



Steering Committee Meeting #3

May 17, 2018, 3 to 5pm
Life Sciences Building
Alabama State University



AGENDA

Steering Committee #3 | May 17, 2018

1. Welcome & Introductions
2. Process Update
3. Factbook Review & Release
4. Listening & Learning:
Major Themes
5. Partners, Plan Topics & Initial Findings
6. Discussion
7. Adjourn



Where are we?

Moving into analysis and engagement

- Finalizing initial analysis: Community Factbook
- Refining communication and outreach tools
- Initiating Strategic Analysis (Plan Topics)
- Initiating planning for Community Summit event
- Developing a more specific work plan for plan elements along with key questions



Introducing the Process

Iterative and built on careful preparation

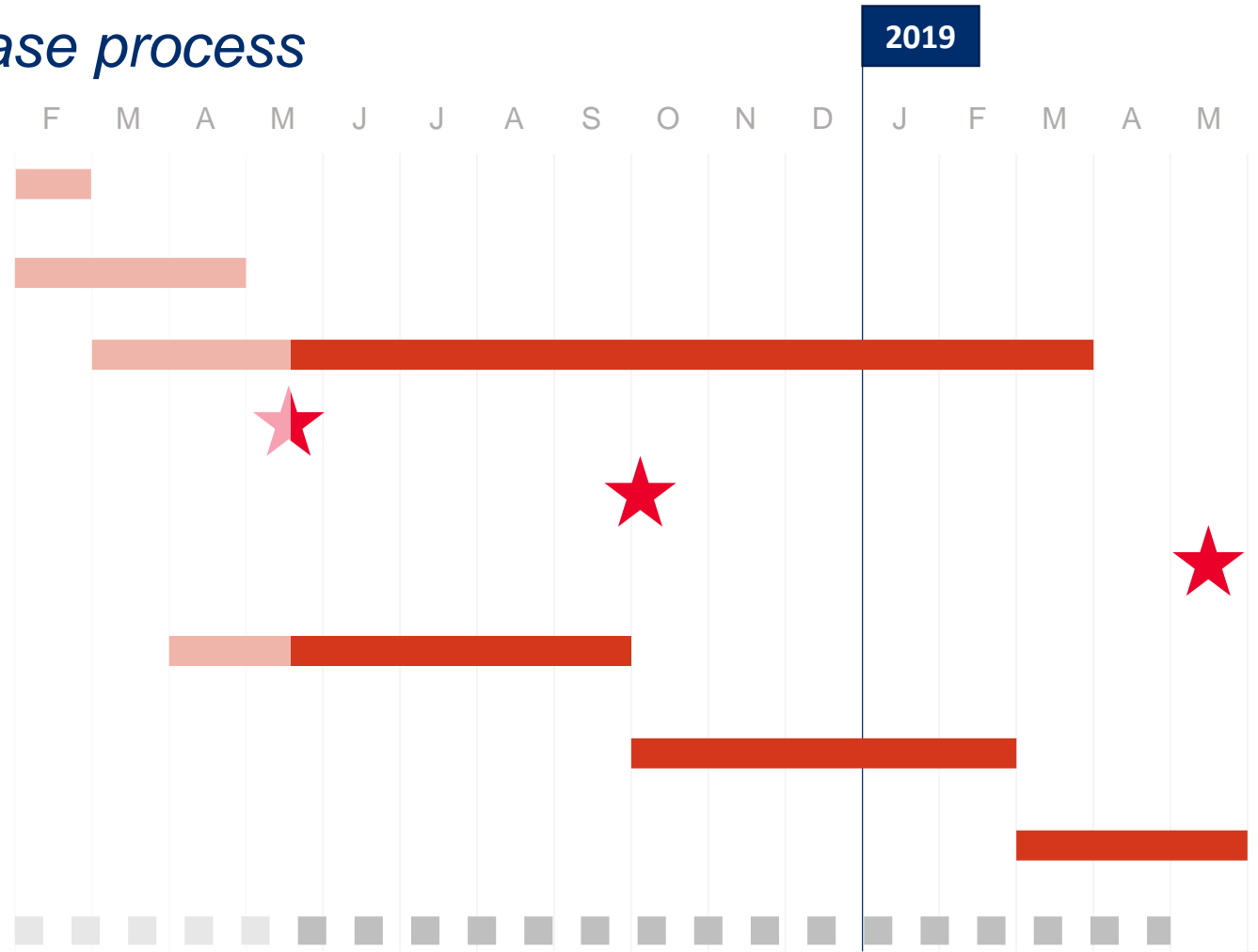
PROCESS



Planning Process

General schedule for the six-phase process

1. Initiation
2. Base Analysis
3. Vision and Engagement
 - *Listening & Learning*
 - *Community Summit*
 - *Community Open House*
4. Strategic Analysis
5. Plan Development
6. Plan Finalization
- Steering Committee Mtgs.



Outreach Campaign

Updates on the person-to-person campaign

- Outreach matrix now live on google documents
 - *Includes the initial brainstorming by the sub-committee and work by the Planning Team*
 - *Will follow-up to the full Committee with link to the collaborative document*
- Next steps
 - *Review the matrix, add missing categories, organizations, contact information, etc.*
- Identify community events
 - *Critical to spreading the word over the summer*

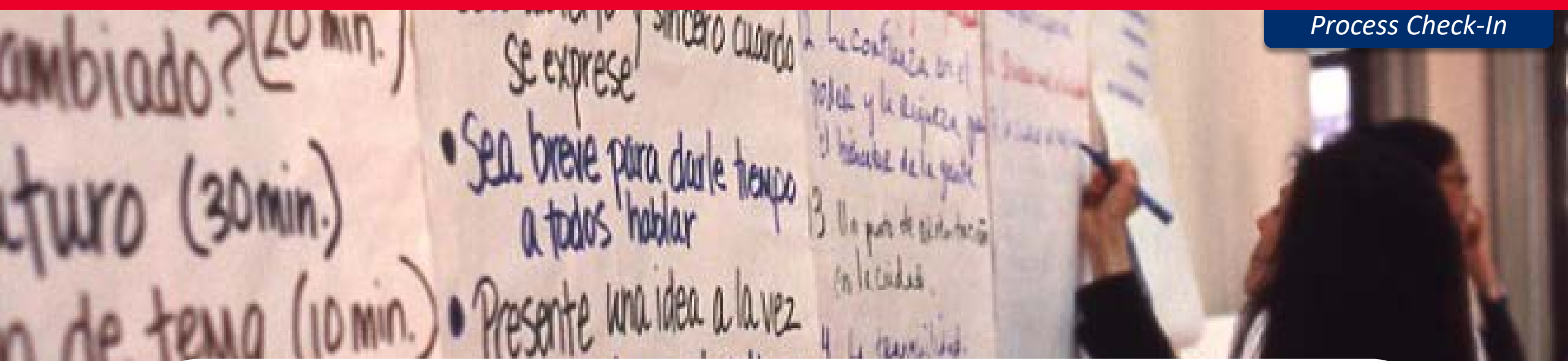


Publicity Campaign

Making Envision MGM 2040 a household name

- Refined key messages integrated into promotional materials
- Media targets working matrix now live
 - *Access, review, add, refine, etc.*
 - *Link will go out after the meeting*
- Website and Social Media now live
 - *Initial community engagement question prompt live*
 - *Like and share with your networks!*





PUBLIC ENGAGEMENT STAGES

Listening and Learning
idea generation / issue identification

Community Summit (Multi-day Workshop)
setting goals / choosing direction

Choices Open Houses
review / prioritization

public hearings (adoption)





FACTBOOK REVIEW & RELEASE

Kyle May AICP
Senior Planner, planning NEXT



Community Review & Release

(A quick reminder) Understanding the key conditions and trends

- Purpose: High-level, accessible overview of communities conditions and trends
- Intended to serve as a baseline for further analysis and set a level for community conversation
- Divided into three chapters
 - **People** – *Demographics*
 - **Prosperity** – *Local economics and personal prosperity*
 - **Place** – *characteristics of the physical environment (man-made / natural)*



Community Review & Release

(A quick reminder) Understanding the key conditions and trends

- Committee Tasks:
 - Review the document
 - Identify any edits, suggestions, questions you might have
 - Respond to Kyle of the planning team, kyle@planning-next.com, (614) 571-1342 by Friday, May 25
 - Share the final document with your network once published



Strategic Analysis

Next steps for the Planning Team / Process...

- Formalize focus questions into work outlines for the various plan chapters
- Conduct strategic analysis based on focus or direction
- Seek “common thread” issues, connecting potential plan recommendations and establishing priorities
- Develop more technical base conditions memos around plan chapters

Approach to Strategic Analysis





LISTENING & LEARNING: MAJOR THEMES

Jamie Greene AIA FAICP
Principal, planning NEXT



Listening and Learning

Beginning the conversation

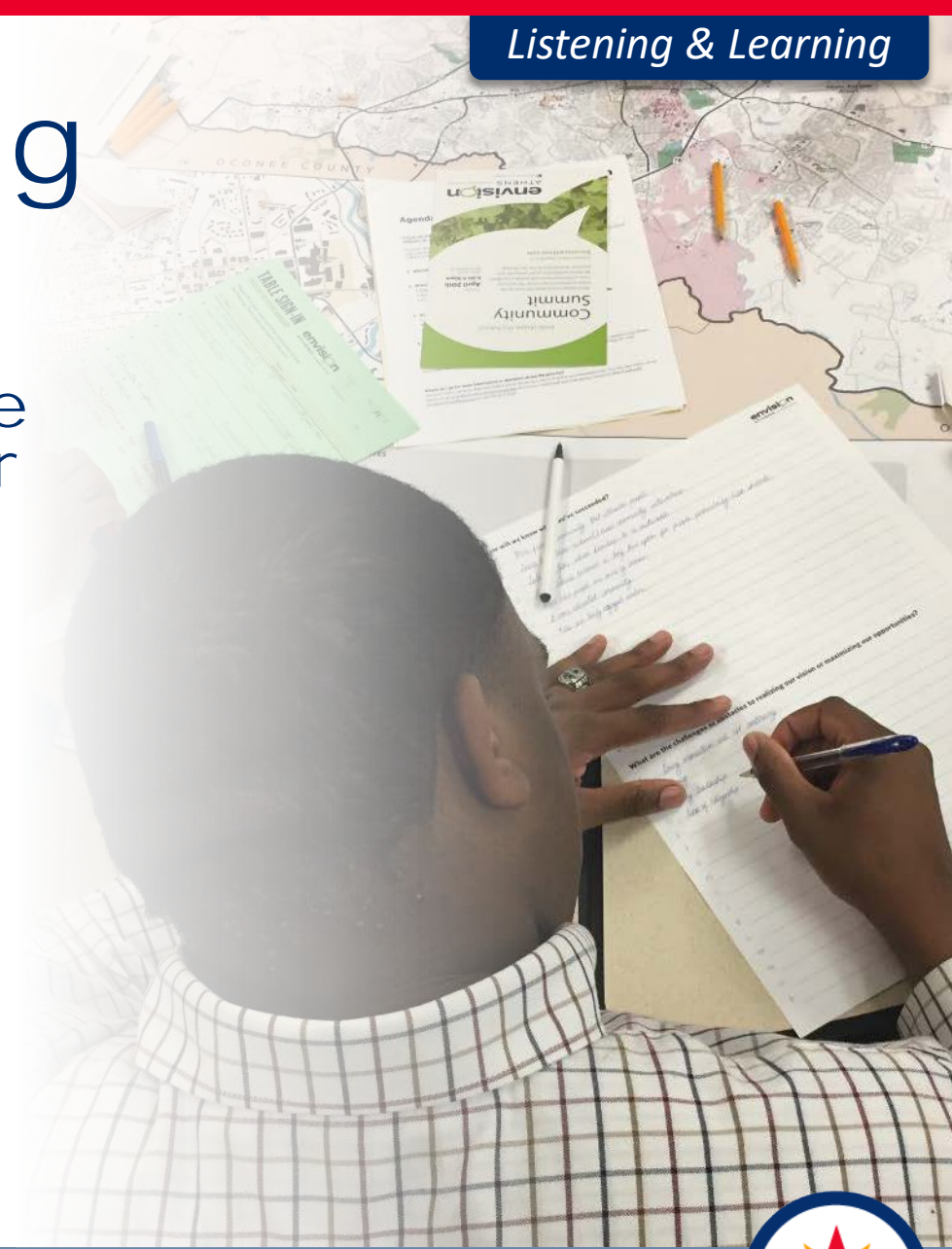
- Purpose
 - *Collect community issues and opportunities from stakeholder groups that will to be addressed by the planning process;*
 - *Gain insight on values and direction for the visioning work;*
 - *Create wide-spread awareness of the Envision Montgomery 2040, and;*
 - *Invite additional community networks into the process.*



