no or inadequate street frontage are shown in Figure 5.

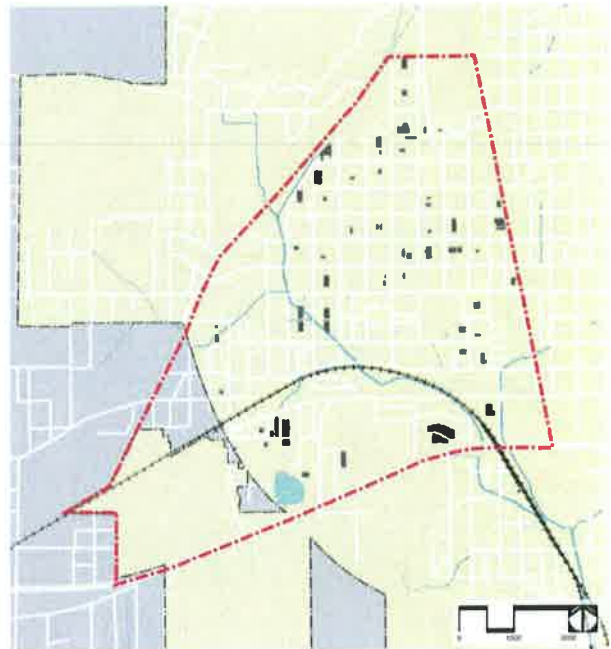
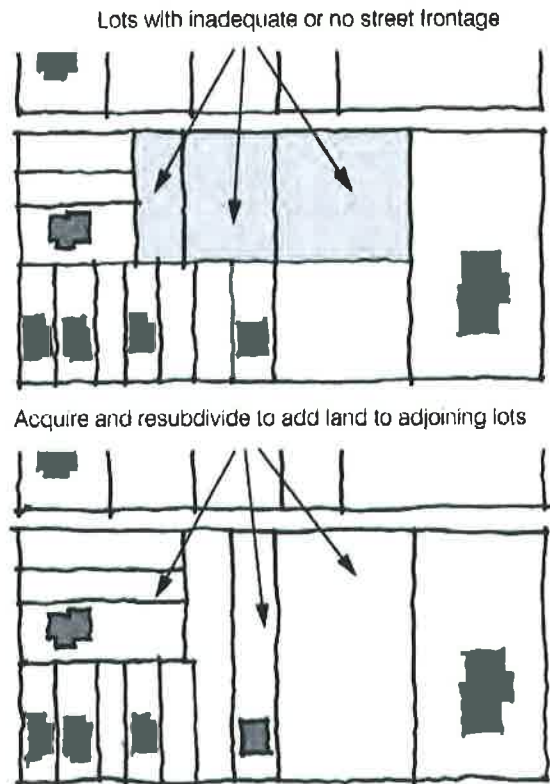


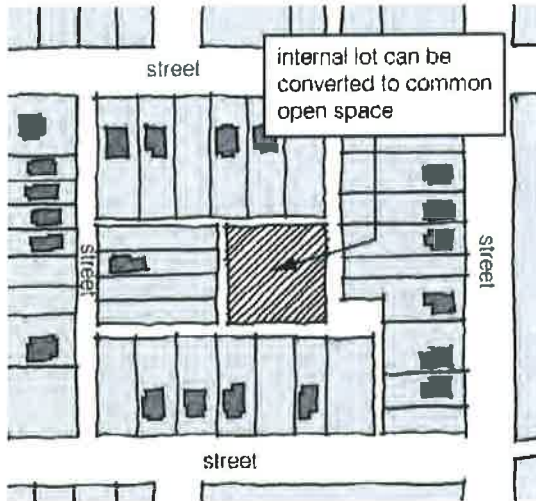
Figure 5 Landlocked lots with inadequate street frontage



There are several half streets—streets that are well below conventional width and other design standards—in West Anniston. For example Kelly and Murray Avenues both have 20 ft rights-of-way, pavement widths of

only 15 ft and no sidewalks or curbs. It is likely that these were originally intended as alleys but lots were developed along them as described above. Some of these vacant lots can be absorbed into adjoining lots with “proper” street frontage. This can be accomplished through resubdivision but will require the City or property owners to acquire the vacant lots. The City may also help in this process by waiving or reducing subdivision fees.

A strategy that may work in some instances is converting vacant, internalized lots into common areas to be maintained and enjoyed by adjoining residents. For example, within the 1300 block between Mulberry and Pine a 0.3 acre internal lot could become a garden, play area or similar common open space for adjoining residents.



Where there is viable housing along a half street, improvements should be made to assure the street functions properly for vehicular and emergency service access, drainage and visibility. But if occupied, stable residential lots along a half street are outnumbered by vacant lots, it may be better to consider relocating the existing homes to more desirable locations and addressing the vacated properties using one of the methods above.

- Develop housing facing Downtown.**
 Vacant and obsolete nonresidential properties along the abandoned rail line provide the opportunity for housing construction that gives West Anniston a new “frontage” looking into Downtown across the future trail. The remaining undeveloped portion of the Chalk Line site is ideal for new, higher density, market-rate housing and greenspace adjacent to the Chief Ladiga Trail route. Prior to abandonment of the rail line, West Anniston properties along the railroad faced away from Downtown. Additional opportunities will come available as older industrial properties further north come off line or relocate to more accessible locations, such as along AL 202.



Business and Industrial Development

- **Revitalize the West 15th Street Business District.** The community envisions West 15th Street as a lively, neighborhood-oriented business area with “homegrown” shops, eateries, galleries and entertainment venues that reflect West Anniston’s unique culture and heritage. Small offices for professionals and nonprofits, churches, and personal service businesses are also part of the local business district. Mixed use buildings with living space above retail, offices and other nonresidential uses, would also be highly appropriate along West 15th.

Business development and related revitalization efforts should be focused on the eastern five blocks or so of West 15th, where businesses have historically been located (the western end of 15th is still mostly residential). Easy access from downtown, proximity to the Wellness Park, trail and other community facilities, and the proposed reinvestment in Cooper Homes are assets for business investment on West 15th. The City can aid business development through financial incentives for small business start-ups, expansion of existing businesses, and building improvements and by acquiring and leasing space to entrepreneurs.

New construction and expansion of existing buildings should follow a walkable, urban pattern consistent with historic buildings in the area. Buildings should be aligned near the front property line accessible from the sidewalk. Parking should be located to the sides and/or rear of buildings rather than between the building and street. Decorative street lights, installed between Downtown and Cooper Avenue, and other streetscape improvements should over time be extended along the length of West 15th Street. Initially, streetscape improvements should be extended to Cobb Avenue in concert with the redevelopment of Cooper Homes.

- **Increase business development along AL 202.** With an annual average daily traffic count of about 14,000 cars, AL 202 carries almost as much traffic as US 78 in nearby Oxford (19,000 AADT adjacent to US 431). Such high traffic levels create the opportunity to attract gas stations, fast food restaurants and similar businesses that depend on commuter traffic. Larger scale retail and wholesale businesses may also be appropriate along the highway. Large, relatively flat tracts may be suitable for light, clean industries as well.



It will be important to manage access to individual properties along the highway to minimize turning conflicts and maintain traffic flow. As an image corridor, landscaping and other improvements in the right-of-way and a strong design aesthetic among businesses will be necessary to provide an attractive arrival experience for West Anniston and for the city. Much of the area between AL 202 and the Southern rail line is already zoned for commercial or industrial use.

- Increase business development along Clydesdale Avenue.** Clydesdale Avenue presents opportunities for offices, business support services, automotive businesses, construction and supply businesses, or some combination of these. Attention should be paid to the character of the street and private development within this district to assure it provides a pleasing entrance into West Anniston. An attractive streetscape with sidewalks on each side should be installed as private investment occurs. Simultaneously, wide driveways and parking areas that bleed seamlessly into the street should be corrected and access management guidelines established.

