

Thanks to the following people for their support in making this panel possible:

- The Honorable William Bell, Mayor
- Andre Bittas, Department of Planning, Engineering & Permits
- Phil Amthor, Department of Community Development
- Denise Bell, Department of Planning, Engineering & Permits
- April Odom & Don Lupo, Mayor's Office
- Cathy Sloss Jones, ULI Birmingham
- David Fleming, REV Birmingham



Birmingham, Alabama

Leveraging the Civil Rights District's Assets

The Rose Center
FOR PUBLIC LEADERSHIP

NATIONAL
LEAGUE
of CITIES



Urban Land
Institute

Mission:

To encourage and support excellence in land use decision making.

“We should all be open-minded and constantly learning.”

--Daniel Rose



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FOR PUBLIC LEADERSHIP

NATIONAL
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of CITIES |  Urban Land
Institute

Mission:

Helping city leaders build better communities

Elected officials and staff from more than 19,000 US cities, towns and villages are members of NLC or its 49 state municipal leagues





Urban Land Institute

Mission:

Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

36,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects, Designers and Consultants
- Public officials
- Academics



Rose Center Programming



- Policy & Practice Forums
- Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences

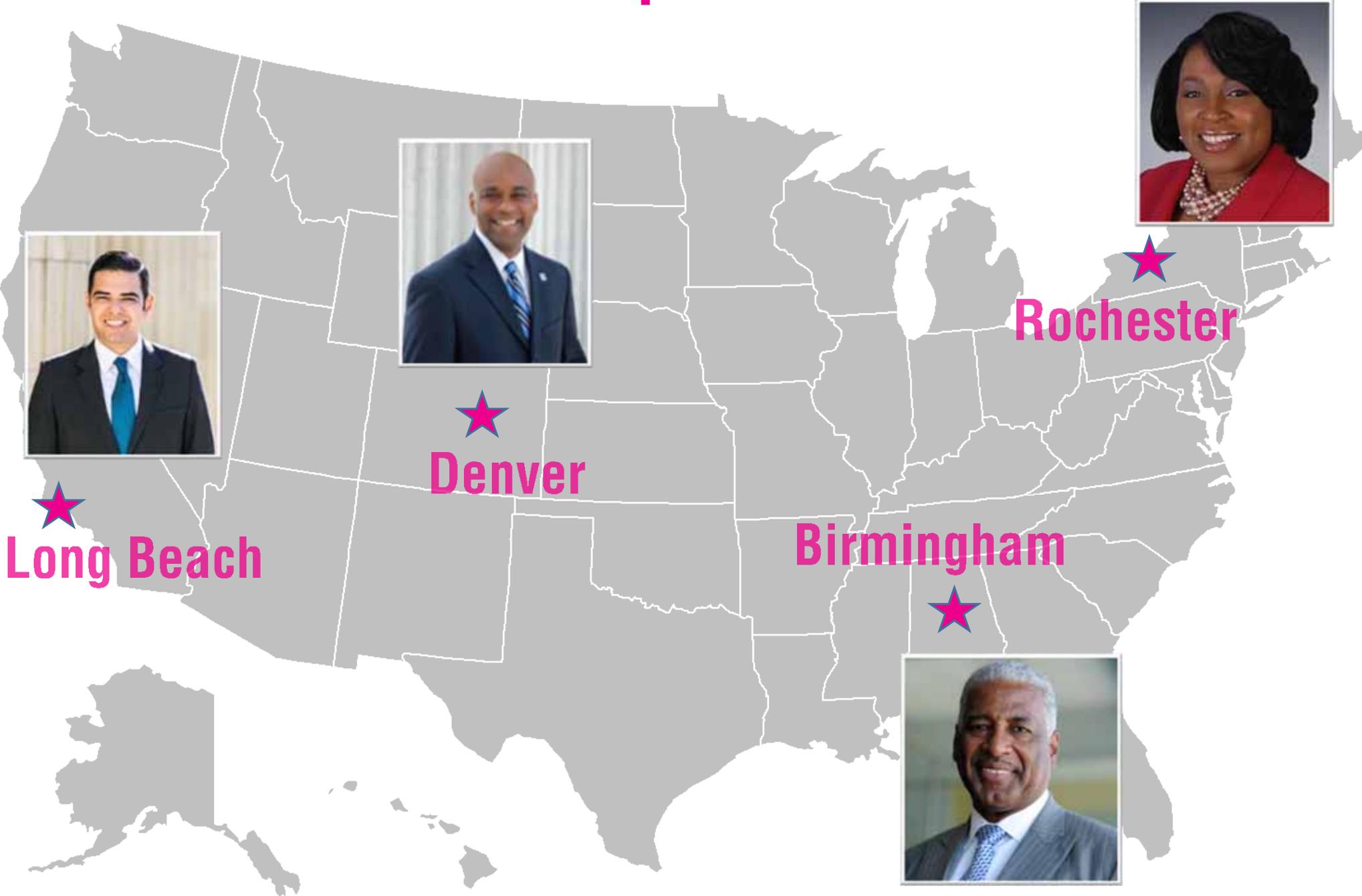


- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- Participating cities to date:
Austin, Boston, Charlotte, Detroit, Hartford, Honolulu, Houston, Indianapolis, Kansas City, Louisville, Memphis, Minneapolis, Nashville, Oakland, Omaha, Philadelphia, Phoenix, Pittsburgh, Portland, Providence, Sacramento, Seattle, Tacoma & Tampa



Daniel Rose Fellowship: alumni mayors

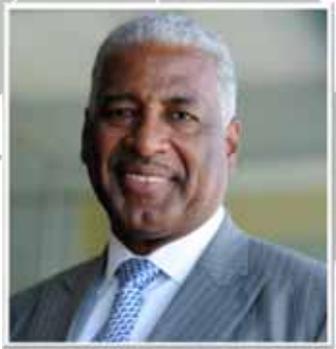
Daniel Rose Fellowship: class of 2016



★
Long Beach



★
Denver



★
Birmingham



★
Rochester

City Study Visits

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city



The Panel



The Panel

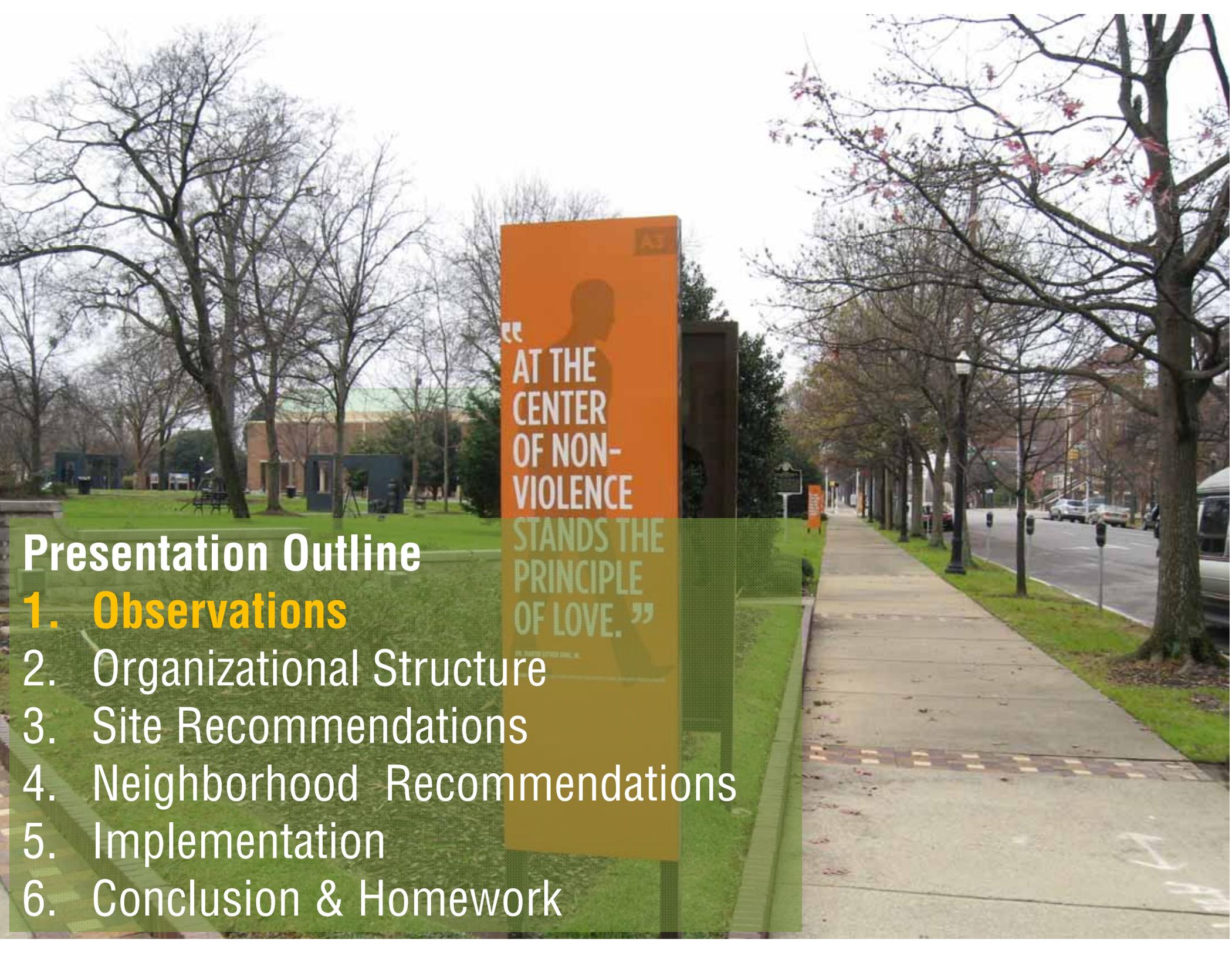
- **Co-Chair:** Carlton Brown, Direct Invest Development, New York, NY
- **Co-Chair:** Ashley O'Connor, AECOM, Arlington, VA
- Cissy Anklam, Museum Concepts, Clinton, MS
- Anne DaSilva Tella, Department of Neighborhood and Business Development, City of Rochester, NY (Rose Fellow)
- Adam Gelter, 3CDC, Cincinnati, OH
- Hon. Christopher Herndon, City Council President, City of Denver, CO (Rose Fellow)
- Bryan C. Lee, Jr., Arts Council of New Orleans, LA
- Linda Tatum, Department of Development Services, City of Long Beach, CA (Rose Fellow)
- Ashley Wilson, National Trust for Historic Preservation, Washington, DC

