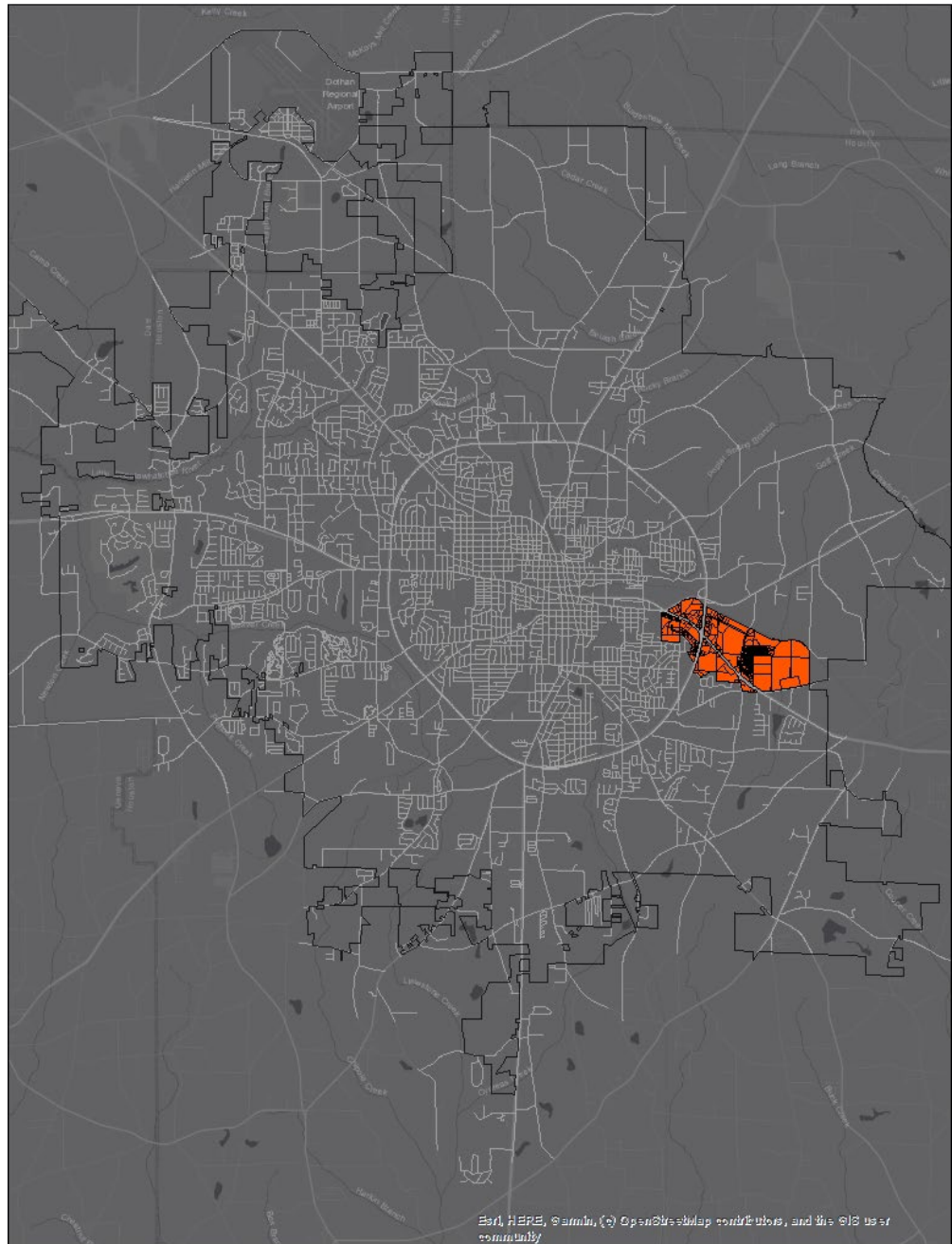


DOTHAN, ALABAMA



2035 WELLNESS DISTRICT MASTER PLAN

TAYLOR ESCO, NATASHA MILES, YIREN ZHOU

2035 Wellness District Master Plan

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This document was prepared as a cooperative effort to propose specific improvement suggestions to the City of Dothan. The contents do not necessarily reflect complete presumption of each individual preparer.

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Project Process Plan

Stage 1: Case Study

The team was given the task to study a case study that focused on cluster development in the United States and presented to the class. The criteria for the case study analysis are:

- Process required to develop planning strategies, plans, and policies
- Provide guidelines for local government

Stage 2: Analysis of Existing Conditions

The team was tasked with analyzing the existing condition of the study area. The focus areas for the analysis of existing conditions are:

- Economic Analysis: Students analyzed the region's industry sectors, calculated location quotient, identified economic drivers, and highlighted gaps in the market.
- GIS Mapping and Land Use Analysis: Students analyzed demographic and socio-economic characteristics, current and future land uses in Dothan, land vacancy and ownership in the Wellness District, building trends, and natural areas such as open spaces, streams, creeks, and floodplains.
- Photo-Documentation and Site Analysis: Students were tasked with creating one new piece of primary data for the Wellness District. Students conducted site analysis for individual parcels and documented the land uses, intersections, connectivity and safety issues, and conditions through photographs.
- Review of Policies, Plans, and Documents: Students reviewed ordinances that focused on topics such as zoning, taxation, subdivisions as well as city plans and documents such as Highway 84 East Corridor Master Plan, and Future Land Use Map 2030 to identify strengths, weaknesses, and determine what policies affect the future development of Wellness District in terms of land use, connectivity, economic growth.
- Transportation Analysis: Students analyzed traffic numbers, design suggestions, transportation options, and connectivity of the Wellness District.

Stage 3: Goals, Visions, and Concepts

The team was tasked with creating a vision and goals based on the data collected in previous stages to form the basis of the project proposal. The criteria for the stage 3 are:

- Identify goals and objectives for the project.
- Create a mission and vision statement for the project.
- Outline strategies for development.

Stage 4: Proposal, Policies, and Implementation

The team created detailed ideas and designs for the Wellness District. The specific areas each team member looked into for development are:

- Complete Street Redesign: The proposal focuses on improving Highway 84 east by incorporating a large pedestrian island, reducing the width of the highway, increasing crosswalks, providing protected bike lanes and sidewalks, and lowering the speed limit.
- Pedestrian Crossing: The task of this proposal was to increase pedestrian safety at the Highway 431 and Highway 84 east intersection.
- Connectivity: Students developed a set of options to combat connectivity issues in the Wellness District through increasing bike lanes and sidewalks, implementing a greenbelt, creating a small fixed route transit, and the building of new roads.
- Public Open Spaces: The task of this proposal was to provide the Wellness District with options to increase

attractiveness of the area, promote a healthy lifestyle, and preserve the natural elements of area.

- **Housing Variety:** Students proposed a variety of housing alternatives to single family housing.
- **Economic Development:** The proposed economic development focuses on filling the industry gaps by offering specialized medical practices, alternative medical practices, and complimentary services.

Project Process Plan: On February 28th, 2019 students participated in a walking tour led by the City of Dothan's planning staff. The students attended a meeting with city officials and community leaders to discuss concerns, ideas, needs, wants, and visions for the Wellness District. Later in the afternoon the group conducted a site analysis for the Wellness District of Dothan.



Project Process Plan: Group members participated in brain storming activities.



Project Process Plan: Final presentation took place on May 2nd, 2019 at the Dothan Civic & City Hall. The presentation was attended by the following: Mayor of Dothan, City Manager, Planning Director, regional planning staff, and other city staff.



Executive Summary

The 2035 Wellness District Master Plan for Dothan, Alabama focuses on revitalizing the city. Dothan has decided to call this particular area the “Wellness District” because of its proximity to the city’s economic base, Southeast Hospital. This area also includes the Alabama College of Osteopathic Medicine. The city has identified a focus in wellness due to the large medical presence as well as the considerable opportunity there is to continue to grow within the market and related industries. According to the city, the gateway to seeing this area as a livable community that puts health at its core while offering parks, bike lanes, safe pedestrian paths, apartments, shops, businesses spaces, and healthy food options for the residents and patients.

Our vision for the Wellness District will promote equitable attractiveness to private developers. Historically, this area has been consumed by its relation to the Highway 84 and 431. We hope to demonstrate planning practices that will be placed at the forefront of the industry, to ensure that the area offers a wide variety of amenities; that are not currently offered or underrepresented in other areas of the city. The Wellness District should provide a healthy lifestyle for the individuals who live and/or work there; by promoting walkability, open spaces, recreation amenities, fixed transit route, bike lanes, mixed use, multi-family housing, retirement community, commercial spaces, and medical offices.

The goal is to offer an experience that is not found anywhere else in Dothan or the Wiregrass, while maintaining the overall identity of the Wellness District which focuses on health. This plan addresses the potential to build Dothan into a stronger city. Although its location warrants some challenges due to its particular transit system. By integrating various methods of connectivity, promoting healthy communities, and expanding economic development; the current issues can be minimized.

Target Area for Dothan's Wellness District



Figure 1. Visual representation of concentrated area.
Source: City of Dothan. Produced by: Esco, Miles, Zhou.

PART 1

Site Evaluation

Chapter 1: Analysis of Existing Documents and Data

This capstone project began with an evaluation of the current and future proposed documents provided by the city. Directly after a site visit was conducted by the composers of this document; Taylor Esco, Natasha Miles, and Yiren Zhou. After executing multiple location surveys, we recorded our spatial findings. Specifically, the areas that needed the most improvements. This chapter included a detailed account of the documents that were reviewed, to get an understanding of plans in place and the current goals that the city has. The following portion represents a summary of all documents and physical findings compiled. This section supports as well as gives reason for what will later be proposed.

Where is the Wellness District in Dothan?

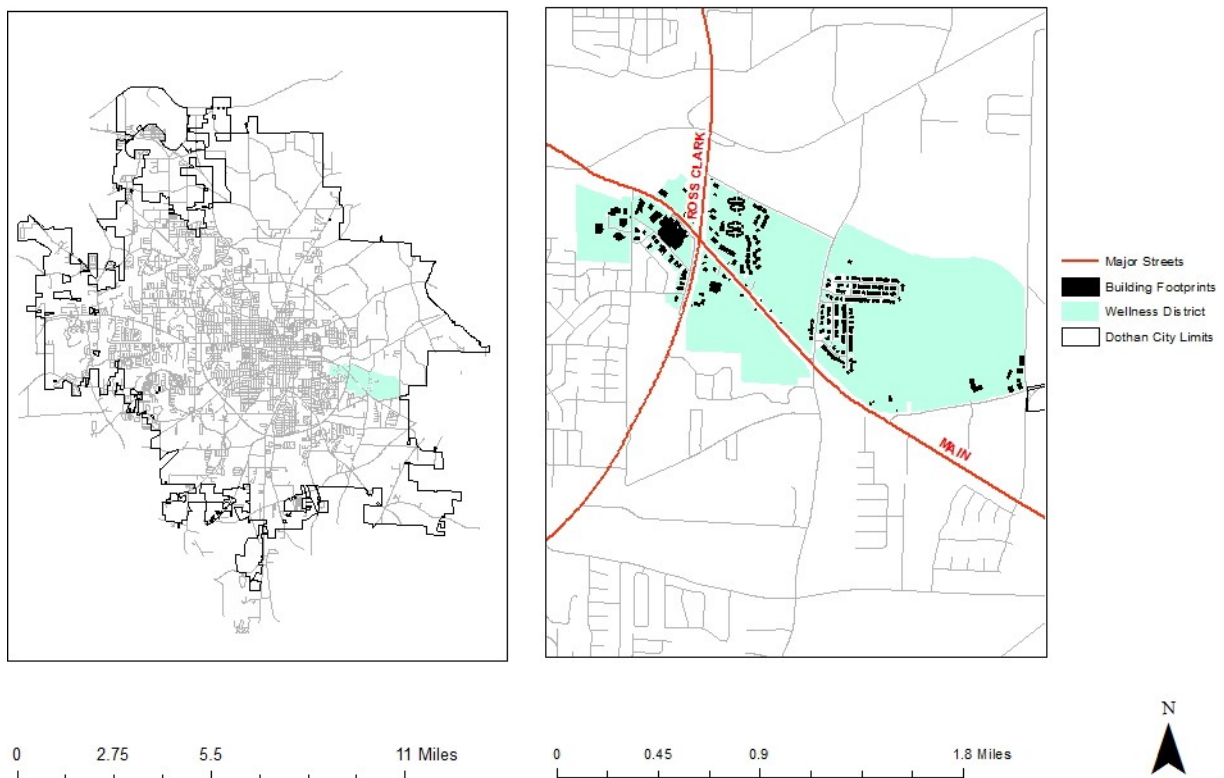


Figure 2. Location of Wellness District within Dothan city limits.
Source: City of Dothan. Produced by: Esco, Miles, Zhou.

1.1 Introduction

Dothan is located in southeast corner of Alabama near the Georgia and Florida state lines and is by the largest city in a 50 miles radius. The Wiregrass region (50-mile radius) covers portions of Alabama, Georgia, and Florida. In the United States it is considered to be a largely rural area. Figure 3 shows how isolated Dothan, Alabama is from major transportation avenues such as Chattahoochee River or Interstate 10 and Interstate 75. Due to the isolation, Dothan has not had the opportunity to grow like similar cities within the state such as Tuscaloosa, Huntsville, and Birmingham.

As a result of the city's isolation, the economic growth has been difficult to establish, since road connection is not easily accessible. Luckily, the healthcare industry has a strong presence in Dothan, which has allowed the city to support two hospitals. Residents from all throughout the Wiregrass travel to Dothan to receive medical treatment and checkups in specialized fields such as oncology. Specifically, Southeast Health, which is the largest medical provider in the Wiregrass region, as well as being in the top 10 largest hospitals in Alabama.

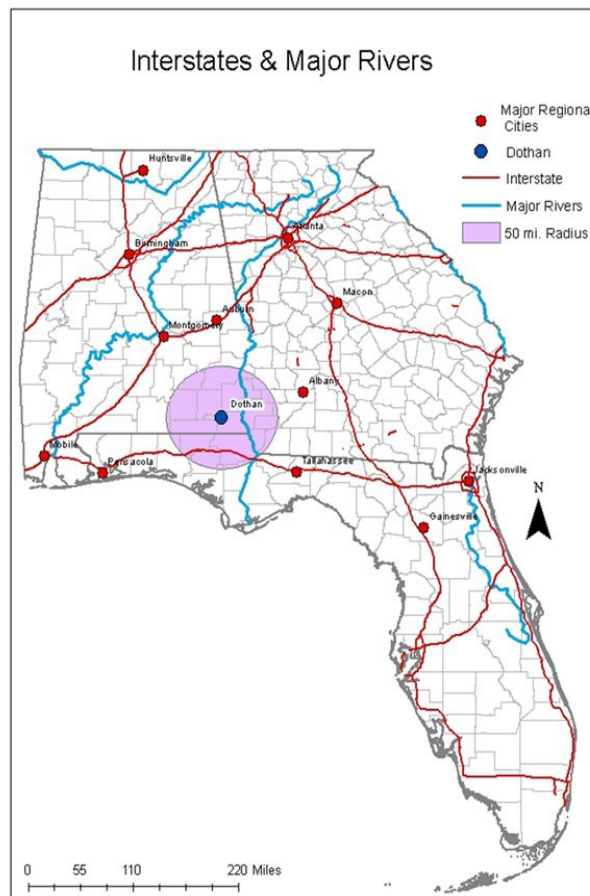


Figure 3. The Wiregrass Region in comparison to bordering states.
Source: US Census Bureau. Produced by: Esco, Miles, Zhou.

Background

At its current state, Dothan, Alabama is the largest city in the Wiregrass, which serves as a regional hub for industry and retail. The city has set out to improve its competitive advantage and attractiveness against other cities through strategic planning. Government officials want to make Dothan a city that attracts sustainable businesses as well as be a place people desire to live, such as other prosperous cities within the state. The planners in Dothan are able to plan for a better tomorrow; by creating and adopting a long-range development plan, downtown master plan, strategic plan, corridor plan, strategic affordable housing implementation plan, and future land use map.

Dothan has experienced difficulty attracting large corporations and businesses due to the disadvantages the city's highway system brings. There is lack of access to main interstates and major rivers. These realities have caused Dothan to focus on other types of industry such as agriculture, retail, and medical. While residents and public officials continue to hope that the state of Alabama will build a connector to Interstate 10 there are currently no plans in place for this project. A lack of access to this interstate does not mean Dothan will fail as a community, but the reality of its current situation means Dothan must be creative in terms of growing their economy. The medical industry currently drives the economy and we believe that this sector will continue to grow. By capitalizing on the medical industry's benefits, we predict that in the future the medical node will provide even more of a boost in their economy. We fear that failure to plan accordingly for Dothan's future could turn out to be devastating for prospective development, its overall attractiveness, and individuality. Dothan has the potential to develop the Wellness District in a unique way that can capitalize on the medical cluster and medical school by creating a self-sufficient district. If the Wellness District is planned appropriately, its success can be turned into a model for other communities to use.

1.2 Documents and Plans

There has been a lot of efforts put into revitalizing Dothan's community. Various documents, maps, and plans have been created to help evaluate the appropriate direction that would help the city progress forward. The following documents address areas of growth that the city sees to be most viable and important. These publications have been reviewed and acknowledge for all recommendations offered.

Dothan Hwy 84 East Master Plan

This document played a major role in the preparation of this report. The data presented serves as the primary source of information.

Future Land Use Map – 2030

This map was taken into consideration being that it represents the city's current vision.

City of Dothan Official Zoning Map

This illustration defines the current industry imprint in respect to the city and its associated counties.

City of Dothan Zoning Ordinance (Ch. 114)

This compilation was prepared by the city's planning department in efforts to help the public understand current zoning policies.

Strategic Plan 2014 – 2019 – 2029

This plan outlines Dothan's overall vision for the future of the city.

City of Dothan Business Plan

This document addresses projects planned for the fiscal year 2018.

City of Dothan Strategic Affordable Housing Implementation Plan

This analysis serves as material evidence of the current housing situation within the city.

2040 Metropolitan Transportation Plan

This long-range plan devotes to creating a course of action for the city's transportation predicament.

City of Dothan Bicycle and Pedestrian Master Plan

This public instrument provides civilian insight on the community's needs and desires.

Downtown Dothan Master Plan

This plan reviews the strength of the city's downtown and addresses the conceivable impact.

Alabama Work Area Profile Report

The information presented gives support to a state wide analysis of numerical comparisons.

1.3 Demographic Study

Dothan is located in southeast corner of Alabama near the Georgia and Florida state lines and is by the largest city in a 50 miles radius. According to the American Community Survey of 2017 Dothan had a population of 67,526, and the Wiregrass region (50-mile radius) had a population of about 400,000. For a detailed look at the population breakdown please refer to table X in the Appendix. The Wiregrass region covers portions of Alabama, Georgia, and Florida, which is largely a rural area in the United States. Figure 3 shows how isolated Dothan, Alabama is from major transportation avenues such as Chattahoochee River, Interstate 10, and Interstate 75. Due to the isolation, Dothan has not had the opportunity to grow like other prosperous cities within the state such as Tuscaloosa, Huntsville, and Birmingham.

Dothan is the region's most progressive city. The area has the potential to capture outside interest and grow substantially, but in a systematic manner. By optimizing the city's strengths and taking advantage of profitable opportunities, Dothan has the potential to attract young professionals to the area. The ethnic imprint of this city has the ability to gain more diversification, which can be seen in table 1. By appealing to the groups with the least representation, Dothan has the chance to open its doors to diversity. Also, by analyzing the current racial characteristics, we are able to assume the percentage of influence each culture may bring. Furthermore, we are able to see what groups are underrepresented and given the chance to equate differences.