Listening and Learning

Beginning the conversation

- 25 structured discussions between the Planning Team and invited stakeholder groups
- Groups represent
 - **Broad neighborhood or community interests, or;**
 - **Demonstrate insight into *specific plan elements*** (ex. Transportation, Economic Development, etc.)
- All meetings facilitated and recorded by members of the Planning Team



Listening and Learning

Beginning the conversation

Conversations included the following groups / topics

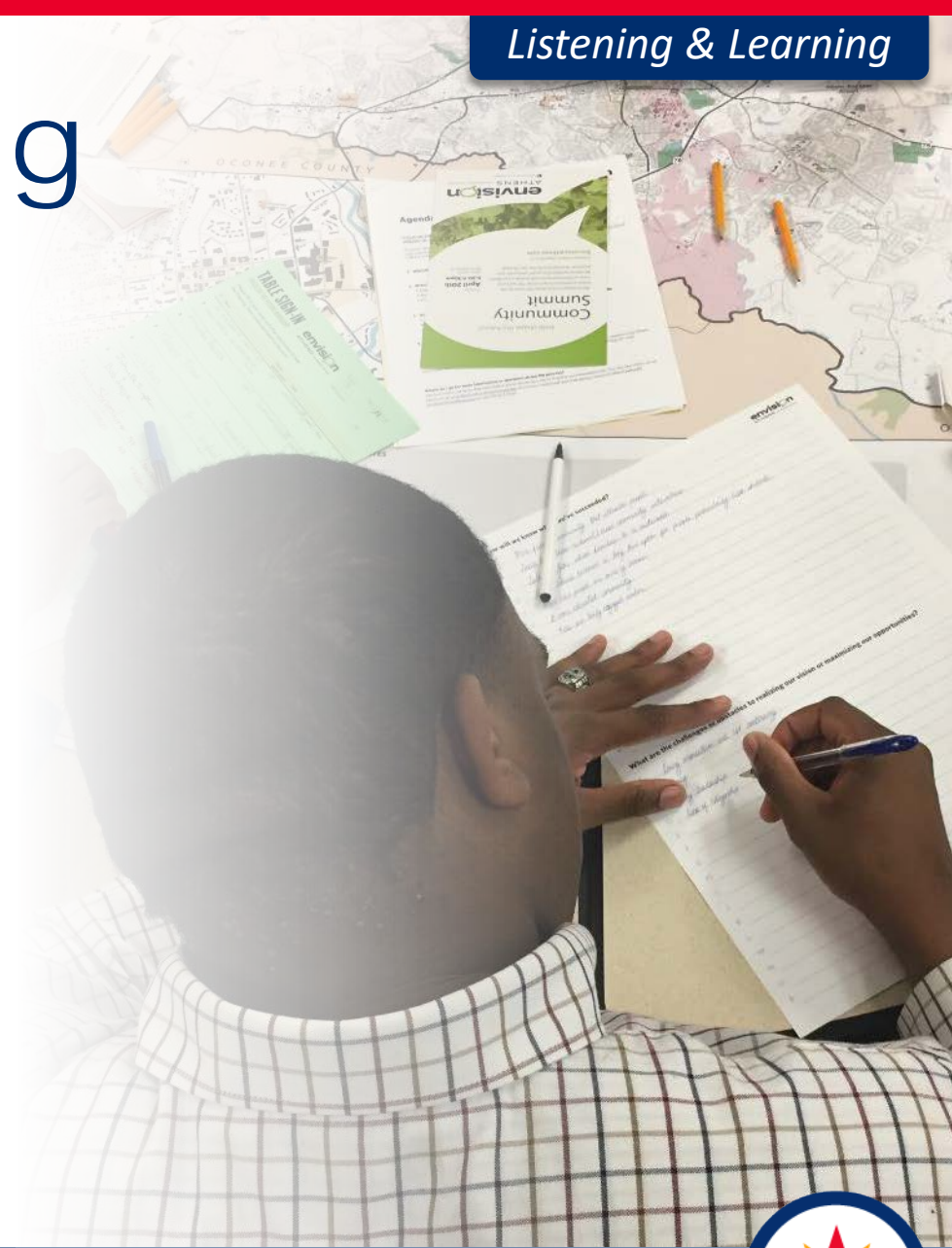
- Land Use / Development
- Transportation - Transit
- Transportation - Bike / Ped
- Transportation - General
- Housing / Comm. Dev. - Realtors
- Housing / Comm. Dev. – Developers
- Housing / Comm.
- Dev. - Affordable
- Economic Development - Large Employers
- Economic Development - Small Bus.
- Parks, Recreation, Open Space
- Education - pre K to 12
- Education - Post Secondary / Tech
- Arts and Culture
- Environmental Quality
- Military
- Public Health
- Historic Preservation
- Infrastructure / Comm. Facilities
- Downtown
- Information / Technology
- Tourism
- Seniors/Accessibility Advocates
- Faith-Based Leadership
- Youth
- Community Leaders (General)



Listening and Learning

Beginning the conversation

- 45 Minute Interviews with Planning Team
- Next steps include
 - *Document meeting notes*
 - *Synthesize findings to highlights*
 - *Distill major themes*
 - *Document in engagement report to be shared with this committee*



Listening and Learning

Major themes: Content

- Potential
- Leveraging ...
 - *Higher Education*
 - *Historic assets*
 - *Existing arts and cultural*
- Many dispersed efforts
- Image, perception, expectations
- External constraints
- Underutilization
 - *Over capacity, right-sizing*
 - *Infill vs. Greenfield, sorting*
- Neighborhood stability / fragility
- Education
 - *Foundation of everything*



Listening and Learning

Major themes: Substance

- Lots of little efforts
 - *Dispersed and under resourced*
 - *Lack of organization*
- Image, perception, expectations
- External forces
- Clear communication, urgency
- Clear and urgent needs





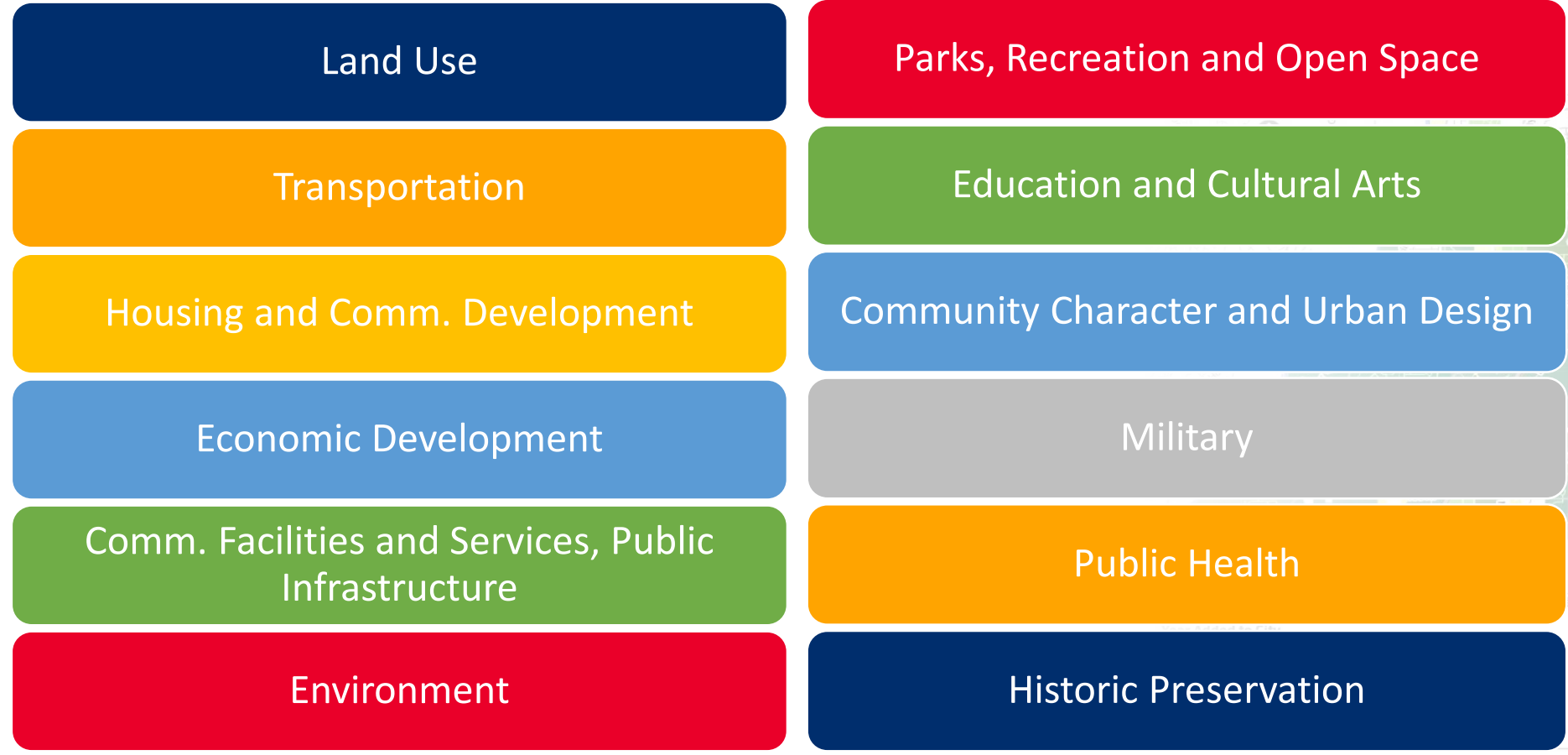
PARTNERS, TOPICS, & INITIAL FINDINGS

The Planning Team

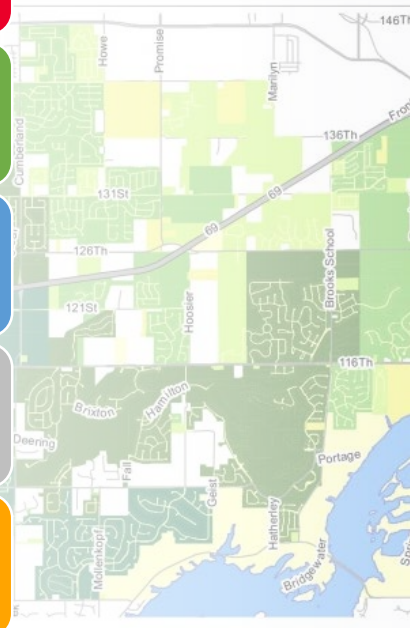
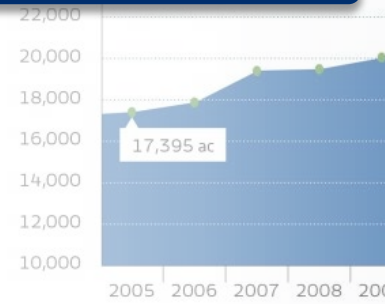


Approach to the Comp Plan

Element-by-element, how will build the plan?