A photograph of a building with a prominent sign. The sign is a tall, dark, vertical structure with a circular top containing the text "A.G. GASTON" in red. The building is made of red brick and has a dark roof. There are bare trees in the background and a street lamp on the left. The overall scene is outdoors during the day.

A.G.
GASTON

The Challenge

How can Birmingham leverage the assets of its Civil Rights District to promote community and economic development and the city's international brand?



Presentation Outline

1. Observations

2. Organizational Structure

3. Site Recommendations

4. Neighborhood Recommendations

5. Implementation

6. Conclusion & Homework

Observations

- Downtown Birmingham is experiencing an economic boom
- Birmingham's tourism and applications for national monument and UNESCO World Heritage Site designation offer great base
- Unprecedented collaboration and partnership is essential for a successful outcome

Assets



Assets



Assets



Assets



Assets

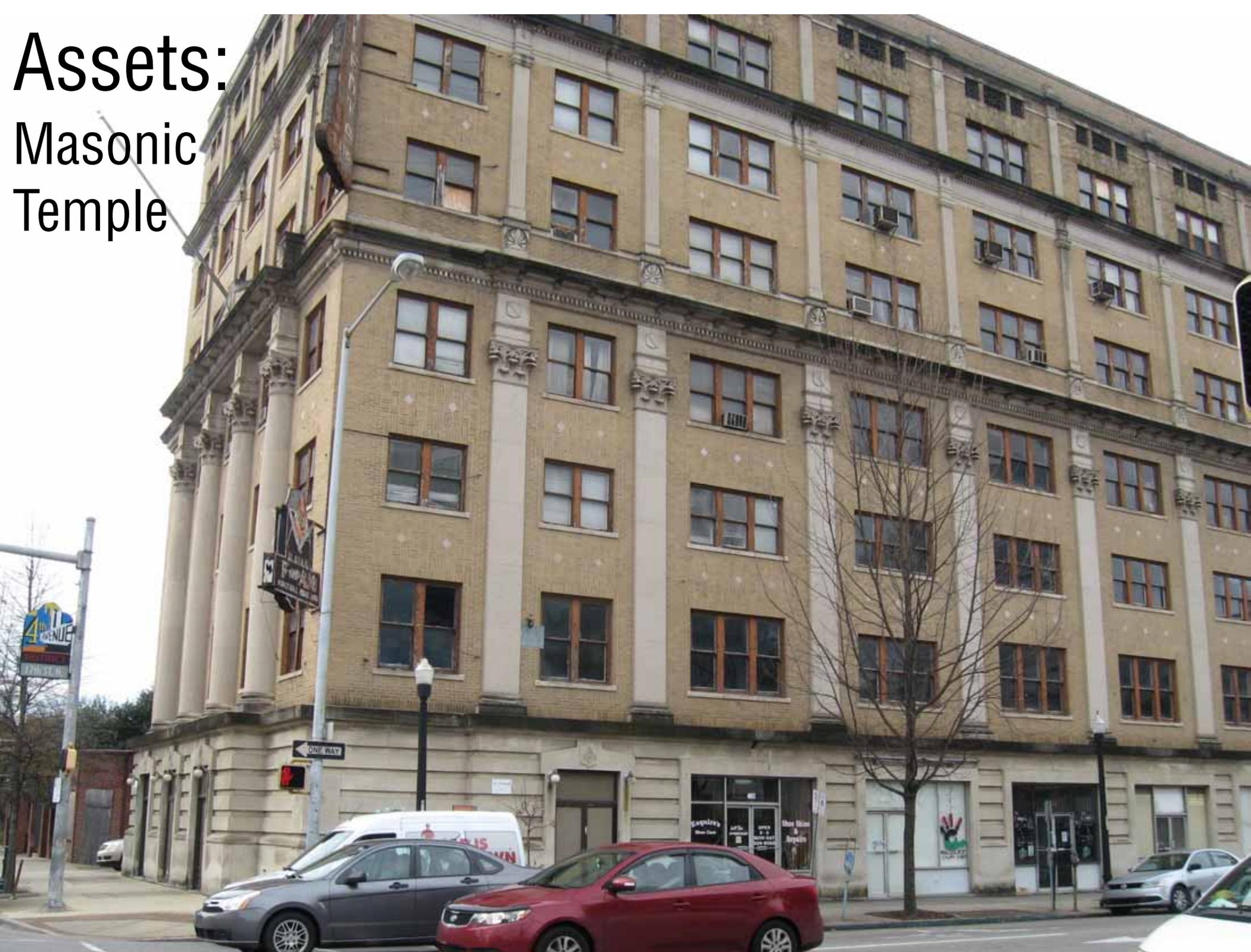
- Mayor Bell's leadership
 - Relationships with external stakeholders
- City's reputation as Ground Zero for Civil Rights
- District footprint is walkable & compact
- Civil Rights Trail
 - Connection to regional trail network



Assets

4th Avenue North Commercial Corridor

Assets: Masonic Temple



Assets:



Carver Theatre/ Alabama Jazz Hall of Fame

Assets:



Challenges

PROBLEMS

NO IDENTITY

- no community
- no pride
- no character
- no branding
- not recognized as distinct area

ISOLATED

- barriers
 - I-65
 - Railroad Tracks
- segregation
- sparse housing

NO AMENITIES

- lack of diversity in services provided
- minimal food

PROGRAM IDEAS

• NEIGHBORHOOD

- STREET P...
- * WAKE I...
- BIKE SW...
- UAB BU...



• DISTRICT

- CIVIL R...
- [GAS

- THEAT...

- JAZZ/...

- [UAB
- [HORT...
- [SLA...



• REASONS

- ENT. + REC.] DEFN
- FOOD] ENT...
- ARTS + CULT.] REST...