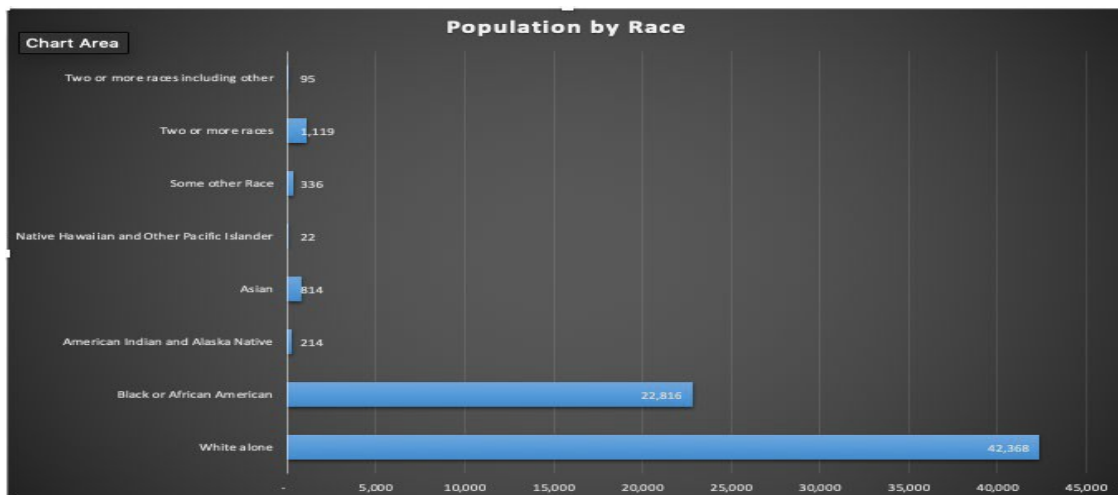


Table 1. Chart of Dothan's Racial Distribution.
Source: US Census Bureau. Produced by: Esco, Miles, Zhou.

1.4 Housing

A large portion of land in Dothan is zoned for single family residential, which has created some challenges for the city. The lack of housing variety is inadequate because not every individual in Dothan needs, wants, or can afford a single-family home. According to the community input received during the public engagement for the Highway 84 East Corridor Plan residents do not want to see more single-family homes in the Wellness District, but rather an implementation of a variety of housing options such as multi-family or retirement community. Unfortunately, the current land use and Dothan's desired future land use does not address residents' wants, in fact much of the land use in the Wellness District is for single family residential. Figure 4 shows the large amount of single family residential in future land use map, which is zoomed in on the Wellness District.

Future Land Use 2030

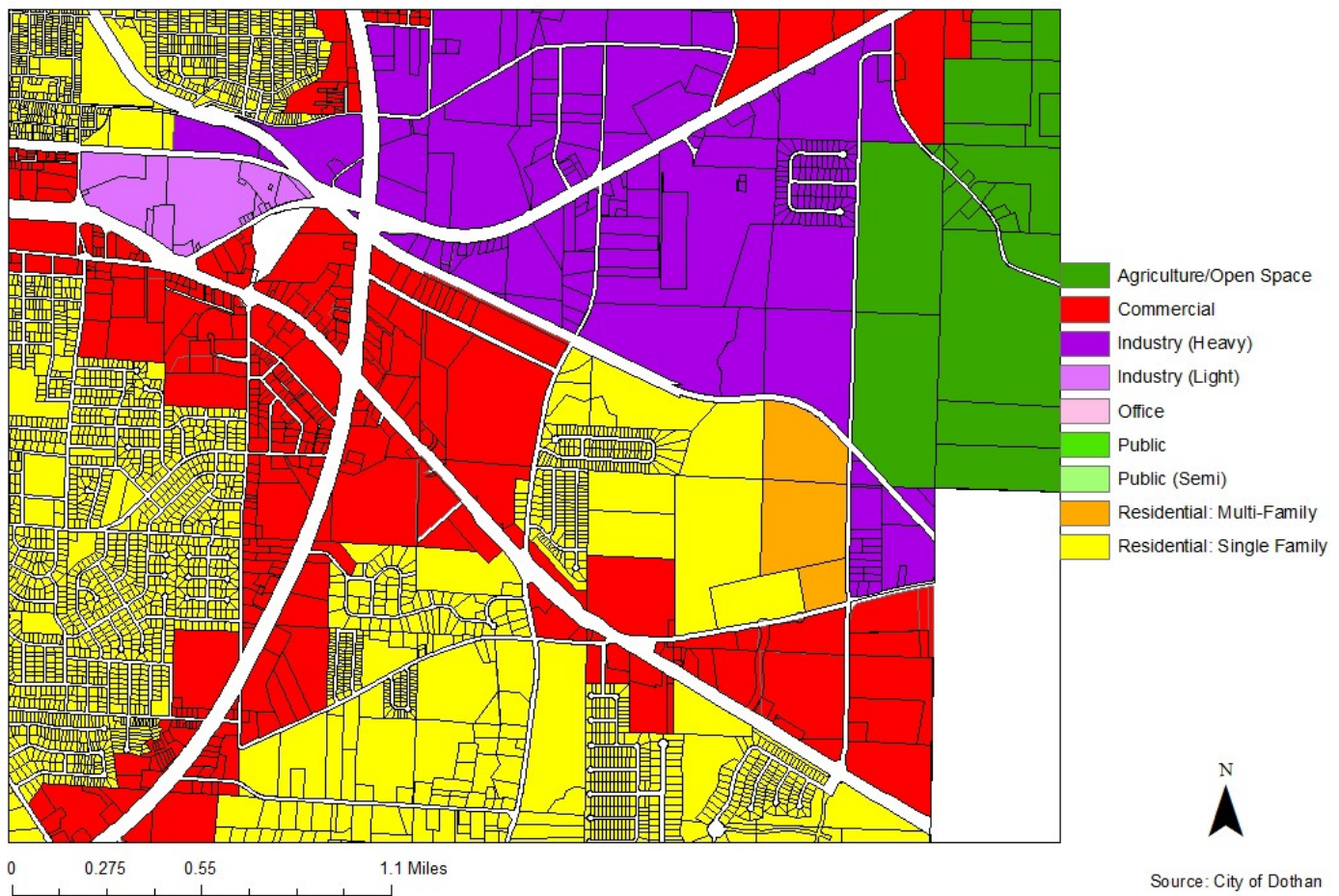


Figure 4. Future Land Use.
Source: City of Dothan. Produced by: Esco, Miles, Zhou.

1.5 Employment

Dothan was founded in 1885 as a small farming community, the city has transformed into the “Peanut Capital of the World” due to the boll weevil invasion in the early 1900s. After WWII Dothan continued to grow outward. While the agricultural industry is no longer the largest economic driver it is still present. Please refer to table X in the appendix for any details on the work area profile for Dothan.

Dothan, Alabama is a city located in Houston County. The community offers a variety of attractive products and services that reap maximum benefits for its consumers. In a prime location, Dothan is located just a few miles away from both Florida and Georgia state lines. Along with the city’s natural location, its well-designed border endorses development advantages; including strategic location, easy access, strong work ethic, trained workforce, diversified economy, first rate educational institutions, and pro-business tax structures. Figure 5 shows the employment for Dothan. The Eastern portion of the city has the largest cluster.

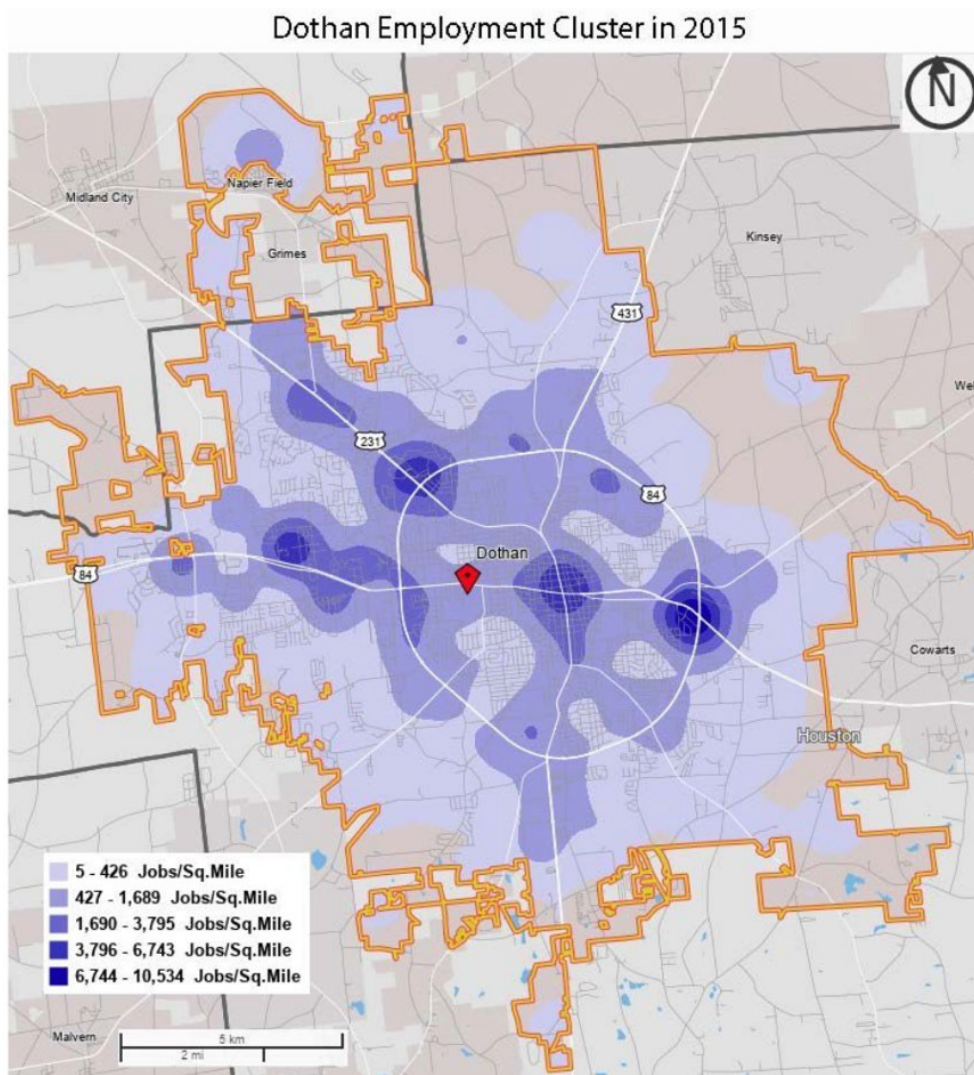


Figure 5. Job Density Map

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin Destination Employment Statistics (2002-2015). Produced by: Esco, Miles, Zhou.

Industry Leaders

The healthcare industry is the leading industry in Dothan today, and continues to grow annually according to the U.S Census Bureau, Center for Economic Studies. As of 2015, the healthcare industry made up 20.2% of all industry sectors, which contains over 10,000 jobs. The second leading industry happens to be the retail trade, representing 15.3% of the population. Health care industry is the leading factor and driver of Dothan's economy because it brings in outside dollars into to the economy, which means health care services are being exported. For a detailed look at the location quotient for Dothan please refer to table X in the appendix.

Due to the city of Dothan isolation economic growth can be difficult because it is not easy businesses to send and receive goods and services needed to conduct business such as a car plant. Luckily, the healthcare industry has a strong presence in Dothan, which has allowed the city to support two hospitals. Residents of the Wiregrass travel to Dothan to receive medical treatment and checkups in specialized fields such as oncology. Specifically, Southeast Health is the largest medical (in terms of beds available) provider in the Wiregrass region, as well as being in the top 10 largest hospitals in Alabama, which can be seen in Figure 6 (USGS hospital locations).

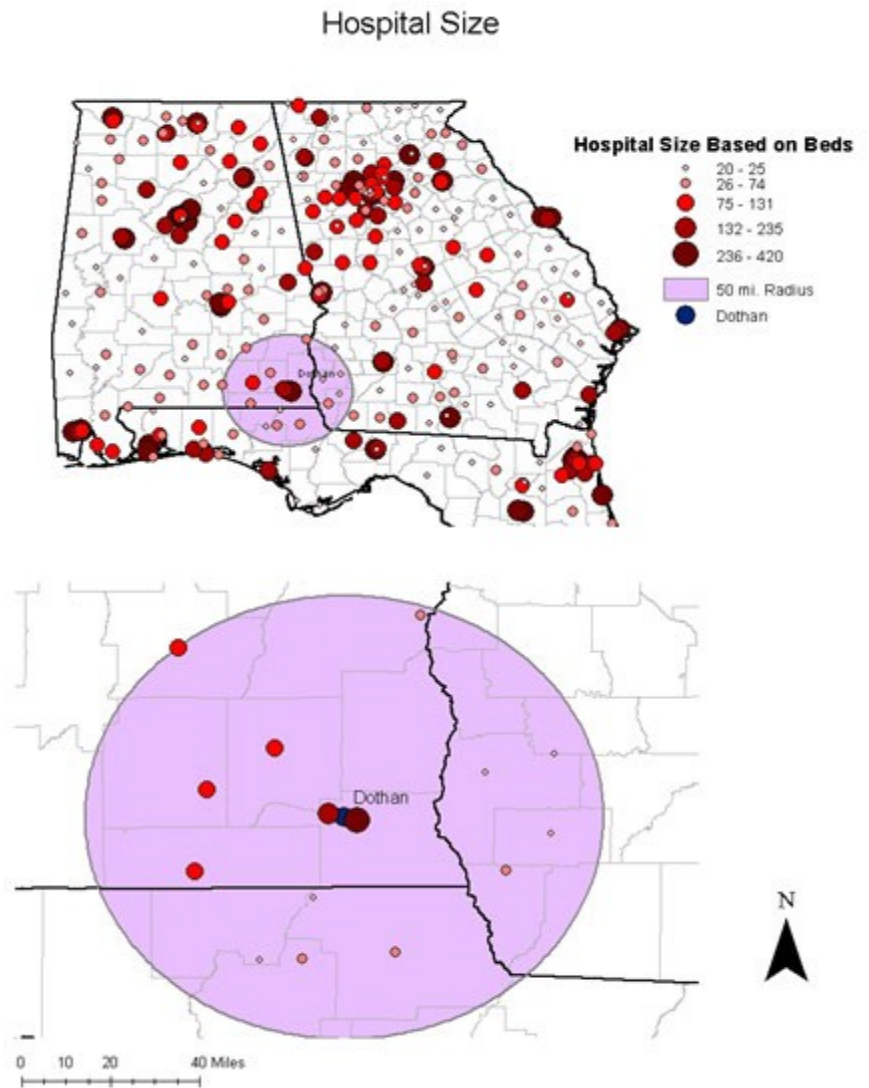


Figure 6. Comparable Hospital Sizes.

Source: U.S. Census Bureau. Produced by: Esco, Miles, Zhou.

Southeast is also the only level-II trauma center in over 50 miles, which offers “24-hour immediate coverage by general surgeons, specialties of orthopedic surgery, neurosurgery, anesthesiology, emergency medicine, radiology and critical care” (Trauma Level Explained, 2019; USGS hospital locations, 2017). Figure 7 shows hospital trauma levels and locations, which demonstrates how isolated medical care is in the Wiregrass region in terms of specialized medical care.

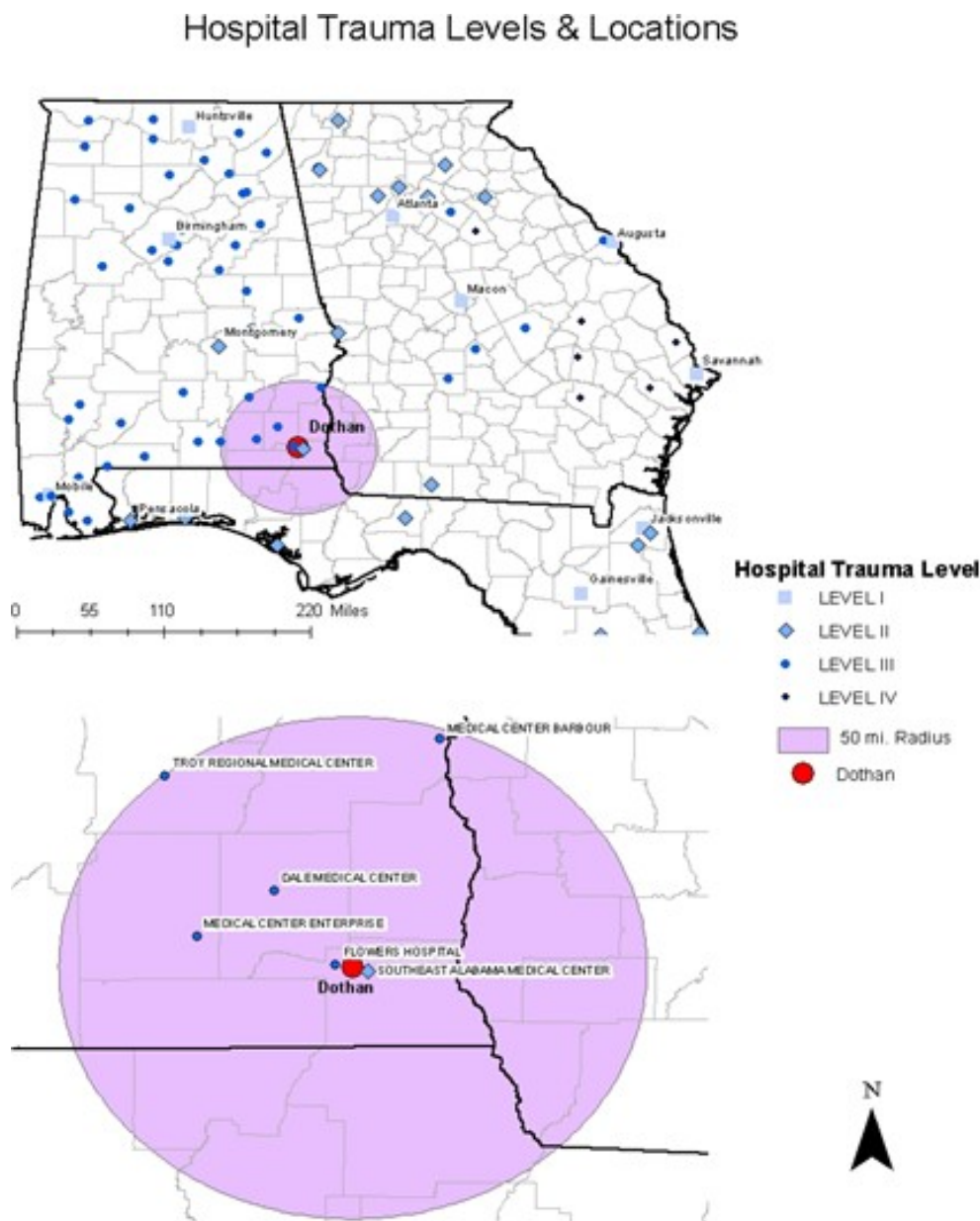


Figure 7. Hospital Trauma Levels.
Source: U.S. Census Bureau. Produced by: Esco, Miles, Zhou.

Location Quotients

In order to understand the economy of Dothan in terms of which industries drive the economy, the use of Location Quotient (LQ) can provide valuable information about industries. Please refer to the LQ table in the appendix to see the LQ calculations for details.

Out of the 52,884 employees that work in Dothan the healthcare industry is the largest industry in the area with 10,690 (ACS, 2015). The basic employment for the healthcare industry is 3,582, which mean that the healthcare is exporting services (ACS, 2015). Previously shown map, Figure 5, shows a hotspot map for employment is from employment in Dothan. A large dark blue hotspot towards the east along the Highway 84 and 431 intersection shows the Southeast hospital & Wellness District dense job market. This area has the highest number of employees in a single area. This demonstrates that a node does exist here, and can be expanded upon in the future Using the data collected from the U.S Census Bureau, Center for Economic Studies we were able to calculate the location quotient (LQ) for the Dothan Metro Area, which shows what industry sectors drives or brings in outside money for the economy. Based on this information we discovered that the healthcare industry has an LQ greater than 1 meaning that this industry exports its services; therefore, brings in outside money into Dothan's economy. Also, the retail sector is the second largest industry in Dothan that helps drive the economy.

1.6 Street Conditions

Road Conditions

The overall road condition in the Wellness District can be considered to be average quality. The condition of the road is described in two parts, one part is highway and the other part is the residential path. Two types of roads form the main traffic network in the Wellness District. Highway 84 and Rose Clark Circle are the two main roads in the health zone. Highway 84 has three lanes in both directions. The road is asphalt pavement and in good condition without any damage. Road signs are clear, there are a few street lights, the vision is clearer. There are turning lanes at major intersections. In the middle of the road, there is an exclusion zone with a little greenery. The two sides of the road are lawns without sidewalks. Based on field trips and Google map measurements, the road is about 90-100 ft wide (with extra turning lanes at intersections). The Rose Clark Circle has two lanes each way in the Wellness District. The road surface is also asphalt without any damage. The road signs were clear and there were a few streetlights. There are turning lanes at major intersections. In the middle of the road, there is an exclusion zone with a little greenery. The two sides of the road are lawns without sidewalks. According to field investigation and Google map measurement, the width of the road is about 100ft. The overall road condition gives priority to vehicle design.

