



Downtown Revitalization Plan

Red Bay, Alabama

Adopted by the Red Bay Planning Commission

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Acknowledgments

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Contents

ACKNOWLEDGMENTS

INTRODUCTION

Project Area	1.3
Existing Conditions	1.4
Regional Context	1.4
City Context	1.4
Process	1.6

VISION

Assets	2.2
Issues	2.2
Outside Forces	2.2
Visions for Downtown Red Bay	2.3
Benchmarks for Success	2.3
The Big Idea	2.3
Goals	2.4

DESIGN

Design Objectives	3.2
Create Attractive Gateways	3.3
Improve traffic flow on state and local roads	3.5
Enhance pedestrian access to and from parking areas	3.7
Encourage building improvements	3.8
Improve downtown streetscapes	3.12

ECONOMIC STRUCTURE

Market Analysis	4.2
Retain and Support Existing Businesses	4.5
Recruit Desirable Retail Businesses	4.5
Promote Entrepreneurship	4.6
Encourage Land Use and Design Strategies that Foster Business Success	4.7
Downtown Land Use Principles	4.7
Create Daytime/Nighttime and Weekend Activity Downtown	4.11

PROMOTION

Use joint advertising and promotional programs	5.2
Host a variety of community events Downtown	5.3
Annual Events	5.3
Recurring Events	5.4

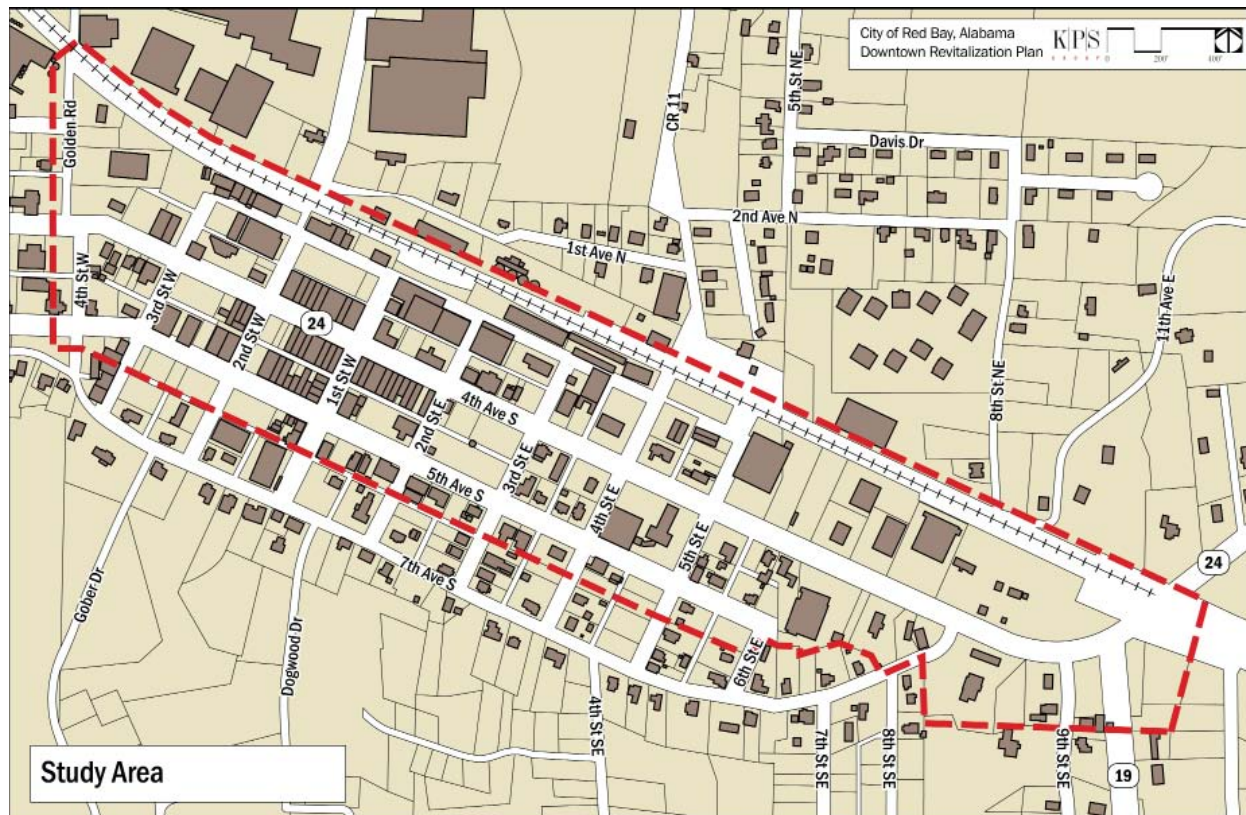
IMPLEMENTATION

Form a Nonprofit Organization	6.3
Responsibilities of the Downtown Organization	6.3
Develop Funding, Work Programs and Volunteers	6.5
Fundraising	6.5
Work Programs and Volunteers	6.5
Community Connections	6.6
Implementation Strategy	6.8

CONCLUSION

Introduction

Figure 1: Downtown Study Area



Introduction

This Revitalization Plan is intended to be used as a guide by both the public and private sectors in their efforts to physically and economically enhance and sustain Downtown Red Bay. The plan establishes a vision built on the community’s aspirations for the historic downtown area. A coordinated, comprehensive strategy lays out the policies, priorities and actions the community will implement to achieve this long-term vision. The strategy addresses five essential components of downtown revitalization:

Design represents the function and form of Downtown, how all of its physical parts work together and create the best possible experience for visitors.

Economic Structure is the recipe for Downtown’s business success—placing the right economic ingredients in the right proportions in the right places.

Promotion raises awareness of Downtown’s economic, governmental and cultural assets. Promotion includes marketing Downtown to locals, out-of-towners and potential investors.

Organization is the assembly of diverse organizations and individuals, all with different types of authority and influence, to carry out revitalization tasks in a coordinated manner.

Community Connections is, in essence, a pledge to look for and understand the impacts of decisions, that may not appear to relate to Downtown, but that will ultimately have an effect on its future.

Project Area

Downtown Core. This is the historic downtown business area characterized by traditional one- and two-story storefront buildings primarily along 4th Avenue South between 3rd Street East and 4th Street West. The railroad establishes a natural boundary to the north. With buildings similar in character, two blocks along 5th Avenue South are also included in the Downtown Core area. The core is very compact allowing visitors to park in one location and reach a variety of destinations easily on foot. Over time, a few historic buildings have been demolished and some new buildings have been established in the place of the original ones. Because the area developed before widespread use of the car, few properties now have on-site parking. Instead, on-street parking along area streets and in shared parking areas to the side or rear of buildings provides parking for employees, customers and other downtown visitors.

Downtown East. This part of Downtown, along 4th Avenue South between 3rd Street West and AL 19, includes more contemporary, strip development characterized by one story buildings set back behind parking lots. Generally, each building has its own parking and one or more driveways off of 4th Avenue for access. This area is developed in a manner that allows visitors to drive from one destination to another rather than walk.

Transition Areas. These areas surround the Downtown Core and Downtown East areas and vary in use, age and character. Transition areas are primarily residential though some institutional uses are present. The railroad creates a physical transition from downtown development to the manufacturing and residential uses north of downtown.

Existing Conditions

Regional Context

Red Bay is located in Franklin County, Alabama on the Alabama-Mississippi State Line. Being a small town (3,185 population according to the 2010 US Census) in a mostly rural part of the State, access to other towns and cities is an important aspect of life in Red Bay.

- Alabama Highway 24 is the major transportation artery for the community, connecting Red Bay to the county seat, Russellville, approximately 25 miles to the east. Through Red Bay, Hwy. 24 is designated as Corridor V, an Appalachian Development Highway, which upon completion will connect from Interstate 55 in Batesville, MS to Interstate 24 in Chattanooga, TN. Historically, Hwy. 24 has served as Downtown Red Bay's "main street." With construction of Corridor V, Hwy. 24 is being realigned so that it runs along the southeastern edge of the community. Upon completion of Corridor V, 4th Avenue will be re-designated as Alabama Highway 19, which currently terminates at Hwy. 24 at the southeast end of downtown.
- Alabama Highway 19 connects Red Bay to Corridor X (future I-22) and to Hamilton, Alabama 25 miles to the south. To the east, Corridor X provides access to Jasper, Alabama (86 mi.) and the Birmingham metropolitan area (117 mi.), where its connection to Interstate 65 is currently under construction.

- Mississippi Hwy. 23 N connects Red Bay to US Hwy. 78 and Corridor X to the south. To the west, Corridor X provides access to Tupelo, Mississippi (48.5 mi.).
- Golden Road on the west side of downtown connects to Mississippi Highway 25 in Belmont, MS (6.4 mi.) and northward to the Natchez Trace Parkway (13.5 mi.).

City Context

Downtown Red Bay is the heart of the community. Like so many small towns, Red Bay grew up around its main street and the industries and businesses that emerged along the nearby railroad. See Figure 2.

Most Red Bay neighborhoods are within a short distance of downtown. Early residential areas developed south and west of downtown but the bulk of Red Bay's residential areas ultimately developed north of downtown where the terrain was more conducive to development. According to the 2010 US Census almost 80% of Red Bay's housing is in detached single family homes or duplexes. Red Bay has a few multifamily developments, some of it public subsidized housing: 5th Court Apartments, Village Green Apartments (senior housing), and Elliott Village. Almost 40% of its occupied housing is rented.

4th Street West or Golden Road is a major road that has developed incrementally over time with light industrial, manufacturing, residential, institutional and commercial uses distributed along its length. There is little pattern or sense of cohesiveness

among the developments along the road compared to those downtown. The types of businesses that would normally have occupied downtown buildings, such as restaurants, a hardware store, a hotel, etc., eventually located along this more suburban, car-oriented corridor.

There are several notable destinations, facilities and amenities in Red Bay: Redmont Recreation Club/Golf Course, Red Bay Hospital, Allegro Campground, the Red Bay Museum, Generations of Red Bay Nursing Home, Bay Tree Council's Performing Arts Center, and the Family Water Park among others.

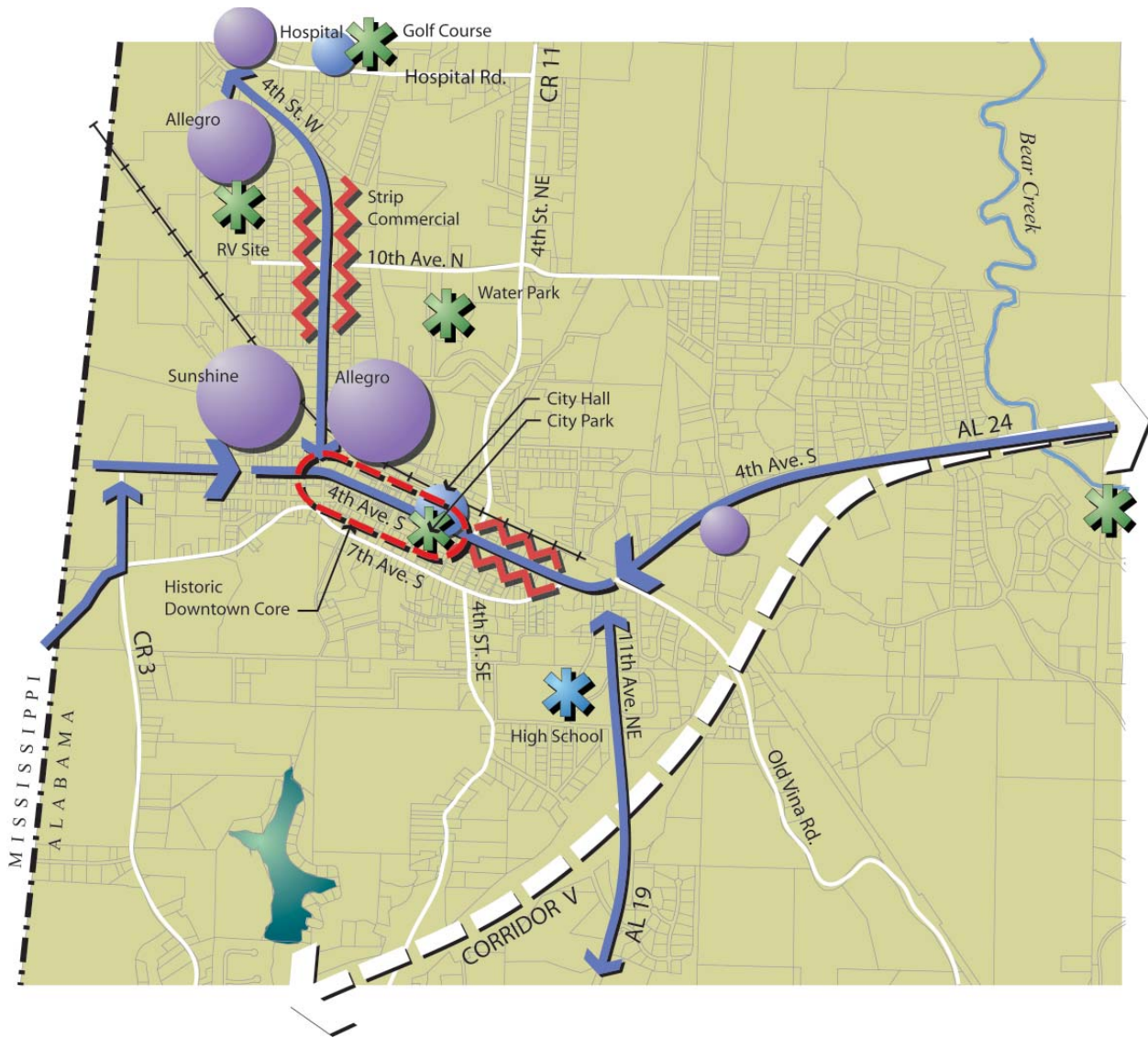


Figure 2: City Context

Process

The plan was developed from January 2012 through August 2012 by the City of Red Bay, the Northwest Alabama Council of Local Governments (NACOLG) and consultants KPS Group, Skipper Consulting, Dr. Arthur Allaway and Williams Engineering Group. Public meetings were held regularly to collect information, discuss emerging plan recommendations and get feedback from the community.

Following public meetings, presentation materials, meeting notes, and draft documents were posted on a blog established for the project. The blog allowed visitors access to documents referred to in public meetings, to revisit previous presentations, and leave comments or questions. Those participating in or following the development of the plan had access to planning materials as they were developed at key points throughout the process.

The plan was released in two installments during the course of the public involvement process. Each release was posted in the City's website and the project blog, and a hard copy was made available for public review at City Hall. Following the third public meeting, the planning team prepared a complete draft of the plan and then met with stakeholders for a work session prior to the Commission's holding a public hearing on the plan. The planning team then revised the plan and the Planning Commission and Council held public hearings to officially adopt the plan on behalf of the City and begin implementing the plan.