ISOLATED

- GO OVER BARRIER
- GO UNDER BARRIER
- CHANGE PERCEPTION OF BOUNDARY
- GET RID OF BOUNDARY
- BUILD UNDER BOUNDARY

Challenges

- Finite City resources inadequate to cover capital & operating costs
- Unsubstantiated negative perceptions
 - Safety, walkability
- Current social justice activists not connected to historic movement institutions (e.g., immigrant rights, refugee sanctuary cities, Black Lives Matter, occupy movement, Color of Change, LGBTQ)
- Lack of investment in new development/infrastructure in adjacent areas
- Physical condition of district resources
 - BCRI, Gaston Motel, Church

Challenges

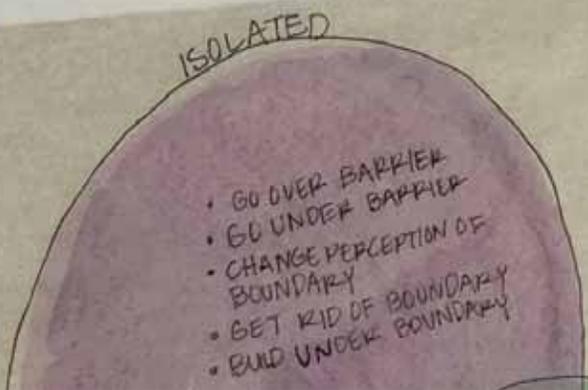
- Underutilization of assets
- Muddy and unclear vision for the site
- Unclear oversight authority
- Lack of identification of and collaboration with stakeholders
- Development community, neighboring institutions, business community

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- ARTS + CULT. - PART

Challenges

- Lack of private funding, corporate sponsors
- Stakeholder blinders to the mission
- Stagnation of the BCRI
 - Funding challenges
 - Board recruitment and development
 - Expansion of vision
 - More programming
 - More community outreach
 - More and stronger partnerships

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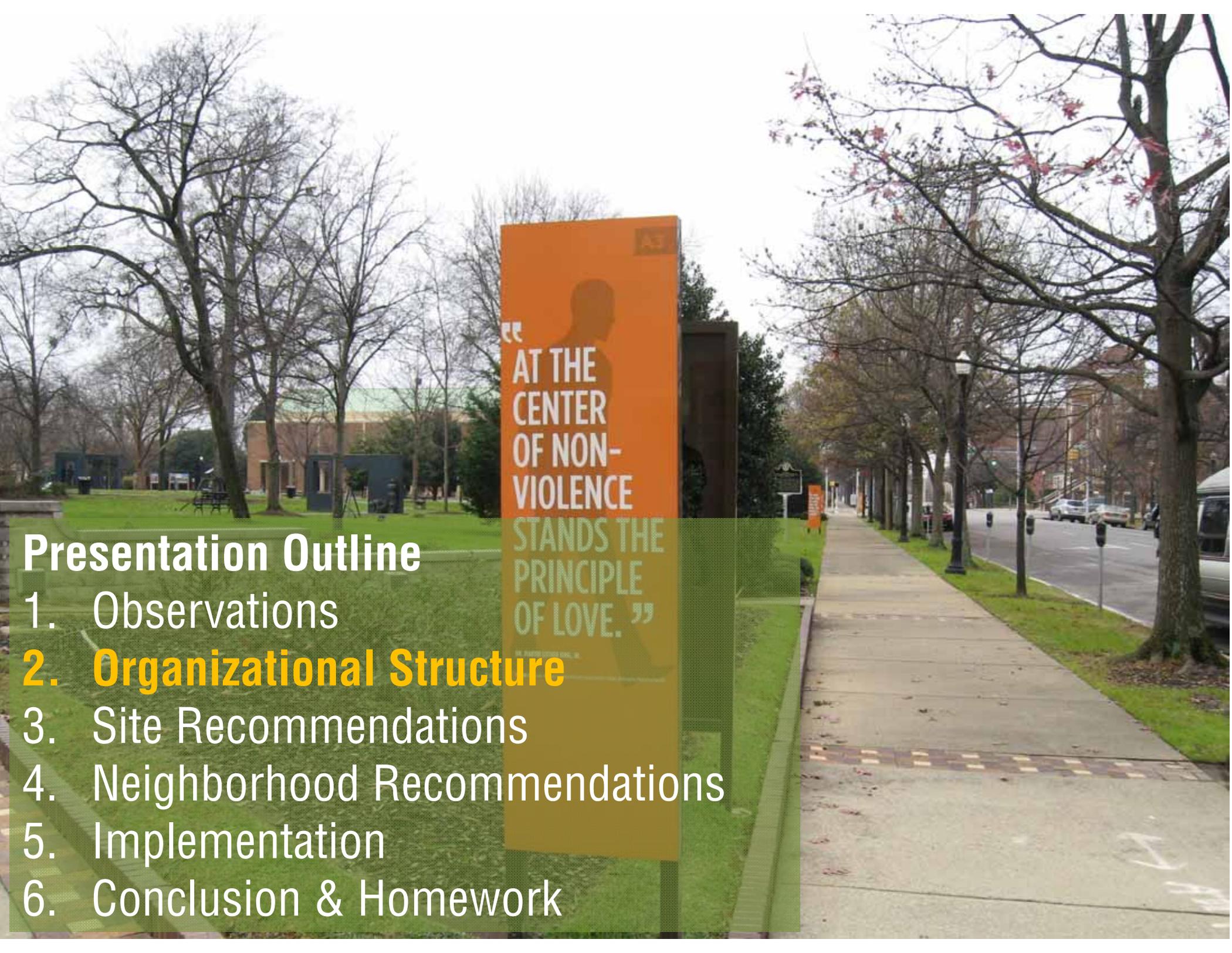
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- FOOD
- ARTS + CULT.



Presentation Outline

1. Observations
- 2. Organizational Structure**
3. Site Recommendations
4. Neighborhood Recommendations
5. Implementation
6. Conclusion & Homework

Organizational Structure

- Assets
 - Strong support from Mayor
 - Functioning institutions with track records
 - Birmingham Civil Rights Institute
 - 16th Street Baptist Church
 - Foot Soldiers
 - First Methodist Church
 - Carver Theatre/ Alabama Jazz Hall of Fame
 - Urban Impact
 - REV Birmingham

Organizational Structure

- Challenge: Institutions are in silos
 - Vision is not clearly articulated or uniformly shared
 - Limited community buy-in
 - Too few stakeholders at the table today
 - Institutions may not see the value in collaboration

Short-Term Leadership

3-month task force

- Assemble wide range of stakeholders
 - Birmingham government leaders
 - Local corporate director-level leaders
 - Utility corporations
 - Financial institutions
 - Local foundations
 - Religious institutions
 - Other key institutions
 - BCRI
 - Local academic institutions
 - Local Civil/Human Rights organizations
 - Veterans
 - Urban Impact
 - Foot soldiers
- Refine shared vision
- Determine long-term operating structure for the district

Long-Term Leadership

- Launching entity
- Refine and articulate mission of the organization
- Develop the organization and district story
 - Local community
 - Foundations and other investors
 - National & global community

Greater Birmingham Strategy

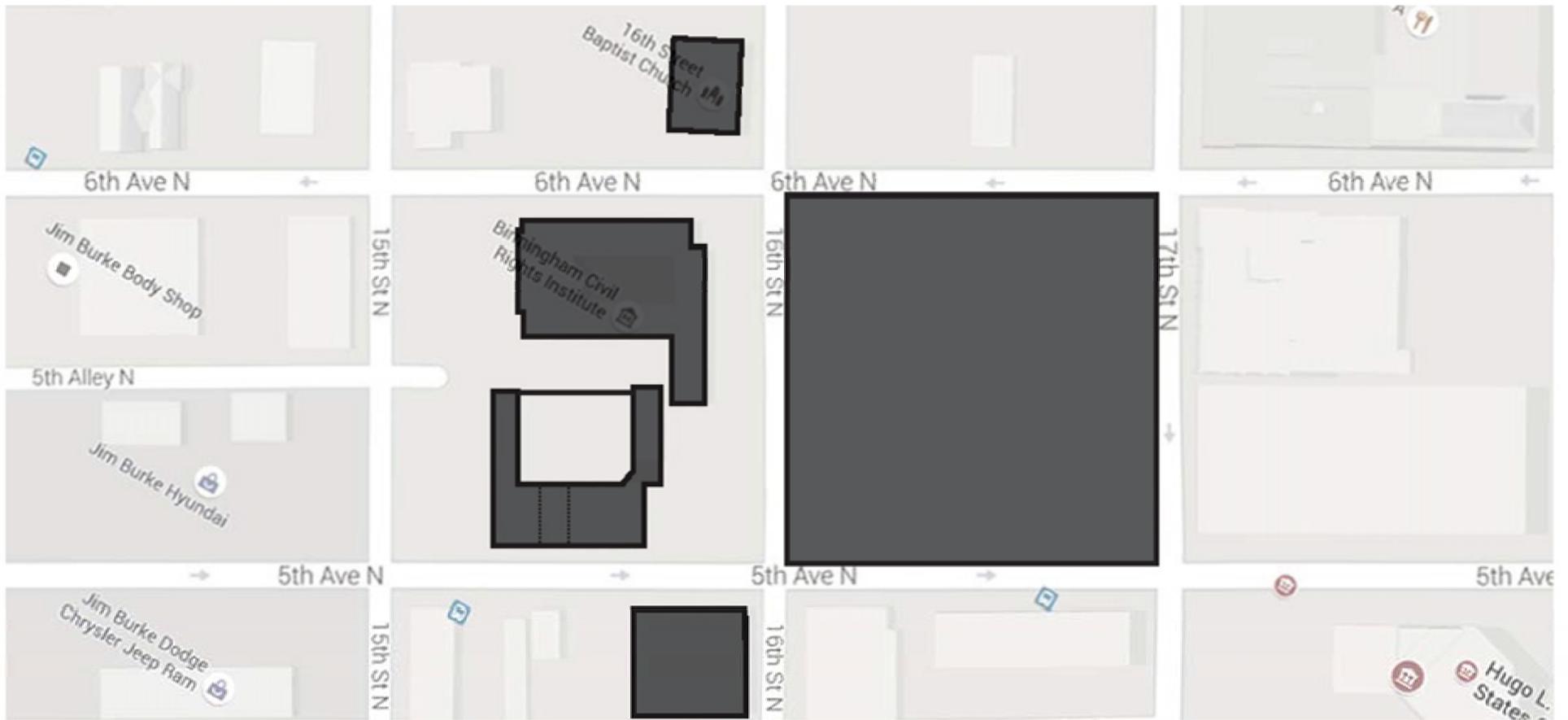
- Rolling out vision and getting feedback from communities across the city:
 - Young professionals groups
 - Social justice organizations (e.g., LGBTQ, anti-poverty, etc.)
 - Congregations
 - Civic organizations
 - Veterans
 - Local businesses (4th Avenue North)
 - Other citywide groups
- Refine vision based on community feedback