Access

In addition to currently proposed sidewalk, bicycle and other trail projects, the City of Anniston should pursue the following improvements to West Anniston's street network and pedestrian network. Figure 6 illustrates the access recommendations—new streets or extensions are shown in gray, street closures in red, greenways in dark green and on-street bicycle and pedestrian facilities in light green.



Figure 6 Access

- Simplify intersection of Clydesdale and West 10th Street.** The current intersection design is counter-intuitive, requiring traffic northbound on Clydesdale to briefly merge onto 10th Street and take a left at a signalized intersection to continue northward. It could be redesigned as a standard signalized T-intersection or a partial roundabout that allows traffic to flow slowly through the intersection without a traffic light.



- **Abandon segments of Boynton Avenue** and convert these into segments of a multiuse path as part of the proposed Snow Creek greenway. Several segments of Boynton Avenue are fronted by properties that fall completely within the floodplain and few properties along these blocks are currently developed. The 1700 and 1800 blocks of Boynton are built only partially within public right-of-way and contribute little to vehicular accessibility in the area.
- **Extend 21st Street** from the east side of the Chief Ladiga corridor westward to Dooley Street to improve access between West Anniston and Downtown/surrounding neighborhoods. This improvement would also create additional street frontage for undeveloped property in the area.
- **Connect the east and west sides of 13th Street** to improve access between West Anniston and Downtown. This improvement would also lend greater flexibility to reinvestment of the Chalkline site north of the recently constructed Department of Human Resources building.



Figure 7 Clydesdale Avenue extension

- **Extend Clydesdale to West 15th Street.** Connecting these two prominent commercial streets will provide easier access between the two business areas and to AL

202. The extension will require approval of the landowner, the Anniston Industrial Development Board, and coordination with the industry currently located on the IDB property.

- **Extend McDaniel Avenue south to West 10th Street.** This street extension would make McDaniel Avenue, which has one of only three crossings of the active Southern Rail line, a more valuable street for north-south access. Currently the street crosses the tracks and stops 200 ft shy of intersecting West 10th Street though the right-of-way continues to 10th Street. South of 10th Street, McDaniel can be realigned so that it merges into Zinn Parkway Drive, which then provides direct access to Highway 202.
- **Connect Cobb Avenue from 19th to 20th Streets.** There is currently a 250 ft gap between either end of Cobb Avenue on the north and south sides of the West 20th Street right-of-way. Extending Cobb would improve north-south accessibility. Alternatively, the two segments of Cobb could be interconnected with a bike-ped connector, as was done one block east to connect Dooley Avenue.
- **Connect Snow Creek Greenway to Chief Ladiga Trail.** There is currently an unconstructed right-of-way running west over 800 ft from Cooper Avenue toward Snow Creek. The right-of-way was originally platted for the construction of West 20th Street, which was constructed in pieces mostly out of the original right-of-way. An easement would be required on the south edge of the Blastcrete site adjacent to Snow Creek, otherwise the right-of-way is ideal for a multiuse path extending from Snow Creek to the Chief Ladiga trail route.

Parks, Recreation and Open Space

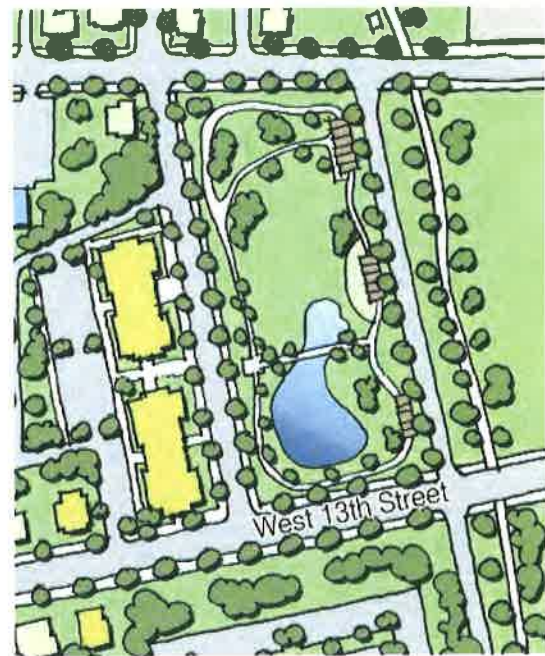
- Develop Snow Creek Greenway.** Utilizing flood prone property, a linear open space can be created that weaves through West Anniston and connects into the future Chief Ladiga Trail. The city has acquired property along the creek in the past and can get additional assistance from the US Army Corps of Engineers (USACE) and Federal Emergency Management Agency (FEMA) through their flood buyout programs. The greenway could include a multi-use trail, creek naturalization that provides water features along the route, and passive and active recreational spaces, including Lagarde Park, which is among the city properties in the Snow Creek floodplain.
- Improve Carver Park.** In concert with reinvestment at Cobb school, the City and ACS should convert Carver Park and adjacent public facilities into a unified campus with specific areas designated and improved for school use and others for community recreation.



- Construct West Anniston Wellness Park and Trail.** This funded project will be the first segment constructed as part of the overall Chief Ladiga Trail corridor through Anniston. The Wellness Park will extend from

14th to 18th Streets and will include walking paths and exercise stations. A trail will extend from the park, connecting the West 15th Street historic district, Cooper Homes, Cobb school and Carver Park.

- Develop Chalk Line Park.** On the remaining undeveloped portion of the Chalk Line site, there is room for a new park and new housing. Chalk Line Park would become an extension of the Wellness Park and Chief Ladiga Trail, a location where trail-goers, West Anniston residents and Downtown visitors congregate.



Land Use Plan

The following land use plan results from analysis of existing land uses, environmental conditions, available infrastructure, existing zoning, the community's overall vision and the principles illustrated in the Strategic Revitalization Concept.

Future Land Use Map

The Future Land Use map (see Figure 8) illustrates *generally* how different parts of West Anniston should function and relate to one another. It portrays a pattern of various activity centers, their relationships with each other and with residential areas. The essential functions of the West Anniston community—its various neighborhoods, institutions, business and industrial areas, parks and natural areas—are presented in the Future Land Use map. The land use categories indicated on the map *are not to be interpreted as zoning districts*, but rather as guidelines indicating desirable land use patterns for the city's continued development. The map is intended to:

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

The designation of land uses on the Future Land Use map should not be interpreted to propose, approve, deny nor preclude any specific action without full consideration of all policies, principles, standards or intentions expressed in this plan document and its implementing regulations.

Land Use and Development Principles

- **Like should face like.** Changes in land use should occur along alleys or rear lot lines so that one kind of use, such as housing, faces the same across a street. Major physical barriers like railroads and wide open space corridors are also appropriate locations for land use changes.
- **Focus development toward activity centers and corridors.** The mix of uses and intensity of development should be greatest around accessible "centers" or along important "corridors.". Further from these nodes of activity, the mix and intensity of development should decrease.
- **Buildings should front on and be oriented toward streets.** Properly sited buildings create a harmonious, walkable environment. Off-street parking should not be located between the fronts of buildings and the street, particularly in residential and local business areas. Buildings should have entrances that face the street.
- **Provide buffers between incompatible uses.** Buffers between incompatible uses typically include a setback (bufferyard), landscaping and/or a fence or wall. Buffers lessen nuisances (light, noise, etc.) that might otherwise infringe on the enjoyment of neighboring properties.
- **Relocate incompatible uses.** Over time the City should encourage the removal and/or relocation of incompatible uses to suitable locations identified in the Future Land Use Map, particularly heavy industries that located along the now abandoned rail corridor adjacent to Downtown.

Land Use Types and Characteristics

Open Space

These uses include privately held open space and recreation uses, public parks and greenways.

