

Dothan, AL Rental Housing Analysis
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EXECUTIVE SUMMARY

The Alabama College of Osteopathic Medicine (ACOM) is located in Dothan, AL. This college attracts medical students across the country and the world. Each year ACOM accepts 124 new students into their program. Due to its success and popularity the medical school plans on opening another campus, increasing the population of college students residing in Dothan. Coupling the student population with employees of the two local hospital in Dothan, AL proves the need for a large stock of market rate apartments.

At the moment, Dothan does not have enough market rate housing opportunities for this demographic. These residents must find housing and do so by “housing down,” or paying less than 33% of their monthly income on housing. This diminishes rental housing opportunities for lower-income, long-term residents of Dothan. In order to best address the needs of Dothan’s population, more housing opportunities must be created for lower-income and market rate apartment seekers. The feasibility of typical development, Community Land Trusts and Land Banks to improve Dothan’s rental housing shortage are weighed within this report.

INTRODUCTION AND CONTEXT

This group was tasked with conducting a rental housing market analysis for Dothan, as well as providing policy-based recommendations. As discussions with city staff proceeded, this group's plan evolved into three site-specific development proposals, each of which uses a different strategy for development. These development scenarios should be read as pilot testing distinct scenarios. Each of the three scenarios, presented in later sections, was developed based on the immediate context of the surrounding area as well as the context of Dothan as whole. This entire plan was also influenced by existing plans which have been adopted by the City.

The City of Dothan adopted a Strategic Affordable Housing Implementation Plan in 2017. The study was very beneficial in providing information on underserved populations in Dothan as well as providing detailed strategies. Issues highlighted by this study include the concentration of affordable housing options in dangerous neighborhoods and the lack of moderately priced market rate housing options for families new to Dothan--the 'missing middle.' Another pressing topic was the fact that Dothan does not require landlords to renovate their properties or maintain any building code.

City staff expressed their interest in increasing density and creating housing opportunities in Dothan's Downtown Core and Medical Campus. There are low concentrations of single family housing structures in the aforementioned areas. Existing structures in these areas are in good condition. The majority of Dothan's blighted properties are surrounding the Downtown Core. Dothan's northeast quadrant has a higher concentration of blighted and vacant properties. While increasing housing

options in the Downtown Core and Medical Campus is a high priority, the city can benefit more of its residents by also focusing to this area.

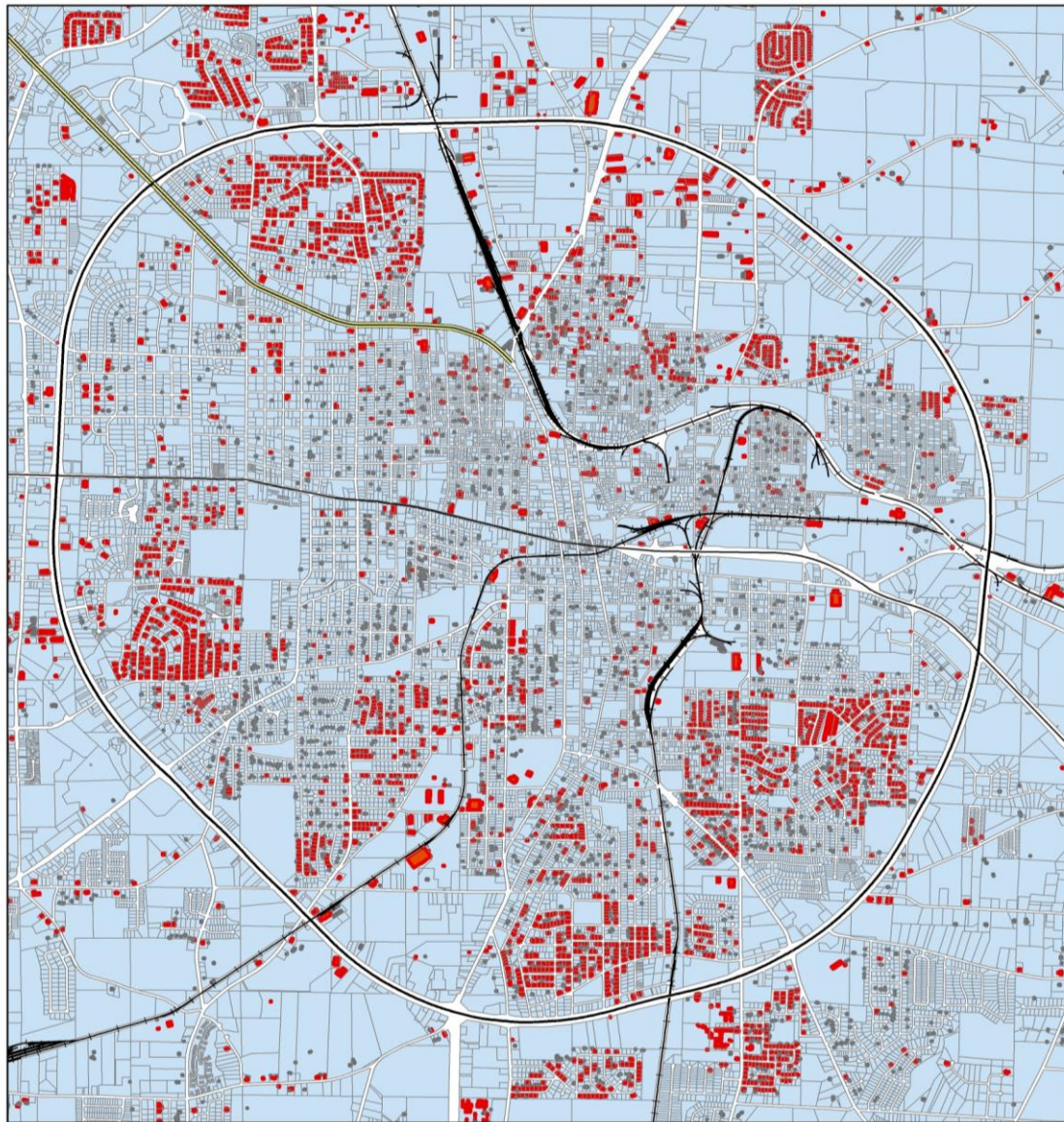
EXISTING CONDITIONS

The city of Dothan, AL had 67,784 residents in 2017. 13% of these residents were between the ages of 20-29, or “college aged.” (U.S Census Bureau, 2018) The household median income was \$43,316 but 1/3 of the households made less than \$25,000 annually. (U.S Census Bureau, 2018) There were 26,086 occupied housing units in 2017. 15,329 of these units were owner occupied and the other 10,757 were renter occupied. (U.S Census Bureau, 2018) 6,570 of the rental households spent between \$500-\$1,000 on rent. (U.S Census Bureau, 2018) There was 4,403 vacant households in 2017 but 291 of these properties were seasonal housing. (U.S Census Bureau, 2018) Management, business, science and art occupations made up 33% of Dothan’s workforce in 2017. (U.S Census Bureau, 2018) Service occupations, including healthcare, law enforcement and firefighters made up the next largest sector at nearly 25%. (U.S Census Bureau, 2018).