The residential road as a whole has asphalt pavement and roads are two-way single lane. The roads are in good condition without much damage. However, there is hazardous design, being that the intersection is marked by only a stop sign. Most roads have no separation lines, street lights, or sidewalks; which is depicted in Figure 8. Nonetheless, the overall quality of the roads within the district are in good condition.



Figure 8. Road Condition. *Produced by: Esco, Miles, Zhou.*

Pedestrian Sidewalk and Crossing

After the field investigation, most of the roads in this sector have no sidewalks, and only a small portion of the newly constructed sidewalks were found; located at the entrance of Alabama College of Osteopathic Medicine, which is the intersection of Health Sciences Boulevard and Highway 84. The Health Sciences Boulevard has the appearance of notably poor conditions and is not put to much use by the people residing nearby. The defined walkway connected to the college is not joined to any of the main roads. Preliminary analysis suggests that the infrastructure was provided exclusively for faculty and students of the medical school. Aside from the fact that there are no sidewalks available elsewhere in the health zone, there is no practical reason for the restriction of access to sidewalks. At the same time, the health zone is divided by two very wide highways. There are no traffic lights or pedestrian crossing designations, so pedestrians have no safe avenue to cross these two highways. The extreme level of pedestrian danger prompts all users to cross by way of motor vehicle.

1.7 Traffic

Traffic Trends

The Wellness District is located on the east side of Dothan. The main traffic roads include Highway 84, also known as East Main Street, and highway 431, often referred to as the Ross Clark Circle. These heavily traveled by means run through the entire city of Dothan, Highway 84 runs east-to-west and the Ross Clark Circle lies on the parameter of the city encircling the urban limits. The two highways have linkage to other highways such as Highway 52, making the Wellness District more accessible to other parts of Dothan; moreover, further connected cities. According to the Alabama traffic data, Ross Clark Circle's Annual Average Daily Traffic (AADT) indicates larger numbers in comparison to Highway 84. The report suggests the circle's vehicular encounters are between 27,000 and 30,000 cars. While, US-84 AADT is closer to 20,000 vehicles. Figure 9 shows this data in an uncomplicated manner.

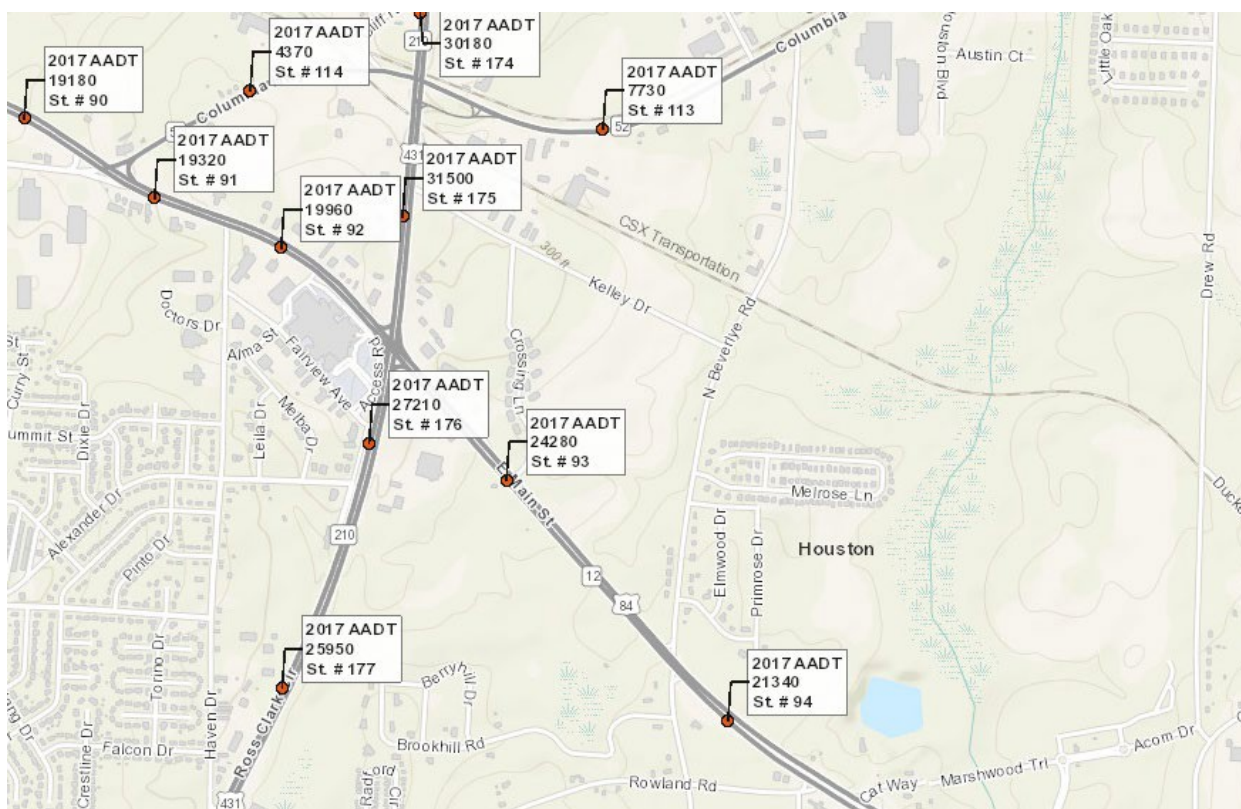


Figure 9. Traffic Count.

Source: Alabama Department of Transportation. Produced by: Esco, Miles, Zhou.

Other roads in the Wellness District are mainly roads attached to residential communities, all of which are two-way single-lane roads. Haven Drive is one of the most important auxiliary roads that connects parts the wellness district. It is a north-south road and is located on the west side of the medical center. The north portion of the road is connected to the Highway 84, thus giving an alternative route that gives hospital employees direct access to their designated parking lot. The south side of the road leads to the Ross Clark Circle, providing employees with an alternative route south onto other highways.

Transit System

The Wellness District does not have an authorized public transportation system. The only transportation line exists in the form of a small structure, provided by the hospital for the working staff. The route is from the main parking lot on the west side of the medical center to the main building. The transit travels a distance of about 1700 ft based on field analysis and Google map evaluation.

Bicycle Lanes

This district primary form of transportation is by automobile. There are no bike lanes for local residents because the main road is such a busy highway. The only bicycle path in the Wellness District is located at the entrance of the Alabama College of Osteopathic Medicine, which can be seen in Figure 10. Based on the areal study along with assessment from Google Maps, the bike lanes are determined to be about 1,200 feet long. Unfortunately, the neighborhoods in the area lack the convenience of bike lanes.



Figure 10. ACOM Bikes Lanes.
Produced by: Esco, Miles, Zhou.

1.8 Zoning

The fundamental purpose of zoning ordinances is to promote public health, safety, and welfare; to encourage the use of lands and natural resources in accordance with their character and adaptability. The ordinance limits improper land use, provides guidance for orderly development, reduces life and property hazards, and establishes location and size for a specific use. The current zoning of the area is assumed to undergo some kind of change.

Zoning (Future)

The city of Dothan has a proposed a future land use map that shows what the city officials hope to see for the city, in terms of zoning and development. Figure 11 shows what the city wants the Wellness District zoning to look like by 2030. If adopted, the designated parcels will mainly consist of zoning for institution, highway commercial, mixed-use with commercial requirements, and residential single family uses. The city's proposed zoning does not truly align with the vision of the Wellness District from the Highway 84 East corridor. According to the plan and the information obtained from Bob Wilkerson and Bill Jones the Wellness district should offer new employment opportunities, public open spaces, single family and multifamily residential, mixed use developments, and commercial businesses.

The proposed land use vision for the Wellness District can be seen in Figure 11, which comes from the Highway 84 East Corridor Master Plan. The future land use map published by the city of Dothan looks very different from the proposal in the Highway 84 East Corridor Master plan, which shows very little open space, majority lots zoned for single family residential. It is important that the proposed vision land use correlates with the proposed future land use map for the city. Thusly, if there are dissimilarities between the plans it causes complications with the progression of the Wellness District.

For the reason that this targeted area of Dothan is encompassed by much of the city's economic base, Southeast Hospital. The hospital owns much of the land and is currently seeking to bring in external developers that add to the market's vitality. Considering that much of this land has yet to be developed and is mostly zoned for commercial use, it is apparent that accommodations can be made.

Proposed Land Use Vision

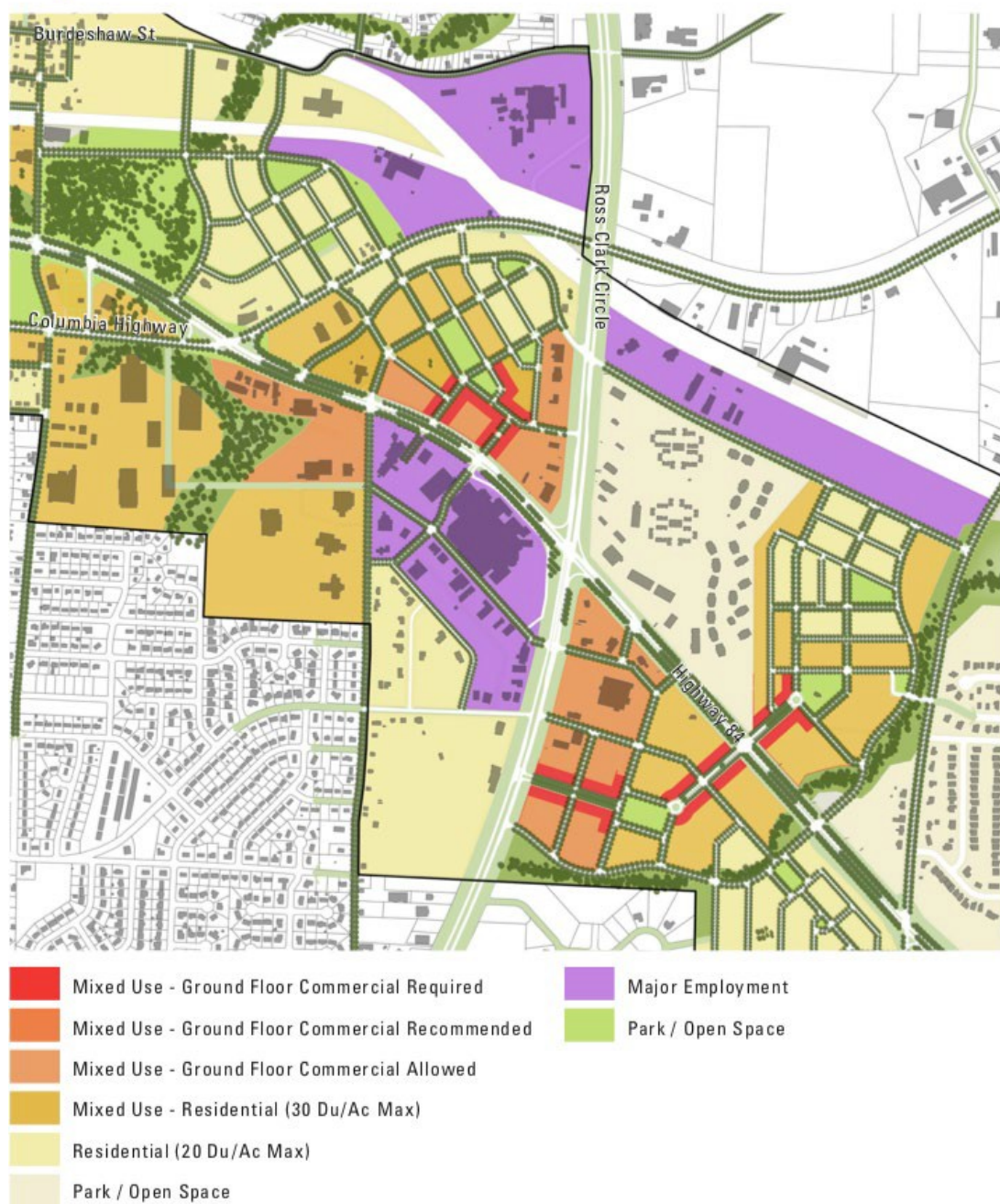


Figure 11. Proposed Land Use Wellness District.
Source: City of Dothan, Highway 84 East Corridor Master Plan

1.9 Assessment of Land

The Wellness District is largely undeveloped and due to the growth, that has occurred on the western portion of Dothan, it is crucial that the area take advantage of the population incline. Figure 12 shows the vacant land, in yellow, located inside the district. As stated previously, Southeast Hospital is the largest landowner in this particular area; as a consequence, this fact alone presents challenges for the public along with opportunities for developers. Majority of the vacant land is on the north side of Highway 84 East corridor, which has the largest opportunity for future development due to its ideal location to the college and hospital. The parcels in this area are large enough to move toward collaboration with the city. By way of the two working together, the sensibility of the space would promote an increase to the area's productivity.

Vacant Land

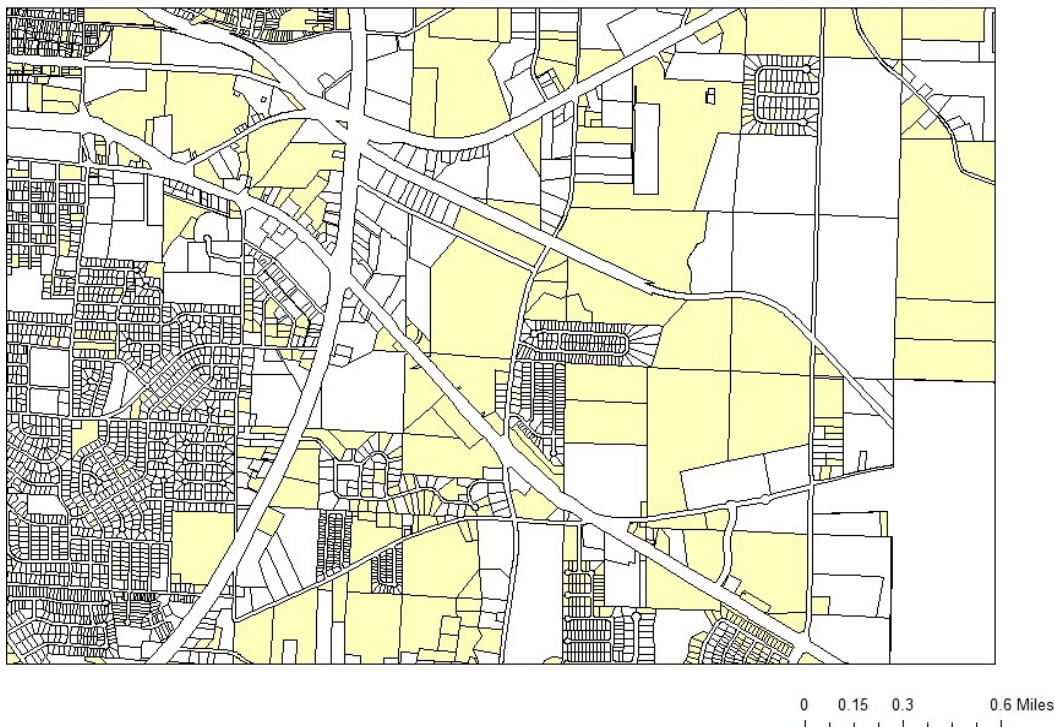


Figure 12. Vacant Land in Wellness District.
Source: City of Dothan. Prepared by: Esco, Miles, Zhou

Blighted Area(s)

According to the Alabama Code Title 24. Housing § 24-2-2 a blighted area is defined as and redeveloped by the presence of excessive vacant land on which structures were previously located, which by reason of neglect or lack of maintenance, has become a place for accumulation of trash and debris or vermin occupancy. The blighted areas within the Wellness District can be considered parcels that have are underdeveloped. We believe the city can label the parcels in the defined region as underdeveloped and blighted. Upon identifying the Wellness Districted as blighted and underdeveloped the city has the opportunity to establish certain tax policies that help create value to the surrounding properties. can then establish a tax incremental financing (TIF TAX) district to help pay for development of the district. Figures 13 illustrates the undeveloped plots of land in the Wellness District, through the depiction of business permits issued. The scope of the data provided range from 1984 to 2012. It is clear that the eastern side of Dothan has not experienced a boom in grow in the last 28 years, but this map does not suggest why growth has primarily taken place on the western portion of Dothan and around the urban core.

Building Permits 2000 to 2012

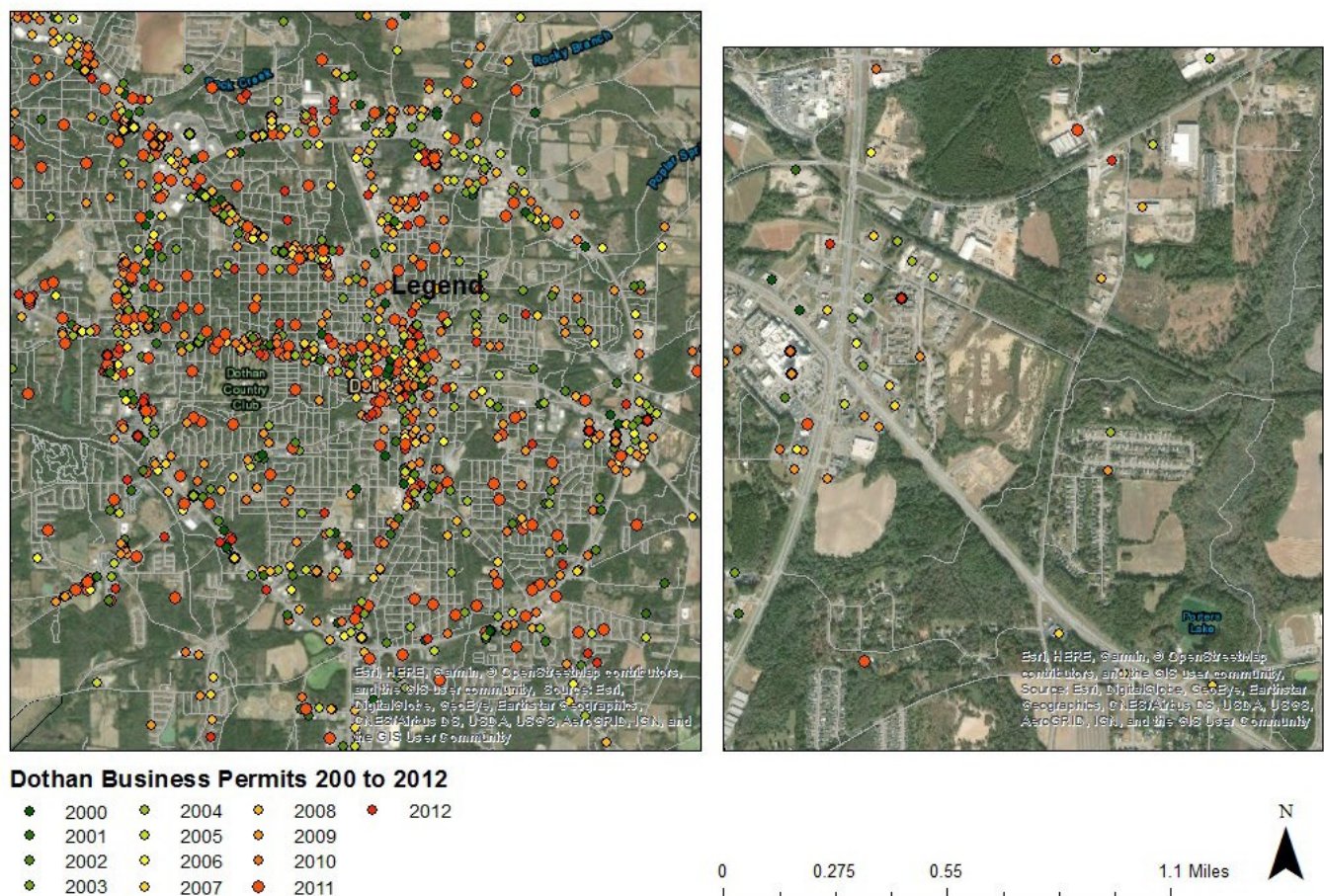


Figure 13. Building Permits.
Source: City of Dothan. Prepared by: Esco, Miles, Zhou

1.10 Economic Opportunity

The city of Dothan happens to be located in a prime location. Although, there are challenges that impose barriers to industry; the character of this city is exceptionally unique. Considering the opportunity that is given; by the generous amounts of vacant land, its prospering medical industry, and its popularity with one of America's favorite nuts. Standing as the Hub of The Wiregrass, the magnitude of the city's connections is extraordinary.