Residential Uses

- **Medium Density Residential uses** are single family detached, semi-attached and duplex housing on moderately sized lots (4-8 homes per acre).
- **High-density Residential uses** are single family attached, detached and multifamily housing (more than 8 units per acre) designated within or at the edges of the mixed-use, commercial and other strategic locations. These uses provide a logical transition between commercial and mixed-use activity centers and medium density residential uses beyond.

Commercial and Mixed Uses

- **General Commercial uses** include a variety of retail, dining, and personal service establishments, professional and building trade offices, automotive, and other commercial uses. They are concentrated primarily along Clydesdale Avenue.
- **Highway Commercial uses** include retail, dining, and lodging uses that rely on relatively high levels of commuter traffic. Commercial uses that are larger than would be appropriate and/or that generate levels of traffic that would be undesirable in a more central neighborhood location are also included. These uses may be developed as part of large commercial centers or individually.

- 6) Care should be taken to interconnect and harmonize with adjoining developments to create a sense of unity along a highway commercial corridor. This can be done through building heights, setbacks, landscaping, signage, and other design elements.

- **Commercial Mixed-Use areas** are intended to meet the daily “convenience” goods and service needs of local residents and may include dining and entertainment uses, multifamily dwellings (especially in upper stories), small offices and institutional uses. Entertainment uses should be limited to avoid nighttime conflicts with surrounding residences. Lodging may be limited to bed and breakfasts or similar accommodations. West 15th Street is the primary location for these uses.
- **Mixed-use areas** include retail, personal service, office, dining, entertainment, lodging, institutional, recreation and residential uses, all of which may be mixed horizontally or vertically within a district, development site or a building. These uses are located along the proposed Chief Ladiga trail, which upon its completion will open up a variety of reinvestment opportunities for the area. Redevelopment in this area should include buildings that face the trail and downtown area.

Guidelines for Mixed-use Areas

- Retail, dining and entertainment uses should be at street level in prominent locations; office and service uses should flank retail; residential uses, where developed, should be placed in upper stories and/or at the edges of the mixed-use area.
- Adjacent buildings should be similar in scale, height and configuration.

- Larger buildings should be divided into separate volumes and feature varied rooflines.
- Building heights typically should not exceed three stories.
- Buildings should face the street and be placed near the sidewalk, with all off-street parking situated to the sides and rear.
- Buildings and their entrances should be placed to support pedestrian circulation, so that pedestrians may walk along building fronts rather than along or across parking lots and driveways.
- Street intersections are important, and deserve taller structures. Parking, loading or service functions should not be placed near intersections.
- Building-mounted signs, including blade signs, are encouraged. Freestanding signs are less appropriate in a pedestrian-oriented mixed-use area, but if permitted should be monument type or otherwise lesser in height than highway-oriented signage.

Utilities

These uses include facilities operated by the City and utility companies for water, sewer, telecommunications and similar services. Current locations of these facilities are indicated on the Future Land Use Map.

Institutional Uses

Areas indicated on the Future Land Use Map represent locations of existing public and private institutions, including churches, schools, and government offices and facilities. For the purposes of this plan future institutional uses may be accommodated in other land use areas as the need for such facilities arises. Generally, institutional uses are most appropriate within or

at the edges of commercial and mixed-use areas.

Industrial Uses

- **Restricted Industrial uses** include offices, research and development parks, call centers, and light industrial complexes. Generally, manufacturing uses are not desired though some light manufacturing facilities may be appropriate. Because these uses tend to have a large number of employees and generate high traffic counts during the day, they should be located in areas that are accessible from major roads to avoid burdening local residential streets.
- **General Industrial uses** include a variety of industrial facilities, including manufacturing uses. As with Restricted Industrial uses, these facilities require access to major roads.

CPTED Principles

Crime Prevention Through Environmental Design (CPTED) principles should be integrated into the design of public and private developments to create a physical environment that is inhospitable to criminal activity. Implementation of these standards, which can be done in part through zoning and design standards, will support community policing and related public safety initiatives.

- **Natural Surveillance** deters crime by increasing opportunities in the urban environment for people to observe (consciously or not) activity in public or semi-public spaces where crime may occur. Increased visibility, often referred to as "eyes on the street," increases risks for potential criminals. Examples: front porches, windows that face the street, open spaces that are visible from the street and neighboring buildings.

- **Territorial Reinforcement** deters crime by emphasizing ownership, occupancy, and control over private spaces. It also includes operational considerations such as frequency of maintenance and promoting continuous activity to discourage would-be trespassers in both public and private spaces. Abandoned properties are magnets for undesirable activity. Buildings and properties, even if vacant, should be regularly tended to (i.e., broken windows get repaired, grass is cut regularly, and litter is removed).
- **Access Control** focuses on the distinction and management of passage between public and private space, such as locating entrances where they are easily surveillable and limiting the size or number of entrances and exits. It also includes the use of appropriately designed fences, gates, and other barriers to free passage.



CPTED Principles, Illustration: Metrolinx

Socioeconomic Revitalization Strategies

In the preceding chapter, physical improvements and changes to West Anniston that would support the development of the local economy, housing choice, infrastructure and quality of life were discussed. The following strategies are intended to help improve the lives of the *people* of West Anniston—to offer programs and services that will help West Annistonians, particularly those living in poverty, get around the obstacles that are commonly experienced by families in low-income neighborhoods.

According to 2007-2011 American Community Survey approximately 48% of those living in Census Tract 5—which makes up over 90% of the population in the West Anniston planning area—lived below the poverty line. Poverty level varies with the type of family and number of people and children within it. For example in 2011, \$11,484 represented the poverty line for individuals; \$14,657 for two-person families without children; and \$22,891 for a single-parent family with three children.

78% of the families in Census Tract 5 living under poverty level in 2011 were families with a female householder with children under 18 years and no husband present.

To increase opportunity fully in West Anniston it will be necessary to address the conditions of poverty experienced by approximately half of the community. To do so requires a comprehensive, holistic effort. The socioeconomic strategies most commonly pursued by communities and organizations to break the poverty cycle include:

- Reducing the education gap
- Improving food security and nutrition
- Securing and stabilizing the neighborhood environment
- Enhancing job access and readiness
- Improving access to health care
- Providing a variety of social support services tailored to the needs of the community

Child Development and Education

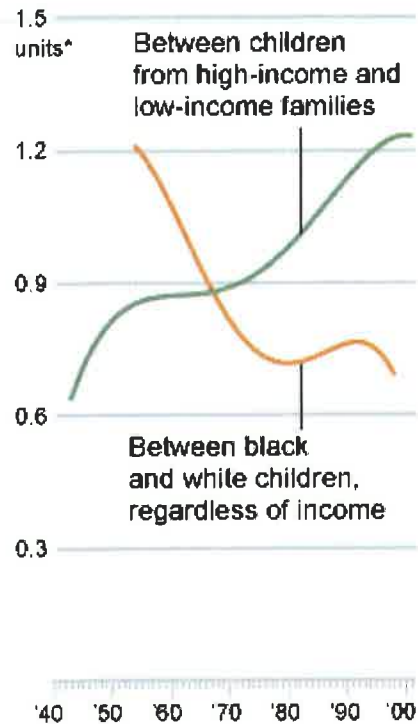
Child development and education are essential to increasing the ability of children in low-income communities to succeed economically later in life. Research indicates that children in low-income families tend to experience a variety of developmental difficulties more so than children in families with higher incomes: developmental delays, learning disabilities, shorter attention spans, and lower motivation. These developmental problems have a direct effect on their educational performance—lower achievement in reading and math, repeating grades, dropping out without diploma—and increase in intensity the longer their families experience poverty. To reduce the education gap and enable the children of West Anniston to thrive in school and achieve their future goals, the following strategies are recommended. Support from the Anniston Community Education Foundation, business community and other private and nonprofit organizations will be helpful in pursuing many of the following education initiatives.