The census data, as well as conversations with Dothan officials, clearly presents the problem: Dothan has a ‘missing middle’ in its rental housing stock. Dothan has enough high-end rental housing stock and almost enough affordable housing (and the city’s Strategic Affordable Housing Implementation Plan signals a commitment to filling this gap. Middle-income rental housing, however, is outpaced by demand for that housing. The result is that renters who could afford middle-income rental housing instead rent cheaper units, which increases demand for lower-income rental housing. Thus, by increasing the supply of middle-income rental housing, there will be more units

available at every price point. Addressing this would allow every renting household and individual to find a unit at their preferred rental price. Thus, by addressing the 'missing middle,' there will also be more available rental units for Dothan residents at low income levels. In short, increasing the supply of mid-range rental units will benefit many Dothan residents, not just those who will rent these new units.

Dothan Building Footprint Map



Legend

— E MAIN ST

— MONTGOMERY HWY

— ROSS CLARK CIRCLE

— W MAIN ST

— Dothan_Rail

AddressOnly

OutBuilding

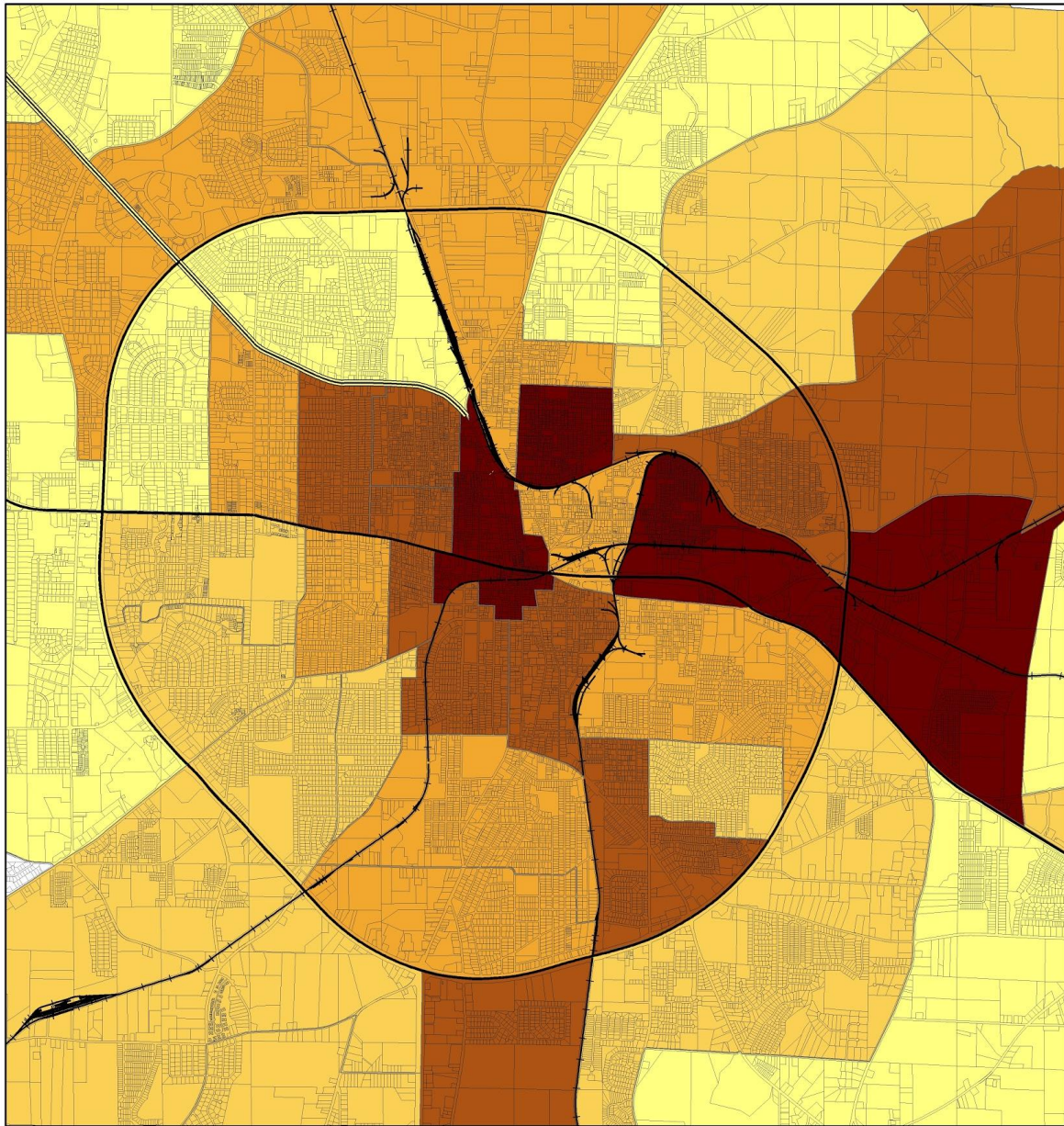
Structure

0 .5 1 2 Miles

N

Figure 1

Dothan Vacant Ratio of Properties



Legend

- Dothan_Rail
- E MAIN ST
- MONTGOMERY HWY
- ROSS CLARK CIRCLE
- W MAIN ST

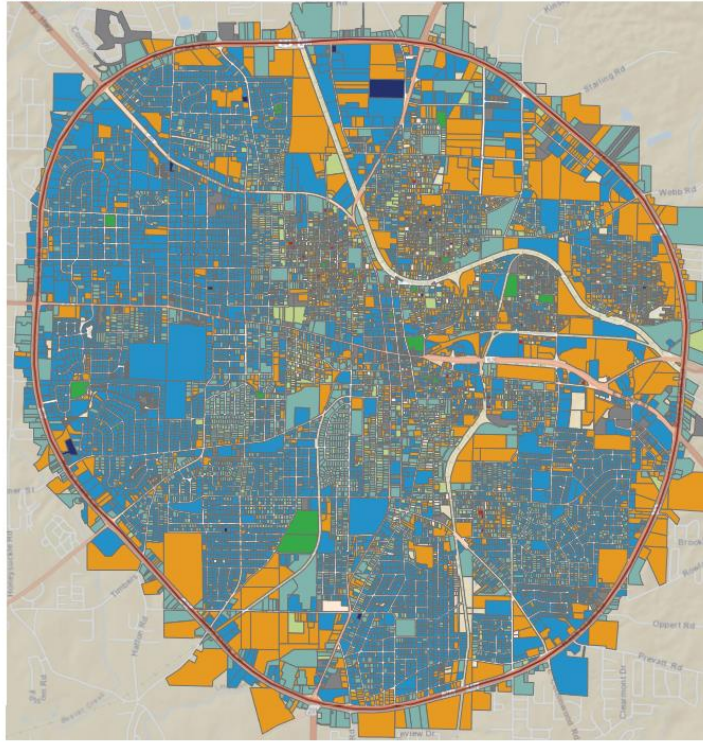
vacant_ratio(%)

- 4.39 - 9.65
- 9.65 - 14.10
- 14.10 - 19.10
- 19.10 - 25.50
- 25.50 - 38.60

0 .5 1 2 Miles



FIGURE 12: PROPERTY CONDITIONS, CENTRAL DOTHAN



Condition	Parcels
Good	6917
Fair	3674
Poor	1049
Deteriorated	282
Dilapidated	57
Demolition	16
Rehabilitation	4
Parking Lot	285
Public Space	36
Vacant Lot	2348
Under Construction	14

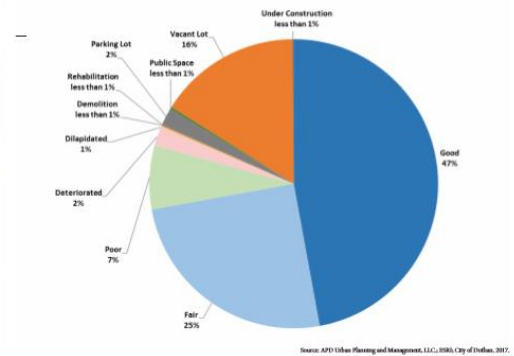


Figure 3

Figure 1, which shows building footprints in Dothan, serves a dual purpose. It serves as a map of development in Dothan, and thus also as a figured ground drawing. The northeast quadrant of the city shows a considerable gap in development north of the highway and south of the rail line. After this group spent considerable hours on the ground in Dothan, this group can say with certainty that this development pattern is the typical “missing teeth” pattern of demolition and neglect.