Green Space

The Wellness District is on the eastern edge of the city of Dothan and is Suburban. And the whole area is largely under developed. The undeveloped land is mainly covered by forests. The surface of some undeveloped areas is covered by grassland. There is no defined green spaces for community activity. According to Google Maps the parks and green spaces closest to the Wellness District are Wiregrass Memorial Park and Dothan City Cemetery, which are located on the west side of the Wellness District.

Site Analysis

Although the city's formal documents establish an idea of what is included throughout the district, a concrete examination was conducted. After completing a physical investigation of the area by way of evaluating specific parcels throughout the Wellness District, we were able to obtain a better visual understanding of what the space had to offer. Figures 14 through 18 represent the common site trends observed.

Figure 14 is an overview for the entire area that has been determined to be the Wellness District. In reference to vacant land recognized, we have identified fourteen individual parcels to be described in more detail. These parcels were chosen based on the assessed development potential. The overview shows where all of the site analysis are located in the Wellness District.

Figure 15 focuses on the parcels that are located near Highway 84 and Highway 431. This portion consists of mostly restaurant commercial developments. The area does not offer sidewalks or bike lanes for pedestrian movement, which forces individuals to use vehicles to access the services provided; such as fast food restaurants, hotel, the corner stores, and the grocery store. There are two types of housing options shown, which are apartment style complexes and assisting living in the form of nursing homes. Overall the two communities are isolated to a certain extent from the proposed development to occur just a few parcels over.

Figure 16 shows a visual image of the Alabama College of Osteopathic Medicine and a neighboring establishment. Although, the college has the potential to evolve as an institution, as of right now the school consists of one building surrounded by vacant lands and a small isolated portion of student housing. Due to the college lying on the city's edge the future growth is limited to an extent. This figure also includes the image of an old recreational facility located near Ponder's Pond but is currently not accessible to anyone except the private property owners.

Figure 17 shows particularly what a single-family home looks like, the neighborhood is located south of Highway 84 and east of Highway 431. Portrayed is also a large vacant parcel that represents what is to be the future cancer center belonging to Southeast Hospital.

Figure 18 depicts how underdeveloped the area is. According to public land records the large vacant parcel is about 75 acres. The blighted portion of land is not currently being used in any capacity. Also depicted is two small single-family neighborhoods that are located to the east of the large undeveloped land, but there is a road that separates these areas.

Site Analysis of Wellness District

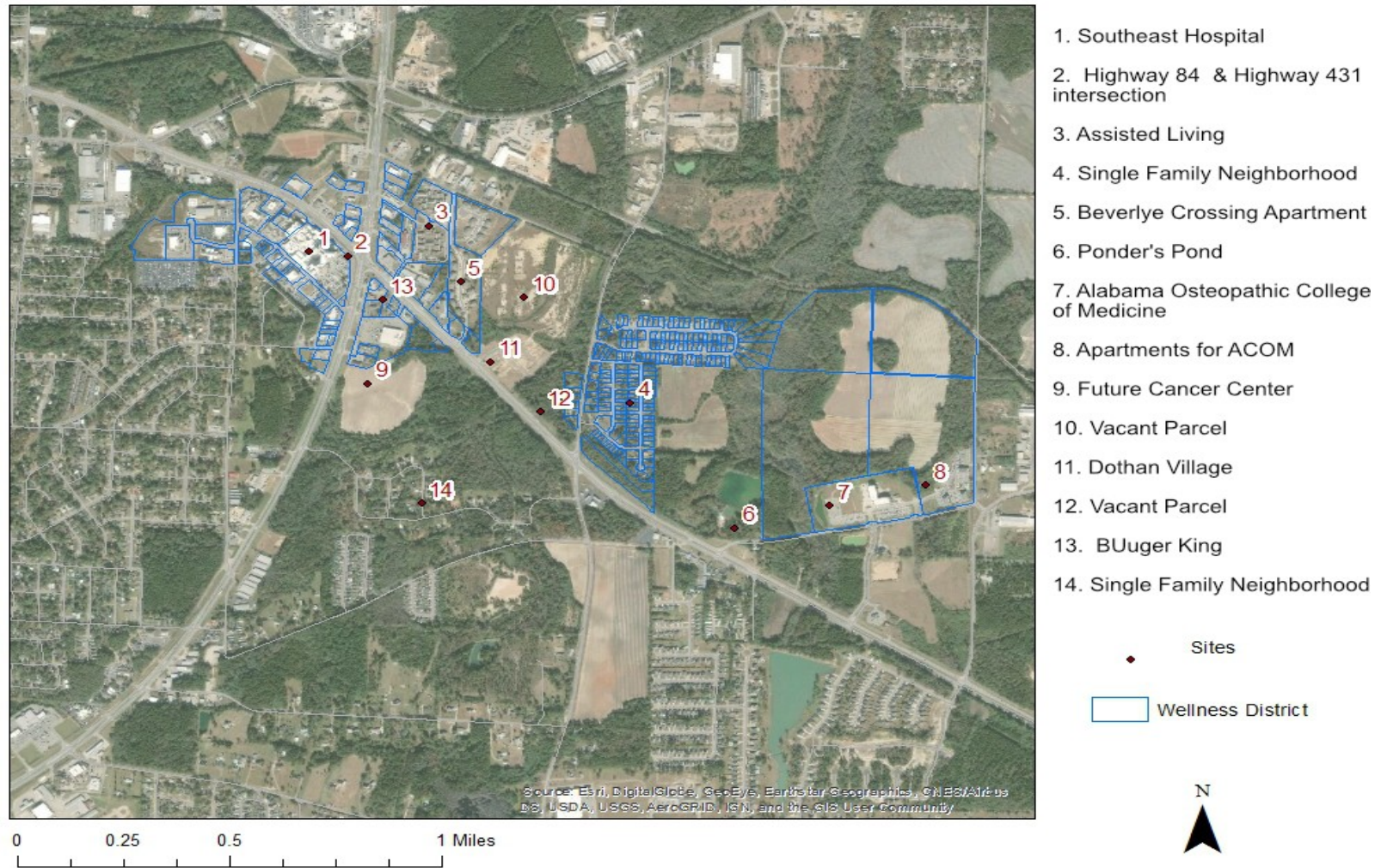


Figure 14. Site Analysis Overview.
Prepared by: Esco, Miles, Zhou

Site Analysis of Wellness District

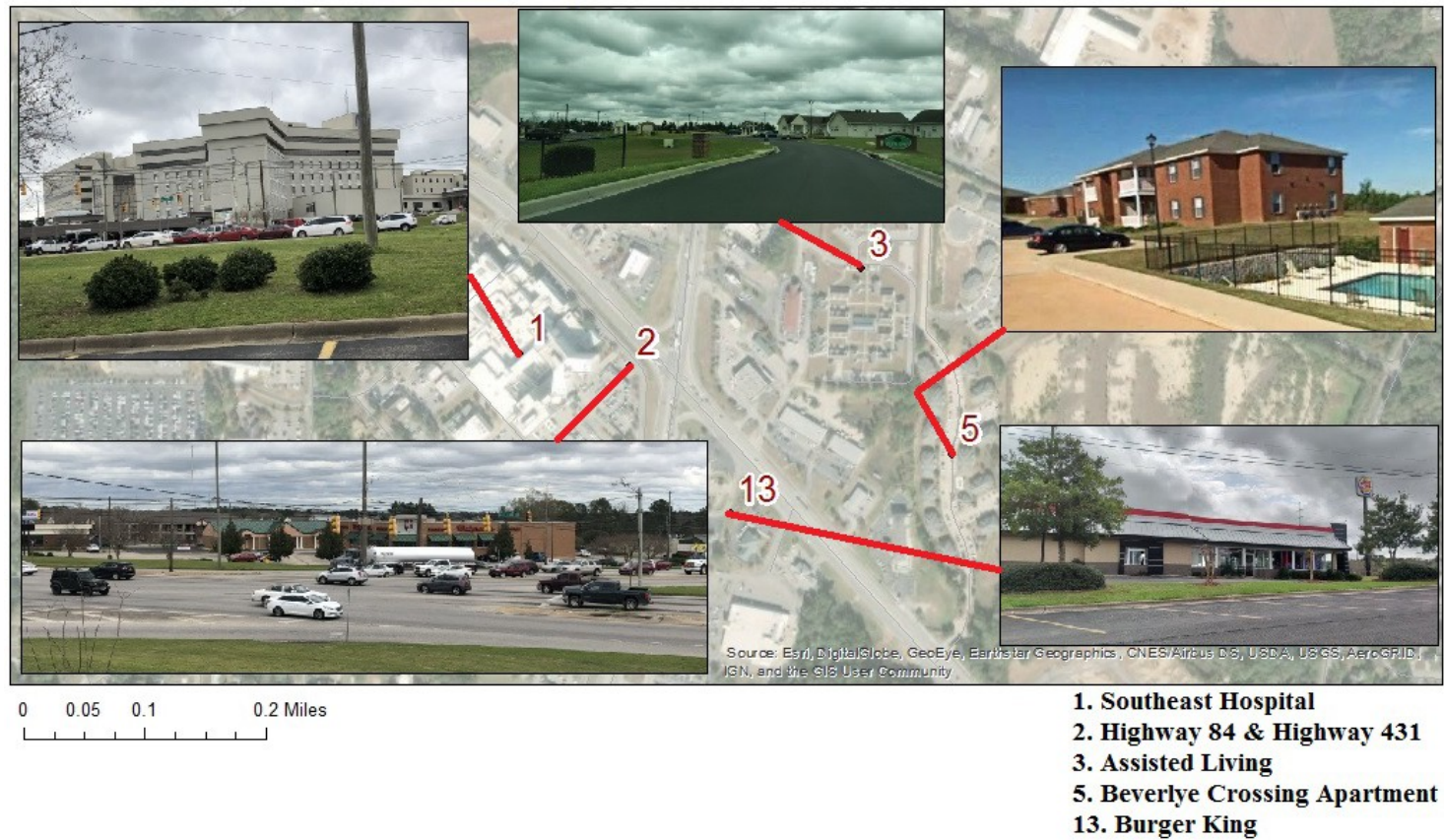


Figure 15. Site Analysis 1.
Prepared by: Esco, Miles, Zhou



Site Analysis of Wellness District



6. Ponder's Pond

7. Alabama College of Osteopathic Medicine

8. Apartments for ACOM

Figure 16. Site Analysis 2.
Prepared by: Esco, Miles, Zhou



Site Analysis of Wellness District



Figure 17. Site Analysis 4.
Prepared by: Esco, Miles, Zhou

Site Analysis of Wellness District

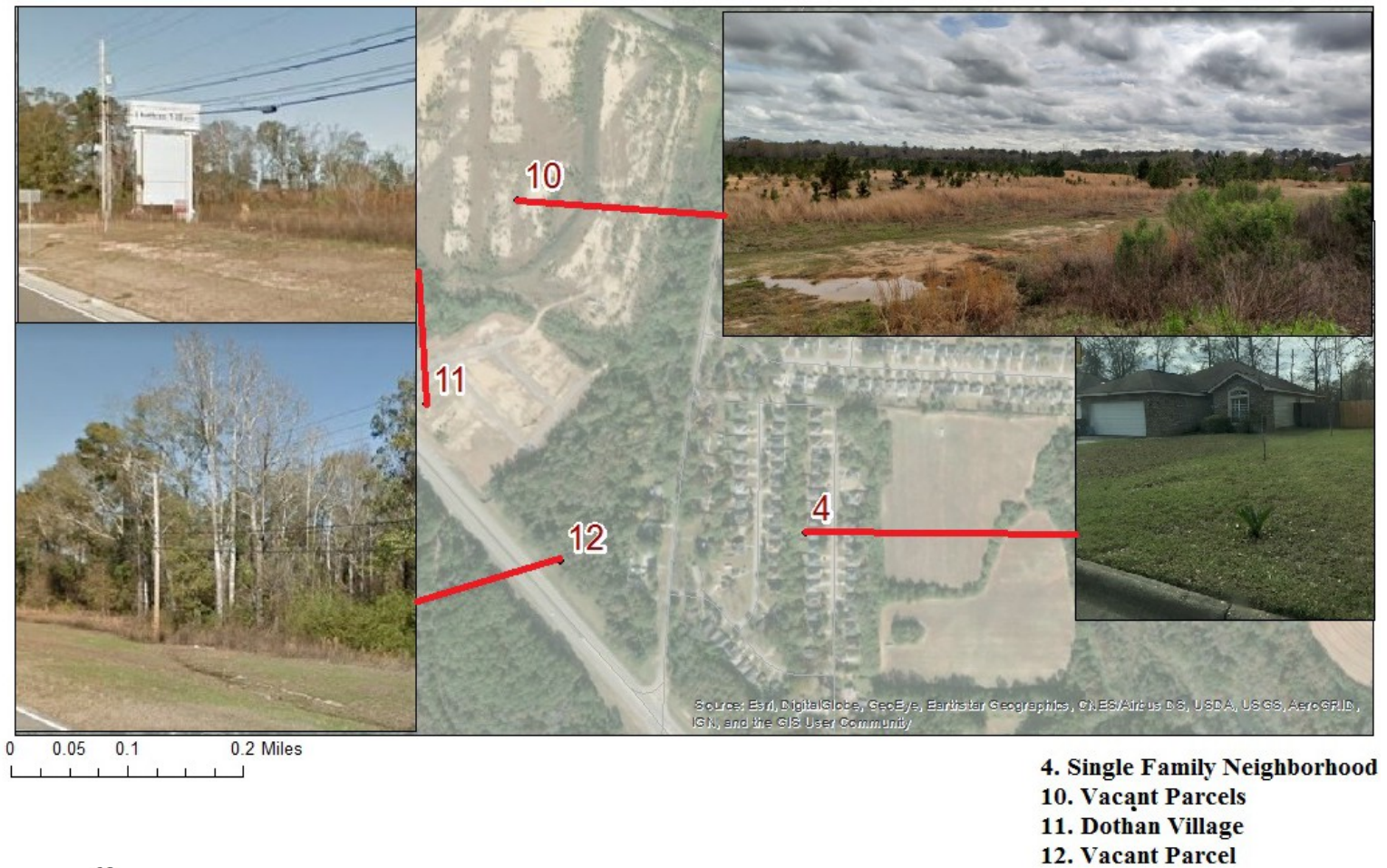


Figure 18. Site Analysis 5.
 Prepared by: Esco, Miles, Zhou

1.11 SWOT Analysis

Based on our research about Dothan we believe that a Strengths, Weaknesses, Opportunity and Threats analysis would help identify important aspects of the market that can have positive and negative effects on the Wellness District. Creating plans and policies around the SWOT analysis can allow the city of Dothan to focus on the issues that will affect the Wellness District. While a SWOT analysis does not offer any solutions for Dothan it does highlight key issues for future development. Certain strengths will allow the Wellness District to be successful in regard to development. Weaknesses can create challenges for the development of the Wellness District. Opportunities show the potential areas where development can be expanded upon. Identifying threats can allow the city and developers to plan for the worst, which will allow the development to be better planned. The following table shows the elements that we believe make up the SWOT analysis for Dothan.

| S Strengths | W Weaknesses | O Opportunity | T Threats |
|--|--|--|--|
| <ul style="list-style-type: none"> Large medical industry presence | <ul style="list-style-type: none"> Lack of connectivity for bikes and pedestrians | <ul style="list-style-type: none"> Large amount of Vacant land | <ul style="list-style-type: none"> Specialized economy |
| <ul style="list-style-type: none"> Affordable cost of living | <ul style="list-style-type: none"> Lack of green spaces & recreation | <ul style="list-style-type: none"> Growing medical industry | <ul style="list-style-type: none"> Natural hazards |
| <ul style="list-style-type: none"> Strong medical node | <ul style="list-style-type: none"> Healthy food alternatives are not available | <ul style="list-style-type: none"> Improve Connectivity with ACOM | <ul style="list-style-type: none"> Congestion on roads |
| <ul style="list-style-type: none"> Access to highway | <ul style="list-style-type: none"> Access to funding | <ul style="list-style-type: none"> Expand housing options | <ul style="list-style-type: none"> Political leadership |
| <ul style="list-style-type: none"> Southeast Health is the main owner of property | <ul style="list-style-type: none"> Restrictions based on future zoning | <ul style="list-style-type: none"> Create a fixed transit route | <ul style="list-style-type: none"> Non-Transparency between officials |
| <ul style="list-style-type: none"> Alabama College of Osteopathic Medicine | <ul style="list-style-type: none"> Lack of structure | <ul style="list-style-type: none"> Mixture of development types | <ul style="list-style-type: none"> Medical competitors |
| <ul style="list-style-type: none"> Growth potential | <ul style="list-style-type: none"> Transportation system | <ul style="list-style-type: none"> Promote pedestrian movement | <ul style="list-style-type: none"> Barrier to entry |

Strengths

The greatest strength that Dothan has is strong presence of the medical industry, which brings in outside money into the economy. This medical presence has promoted the growth of a strong medical node along the Highway 84 corridor, and the medical presence should continue to grow in the future. Due to the hospital's size the Wellness District is able to support other business that are associate with the medical industry such as hotels, restaurants, and private medical practices. The main property owner in this area is Southeast hospital, which is eager to grow according to Bill Jones. The city has a good relationship with the hospital, which will make the development process easier when the time comes to develop the vacant lands (Wilkerson, 2019). Since the hospital is a large landowner it should be easier to mold the Wellness District into a model district.

The cost of living is affordable compared to other cities in Alabama and United States. The median household value is around \$140,000 compared to Huntsville which is \$150,000 (Zillow, 2019). On top of real estate prices being affordable property tax rate for the city of Dothan is currently \$0.50 per \$100 on the assets value of the land (Taxes City of Dothan, 2018). This aspect can be used to attract people the city of Dothan to live and work, which will promote growth.

The establishment of Alabama Osteopathic College of Medicine (ACOM) was proven to be a good resource for the city because it is bringing in a new younger demographic that was missing before. In 2013 the ACOM opened its doors to students in Dothan and has been growing at a steady rate since (Mission & History, 2019). According to Bob Wilkerson and Bill Jones the city envisions the college continues to grow and hopes that these a portion young professional will choose to make Dothan their permanent home after graduation. Thus, growing the medical profession even more.

Weaknesses

The Wellness District is not a perfect medical node due to a few weaknesses that is currently and will continue to affect how the district will grows if the weaknesses are not addressed. Due to the large presence of Southeast Hospital in the Wellness District and the future growth of the hospital separate from the main campus stresses the need for pedestrian safety in the area (Jones and Wilkerson, 2019). The Highway 431 and 84 cut through the Wellness a District, but do not offer a safe way for pedestrians to cross the streets; therefore, it forces people to drive to nearby locations. Bike lanes are not available in this area except for a small area along Highway 84.

Even though the Wellness District is largely vacant there are not green spaces & recreations areas available in this area for residents, employees, and patients. Since the city wants this to be a Wellness District the district should naturally offer easily accessible to open spaces that promote physical activity and healthy lifestyles.

If a resident, patient, or employee wants to have a healthy meal close in the Wellness District, but there are no healthy food options available in this area. Instead the Wellness District offers cheap fast food alternatives that go against all notations of wellness or healthy lifestyle. The hospital and city should promote the healthy ideals in this district to go along with the overall goals and visions for the Wellness District.

Funding is tight in Dothan on both sides of the local government and the hospital (Jones and Wilkerson, 2019). The cost to build a new large development of any sort is very costly, and the city is not in a position to increase taxes for projects at this time (Wilkerson, 2019). At the same time the hospital is a non-profit; therefore, it does not have the expendable income to foot the bill for a new development, which can deter future development in vacant areas (Jones, 2019).