Early Learning

Nationally, one-third of children in low-income communities enter kindergarten behind their peers. This indicates that the education gap becomes noticeable even before children enter elementary school. This is in part due to the developmental environment at home and limited access to quality preschool and child care services. In Anniston there are three publicly funded Head Start programs (Ayers, Constantine and Norwood) and one Early Head Start program (Norwood) all of which are administered by Cheaha Regional Head Start in Talladega. The Head Start (for ages three to five) and Early Head Start programs (for infants and toddlers) promote school readiness for children in low-income families through comprehensive educational, health, nutritional, and social services. The Head Start program is available for households meeting prescribed income levels. Also, Faith, Creativity and Achievement on Hannah Avenue is a child care center participating in the State of Alabama's First Class Pre-K Program. And there are numerous private child care facilities in Anniston. In the final community meeting, community participants ranked early learning as a top priority for improvement.

- **Head Start and Early Head Start Programs.** Encourage greater participation in existing Head Start and Early Head Start programs among West Anniston families. Monitor performance and improve existing programs as needed over time.
- **Private Early Learning Center.** Evaluate the need for development of a private/nonprofit early learning center to provide early learning and child care services for all pre-K ages regardless of household income.

Average difference in standardized reading test scores, by birth year of students



**A difference of one unit is roughly equal to the difference in test scores between a fifth grader and an eighth grader.*

Source: Sean F. Reardon, Stanford University

Public schools

Within the West Anniston planning area, children attending Anniston City Schools in kindergarten through fifth grade are zoned for Randolph Park, Constantine or Cobb Elementary Schools. Currently ACS is considering consolidation of a number of elementary schools to reduce costs amid declining enrollment. Cobb Elementary is among the elementary schools being considered for closing, which will send most Cobb students to Randolph Park. A part of ACS consolidation plans is the potential relocation of Anniston Middle School to the Cobb site in West Anniston; however, at the time of this plan, it is uncertain whether the middle school will in fact relocate to West Anniston.

- **Maintain an educational facility in the Core Area.** The possible closure of Cobb Elementary School will create a significant void in central West Anniston both physically and psychologically. Since Cobb High School was built in West Anniston, the “Cobb” name has been highly regarded in West Anniston and was mentioned as a “sacred cow” in community meetings.

Low enrollment is among several factors ACS is weighing to determine the fate of Cobb Elementary School. Enrollment can be increased at Cobb by redrawing school zone lines but this will reduce enrollment in other elementary schools. Because Cobb is one of the more modern elementary school facilities, this weighs in favor of its remaining open, though there are other issues that ACS must evaluate. Keeping the elementary school open will provide stability to the area though other educational uses of the property can also support West Anniston’s revitalization.

“Where schools truly become the centers of the community, great things happen...The money I spent in Chicago was arguably the best money I spent because it was so highly leveraged...it’s about partnership, collaborating and understanding what our kids need today to be successful.”

-Secretary of Education Arne Duncan and previous CEO of Chicago Public Schools

Moving the middle school to the Cobb site would maintain a public school presence in the area. Outdoor sports and recreation facilities could be located at Carver Park. Additional land owned by the City and the School Board along West 12th Street, just two

blocks to the southwest, could also be used for additional fields to serve the school.

Another option is the adaptive reuse of the Cobb school building as a “community school”. The building can be retooled for adult education, early learning facilities, community arts and cultural activities, and to house nonprofits and social service providers, all of which can pay towards ongoing maintenance costs. A similar approach may be considered for other elementary schools facing closure. Whether the elementary school remains open or is adaptively reused, some cosmetic improvements to the facility are warranted.

- **Develop an alternative, skills-based curriculum for high school students.** Many communities across the United States are providing alternative curriculums for students based around career interests. The intent of these programs is to prepare high school students to better meet the challenges of the changing economy. The career academy model, which was originally created forty years ago, accommodates students intending to enter the workforce on graduation and those bound for college. The business community can support the curriculum through internships and workplace learning.

Extracurricular Activities and Mentoring

Children, particularly those with working parents, need a safe, supportive environment in the hours after school and during summer breaks. For working parents, the need for after-school programs is a practical one—for child care. Extracurricular programs administered through public schools, churches, and private organizations like Boys & Girls Clubs of America provide those nurturing environments for children. Participation in these programs helps children develop interpersonal skills and gain a sense of accomplishment while staying “off the streets” and “out of trouble.” But for children in low income families, extracurricular activities can be too costly or too far away.



Extracurricular programs can include youth mentoring programs, in which children receive guidance from adult mentors such as a Big Brothers Big Sisters program. BBBS of Calhoun County, which is located at The Bridge (First United Methodist Church) in Downtown Anniston, is a remote program of the Northeast Alabama BBBS program located in Gadsden. Mentoring programs help children avoid risky behavior, grow in confidence and perform better in school.

- **Improve access to extracurricular activities.** This may include creating more programs in or near to West Anniston or expanding existing programs already available in the area. In community meetings

residents emphasized the need for transportation to existing programs outside of West Anniston.

- **Assure quality and variety among programs.** Extracurricular activities can offer not only a safe haven for children but also opportunities to grow individually. Having variety among programs—academics and tutoring, arts and music, athletic and recreation, cultural awareness and field trips—allow children to experience ideas and gain knowledge that help them define themselves in positive ways. Schools, community-based organizations and other providers can work together to devise varied programs, share resources and train staff and volunteers to provide consistent quality activities for children.

Parental Involvement

Increasing parental involvement in childhood development and education was a top concern listed by residents in community meetings. Parental involvement in the school life of children reduces behavioral problems and dropout rates, increases attendance and improves academic performance. In low-income families, common constraints for parents becoming more involved in their children’s education are transportation, health issues, and work conflicts. But parental involvement is not a problem exclusive to low-income families and is a challenge to communities and school systems nationwide. Schools that have been successful in increasing parental involvement have taken on the effort aggressively, not simply sending announcements home or posting fliers around school. Engaging community leaders, such as church pastors, has been beneficial in a number of these efforts. Community schools, as described previously, also are able to engage parents because of the presence of social

services and other programs within the school that parents are likely to interact with.

Carver Branch Library and Carver Community Center

The library and community center are important elements in providing an enriching environment for the youth of West Anniston. According to the West Anniston Community Survey, almost half of respondents indicated they never visit Carver Library and about 35% visit at least once a month or a few times a year. Respondents indicated that they visit other libraries more—about 53% visit other community libraries at least once a month or a few times each year while less than 1/3 never visit other libraries. This reveals there is some room to increase patronage at Carver Library, which is operated by the Anniston-Calhoun County Library System, possibly by adjusting hours of operation—the library is open from 9am to 5pm on weekdays and is closed on weekends. This schedule makes it very difficult for working parents and school age children to use the library.



The Carver Community Center hosts a variety of activities for youth throughout the year. Photo: Anniston Star

The Carver Community Center, operated by the City of Anniston Parks and Recreation Department, is more widely used than the library next door and according to the community survey is as popular among West Anniston residents as other community and recreational centers in the city. The center offers a variety of

activities and programs for young and old. Facilities at the center provide space for extracurricular programs for youth, community meeting space and a computer access. The center is a natural choice to host additional after-school and summer programs but may require expansion or improvement to handle a significant increase in activity.

The central location of the library and community center make both facilities, and Carver Park as well, easy to get to for residents on foot or by bike or car. This is important especially for older children, who visit the facilities without their parents.

Economic Development

Economic development is essential to the financial well-being of the community, many of whom struggle to earn a living wage compared to those in more affluent parts of the city. In addition to recruiting businesses and industries to the city overall, there should be a concerted effort to bring jobs to West Anniston, encourage entrepreneurs, and provide programs to improve the job-readiness of working age residents.