This pattern indicates that full development used to be the case. Indeed, in this area, there are still many vacant lots where the remains of single-family houses may be found: an overgrown foundation on one lot, crumbling steps on the next. However, this group chooses to view this regrettable pattern as an opportunity. Of the three sites selected for proposed development of multifamily housing, two are located here. One is

across the street from the Andrew Belle Community Center, and the other is across the street from a promising new development which will contain senior living apartments in the historic Howell School, which is undergoing extensive renovations. The former will be composed of several vacant parcels assembled together. The latter will be an entire city block; this block does contain single-family homes which are occupied, but whose condition necessitates city condemnation due to their dilapidated condition. Later chapters of this plan (after the Existing Conditions chapter) will include a basic pro forma table with estimated variables.

Figure 2 shows the percentage of vacant parcels in Dothan. Again, the northeast quadrant shows considerable vacancy. This is another way to visualize vacancy, which can be seen in Figure 1 but is perhaps easier to visualize at the census tract level in Figure 2. This figure illustrates the considerable vacancy percentages in the northwest quadrant, which approach or exceed 25% in several tracts, including the two tracts which contain our proposed developments inside the ring road. The third site, which is near the Alabama College of Osteopathic Medicine, is also in a tract with vacancy over 25%. Thus, these three proposed sites can serve as catalysts for renewal, instead of adding density to areas which already have considerable density.

Figure 3 is taken from the Dothan Strategic Affordable Housing Implementation Plan. This image shows building condition where a structure is present, with green representing poor condition. Blue represents quality as well, with darker blue representing better condition. Vacancy is shown in orange for parcels where no structure is present.

The northwest quadrant of Dothan is a patchwork of light blue, green, and orange. This indicates generally deteriorated or dilapidated structures, as well as vacancy. Just from a glance, one can see that there is considerable vacancy along the southern portion of the ring round. But the only section inside the city with high vacancy and generally poor structure quality is the northwest section. This supports our findings in Figures 1 and 2 and, when coupled with the income levels found in the introduction section, indicate that the northwest quadrant can benefit from more multifamily housing from the standpoints of need (income) and opportunity (vacancy).

Citizen Participation

This group spoke with Dothan staff and residents in four contexts, which are listed below.

1. Maurice Head, Dothan Community Development Administrator
 - a. This group met with Maurice over lunch.
2. Andrew Belle Community Center
 - a. This group spoke with three employees.
3. Habitat for Humanity off Tuskegee Avenue
 - a. This group spoke with two residents.
4. Site near Howell School
 - a. This group spoke with one resident and his two friends.

Maurice was quite helpful, and suggested several areas of interest. In addition to the site near the Alabama College of Osteopathic Medicine which this group had already identified, Maurice suggested two areas, near the Howell School and near the Andrew Belle Community Center. This group took Maurice's advice and spent hours

studying both sites and speaking with current residents there before concluding that both sites makes sense from a municipal perspective and in the context of the needs and opportunities of each area.

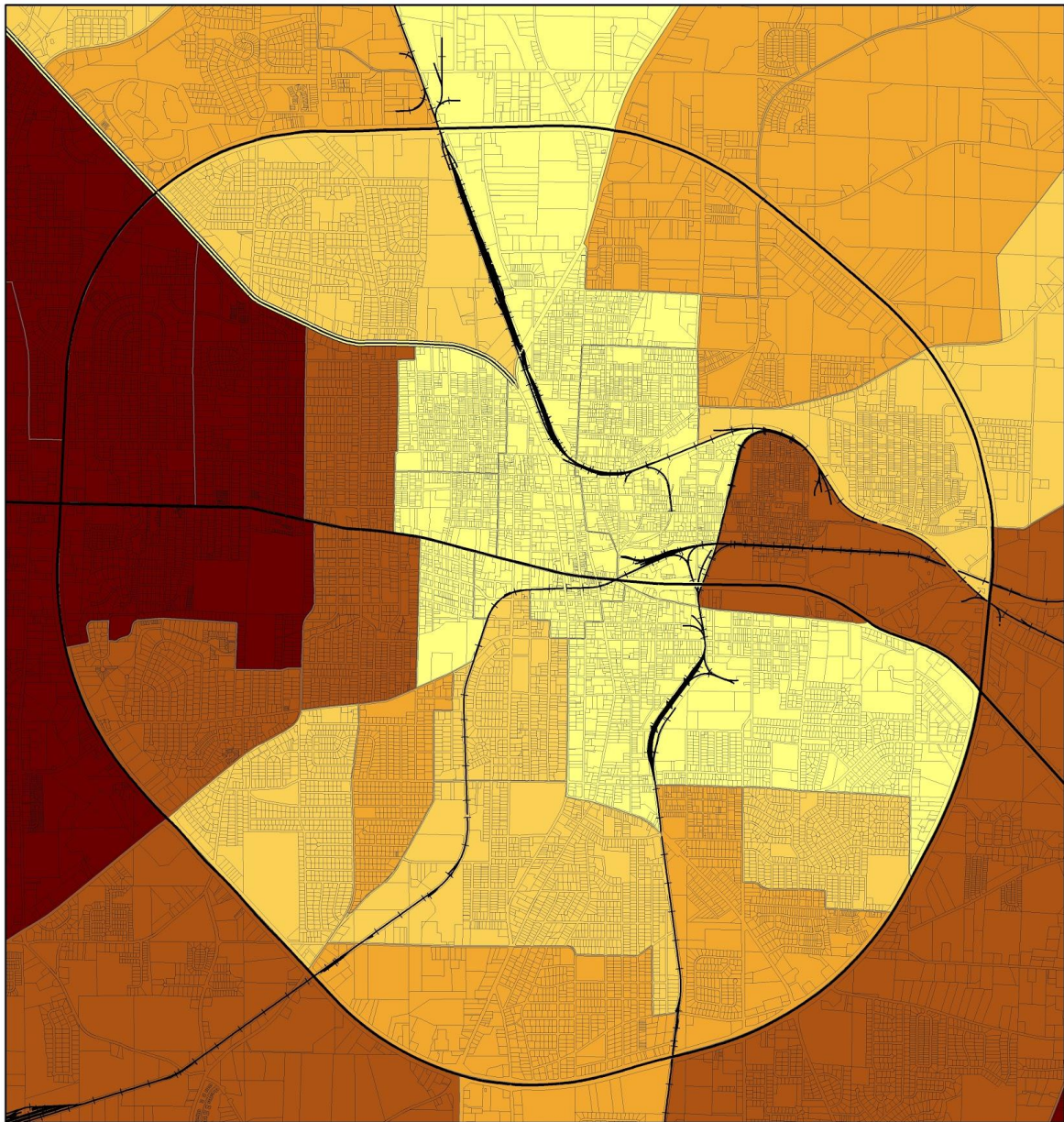
This group first drove to the Andrew Belle Community Center and spoke with three employees. They indicated that the Community Center was a major community asset, but felt that its positive impact was only felt for a few blocks in every direction--beyond that, they indicated that the community was in need of more community assets and investment. They expressed generally positive feelings toward a new multifamily housing development in their across the street from the Community Center. The introduction of a nearby multifamily housing development will provoke the community center to increase staff and programming, making this a vibrant and viable neighborhood once again.