Interstate 69, the city limits have expanded to the Marion, Hancock, and Madison County borders and the Carmel and Noblesville city limits. These are remaining unincorporated areas within the City's planning jurisdiction that may be annexed in the future.



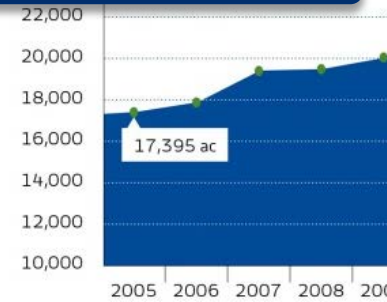
Strategic Analysis

Digging in on key conditions and trends

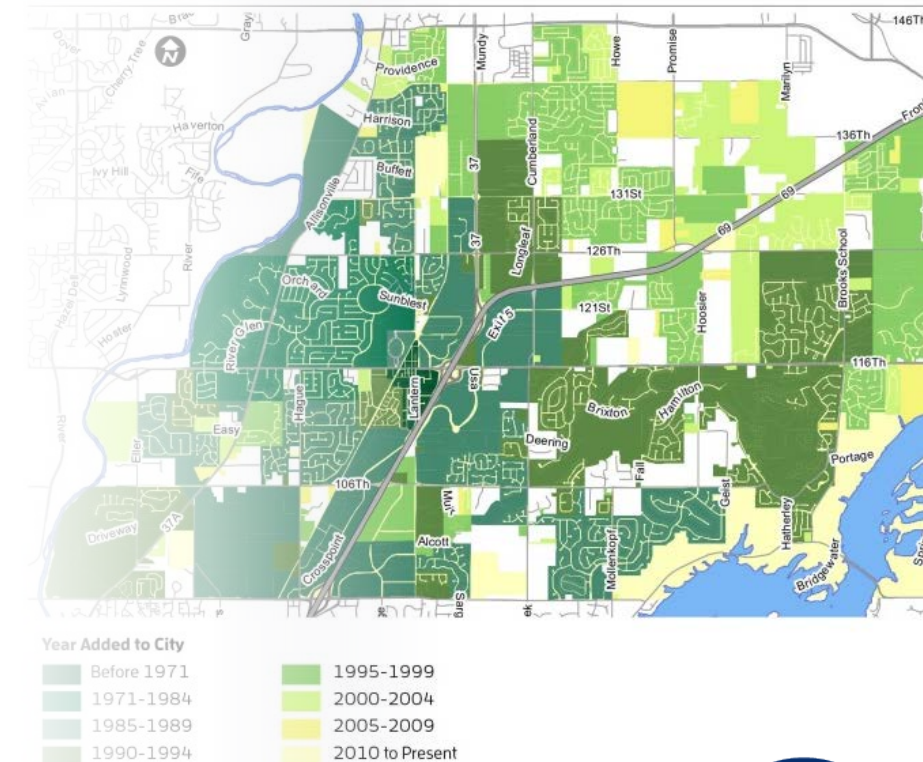
- Engaging the full team to develop base analysis in order to
 - *Develop the community Factbook*
 - *Establishing base conditions*
 - *Understand key issues, opportunities, challenges, trends, etc.*
- Data collection from a variety of sources including
 - *Existing plans and studies*
 - *GIS and other mapping sources*
 - *Stakeholder and focus group interviews*
 - *Additional hard sources (i.e. Census)*

Interstate 69, the city limits have expanded to the Marion, Hancock, and Madison County borders and the Carmel and Noblesville city limits. There are remaining unincorporated tracts within the City's planning jurisdiction that may be annexed in the future.

Partners & Topics

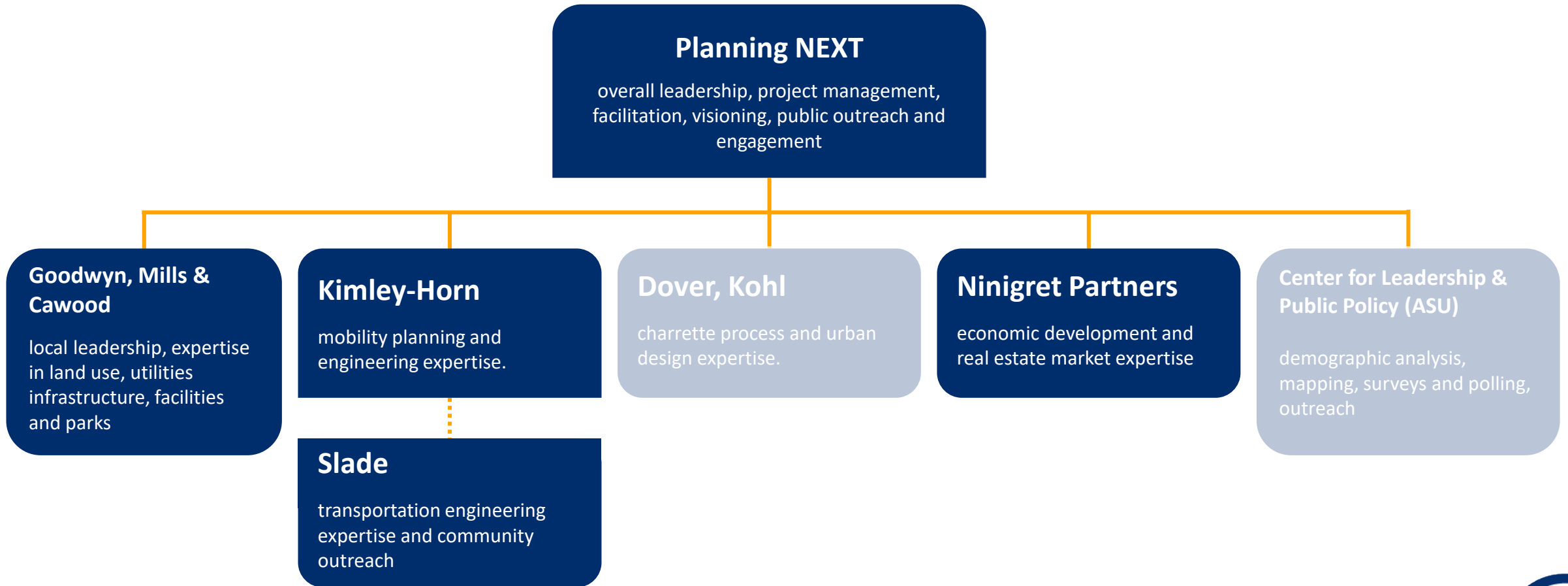


ANNEXATION HISTORY



Introducing the Planning Team

Working with you to achieve a successful process and plan





ECONOMICS

Kevin Hively
Principal, Ninigret Partners



Economic Development

Element-by-element, how will build the plan?

- Analyze economic market strengths and weaknesses
- Identify opportunities for various types of development to inform revitalization strategies and to answer key questions emerging through the process
- Evaluate the next generation of economic potential as well as opportunities to grow quality jobs, build a robust workforce