The future zoning for the Wellness District is mainly single family residential and commercial, which does not go along with the vision of the Wellness District that would promote mixed use, open spaces, and multi-family housing. These rigid zoning practices can steer away healthy and sustainable development that will promote a healthy district.

Opportunities

The large areas of vacant lands can offer new development in the Wellness District, which can lead to new innovative developments for the city of development. This goes hand in hand with the growing medical industry because the hospital will be building new campuses apart from the main hospital campus, which promotes further development.

The continuing growth provides the opportunity to improve the connectivity between medical facilities, ACOM, hotels, and restaurants by offering alternatives to driving such as bikes lanes, sidewalks, crosswalks, and fixed transit routes.

Threats

A few threats could sabotage the Wellness District development. Since the Wellness District is mainly supported by a specialized economy of medical industry, if a downturn in healthcare was to affect Southeast the district and city would be devastated. The largest employer in the area is Southeast hospital so if it was faced with financial difficulties it would be felt by the entire community.

Due to the location of Southeast hospital at the intersection of Highway 84 and 431 congestion in the area is a major threat. Traffic in this area can affect development because people may not be able to get around easily in the district due to the lack of available alternatives to driving.

Natural hazards are a real threat to the Wellness District because it is something that is out of a planner's control. Natural hazards like tornadoes and fire could actually affect this area, and it is important to plan for these possibilities. A disaster such as a tornado could destroy the entire Wellness District, which could stunt or stop development as a whole. Even though disasters can be prevented it is possible to put specific ordinances to help mitigate damage.

A change in political leadership at the Dothan city level or the hospital could lead towards a different priority other than the Wellness District.

Due to the nature of the Wellness District the area has the appearance of being cheap or cluttered apart from Southeast Hospital. The area does not have an aesthetic appeal because it is mostly commercial buildings, but this does not mean that the area cannot be appeal to the eye in the future. The Wellness District should not

1.12 Summary of Conditions

There is a unified agreeance amongst the disclosed entities to revitalize the area within Dothan that is defined as the Wellness District. Through the consideration of documents and reasoning following site visit to Dothan, we were able to conclude a lot about the area's conditions. Each plan reviewed represents strategic guidelines for the city to prepare for the forward growth expected to come from restoring the prosperity of the region. Alongside the city's planning director Todd McDonald and long-range planner Bob Wilkerson, we were able to translate complex planning ideas. We were also fortunate enough to speak with other significant individuals that represent the medical node. Specifically, we were given the opportunity to discuss ideas with Bill Jones, who is the Director of Design and Construction at the Southeast Hospital. We were informed of the hospital's plan to establish a detailed long-range plan for institutional development. Although we were unable to gain access to the intended plan, we were given an idea of the direction the hospital hopes to achieve. Considering the visuals for the hospital's implementation plan are not considered public information, there is potential for disconnection between the city and the hospital's goals. However, with the disclosure that the hospital plans to expand its physical building southwest, towards Fairview Avenue, our recommendation to remove street access of the road directly adjoined to the employee parking lot is reasonably supported. The hospital has also planned to build an independent cancer center across Highway 431, behind the Winn-Dixie. The hospital owns various vacant land lots along the Highway 84 East corridor, and from our understanding the hospital does not have any plans for these areas thus far. The largest threat this area poses is the lack of connectivity for pedestrians across the highways.

The overall concept of the suggestions provided were based on our site analysis. The findings drawn from the research conclude that the existing condition of Dothan and the Wellness District may be regarded as profoundly underdeveloped, it has the potential to take advantage of unique development opportunities. The information used craft and support the vision and goals of this project. Not only will the recommendations outlined add to the productivity of the area, but they will also shape the district as a destination location.

The main streets in Dothan's Wellness District are designed primarily for vehicular use, we would like to take into account the feasibility of pedestrian activity. The current road design allows for high accessibility from all of Dothan and the entire Wiregrass Region into the Wellness District. By analyzing traffic trends, road conditions and other aspects, we have suggestions of ways to increase the overall health of the area. Combined with the incorporation of green space, sidewalks, and alternative transportation modes; we provide strong evidence that support a strategic plan that will add on to the effectiveness of the Wellness District as a whole. This plan advises making a plan that is more closely related to the exclusive advantages of the area and to suite the future needs of all those incumbent.

Through the conducted site study, the following maps represent our findings and intended outcomes. Which will be used in our analysis, to craft goals and visions for the area. We are able to provide a distinct proposition that will help minimize all negative attributions as well as the chance to capitalize on unique endeavors. Although, every inch of the Wellness District is not highlighted, the areas selected demonstrate the most profitable opportunities.

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Vision Statement

To inspire an active community that advances health, connectivity, and environmental development.

Goals

- Increase Connectivity within the Wellness District
- Promote a Healthy Community & Healthy Lifestyle
- Provide New Economic Development Opportunities

Objectives

- Ensure safe pedestrian travel across Highway 84 and 431, and walkability throughout the Wellness District
- Encourage alternative transportation to automobiles like biking and walking as well as established a fixed route transportation for the Wellness District.
- Promote a healthy lifestyle through physical activities, activities, healthy food options, and recreation
- Promote economic development in the Wellness District by capitalize on the missing links in the Wellness District

The overall objectives of this plan can be defined by the self-entitled label, wellness. The concepts will be portrayed by defining wellness for this area of Dothan. We conclude that wellness is defined by the following impressions: **Walkability, Environment, Linkage, Land Use, Neighborhood, Evolvment, Sustainability, and Smart Growth.**

Part 2

Concept Plan

Chapter 2: Connectivity

This section focuses on achieving complete transparency through various modes of mobility. The main idea is to increase the movement of individuals throughout the Wellness District in means apart from the use of an automobile. We believe that promoting alternative modes of transportation goes along with the vision of the Wellness District for a healthy community. We will target the incorporation of the natural environment to enhance the conditions of the land's physical character.

2.1 Walkability

The city must become aim for a more pedestrian friendly setting. The implementation of more sidewalks along with crosswalks, will not only increase the safety of those crossing busy intersection but will also encourage alternative methods of reaching a destination. To enhance pedestrian safety in the medical center, the Highway 84 corridor will continue the design of the town center and east corridor, with pedestrians as the primary concern. The redevelopment of Highway 84 should mimic a boulevard design with a large pedestrian island in the middle (about 12 to 14 feet wide) this can be seen in Figure 19. The main objective is to increase bicycle lanes, reduce the width of vehicle lanes, and unveil lower speed limit signs to reduce traffic speed. At the same time, increase the number of arterial streets and reduce the block size to ensure a lower density of vehicles. The intersection of highway 84 and Ross Clark circle shall be redesigned to ensure pedestrian safety and conservative speeds.

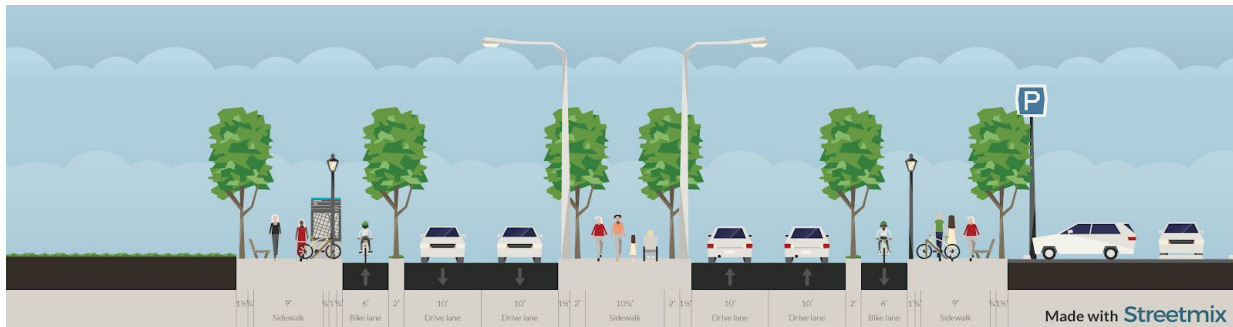


Figure 19. Redevelopment Highway 84.
Prepared by: Esco, Miles, Zhou

There is no capacity for pedestrians to pass major intersections in this area, so additional pedestrian crossing facilities are planned for the major intersection. In order to ensure the safety of pedestrians, we will include a mixture of crosswalks and overpass bridge; to facilitate secure pedestrian crossing. At Highway 431, an overpass is designed to help pedestrians cross the street, which can be seen in Figure 20. This method maximizes the extent of benefit for pedestrians and motorist.



Figure 20. Four-way overpasses
Source: Liao Cheng Overpass. Prepared by: Esco, Miles, Zhou

Crosswalks will be placed at all intersections including Highway 431 and Highway 84 in order to decrease the difficulty of pedestrian crossing due to the wide road. The plan is to add a safety island design in the middle of the road so that pedestrians can complete the secondary crossing and increase the safety of pedestrians and the capacity of motor vehicles. Figure 21 shows a more affordable option for pedestrian crossing, but it is not as safe for pedestrians as the elevated overpass.

The existing condition of the Wellness District is not suitable for pedestrian. The area is the intersection of two major Dothan highways, increasing accessibility while greatly reducing pedestrian access. The area was designed for cars, not for pedestrians. The district plans to add sidewalks on both sides of major roads to increase people's travel options. At the same time, Highway 84 has been redesigned to reduce the number of lanes and make it easier for pedestrians to cross. On this basis, pedestrian crossing facilities will be added at major intersections. Narrow intersections are designed to allow pedestrians to cross the street at ground level at high speeds.

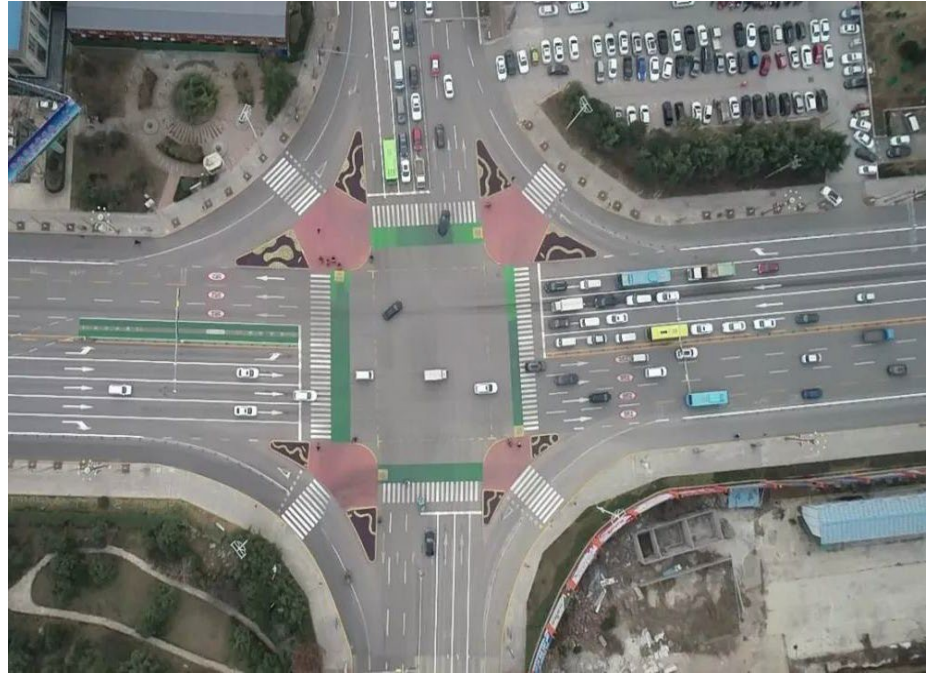


Figure 21. Pedestrian Crossing

Source: Intersection of Tengzhou Prepared by: Esco, Miles, Zhou



Figure 22. Underground Passage

Source Nanhu underground passage

The walkability is affected due to the large traffic flow in the area, fast speeds and wide road at intersections. To this end, we propose three solutions: pedestrian crosswalks with safe zones, underground walk through, and a four-way overpass. Figure 22 shows an example of an underpass establishment, which can greatly increase pedestrian capacity while having no affect to vehicular traffic. This method serves as an additional option for commercial use.

2.2 Environment

It is clear that the role of an area's surroundings boosts the overall reputation. By incorporating Dothan's natural element into the development of the Wellness District. We believe that by promoting the protection of the environment, it will not only promote development in the Wellness District, but it will also promote physical activity.

Green Belt and Open Spaces

Today the Wellness District does not promote a healthy lifestyle. Once a person steps outside the Southeast Hospital, the area can be assumed to be a highway commercial passthrough. In fact, it seems as if the atmosphere promotes the exact opposite goal of being classified as a wellness district. This is due to the lack of healthy food options, the complete dependence on automobiles, lack of modes for alternative travel (such as bike lanes and sidewalks), and the absence open public spaces. Thus, the creation of a green belt would benefit the Wellness District by providing an area with new public spaces and a connected path.

Figure 23 shows the proposed area for a green belt and open public spaces in the Wellness District. The proposed areas have been chosen based on a variety of criteria such as land availability, land ownership, location of floodplain, location of stream and creek beds, and potential avenues for pedestrian and biking connectivity. The goal for the green belt and open public space is to promote a healthy lifestyle while providing individuals a free public area to take part in leisure and physical activities such as walking, playing catch, or picnicking in a shaded open space.

Proposed Greenbelt & Open Public Spaces for the Wellness District

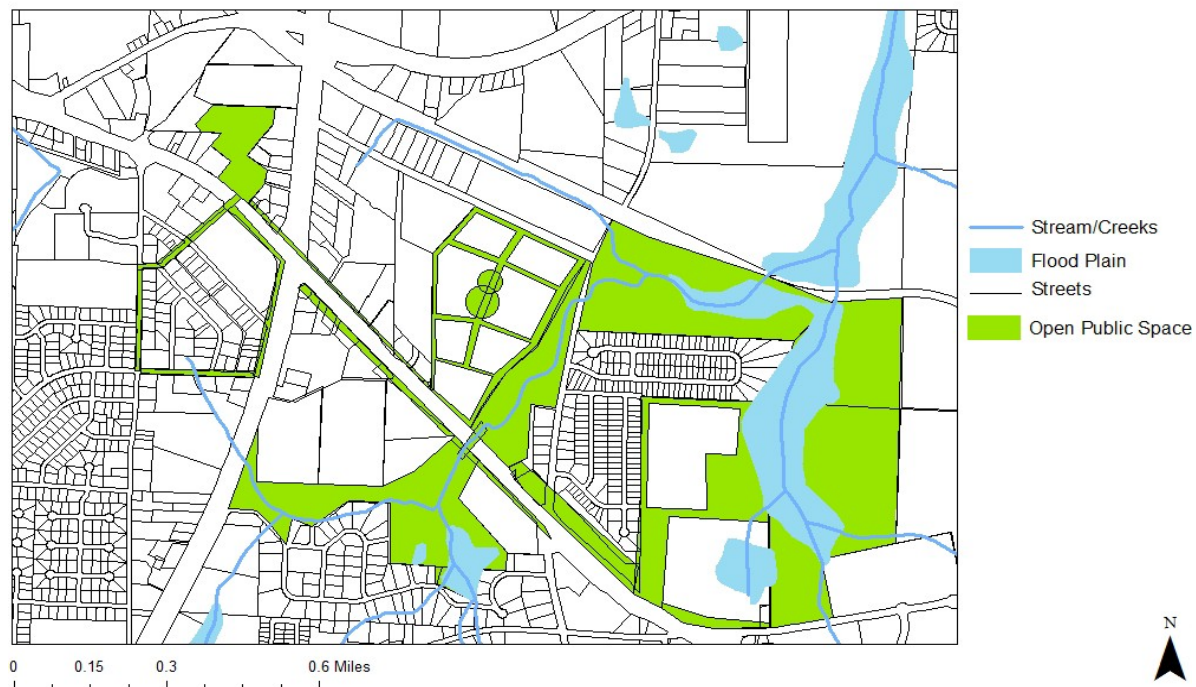


Figure 23. Proposed Greenbelt & Open Public Spaces for the Wellness District
Prepared by: Esco, Miles, Zhou.

The green belt will provide an area for people to take advantage of the paths that will circulate throughout the Wellness District, and it can also help move individuals throughout various locations in the district without ever getting into a car. The greenbelt will connect with all major areas in the Wellness District such as the hospital, open public spaces, new cancer center, ACOM, and future development sites. Promoting a healthy lifestyle is at the center of the proposal and connectivity with the greenbelt is an appropriate fit to help achieve this goal. Figure 24 shows how various activities can take place in a single open public space. This image also shows an example of what a walking path in a green belt could look like. It is important to have actual walking paths in the green belts and public spaces because some individuals face personal mobility challenges. A path throughout these areas would provide access to a greater number of people, rather than excluding individuals due to lack of design. The green belt should also have shade trees, various types of seating, and be well lit at night in order to provide a safe environment for all.



Figure 24 Klyde Warren Park at Sunset. Source: Simmons, Curtis.

2.3 Linkage

Creating transparent linkage throughout the district amplifies the probability of use. We can address the challenges of travel by identifying new locations for bike lanes, fixed traffic routes, crosswalks, and roads. We believe that by improving the overall connectivity of the area will help combat the congestion issues.

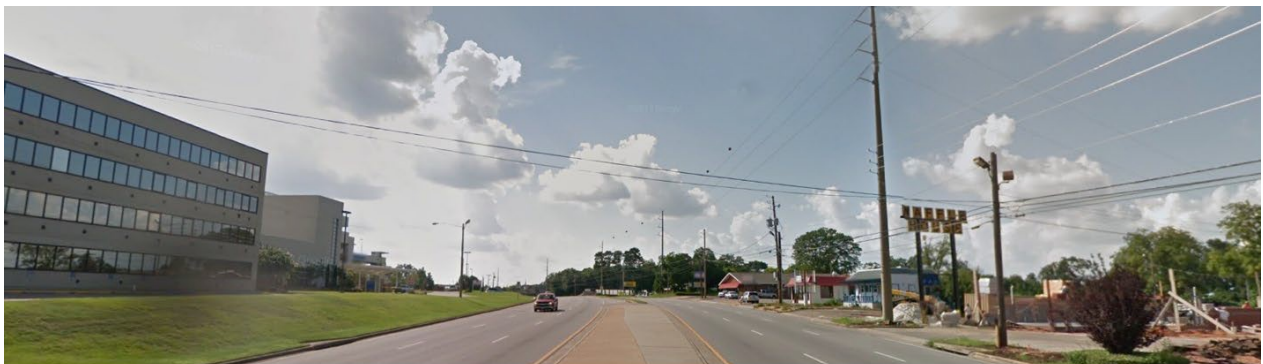


Figure 25. Current view of Highway 84. Taken by: Esco, Miles, and Zhou

Bike Lanes

To increase mobility options and improve the concept of healthy communities, bike lanes will be added to all major roads. Figure 25 shows what Highway 84 currently looks like in front of Southeast Hospital, in regard to the lack of transportation access besides automobile. The image depicted in Figure 26 show bicycle lanes set up on both sides of the road, that helps reduce the frequency of using cars. The implantation of this alternative mode pushes towards achieving the purpose of green travel. At the same time, flower beds and trees will be used to separate the bike path from the motorway to increase safety and aesthetic appeal. At the same time, bicycle parking spots will need to be included on the sidewalks, to facilitate pedestrians to switch travel modes at any time.

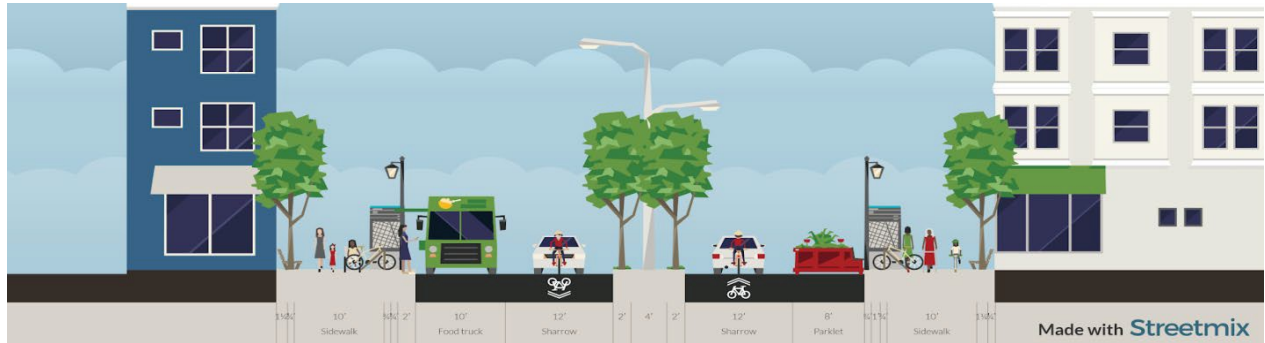


Figure 26. Cross-section of street in Mixed Use Area. Prepared by: Esco, Miles, Zhou.