Vision

VISION

To identify the community's expectations for revitalization, the community was invited to City Hall in January 2012 for an interactive discussion on the future of Downtown Red Bay. During the course of the meeting, participants elaborated on their desires for the downtown area. After reviewing Downtown Red Bay's assets and issues, participants were asked to imagine Downtown Red Bay in a decade or so—as they would like it to be. After a moment to think about this, the planning team engaged the crowd in a series of questions to help bring those individual visions to light. The following is a summary of those discussions. A complete account of public comments from the meeting is included in the Appendix.

Assets

Meeting participants recognized that the museum and performing arts center, City Park and local industries have a positive influence on the town and downtown. Others noted the historic character, compactness and cleanliness of the town. Other assets mentioned were access to the town (including Corridor V), the water park, available parking downtown, and the many visitors to the Allegro facility.

Issues

Participants described several areas in which work must be done to improve Downtown Red Bay. Important issues included vacancy and underutilization of downtown properties and historic trends and current economic conditions that stymie downtown investment. Traffic on 4th Avenue South can become somewhat congested during shift changes and backing out of some on-street parking spaces along the main street can be difficult. Others noted a lack of property and building maintenance and an unwillingness on the part of some property and business owners to participate in enhancement efforts.

Outside Forces

In addition to downtown's own issues, participants were asked what external influences may affect efforts to strengthen Downtown Red Bay. They noted the completion of Corridor V – while the improved highway route will likely draw more traffic through the Red Bay area, the new alignment will bypass downtown. Also, because Franklin County does not permit alcohol sales, this can limit downtown reinvestment for restaurants and places of entertainment. Should the Red Bay area be attractive to big box and other national or regional retailers and franchises, they would be more likely to locate in other parts of the city, particularly along the completed highway. The presence of shopping and dining establishments in nearby cities will continue to draw local customers away from existing and potential downtown businesses.

Visions for Downtown Red Bay

Participants envisioned a vibrant downtown with more retail, personal service and dining options. New businesses and activities would appeal to people of all ages, particularly younger residents, and generate activity throughout the week and on weekends. Downtown Red Bay would be an attractive shopping, dining and entertainment destination for local residents and visitors. Participants noted that downtown events and a concentration of compatible businesses would help create this environment.

Benchmarks for Success

Finally, the participants were asked to offer a few benchmarks as a way to measure the success of revitalization efforts and to add a sense of priority during the next several years of plan implementation. Responses included:

- *All downtown buildings are occupied and well maintained.*
- *People are coming and going and parking is full on Fridays and Saturdays.*
- *The historic Red Bay Hotel is back in operation.*
- *4th Avenue South is beautifully landscaped, overhead lines are out of sight, and street lighting and other improvements create an attractive, safe environment for downtown visitors.*

The Big Idea

Downtown—unlike conventional shopping centers or business districts that tend to serve either one or a very few purposes—is expected to serve many roles within the community. This was evidenced by the visions expressed by the community in revitalization meetings. Downtown serves as a center for:

- *government*
- *business*
- *shopping*
- *dining and entertainment*
- *community interaction*
- *culture and history*

Obviously, to effectively serve so many functions, Downtown Red Bay must be well-planned, properly designed and carefully maintained. And, because it serves many groups, its care must be in the hands of more than just city government. Citizen and business groups must also assume responsibility for and take an active part in Downtown's revitalization.

A strategic revitalization concept, or “Big Idea,” was devised to capture and build upon Downtown's assets and existing conditions, to respond to the community's expectations and to set out a foundation on which detailed revitalization actions are coordinated. This Big Idea primarily addresses the physical organization and enhancement of Downtown Red Bay but also involves fine-tuning Downtown's economic structure.

The Big Idea includes:

Improving the visitor's experience by establishing attractive gateways and—over the long term—raising the quality and functionality of 4th Avenue South and the major streets entering Downtown.

Establishing community-oriented destinations, businesses and events to bring residents and area visitors Downtown frequently for a variety of shopping, dining, cultural and social activities.

Building a pedestrian-friendly environment that makes opportunities for window shopping and social interaction more attractive, manages parking demand and encourages visitors to stay Downtown longer.

Concentrating retail, dining and entertainment businesses in the Downtown Core flanked by compatible business uses, institutions and housing.

Goals

The Downtown Revitalization Plan is based on the following goals, which address the five fundamental strategies necessary to set in motion a sustained revitalization of Downtown Red Bay:

- *Create a welcoming, convenient and attractive Downtown*
- *Assemble an appropriate, concentrated mix of uses Downtown*
- *Promote Downtown Red Bay*
- *Organize public and private stakeholders for ongoing implementation and management of revitalization efforts*
- *Integrate planning and decision-making for Downtown and the overall community*

The following chapters of the Plan elaborate upon these goals, their underlying objectives, and the individual tasks necessary to achieve them.

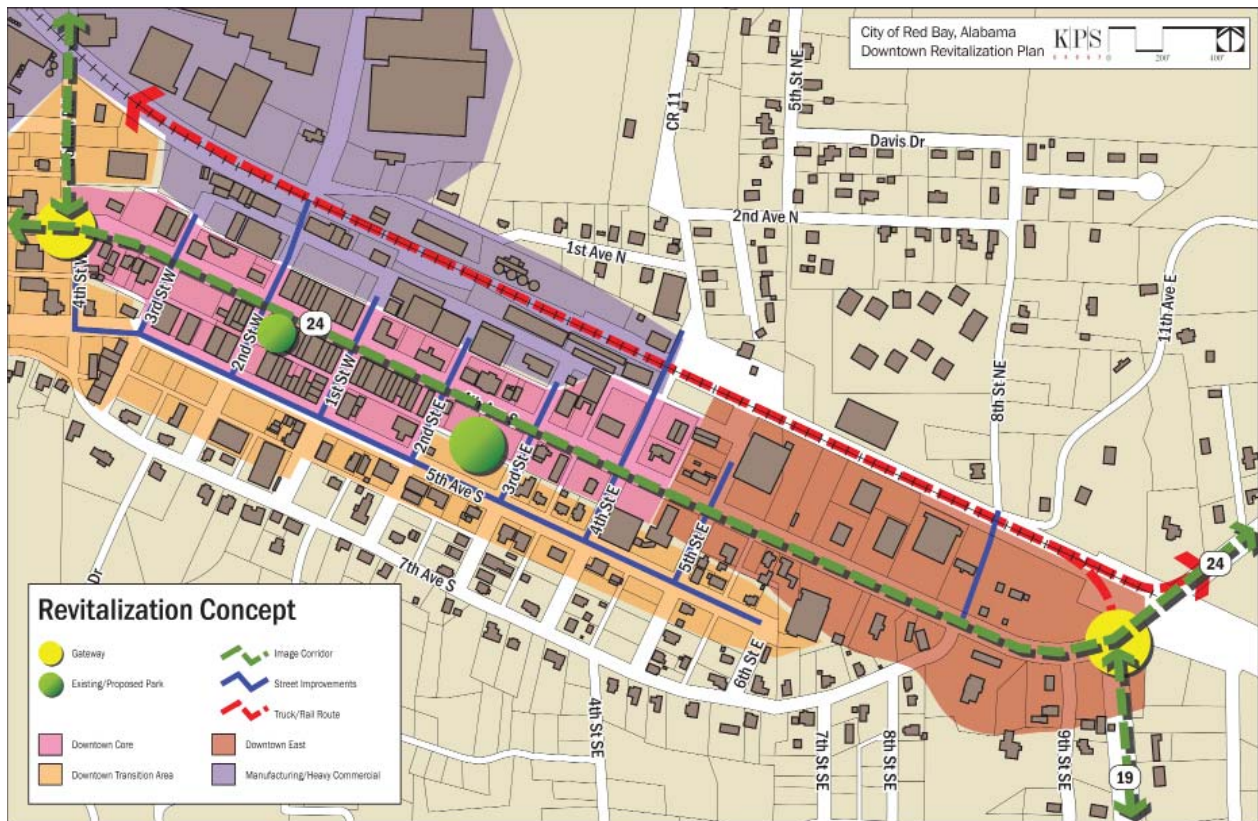


Figure 3: The “Big Idea” Revitalization Concept

Several elements of the “Big Idea” involve the physical organization of downtown—buildings and their uses, destinations and the character and functionality of the routes that carry one to them, and other features—and are represented in the Revitalization Concept above. The bulk of the downtown is divided into two distinct areas: 1) the traditional Downtown Core with its walkable, semi-urban development pattern and 2) the more contemporary Downtown East with its car-oriented, suburban pattern.

While charming and quaint, many storefronts in the Downtown Core are vacant or contain uses that have little drawing power to generate spillover activity, trends that must be reversed. Filling vacancies will require better matching business offerings to the unmet needs of areas residents and nearby workers. Business investors should also look for overlaps with the shopping and dining interests of area visitors. Public investments must focus on enhancing the public realm, primarily streetscapes, but also the existing park and one proposed in the Downtown Core. These parks offer the opportunity to attract residents and visitors Downtown through special events.

The east end of downtown is quite different from the Downtown Core. It is full of activity but lacks the charm or permanence of the Downtown Core. Public and private reinvestment should focus on creating higher quality development, better access management, and walkability. Improvements to Fourth Avenue South will better unite the two downtown districts and encourage more spillover activity between the two.

A transitional area to the west and south is a mix of vacant land, homes, and businesses. The status of this area hinges largely on that of the Downtown Core. Revitalization of the Downtown Core will ultimately attract new development and reinvestment in these areas. Residential development in this area would be a boost to the Downtown Core. More residences directly adjacent to downtown will strengthen demand for downtown business offerings.

To the northwest (both north and south of the Redmont Railway) are a variety of industrial and heavy commercial uses. Physical improvements and business investments can help downtown take better advantage of these nearby employment centers while reducing their negative impacts. Upon completion of Corridor V, it is likely that truck traffic will increase on 4th Avenue South. An idea discussed to alleviate this is to convert the Redmont Railway to accommodate current (very limited) rail use and heavy trucks travelling to the Sunshine and Allegro plants.

These major recommendations are explored in more detail in the following chapters.

Design

DESIGN

Goal 1: Create a welcoming, convenient and attractive Downtown

Good design rarely happens by accident. It requires thought and intent. While shopping centers and downtowns are very different, good design is essential to both – from the first impression a visitor receives on entering downtown to the friendly service and attractive displays waiting to greet them in each downtown business.

Making lasting improvements to Downtown Red Bay’s physical environment will require a multi-faceted approach and involve financial and other types of investment by property owners, business owners, local organizations and the City of Red Bay.

Design Objectives

The following objectives summarize the multiple efforts that must take place to achieve the physical design goal for Downtown Red Bay. Each objective includes one or more specific tasks to be taken on by a variety of parties, such as the City Council, city staff, downtown merchants and property owners, Chamber of Commerce, etc.

- *Provide attractive gateways into Downtown Red Bay*
- *Improve traffic flow on state and local roadways*
- *Enhance pedestrian access to and from parking areas*
- *Encourage building improvements*
- *Improve downtown streetscapes*

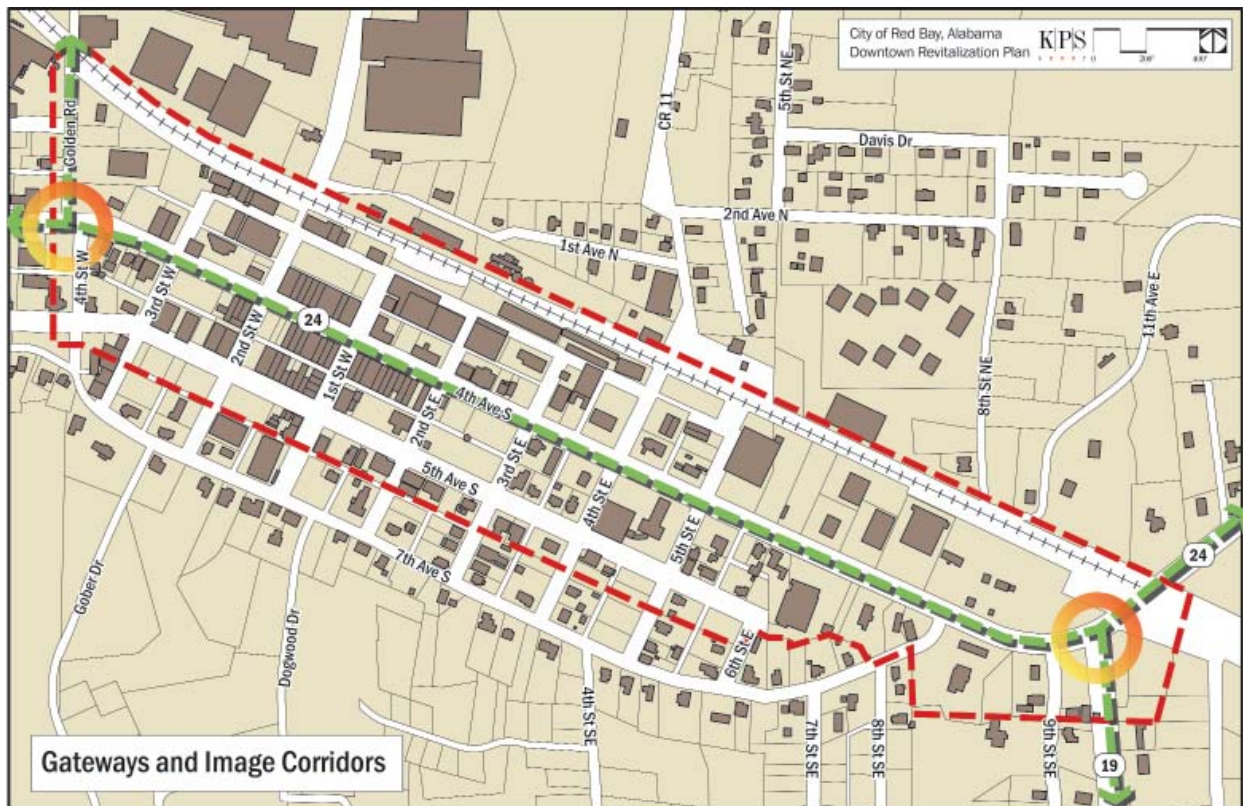


Figure 4: Gateways and Image Corridors

This chapter describes the existing physical conditions in Downtown Red Bay according to subject (i.e., gateways, architecture, traffic, etc.) and details strategies for improving each. In some cases, the tasks under one objective overlap with those of another. For example, making improvements to Downtown streetscapes will also involve street lighting and modifying overhead utilities. For this reason, each objective and underlying task should be considered in context with related efforts to assure efficiency and cost-effectiveness in each effort.