Third, this group explored the area and found a cul-de-sac off Tuskegee Avenue containing 14 houses and a park, all built by Habitat for Humanity. Conversations with two residents were fruitful. The residents were frank: they expressed their opinion that Dothan had not invested enough in their area of town, and they feel as if their needs were not adequately understood by the city. The residents acknowledged the need for major redevelopment in their neighborhood. Any improvements to this area will come from concerned citizens. They indicated positive feelings toward a new multifamily housing development in their area of town.

Finally, this group drove to the Howell School on East Newton Street, to a city block previously identified as having redevelopment potential. This block is bounded by East Newton Street to the north, East Burdeshaw Street to the south, North College

Street to the east, and North Appletree Street to the west. This block is directly west from the Howell School project, which is undergoing extensive renovations to accommodate senior living housing units. This group spoke with three citizens: one resident who lives on North College Street, along with two of his friends who were present. City staff had previously indicated that the housing on this block is poised for redevelopment; after seeing their condition in person, this group agrees, with some reservations. There is major poverty in this area: the resident with whom this group spoke did not have working electricity to his home, which he owns. This area is indeed ripe for redevelopment, as long as the current residents' housing needs are also addressed. Future chapters will explore this; one idea is an inclusive housing rental development, which would include both affordable housing units and market-rate units.

Dothan Median Houses Values



Legend

- +— Dothan_Rail
- E MAIN ST
- MONTGOMERY HWY
- ROSS CLARK CIRCLE
- W MAIN ST

Median House or Condo Value(\$)

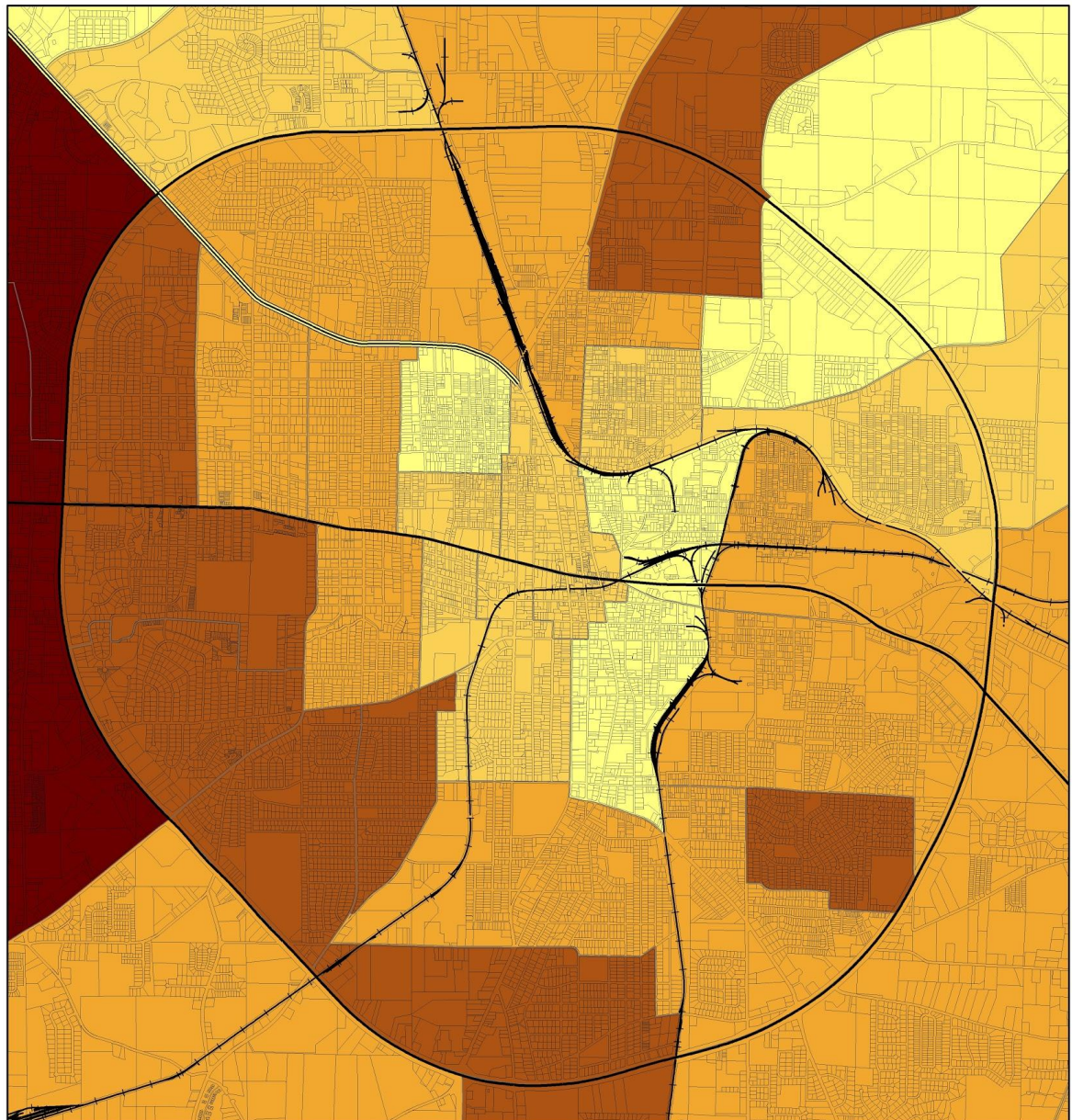
- 40000 - 65500
- 65500 - 82200
- 82200 - 101300
- 101300 - 159200
- 159200 - 257900

0 .5 1 2 Miles

N



Dothan Median Contract Rent



Legend

- Dothan_Rail
- E MAIN ST
- MONTGOMERY HWY
- ROSS CLARK CIRCLE
- W MAIN ST

Median Contract Rent(\$)

- 153 - 255
- 255 - 368
- 368 - 519
- 519 - 625
- 625 - 933

0 .5 1 2 Miles



Figure 4 shows the median houses values in Dothan. The value of homes in the central and northwestern regions of Dothan is the lowest. According to Figure 4, the value of the home in the central area of the city is between \$40,000 and \$65,500. And the value of homes in the east and west of Dothan and beyond the city circle is higher than in other areas. The value of the house in the western part of the city is three times higher than the value of the house in the center of the city. This also proves that the houses within the Dothan city circle have chances to improve. In fact, the houses in the downtown area are relatively old. And some houses have been in disrepair for a long time. This may lead to a downturn in housing prices in the downtown area. In the west of Dothan, there are many commercial and recreational facilities at the intersection of Ross Clark Circle and Main Street. The value of the houses around the area of this intersection is generally high.

Figure 5 shows the median contract rent of Dothan. Figure 4 and Figure 5 have some similarities in color distribution. There is no necessary connection between the value of the house and the rent, but there is a certain impact. To some extent, the value of the house is directly proportional to the rent. The house with the highest value is located outside the western Ross Clark Circle of Dothan, and the rent in the area is also the highest. The houses around the Ross Clark Circle are generally having higher rent than the inner city, especially the downtown area. The southeastern part of the city and the medical nodes have a higher rent.