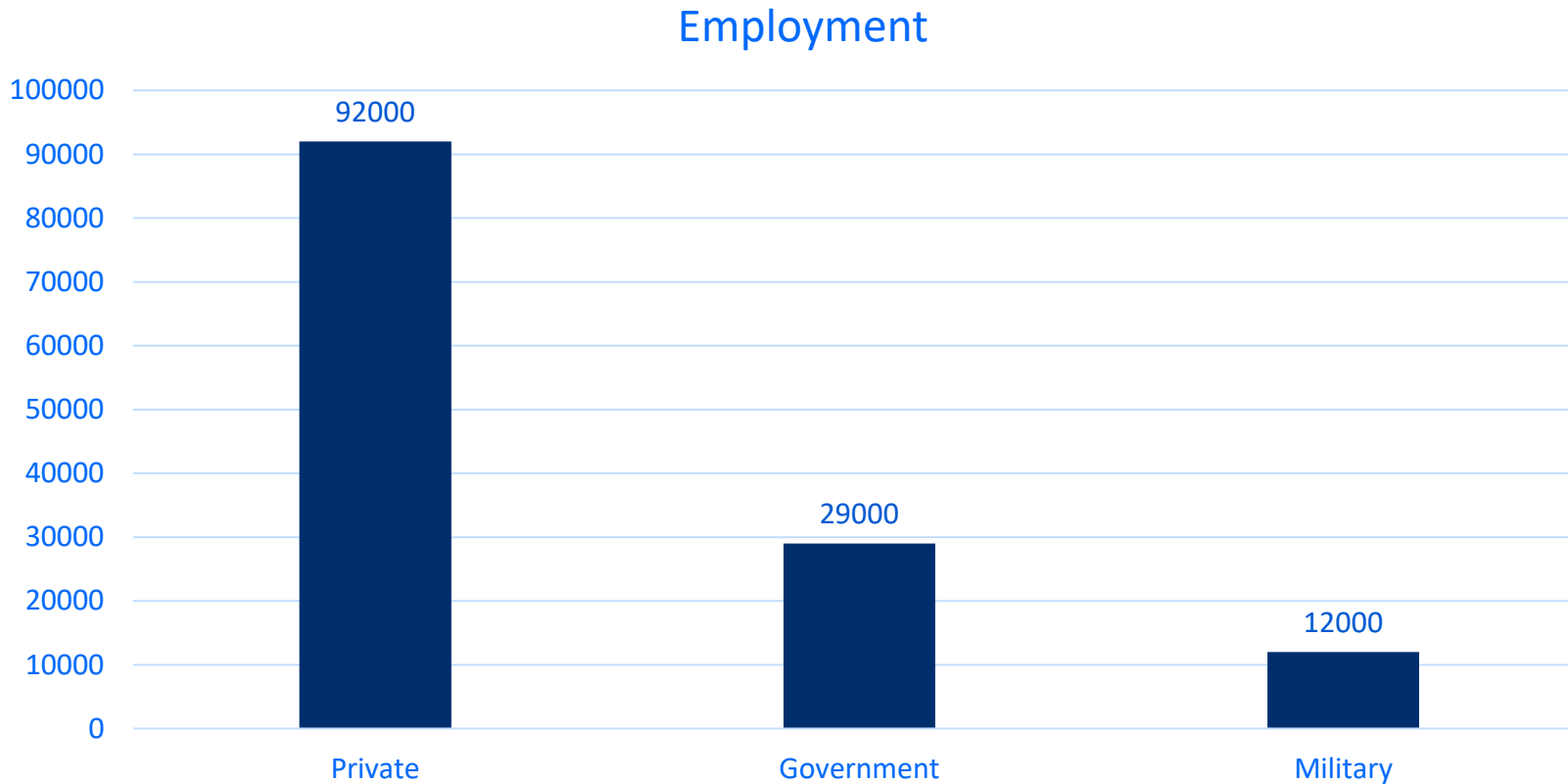
Preliminary Economic Data



Industry Trends

Private employment represents 69% of all employment

- 133,000 estimated jobs



Industry Trends

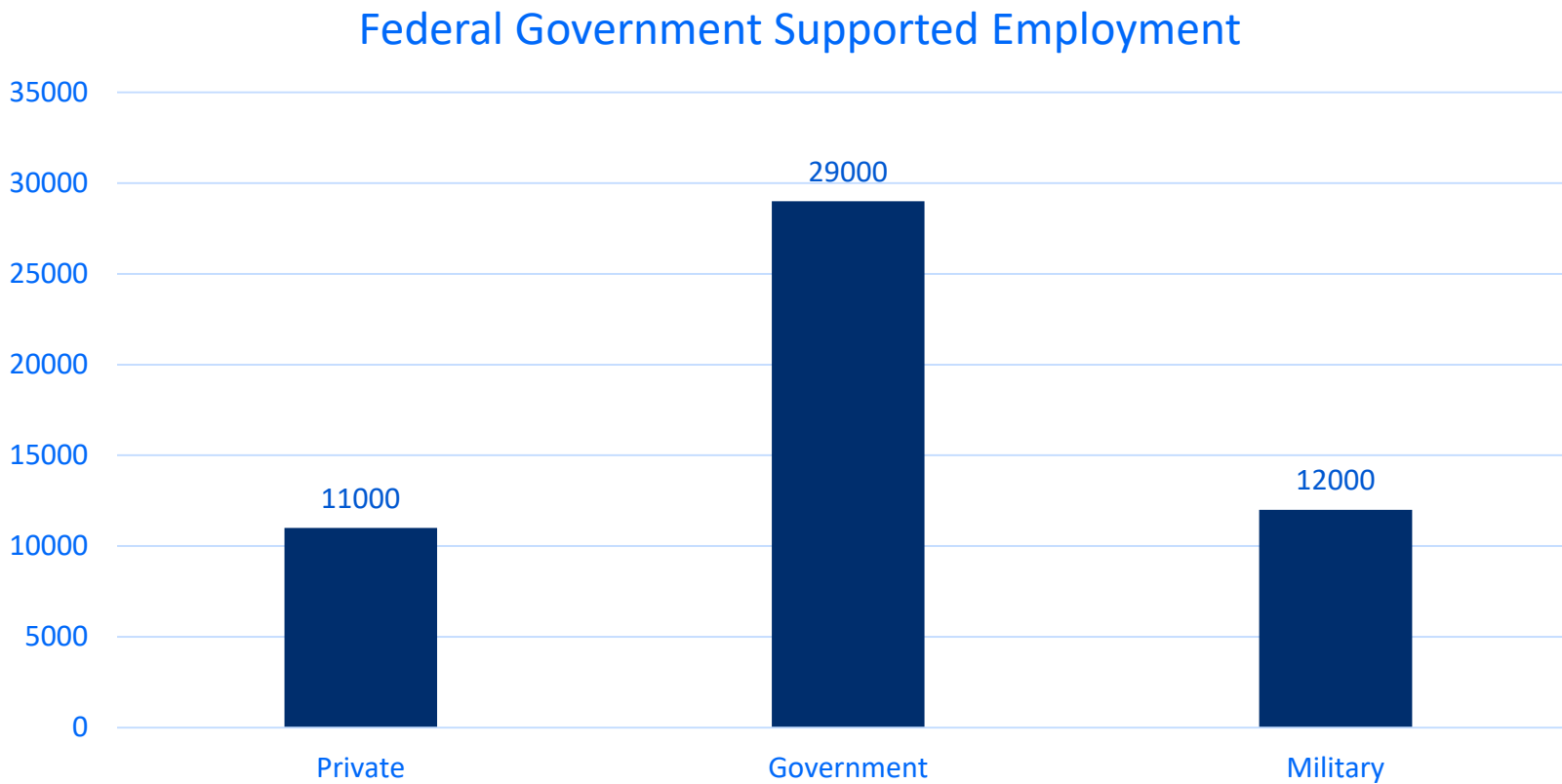
Five industries represent 62% of private employment

Sector	Employment	% of total
Manufacturing	12,997	14
Retail Trade	11,918	13
Health Care and Social Assistance	11,447	12
Administrative and Waste Services	10,410	11
Accommodation & Food Services	10,345	11



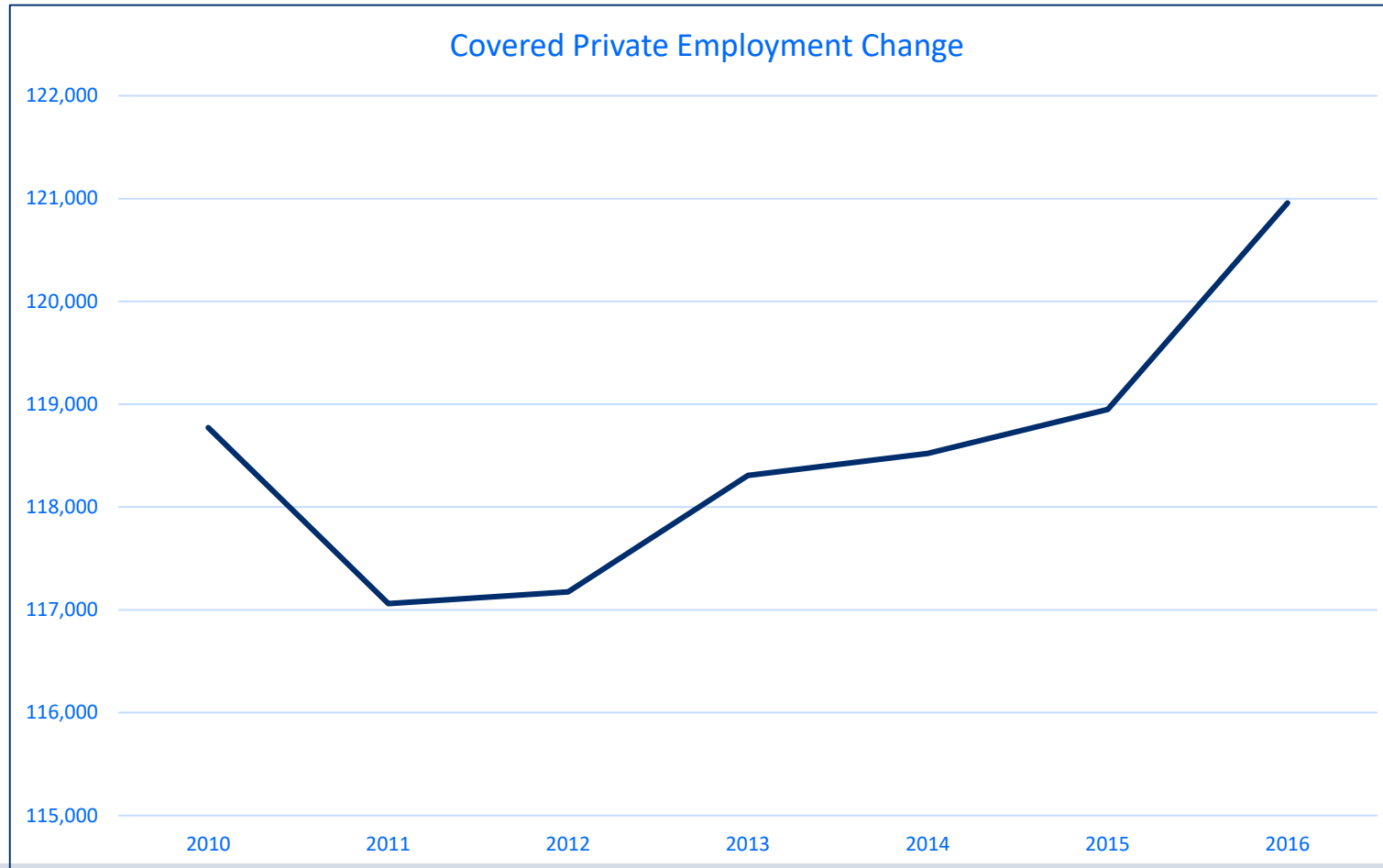
A key consideration for the local economy going forward is the amount of federally funded employment

- Approximately 1/3 of jobs are associated with federal funding



Industry Trends

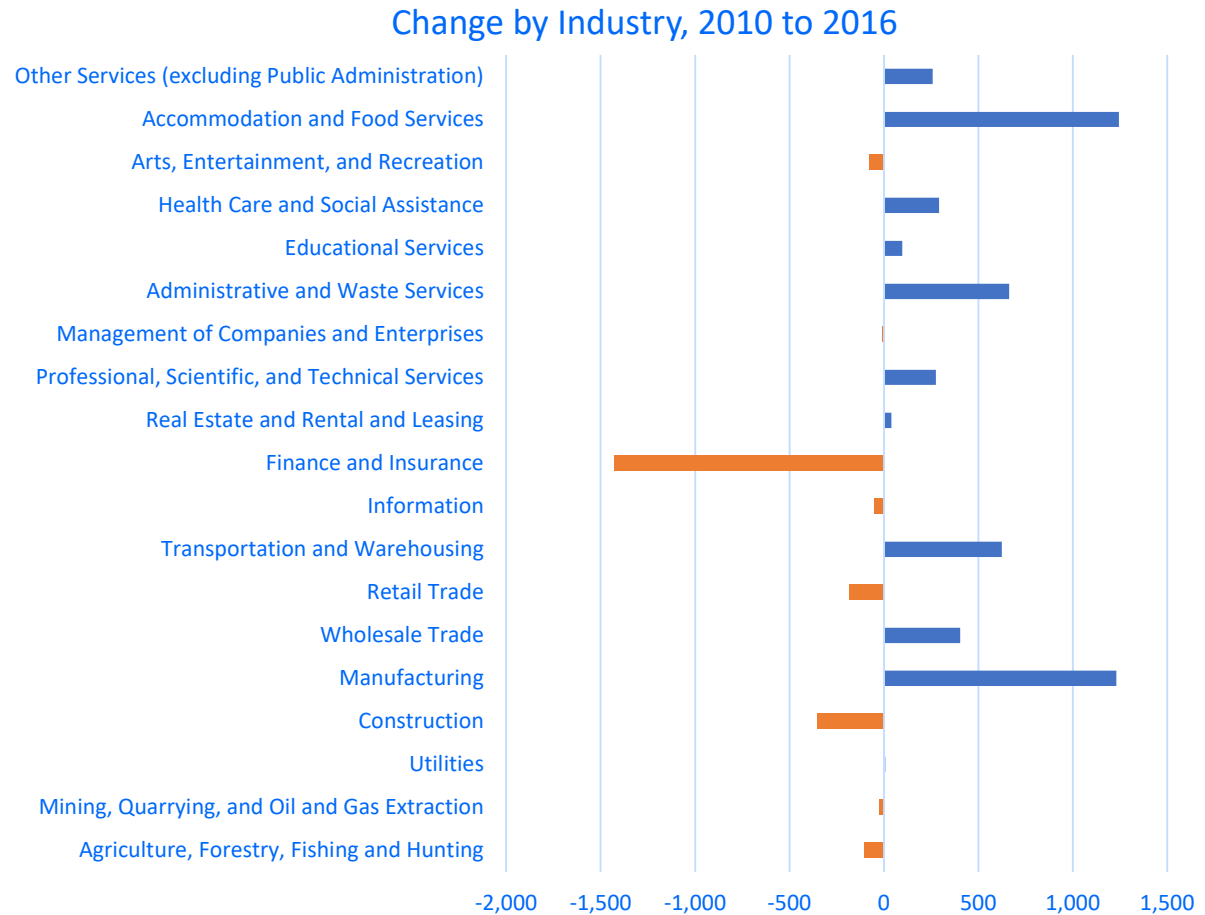
Approximately 3000 jobs have been added since 2010