1.1. Create Attractive Gateways

Visitors generally arrive in Downtown Red Bay by way of Golden Road, Highway 24 or Highway 19. Their first impressions of Downtown Red Bay are formed by what they see arriving via these two roadways. These routes – and the development alongside them – are Downtown Red Bay’s “image corridors.” See Figure 4.

Downtown gateways are points of arrival where one or more design elements are provided to let the motorist (or pedestrian) know that they have arrived somewhere special. Landscaping improvements and signage are typical gateway components.

Decorative lighting, banners, and other features that distinguish downtown streetscapes from others also contribute to the sense of arrival. There are two primary locations for gateway enhancements:

- South/East Gateway: Intersection of Highway 19 and Highway 24
- North/West Gateway: Intersection of Highway 24 and 4th Street West/Golden Road

In coordination with one another, the City of Red Bay, the Alabama Department of Transportation (ALDOT) and the businesses and landowners along 4th Avenue South, Highway 19, Highway 24 and Golden Road should strive over the coming years to improve the appearance of these roadways (regular maintenance, landscaping, lighting and public signage) and the development alongside them (building and property improvements and regular maintenance). This effort should not be focused solely in the downtown area but also include attention to the image of these roadways from downtown to the city limits. Improving the image of the community along these corridors will be beneficial to the city overall, not just downtown.



Different types of gateway signage are used throughout the country.

The east gateway at Highway 19 and 4th Avenue South/Highway 24 would present a much better first impression through streetscape improvements around the intersection, including landscaping and signage announcing downtown. Downtown signage would need to be visible to those entering from the east on existing Hwy. 24 and those entering from the south by Hwy. 19. Placing traffic lights on mast arms rather than overhead cables will improve the look of the intersection and create opportunities for downtown signage and/or banners. Alternately, gateway signage can be installed in the landscaped portion of the right-of-way and positioned to be visible from the east and the south.



The City and downtown merchants should work together in designing and installing gateway improvements in the locations listed above, typically within the public right-of-way. Improvements would likely include a combination of signage, landscaping and lighting. Signage could include a new brand or logo developed for downtown. The signage type and any landscaping improvements should take advantage of the physical characteristics of the immediate setting. Signage at each of the two gateways should be designed so that it can be seen from each of two directions entering the downtown. For example, gateway signage at the intersection of Highway 19 and Highway 24 should be visible for those who are entering

downtown by way of Highway 19 (from the south) and by way of Highway 24 (from the east). This can be done through a monument sign positioned to be seen from both directions or by smaller freestanding or overhead signs facing each direction. Gateway areas also need to be regularly maintained and cleaned of debris.

Tasks:

- 1.1.1. Install signage, landscaping and related improvements at gateways (coordinated with streetscape improvements).
- 1.1.2. Improve appearance of private properties in gateway locations.

The western gateway can be improved through landscaping along the edges of adjacent parking lots, including curb and gutter and sidewalks along the southeast quadrant of the intersection. The intersection would make a better impression and be more consistent with downtown character if the buildings had been located closer to the intersection rather than being set behind off-street parking. Should redevelopment at the southeastern corner occur, a new building(s) should be placed at the corner with parking away from the intersection, otherwise ornamental fencing and landscaping would improve the corner. A gazebo, a small cluster of trees or some combination of these elements would improve the lawn of the bank on the northeast corner of the gateway.



1.2. Improve traffic flow on state and local roads

Downtown Red Bay experiences only modest congestion and this occurs during shift changes at two manufacturing facilities adjacent to downtown. Congestion can be reduced by adjusting the timing of traffic signals to allow traffic to flow through downtown more smoothly at designated times. Existing traffic signals along 4th Avenue South are located at Golden Road, 2nd Street West and 1st Street West. With

the completion of Corridor V, 4th Avenue South is proposed to be re-designated as Highway 19. Therefore, it will remain under control of the Alabama Department of Transportation (ALDOT).

A related traffic concern is the presence of large trucks on 4th Avenue South. Currently, this is an important route for these vehicles, particularly those travelling from Highway 24 to the manufacturing and industrial establishments on the west side of downtown. The completion of Corridor V

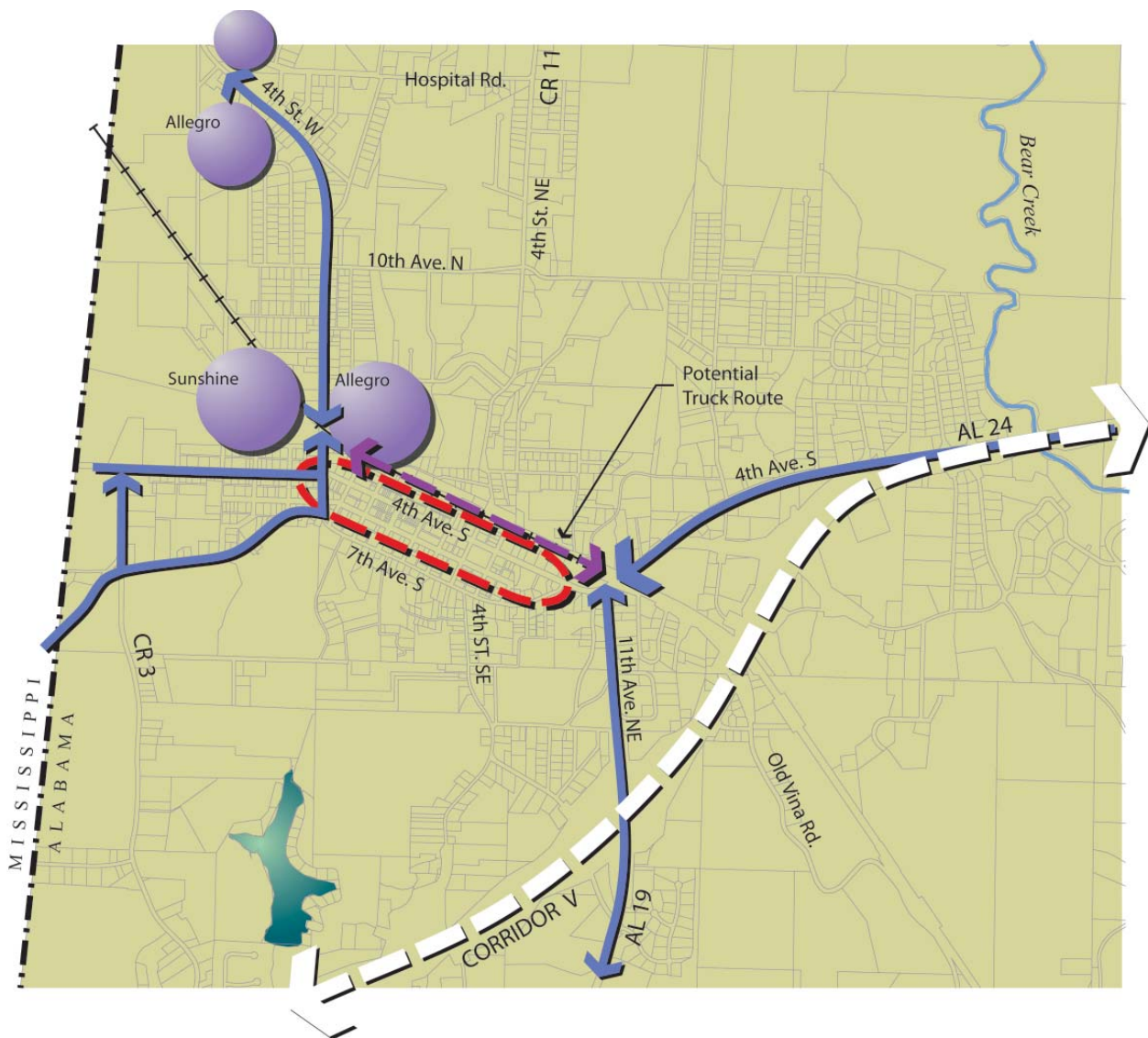


Figure 5: Alternate routes for truck access to industries on Golden Road. Improving the Redmont Railway directly north of downtown to accommodate existing, limited train use and trucks would allow commercial truck traffic to avoid most of 4th Avenue South.

V may reduce truck traffic from 4th Avenue South. Managing truck traffic is critical to enhancing and maintaining downtown as a shopping, dining, and entertainment hub. In this case, trucks entering the city on Corridor V from the southwest could use CR 3 and 7th Avenue South (or 4th Avenue South) to reach destinations along Golden Road. But to mitigate truck traffic coming from Corridor V from the northeast will require an alternate route that doesn't exist today. One possibility that avoids the expense and time required to acquire right-of-way and construct a new road would be to convert a portion of the Redmont Railway, which ends in Red Bay, to accommodate use by trucks. The railway is currently used by Sunshine Mills but for a limited time each week and this use could continue with a mixed-mode roadway redesign within the existing railroad right-of-way. See Figure 5.

Public comments also noted difficulty in backing out of on-street parking spaces along 4th Avenue South. This is true primarily for angled and perpendicular on-street parking spaces, which allow motorists only limited views of oncoming traffic. There are a few instances along 4th Avenue South where perpendicular parking spaces, some on-street and some off-street, require motorists to back out into traffic with severely limited sight distance.



Perpendicular spaces along 4th Avenue South require motorists to back directly out into traffic.

The city should work with property owners to correct these issues with private parking areas. Ideally, these conditions can be corrected through streetscape improvements in which the existing, perpendicular off-street parking spaces could be replaced with the same or greater number of angled on-street parking spaces.

To support the type of downtown environment envisioned in this plan, traffic along the main street should be relatively congestion free – but travel speed should also be low. Travel lane width is one of the primary factors that affect travel speed. The wider the travel lane, the more comfortable motorists feel driving at higher speeds. For streets where the intended vehicular speed is between 25-35 mph, travel lanes should generally be about 12 feet wide. Slightly wider lanes are acceptable to accommodate frequent use of the roadway by large trucks but safe driving speeds can only be managed through the use of traffic signals.

Travel lane widths along 4th Avenue South are excessive along those blocks where there is no on-street parking (26 ft) or only one or two parallel parking lanes (19-24 ft). By contrast, between 2nd Street West and 2nd Street East, angled parking on both sides of the street creates an effective travel lane width of 12-13 feet. Travel lanes are widest one block to the west, where there is no on-street parking and no vertical curbs to define access to off-street parking areas.

Generally, travel lane widths should be reduced to no greater than about 13 ft throughout the length of 4th Avenue South within the downtown area. This can be accomplished by changing parallel spaces to angled parking spaces, striping or restriping the outside lane, adding turn lanes at appropriate intersections, and adding curb

extensions at intersections. Curb extensions help calm through and turning traffic, reduce crossing distance for pedestrians, and provide space at street corners for landscaping. These improvements can also accommodate turning movements of trucks and recreational vehicles.

Tasks:

- 1.2.1. Improve traffic signal timing along 4th Avenue South (at Golden Road, 2nd Street West, and 1st Street West)
- 1.2.2. Investigate conversion of railroad to accommodate use by train and trucks
- 1.2.3. Replace perpendicular parking places that require backing into traffic with angled spaces
- 1.2.4. Reduce travel lane widths along 4th Avenue South to between 12-13 feet through restriping, converting parallel parking to angled, and/or curb extensions

1.3. Enhance pedestrian access to and from parking areas

Downtown Red Bay has abundant parking, which includes on-street public parking, private parking for businesses and institutions, and some shared off-street parking lots. To ensure that visitors can easily get from parking areas to downtown destinations, there must be a safe, consistent pedestrian system throughout the Downtown Core. This includes maintaining good sidewalks on side streets where there is on-street parking and where side streets provide access from rear parking areas to businesses fronting on 4th Avenue South.

Figure 6 shows existing sidewalks (red) and proposed sidewalks (blue). Some existing sidewalk are in need of minor repair. However, along some street frontages, there is no curb to provide a barrier between sidewalks and the vehicular travelway. Without curb and gutter installed, stormwater shedding off the street can

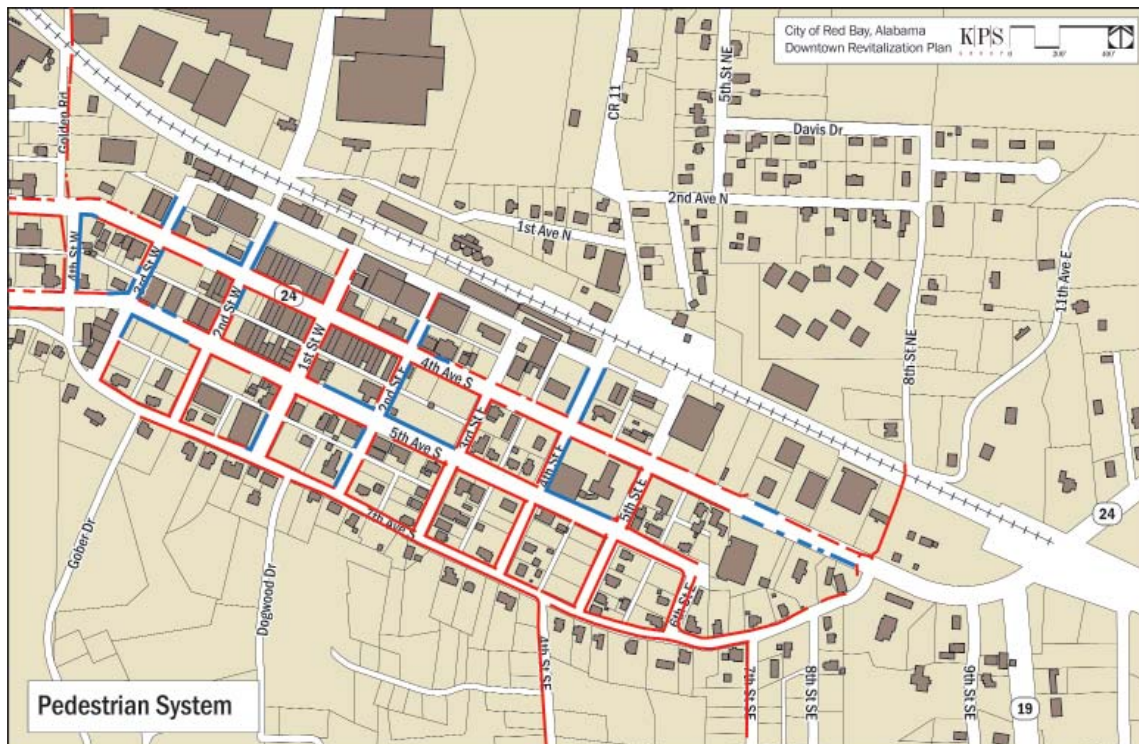


Figure 6: Pedestrian System.