In sum, northwest Dothan is home to an unfortunate confluence of facts: property conditions are generally poor and there is a high level of vacancy. Rental costs in this area are generally low. One limitation of this analysis is the use of census tracts as the

unit of analysis, but these data are not available for blocks or block groups. With the data which are available, conclusions can only be reached in a general sense. However, this is supplemented by speaking with residents on the ground, who expressed their impression that Dothan, as a city, has not invested enough in their area.

From the perspective of developing new multifamily housing to fill the 'missing middle,' this area presents two opportunities. First, land is generally cheaper in this area, and fewer homes would need to be demolished to assemble several parcels into a larger development. Second, this development could serve as a catalyst for future growth. The two selected sites in northeast Dothan were chosen strategically. Each is near a current or future community asset: the Howell School and the Andrew Belle Community Center. This can create two nodes around which future development (including renovations of existing homes) can occur.

Downtown Core

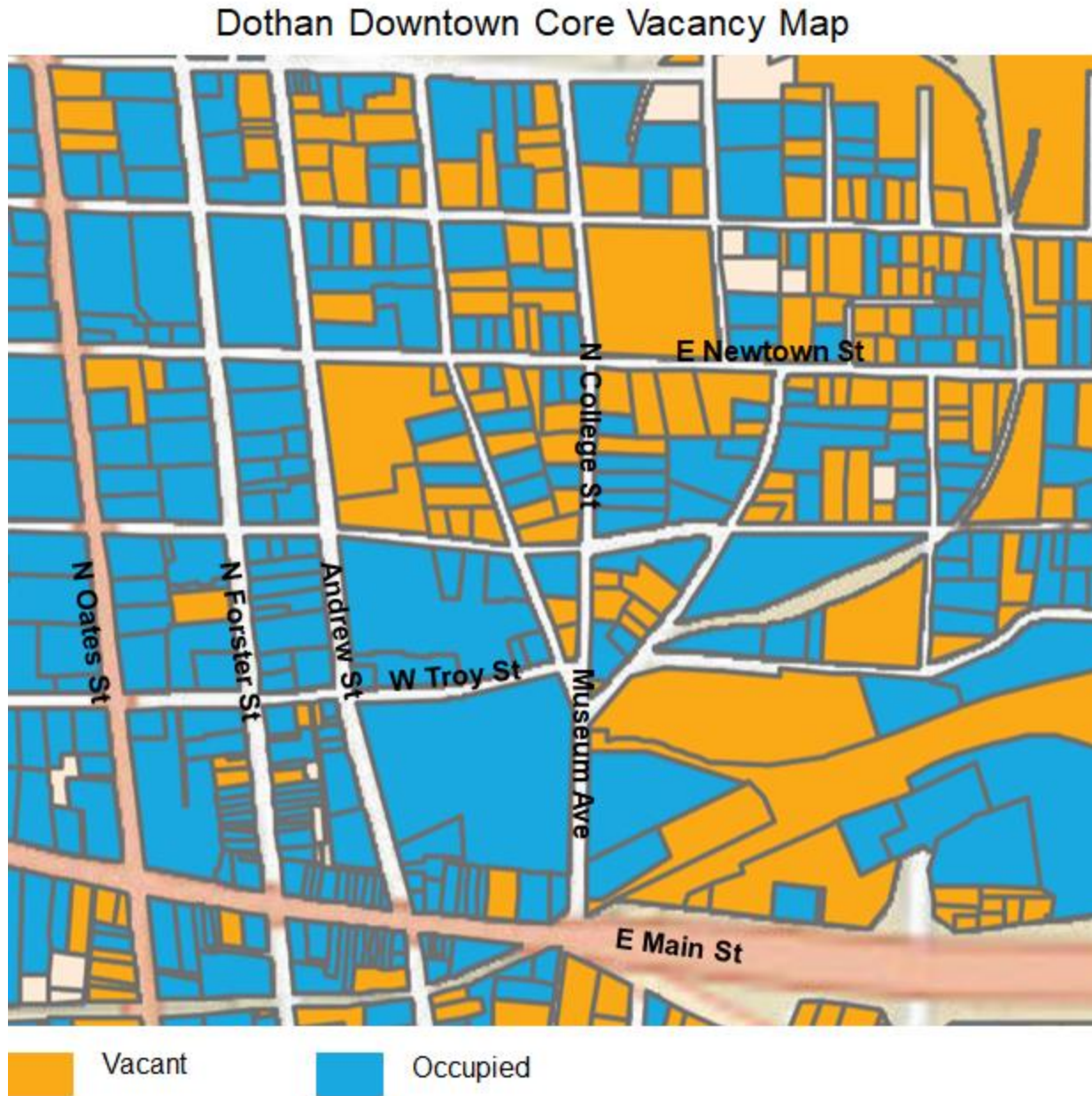


Figure 6. Courtesy of: APD Urban Planning and Management, LLC.; ESRI; City of Dothan. 2017.

As can be seen, there is a high level of vacancy on the city block selected as a possible site. This block is bounded by East Newton Street to the north, East Burdeshaw Street to the south, North College Street to the east, and North Appletree Street to the west. This block, which is 3.7 acres, is majority vacant by acreage. It contains only five single-family housing units (all of which are occupied) and one

commercial business (a bail bond service). With a large development, the Howell School, undergoing development across the street, development of this selected site could help create a new node of development. The total number of units which could be built here will depend on allowable density as well as desired density, which will be determined in future chapters.

Medical Campus (All)



Image 1: Site near the Alabama College of Osteopathic Medicine

At the intersection of E Main St and Health Science Blvd there is an undeveloped parcel with an area of approximately 10 acres. The plot is approximately 400 yards from the Alabama College of Osteopathic Medicine. The plot is flat and currently undeveloped. The current zoning of this land is residential. In the future land use, the land will be classified to commercial. According to the content of the first meeting, zoning can be changed if necessary; this group was told not to let current or future zoning interfere with site identification. The plot currently belongs to Register Realty

Company, Inc. The assessed value of the land is \$2,950,000 according to Houston County.

The location of the land is excellent, north of East Main Street and directly south of Alabama College of Osteopathic Medicine. The land has the potential to develop a large apartment complex that provides housing options for students, faculty, and residents. If the land is used to build an apartment complex, it could sustain approximately 100 units (including a mix of one bedroom, two bedrooms, or three bedrooms) at a suitable density, based on comparisons with nearby apartment complexes.

VISION AND GOALS

PROPOSALS AND STRATEGIES

Proposal and Recommendations

This chapter follows the vision, goals, and strategies. This chapter builds upon the previous chapter by providing more context, as well as more concrete and site-specific proposals and recommendations. This group's overall strategy is to pilot test three different development strategies on three specific sites, each of which is strategically located near a community asset.

Community Land Trust Background

The site near the Howell School development is directly adjacent to downtown Dothan. This site and the site adjacent to the Andrew Belle Community Center could both be fairly categorized as distressed. The site near the Howell School would be more accurately described as truly blighted. Of the three single-family homes left standing on

this block, all three are in such a state of disrepair that their condition constitutes demolition by neglect.

This group proposes that the City of Dothan pilot test a community land trust development scenario on this identified site. A community land trust is similar to a land bank, with one key difference: the land remains in trust with the organization. This has a cascade of results. First, it presents perhaps the single best way to drive down the cost of development, since the developer does not have to purchase the land. During development, the land would be leased from the trust. After development, the developer (or a chosen realty management company) would then pay land rent to the trust. The trust generally charges land rent to the tenant (or developer, etc) but only to the point where the trust can pay property taxes on the land and can sustain its operating budget. The trust never tries to earn a profit from the tenants. Finally, operating as a community land trust allows the trust to place deed restrictions on the land. Such deed restrictions can include a requirement to provide a certain number or percentage of affordable housing units, as is suggested in this subchapter.