Presentation Outline

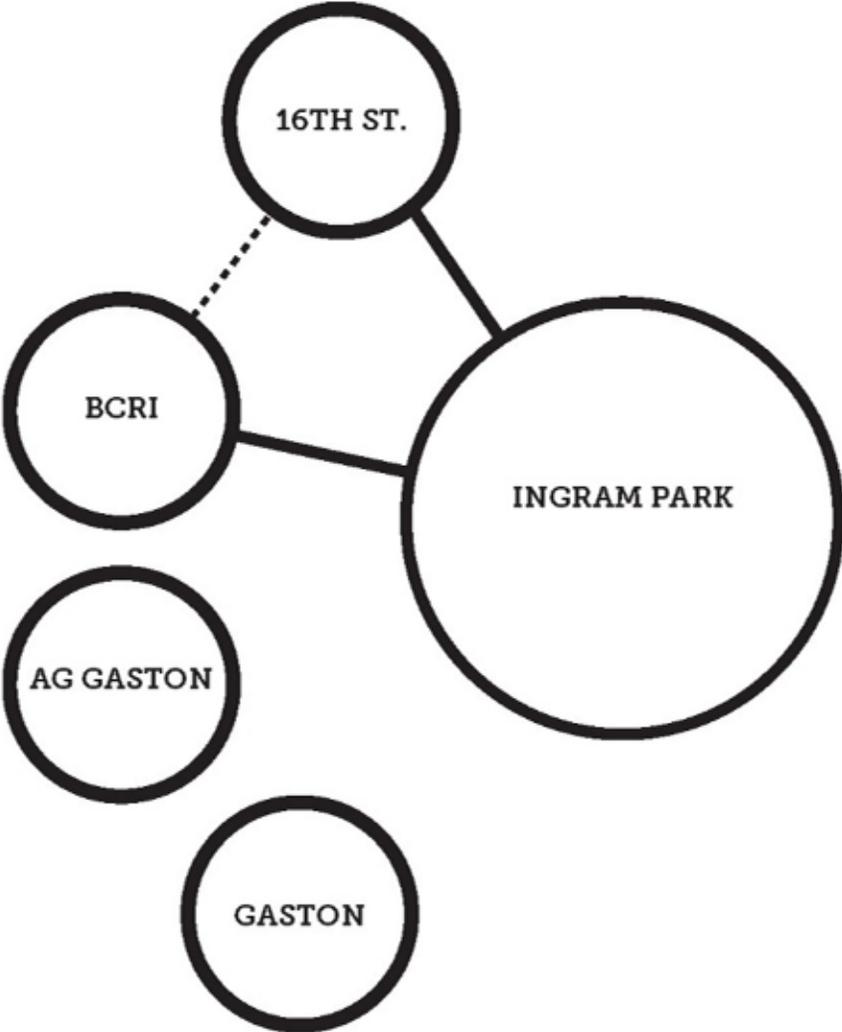
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Site Plan