In the Downtown Core, buildings are placed at the back of the sidewalk to create a walkable environment that invites windowshopping. Public, on-street parking provides quick access to downtown stores. Buildings are placed side by side in a compact pattern so that more businesses are in easy walking distance and visitors need not move their cars from one parking lot to the next. Typically, these historic buildings have large storefront windows, awnings or canopies to provide shade and weather protection, and sign bands above the canopy/awning. The upper portions of several building facades have been hidden behind faux mansard roofs and metal or aluminum covers that are less durable than the masonry underneath.

pond over sidewalks. In these cases, sidewalk improvements should be combined with installation of curb and gutter. Simpler sidewalk improvements may be able to be constructed by the City while larger projects should be included in an overall streetscape improvements program.

As a less expensive, short term solution for several locations, sidewalk areas can be indicated through striping similar to that at street intersections. This can be used in a more permanent fashion for driveways that cross sidewalks. This serves as a reminder to motorists that pedestrians may be present and also makes those on foot feel safer because a portion of the roadway has been set aside specifically for them. Although it can be used temporarily, this should not be considered a permanent solution for street segments that have no curb and gutter.

1.4. Encourage building improvements

Downtown Red Bay's traditional storefront buildings are clustered along 4th Avenue South mostly between 2nd Street West and 2nd Street East. Some remain also on 5th Avenue South in this area. Over time some original buildings have been replaced with newer buildings. The majority of buildings are one story, though some two-story buildings are present. Brick exteriors are typical among the historic buildings. Several buildings have been altered to create more modern storefront designs with larger expanses of glass.

Several new buildings are inconsistent with downtown's historic development pattern. Most importantly they are placed away from the street with parking separating pedestrians from the building. Several are also clad in less durable materials. Contemporary buildings tend to be financed



At the edges of the Downtown Core and in Downtown East, buildings are placed away from the sidewalk, usually to provide parking up front. This arrangement creates an environment that is less comfortable for walking and creates conflicts between pedestrians and motorists where driveways cross the sidewalk. In some areas there is no sidewalk because on-site parking areas extend to the edge of the travelway. Buildings are also spaced much farther apart, increasing distances for those who might walk from one place to another.

and built for a much shorter lifespan than those constructed in Red Bay's historic development period. Some new buildings are pre-engineered—what many refer to as “Butler buildings”—and have either bare metal facades or brick veneers.

A downtown historic district could be created for potential benefits for improvement and preservation of historic buildings. For historically contributing, income-producing buildings, historic district designation provides a significant property tax reduction and makes tax incentives available for exterior improvements that meet historic rehabilitation standards.

New buildings developed within the Downtown Core should be built up toward the sidewalk and include a high percentage of window area along the street level façade so that windowshoppers and other passersby can easily see the goods or activity

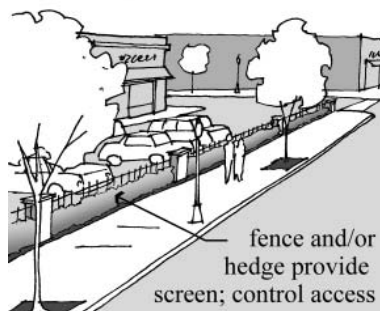
within the building. Similarly, Developers should be encouraged to invest in more durable buildings that are designed flexibly so that they may change uses with minimal expense.

Canopies and awnings are typical among old and new buildings to provide shade and rain cover. There are several faux mansard awnings, which were typically added to commercial storefronts to differentiate them, while unintentionally adding an essentially residential architectural form to commercial buildings. Architecturally, these appear out-of-character and can wear more easily than other types of awnings and canopies.

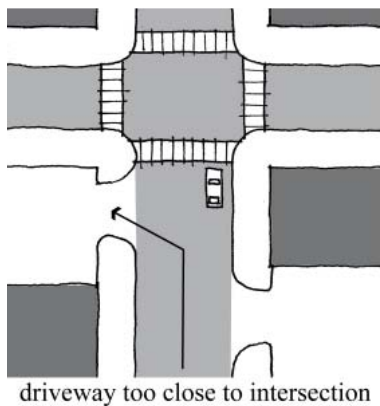
Building owners should work together on installing or changing awnings and canopies. These do not need to be uniform along a block but they should be visually compatible. Canopies, in particular, should

Downtown Design Guidelines

- Place buildings at the back of the sidewalk. If the existing sidewalk is six feet wide or less, new buildings may be placed back slightly to widen the sidewalk. Corner buildings should extend to the sidewalk on each side.
- Do not place parking and loading between the building and the sidewalk. Instead, place on-site parking to the rear or side of the building. For existing buildings that are set back behind parking, provide an attractive landscape screen or low wall/fence around parking to maintain the “street wall”.

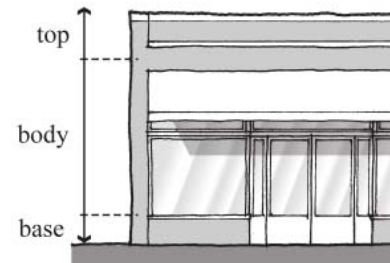


- Minimize driveway cuts along the sidewalk and interconnect on-site parking areas where possible. Do not place driveway cuts near intersections.

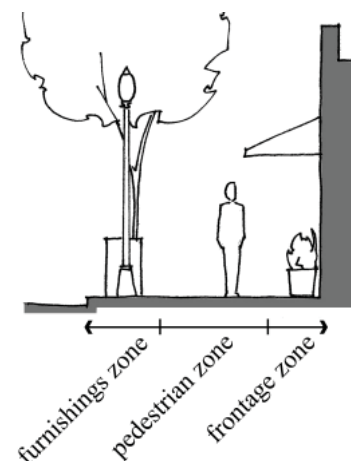


- Maintain a public entrance to each business along the public sidewalk. Rear or side entrances may be used in addition but not to substitute for the main entrance. Upper story dwellings may have a side or rear entrance.
- Use durable, quality materials, such as masonry, on new façades and respect the original style and materials of existing buildings. Avoid the use of faux veneers and metal, vinyl and shingle siding.

- Incorporate the “base, body, top” composition of traditional downtown facades. For typical one-story buildings, the bulkhead acts as the base; storefront windows and awnings/transom windows are the body; and wall signage and the cornice/parapet serve as the top. On two-story buildings the storefront acts as the base; the sign band and upper-story windows are the body; and the cornice/parapet serve as the top.



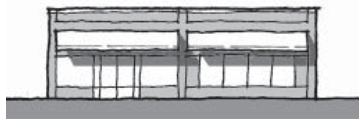
- Provide as much transparency (i.e., untinted windows and doors) at the storefront as possible. Blank facades discourage downtown visitors. Retail stores should use window areas for attractive displays.
- When applicable, partner with the city and invest in improvements to the streetscape in front of new building construction or major building renovations, including sidewalk improvements, landscaping and lighting. The streetscape is an important part of the customer’s experience.



- Use awnings or canopies to provide shade along the sidewalk. Fit awnings/canopies to the structural openings on the façade with the bottom edge at least seven feet above the sidewalk. Faux mansard roofs should not be used as a substitute for awnings canopies.

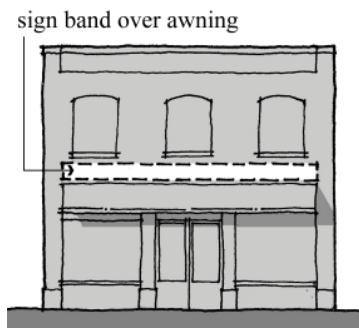


awning too long



awning fits structural openings

- Design signage to be visible to motorists and pedestrians. Wall or awning signs are easiest to see from the street or across the street. Window, door and projecting/hanging signs are easiest to see from the adjacent sidewalk. Most commercial buildings are designed with a traditional sign band above the storefront. Avoid large wall signs that overwhelm the character of the storefront.



sign band over awning

- Use a color scheme for awnings/canopies and signage and similar storefront elements that complements building colors.
- Avoid use of residential architectural elements on storefronts, including doors, light fixtures, etc.
- Avoid painting originally unpainted masonry. Once brick is painted, it must be repainted again and again while unpainted brick requires less frequent maintenance.

be mounted at the same height along the block face. Mansard and awnings and metal covers should be removed over time to reveal the original architecture underneath. Upon removal, the facades will require some cleaning and maintenance.

To encourage building owners to improve building exteriors, a local fund can be established—either through the City, business community, or some combination of funding—as a grant or loan pool. To assure that exterior improvements are consistent with the desired character of Downtown Red Bay, the grant or loan funding should be linked to downtown design standards.

There are a number of vacant storefronts in the Downtown Core that give visitors a negative impression of downtown and can lend a sense that the area is not well-maintained or that it is unsafe. It is important for building owners to regularly maintain properties, whether occupied or not, and look for other ways to breathe life into vacant buildings. This can help in marketing these properties to potential tenants or buyers. An inexpensive way to do this is to place art in vacant storefronts. This helps creates visual interest for downtown visitors, inviting more foot traffic while also promoting local arts programs.

Tasks:

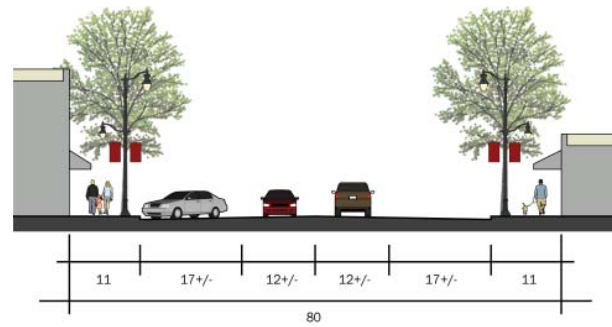
- 1.4.1. Require new buildings in the Downtown Core be built up to the back of the sidewalk
- 1.4.2. Establish grant or loan fund to encourage façade improvements
- 1.4.3. Explore the designation of a Downtown Historic District (consult the Alabama Historical Commission)



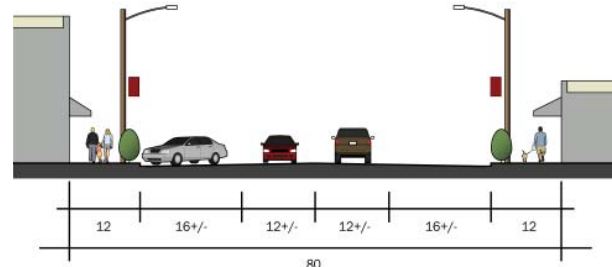
1.5. Improve downtown streetscapes

As described earlier, 4th Avenue South has a relatively wide right-of-way and a wide travelway throughout most of its length through downtown. This provides room to make improvements to streetscapes for sidewalks, on-street parking, landscaping, lighting and other street furniture elements. These features of downtown streets are important to support pedestrian activity, which can foster business opportunities, but also to help downtown serve its function as a community space, much as it did in its heyday.

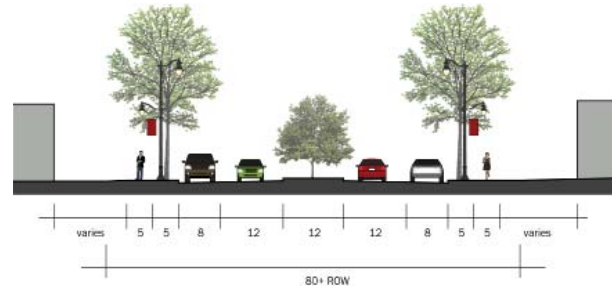
The two main blocks of the Downtown Core along 4th Avenue South have the right basic framework for a walkable downtown street and lack only a few details to make them great: pedestrian lighting, more greenery and curb extensions.



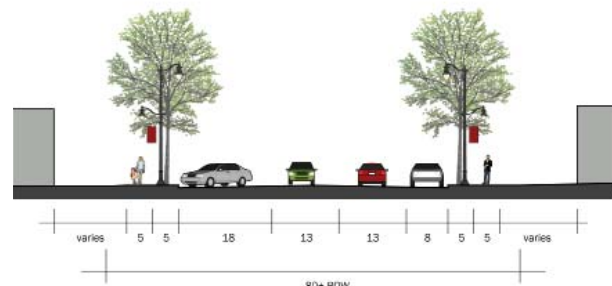
Recommended Cross-section
4th Ave. So., Downtown Core



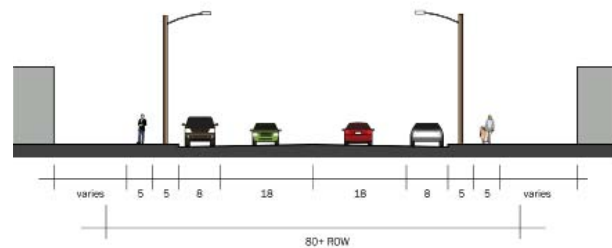
Existing Cross-section
4th Ave. So. Red Bay



Recommended cross-section, B
4th Ave. So., Downtown East



Recommended cross-section, B
4th Ave. So., Downtown East



Existing cross-section
4th Ave. So., Downtown Core

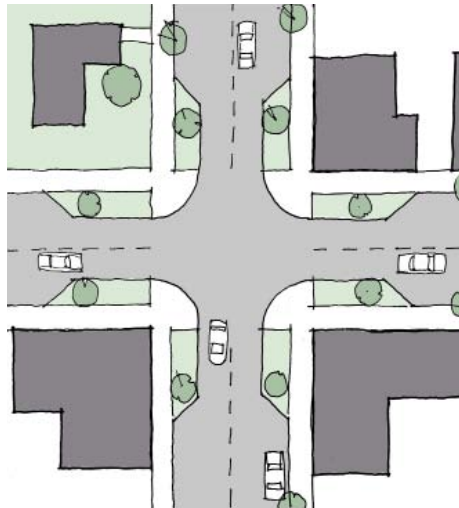
Figure 7: Existing and Recommended Streetscape Designs for 4th Avenue South in the Downtown Core (below left) and Downtown East (above left) segments

Roadway lighting is currently provided by tall “cobra head” fixtures that light the vehicular way and only indirectly light sidewalks. Cars have headlights, pedestrians do not. To make downtown streets safe and comfortable for nightly dining and entertainment, quality pedestrian lighting is important.

The ornamental evergreens along 4th Avenue South on Downtown Core blocks should eventually be replaced with street trees that provide shade and color and visually soften and narrow the street. There are a variety of trees ideal for use along streets that have relatively high understories (distance from grade level to the bottom of the tree canopy) that assure views of storefronts and root systems that will not harm adjacent sidewalks. When new trees are installed, they should be installed and maintained to preserve views of storefronts and signage.