A community land trust is typically operated by a nonprofit organization, which is reflected in the recommendations for this subchapter. However, this group was unable to find any legitimate obstacle stopping the City of Dothan from founding a community land trust and allowing it to operate under the auspices of the City. There might be opposition, as with any bold planning recommendation, but this group was unable to find any legal obstacles. In a case such as this, where the wellbeing of the community is paramount, any public opposition should be smoothed over as much as possible. Certain facts can help persuade those who might be opposed: a community land trust,

either in an expanded form or as a pilot test, can help to stabilize this neighborhood.

With a site and neighborhood as critical as this, this group is hopeful that with a site and neighborhood that stands to gain so much, small amount of opposition will not derail the community land trust pilot test.

It is this group's sincere hope that the City of Dothan is able to persuade one or more local organizations to create a community land trust. All the organizations mentioned in CLT Strategy 1.2 are dedicated to downtown Dothan, and this site is extremely close to downtown--close enough that stabilizing this neighborhood could have positive externalities for downtown Dothan. Finally, this group also hopes that if no organizations rise to meet the challenge, then the City of Dothan will marshal the resources to operate the community land trust itself. This commitment by the city would only be for the duration of the pilot testing period. If proven to be successful, it is perhaps likely that a local organization, or even a new group founded for this express purpose, would ask the City for permission to run the community land trust.

Finally, housing typology must be considered. This group's research has concluded that cottage clusters offer the best combination of sustainable density and compatibility with the existing urban fabric around the Howell School. Cottage clusters (sometimes called cottage communities) do offer unique benefits:

Cottage communities can be built in small clusters, within existing neighborhoods among single-family homes to maximize land use and minimize sprawl. Aging baby boomers, seeking to downsize from larger homes, can enjoy quality housing in a supportive community. Local regulations, however, can be a drawback for cottage communities. Many zoning codes regulate maximum densities and minimum-size requirement for houses and lots. Codes can be amended to allow for the development of sustainable and affordable cottage communities.¹

¹ Complete Communities Toolbox. The University of Delaware.

Retrieved from <https://www.completecommunitiesde.org/planning/healthy-and-livable/cottage/>.

While this explanation includes aging seniors downsizing, this group proposes the use of cottage clusters to provide rental housing for those unable to find an appropriate mid-price rental unit in Dothan due to the 'missing middle' problem. Cottage clusters offer a high enough density to make them profitable for developers, while the density and general arrangement of the homes are designed to foster a sense of community. A typical and sustainable density for a cottage cluster would be in the range of 6-10 units per acre. The precise density would be left up to the discretion of city staff and elected city leaders, depending on a more in-depth zoning analysis. This housing type would be appropriate for young professionals and young families, and has broad appeal to those who would like to live in a community rather than just a building. Photo 2, below, shows a typical cottage cluster. In this case, the units are attached; however, detached units are just as common. The single more important visual element of this photo is that the homes are not oriented toward the street, but toward a small common green space.



Photo 2: Cottage Community in Port Townsend, WA

Community Land Trust Recommendations

All strategies have been assigned a recommended time horizon: short term, medium term, or long term. Short term is defined as 1-3 years, medium term is defined as 5-7 years, and long term is defined as up to 10 years. Two strategies have also been assigned the status “continuous,” which indicates a recommendation that those strategies be continually monitored.

→ CLT Objective 1: Target the identified site near the Howell School for redevelopment.

- ◆ CLT Strategy 1.1: Explore the feasibility of the City of Dothan acquiring the 14 identified parcels, which comprise the entire city block bounded by E.

Newton St., E. Burdeshaw St., N. College St., and N. Appletree St. (*Short term*)

- ◆ CLT Strategy 1.2: Simultaneously, explore partnerships with local groups, including (but not limited to) the Downtown Dothan Redevelopment Association, Women Investing in a New Downtown, and The Downtown Group. (*Short term*)

→ CLT Objective 2: Commit to pilot testing a community land trust development scenario for this site.

- ◆ CLT Strategy 2.1: Explore partnerships with local organization, including (but not limited to) the Downtown Dothan Redevelopment Association, Women Investing in a New Downtown, and The Downtown Group to determine if any such organization (or a collection thereof) would be willing to operate a community land trust on this downtown-adjacent site. (*Short term*)
- ◆ CLT Strategy 2.2: Simultaneously, as a City, commit to operating a community land trust on this site as a pilot test for future such endeavors. It would be up to the City where to house the community land trust within the city administration. (*Medium term*)
- ◆ CLT Strategy 2.3: If the trust is to be operated by the City, place deed restrictions on the land which ensures that $\frac{1}{3}$ of the units are reserved for residents earning $\frac{1}{3}$ than AMI or less. With the adoption of CLT Strategy 2.3, inform any potential developer that they may apply for certain federal grants for mixed income development. (*Medium term*)

- ◆ CLT Strategy 2.4: Ensure that while affordable housing is provided to stabilize the neighborhood, enough market rate units are built to test the degree to which the community land trust development scenario would work for market rate developments. *(Long term)*
- CLT Objective 3: Ensure the wellbeing of any residents displaced by the development.
 - ◆ CLT Strategy 3.1: Offer every displaced resident the opportunity to be first in line to rent a unit in the new development, if they desire. *(Long term)*
 - ◆ CLT Strategy 3.2: If a displaced residents choose not to rent in the new development, assist with relocation costs. *(Long term)*
- CLT Objective 4: Commit to sustained resident involvement as new development occurs in their neighborhood.
 - ◆ CLT Strategy 4.1: Hold a number of public meetings with residents of this neighborhood, before, during, and after land acquisition and development. *(Short term--continuous)*
 - ◆ CLT Strategy 4.2: Ensure that local residents' concerns are heard and adequately responded to throughout the process. *(Short term--continuous)*
- CLT Objective 5: Ensure that the existing urban fabric is not unduly disturbed.
 - ◆ CLT Strategy 5.1: Explore a range of housing typologies which would blend in with this neighborhood. The most promising of these seems to be cottage clusters. *(Medium term)*

Land banking takes place when cities acquire, manage, maintain and repurpose distressed properties or land parcels. This is most popular in municipalities with large amounts of vacant, abandoned and foreclosed properties and land. After navigating the streets of Dothan, we have found a high concentration of blighted and vacant properties in the Northeast quadrant of the city. Our findings proved Dothan's Affordable Housing study to be true. Dothan may be able to benefit from creating a land bank primarily composed of properties in their Northeast quadrant. Land banking in Alabama is legal although it is rarely practiced.

A target location for land banking is near the Andrew Belle Community Center. This recreation is a magnet for community activities in this neighborhood. With the introduction of more housing and families to this area, the recreation center will be able to receive funding for more events and recreational activities. There is a large, vacant lot directly across Bayshore Ave. There are two more vacant parcels across Lake St. as well. According to Dothan's Affordable Housing Study, the Northwest quadrant of the city has a high amount of vacant and blighted properties. In an effort to make this area more desirable for people to reside, this high concentration of vacancy and blight must be addressed. These parcels can be the beginning of a city-wide land banking effort. Although property taxes are very low in Dothan, and Alabama as a whole, land banking will decrease construction costs and trickle down to lower rental or real estate values. The creation of the Dothan Land Bank will create job opportunities and attract young professionals in fields other than in the medical industry. Young professionals that may become long-term contributing residents of Dothan, AL.