- **Provide access to workforce training opportunities.** Jacksonville State University, Gadsden State Community College/Ayers Campus, and the Calhoun County Career Technical Center represent potential partners in efforts to increase career skills for West Anniston residents from high school onward. As part of a statewide initiative to improve Alabama's labor pool and draw jobs to the state, the Alabama Community College System, together with public and private partners, has created its Workforce program for career technical education. The program works in tandem with business interests, represented in part by ten regional Workforce Development Councils, assuring that skills education is

suiting to Alabama's existing and emerging industries. Calhoun County is represented by the Region 5 council.



Gadsden State Community College, Ayers Campus in Anniston. Photo: Anniston Star

- Extend resources and incentives for entrepreneurial development.** In community meetings, residents expressed great pride in the number of local businesses that have emerged in West Anniston over the years. Meeting participants likewise were enthusiastic for renewed investment in the historic business district along West 15th Street, imagining a cluster of art galleries, restaurants, and other businesses that reflect the culture and heritage of West Anniston. The City currently provides various incentives to assist individuals with new business start-ups. Information about federal, state and local business incentives should be shared with interested audiences as part of the city's economic development program. The city and private partners may further such efforts by providing space for a small business incubator. Cities have had varied experiences with business incubators and these should be researched to identify an appropriate model for use in West Anniston. Recently, retail development organizations have been using "pop-up shops" to feature start-up retail businesses in temporary spaces.
- Host special events on West 15th Street.** Together local businesses and

community organizations can increase interest and activity in West Anniston's historic business district by holding recurring special events that bring together residents and visitors and showcase local businesses. Promotion is a key component of the national Main Street program, which is focused on economic development in the context of historic preservation. The intent is to raise awareness of the local business offerings, increase the interest and comfort of residents and visitors, and create regular traffic in the area.

Public Safety

Reducing crime and improving public safety, both real and perceived, are essential to improving the lives of current residents and creating a more hospitable environment for investment.

- Establish a community policing program.** Community policing is an approach to improving public safety that relies on collaboration between law enforcement agencies and the community. These programs can take on different shapes based upon the specific needs of the community but all typically emphasize proactive problem-solving, as opposed to reacting to crime only after it occurs.



As in many community policing programs, efforts to improve and maintain trust between West Anniston residents and law enforcement agencies should be included. Citizen patrol programs are also used as part of community policing efforts but their success depends on the training and level of commitment of volunteers from the neighborhood.

- Focus law enforcement actions.** Utilizing input from residents, business and property owners in addition to historical records, the Anniston Police Department can identify crime hot spots and develop proactive strategies to reduce crime in areas where criminal activity appears to be clustered. Hot spot policing has been found to be effective in small areas without displacing criminal activity to other locations. CPTED principles, as described previously, can also be useful in making hot spots less accommodating to would-be criminals; for example by improving lighting, restricting access; and increasing legitimate activity.
- Provide strong, consistent code enforcement.** Vacant and abandoned properties tend to attract criminal activity because they are unattended, which, for would-be criminals, reduces their risk of being noticed. This also can be the case for buildings and properties that are only occupied at certain times, particularly when they are not well-maintained. This is related to the “broken windows” theory, which suggests that places where broken windows (and other maintenance issues) go unrepaired reflect a lack of concern, which encourages vandalism and other petty crimes. Continued deterioration can attract more serious criminal behavior while also increasing the chances of building safety issues. To address these problems, an aggressive code enforcement program should be launched by the City of Anniston.



Code enforcement activities encourage property owners to maintain property and buildings in a safe orderly condition by setting financial penalties for violations that go uncorrected. Absentee owners are a common problem for code enforcement activities because penalties and abatement costs incurred by the city go unpaid. These usually become liens on the property. Heavily dilapidated buildings may be condemned and demolished by the City, which can result in a demolition lien. Nuisance abatement and demolition liens, if unpaid, can become a constraint to reinvestment by a new owner. Given that reinvestment is an essential aim of this plan, the City of Anniston should have an appropriate policy to waive or reduce liens when abandoned properties are acquired for reinvestment.

Quality of Life

Quality of life manifests in many different ways and overlaps with education, economic development, and safety, as already discussed. Most of the following efforts to improve the lives of West Anniston residents will likely be taken on community organizations with support, where appropriate from the City and other public agencies.



- Provide community education programs.** Community education programs include financial, parenting and family, nutrition and other educational services to strengthen low-income families. Financial education programs help families manage their finances by providing instruction on banking and savings accounts, car and home purchases, investments, and tax programs. Parenting and family education provides instruction to create stable, nurturing family environments for children, including programs specifically designed for young parents and single parents. Nutrition programs emphasize the importance of healthy food choices, particularly for growing children, whose early development and school achievement can be negatively impacted by poor nutrition.

- Increase access to healthy foods.** In West Anniston there are no permanent retail businesses that offer fresh produce and other healthy foods. This problem exists in many lower-income communities throughout the United States and such areas have become known as 'food deserts.'



This map by the USDA and CDC identifies census tracts in which at least 500 people and/or at least 33 percent of the census tract's population must reside more than one mile from a supermarket or large grocery store. Census Tract 4, representing the central West Anniston, is Calhoun County's only census tract designated as a food desert.

Because supermarkets and other major grocers that offer nutritious foods determine their locations based upon demographic factors, areas with lower median incomes tend not to have these types of businesses. Instead, retail food purchases are often limited to gas stations, convenience stores and discount stores, which carry primarily processed foods, many of which are high in preservatives, fat and sugar content. Fringe food retailers also typically mark-up the cost of food items because of the lack of competition in an area. When fruits and vegetables are sold in a gas station or convenience store, it is more expensive than prices in a standard supermarket. These factors contribute to poor nutrition among low-income families that can ultimately lead to obesity, heart disease and other health issues.



Ways to increase access to whole grain foods and fresh produce include incentives to attract food retailers to the area, farmers' markets, and community gardens. Some communities have had success working with existing food retailers to increase availability and affordability of fresh and healthy foods. Local food production initiatives, including urban farming programs, have also been pursued in some cities to increase availability of healthy foods. Because of the low cost associated with community gardens, this strategy can be implemented relatively easily in West Anniston. However, because of the potential for soil contamination, community gardens in affected areas of the community should use raised beds or planters. Another possible issue with community garden programs is local commitment to maintain the program over time.

- **Support arts and cultural development.** Fostering arts and culture in West Anniston can have both social and economic benefits. Exposure to arts and culture both inside and outside the neighborhood can advance the intellectual and emotional development of children and expand their world view. This can also encourage artistically-inclined youth to express themselves in positive ways and perhaps pursue careers in the arts they might not have otherwise. Increased interest and awareness of arts and culture can also

lead to business development opportunities, especially when aligned with entrepreneurial development initiatives that may be undertaken by the City.



Local factory worker-turned-artist John Will Davis painted the West 15th Street mural, which represents the rich history of the community. Photo: Anniston Star

- **Host community events.** Community events help strengthen pride among residents and an overall sense of unity. They offer opportunities to celebrate the community's heritage and achievements and can be used to promote local businesses and community organizations.



- **Ensure access to medical care.** Access to quality, affordable health care is often difficult for residents in lower-income communities. Low-income families are generally able to access health care for acute episodes or emergencies but find it more difficult to obtain ongoing, preventative care, which is necessary to improving overall

health in families and avoiding or minimizing impacts of major illnesses, including the financial impacts caused by loss of work due to illness.



A settlement that arose from PCB contamination lawsuits created two medical clinics to serve claimants from West Anniston—one for adults (Quality of Life Health Services, Inc.) and another pediatric clinic. The settlement funded the two clinics for ten years and it is not known whether or how the clinics will be able to continue serving West Anniston residents in the same capacity. Efforts should be made to find a sustained funding mechanism to continue providing medical services, both of which are located in nearby Downtown Anniston.