Because of the width of 4th Avenue South, it takes a pedestrian longer to cross the street. At unsignalized intersections this can even be dangerous, especially for older residents, people with disabilities and children who may take longer to cross. To address this, curb extensions or “bulb-outs” can be installed at corners, wherever there are dedicated on-street parking lanes, to cut down the crossing distance and add more area for landscaping, benches, or other street amenities. Curb extensions also create a protected space for parked vehicles and discourage speeding. The radius of curb extensions should be relatively wide (25-30 ft) to accommodate the turning movements of large vehicles.

An attractive, safe streetscape design should be extended along the length of 4th Avenue South between the east and west gateways. The pavement width is slightly narrower on the eastern end of 4th Avenue South. However, with only parallel parking provided intermittently along the street, travel lanes are exceptionally wide, particularly where there is no striped on-street parking. By converting existing parallel parking lanes to angled, travel lanes can be reduced from about 18 ft to 13 ft, discouraging excessive speeds and creating additional parking to serve area businesses. Street trees and pedestrian lighting should be installed in the planting strip between the curb and sidewalk.



Curb extensions can be used at intersections where on-street parking is present to shorten crosswalk distances, making strolling downtown safer given the current width of 4th Avenue South. They also create space for flowerbeds, stormwater detention, newspaper stands, garbage receptacles and similar street furniture.

The width of 4th Avenue South in the Downtown East area can accommodate a median, which can be planted subject to ALDOT standards. This would have a significant visual impact along Red Bay's main street. The median could be tapered at intersections to accommodate left turns. Access management improvements - consolidating individual driveways along the same side of the street and creating cross access points between adjacent parking lots - are recommended for this area and will be particularly beneficial with installation of a median.

These types of improvements have traditionally been eligible for up to 80% funding through federal transportation enhancement grants. A local match of at least 20% has normally been required but that federal funding source is currently being modified and is now being called MAP-21. The new criteria and funding rules should be reviewed and options discussed with the NACOLG and ALDOT.

Some portions of streetscape projects can be performed by the City and/or volunteers, such as street tree installation. However, all streetscape work should be coordinated through an overall plan. This should be prepared by an experienced professional team including a civil engineer and a landscape architect.

Tasks:

- 1.5.1. Develop streetscape master plan (consult with local DOT Division for standards applicable to 4th Avenue South)
- 1.5.2. Identify and install any improvements to be performed by City/volunteers
- 1.5.3. Secure match and acquire DOT or other funding
- 1.5.4. Develop detailed plans and construct improvements

Illustrative Plan

1. Improve Redmont Railway for truck and rail use; provide access point at east terminus
2. Build new downtown park
3. Improve and narrow 4th Avenue South by installing median east of 3rd Street E; converting parallel to angled on-street parking; and/or installing bulbouts at corners.
4. Convert front-of-lot perpendicular parking to angled, on-street parking, improve sidewalk and streetscape
5. Improve vacant lots to serve as passages to shared parking or for outdoor dining
6. Align new Downtown Core buildings to the back of sidewalk, place off-street parking to rear and connect to adjacent lots
7. Improve shared parking lots (paving, curbing, striping, drainage and landscaping)
8. Redevelop vacant/underutilized properties in Downtown East. Improve appearance, interconnect parking, and enhance traffic safety and walkability
9. Install street trees between sidewalk and curb to foster a more walkable environment (shade, scale, beauty, buffer from traffic) and support stormwater drainage
10. Redevelop major gateway site for mixed commercial uses
11. Narrow effective width of 5th Ave South by adding or modifying on-street parking, installing bulbouts at corners
12. As existing uses and structures become vacant and obsolete, reuse sites along railroad for auto-related, warehousing and other non-retail business uses. Improve appearance and interconnect properties (see 18)
13. Develop vacant lots in Downtown Transition for townhouses or multifamily residential
14. Improve parking for safety and access; enhance with landscaping to improve appearance at gateway
15. Install gateway signage, landscaping and improve and maintain appearance of roadway and adjacent property
16. Improve safety, access, appearance and drainage. Install and maintain curb with minimum openings needed. Apply pedestrian crossing markings on curb cuts wider than 24 ft.
17. Improve facades, storefronts and signage. Remove metal covers to reveal original historic character of downtown buildings.
18. Relocate heavy commercial, auto-related, warehousing to available sites/buildings along railroad (see 12)



City of Red Bay, Alabama
Downtown Revitalization Plan



Economic Structure

ECONOMIC STRUCTURE

Goal 2: Assemble an appropriate, concentrated mix of uses Downtown

To improve and sustain Downtown Red Bay as a center of business, the right mix of businesses and other complementary uses must be assembled and properly arrayed—the location of each type of business or other land use is important. To inform recommendations for Downtown Red Bay’s economic structure, a market analysis was conducted.

Market Analysis

The analysis identified four market segments for Downtown businesses:

- *Residents in 3 mile radius*
- *Daily visitors to Downtown Red Bay who commute to the area for work*
- *Residents in 10 mile radius*
- *Visitors to the Allegro facility*

The spending habits of the first three groups (“the demand”) were researched and compared to the supply of goods and services already available (“the supply”) in Red Bay and the surrounding County. It is much harder to determine how visitors to the Allegro facility spend their time and their money while in Red Bay. A survey was prepared to distribute to campground visitors.

The quantitative analysis of spending patterns by area residents highlighted a few key opportunities for retail growth (“the gap”) that could be realized in Downtown Red Bay. It is likely that residents of Red Bay and Franklin County frequent these types of stores in Tupelo, Russellville, Hamilton and the Shoals Area. This is

due in part to the limited availability of various goods in the area. But with the right combination of offerings, downtown Red Bay has the potential to keep dollars in town that are currently being drawn to other cities within a fifty mile radius.

Red Bay residents spend the lowest dollars per capita on retail goods and services in town. This means that a significant percentage of the dollars being spent in the surrounding cities are generated by Red Bay area residents.

Retail sales per capita

Red Bay	\$14,122
Hamilton	\$16,057
Russellville	\$20,085
Tupelo	\$33,838

Based on 2007 Economic Census

It is estimated that only 70% of the retail trade dollars generated by residents within the three mile radius of Red Bay are being spent in that radius, and for residents at distances further from the center of town the percentages spent in the area in general drop drastically. Residents of the ten mile radius of Red Bay are estimated to only spend 41.7 percent of their retail dollars within the ten mile radius of Red Bay.

Red Bay offers a retail and service mix which includes two grocery stores, three pharmacies, and a smattering of businesses across several retail categories. For example there are two businesses selling appliances, one of which also sells furniture. There is also one carpet dealer. As described in the Market Analysis Report, there is

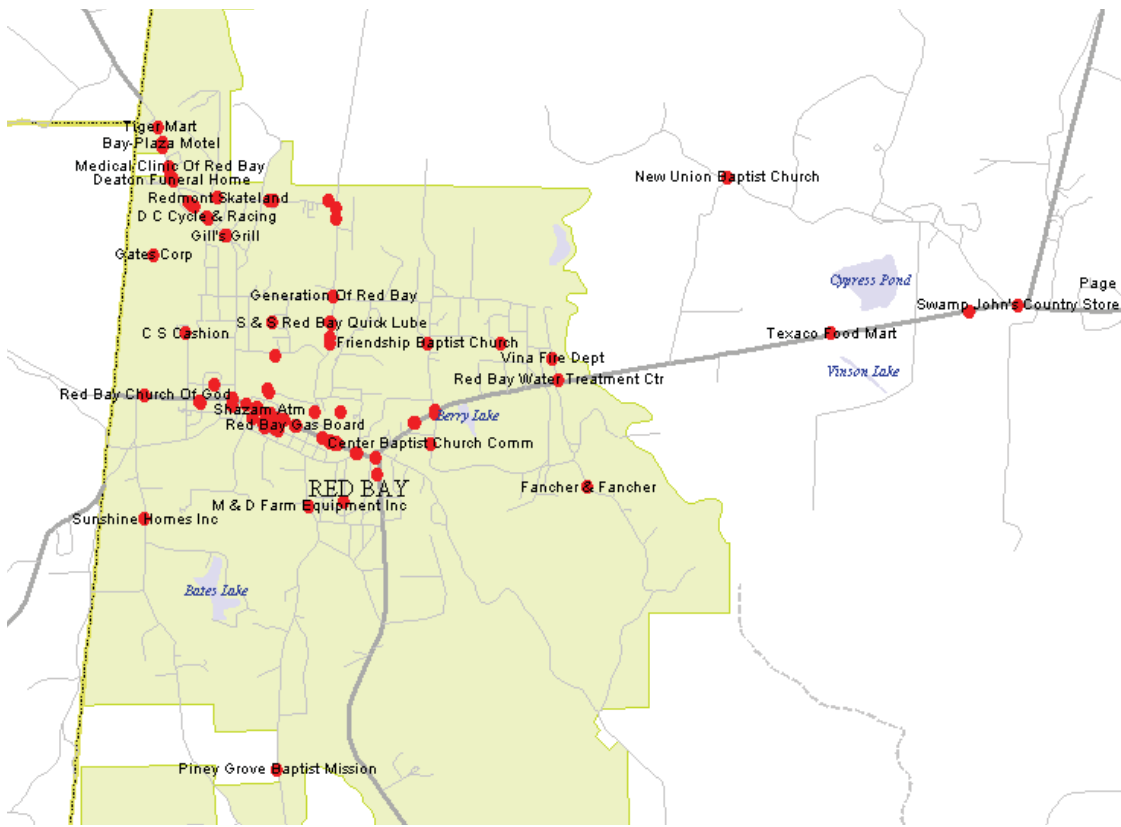


Figure 9 Businesses of Red Bay

Consumer Spending in Red Bay			
Characteristic	Pop. in 3 Mi. Radius	Pop. in 5 Mi. Radius	Pop. in 10 Mi. Radius
Total Retail Sales (including Food Services)	\$49,250,000	\$58,271,000	\$112,251,000
Total Consumer Expenditures	\$69,958,100	\$99,442,900	\$268,921,200
Percentage of Expenditures kept in the Red Bay Area	70.40%	58.60%	41.74%

little variety within categories, and there are several areas where there are no offerings at all. For example, there are no locally owned clothing retailers, no work clothing supply stores (unless the two hardware stores offer work clothing), and no women’s clothing stores. These types of businesses are important in keeping retail dollars in town. A business selling work clothing, work boots, safety shoes, and other work-related products could serve the local population but also meet

the needs of employees traveling into Red Bay to work in one of the manufacturing facilities. These employees, as well as local residents, would also help support one or more sporting goods or hunting and fishing supplies retailers. With a population which is largely working class and blue collar, these are important businesses to consider. The nearest sporting goods stores appear to be in Hamilton and Russellville, each of which is a significant distance away from Red Bay.

Average Retail sales per Store by Type, Alabama 2007

Used car dealers	\$2,136,126
Recreational vehicle dealers	\$6,689,951
Motorcycle, boat, and other motor vehicle dealers	\$3,153,140
Automotive parts and accessories stores	\$888,019
Tire dealers	\$1,154,252
Furniture stores	\$1,349,527
Floor covering stores	\$1,407,335
Appliance, television, and other electronics stores	\$1,735,602
Home centers	\$13,237,355
Paint and wallpaper stores	\$1,237,763
Hardware stores	\$858,140
Other building material dealers	\$2,957,255
Outdoor power equipment stores	\$1,061,333
Nursery, garden center, and farm supply stores	\$1,719,423
Supermarkets & other grocery (except convenience) stores	\$5,540,807
Convenience stores	\$650,527
Pharmacies and drug stores	\$3,829,398
Cosmetics, beauty supplies, and perfume stores	\$490,781
Optical goods stores	\$486,639
Other health and personal care stores	\$658,447
Gasoline stations with convenience stores	\$2,228,351
Other gasoline stations	\$6,024,355
Men's clothing stores	\$680,247
Women's clothing stores	\$774,547
Children's and infants' clothing stores	\$828,540
Family clothing stores	\$2,018,321
Clothing accessories stores	\$429,382
Other clothing stores	\$802,642
Shoe stores	\$755,222
Jewelry stores	\$783,412
Luggage and leather goods stores	\$723,111
Sporting goods stores	\$1,380,353
Hobby, toy, and game stores	\$1,807,362
Sewing, needlework, and piece goods stores	\$504,230
Musical instrument and supplies stores	\$1,057,479
Book stores and news dealers	\$1,313,353

There appear to be no hobby and game stores in the immediate area, which would be good retailers to occupy storefronts along 4th Avenue. And although there are numerous personal and business service establishments, there do not appear to be any office product retailers to service them.

Also, there are several restaurants in Red Bay but none that have stepped up as a popular destination for family dining. Backstreet Bar-B-Que appears to be the most popular restaurant in the immediate area.

There is a significant number of types of businesses across Alabama cities that do not exist in Red Bay (see table at right). Any number of these businesses would have enough of a market to survive in the Red Bay area if marketed effectively to the population of the ten mile radius and to employees commuting into Red Bay on a daily basis.

The following objectives highlight the multiple efforts necessary to achieve the economic goal for Downtown Red Bay. Each objective includes one or more specific tasks to be taken on by a variety of parties, such as the City Council, downtown merchants, property owners, etc.

- *Retain and support existing businesses*
- *Recruit desirable retail businesses*
- *Promote entrepreneurship*
- *Encourage land use patterns and design strategies that foster business success*
- *Create daytime/nighttime and weekend activity Downtown*

2.1. Retain and Support Existing Businesses

Business retention and expansion activities are essential to any economic development effort. This is often a priority for County and city chamber organizations and can include a variety of activities such as “buy local” promotions and business awards programs. Low interest loans may be available through a revolving loan fund administered by the Northwest Alabama Council of Local Governments to support job-generating expansion activities. Loans and loan guarantees may also be available through the Small Business Administration (SBA) and US Department of Agriculture (USDA). And locally, a program can be created to provide funding for building improvements in the form of low-interest loans or grants. Also, through a business organization, the needs of the (existing) business community can be collectively addressed with the city, county, utility providers, or other entities.

Tasks:

- 2.1.1. Host special events Downtown in coordination with retailers
- 2.1.2. Create a small business development information center at City Hall

2.2. Recruit Desirable Retail Businesses

National chains, anchor stores, shopping center developers, and large corporations are highly desirable targets for just about any community. However, business recruitment for downtown should include other targets. Red Bay’s economic development representatives, including its real estate professionals, should seek out successful independent businesses in other locales, particularly downtown businesses, and suggest expanding into the Red Bay market. An already successful merchant opening a business in a new market generally is more likely to thrive than a start-up, because of their past experience (however, supporting entrepreneurs is also an important business development strategy).