Due to Land Banking being an unpopular means of addressing affordable housing in Alabama, there are limited success stories. The only Land Bank in the state is found in Birmingham. Birmingham Land Bank's staff is extremely hard to communicate with due to their heavy workload. This greatly limits research on Land Banking in Alabama.

There is a preconceived notion that Land Banking is illegal in the state. This is not true. According to Alabama's Enabling Legislation, Land Banking is legally allowed but cities must request approval from the state government. The amount of vacant and blighted properties particularly in the Northeast Quadrant of Dothan make the city a prime location for a Land Bank. The city can partner with nonprofit organizations that manage housing developments around the Andrew Belle Community Center, such as Dothan Housing Authority or Habitat for Humanity. The parcels of land acquired by the city would be entrusted to one of the aforementioned organizations. It will be their duty to partner with developers and construction companies to create housing opportunities on these acquired parcels.

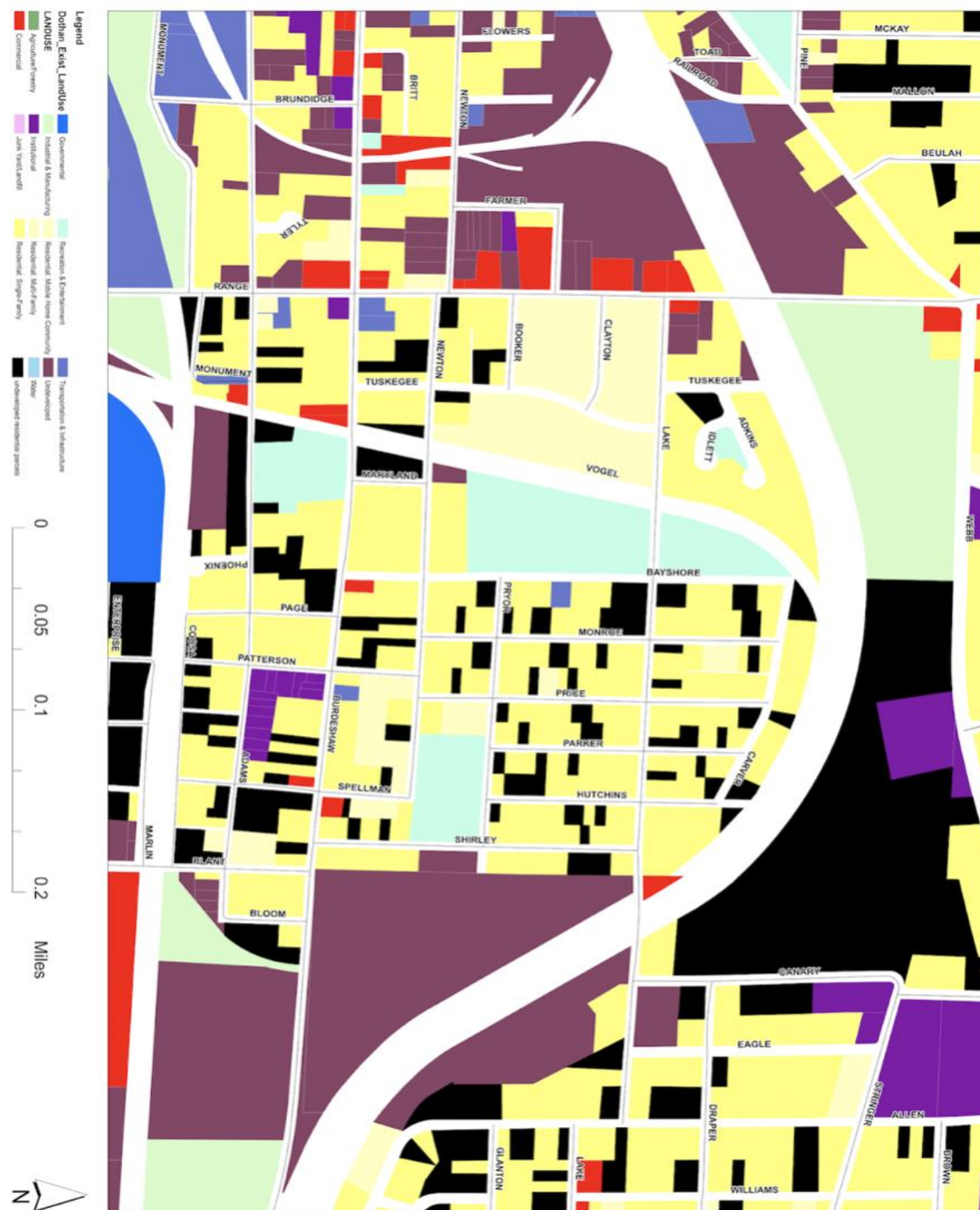
Preserving the neighborhoods character is extremely important. Oftentimes rental housing is envisioned as high-rise or mid-rise apartment buildings. These building typologies will not mesh well within the single-family neighborhood that exists. Many of the single-family households in this community are used as rental property. Therefore, smaller, single-family households can be constructed to fit in the existing housing stock. Other housing options to be considered are duplexes and accessory dwelling units. A series of community forums focused on building typology and design can be

held at the community center to give local stakeholders a voice in new construction efforts in their neighborhood.

An alternative method to a partnership with nonprofit organizations is a city-led Land Bank. However, this will create more work for city staff. The city will have to hold the public engagement events and partner with construction companies in order to carry out this vision. Dothan's city staff has opposing views toward Land Banking feasibility. There seems to be an even divide between employees that believe Dothan can benefit from Land Banking and those that believe it is impossible due to low property taxes. A major impediment in the implementation of Land Banking in Dothan will occur when attempting to garner the support of all city staff.

The map below is a visual of the neighborhood surrounding the Andrew Belle Community Center. The community center can be seen with a teal color directly in the middle of the map. Vacant properties and parcels are displayed in black. A high concentration of vacancies can be seen to the east of the Andrew Belle Community Center. There are all target locations of properties to be included in this Land Banking Pilot Test.

Andrew Belle Community Center Basemap



Map 1: Created 5/3/19

Housing typology of the existing neighborhood is extremely important when creating new housing options for residents. This neighborhood is composed of single family households. A monolithic apartment building will not fit in with the character of this community. Recent housing trends show tiny houses have had a recent uprising. This housing type will not mesh well in this area either. Townhouses, duplexes or single family residences with accessory dwelling units will help preserve the close knit nature of this community while increasing density. Increasing density will increase the number of property owners that have to pay property taxes to the city of Dothan. The addition of households that mirror the scale of surrounding properties will lead to minimal infrastructure improvement.

Photos 3-7 show below were taken during a site visit. They are pictures of vacant land directly across Bayshore St. from the community center. Upon speaking with local stakeholders, the parcels below have been vacant for years and landscaping efforts are taken on by the city of Dothan. These are examples of parcels that can be included in a Land Bank. Developing these parcels and increasing density to approximately six units per acre will produce eight units while preserving the neighborhood's character.