Fixed Bus Route

Public transit systems are considered valuable assets in areas where the use can be strategically defined. In order to provide a variety of transportation modes and increase connectivity within the Wellness District, we suggest making a transit route that loops around the Wellness District to facilitate patient and local access to the amenities provided in the surrounding area. The transit system can increase the integrity of the hospital and surrounding mixed-use areas. We propose to offer a bus line that includes around nine bus stop designations. In effort to fully consider the surrounding facilities, through offering a multi-station system it will improve the user-friendliness of developments otherwise not so easily accessible.

Proposed Routes for Alternative Transportation Options

Figures 27 to 29 depict the proposed routes in the Wellness District that will help improve connectivity by offering new routes for various forms of Transportation. Figure 27 focuses on new roads and interceptions that will be needed if the area continues to grow. Figure 28 represents the locations for crosswalks to across Highway 84 and Highway 431 to promote pedestrian safety and walkability. Figure 29 shows the fixed bus route and along with proposed stops. The stop locations are based on for future development locations, land use patterns, and how far people can walk in five minutes.

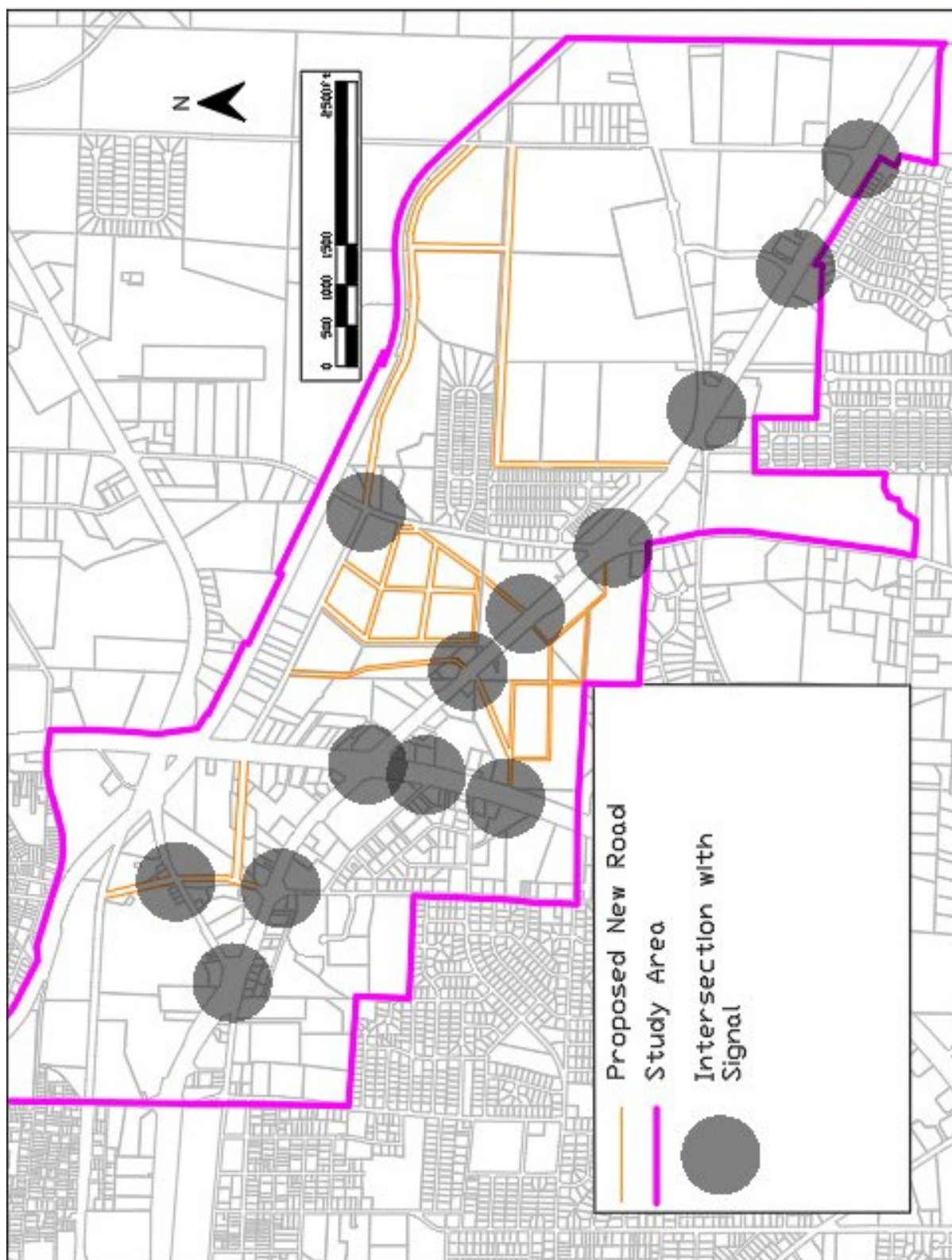


Figure 27. Intersection with Signals. Prepared by: Esco, Miles, Zhou.

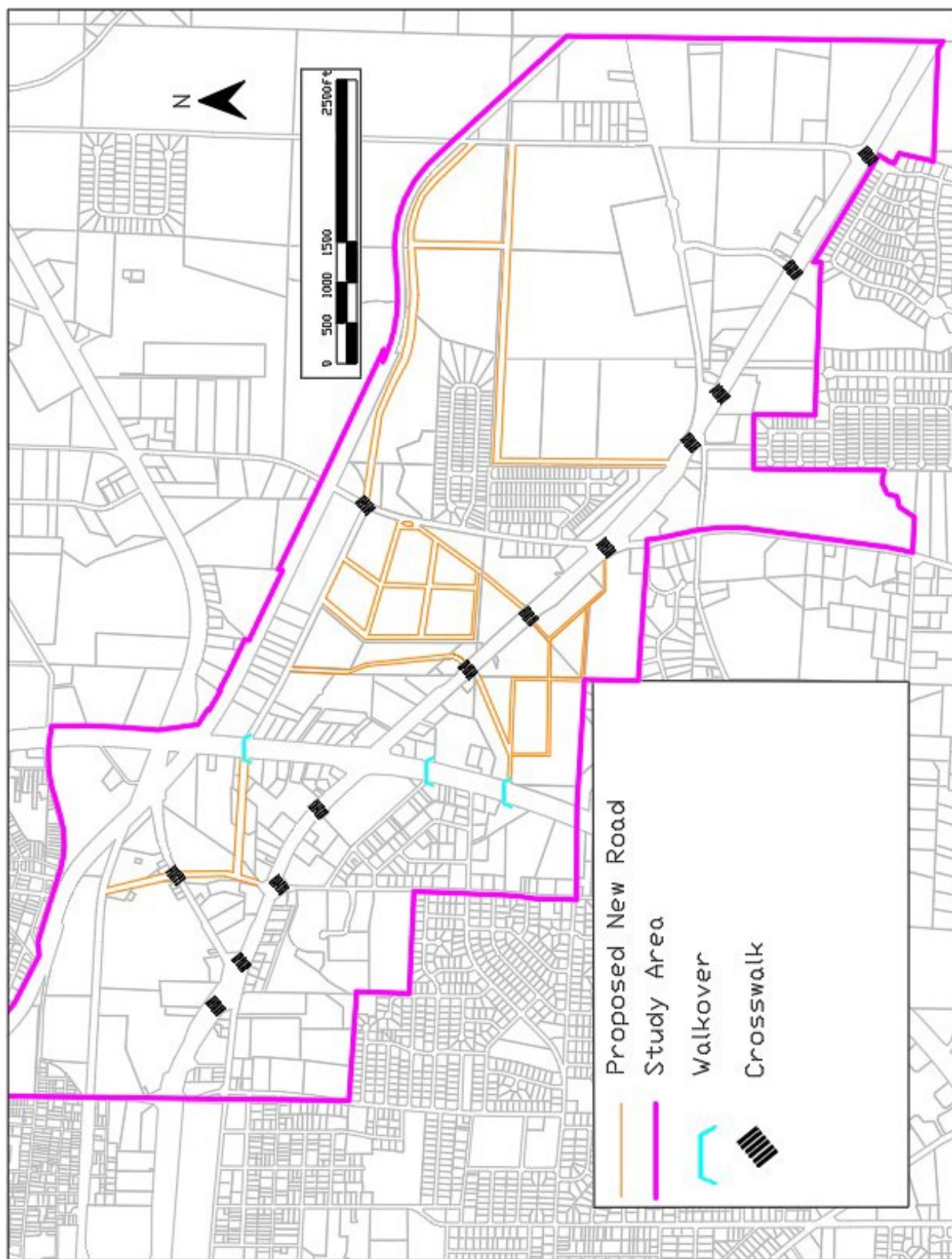


Figure 28. Pedestrian crosswalk and overpass. Prepared by: Esco, Miles, Zhou.

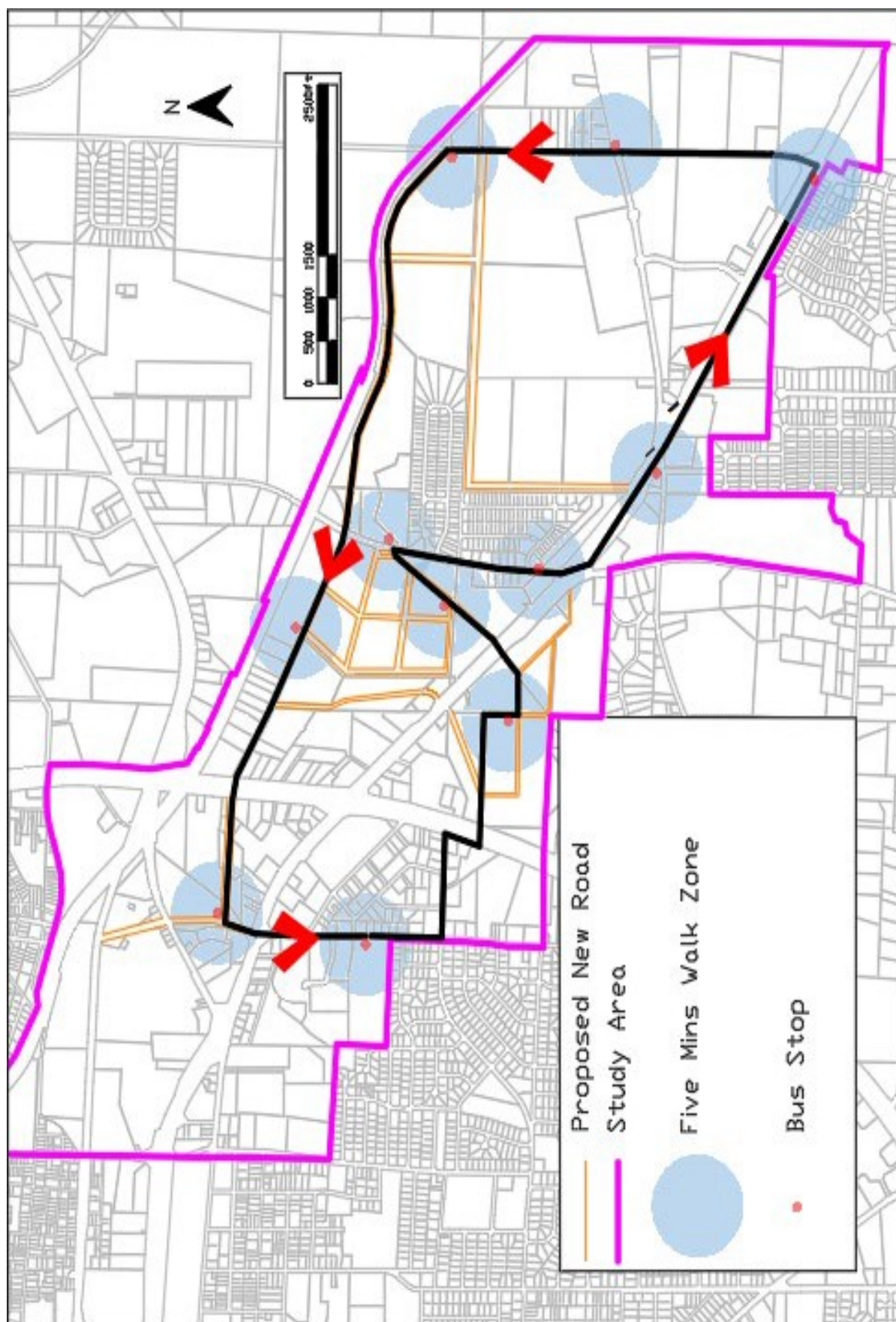


Figure 29. Transportation route. Prepared by: Esco, Miles, Zhou.

All traffic elements are implemented based on Dothan ownership of the road. Dothan currently owns all road ownership except for parts of Highway 84 and 431, and has the right to modify road status and add infrastructure. Highway 84 and Highway 431 are currently owned by the Alabama Department of Transportation. The city government needs to negotiate the right to modify the road. Most of the parcel's internal roads belong to Southeast Health. The implementation of this comprehensive plan cannot be achieved without the assistance of the Southeast Health. The implementation of the plan should be based on clear communication between the landowners, Southeast Health, city staff, and city decision makers. Meet regularly to increase understanding and discuss ways to overcome implementation barriers and deviations from the vision.

Dothan received a \$500,000 grant from the U.S. Department of Transportation for creative places in 2017. This subvention could be used to modify the infrastructure required to increase highway 84. In addition, the Alabama Department of Transportation has a direct influence on the design and policy of Highway 84. If the re-planning of Highway 84 and Highway 431 helps the overall development of Alabama, the Alabama Department of Transportation may provide more financial assistance. In addition, the overall development of Wellness District contributes to the growth of the Southeast Health, and transportation, as the most important part, should receive adequate support. You can try to reach out to the East Healthy Center staff for financial support.

Transit systems connect all that is a city. In a sense, transportation routes make like an operating machine, the more well-oiled it is the smoother it runs. The idea here is to make traveling safe and convenient. Essentially, we propose a better form of connection between all that constitute the Medical Corridor. The focal points within the Wellness District consist of the Alabama College of Osteopathic Medicine, Southeast Health, residencies, and vacant properties. The recommended route would link the hospital to nearby patients, students, and visitors. However, the challenges we face here are lack of funding and recognition of a seamless public transport system. Among other things, arterial roads have been proven to limit traffic from busy streets. Hence why creating a city street design guided by the National Association of City Transportation Officials as well as a leading view of the proposed pedestrian and bicycle considerations in the FY 2016-2019 Transportation Improvement Program (TIP) would improve accessibility and passage.

Chapter 3: Healthy Community

Promoting a healthy community is a major part of the vision for the Wellness District. We believe that by improving land use it will help promote a healthy community.

3.1 Land Use

Although planning can respectively adhere to multiple capacities, land use and zoning fabricate what is largely considered to be what completes a plan; suitable land use can initiate maximal success. By formulating and improvising overlay districts, zoning ordinances, form-based codes, and policy controls; the city has the ability to create a calculated guideline for regional development. Although, environmental issues must be tackled and amended first. Strategic planning would be more accessible thereafter. For example, incorporating a TIF tax, creating a redevelopment agency, and better designing for avenues of connectivity. Simultaneously, proper zoning constitutes better management of mixed uses.

Rezone

The current land use and future land use of the Wellness District is not up to date, nor does it align with the wants and needs of the community based on the community. A Wellness District should be promoting a healthy lifestyle through various land use techniques, rather than housing excessive commercial or industrial uses. Updating the current and future land use for the Wellness District will allow for new developments such as mixed used and open spaces, which better aligns with the vision of the Wellness District.

First, it is essential that the implementation of an overlay district is put in place over for the Wellness District. The overlay district should be for the entire area. The implementation of an overlay will allow for stricter guidelines for development purposes such as requiring open space, as well as exclude the district from certain ordinances that do not align with the vision such as density regulations. The overlay district will allow the planners to have more control over the development of the district, that otherwise would not be possible with zoning alone. Beginning with controlled development has the ability to lead to more quality developments; that promote structure to achieve specific goals. The area this plan focuses on is wellness, rather than piecemealing projects together in hopes of achieving this goal, organized development helps outline how to achieve said goal.

Secondly, updating the land use in the Wellness District will help foster development that promotes the proposed vision of the district, instead of letting developers create whatever suits their agenda. As noted previously, the residents have an idea of what the Wellness District should look like in terms of land use. Based on these findings the following land uses should be added to the land use especially in the Wellness District: open public spaces, multi-family housing, retirement community, mixed use, medical, and ACOM. These land uses were identified by using American Planning Association land-based classification for activities. Placing specific land use on parcels, such as medical, helps combat the already hectic environment along Highway 84.

Open public space is a land use tool that needs to be specifically designated for two reasons. Firstly, it guarantees public access to these open public spaces for everyone in the Wellness District. Secondly, it does not give developers an option to perhaps include open spaces in their projects. The Wellness District does not access to any open public spaces, which brings up the question.

Multi-family housing should also be made available in this area because it allows for a higher density than single family, as well as offers an alternative housing option to individuals in various stages of their life. This type of housing option allows individuals freedom from single housing, without having to be located in an isolated area.

Also, with the incorporation of a detailed mixed-use zone, the area would be able to allow unique services to be accommodated for. Mixed-use needs its own land use simply because being identified as commercial land only is limiting the activity of an area, which in turn may actually be more risky than planning for variance. Mixed-use offers transparency amongst commercial, residential, cultural, and institutional uses. Once integrated effectively, it has the potential to increase pedestrian life.

Proposed Greenbelt & Land Uses for the Wellness District

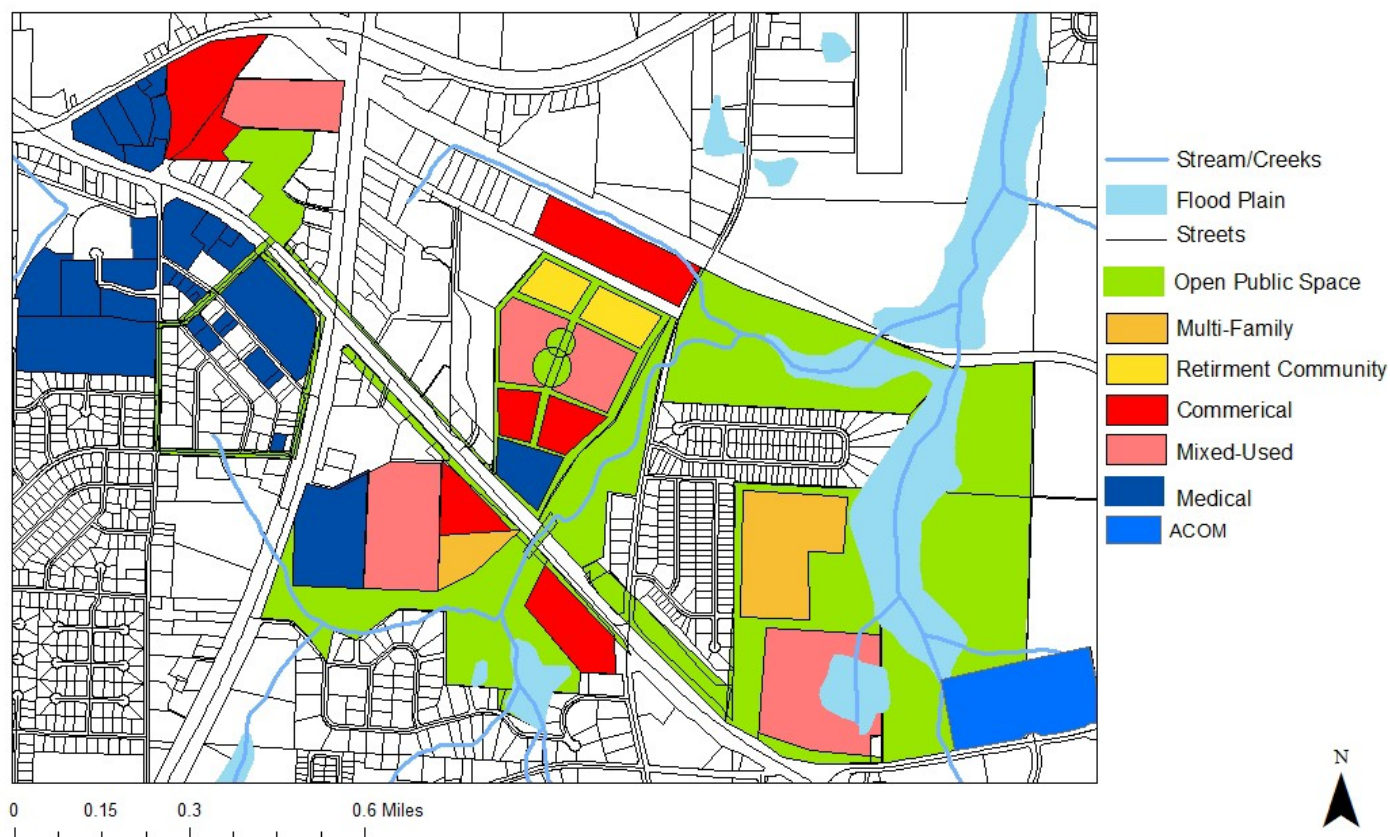


Figure 30. Proposed land use changes. Prepared by: Esco, Miles, Zhou.