A similar tactic is to recruit businesses from other parts of the Red Bay area into downtown, either by relocating or opening a new location. But to attract these businesses, both the City and the business community must also be reinvesting in Downtown, improving parking, walkability and other physical conditions.

Finally, landlords must also be discerning of prospective tenants to support the right mix of businesses Downtown. Low rents attract good and bad tenants equally. While realtors and building owners may be focused on filling vacancies, short-sighted decisions can delay Downtown’s economic revitalization.

Tasks:

- 2.2.1. Schedule visits for economic development representatives to successful downtowns
- 2.2.2. Contact successful businesses in the Red Bay area and in nearby communities regarding possible Downtown location
- 2.2.3. Prepare and maintain inventory of available properties and tenant spaces

2.3. Promote Entrepreneurship

Independent businesses are often the foundation of downtown economies, particularly in small towns. Recruiting small, local start-ups is less glamorous than chasing a large chain store but they can be as important, if not more fitting, to the local economy. Local businesses employ local accountants and other personnel that national chains centralize in a single headquarters. They also make more of their own purchases locally and more of their profits are kept within the community

Excerpts from “Business Growing in Tuscumbia,” Decatur Times Daily by Bernie Delinski



A retail cooperative inside a Main Street building appears to be a success, with six businesses in the building — including one that is ready to move out on its own. It seems to be contagious. Three other retail businesses are opening downtown as well.

“It seems that one is feeding off the other,” said Ninon Parker, a member of the Tuscumbia Retail Development Committee, a nonprofit organization that searches for ways to help retail business in the city. “The interest from the public seems to be carrying on to other stores.”

Fiddledee D! is a store on Main Street between Fifth and Sixth streets. But it isn’t a typical retail establishment. It is a 2,000-

foot store that houses local retail businesses under one roof so they can split operating costs and working hours. The store opened in June as a brainchild of the development committee, which was formed in 2008 by a group of Tuscumbia women.

“The committee just started from the grassroots: women talking and expressing their ideas and concerns,” Parker said. “We’re so pleased by the way it is turning out.”

Count Lisa Pace and Angela Scott among those happy with the results. They are among seven merchants who put the six businesses into Fiddledee D! Now, Pace and Scott are ready to move their business — Sixth and Main Boutique — into a vacant building a few doors down from their present location.

“Fiddledee D! has come a long way and is growing every day,” Pace said. “Angela and I have done so well that our business will be able to incubate out. This wasn’t the plan initially, but the community has really come out and supported this place.”

The idea behind Fiddledee D! is that someone can start a business without having to commit full-time hours and major money into it. You can stay at the location as long as you want, because there is no pressure to go out on your own.

Retail is spreading along the block. Thread, a fabric store, opened on West Sixth Street next to Duggar’s Florist. Josey Ella’s, a clothing shop for children from infant age to 14, opens on Main Street in September. Yummy’s, a delicatessen and bakery, also opens in September at the old Ivy House building on East Sixth Street.

“We hope by fall the shopping experience downtown will be doubled,” Pace said. “This was what the development committee envisioned happening when we first got together.”

rather than the locale of a chain's corporate office. And for downtown, local businesses are a part of the potential draw to visitors. It is unlikely that visitors will plan a trip to Downtown Red Bay specifically to visit a chain store (they will likely be able to find the same chain store in their own area).

All independent businesses start as entrepreneurial efforts and so the City and business community should support entrepreneurialism. Birmingham, Tusculmbia, Bessemer, Mobile, Montgomery, Anniston and other Alabama communities have had success with business incubators and cooperatives, programs in which several start-up businesses operate out of one location with shared resources. Some incubator programs also include mentoring and support services to help accelerate entrepreneurial development. An incubator may house different types of businesses, simultaneously. An incubator will need public or private seed money to get started—for building space, utilities costs, office equipment, etc. There are sites available in Downtown Red Bay to house such a program. Finally, an important benchmark for a business incubator, like the businesses it hopes to help along, is to become self-sustaining, with rent, utilities, and other bills being paid by the profits generated within it.

Tasks:

- 2.3.1. Identify local entrepreneurs/potential entrepreneurs
- 2.3.2. Research business incubator organizational and funding models
- 2.3.3. Develop a public and/or privately funded business incubator

2.4. Encourage Land Use and Design Strategies that Foster Business Success

Various types of uses—offices, retail, services, government facilities and private institutions, and housing are all located in and around Downtown Red Bay. As described earlier in the plan, Downtown Red Bay consists of two discrete areas: its traditionally developed historic core and the transitional area that surrounds it. To assure that future investments fully enhance economic growth potential, there are a few important principles that should be recognized when decisions are made regarding future uses in the Downtown Area:

Downtown Land Use Principles

Retail, dining and entertainment businesses should be clustered tightly together in the Downtown Core to create a walkable, active shopping environment. These types of businesses feed off of one another's foot traffic. Retail, restaurants and similar businesses need to be located where the heaviest foot traffic is...or where it can most easily be accommodated.

Offices, government facilities and private institutions are important activities as well. They bring people into Downtown, and their employees may frequent downtown shops. However, a large concentration of offices and institutions in the Downtown Core can displace retail businesses and eateries to the edges of downtown where they are less likely to thrive. These uses are destinations to which people travel intentionally rather than on impulse. They do not require a central location in the same way as retail or dining. Future offices and institutions should locate at the edges of and around the Downtown Core. Offices

and some types of institutions may also locate in upper floors of buildings that are shared with another use on the ground floor.

Personal and professional services are beneficial to Downtown in the same way that offices are. They increase traffic. And, personal services can be highly complementary to retail and dining uses, because patrons of personal service establishments are apt to be interested in other downtown offerings. However, these services require a lot of parking. Generally, new professional services and larger personal service establishments should be

located at the edges of the Downtown Core such as along 5th Avenue South.

Housing once was a frequent component of downtowns—small business owners often lived above their shops—but became less common during the 20th Century partly due to zoning regulations that prohibited housing in business districts. In the last twenty years there has been an increase in downtown living. Housing is a supportive, beneficial use for downtown, both at its edges and above it, in the upper floors of buildings. Downtown living creates a “captive” market for businesses and increases activity at night, which then helps

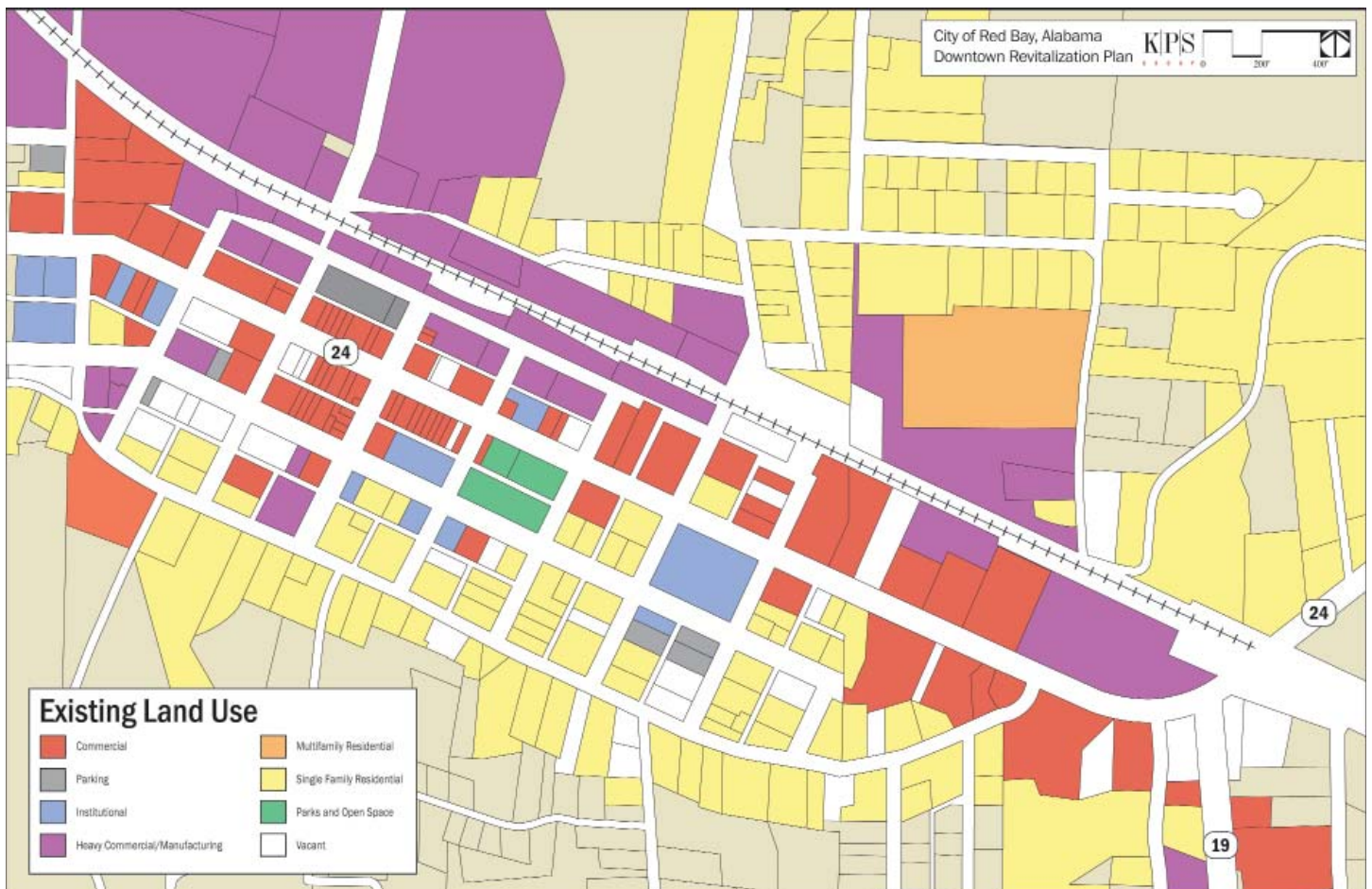


Figure 10: Existing Land Use

keep downtown safe. There are limitations to downtown living, however: 1) downtown dwelling units should generally not be located at ground level and 2) housing requires parking either on-site or within the same block. Like personal services, too much housing can absorb parking quickly, although that parking is used mostly at night and little during the day.

Parks and open space located downtown provide locations for visitors to relax and for the community to gather for special events. A downtown park with areas for outdoor dining or just sitting and relaxing is a great amenity for a downtown shopping

district. Red Bay already has a fine civic park along 4th Avenue South and another smaller park planned just a few blocks away. Such spaces should be used sparingly and be placed in visible locations with a lot of activity.

Following these principles will also support greater activity at all times (as described in Objective 2.5). Uses that support nighttime and weekend activity tend to be retail, dining, entertainment uses, personal services and housing. Offices, professional services and institutional uses do not typically operate in the evenings and are open only for a limited time on

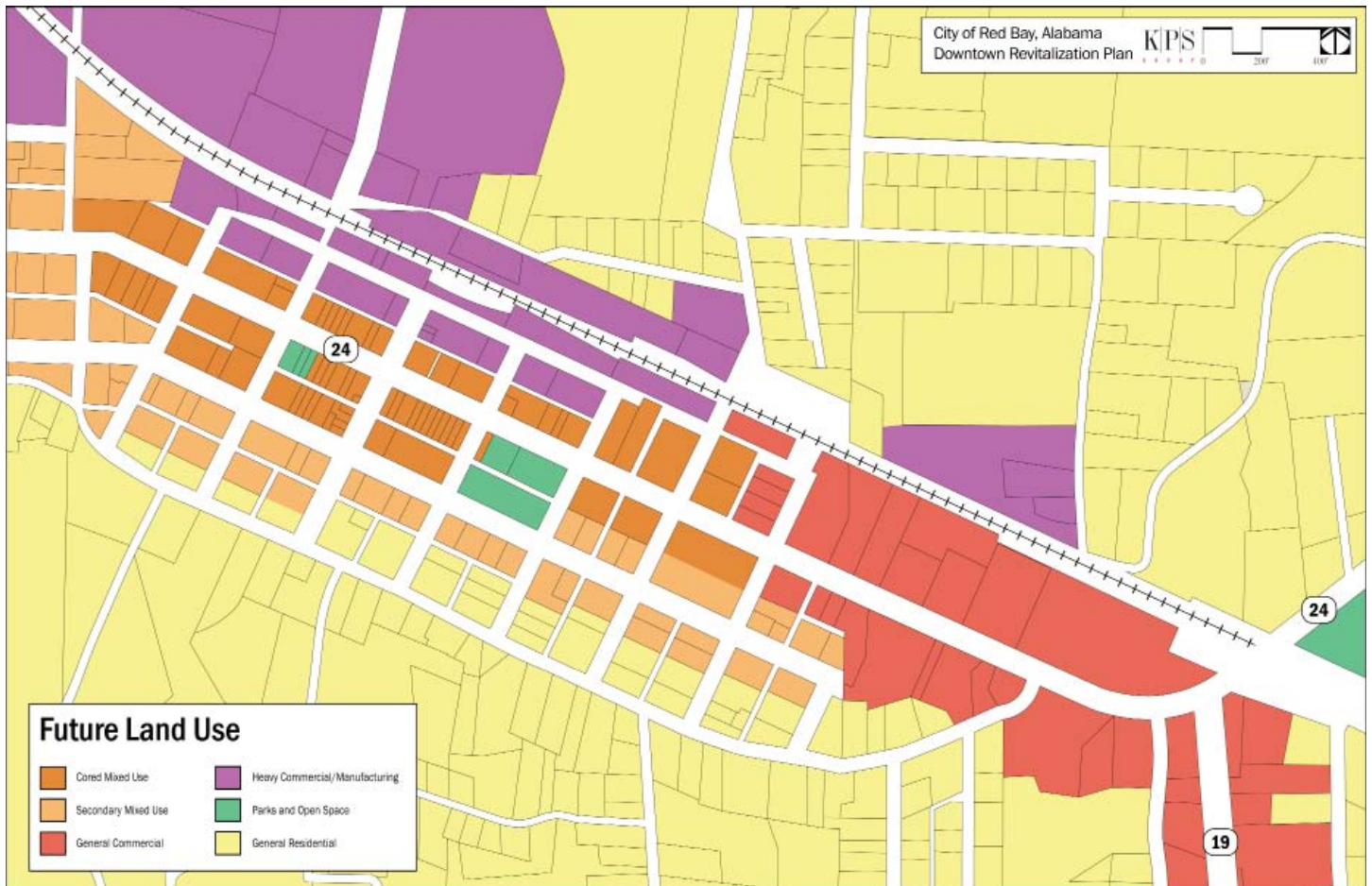


Figure 11: Future Land Use

weekends, if at all. Churches may be busy on Wednesday evenings and on Sundays but are mostly inactive for all other parts of the week. A large concentration of offices and institutions in the Downtown Core, which pushes retail, dining and services to the edges, would limit Downtown Red Bay from achieving greater activity.