Implementation

The sustained revitalization of West Anniston will require a committed, holistic effort—the problems present in the community today did not happen over night and it will take time and persistence to overcome them. The causes of community issues are also complicated and must be addressed from many different perspectives to have lasting effect. With only limited resources, public and private partners must act collaboratively and strategically. They must pool their resources to accomplish larger tasks and invest carefully, focusing funds into efforts and projects that are likely to have a ripple effect, creating positive change beyond the physical boundaries of a building project, for example.

Implementation of the plan will also require building capacity among nonprofit and community organizations for them to be more effective in their own missions as well as in taking actions in support of this plan. In some cases this may require re-organization. This may entail the dissolution or combining of some groups or even the creation of new ones.

A United Effort

An important early effort in the long-term revitalization of West Anniston is the creation of a more formal partnership between the City, Housing Authority and City School System, as well as numerous churches, nonprofits and business entities. This can be accomplished through a Memorandum of Understanding. Signing on to the agreement should not bind any organization to a specific action or financial commitment. Instead it creates the expectation that each organization will continue to plan, share information and work collectively. This helps prevent conflicts occurring between multiple agencies that can consume time and resources unnecessarily. But for the partnership

to be successful, a lead partner must be established. This would likely be the City of Anniston, as it has the most diverse responsibilities to the community, as well as the broadest powers and resources to bring to bear.

Involving Local Churches

Local churches play an important role in the lives of residents and together they can support the revitalization of West Anniston in a variety of ways. In nearby Birmingham, Bethel-Ensley Action Task (BEAT) was an organization founded by Bethel AME pastor Ron Norad in 1991. BEAT, with assistance from the City of Birmingham, the Tuesday Group (a team of local volunteer architects) and private businesses, built 36 houses in the Ensley neighborhood of Sandy Bottom. More recently in Birmingham, the Church of the Highlands built its inner-city outreach and missions hub The Dream Center in the Woodlawn community. Outreach operations include the Christ Health Center, monthly community events, after-school activities and highly-organized “serve” days in which volunteers from across the city convene to assist with home repairs, clean-up, lawn work and community projects.

Work Plan

This master plan may be used as a foundation for establishing a unified work plan to be followed by the partners over the coming years. The work plan should establish goals for the partnership to achieve within a 3-5 year timeframe and the plan updated every three years to reflect progress and confirm priorities for the next several years.

The revitalization partnership's work plan should be used by each public agency and private partner to budget funds annually to support West Anniston initiatives. Staff from each agency are tasked with action items within the work plan, often working together to tackle larger or complicated projects.

Track Progress

The revitalization partnership should meet at least annually to review progress on plan initiatives. Designated staff of the City, ACS and AHA staff would maintain records and prepare materials for reviews with one designated staffer responsible for coordinating meetings and compiling information from all partners.

Resources and Tools

Local funding, even with the combined effort of the City of Anniston, school system and housing authority, is limited. Not only will these agencies and their community partners need to act strategically—setting priorities and implementing the plan incrementally as funding allows, it will also be necessary to find and leverage outside funding. The following is a description of some of the major funding sources and tools that can be brought to bear in implementing the West Anniston plan.

Federal Programs. The US Federal government has a multitude of programs and funding sources that may be tapped to support West Anniston's revitalization, including the recently created Promise Zone initiative, which is a collaborative program involving the Departments of Education, Housing and Urban Development, Justice and Agriculture. The American Recovery and Reinvestment Act of 2009 created new types of tax-exempt and qualified tax credit bonds that may be used by local governments in designated Recovery Zones. The West 15th Street commercial area and portions of Clydesdale Avenue are both

located in a designated "Empowerment Zone" while the remainder of the community is designated as a "Priority Zone." See Figure 9. Both FEMA and the US Army Corps of Engineers have programs available to assist with flood mitigation efforts, including funding to acquire private property in flood prone areas.

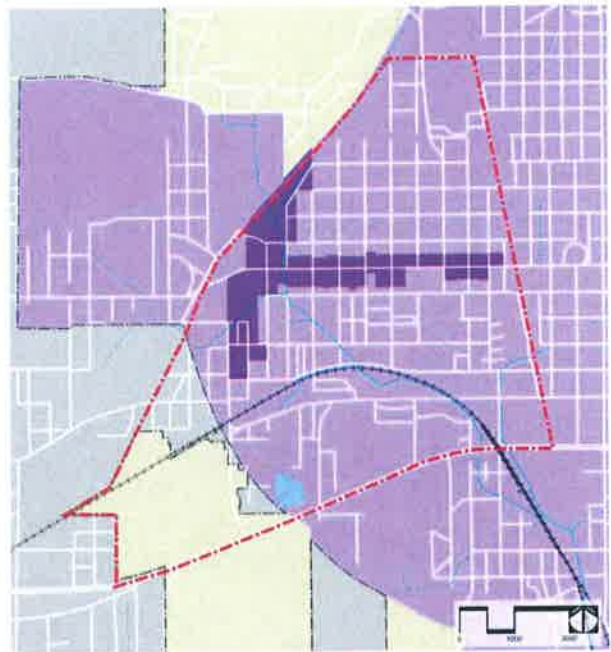


Figure 9 Economic Recovery Zones

The City of Anniston is an "entitlement community" and receives annual grants from HUD's CDBG program. The Entitlement Communities program provides funding that can be used for projects and programs to improve living conditions and economic opportunities for low- and moderate-income communities.

The New Market Tax Credits program administered by the Department of the Treasury is another source of funds for development projects in low-income communities.

Transportation funds. Through the Calhoun Area Metropolitan Planning Organization federal and state transportation funds may be obtained to assist with street construction and improvements, streetscape and bike-ped enhancements and off-street trails. The Alabama

Department of Economic and Community Affairs (ADECA) also offers funding that can be used for development of recreational trails.

Housing funds. Through the US Department of Housing and Urban Development there are federal and state funding sources available to help public and private housing developers build quality affordable housing in West Anniston. These include Low Income Housing Tax Credits (LIHTC), NSP, CDBG and HOME funds, among others. The Alabama Housing Finance Authority disburses LIHTC and other funding resources annually through a competitive process. The City can help increase the competitiveness of AHFA applications by providing local HOME fund matches to priority projects.

Older homes in West Anniston and lower income communities throughout the United States do not measure up well with the energy efficiency of contemporary homes. Many for example have little or no insulation, leaky pipes, inadequate wiring and no central heating and air systems. These deficiencies drive up utility costs for households and can cause safety issues. Funding assistance is available through ADECA to improve energy efficiency of existing homes and reduce utilities costs for low-income households. These improvements have high-up front costs but can be important long-term savings for families.

Redevelopment district. These are areas designated by local ordinance in accordance with Section 24-3 of the Alabama State Code, which provides city governments and housing authorities specific powers necessary to support redevelopment and reduce blight, including the acquisition and conveyance of property for affordable housing and other public purposes. The designation of a redevelopment district can also be of benefit in seeking funds from state and federal agencies.

Private and nonprofit housing developers.

These range from local nonprofit Community Housing Development Organizations (CHDOs) to regional and national development companies focused on workforce and affordable housing. A number of private housing developers are active in Alabama who work frequently with CHDOs and public housing authorities to assist those organizations in planning, acquiring funding assistance and building affordable housing.

Builders of Hope

Builders of Hope is a national nonprofit housing developer that specializes in energy-efficient workforce housing. Centered in North Carolina, BOH has offices throughout the Southeast US. Their approach focuses on rehabilitation of existing homes, including relocated homes, for which they have developed their "Extreme Green Rehabilitation" process.



Land banking. There are an abundance of tax delinquent, vacant and abandoned properties in West Anniston, many with title and lean issues that deter private investors. The City may acquire tax delinquent properties through the Alabama Department of Revenue and provide marketable title to properties with complex liens and ownership histories.