Industry Trends

Finance and insurance employment losses have been more than offset by gains across a range of industries

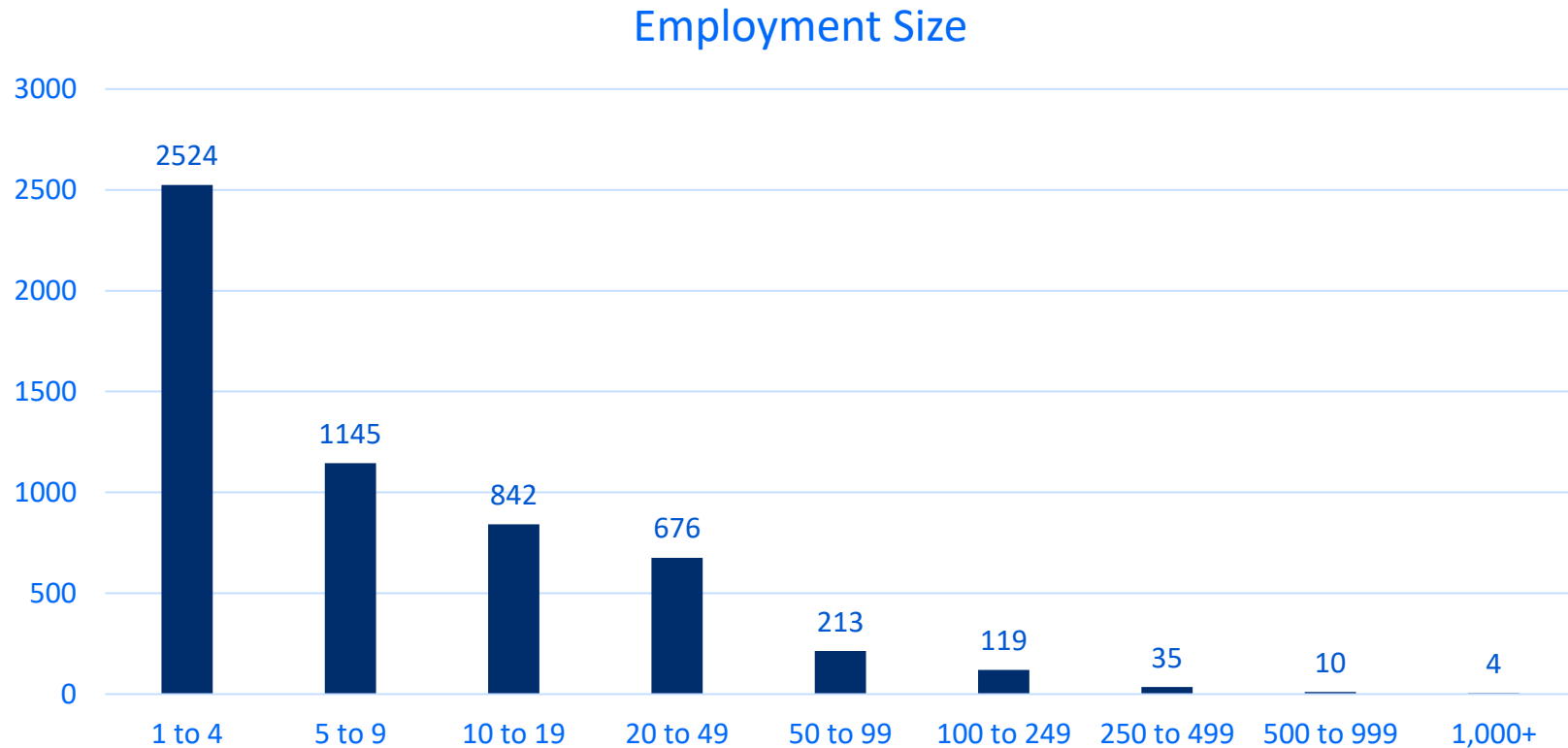
- Biggest Gains
 - *Accommodations & Food Services*
 - *Manufacturing*
- Biggest Losses
 - *Finance & Insurance (appears job reduction is due in large part to loss of 1 large firm)*



Industry Trends

Montgomery has approximately 5,600 employers

- 80% of the businesses have fewer than 20 employees



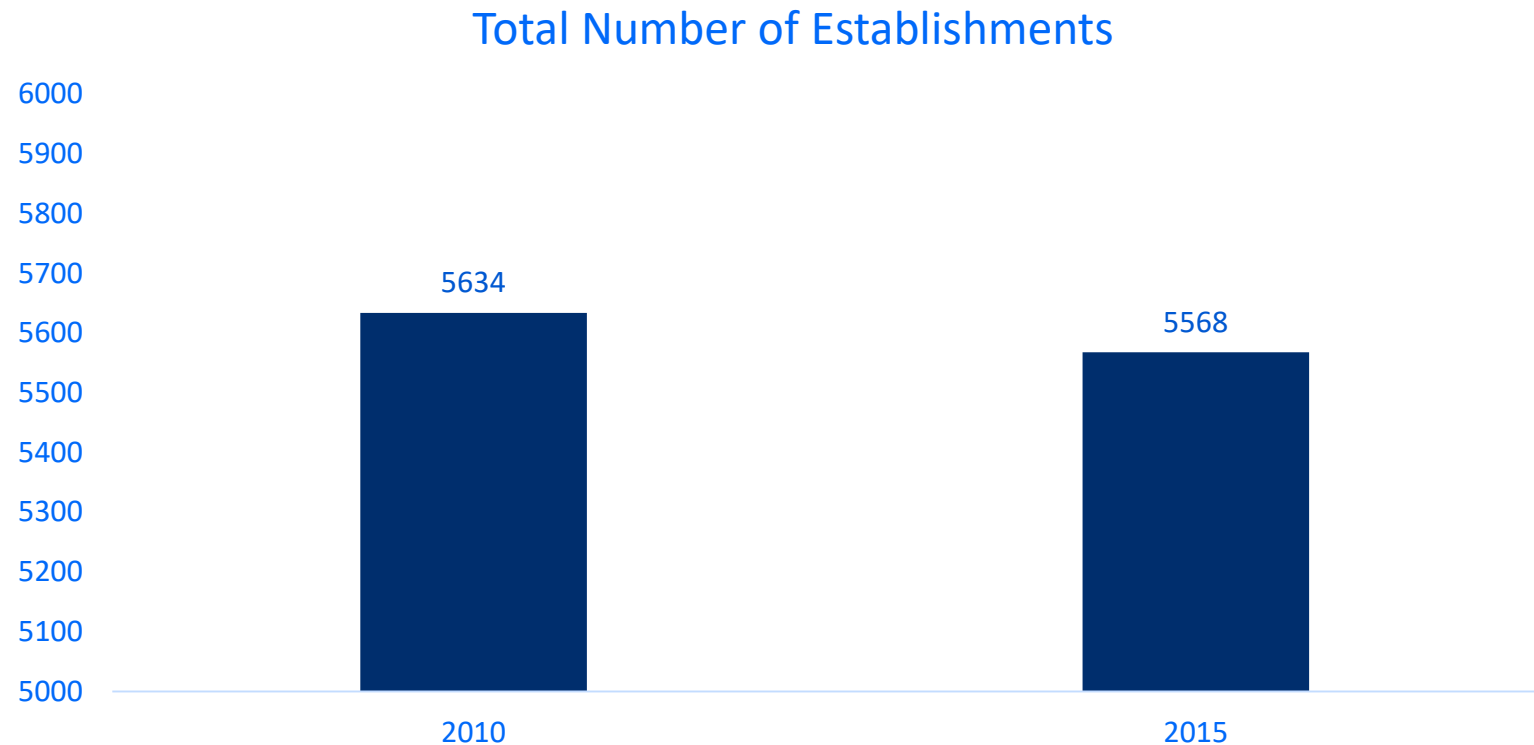
Source: County Business Patterns, US Census Bureau, 2010 and 2015