The Existing Land Use Map (Figure 10) and Future Land Use Map (Figure 11) illustrate how businesses and other uses may be arranged to improve the way private investments work together to bolster economic growth. The following categories are shown in the Future Land Use Map:

The “Core Mixed Use” area is intended for retail, dining and entertainment uses. In accordance with the Downtown Land Use Principles, new secondary uses—offices, institutions, services and housing—are most appropriate in upper floors or at the edges of the Downtown Core.

In the “Secondary Mixed Use” area surrounding the Downtown Core, various businesses, housing and institutions may be mixed more liberally.

To the east “General Commercial” is intended for continued development of retail and service establishments, particularly convenience retail such as fast food restaurants, gas stations and other businesses with drive-through/drive-in facilities. Single-family and multifamily residential, offices and institutional uses are also appropriate in this category.

The “Heavy Commercial/Manufacturing” category includes auto repair, equipment sales, warehousing and storage, wholesaling, and manufacturing. Heavy manufacturing should be limited to current locations (north of the railroad). Lower impact uses within this category will be more appropriate adjacent to the Downtown Core.

“General Residential” includes a variety of housing types (single-family detached homes, duplexes, townhouses, and multifamily) and associated uses such as home offices, bed and breakfasts, etc. Higher density residential should be located nearest Downtown, allowing a higher population near downtown businesses and providing a buffer use between single family areas and businesses, institutions and industries.

The desired pattern of land use investments can be fostered through downtown-specific zoning standards. Care should be taken in the development of such regulations. It is not the intent of the land use principles to prohibit secondary uses, but that they be the exception rather than the rule. This flexibility can be built in to the standards by providing regulatory incentives for the most desired uses or by treating secondary uses as “special exceptions” or “conditional uses,” requiring review and approval to determine that such uses are needed in the Downtown.

Tasks:

- 2.4.1. Revise zoning regulations; consider creating one or more classifications to support downtown’s unique land use arrangements

2.5. Create Daytime/Nighttime and Weekend Activity Downtown

Another strategy to bolster business success in Downtown Red Bay is to extend business hours or bring in new businesses that would typically be open later, such as restaurants that open during the day for lunch but also during the evening for dinner. This effort should also include creating weekend business activity. In this way, Downtown's retail businesses should emulate the shopping center model. Most would agree that it would be illogical for a shopping center to close at 5:00 PM on weekdays and not be open on weekends. Such operating hours would surely cause the demise of a shopping center. Most families today are two-income households, meaning mom and dad are at work on weekdays and only have time for shopping after 5:00 PM or during the weekend. Limiting retail hours to a few hours on weekdays (and Saturday mornings possibly) is a practice that is all but extinct.

Coordinating and extending business hours should be done incrementally, not all at once. Until there is a critical mass of the right businesses downtown, associated costs (additional employees, higher utility bills, etc.) may not outweigh returns to fully extend business hours. One way to begin extending hours would be for a group of merchants to open—or stay open longer—on Saturdays in concert with special promotions to make the community aware. Community or merchant-sponsored events can also increase traffic, when coordinated with newly extended business hours.

Increasing overall activity Downtown is not just a business strategy, it is also a community-building strategy. For Downtown to be “open” at night and on the weekends means that residents have a place to go to eat, shop, and see and be seen. Unlike a shopping center, Downtown is public, it is the community's common ground. Many people feel more at home strolling the sidewalks and parks of an active, interesting downtown than in a shopping center. And so it must be properly lighted (including storefront windows) to be perceived as a safe place to walk. In most small towns, parades, Christmas tree lightings and similar outdoor community events happen downtown. When businesses are open at night and on the weekends, it encourages more such events to happen downtown. Then the businesses can benefit from the presence of those attending community functions downtown.

Tasks:

- 2.5.1. Coordinate and extend retail business hours incrementally
- 2.5.2. Recruit new businesses with nighttime and weekend hours

Promotion

PROMOTION

Goal 3: Promote Downtown Red Bay

Promotion is essential to almost any business venture and that applies as well to generating business activity downtown. The following objectives are key parts of an overall strategy aimed at bolstering the image of Downtown Red Bay to residents, visitors, customers and business investors. Each objective includes one or more specific tasks to be taken on by a variety of parties, such as the City Council, downtown merchants, property owners, Civitan Club, etc.

3.1. Use joint advertising and promotional programs

An inherent asset of any downtown business district is the variety of goods, services and other activities are usually available. To take advantage of this, local merchants, service providers, and institutions should develop a joint advertising campaign, including recurring, seasonal, and/or special event-oriented advertisements for print, radio and/or television. Joint advertising can also be included in marketing materials prepared by a Downtown Organization. For the individual merchant, there are two important benefits to taking part in joint advertising: 1) the cost of the ad is shared with others and a larger (or longer, for radio and TV) advertisement becomes financially more feasible, and 2) joint advertising can generate more visits to downtown, increasing opportunities for visitors to notice and become more familiar with each of the different businesses in the vicinity.

Joint retail sales events are another opportunity to generate additional visits to downtown and its businesses. These involve multiple businesses hosting and promoting special sales days to bring a combined customer base downtown. Downtown merchants in nearby Hamilton hosts a Customer Appreciation each summer. This type of event should be considered and similar events held at other times of the year. Food vendors, entertainment, exhibits and other interesting elements can keep visitors downtown longer so that visitors can experience more than the one or two business destinations they originally had in mind. For greatest success these events need to be properly advertised, and activities should be included to lengthen the amount of time visitors spend in downtown.



There are only a limited number of retail businesses in the historic section of Downtown Red Bay currently. Until this number grows, it may be helpful to recruit area businesses that are located outside of downtown, artists, musicians, farmers (with produce to sell) and others to create a draw for joint retail promotion events.

Tasks:

- 3.1.1. Develop joint advertising strategy
- 3.1.2. Organize and host joint retail events

3.2. Host a variety of community events **Downtown**

One need only visit the Red Bay Museum to see many historic photographs of the streets of Downtown Red Bay filled with standing room only crowds. Like so many cities, downtown was always THE place for people of the community to gather and celebrate local and national events and holidays. If there was a reason to gather, downtown would quickly fill up. Downtowns have always served as the living rooms of cities. And while American cities have changed greatly over the last century,



no adequate substitute has emerged to replace this function served by the small town downtown. And, though Downtown Red Bay doesn't have the same business hustle and bustle of years long ago, it still is the best and only place for the citizens to gather together and celebrate as one. That is perhaps its greatest offering and asset.

Similar in approach to joint retail sales events are downtown community events. While joint retail sales events are focused primarily on downtown merchants, community events are focused on bringing people together downtown to socialize, celebrate, and enjoy various activities—with downtown shopping and dining a secondary, but intentional, benefit. The point is to give people a reason to visit downtown and stay for a while. For those who are less familiar with downtown, these events can create a good impression and encourage visitors to come back even when there is no special event.

Annual Events

Annual events have the potential of bringing visitors downtown from within and outside of Red Bay. Because they occur only once each year, there is considerable time for planning and coordinating a variety of activities to entertain visitors. These may be associated with special holidays like the Fourth of July, Christmas, Veterans Day, or an event more unique to Red Bay. Mule Day is unique to Winfield but is highly successful in drawing crowds. Nearby Hamilton puts on the Jerry Brown Arts Festival each year. Holiday-based events will appeal to local residents while others may capture the imagination and interest of out-of-towners.



Top: First Monday in Downtown Scottsboro, Alabama
Above: First Friday in Florence, Alabama

Recurring Events

Smaller in scope, but equally effective in bringing people downtown, are recurring monthly or seasonal events. These are designed to bring local people downtown again and again throughout the year. Several downtowns host a monthly downtown gathering such as a “First Friday.” These events often include food vendors, some form of entertainment and various activities to engage visitors. They can be quite simple affairs that take place for just a couple hours around lunch or at the end of the workday or more elaborate and last a full day. Several Alabama downtowns have hosted “brown bag concerts” during lunchtime on weekdays. Scottsboro’s “First Mondays” tradition has become a multi-day event.

Tasks:

- 3.2.1. Organize and host annual community events
- 3.2.2. Organize and host recurring (monthly, quarterly, etc.) downtown events

Implementation

IMPLEMENTATION

To implement downtown revitalization, the right people, organizations and resources must be aligned behind a clear—yet flexible—strategy. This is necessary because revitalization is a complex process and takes considerable time. And, even when a certain level of success is achieved, maintaining that success requires continuous management.

This chapter addresses two key components of implementation: organization and implementation strategy. Organizational recommendations are intended to help create a framework for city officials and staff, downtown advocates, business and property owners and existing organizations to focus resources and carry out tasks to revitalize downtown. The Implementation Strategy sets out all the various tasks, priorities, relative costs and potential funding and support information so that, once the proper organization(s) is in place, implementation may be begin in a coordinated manner.

Goal 4: Organize Stakeholders

During the planning process, those individuals, businesses, and organizations that would be important to consider in forming a downtown organization were identified. This helps create an organization whose members have a vested interest in downtown and also have some level of influence within the community—amongst residents and businesses, ideally. The following are individuals and organizations that were identified:

The 20-60-20 Rule

Downtown is too important to wait around trying to build unanimous support or even consensus behind either the downtown plan or the organization that should spearhead plan implementation. There will be a lot of people in favor of it once they know what it is and how it works. As with most other grassroots ventures, the “20-60-20 Rule” applies to downtown revitalization, and especially in its early years.

No matter how good your ideas, no matter how good your organization and promotions, there will still be 20% of the community absolutely convinced that nothing good is going to come of your efforts, 20% convinced this is the best thing that’s ever happened to Downtown Red Bay, and another 60% just hanging around, waiting to see if you succeed or fail before committing one way or the other.

- Main Street and Beyond
- Civitan Club, Lions Club, Garden Club and similar organizations
- Northwest Alabama Arts Council
- Bay Tree Council
- Downtown merchants and property owners
- City of Red Bay and other local and state government representatives
- Local banks
- Attorneys and realtors
- Downtown churches
- Local corporations (Sunshine and Tiffin Motorhomes)
- Franklin County Chamber of Commerce and Development Authority

4.1. Form a Nonprofit Organization

Downtown Red Bay needs a freestanding, nonprofit organization of volunteers committed to stewarding the revitalization effort. Existing community organizations have their own focuses and agendas and taking on the complex job of downtown revitalization would likely overshadow those missions. The primary purpose of the organization should be Downtown Red Bay and other focuses should be avoided as distractions.

The organization will require an operational structure, which can initially be fairly simple. At a minimum, there should be several offices created (chairperson or president, secretary, treasurer, etc.) and at least four committees—Design, Economic Structure, Promotion, and Organization. Each would then pursue tasks identified in this plan that are pertinent to that committee's overall focus, working with other committees where there is overlap.

When it comes to successful downtown revitalization programs, most resources are local. There are few grants of significant size to support the kind of work needed to transform downtown's economy. In any case, this task is too important to wait for someone else to pay for it or to negatively influence it by attaching strings to relatively small amounts of money.

Responsibilities of the Downtown Organization

The Downtown Organization will serve several purposes: initiating action on plan tasks, engaging others in support of downtown revitalization, fundraising, promoting Downtown Red Bay, and monitoring and managing continued

Principles of Success

The National Trust Main Street Center has years of experience helping communities revitalize commercial centers of all sizes. Success has shown eight principles to be essential to success:

- *Avoid single-focus solutions.* Downtown is complex and serves many roles in the community. A comprehensive approach is critical.
- *Start with basic, simple activities.* Even small accomplishments early on demonstrate that "new things are happening." This incremental change leads to much longer-lasting and dramatic positive change.
- *Mobilize local resources and talent.* Only local leaders can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
- *Combine public and private resources.* Both the public and private sectors have a vital interest in Downtown and must work together to achieve common goals. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.
- *Capitalize on Downtown's unique assets.* These assets—distinctive buildings, a mix of activities, community history and a sense of belonging—give Downtown a competitive advantage over other commercial districts.
- *Emphasize quality.* In every aspect of the revitalization program, from storefront design to promotional campaigns, Downtown must reflect a strong, quality image. While the budget for a particular effort may be tight, "cut and paste" efforts can convey a negative image.
- *Change attitudes and practices.* Engaging in better business practices, altering ways of thinking, and improving the physical appearance of Downtown Red Bay should be taken on slowly but deliberately. A carefully planned program will help shift public perceptions and practices to support and sustain revitalization.
- *Make frequent, visible changes.* Constant improvements, even small ones, will be a reminder that the revitalization effort is underway—and succeeding. Small projects at the beginning pave the way for larger ones as the effort matures. Constant revitalization activity creates confidence and greater levels of participation.

downtown improvement. Tasks that the Downtown Organization (as well as other entities) will be responsible are described in the following section “Implementation Strategy.”

Several revitalization tasks can be taken on with the Downtown Organization taking the lead with others taking on supporting—yet, essential—roles. These include, among others, business recruitment, planning and holding special events, developing downtown marketing materials and campaigns, and maintaining and analyzing a variety of information relative to downtown and the revitalization process, such as an inventory of available business spaces for rent or sale.

For certain revitalization tasks the organization will play a secondary role—encouraging and supporting other parties in accomplishing work beyond its ability or authority. For example, streetscape improvements must be undertaken by the City of Red Bay since downtown streets are under the authority of the City. Any changes to 4th Avenue South will also require the approval and assistance of the ALDOT, a state agency. While these improvements cannot be undertaken directly by the Downtown Organization, it may support the City in lobbying for government funds or through private fundraising, finding design consultants for the work, reviewing design proposals, and coordinating with businesses and the design and construction team to minimize disruption as streetscape improvements are installed.

The Downtown Organization will also be important in supporting efforts led by businesses and property owners, such as coordinating business hours. These changes must inevitably be made by the individual merchants, but the organization will be essential in getting the merchants together to explore ways this can be accomplished and apply pressure, as needed, to see that the changes are made.

Tasks:

- 4.1.1. Identify and recruit individuals to form Downtown Organization
- 4.1.2. Establish organizational structure
- 4.1.3. Apply for 501c3 (non-profit) status

Downtown Organizations in Alabama

Many Alabama communities have either nonprofit organizations or city-designated redevelopment authorities specifically created to guide downtown revitalization efforts. Here are a few:

Alexander City	Greenville
Andalusia	Hamilton
Anniston	Homewood
Athens	Huntsville
Auburn	Lineville
Bessemer	Mobile
Birmingham	Monroeville
Cullman	Montgomery
Daphne	Opelika
Decatur	Phenix City
Dothan	Prattville
Eufaula	Selma
Fairfield	Trussville
Florence	Tuscaloosa
Gadsden	Winfield

4.2. Develop Funding, Work Programs and Volunteers

Fundraising

The Downtown Organization will need to raise funds for projects, which have “one-time” costs, and for programs that have recurring costs. Having tax-exempt (501(c)3) status is essential to fundraising because donations to a tax-exempt organization are deductible.