Community organizations. There are several private foundations and nonprofit organizations active in West Anniston and surrounding area that may have important roles in the revitalization process, some of these were created as a result of EPA consent decrees. Existing organizations include the West Anniston Foundation, Anniston Community Education Foundation, the Community Foundation of Northeast Alabama, Calhoun County CDC, West Anniston CDC, West Anniston Community Advisory Group, and Tolbert Healthcare.

Private funding. Philanthropic foundations, endowments and banks can offer much needed private funding resources to public and nonprofit agencies. Local banks provide funding for revitalization efforts through their Community Reinvestment Act (CRA) programs. National and local foundations, such as the Surdna, Charles Stewart Mott, John S. and James L. Knight, and Kresge Foundations and the Community Foundation of Northeast Alabama can provide grants to support social service programs, arts and cultural activities and development projects.

Citi Foundation

The Citi Foundation, created by the multinational financial services corporation Citigroup, Inc., seeks successful neighborhood revitalization programs and invests in them, increasing the flow of capital to low-income communities to develop or preserve affordable housing, rehabilitate commercial corridors, and develop community facilities that create a foundation for economic opportunity and neighborhood stability. City Foundation also helps build capacity of community development organizations to drive investment into the neighborhoods they serve.

More recently, crowdfunding has become a popular way to privately finance small and large projects alike. *Kickstarter* is one of a number of web-based crowdfunding platforms that allows project creators to gather money from the public.

Historic Preservation Tax Credits. Federal income tax credits have been available for renovation of historic buildings since 1986. Recently the State of Alabama, which had previously provided tax credits for renovating income-producing properties, expanded this program to offer tax credits for rehabilitation of residential properties as well. Currently suppressed property values in West Anniston will likely require combining state preservation tax credits with other funding assistance, such as CDBG funds, to make rehabilitation of modest West Anniston homes more financially feasible.

Zoning ordinance and development regulations. The City's Zoning Ordinance is a tool used to implement Anniston's land use planning policies. Residential areas within the planning area are zoned R3 (see Figure 10), which allows a variety of residential types. This has allowed the construction of multifamily developments in the midst of detached single family blocks, which in most cases has had a negative impact on surrounding homes. The R3 District also requires a 30-foot front yard setback, which is inconsistent with prevailing conditions throughout West Anniston. These and other regulations within the zoning ordinance should be reviewed for consistency with this plan and modifications made to better support new investment while assuring protection for existing housing investments.

Likewise, the City's subdivision regulations should be reviewed and changes made as necessary, particularly with respect to minimizing fees and streamlining review procedures for resubdivisions to accommodate combining of

lots or rectify issues with lots without street frontage.

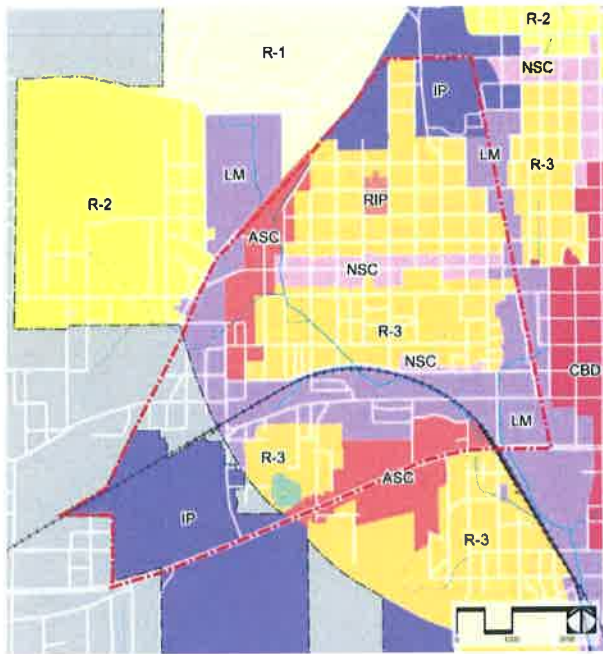


Figure 10 Zoning Map

Implementation Matrix

The following matrix documents the strategies and actions proposed in the West Anniston Plan together with recommendations on timing, potential funding sources and likely lead and supporting partners. Recommended lead partners are indicated in bold.

This plan has a relatively long time frame, though some already proposed projects will be completed relatively soon in the plan's overall horizon. It is important to emphasize, especially to the community, that the revitalization process is a long-term effort and that change will be incremental. This requires patience and persistence, both from residents yearning for change and those who have taken on the responsibility to make changes happen.

Priorities have been assigned representing a synthesis of the community's priorities, availability of funding, partnership expectations and other factors. Short term actions represent

those efforts that: 1) should happen right away, 2) will be low cost and easy to accomplish or 3) are part of a larger strategy and need to be initiated soon in order for other components of the strategy to be completed in a timely manner later. Short term actions should be initiated and in process within the first three or so years. Medium-term (under way or complete within 6 years) and long-term actions (more than 6 years out) are those that will take longer or will be more expensive to accomplish or are considered to be somewhat less urgent in nature. Ongoing actions are programs or efforts that continue over time, in contrast to "capital improvements," or physical projects that are considered complete when construction ends.

Early wins are important. Even very small projects that can be accomplished early on will generate excitement in the community, build hope and maintain trust in the community that private and public partners are committed. They can also indicate to funders that local partners are able to work together successfully. Each year there should be some visible accomplishment to maintain enthusiasm for the long term endeavor of revitalizing West Anniston.

Resources are organizations, information or funding sources that can be used to implement a plan action. The resources listed are not intended to be exhaustive but to provide examples of programs and funds commonly used to support the corresponding actions.

Refer to the Glossary for a definition of the acronyms used in the matrix.



Objective	Action	Partners	Priority	Resources
	Immediate (within 1 year)	Short-term (1-3 years)	Mid-term (4-6 years)	Long-term (7-10 years)
General	Develop and sign partnership agreement	City, ACS, AHA, local churches, nonprofit/community organizations, etc.	Immediate	n/a
	Recruit partners from business community	all partners	Immediate	n/a
	Develop Work Plan for next 3-5 years	all partners	Immediate	n/a
	Update development regulations	City/Planning & Inspections	Short	City operational funds
Housing	Redevelop Cooper Homes	AHA, City	Short	HUD (direct funding), LIHTC, HOME funds, state tax credits
	Establish land bank and begin acquisition of abandoned and tax delinquent properties	City, AHA	Immediate / ongoing	ALDOR, AL Land Bank Authority, NSP
	Relocate homes in contaminated and flood prone areas	Homeowners, City, AHA, housing developers	Mid/ ongoing	EPA, FEMA
	Dissolve "landlocked" properties into adjoining lots	Property owners, City/Planning Commission	Long	Local land bank
	Convert "landlocked" properties into common areas	Property owners, City/Planning Commission, local CDC	Long	Local land bank
	Develop housing/mixed-use facing Downtown	Private developer, City	Long	NMTC, LIHTC
Education and Child Development	Expand and enhance existing Head Start Programs	Cheaha Regional Head Start, City, ACS, AHA, nonprofit/community organizations	Short	ACF (USDHHS), foundations
	Evaluate opportunities for private early learning facility	City, ACS, nonprofit/community organizations, Community Foundation	Immediate	USDE, private funding/ foundations
	Develop alternative, skills-based high school curriculum	ACS, business community, nonprofit/community organizations	Mid	USDE, Promise Neighborhoods