3.2 Neighborhood

According to the Highway 84 East Corridor Master Plan community engagement single family housing is not wanted in this area. The residents want a mixture of housing options in Wellness District to be provided for individuals who do not need single family. Based on this information and analysis we believe that the Wellness District should offer several types of housing options.

Residential Variety

The public engagement section of the Dothan Highway 84 East Master Plan has a variety of questions that the residents were asked about in regard to Highway 84. Residents overwhelming do not want to see more single-family homes and industrial businesses along the corridor but would like to see more land uses that promote parks, public amenities, retail, mixed use, and offices (Dothan highway 84 master plan, 2018).

According to the ACS 2017 estimates 25,700 (25%) individuals over the age of 55 call Dothan home, but the city of Dothan does not offer retired individuals a neighborhood to live in other than assisted living facilities. An age restricted retirement community fits the Wellness District vision and is in close proximity to various medical facilities. Age restricted communities like this are located all across the US in places like Auburn, AL; Foley, AL; and Gulf Shores, AL. These communities offer a variety of housing options to fit the stages of life or needs of the retired individual such as single-story home or no yard upkeep. Figure shows the wide variety of housing options that can be offered in an age restricted community, as well as the large open spaces within the community rather than private back yards.



A retirement in the midst of the Wellness District would allow retired individuals easy access to retail, commercial, medical facilities, and open spaces without ever having to get into a car. The interaction with others is also a benefit that a retirement community offer, as well as a central location will allow residents to interact with other generations too. A retirement community should allow individuals to get out and about with friends, rather than being isolated in a single-family home miles away from friends. Figures 32 to 35 show the types of interests and activities that would take place in a retirement community.

Figure 31. Sample neighborhood. Prepared by: Esco, Miles, Zhou.



Figure 32. Source: *A Groups of Senior Citizens.*



Figure 33. Source: Askoldsb. Old Men Play Chess



Figure 34. Source: *Elderly People Walking. ABC.*



Figure 35. Source: Walker, Jemma. *Old People Reduce Mobility*

The following are policies needed to create an age specific retirement community. In order to create a land use for retirement community and allow for higher density in these areas we suggest that the following definition should be adopted the ordinances.

- Define the following terms:
 - **Senior housing/ retirement community:** housing for people age 55 and older and intended for occupancy by senior.
 - **Senior Citizen:** person 55 years of age or older residing within a 55-Plus Housing development.

Pocket neighborhood are another type of housing option that would be feasible for a retirement community. This type of development is used to promote a density in a unique way by offering small homes without private yards. Traditionally pocket neighborhoods have 7-12 homes per acer with 400 sq. ft. of open public spaces required per dwelling. Figures 36 show what these small homes would look like, and Figure 37 shows how a pocket neighborhood is laid out. We suggest implementing pocket neighborhoods in the retirement community because we believe this style of housing offers private space in a sustainable manner due to wide access of public open spaces and median density levels.



Figure 36. Source: *Pocket Neighborhood*.

To implement pocket neighborhoods the city of Dothan needs to include the pocket neighborhood in the overlay district in order create to particular ordinances in the Wellness District. As the ordinances stand now a pocket neighborhood would not be legal in Dothan; therefore, we suggest that Dothan adopt the new ordinances that allow pocket neighborhood development in the city.



Figure 37. Source: *Mascoma Street Cottage Cluster*

Chapter 4: Economic Vitality

The productivity of a single area is vital to defining the quality of a location. The economic opportunity in this area is profound. The Wellness District offers vast amounts of vacant land and represents a defined specialized area of concentration.

4.1 Evolvment

It's time to reverse the aging demographics and introduce more modernistic approaches to Dothan's evolvment. The goal is to invite unique businesses and incentivize longevity with independent developers. In order to better develop the medical center economy, most of the land would be most profitable if parcels were rented and sold in various forms of residential properties. Those property types including long term rentals, extended stay hotels, and family suites/condos. Thus for, increasing the area's population, by supporting the housing demand for long term care patients, employees, and local residents. Subsequently, more businesses are inclined to relocate to the emerging sector. Expansion varying from street shops to commercial office buildings.

The Wellness District is largely undeveloped due to the growth that has occurred on the western portion of Dothan along Highway 84 West and Highway 431. Southeast Hospital is the largest landowner in the area, which can lead to opportunities and challenges in the future. Majority of the vacant land is on the north side of Highway 84 East corridor, which has the largest opportunity for future development due to its ideal location to the college and hospital. The parcels in this area are large which can allow the city and hospital to work together to promote large development such as a mixed-use developments and open spaces. The medical industry, specifically Southeast hospital, is the anchor of the Wellness District. Expanding the medical industry in the Wellness District will only increase the strength of economy for Dothan.

We suggest that the city and hospital personnel advocate for more medical professionals to move to and stay in Dothan. Also look towards providing new experiences and alternative options to individuals that will bring outside dollars into the economy. A birthing center is a good example of a new experiences or an alternative option for expecting mothers to have access in addition to a hospital. Figure 38 is an example of what a room inside a birthing center is laid out. Due to the new laws past in Alabama birthing facilities would be a fitting addition to the medical industry, and would attract woman from all over the Wiregrass.

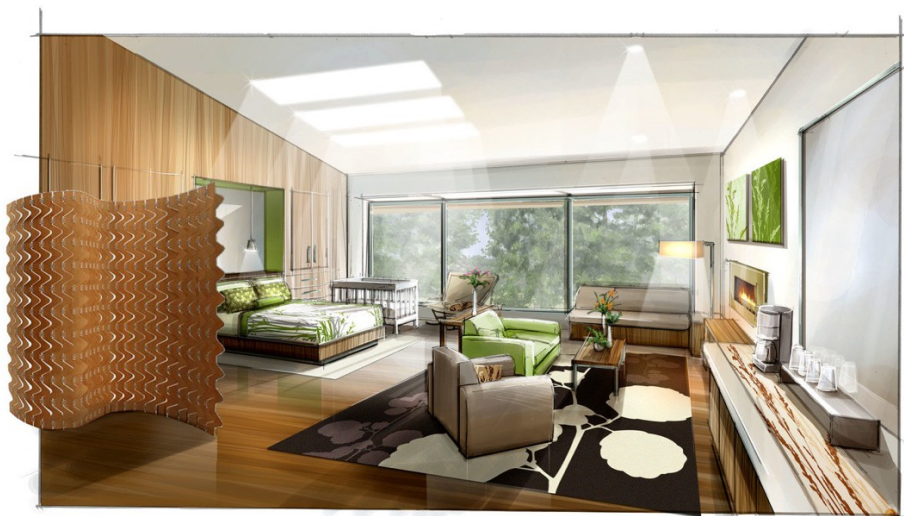


Figure 38. Secondary birthing facility Source: McKenzie, Amanda. *Delivery Room*. January 17, 2009

The continuation of the Wellness District may help attract new doctors to the area and help promote economic activity. Attracting private medical practices and more specialized doctors are great ways to attract more people to Dothan to seek medical care. Increasing specialized women and children's doctors will allow residents of the Wiregrass to seek medical care within the region rather than traveling to places like Mobile, Pensacola, or Birmingham for their services. Expanding specialized medical care will attract new people into Dothan, which means more money will go into the economy.

Along with women and child care, there are various methods of alternative medicine practices that can lend to the growth of the economic dynamic of this district. Unfortunately, there are also restrictions in policy to a few ventures that we consider to be the most profitable. The emergence of legalized medicinal marijuana is becoming more popular, especially since the opioid epidemic. Marijuana, legally known as cannabis, has been proven to aid with pain; without the addictive or deadly side effects. Nevertheless, it is still listed as a Substance I drug under federal law. There are currently efforts being put forth to combat the war on drugs as well as attempts to capitalize on the proper use of the substance. Marijuana Moments recently published an article stating that Alabama lawmakers unanimously approve marijuana decriminalization. That alone is a major step in the right direction. There have been too many cases where families have had to move out of state to get healthcare for their children, and we should be taking advantage of the aerial focus, that is pain management and cancer research. The greatest strength that Dothan has is strong presence of the medical industry, which brings in outside money into the economy. This medical presence has promoted the growth of a strong medical node along the Highway 84 corridor, and the medical presence should continue to grow in the future.



Figure 39. Medicinal cannabis retail business. Source: News Service of Florida. *Florida Politics*. August 17, 2017.

Figure 39 depicts what is new medical dispenses, in the state of Florida. It is very similar to how pharmacies operate today, with the product being handle and distributed by a professional. However, there is a difference by the options in which you have to choose your medication. Which can either be shown via display box as we have here or even through technology such as dispensaries in California. Technology is known for advancing and the need to keep up with trends, well the medical industry is advancing also and the time to take advantage is now.

4.2 Sustainability

According to the EPA, community sustainability is defined as “the desire to meet today’s needs without compromising the quality of life for our future generations” (EPA, 2013). Understanding that the connection between sustainability and building a healthy community will allow Dothan to create a unique Wellness District. This district will promote connectivity with other parts of the city, mixed-use development, open spaces, recreational spaces, education, offer a variety of housing options and support the medical job market. The goal is to create a district that promotes a healthy lifestyle of individuals and families by offering a district that supports work and play. The Wellness District will offer something new that the city, which is a lifestyle change from the typical suburban-style neighborhoods.

We recommend that the green belt and public open space be a large connective system in the Wellness District that offer places the individuals who work, live, and visit the area to have a place a large useful community area. These public open spaces should be large enough provide places for the community to gather for events such as movie night in the park, live streaming the NCAA Football National Championship, festivals, and markets. Figure 40 and 41 demonstrate types of community activities that could take place in the open public spaces in the Wellness District.



Figure 40. Public recreation. Source: *Movie Night in Park*.



Figure 41. Community Farmers Market. Source: *Grant Park Farmers Market*.

We recommend the implementation of community gardens such as rose garden, vegetable garden, or flower garden at the open public spaces in the Wellness District because it will have a positive effect on the district. Gardens such as these will encourage individuals who do not have yards to stay active, provide an education space for children in community to learn about gardening, as well give individuals access to fresh produce. Southeast hospital could service fresh produce in their kitchens or break rooms, as well as give patients access to garden for healing purposes. Figure 42 shows an example of a community garden with a variety of options.



Figure 42. Neighborhood garden. Source: CJ Baker, Big Horn Enterprise's Boxes at the Powell Community Garden

All of this can be made possible by altering the Article VIII section 114-131 from the city ordinances, which regulating community gardens by right in single family zones (Ord. No. 2015-336, § 1, 12-1-15). We suggest that community gardens should be by right in all zones except industrial. Increasing access to the communities will give individuals access to physical activity as well as access to fresh produce.

4.3 Smart Growth

The idea for future growth patterns is to come up with a strategic work plan that can be developed and duplicated across a broad range of the city. We suggest implementing form-based codes along with a zoning overlay. This strategy would grant the maximum benefit to any one area. That, along with the proper policies, would enable the city to contain sprawl while supporting expansion. Having smart growth allows for a tailored economic development plan. Which in turn permits the capitalization of Dothan's economic base, Southeast Health. As well as opportunities for brownfield development and greenfield infrastructures. The medical cluster of Dothan not only has the potential to grow, but also the chance to innovate.

All of these design strategies can help improve the popularity, access, and experience individuals have. If people do not like what is offered, it's not convenient, and the overall experience is unpleasant or indifferent than the changes of individuals returning is low. Every detail in planning is important when it deals with public spaces. A greenbelt and open spaces in the Wellness District would be something new and unique not only for the city but for the individuals because nothing like this is available in the Dothan.



Figure 43. Source: *People at at Park*. Placemaking Without Age

The art to placemaking focuses on the planning, designing, and management of open public spaces. Creating areas that individuals want to spend time at while promoting a healthy, happy, and positive environment for everyone. This area focuses on bring people together while offering a variety of free activities for children up to senior citizens. We suggest that the individuals who currently/will work, play, live, or visit the Wellness District have easy access to open public spaces in the district.



Figure 44. Source: Nguyen, Trong. *Chidden Area at Klyde Warren Park in Downtown Dallas*.

The experience a person has in a particular place will dictate whether or not the individual will return to this place again. We recommend offering various amenities and activities in the open public spaces individuals of all walks of life will flock the area.

Unique areas for children to play and for parents to socialize would be of great value for the open public spaces in the Wellness District. As of right now there not area for children to play in this section of town, which does not promote the vision of the Wellness District. Figure 44 shows what a splash pad for children in Dallas at Klyde Warren Park. A concept like this would be attractive to individuals with children especially during the hot summer months. We suggest a large playground would also do well in the Wellness District because it would allow kids to let loose. Having places like this near the hospital can help adults with children have easy access to areas where children can get physical activity where it normally would not be possible.

Creating a positive and unique experience will allow Dothan to capitalize on open public spaces in the Wellness District. One approach to the idea of placemaking is making the area fun or memorable through the use of public art. Figure 45 and 46 shows individuals gathering around signs with city names. This type of public art has given parks an iconic Figure that focuses on the city's identity in a playful way. Signs such as these attract people to the location when tourists visit, for special or seasonal occasion, or to have a picture made with the sign.



Figure 45. Source: *I Amsterdam. I Newspaper*



Figure 46. Source: *Toronto Sign Get Major Addition.*

A city sign similar to those noted above could be iconic for Dothan. Figure 47 shows what a similar sign would like for the city of Dothan. Each letter is a large LED so the colors combination could change based on time of year, events, or holiday. We recommend that a Dothan sign along with other pieces of artwork should be placed throughout the open public spaces in the Wellness District as a unique way to bring to help create a sense of place.

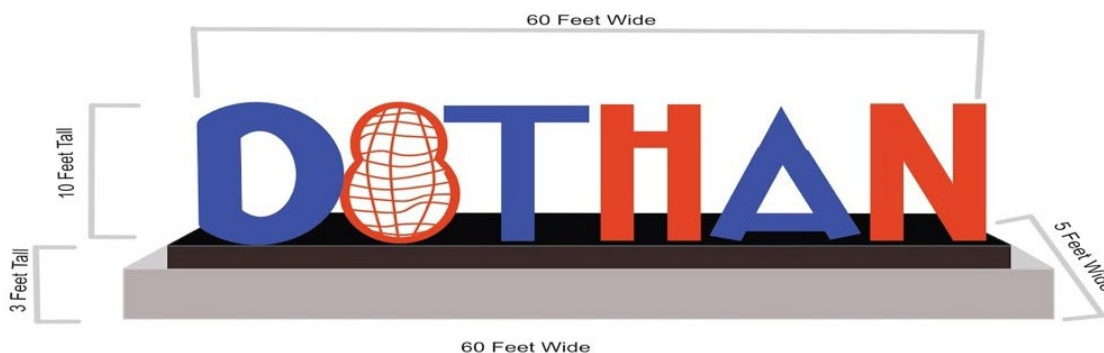


Figure 47. Produced by: *Esco, Miles, Zhou*

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Statement of Consideration

The plan achieves the its overall goal of creating a model community through several specific methods. The first is to promote mixed-use development and increase density on a city level. The second is to combine the hospital, campus and medical center; to generate a greater sense of community. The third is to improve the quality of life in communities and implement sustainable development; by increasing walking and cycling activities to support healthy lifestyles and alternative modes of transport. The fourth, is to promote the development of medical services and related industries, along with providing residential options for people living or visiting the district; by attracting retail goods and relative services.

To accomplish these tasks, the first thing we must do is to apply justifiable solutions based on the analysis of proposed documents and concrete observation. The primary data collected assisted in making what we deem to be the most feasible strategic direction. To recommend land use changes we first need data from the Community Development Block Grant. The consolidated plan from 2015-2019 will be used as a reference and guide to the framework of our ideals with current recommendations. The data collected was also assessed to predict future land use trends, such as the ratio of services to residential occupant types.

To incentivize better community within the wellness district, the all-embracing appearance must focus primarily on physical aesthetics, if the area is to be considered improved. We advise that by remodeling the atmosphere along Highway 84 to be pedestrian-friendlier, it will attract more people and thus bring in more businesses. Multiple modes of transport will also be used to promote healthy congestion in busy areas, by way of consistent shuttle routes and preserved bicycle lanes. The funding problem will be addressed by various means that we see best fit to generate revenue and tax benefits.

Part 3

Implementation

Chapter 5: Recommendations

Dothan, Alabama is an ideal location for innovation and advancement. This proposal elects to take full advantage of the city's economic base and to develop the surrounding district. Southeast Health is the leading employer, within the Wellness District. The area's network encompasses the Alabama College of Osteopathic Medicine, the hospital, and a proposed cancer center. The utilization of this plan is capable of transforming Dothan into the leading-edge, in medical exploration. The expected outcomes include creating a model community, establishing connectivity through transportation, promoting healthier lifestyles, and generating equitable investments.

The vision for the Wellness District focuses on land use in combination with policies to ensure that future developments align with the vision for the Wellness District. Each development proposal must go to the planning commission to ensure the development meets the appropriate requirements by the city as well the planning principles in the following recommendations.

Based on research and analysis of the Wellness District, city of Dothan, the Wiregrass region, and various planning documents, the following items are proposals and policies that will help transform the Wellness District into a model community. The proposals will be outlined by the goals this plan hopes to achieve.

The following are our suggestions to improve the Wellness District while promoting development.

- Create an overlay district for the Wellness District
- Variety of land uses available
- Redesign Highway 84 into a boulevard that promote pedestrian safety, traffic calming, and pedestrian crosswalks.
- Development for traditional single-family dwellings should not be allowed in the overlay district.
- Create a retirement community with small cottages styles homes
- Update ordinances
- All public spaces to be well lit
- Shade trees should be on both sides of the walking paths
- Park benches should be steadily available throughout the Wellness District, specifically on the walking paths and in open spaces
- Emergency call boxes should be placed throughout the Wellness District, especially along paths and in open spaces, away from buildings
- Easily accessible public areas leading to open spaces and public amenities
- Safe places should be built in all mixed-use buildings and multi-family dwellings in case or tornadoes according to FEMA standard for an EF-2 tornado
- Design green belt and open public spaces with easy access points for disabled individuals
- Screened parking from streets with landscaping
- Set parking maximums to prevent large parking lots
- Do not build in floodplains

5.1 Policy Changes

Considering the region is currently being funded majorly by property taxes, we predict that by taking advantage of TIF TAX implementation, Dothan would be able to maximize cash inflows. Along with engaging in emerging practices that yield long-term returns in tax revenues. The benefits of exploring arising concepts incline greater risk, for this reason, greater reward. By increasing public service spending accounts, more and more projects become better funded. Alongside larger profits, by introducing unique ventures, the city has the ability to optimize inadequate research and development. One area Dothan has expressed interest in has been their exploration of cancer treatment. And although the idea of medical cannabis may be ahead of this region's time, it is the perfect solution for many of the city's dilemmas.

The following are the recommendations for definition and ordinances that should be applied to the Wellness District overlay.