Several projects identified in the plan may be funded mostly through monies raised by the Downtown Organization. The design and installation of downtown gateway signs could be financed altogether by a fundraising drive. Many downtowns have “sold” brick pavers and trees to donors to offset the costs of streetscape improvements.

To raise money for its annual budget, Downtown Organization’s seek private donations as well as yearly allotments from the local government. Special events work as fundraisers for the organization while promoting downtown and generating downtown activity and, ideally, more business activity for merchants. While less exciting than fundraising for specific projects, getting the seed money for the organizational budget is essential and allows the organization to continue year after year. A strong annual budget would enable the organization to take on larger programs (i.e., a façade improvements loan pool), to buy or lease property, or to hire a staff person.

Work Programs and Volunteers

The work program of the Downtown Organization should be consistent with the Implementation Strategy that follows. It is important to note that certain tasks are closely tied to others and may need to wait until a certain amount of progress is made on such a related task before action is taken. For example, the design and installation of gateway signs and landscaping must be coordinated with potential streetscape improvements. Generally, gateway improvements may occur at the time of streetscape construction or could even proceed street work provided the improvements have been coordinated with streetscape plans. A well-thought out work program helps maximize effectiveness and avoid conflict and duplication.

To be effective the Downtown Organization must distribute its work load among its committees; and each committee should develop and utilize a pool of willing volunteers. Like many small towns, the organization is likely to include members and volunteers who also serve in some capacity with other community organizations. For this reason it is particularly important to have reasonable and clear expectations for members and volunteers—so that they are not overworked, given too little to do, or given work that is not personally fulfilling. A well-run program that strategically uses its personal resources is more likely to retain members and volunteers. In this way, it is able to accomplish more and therefore attract new supporters, both volunteers and donors.

Volunteers' unique talents and interests should be aligned with the various tasks to be accomplished. In a traditional structure, an Organizational Committee will be responsible for making sure that volunteers are involved in work programs that best suit them.

The Promotions work program requires the most volunteers and the greatest range of talents. Promotion involves recurring work throughout each year, whereas the largest projects undertaken by a Design Committee will happen only once—though they may take a long time to achieve. An Economic Structure committee may require few personnel but will continuously invest its time in business enhancement and recruitment.

The work program for each committee should use the following Implementation Strategy as a guide.



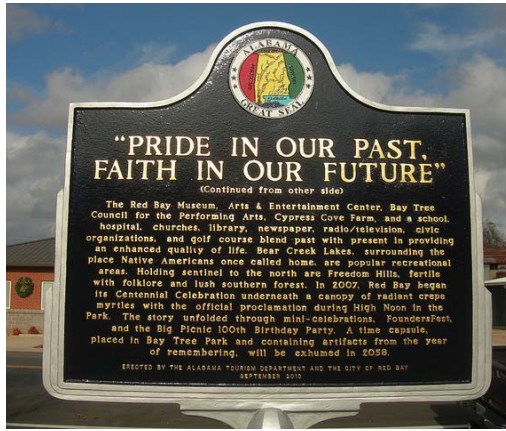
Tasks:

- 4.2.1. Establish an annual fundraising strategy and budget
- 4.2.2. Develop fundraising activities for specific projects
- 4.2.3. Develop committees and work programs
- 4.2.4. Recruit and organize volunteers

Goal 5: Integrate Citywide and Downtown Policies and Decision-making

Community Connections

Every influence the community has should be positioned to support downtown. Not all of the causes of downtown decline or revitalization occur there. This is why it is advantageous to consider downtown in the context of citywide growth and investment policies. It is essential to recognize and account for the effects that different types of public and private decisions can have on downtown's sustainability. This plan had to look beyond downtown in order to craft a feasible solution to support its revitalization. Private development decisions outside downtown can affect revitalization efforts.



City policies and regulations can have effects, sometimes unrecognized, on efforts to revitalize downtown. The following are a few ways the community may address issues or opportunities that may not initially be connected to downtown but that can have a positive impact on its revitalization:

- The Franklin County Chamber of Commerce is concerned for all of its members and acts broadly in its business promotion efforts. Good communication with the Downtown Organization, can help ensure that Chamber activities support downtown improvement activities.
- The City's capital improvements plan and annual budgets should reflect some level of commitment to downtown revitalization. If the community is serious, then local tax dollars should help carry out plans for revitalization.
- Local organizations should hold their meetings downtown whenever possible, regardless of whether the meeting agenda relates to downtown. Keep downtown activated!
- Whenever a development opportunity emerges, any financial or other support should help direct new investments to downtown. This includes both commercial and residential development, since additional housing around downtown increases the customer base for downtown businesses.
- When new community facilities are proposed, downtown should be considered first.
- Roads that connect downtown to city destinations, such as the Allegro campgrounds, the water park, etc., should be improved over time and maintained continuously.

Implementation Strategy				
Task		Plan Ref. #	Lead Organization	Supporting Organization(s)
1	<i>Install signage, landscaping and related improvements at gateways</i>	1.1	City of Red Bay OR Downtown Organization	Downtown Organization; Civitan Club; Bay Tree Council
2	<i>Improve appearance of private properties in gateway locations</i>	1.1	Property and business owners	Downtown Organization; City of Red Bay
3	<i>Improve traffic signal timing along 4th Avenue South</i>	1.2	City of Red Bay	ALDOT; Downtown Organization
4	<i>Investigate conversion of Redmont Railway for multimodal use</i>	1.2	City of Red Bay	Downtown Organization, NACOLG, Redmont Railway, ALDOT
5	<i>Convert perpendicular (off-street) parking to angled (on-street) parking</i>	1.2	City of Red Bay	Downtown Organization; ALDOT; property/business owners
6	<i>Narrow travel lanes (reconfigure parking/lane assembly) on 4th and 5th Avenues South</i>	1.2	City of Red Bay	Downtown Organization; ALDOT
7	<i>Mark pedestrian crossings at wide driveway/street intersections (along 4th Ave. So.)</i>	1.3	City of Red Bay	Property/business owners; ALDOT
8	<i>Require new buildings in Downtown Core be built up to sidewalk</i>	1.4	City of Red Bay	Downtown Organization
9	<i>Establish grant or loan fund for façade improvements</i>	1.4	Downtown Organization	City of Red Bay, NACOLG, Civitan Club
10	<i>Explore designation of local historic district</i>	1.4	Downtown Organization	AHC; City of Red Bay
11	<i>Develop streetscape master plan</i>	1.5	City of Red Bay	Downtown Organization, ALDOT
12	<i>Identify and install improvements performed by City/volunteers</i>	1.5	City of Red Bay	Downtown Organization; ALDOT
13	<i>Secure match and acquire DOT or other funding</i>	1.5	City of Red Bay	Downtown Organization; NACOLG

Expertise	Priority	Level of Cost	Dependencies, Notes	Possible Funding Sources
graphic design; sign manufacture; landscape design	Mid Term	Low	Follow Task 11	Alabama State Council on the Arts; City of Red Bay
	Long Term	varies		
traffic engineering	Mid Term	n/a	ALDOT approval	
traffic engineering	Mid Term	Low or Medium	Feasibility study will indicate potential follow-up actions, funding, etc.	ALDOT; City of Red Bay; Redmont Railway; local industries
traffic/civil engineering	Long Term	Varies	Follow Task 11; Coordinate with Tasks 6, 14 ALDOT approval	City of Red Bay; ALDOT
traffic engineering	Mid Term	TBD	Follow Task 11; Coordinate with Tasks 5, 14 ALDOT approval (4th Ave. So.)	ALDOT; City of Red Bay
traffic engineering	Mid Term	Low	Coordinate with Task 11 ALDOT approval if in right-of-way	City of Red Bay; property and business owners
planning/design	Short Term	Very Low	Zoning ordinance amendment See also Task 23	
legal/finance	Mid or Long Term	Low or Medium	Set up annual budget	City of Red Bay, Civitan Club, Bay Tree Council
Historic preservation	Mid Term	n/a	Study will indicate need for follow-up actions, funding, etc.	n/a
Transportation planning; landscape architecture; civil engineering	Mid Term	Medium	Most street related improvements should follow preparation of plan	ALDOT
varies	Mid Term	Very Low to Low	Follow Task 11	varies
Grant writing	Mid Term	See Task 14	See Tasks 5, 6, 11	City of Red Bay and others for local match

Task	Plan Ref. #	Lead Organization	Supporting Organization(s)
14 <i>Develop detailed construction plans and construct improvements</i>	1.5	City of Red Bay	ALDOT
15 <i>Host special events downtown in coordination with retailers</i>	2.1	Downtown Organization	merchants; Civitan Club; Bay Tree Council; City of Red Bay
16 <i>Create small business development information center at City Hall</i>	2.1	City of Red Bay	NACOLG; SBA
17 <i>Visits for economic development representatives to successful downtowns</i>	2.2	Downtown Organization	City of Red Bay; NACOLG
18 <i>Recruit successful area businesses to Downtown</i>	2.2	Downtown Organization	City of Red Bay; Civitan Club
19 <i>Prepare and maintain inventory of available property and tenant spaces</i>	2.2	Downtown Organization	City of Red Bay; property owners
20 <i>Identify local/potential entrepreneurs</i>	2.3	Downtown Organization	City of Red Bay; Civitan Club; Bay Tree Council
21 <i>Research business incubator organizational and funding models</i>	2.3	Downtown Organization	City of Red Bay; Civitan Club; Bay Tree Council; NACOLG
22 <i>Develop business incubator</i>	2.3	Downtown Organization	City of Red Bay; Civitan Club; Bay Tree Council; NACOLG
23 <i>Revise zoning ordinance</i>	2.4	City of Red Bay	Downtown Organization
24 <i>Coordinate and extend business hours incrementally</i>	2.5	Merchants	Downtown Organization
25 <i>Recruit new businesses with nighttime and weekend hours</i>	2.5	Downtown Organization	City of Red Bay; Civitan Club
26 <i>Develop joint advertising strategy for Downtown Merchants</i>	3.1	Downtown Merchants	Downtown Organization
27 <i>Organize and hold joint retail events</i>	3.1	Downtown Merchants	Downtown Organization

Expertise	Priority	Level of Cost	Dependencies, Notes	Possible Funding Sources
Traffic engineering; landscape architecture; civil engineering	Long Term	Medium or High (local match)	See Tasks 5, 6, 11	ALDOT
Event coordination; advertising	ongoing	Low		Merchants; Civitan Club; Bay Tree Council; City of Red Bay
Economic development	Short Term	Very Low		
	Short Term	Varies		
Real estate; financing	ongoing	n/a		
Real estate	Short Term	Very Low		
Economic development	Mid Term	n/a	See also Task 21, 22	
Real estate; financing; retail	Short Term	n/a	See also Task 20, 22	
Real estate; financing; retail	Mid Term	varies	See also Task 20, 21	ADO
Planning	Short Term	Very Low	See also Task 8	
Retail	Ongoing	n/a		
Economic development	Ongoing	n/a	See also Tasks 20-22	
graphic design, advertising	Short Term	n/a		n/a
events planning	ongoing	Very Low (per event)		

Task	Plan Ref. #	Lead Organization	Supporting Organization(s)
28 <i>Organize and host annual community events</i>	3.2	Downtown Organization	various organizations
29 <i>Organize and host recurring (monthly, quarterly, etc.) downtown events</i>	3.2	Downtown Organization	City of Red Bay
30 <i>Identify and recruit individuals to form Downtown Organization</i>	4.1	Main Street and Beyond	City of Red Bay
31 <i>Establish organizational structure for Downtown Organization</i>	4.1	Main Street and Beyond	City of Red Bay
32 <i>Apply for 501c3 (non-profit) status</i>	4.1	Main Street and Beyond	City of Red Bay
33 <i>Establish an annual fundraising strategy and budget</i>	4.2	Downtown Organization	
34 <i>Develop fundraising activities for specific projects</i>	4.2	Downtown Organization	project-related organizations
35 <i>Develop committees and work programs</i>	4.2	Downtown Organization	
36 <i>Recruit and organize volunteers</i>	4.2	Downtown Organization	
ADO-Alabama Development Office AHC-Alabama Historical Commission ALDOT-Alabama Department of Transportation n/a - Not applicable NACOLG-Northwest Alabama Council of Local Governments SBA-Small Business Administration			

Expertise	Priority	Level of Cost	Dependencies, Notes	Possible Funding Sources
events planning	ongoing	Very Low or Low (per event)		
events planning	ongoing	Very Low (per event)		
	Short Term	n/a		n/a
	Short Term	n/a	together with Task 35	n/a
accounting, attorney	Short Term	Very Low	Follow Task 33	
fundraising, accounting	Short Term	n/a	together with Task 33	n/a
fundraising, events planning	ongoing	n/a		n/a
	Short Term	n/a	together with Tasks 33, 35	n/a
	ongoing	n/a		n/a
<i>Priority</i> Short Term-within 1 year Mid Term-within 3 years Long Term-more than 3 years Ongoing-recurring task		<i>Level of Cost</i> Very Low-\$5,000 or less Low-\$5,001 to \$20,000 Medium-\$20,001 to \$100,000 High-more than \$100,000 TBD-to be determined		

Conclusion

CONCLUSION

This plan is designed to build on the spirit of the people and history of Red Bay and their commitment to downtown as the heart of the community. The intent is to capitalize on:

- the physical charm of Red Bay’s traditional, historic downtown;
- the many functions that Downtown Red Bay serves for the community and surrounding county;
- residents’ desire for downtown to serve as a center for community interaction; and
- downtown’s central role within the natural, political, and cultural heritage of Red Bay.

Revitalization efforts must be organized and must be a grassroots effort—led by merchants and property owners, residents and other interested parties and supported by the City.

Success of these efforts will rely on a comprehensive approach that is consistent with the National Trust’s

“Four Point Approach” to Main Street revitalization—physical improvements to make downtown a more attractive, welcoming place; economic changes to bring together the most appropriate and desirable activities; organization of stakeholders and volunteers to carry out both short and long-term revitalization tasks; and touting Downtown Red Bay and its revitalization accomplishments, both within and outside of the community. And finally, the City of Red Bay, Franklin County and a host of private sector decision-makers must acknowledge and improve downtown’s connections to the broader community and region.