Industry Trends

Employment growth has occurred while the number of businesses have shrunk

- 66 fewer enterprises in Montgomery



Source: NP analysis of County Business Patterns, US Census Bureau, 2010 and 2015





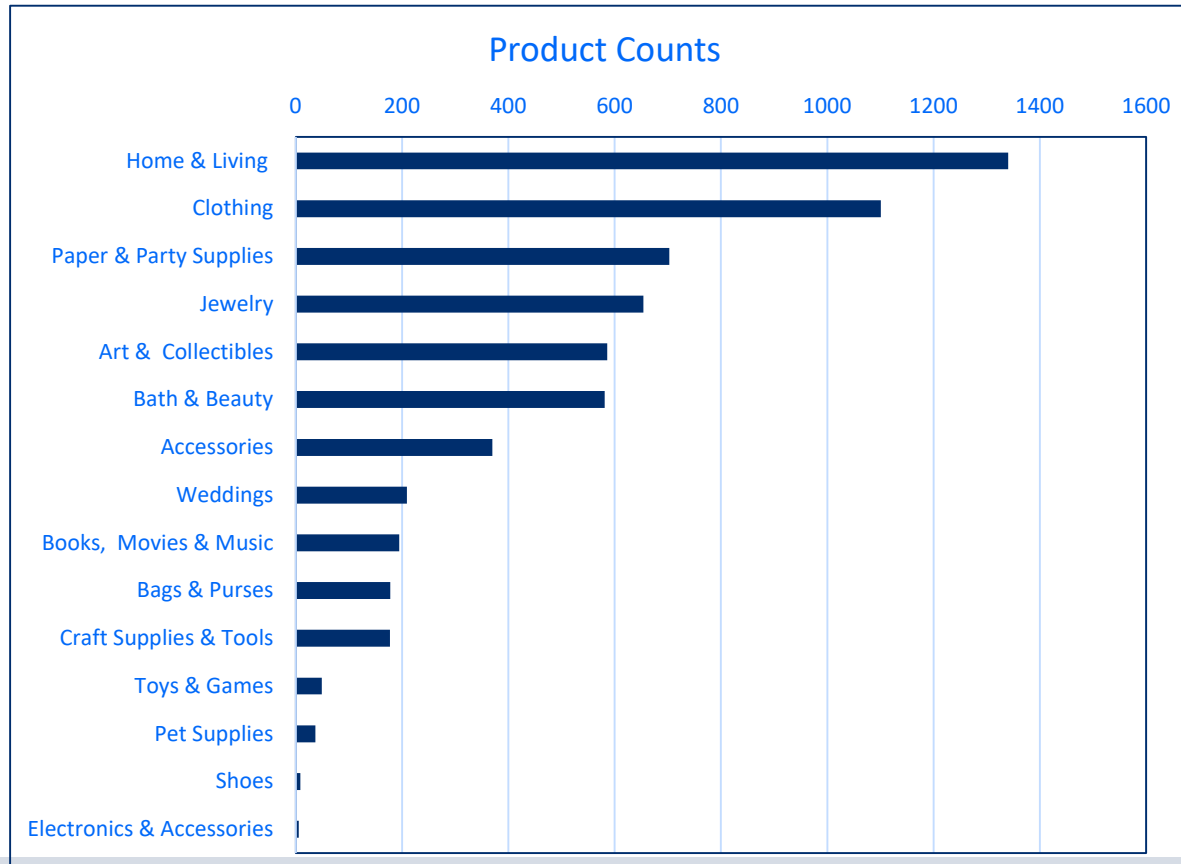
Entrepreneurs and Innovation Capacity



Entrepreneurial Activity

Montgomery does not appear to have a large maker community

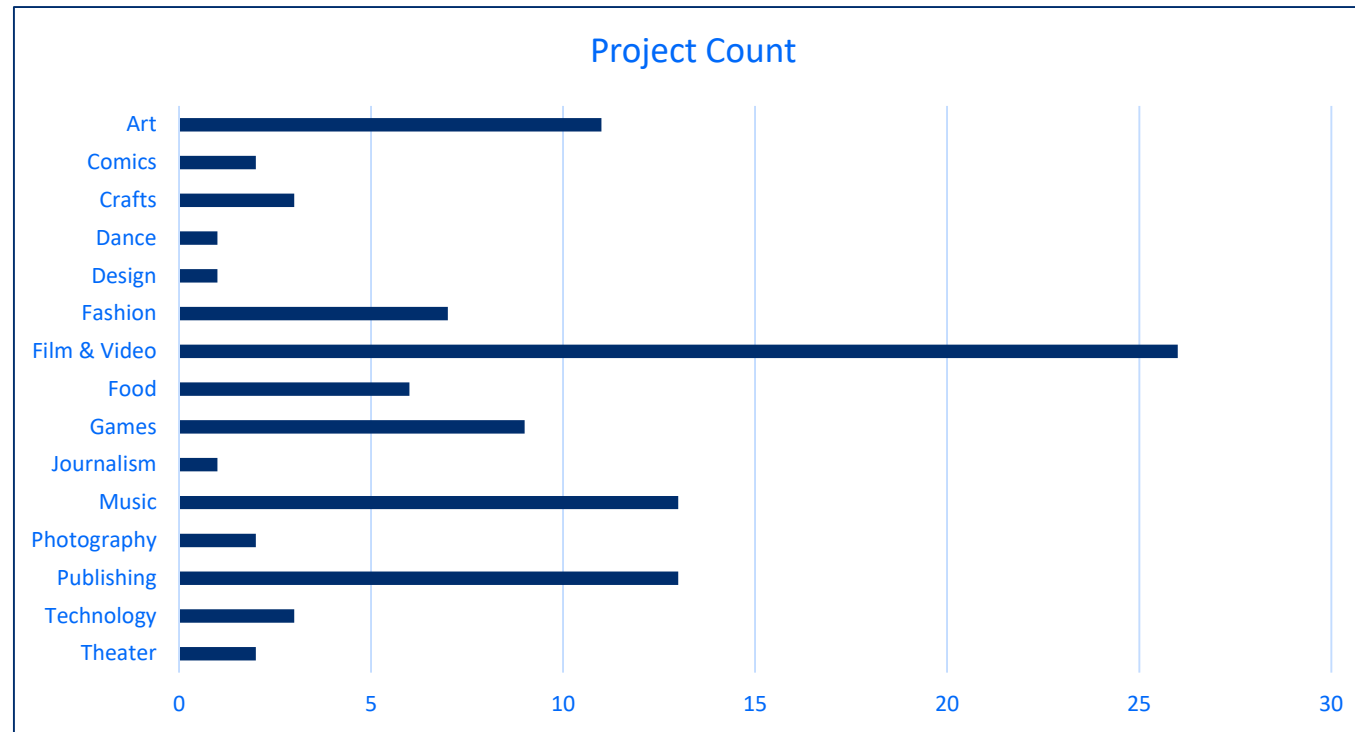
- Total of 5,700 handmade products listed for Montgomery
 - *Compared to 39,575 in Birmingham and 17,242 in Huntsville*



Entrepreneurial Activity

And its creative sector is arts-focused

- Total of 100 projects listed for Montgomery
 - *Compared to 486 in Birmingham and 280 in Huntsville*

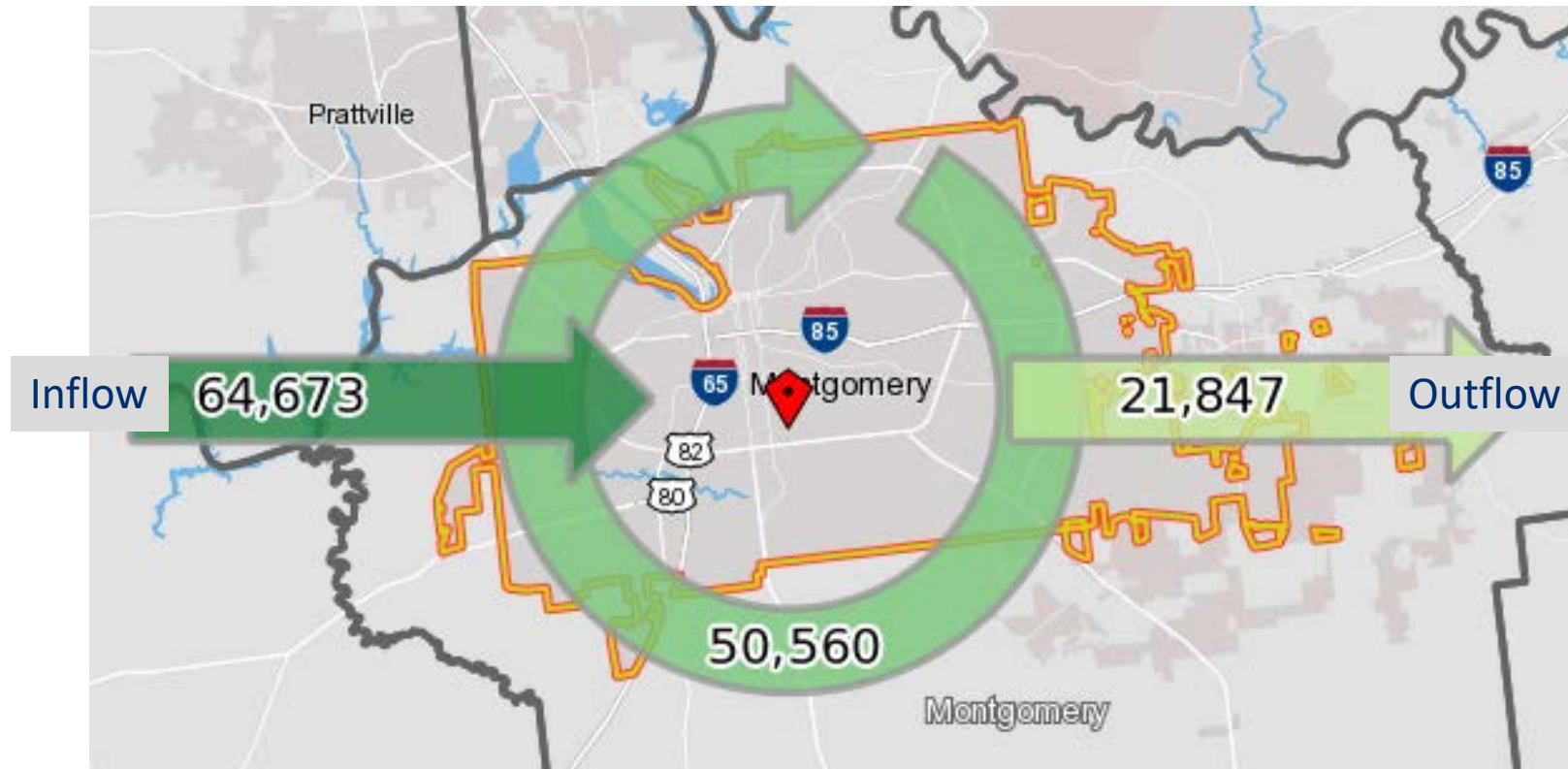




Workforce Access



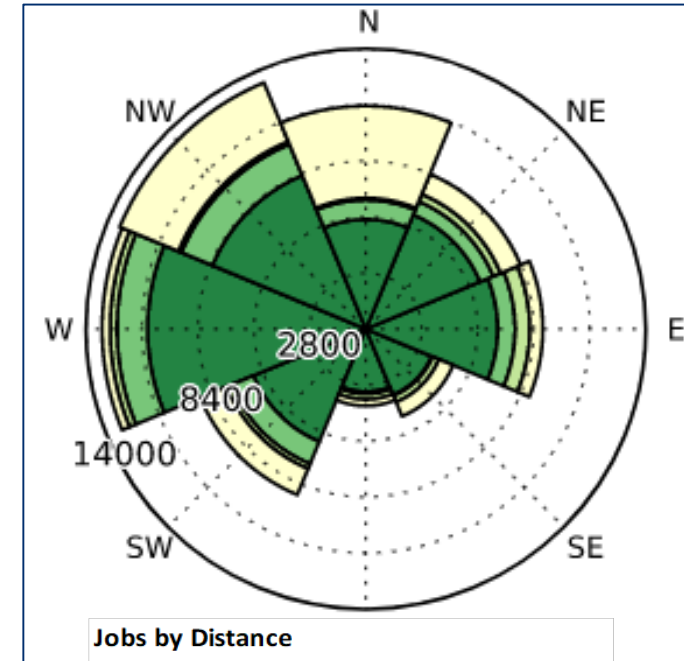
Montgomery imports the majority of its labor force



Montgomery is a major diversified employment center yet 20% of its residents have employment more than 25 miles away

Commuter Shed (where residents work)

- Almost 70% of residents work within 10 miles of the city
- Just under 20% commute greater than 50 miles towards Birmingham and Tuscaloosa



Jobs by Distance
Home Census Block to Work Census Block

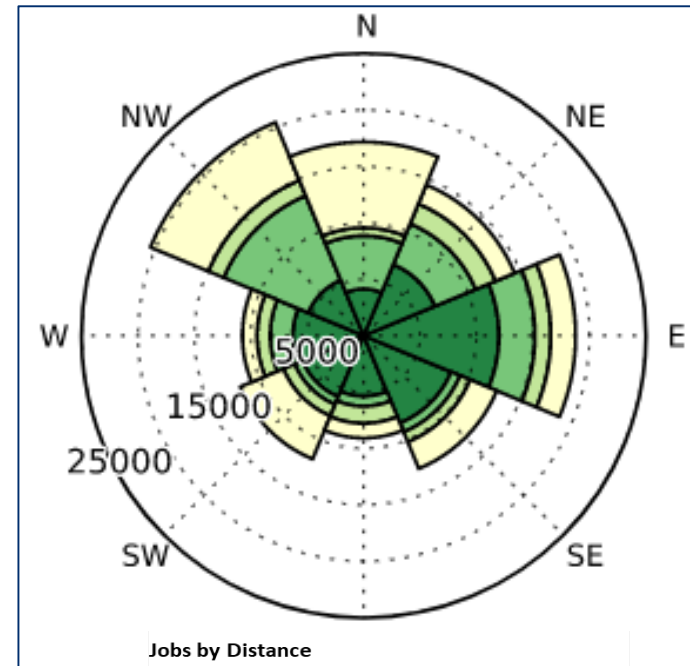
	Count	Share
Total Primary Jobs	72,407	100
Less than 10 miles	50,282	69.4
10 to 24 miles	7,144	9.9
25 to 50 miles	2,602	3.6
Greater than 50 miles	12,379	17.1



Montgomery's employment base draws workers from a very wide area

Labor Shed (where workers live)

- Just under half the workforce lives within 10 miles of the city
- Almost a quarter live greater than 50 miles away, many to the north and northwest towards Tuscaloosa and Birmingham with others towards Columbus in the east