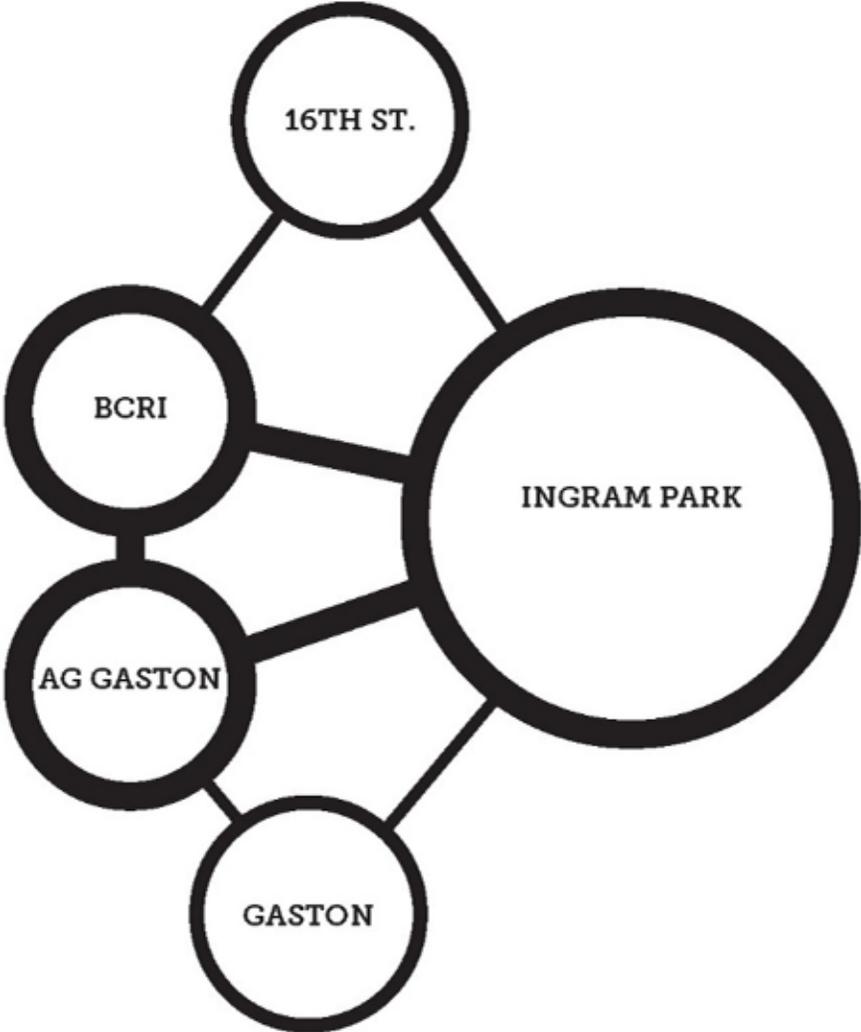


Site Diagrams

Currently



Recommended





11 Most Endangered Places 2015



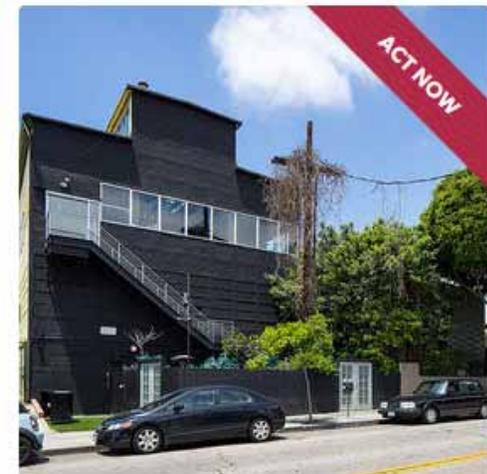
A.G. Gaston Motel
Birmingham, AL



Carrollton Courthouse
New Orleans, LA

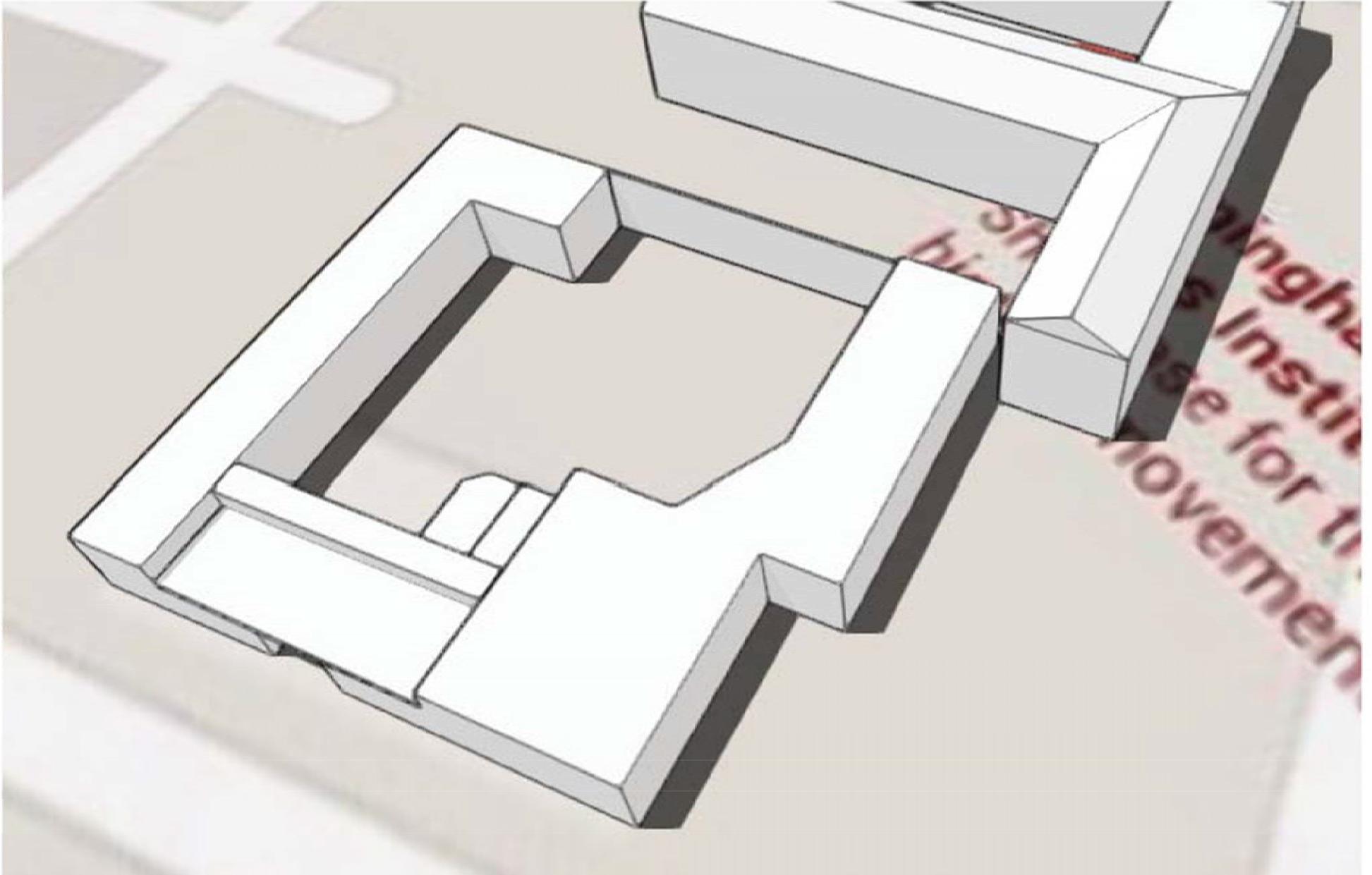


Chautauqua Amphitheater
Chautauqua, NY



The Factory
West Hollywood, CA

A. G. Gaston Axonometric



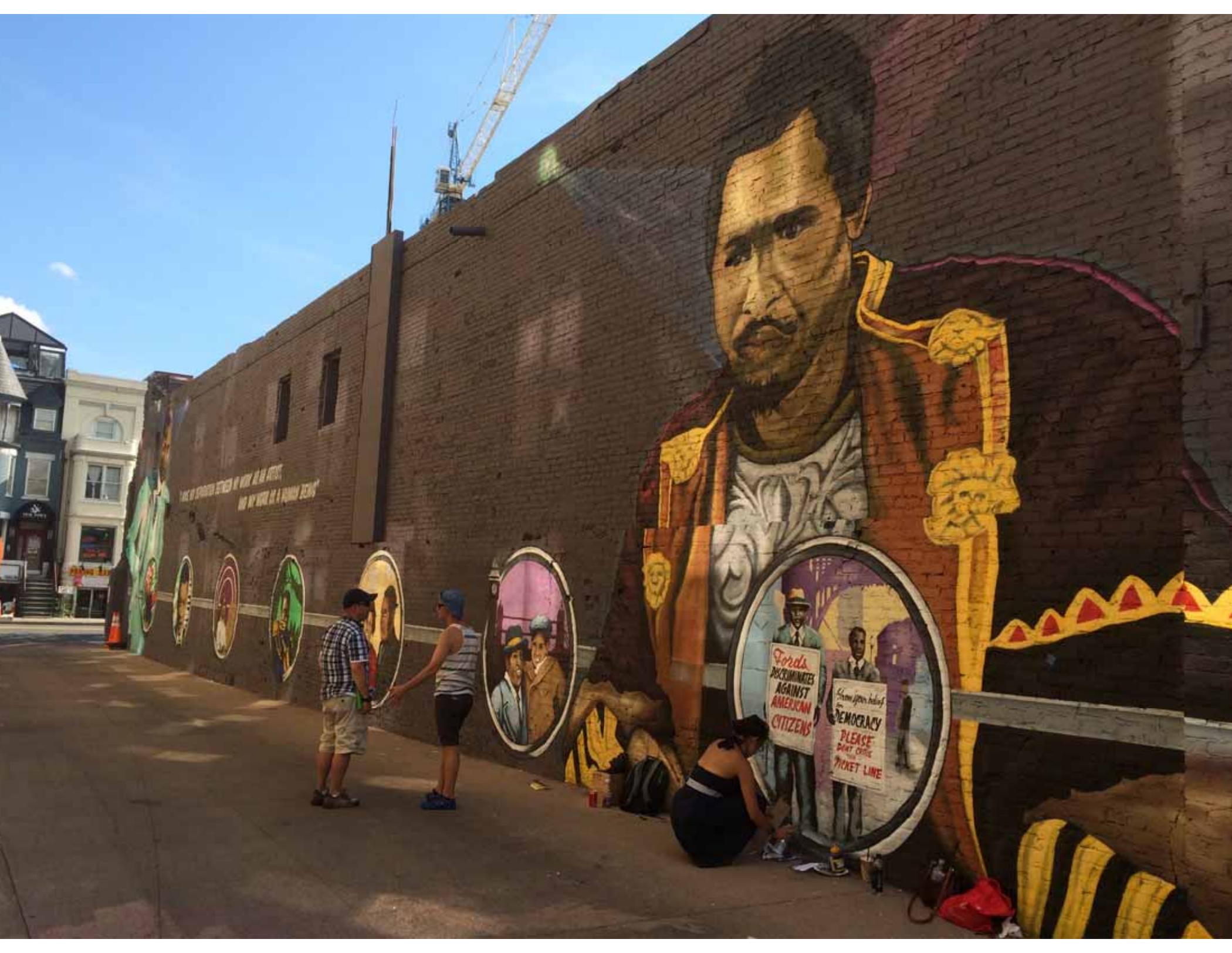
Short-Term Activation

**6 months-1 year
less than \$200k**

- Mural Arts
- Oral Histories
- Food Trucks
- Event Space
- Dinner Lab
- Music Events
- Temporary Tech Dive
- Incentivize Culinary Interests

Perpetual Engagement Process





PLEASE DO NOT DISTURB THE WORK OF THE ARTISTS
AND THE PEOPLE OF A HUMAN BEING

Ford's
DISCRIMINATES
AGAINST
AMERICAN
CITIZENS

Learn from history
DEMOCRACY
PLEASE
DON'T CROSS
PICKET LINE







NING

in a bathrobe stands looking off into the distance.
After a long moment she's joined by a Man.