Photo 3: Taken 2/28/19
2/28/19



Photo 4: Taken



Photo 5: Taken 2/28/19



Photo 6: Taken 2/28/19



Photo 7: Taken 2/28/19

Images 8-10 shown below are images retrieved from the Columbia County Housing Study and the Comprehensive Housing Market Analysis of Wilmington, NC. These are all examples of housing typologies that can be constructed in this neighborhood that will increase density, up to six units per acre, while not infringing upon the existing character of the neighborhood. Accessory dwelling units (ADUs) require a Special Exception in Dothan's R-1, R-2 and R-3 zoning districts. However, the zoning district in question is R-4 and accessory dwelling units are not permissible, even as a special exception. This group recommends accessory dwelling units be a permissible use in R-4 zoning districts for owner/operator use as well as family use. This allows the owner to rent these ADUs to individuals or small families. No amendment to the zoning ordinance is necessary for the construction of duplexes

because a “Two-Family Dwelling” is a permitted use in the R-4 zoning district. Single-family units are already permitted as a special use in this district. Therefore, another recommended amendment to the ordinance proposed by this group is making single-family households a permitted use in the R-4 zone so no special exceptions will be needed. However, following the scope of this proposal to increase housing opportunities and density, newly constructed single-family households should be designed closer to the minimum lot coverage standards.



Image 8: Accessory Dwelling Unit Household



Image 9: Smaller Detached Single-Family



Image 10: Duplex

Land Bank Recommendations

- ➔ LB Objective 1: Ensure the existing urban fabric is not unduly disturbed.
 - ◆ LB 1 - Strategy 1: Identify possible typologies.
 - ◆ LB 1 - Strategy 2: SWOT analysis of each type.
- ➔ LB Objective 2: Engage the local community for feedback and critiques.
 - ◆ LB 2 - Strategy 1: Hold a series of well-publicized public meetings in the neighborhood; Andrew Belle Community Center.
 - ◆ LB 2 - Strategy 2: Present several versions of each development, including different densities, typologies, and aesthetics.
- ➔ LB Objective 3: Explore private and public partnerships.
 - ◆ LB 3 Strategy 1: Explore partnerships with Habitat for Humanity, Dothan Housing Authority or create “Dothan Land Bank” as a land banking management entity
 - ◆ LB 3 Strategy 2: Attract developers through a plethora of incentives.

Pilot: Market-Driven Development

Market-Driven Development is a development method centered on customers and the market. This model is different from the previous two models, and its development direction is determined by consumer demand and market profit. Through the investigation and research of the market and existing resources of the ACOM area, there are enough vacant land and customer resources in the ACOM area. In the field

study of the ACOM area, we have found that there are a lot of vacant land around the school. Also, the residential options near ACOM are mostly single-family residences.

According to the Alabama College of Osteopathic Medicine 's data, the school has about 60 faculty members and 644 students (Alabama College of Osteopathic Medicine, 2019). ACOM is one of Dothan's few colleges and is the only medical school. ACOM is currently equipped with a student housing, Summerfield Square. The student housing provides one- and two-bedroom apartments options. There is a certain rental housing gap, even the student housing provides about 100 units and plus the single-family house around the school.

As mentioned in Chapter of existing conditions, there is a piece of vacant land being sold in the ACOM area. At the intersection of E Main St and Health Science Blvd there is an undeveloped parcel with an area of approximately 10 acres. The plot is approximately 400 yards from the Alabama College of Osteopathic Medicine. The plot is flat and currently undeveloped. The location of the land is excellent, north of East Main Street and directly south of Alabama College of Osteopathic Medicine. The land has the potential to develop a large apartment complex that provides housing options for students, faculty, and residents. If the land is used to build an apartment complex, it could sustain approximately 100 units (including a mix of one bedroom, two bedrooms, or three bedrooms) at a suitable density, based on comparisons with nearby apartment complexes. The density of this land should be adjusted to a medium-high density including density bonus. Density range is 12-15 units per acre.

The land can be considered for development into a mixed mix of commercial and residential, because the plot is adjacent to Main St. The first floor of the building can be

commercial, and the second and third floors can build apartment. The apartment's leasing and services offices can locate at the first floor. Also, some restaurants and coffee shop can set at first floor to provide for students, faculties, and travel who passing the main road. During a field trip to Dothan, the team found that there are many students in the downtown cafe who write homework and chat. In the first communication with Dothan, they said that ACOM students would like to live in the city downtown. Downtown has more business will be a huge attraction for students. So, using mixed use on the land can create greater value.

Choosing an apartment as a housing typology is based on market-oriented analysis. The main customer in the plot is students from ACOM. Most of the students will not be long-term residents of the plot. The student's preferred housing needs will be renting, and the time is about admission to graduation. The apartment is a young rental option. It provides a one-stop service, because the room is equipped with the necessary furniture and appliances. Also, the density is higher than single-family housing. It can provide more rooms for residences. The benefits of apartment are efficient use of land and economy of scale for construction. Increasing business to mix use, also attract more students and residents to increase the local population



Photo 11: Apartment in Milwaukee's Bay View neighborhood, WI

Advantage: For short-term renters, the construction of a mixed-use apartment in a commercial and residential area will be more attractive. A medium- to high-density apartment can make effective use of the land. Compared to single-family housing, apartments can build more units on the land. Mixed use of commercial and residential land can increase the vibrancy of local communities. The apartment is more convenient than a single-family housing, which is equipped with furniture and more public facilities. Also, the various maintenance of the apartment is more convenient.

Disadvantage: Building a medium-high density apartment will take up a lot of land, so public space will be reduced. Compared to single-family housing, personal outdoor space will be greatly reduced. Building an apartment will have a negative impact on the property near the local community. The apartment will have a negative impact, such as noise, more traffic, and unknown neighborhood relationships. These negative effects may affect some potential buyers and may have a negative impact on

nearby housing prices. The cost of building a mixed-use apartment will be much higher than the cost of building a common house. Whether there is sufficient funds may also become a problem.

→ MDD Objective 1: Identify a site for the first new development in this area,

which can act as a catalyst for future growth.

- ◆ MDD 1 - Strategy 1: Identify workable incentives, such as a density bonus. Providing density bonus for developers to build more units for the building, also creates some affordable housing to build a mix-income community.

→ MDD Objective 2: Ensure the fabric of the node is not unduly disturbed.

- ◆□ MDD 2 - Strategy 1: Identify possible typologies. The main customer will be ACOM students. The apartment will be a good choice for short-term rentals for young people. The mix use of commercial and residential will also become a feature and attraction of the apartment.
- ◆□ MDD 2 – Strategy 2: SWOT analysis of housing type.

Strengths	Weaknesses	Opportunities	Threats
1.Efficient use of land 2.Economy of scale for construction, 3.More amenities	1.Noise by High density and multi-home 2.Uncertain neighborhood relationship 3.No ownership benefits	1.closer neighborhood 2.more social opportunities 3.less commuting time	1.property threats

→ MDD Objective 3: Explore partnerships.

◆□ MDD 3 - Strategy 1: Coordinate with ACOM.

IMPLEMENTATION STRATEGY

All strategies have been assigned a recommended time horizon: short term, medium term, or long term. Short term is defined as 1-3 years, medium term is defined as 5-7 years, and long term is defined as up to 10 years. Some strategies have also been assigned the status “continuous,” which indicates a recommendation that those strategies be continually monitored.

Short Term Strategies

- CLT Strategy 1.1
- CLT Strategy 1.2
- CLT Strategy 2.1
- CLT Strategy 4.1 (continuous)
- CLT Strategy 4.2 (continuous)
- MDD Strategy 1.1

→ MDD Strategy 2.1

→ MDD Strategy 2.2

Medium Term Strategies

→ CLT Strategy 2.2

→ CLT Strategy 2.3

→ CLT Strategy 5.1

→ MDD Strategy 3.1

Long Term Strategies

→ CLT Strategy 2.4

→ CLT Strategy 3.1

→ CLT Strategy 3.2

APPENDICES:

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