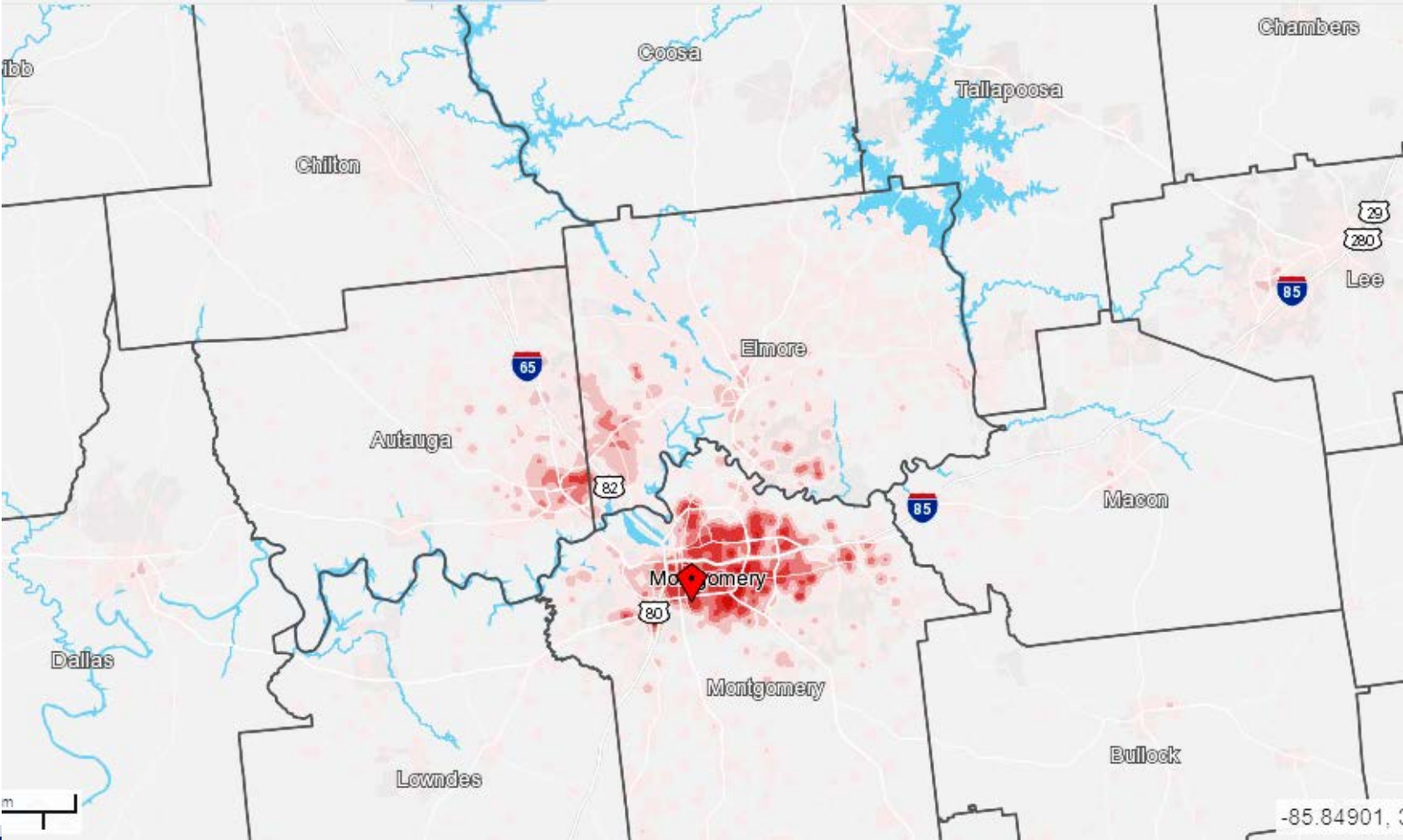
Jobs by Distance

Work Census Block to Home Census Block

	Count	Share
Total Primary Jobs	115,233	100
Less than 10 miles	54,190	47
10 to 24 miles	24,383	21.2
25 to 50 miles	10,248	8.9
Greater than 50 miles	26,412	22.9