Before I die I want to _____

Before I die I want to have a legacy
at least for me

Before I die I want to raise a family

Before I die I want to _____

Before I die I want to _____

Catalytic converter





Short-Term and Long-Term Activation

**6 months-1 year
less than \$200k**

- Mural Arts
- Oral Histories
- Food Trucks
- Event Space
- Dinner Lab
- Music Events
- **Temporary Tech Dive**
- **Incentivize Culinary Interests**

Year 2 and beyond

- Renovate to Match Program
- Implement Landscape, Architecture, and Interpretive Plan

Perpetual Engagement Process





Presentation Outline

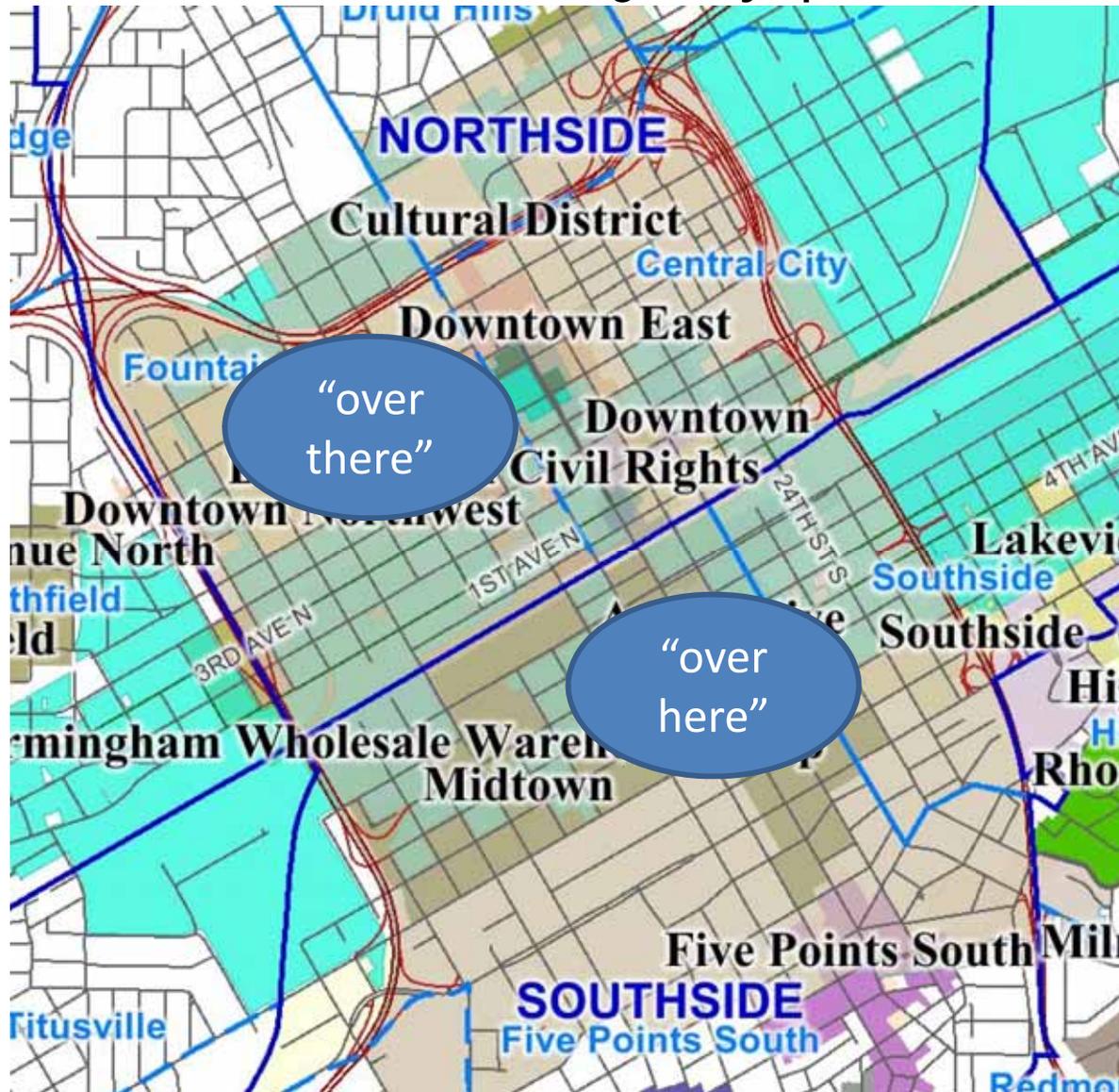
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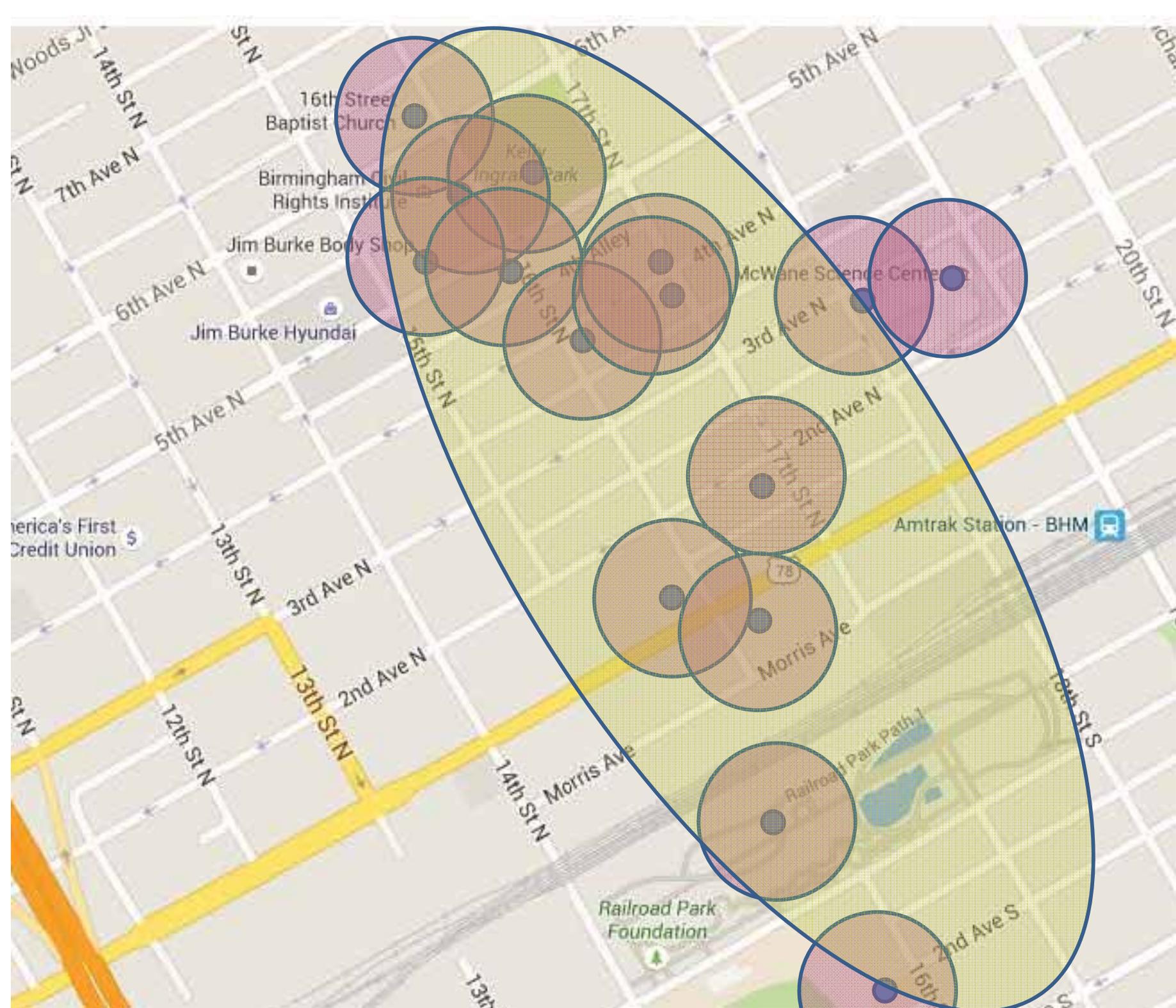
District – creating a vibrant and sustainable neighborhood

- Build out and forward from the Civil Rights District
- Seamlessly integrate diverse activities and assets into a connected place
- Take advantage of connectivity to focus and leverage investments