Objective	Action	Partners	Priority	Resources
	Immediate (within 1 year)	Short-term (1-3 years)	Mid-term (4-6 years)	Long-term (7-10 years)
	Maintain public educational facility at Cobb school (including potential "community school")	ACS, City, AHA, nonprofit/community organizations, Community Foundation	Short/ongoing	Race to the Top Competition, School Improvement Grants, Promise Neighborhoods, ACS, private funding/foundations
	Improve access to extracurricular activities	ACS, City, BBBS of Calhoun County, nonprofit/community organizations,, local churches, Community Foundation	Short	21 st Century Community Learning Centers (USDE), USDHHS, CSBG, USDJ, private funding/foundations
	Assure quality and variety among programs	ACS, City, BBBS of Calhoun County, nonprofit/community organizations, local churches, Community Foundation	Ongoing	USDE, USDHHS, CSBG, USDJ, private funding/foundations
	Increase parental involvement	ACS, nonprofit/community organizations, local churches	Ongoing	USDE, USDHHS, private funding/foundations
Environmental	Acquire flood prone properties	City/land bank	Short/ongoing	FEMA, USACE
	Increase capacity of Snow Creek for stormwater	City	Mid	FEMA, USACE, EPA
	Continue PCB remediation	Monsanto/Eastman, City, EPA, CAG	Ongoing	EPA, consent decree funds
	Evaluate phytoremediation for PCBs in select sites	Monsanto/Eastman, City, EPA, CAG	Short	EPA, consent decree funds
Economic Development	Financial resources for business start-ups and expansion	City, Calhoun County EDC, EARPDC	Short/ongoing	EARPDC RLF
	Entrepreneur/incubator program	City, Calhoun County EDC, AHA, EARPDC, Calhoun Area Chamber	Mid	SBA, ARC, Community Action Agency/CSBG
	Gateway and streetscape improvements (West 15 th St. and Clydesdale Ave.)	City	Mid	City capital improvements funds, MPO funds, CDBG

Objective	Action	Partners	Priority	Resources
	Immediate (within 1 year)	Short-term (1-3 years)	Mid-term (4-6 years)	Long-term (7-10 years)
	Business and industrial recruitment (AL 202 corridor)	City, Calhoun Area Chamber, Calhoun County EDC, IDB	Ongoing	Alabama EIDA
	Provide access to workforce training	ACS, City, Jacksonville State, Calhoun County Career Tech. Center, Gadsden State	Ongoing	Workforce Development Council
	Business promotional events (W. 15 th Street)	City, WEF, Calhoun Area Chamber, Spirit of Anniston	Ongoing	Private funding/foundations
Public Safety	Establish community policing program	APD, District Attorney, AHA, nonprofit/community organizations, local churches	Immediate	USDJ
	Focus law enforcement actions	APD, District Attorney, nonprofit/community organizations	Ongoing	APD operational funds
	Provide strong, consistent code enforcement	City/Planning & Inspections, Police Dept.	Ongoing	City operational funds, HUD/CDBG
	Incorporate CPTED principles into zoning standards	City/Planning & Inspections	Mid	City operational funds
Infrastructure	Simplify intersection of Clydesdale and West 10 th St	City	Mid	City capital improvements funds
	Abandon segments of Boynton Ave.	City /Public Works	Short	n/a
	Extend 21 st Street	City	Long	City capital improvements funds, MPO funds, CDBG
	Connect 13 th Street	City	Mid	City capital improvements funds, MPO funds, CDBG
	Extend Clydesdale to West 15 th St.	City, IDB	Mid	City capital improvements funds, MPO funds, CDBG
	Extend McDaniel Ave. to West 10 th St.	City	Mid	City capital improvements funds, MPO funds, CDBG
	Connect Cobb Avenue from 19 th to 20 th Streets	City	Mid	City capital improvements funds, MPO funds, CDBG

Objective	Action	Partners	Priority	Resources
	Immediate (within 1 year)	Short-term (1-3 years)	Mid-term (4-6 years)	Long-term (7-10 years)
Parks, Open Space and Community Facilities	Snow Creek Greenway	City	Mid	City capital improvements funds, MPO funds, LWCF, RTP, ARC
	Snow Creek Greenway connector to Chief Ladiga	City	Long	City capital improvements funds, MPO funds, RTP, ARC
	Improve Carver Park	City, ACS	Mid	City capital improvements funds, LWCF, CDBG
	Construct West Anniston Wellness Park and Trail	City	Short	City capital improvements funds, CDBG
	Develop Chalk Line Park	City	Long	City capital improvements funds, LWCF, CDBG
	Increase use of Carver Branch Library, improve/update facility	Anniston-Calhoun County Library System	Mid	ALA grants/ fellowships, private funding/ foundations
	Improve/update Carver Community Center	City/ Parks and Recreation	Mid	CDBG, private funding/ foundations
Quality of Life	Provide community education programs	WEF, City, ACS, nonprofit/community organizations	Ongoing	CSBG, CDC, private funding/ foundations
	Increase access to healthy foods through local businesses and community gardens	City, nonprofit/community organizations, Calhoun County Health Dept.	Ongoing	(US) CDC, USDHHS, USDA
	Ensure access to medical care	Calhoun County Health Dept., Tolbert Clinic, City, nonprofit/community organizations, local churches	Ongoing	HTPCP, Community-Based Long-Term Services & Supports (Medicaid), CHIP, private funding/ foundations
	Support arts and cultural development	Longleaf Arts Council, City, nonprofit/community organizations, ACS	Ongoing	State Council on the Arts, private funding/ foundations
	Host community events	Nonprofit/community organizations and local churches, City, ACS, AHA	Ongoing	Private funding, City, ACS, AHA

Getting Started

The City and its partners over the next three years should focus on the following efforts to fully initiate the implementation of this plan:

- Prepare and execute Revitalization Partnership agreement with City, ACS, AHA and community and business supporters
- Construct the West Anniston Wellness Park and Trail
- Develop a plan for continued use of and renovation of Cobb school, seeking federal and private funds as needed
- Prepare a master plan and obtain funding for the redevelopment of Cooper Homes
- Apply for funding through FEMA and/or USACE to begin process of acquiring flood prone properties
- Set up City land banking program and begin acquisition of properties from ALDOR that are more than five years tax delinquent
- Convene APD officials and community stakeholders to begin process of creating a community policing program
- Seek funding to bolster and sustain social service programs, particularly education-related programs

Glossary

ACF	Administration for Children and Families, USDHHS
ACS	Anniston City Schools
ADECA	Alabama Department of Economic and Community Affairs
AHA	Anniston Housing Authority
ALA	American Library Association
ALDOR	Alabama Department of Revenue
APD	Anniston Police Department
ARC	Appalachian Regional Commission
BBBS	Big Brothers Big Sisters, Calhoun County

CAG	Community Advisory Group, West Anniston
CDBG	Community Development Block Grant
CDC (local)	Community Development Corporation
CDC (US)	Centers for Disease Control and Prevention
CHIP	Children's Health Insurance Program
CSBG	Community Service Block Grant
EARPDC	East Alabama Regional Planning and Development Commission
EIDA	Economic and Industrial Development Agency, Alabama
EDC	Economic Development Council, Calhoun County
EPA	Environmental Protection Agency
FEMA	Federal Emergency Management Agency
HOME	HOME Investment Partnerships Program, HUD
HTPCP	Healthy Tomorrows Partnership for Children Program, USDHHS
HUD	United States Department of Housing and Urban Development
IDB	Industrial Development Board, Anniston
LIHTC	Low Income Housing Tax Credits
LWCF	Land and Water Conservation Fund
MPO	Metropolitan Planning Organization, Calhoun Area
NMTC	New Market Tax Credits
NSP	Neighborhood Stabilization Program, HUD
RLF	Revolving Loan Fund
RTP	Recreational Trails Program
SBA	United States Small Business Administration
USACE	United States Army Corps of Engineers
USDA	United States Department of Agriculture
USDE	United States Department of Education
USDHHS	United States Department of Health and Human Services
USDJ	United States Department of Justice