Geographic reach of labor market



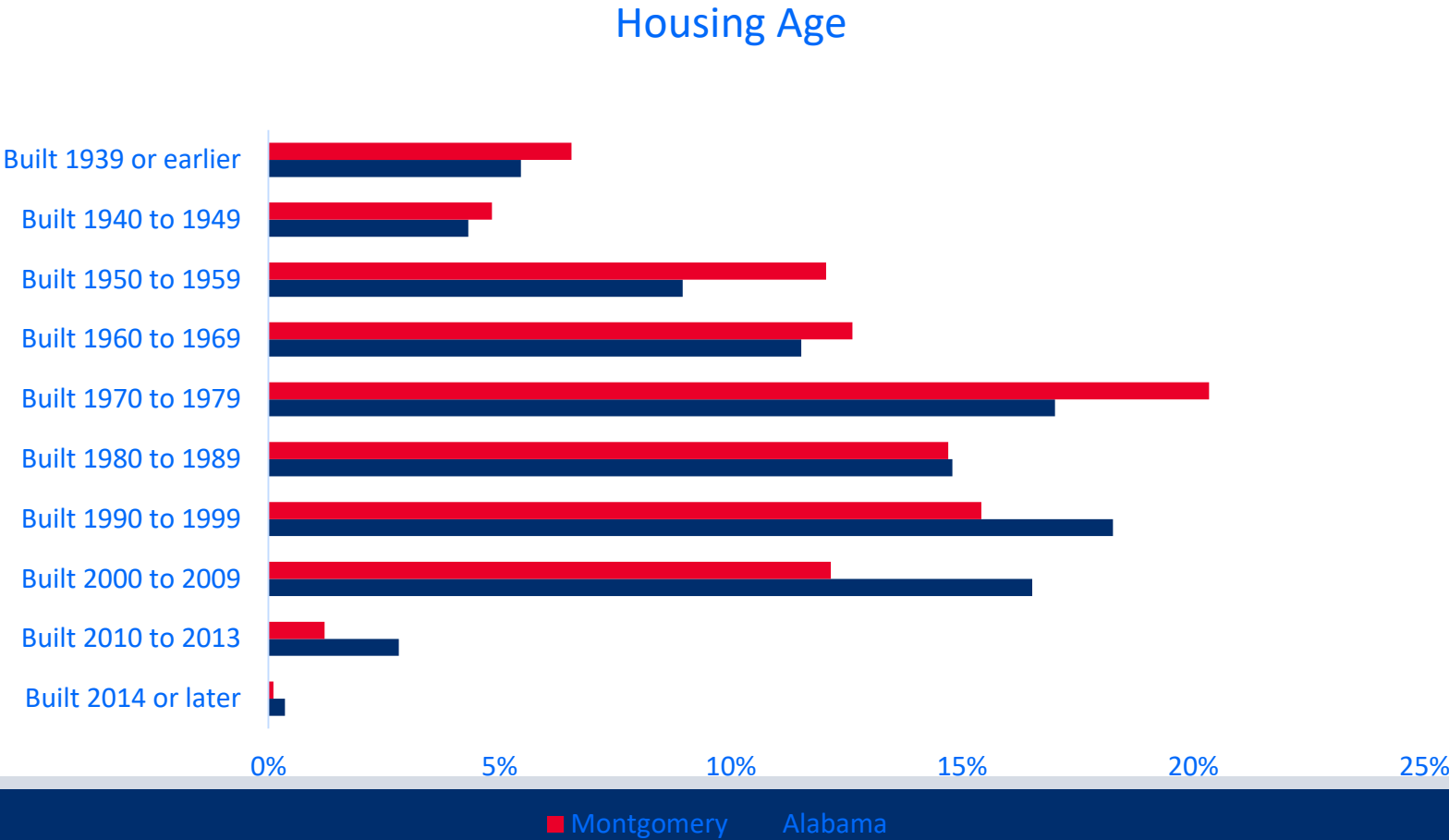


Housing

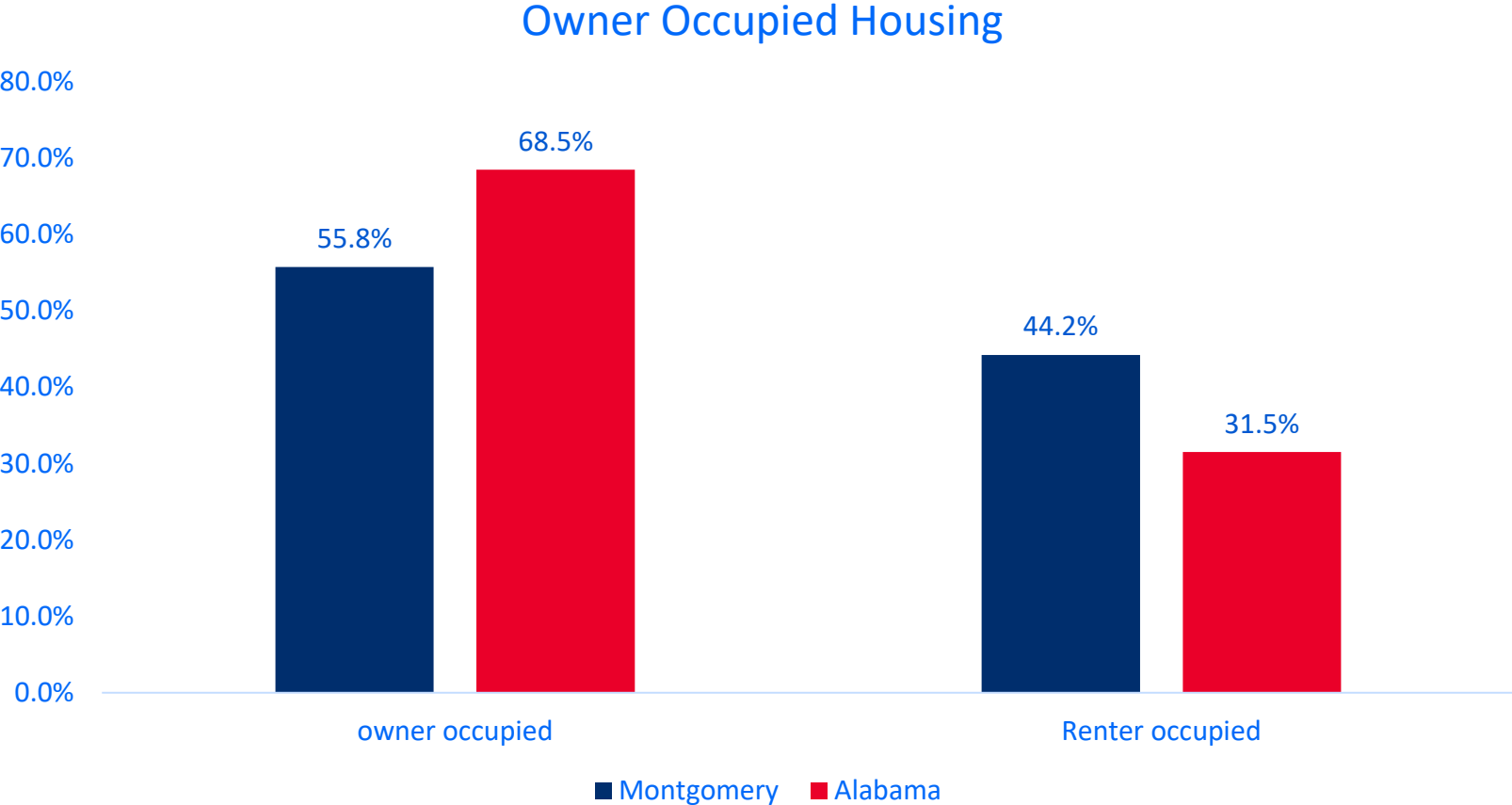


Montgomery's housing stock is older than the state's

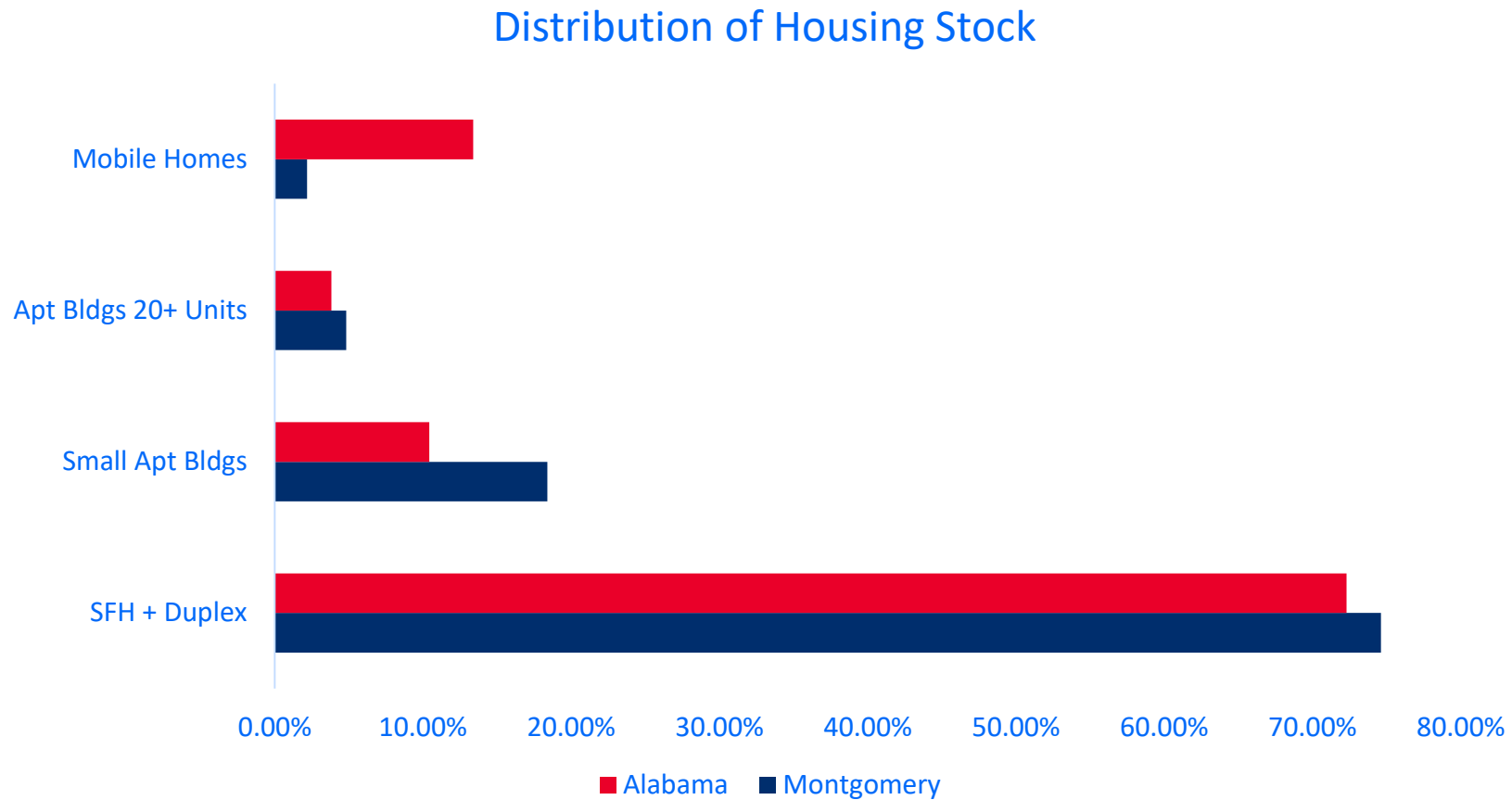
- 56% of the housing stock was built before 1970 compared to 47% for the state



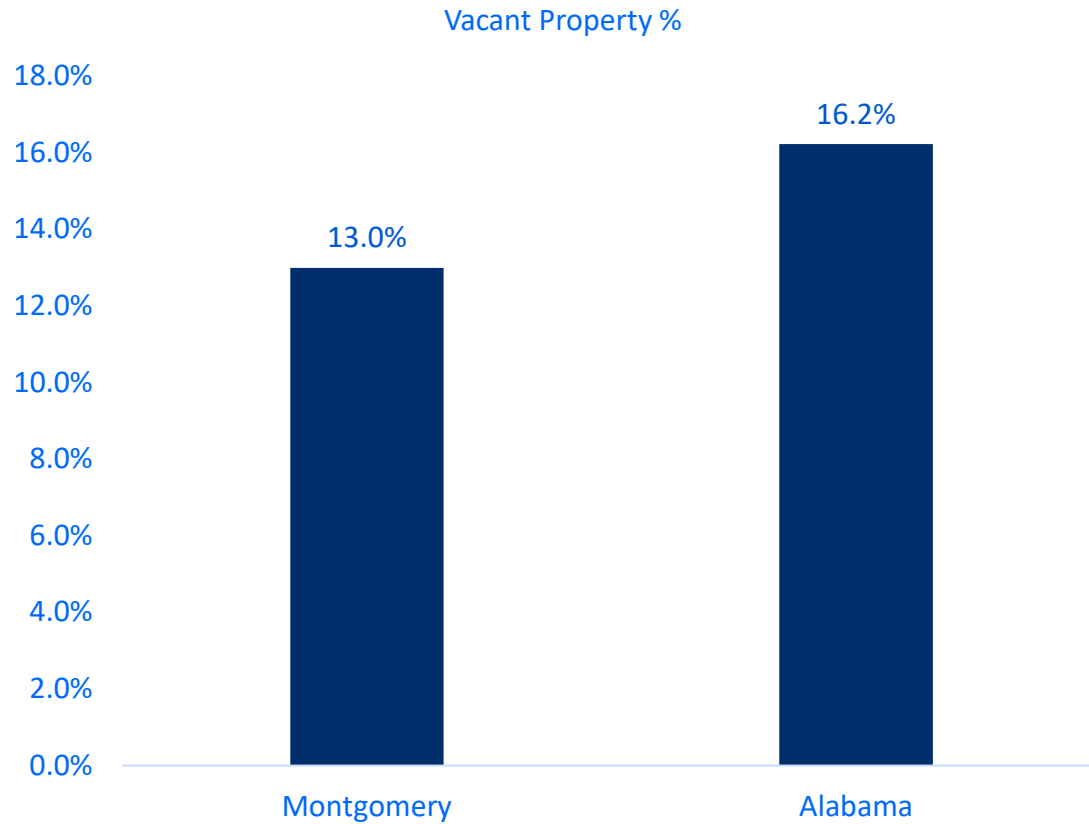
With lower rates of home ownership



Montgomery housing stock is highly concentrated in single family housing



Although lower than the state's, more than 10% of the city's housing stock is estimated to be vacant

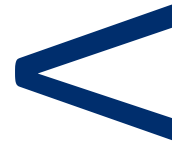




Things to Think About

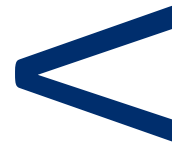


- Concentration of federal funding and the local economy
- The scale and activity level of the entrepreneurial and innovation economy



- Diversification
- Future drivers of economy
- Equitable growth

- The geography of the labor market and how its shifts can influence housing, corridor development and business activity
- The status of the housing stock
- Overall quality of life as a talent attractor



- Development patterns
- Infill & Rehab
- Talent “stickiness”





TRANSPORTATION & MOBILITY

Stephen Stansbery AICP
Vice President, Kimley Horn





**FINAL
MONTGOMERY
YEAR 2040
LONG RANGE TRANSPORTATION
PLAN**

Adopted: September XX, 2015

Prepared by
Montgomery MPO Transportation Planning Staff with Assistance
from J.R. Wilburn and Associates Inc.



**Transit Development Plan
(TDP) Update 2017-2021**



Montgomery Transit System

PREPARED FOR:



City of Montgomery/Montgomery MPO
103 North Perry St.
Montgomery, AL 36104

PREPARED BY:



3379 Peachtree Rd NE, Suite 440
Atlanta, GA 30326

In coordination with DW & Associates, J. R. Wilburn and
Associates Inc, and STRADA Professional Services

October, 2016

Montgomery
Metropolitan Planning
Organization (MPO)

**Congestion
Management
Process (CMP)
2014 - 2018**

May 2014



Prepared by



In cooperation with
the Montgomery
MPO, MPO Staff and
Advisory Committees

**FINAL
Montgomery Metropolitan Planning Organization (MPO)
2012 Bicycle and Pedestrian Plan**



July 2012
Prepared by Montgomery MPO Transportation Planning Staff



Multitude of Transportation Plans



Transportation

What we've heard

- Funding gap (most of your resources are applied to maintenance and safety)
- Traditional challenges aren't as prevalent (congestion and parking)
- Pedestrian accommodations and large roads make walking a challenge
- Transit is affordable but accessibility is a challenge
- Bike culture is growing (Bike share is on the way)
- Remain a large number of commuters migrating coming



Economic
Vibrancy

More Connected
Community

Improved Travel
Experience

Advancing Community
Initiatives

Mobility Planning

When transportation decisions and investments support a variety of community initiatives, not just solving for congestion.

Competitiveness • Affordability • Travel Choice • Health & Safety



Considerations

- What community priorities are impacted by transportation?
- What can we do with what we have?
- What could we do with more?
- How to leverage excess capacity?
- How can transportation design serve are larger mission?





INFRASTRUCTURE, EDUCATION, CULTURAL ARTS, PARKS, PUBLIC HEALTH

Brandon Bias AICP
Regional and Community Planner, GMC





Goodwyn Mills & Cawood

- Architecture
- Interior Design
- Planning
- Landscape Design
- Engineering
- Environmental
- Geotechnical
- Surveying
- Transportation

70+ Years

399 Employees





Offices all across the Southeast

Alabama

- Andalusia
- Birmingham
- Eufaula
- Huntsville
- Mobile
- Montgomery
- Opelika
- Vernon

Tennessee

- Nashville

Georgia

- Augusta
- Albany
- Atlanta
- Savannah

South Carolina

- Columbia
- Greenville



Facilities, Services, Infrastructure

Element-by-element, how will build the plan?

- Key contributors to quality of life by residents, and experience of visitors
- Inventory and understanding the public, quasi-public and private relationships
- Strategies will account for dynamic populations, demographics, development patterns, and changing technology



Parks, Recreation & Open Space

Element-by-element, how will build the plan?

- Assess facilities and programming based on conditions and current use
- Assess open space (location, quantity, quality)
 - *Develop standard for defining quality*
- Determine the need for additional amenities
 - *NRPA Standard: 12.7 acres per 1,000*
 - *Montgomery: 7.9 acres per 1,000*



Education, Cultural Arts

Element-by-element, how will build the plan?

- Understand physical relationships
 - *Location*
 - *Type (including post-secondary)*
 - *General qualitative assessments*
- Integration of plans developed by institutions
- Strategies for promoting community based cultural arts
 - *Public, quasi-public, and private*



Public Health

Element-by-element, how will build the plan?

- Based upon the holistic vision of the larger planning effort through a social and environmental approach
- Decisions on housing, transportation, public safety, education, economic development, land use, etc. all impact public health
- Address local health issues through policy considerations and strategic action steps





Thank you!