District – creating a vibrant and sustainable neighborhood

Boundaries – real, imaginary, political, social





16th Street Baptist Church

Birmingham Civil Rights Institute

Jim Burke Body Shop

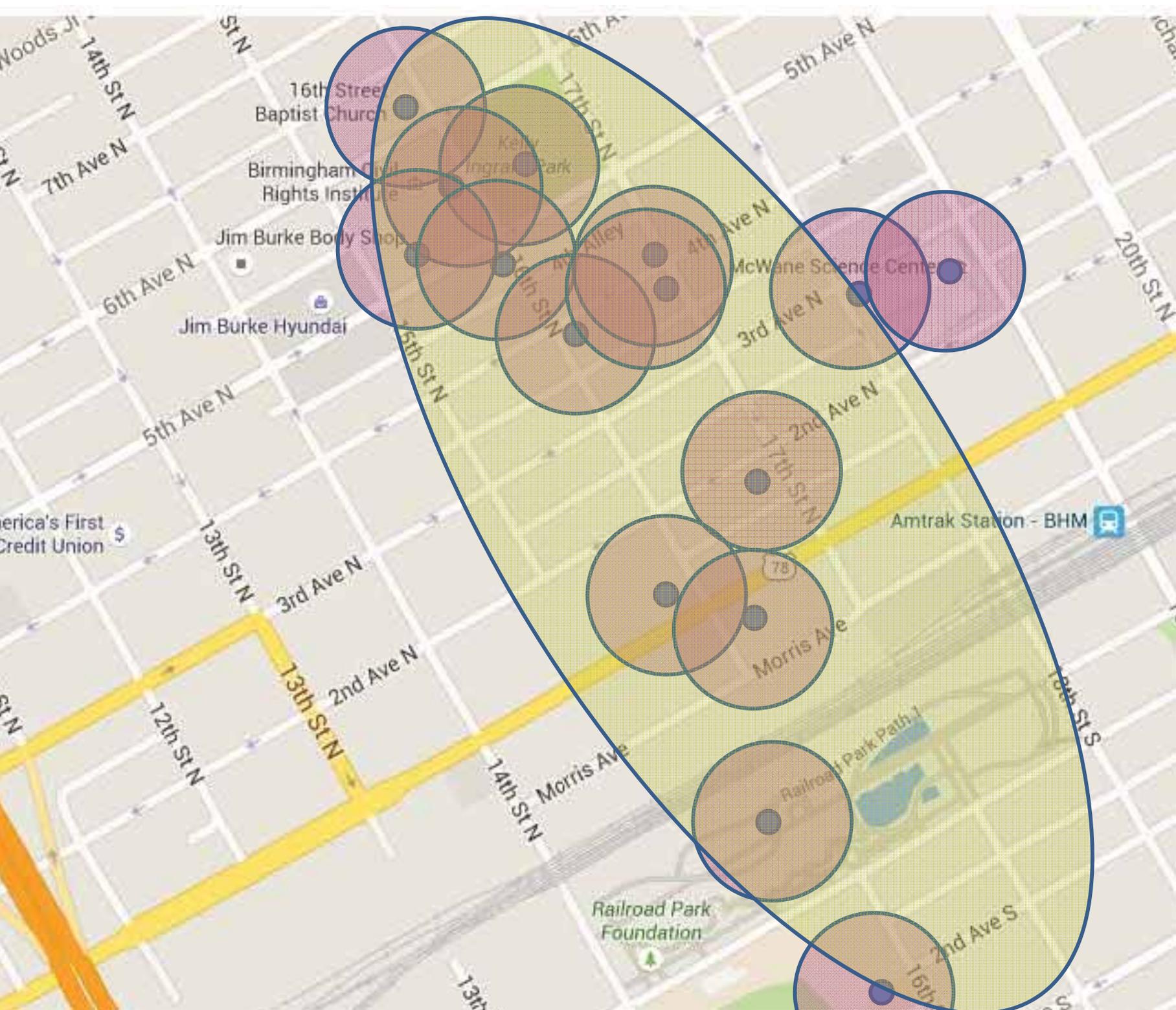
Jim Burke Hyundai

Kelly Ingram Park

McWane Science Center

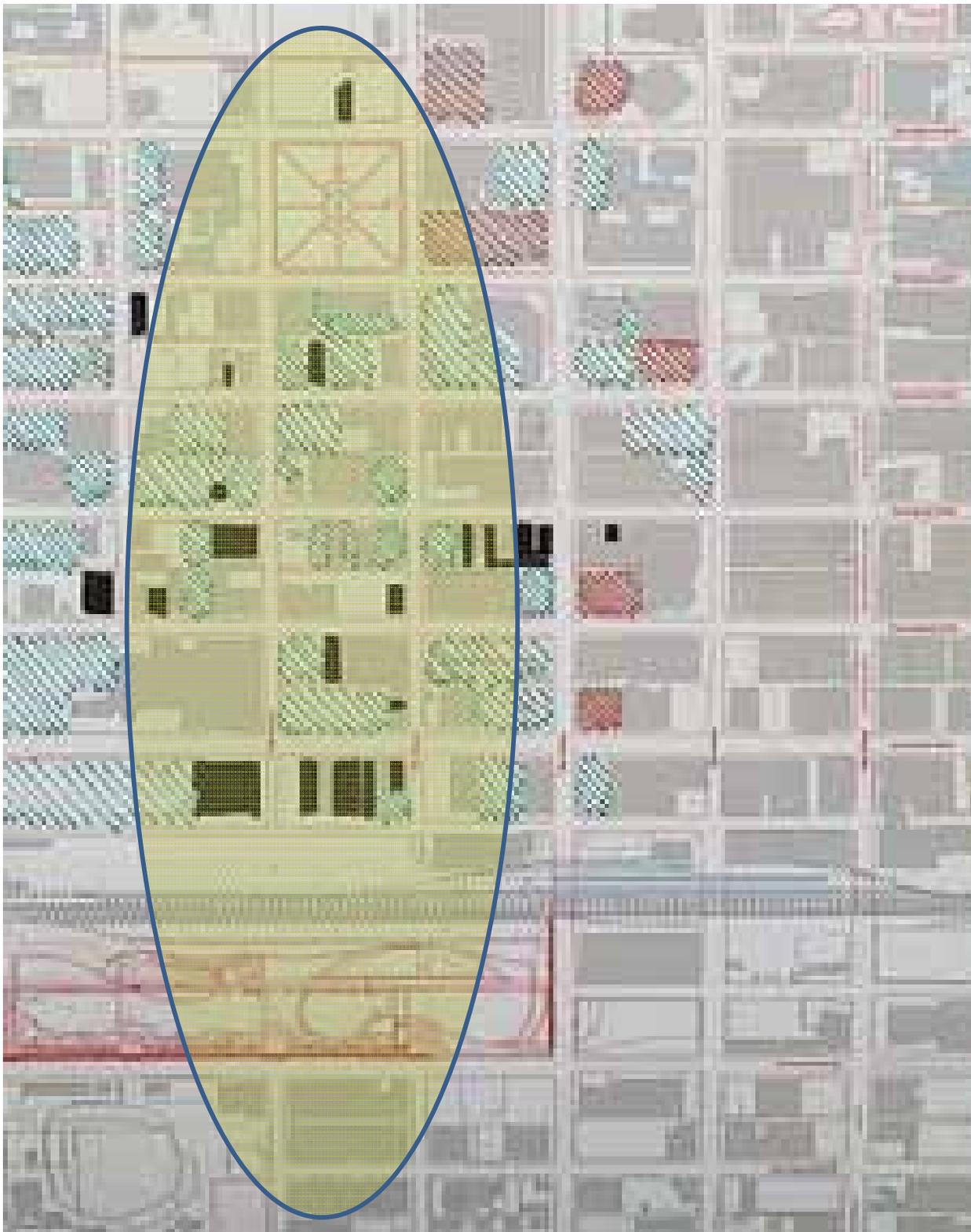
Amtrak Station - BHM

Railroad Park Foundation





Current land uses



Parking and vacant lots

District – creating a vibrant and sustainable neighborhood

- Existing and potential assets can be woven together into a revitalized vibrant urban fabric that includes:
 - Residential
 - Entertainment
 - Food & beverage
- While there is some historic building stock that could be repurposed, there is also opportunity for new construction



What can this look like?



- Revitalized historically black entertainment and dining destination (U Street, Washington, DC)

What can this look like?



- Food trucks can quickly activate public space and can spur economic activity, with minimal public investment

What can this look like?