- **Define the following terms:**
 - Pocket Neighborhood Cluster: A clustered group of 4-12 dwellings oriented around a common open space.
 - Pocket Neighborhood Community Development: Multiple pocket neighborhood clusters and porch-fronted dwellings amalgamated into a larger, coherent pedestrian-oriented development.
 - Common Open Space: The central space used by all occupants of a pocket neighborhood cluster. The common area shall be outside of ponds, wetlands, streams, and sensitive area buffers and on slopes of 10 percent or less and developed and maintained so it is usable for active or passive recreation activities.
- **Proposed Ordinances**
 - "The primary development configuration of a Pocket Neighborhood Community Development shall be Pocket Neighborhood Clusters" (Pocket Neighborhood Community Development Zoning Ordinance, 2019).
 - "Secondary configurations may be street-oriented porch-front dwellings with access alleyway parking, and carriage and live-work dwellings along access alleyways. Where there is no reasonable alternative, dwellings may have driveways located off of streets, provided all conditions of this amendment are met" (Pocket Neighborhood Community Development Zoning Ordinance, 2019).
 - "Open space that is commonly owned and managed by all residents of a pocket neighborhood is a key feature in fostering community. It is intended that it be adequately sized and centrally located with individual dwelling entrances oriented towards the open space" (Pocket Neighborhood Community Development Zoning Ordinance, 2019).
 - "A minimum of 400 square feet per dwelling unit of common open space is required in each pocket neighborhood cluster. Buildings serving all residents in a pocket neighborhood cluster main be included in the required area. Parking areas, yard setbacks, spaces between buildings of 15 feet or less in width, private open space, and driveways do not qualify as common open space" (Pocket Neighborhood Community Development Zoning Ordinance, 2019).
 - "Proximity to Common Open Space. At least 75 percent of the dwelling units of a pocket neighborhood shall abut a common open space; and all of the dwelling units shall be within 60 feet walking distance measured from the nearest entrance of the dwelling along the shortest safe walking route to the nearest point of the common open space. The common open space shall have dwellings abutting at least two sides" (Pocket Neighborhood Community Development Zoning Ordinance, 2019).

5.2 Implementation Outline

This section focuses on the utilization of a time-based strategy plan for the development of the Wellness District, and potential ventures that can make the effectiveness of the Wellness District into a reality. It will discuss various financial strategies that when implemented can promote development within the district. The plan will be broken down in increments of five years. Starting with the most feasible.

Financing

Funding is a necessary part of any city's plan for revitalization and is often times very difficult to obtain. Having a financial strategy is, if not the most, vital piece to bringing forth intricate plans. The following are suggestions of financing strategies to be used in the presented phase schedule:

- Tax Increment Finance (TIF) Tax
 - The creation of a TIF district is required (which is legal in Alabama), and all of the properties in this district are given a cap or base assessed value. This means that in the future any increase in assessed value that is above the cap is considered incremental assessed value. The incremental assessed value goes towards funding redevelopment, infrastructure, and other community-improvement projects. After 15 to 20 years or the monetary goals have been met the TIF closes. The financing tool has been used in Huntsville, Alabama to finance new developments such as school, research parks, and redevelopment areas. It is also popular among residents because it does not increase taxes. Developers are attracted to TIF districts because banks view it as less risky investment.
- Grants
 - Grants are a great source of federal funding, that endorses public projects not otherwise supported. Federal grants as well as private grants should be sought out to help fund the open public space. We believe the following grants are examples of grants that can help provide funding for new open public space in the Wellness District: Public Health Emergency Preparedness Funding by the CDC; Safe Places to Play Grants by the U.S. Soccer Foundation; Smart Growth Funding Opportunity by the EPA, Miracle's Grants for America's Children, Shade Structure Grant by the American Academy of Dermatology, and the Outdoor Recreation Grant Program by the National Park Services.
- Land donation
 - Land for the open space could be donated by Southeast hospital to the city. We believe this would be beneficial for both parties involved due to rise in property value that is associated with open spaces, as well as the presence of a floodplain.
- Tax revenues from medical cannabis
 - Recently the state of Alabama has adopted HB 243 which permits the use of medicinal marijuana for 33 medical conditions; as well as publicizes the decriminalization of the substance. Now although this could mean for great economic benefit, the regulation and excise tax determined are vital to the success. Considering it has yet to be implemented in the state of Alabama thus far (other than for academia research at the University of Alabama), the guidelines for application are limited to external states. However, this also presents the opportunity to adopt a new strategy.
- Paid parking
 - By ordinance, local authorities may permit the use of parking meters. This technique is most commonly seen in downtown or heavy density areas but is a great method to achieving small incremental changes in cash flow.

Short-term Plan

The first phase of this plan will be implemented in one to five years. We believe that this will give the City of Dothan enough time to adopt the overlay district, change the zoning where it is needed, gain access to sufficient funds, find developers, create partnerships, create pedestrian crosswalks, and begin redevelopment of Highway 84; which are all needed to make the vision of the Wellness District into a reality.

The target land uses for phase 1 consist of all the green spaces, a portion of commercial along highway 84 east, the commercial on Kelly Drive, and the proposed medical land use along highway 431. These land uses were chosen as a first priority of development because it will help promote the area as attractive and progressive. It will also contribute to continuous development in consideration of the later phases; due to new appealing characteristics brought to the area. It is important that developers see the potential in the Wellness District as well as physical improvements and new development because it demonstrates that the Wellness District is an area worth investing.

Immediate implementation of funding techniques will assist in bring phase one to full fruition. We propose enforcing a Tax Increment Finance (TIF) Tax over the entire district. Considering this method is legal in the state of Alabama, with the creation of a TIF district the entire area and its occupants has the potential to evolve from the benefits of the tax.

We also suggest taking advantage of the medical cannabis industry. By incorporating a marijuana excise tax, Dothan has the potential to capitalize on a market not yet saturated in the surrounding area. Depending on what the state elects to the base tax, Dothan has the option to add on a city tax. Although the state designates all revenue into the general fund, with a city tax Dothan can allocate for regional improvement fund.

Medium-term Plan

The second phase will have an implementation period of five to ten years, the groundwork established in phase one molds the extent of this step. Although this stage deliberately follows the foundation of making this project applicable, it is necessary to start considering utilization of the process before this phase is reached. This would give the City of Dothan adequate time to attract larger developments and build onto the reputation of the Wellness District.

The land uses focused on in this section are all of the mixed used south of highway 84 east; the commercial, mixed use, medical, public open space, and the retirement community between Kelley drive and highway 84 east; the multi-family housing south of highway 84 east; the entire sector of land north of highway 84, east of highway 431, and south of the Columbia highway. These land uses were chosen for this phase because it promotes the overall development of the region. Application of this segment complements the growth from phase one and advances the overall vision for the district.

The financial suggestions in this term consists of analyzing the TIF applied as well as elaborating on the medicinal cannabis tax. Modifications to be determined based on fiscal year evaluations. As a result of the added growth due to the development in the previous phase, it would behoove the city to add a supplemental parking deck that steadily collected parking fees. This process would increase recurring income for the city and contribute to regularly needed improvements.

Long-term Plan

This plan ends with the consideration of ten to fifteen years out. As a result of the incorporation of the previously mentioned financial strategy, we predict that available funding for redevelopment would not only increase drastically, but also obtain better allocation of money to best suit the evolution of Dothan. Through the use of the TIF areal infrastructure improvements would now be supported. The tax revenue from putting medical cannabis into effect, could contribute to all public services; such as recreation, transportation, and education. This will give the City of Dothan time enough to set aside sufficient funding for an elevated pedestrian walkover, building of multi-family housing north of highway 84 east, and allow for incentive towards mixed use development north of highway 84 east near the Porter's lake. We believe this should be the last phase due to the extensive funding needed and the expected growth of the Alabama College of Osteopathic Medicine.

Appendix

| Dothan, Alabama | | | |
|---------------------------|---------------|---------------|---------------|
| Population by Sex and Age | | | |
| 2013-2017 | | | |
| Age | Total | Male | Female |
| Under 5 years | 4,697 | 2342 | 2355 |
| 5 to 9 years | 5,199 | 2516 | 2683 |
| 10 to 14 years | 4,409 | 2312 | 2097 |
| 15 to 19 years | 3,731 | 1885 | 1846 |
| 20 to 24 years | 3,717 | 1720 | 1997 |
| 25 to 34 years | 4,854 | 2228 | 2626 |
| 30 to 34 years | 5,194 | 2469 | 2725 |
| 35 to 39 years | 3,965 | 1922 | 2043 |
| 40 to 44 years | 4,064 | 1937 | 2127 |
| 45 to 49 years | 4,028 | 1779 | 2249 |
| 50 to 54 years | 3,860 | 2050 | 1810 |
| 55 to 59 years | 5,212 | 2419 | 2793 |
| 60 to 64 years | 3,523 | 1579 | 1944 |
| 65 to 69 years | 3,790 | 1719 | 2071 |
| 70 to 74 years | 2,671 | 1087 | 1584 |
| 75 to 79 years | 1,646 | 717 | 929 |
| 80 to 84 years | 1,516 | 618 | 898 |
| 85 years and over | 1,450 | 409 | 1041 |
| TOTAL | 67,526 | 31,708 | 35,818 |

| Dothan, Alabama | |
|--|---------------|
| Race | |
| 2013-2017 | |
| White alone | 42,368 |
| Black or African American | 22,816 |
| American Indian and Alaska Native | 214 |
| Asian | 814 |
| Native Hawaiian and Other Pacific Islander | 22 |
| Some other Race | 336 |
| Two or more races | 1,119 |
| Two or more races including other | 95 |
| Total | 67,784 |

Work Area Profile Report Dothan Metro

Total Primary Jobs

| | 2015 | |
|--------------------|--------|--------|
| | Count | Share |
| Total Primary Jobs | 52,884 | 100.0% |

Jobs by Worker Age

| | 2015 | |
|-------------------|--------|-------|
| | Count | Share |
| Age 29 or younger | 11,921 | 22.5% |
| Age 30 to 54 | 29,138 | 55.1% |
| Age 55 or older | 11,825 | 22.4% |

Jobs by Earnings

| | 2015 | |
|------------------------------|--------|-------|
| | Count | Share |
| \$1,250 per month or less | 12,845 | 24.3% |
| \$1,251 to \$3,333 per month | 23,344 | 44.1% |
| More than \$3,333 per month | 16,695 | 31.6% |

Jobs by NAICS Industry Sector

| | 2015 | |
|--|--------|-------|
| | Count | Share |
| Agriculture, Forestry, Fishing and Hunting | 672 | 1.3% |
| Mining, Quarrying, and Oil and Gas Extraction | 42 | 0.1% |
| Utilities | 1,150 | 2.2% |
| Construction | 2,813 | 5.3% |
| Manufacturing | 4,406 | 8.3% |
| Wholesale Trade | 3,020 | 5.7% |
| Retail Trade | 8,108 | 15.3% |
| Transportation and Warehousing | 2,167 | 4.1% |
| Information | 745 | 1.4% |
| Finance and Insurance | 1,352 | 2.6% |
| Real Estate and Rental and Leasing | 517 | 1.0% |
| Professional, Scientific, and Technical Services | 1,370 | 2.6% |
| Management of Companies and Enterprises | 205 | 0.4% |
| Administration & Support, Waste Management and Remediation | 2,697 | 5.1% |
| Educational Services | 3,935 | 7.4% |
| Health Care and Social Assistance | 10,690 | 20.2% |
| Arts, Entertainment, and Recreation | 310 | 0.6% |
| Accommodation and Food Services | 4,901 | 9.3% |
| Other Services (excluding Public Administration) | 1,259 | 2.4% |
| Public Administration | 2,525 | 4.8% |

Jobs by Worker Race

| | 2015 | |
|--|--------|-------|
| | Count | Share |
| White Alone | 39,558 | 74.8% |
| Black or African American Alone | 12,307 | 23.3% |
| American Indian or Alaska Native Alone | 197 | 0.4% |

| | | |
|---|--------------|--------------|
| Asian Alone | 380 | 0.7% |
| Native Hawaiian or Other Pacific Islander Alone | 20 | 0.0% |
| Two or More Race Groups | 422 | 0.8% |
| Jobs by Worker Ethnicity | | |
| | 2015 | |
| | Count | Share |
| Not Hispanic or Latino | 51,758 | 97.9% |
| Hispanic or Latino | 1,126 | 2.1% |
| Jobs by Worker Educational Attainment | | |
| | 2015 | |
| | Count | Share |
| Less than high school | 5,288 | 10.0% |
| High school or equivalent, no college | 13,275 | 25.1% |
| Some college or Associate degree | 13,795 | 26.1% |
| Bachelor's degree or advanced degree | 8,605 | 16.3% |
| Educational attainment not available (workers aged 29 or younger) | 11,921 | 22.5% |
| Jobs by Worker Sex | | |
| | 2015 | |
| | Count | Share |
| Male | 25,162 | 47.6% |
| Female | 27,722 | 52.4% |
| Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2015). | | |

Work Area Profile Report Alabama

| | | |
|---|--------------|--------------|
| <u>Total Primary Jobs</u> | | |
| | 2015 | |
| | Count | Share |
| Total Primary Jobs | 1,754,914 | 100.00% |
| <u>Jobs by Worker Age</u> | | |
| | 2015 | |
| | Count | Share |
| Age 29 or younger | 414,410 | 23.60% |
| Age 30 to 54 | 965,135 | 55.00% |
| Age 55 or older | 375,369 | 21.40% |
| <u>Jobs by Earnings</u> | | |
| | 2015 | |
| | Count | Share |
| \$1,250 per month or less | 376,130 | 21.40% |
| \$1,251 to \$3,333 per month | 688,023 | 39.20% |
| More than \$3,333 per month | 690,761 | 39.40% |
| <u>Jobs by NAICS Industry Sector</u> | | |
| | 2015 | |
| | Count | Share |

| | | |
|---|--------------|--------------|
| Agriculture, Forestry, Fishing and Hunting | 11,335 | 0.60% |
| Mining, Quarrying, and Oil and Gas Extraction | 6,829 | 0.40% |
| Utilities | 21,148 | 1.20% |
| Construction | 78,793 | 4.50% |
| Manufacturing | 256,247 | 14.60% |
| Wholesale Trade | 71,880 | 4.10% |
| Retail Trade | 217,803 | 12.40% |
| Transportation and Warehousing | 57,718 | 3.30% |
| Information | 22,374 | 1.30% |
| Finance and Insurance | 71,286 | 4.10% |
| Real Estate and Rental and Leasing | 22,833 | 1.30% |
| Professional, Scientific, and Technical Services | 94,292 | 5.40% |
| Management of Companies and Enterprises | 15,773 | 0.90% |
| Administration & Support, Waste Management and Remediation | 104,664 | 6.00% |
| Educational Services | 154,561 | 8.80% |
| Health Care and Social Assistance | 235,882 | 13.40% |
| Arts, Entertainment, and Recreation | 16,765 | 1.00% |
| Accommodation and Food Services | 156,146 | 8.90% |
| Other Services (excluding Public Administration) | 42,856 | 2.40% |
| Public Administration | 95,729 | 5.50% |
| <u>Jobs by Worker Race</u> | | |
| | 2015 | |
| | Count | Share |
| White Alone | 1,257,590 | 71.70% |
| Black or African American Alone | 454,667 | 25.90% |
| American Indian or Alaska Native Alone | 8,324 | 0.50% |
| Asian Alone | 19,767 | 1.10% |
| Native Hawaiian or Other Pacific Islander Alone | 846 | 0.00% |
| Two or More Race Groups | 13,720 | 0.80% |
| <u>Jobs by Worker Ethnicity</u> | | |
| | 2015 | |
| | Count | Share |
| Not Hispanic or Latino | 1,710,092 | 97.40% |
| Hispanic or Latino | 44,822 | 2.60% |
| <u>Jobs by Worker Educational Attainment</u> | | |
| | 2015 | |
| | Count | Share |
| Less than high school | 157,902 | 9.00% |
| High school or equivalent, no college | 412,374 | 23.50% |
| Some college or Associate degree | 444,740 | 25.30% |
| Bachelor's degree or advanced degree | 325,488 | 18.50% |
| Educational attainment not available (workers aged 29 or younger) | 414,410 | 23.60% |
| <u>Jobs by Worker Sex</u> | | |
| | 2015 | |
| | Count | Share |
| Male | 886,838 | 50.50% |
| Female | 868,076 | 49.50% |

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2015).

| LQs | Dothan | Alabama |
|--|---------------|------------------|
| Agriculture, Forestry, Fishing and Hunting | 672 | 11,335 |
| Mining, Quarrying, and Oil and Gas Extraction | 42 | 6,829 |
| Utilities | 1,150 | 21,148 |
| Construction | 2,813 | 78,793 |
| Manufacturing | 4,406 | 256,247 |
| Wholesale Trade | 3,020 | 71,880 |
| Retail Trade | 8,108 | 217,803 |
| Transportation and Warehousing | 2,167 | 57,718 |
| Information | 745 | 22,374 |
| Finance and Insurance | 1,352 | 71,286 |
| Real Estate and Rental and Leasing | 517 | 22,833 |
| Professional, Scientific, and Technical Services | 1,370 | 94,292 |
| Management of Companies and Enterprises | 205 | 15,773 |
| Administration & Support, Waste Management and Remediation | 2,697 | 104,664 |
| Educational Services | 3,935 | 154,561 |
| Health Care and Social Assistance | 10,690 | 235,882 |
| Arts, Entertainment, and Recreation | 310 | 16,765 |
| Accommodation and Food Services | 4,901 | 156,146 |
| Other Services (excluding Public Administration) | 1,259 | 42,856 |
| Public Administration | 2,525 | 95,729 |
| Total | 52,884 | 1,754,914 |

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2015).

| LQ | LQ-1 | LQ-1/LQ | Basic Employment |
|-----------|-------------|----------------|-------------------------|
| 1.97 | 0.97 | 0.49 | 330 |
| 0.20 | -0.80 | | |
| 1.80 | 0.80 | 0.45 | 513 |
| 1.18 | 0.18 | 0.16 | 439 |
| 0.57 | -0.43 | | |
| 1.39 | 0.39 | 0.28 | 854 |
| 1.24 | 0.24 | 0.19 | 1545 |
| 1.25 | 0.25 | 0.20 | 428 |
| 1.10 | 0.10 | 0.09 | 71 |
| 0.63 | -0.37 | | |

| | | | |
|------|-------|------|------|
| 0.75 | -0.25 | | |
| 0.48 | -0.52 | | |
| 0.43 | -0.57 | | |
| 0.86 | -0.14 | | |
| 0.84 | -0.16 | | |
| 1.50 | 0.50 | 0.34 | 3582 |
| 0.61 | -0.39 | | |
| 1.04 | 0.04 | 0.04 | 196 |
| 0.97 | -0.03 | | |
| 0.88 | -0.12 | | |
| 1.00 | 0.00 | | 7626 |

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2015).

| Jobs by NAICS Industry Sector | | | |
|--|--------|--------|--|
| | 2015 | | |
| | Count | Share | |
| Agriculture, Forestry, Fishing and Hunting | 672 | 1.3% | |
| Mining, Quarrying, and Oil and Gas Extraction | 42 | 0.1% | |
| Utilities | 1,150 | 2.2% | |
| Construction | 2,813 | 5.3% | |
| Manufacturing | 4,406 | 8.3% | |
| Wholesale Trade | 3,020 | 5.7% | |
| Retail Trade | 8,108 | 15.3% | 2nd largest |
| Transportation and Warehousing | 2,167 | 4.1% | |
| Information | 745 | 1.4% | |
| Finance and Insurance | 1,352 | 2.6% | |
| Real Estate and Rental and Leasing | 517 | 1.0% | |
| Professional, Scientific, and Technical Services | 1,370 | 2.6% | |
| Management of Companies and Enterprises | 205 | 0.4% | |
| Administration & Support, Waste Management and Remediation | 2,697 | 5.1% | |
| Educational Services | 3,935 | 7.4% | |
| Health Care and Social Assistance | 10,690 | 20.2% | Largest Share of Employment For Dothan |
| Arts, Entertainment, and Recreation | 310 | 0.6% | |
| Accommodation and Food Services | 4,901 | 9.3% | |
| Other Services (excluding Public Administration) | 1,259 | 2.4% | |
| Public Administration | 2,525 | 4.8% | |
| Totals | 52,884 | 100.0% | |
| Basic Economic Multiplier | | | |
| 6.94 | | | |

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2015).

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