- Entertainment opportunities can be culturally relevant and attract a cross-generational audience

How to get there?

- Holistic and coordinated development
- Broad based partnerships and stakeholders
- Leveraged investments and assets



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Financial Strategy

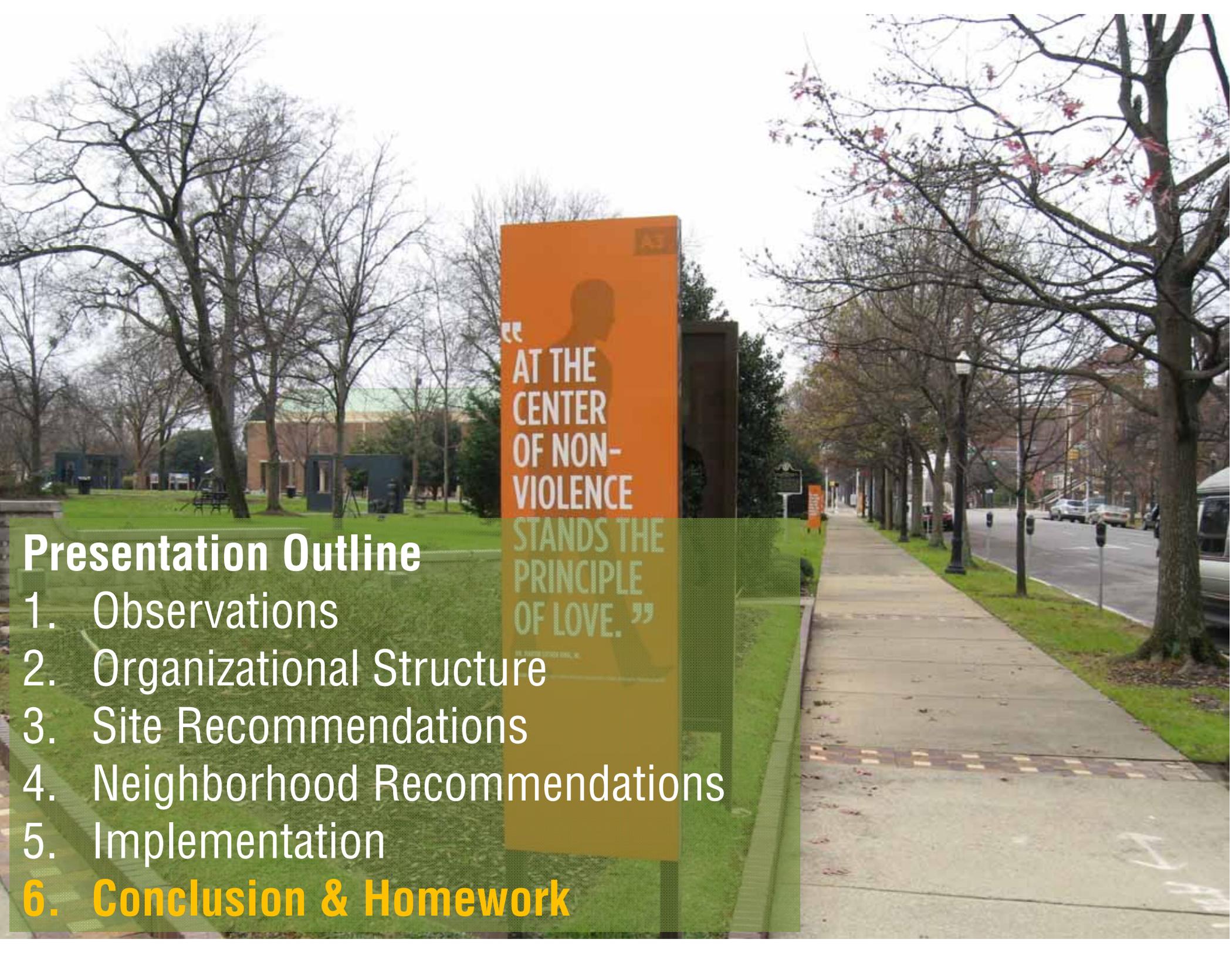
- Develop and implement strategies to leverage public investment
 - Capital for the site
 - Operation for site
 - Capital for neighborhood
 - Operating expense for neighborhood
- **Restrict major capital public investment to activities that have matching private investment**

Human Capital Strategy

- Implementation of financial strategy
 - Ombudsman (working in concert with the mayor) in charge of marshalling financial resources from business, philanthropic and institutional leadership in Birmingham
 - Development director to work with ombudsman on local efforts and lead national and international partnerships and fundraising

Human Capital Strategy

- Develop staff capacity to execute the site vision and mission
 - Mayor's Office: Charm Offensive
 - Manage engagement and short-term actions previously identified
 - In-house or external development management team for the physical project development
 - Hire and manage design and construction professionals
 - Manage project-specific financial planning
 - Develop and operate on-going programming for the site
- Create CDC-type organization for neighborhood economic development



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Conclusion

- This is a great vision and achievable idea: Birmingham can expand its global identity in a way that can transform the city
- Greater collaboration among a wide definition of stakeholders is critical to achieving your vision
- Need to develop a strong organizational leadership plan
- Don't invest major public funds until you raise capital and operating money from partners

Conclusion

- There are low-cost, high-impact actions in the short-term that can both engage stakeholders and build momentum for longer-term investments
- It will take time for these investments to bring transformative changes to the neighborhood
- Build on and strengthen your existing assets and their inherent cultural and historical value

Homework

1. Convene stakeholders to form the task force
2. The task force develops an initial shared vision for the site
3. The task force determines the organizational structure to execute the vision & short-term strategies

Next check-in:

Rose Fellowship Retreat
Philadelphia, April 19

Thank you to the following people; their assistance was essential to the panel's work:

Councilor Valerie Abbott, District 3 | Bert Amason, Balch & Bingham | Tom Barnett, Finance Department | Brian Beshara, Beshara Investment Group | Dwain Boswell, Auburn University | Alichia Brown, Mayor's Office | Kwani Carson, Mayor's Office | Brandon Cohen, Harbert Management Corporation | Isaac Cooper, Boundary Stone Financial, LLC | Lisa Cooper, Department of Economic Development | David deGruy, Technical Innovation | Stephen Fancher, Department of Public Works | Dan Frist, Fifth Dimension Architecture | Deon Gordon, REV Birmingham | Herschell Hamilton, BLOC Global | Chris Hatcher, Department of Planning | Brandon Hill, Fusion Advisory Services | Brian Hilson, Birmingham Business Alliance | Anthony Hood, UAB | Creig Hoskins, NHB Group, LLC | Hezekiah Jackson, Metro Birmingham NAACP | Tanilya Jackson, Mayor's Office | Fred Keith, A.G. Gaston Design | Renee Kemp-Rotan, Civil Rights Trail Program | Kenton Kennedy, Alabama Department of Transportation | Jennifer Kennedy, Mayor's Office | David Lorberbaum, Lorberbaum & Odrezin Associates, LLC | Tom Magee, Planning Department | C. Randall Minor, Maynard, Cooper & Gale, LLP | Quincey Moore, Moore Styles Barber Shop | Cheryl Morgan, Auburn Center for Architecture & Urban Studies | Philip Morris, Southern Living | Krystal Pino, Kassouf & Co. | Sadie Odom, Teen BMA | John Oros, Convention & Visitors Bureau | Kevin Owens, Birmingham Parking Authority | Councilor William Parker, District 4 | Ellen Parsi, REV Birmingham | Rev. Arthur Price, 16th St. Baptist Church | Lindsay Puckett, Regional Planning Commission | Councilor Jay Roberson, District 7 | Glen Robinson, Birmingham City Action Partnership | Mauri Robinson, Growing Kings, Inc. | Natasha Rogers, Negro Southern League Museum | Brian Ruggs, Planning Commission | Lee Sentell, Alabama Department of Tourism and Travel | Tyrone Simon, Mayor's Office | Gwen Simonetti, Elizabeth Perry Rushton Child Development Center | Steve Spencer, Alabama Power Company | Jim Stanley, City Attorney's Office | Sloan Stevens, Cadence Bank N.A. | Andrea Taylor, BCRI | Teresa Thorne, Birmingham City Action Partnership | Ahmad Ward, Birmingham Civil Rights Institute | Lamar Washington, 16th St. Baptist Church | Alice Westery, Youth Towers | Ben Wieseman, REV Birmingham | Cathy Wright, Clarus Consulting Group