

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



September 2010

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDDS)

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**SOUTH CENTRAL ALABAMA DEVELOPMENT COMMISSION
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TABLE OF CONTENTS

INTRODUCTION

SUMMARY

I. ORGANIZATION FOR ECONOMIC DEVELOPMENT

CEDS Strategy Committee and SCADC Board of Directors
Working Relationships, Participating Governments and Rural Action Commission
Staff Support and Work program

II. THE REGION'S ECONOMY-ANALYSIS AND TRENDS

BACKGROUND

Demographics, Socio-Economic Characteristics (see appendix for 2007 updates)
Current Population and Trends
Education
Income
Labor Force and Unemployment Trends
Minority Population

Geography, Land Use, Environment and Natural Resources

Transportation and Infrastructure
Water and Sewer Services
Transportation
Government Services and Facilities (Health Care, Education, Public Safety)
Energy
Housing

Growth Centers (not EDA designation)

ANALYSIS OF ECONOMIC DEVELOPMENT OPPORTUNITIES AND PROBLEMS

Projections and Trends/External Forces
Potential for Economic Development/Industry Clusters
Recent and Projected Investments
Key Issues, Strengths, Weaknesses, Opportunities and Threats

III. CEDS GOALS, OBJECTIVES, STRATEGIES

Long Term Goals, Short Term Objectives

IV. ACTION PLAN

STRATEGIES

Promote Economic Development and Opportunity
Provide Transportation Access and Infrastructure
Increase Workforce Development
Balance Development and Conservation of Resources and Protect the Environment
Continuously Upgrade the Quality of Life
Organization for Economic Development, Funding, Leadership, Resources

IMPLEMENTATION

Methods of Cooperation
Obtaining and Utilizing Resources
Consistency and Cooperation with State Policies and Plans for Economic Development

PERFORMANCE AND EVALUATION

Progress and Accomplishments
Performance Measures
Jobs Gained and/or Retained
Number and Types of Investment
Amount of Public and Private Investment
Changes in the Economic Development Environment

PROJECTS

Projects
Vital Regional Projects

APPENDICES

EDD INVESTMENTS AND PROGRESS
2010 DATA UPDATES

ILLUSTRATIONS

Location
Incorporated Areas
Population Density
Percent Change in Population
Institutions of Higher Learning
Percent Completing High School
Percent completing College
Minority Per Capita Income
Topographic Map
Soils Map
Limestone Deposits
Major Forest Types
Brown Iron Ore Deposits
Major Highways
Rivers
Airports
Area of Montgomery Trade Impact
EDD Retail Trade Area
Montgomery Growth Center
Area within One Hour drive of Montgomery
Mileage from Montgomery
Troy Secondary Growth Center
Greenville Secondary Growth Center

TABLES

County and State Population
Family Income
Per Capita Income
Projections of Major Economic Factors
Related studies and reports
Announced New Industries And Plant Closings
Industrial Sites Located in SCADC

INTRODUCTION

The South Central Alabama Development Commission (SCADC) is one of twelve area planning and development commissions in the State of Alabama. The legal organization of groups of Alabama counties into districts was made possible by the passage of Act Number 1126 by the Alabama Legislature on September 13, 1969, and follow-on Governor's Executive Orders. The SCADC is also a designated Economic Development District (EDD), sponsored by the U.S. Department of Commerce, Economic Development Administration.

Planning for physical, economic and social development is more important than ever in today's economy, given the continued needs in rural areas, especially those that are economically depressed, as well as in growing parts of the region experiencing unprecedented opportunities for development. The forming of multi-county initiatives is critical for well-planned development and redevelopment of the area economy. Development projects that cannot be accomplished on a single county basis become possible through the joint efforts of several counties and impact the entire region.

This document, the Comprehensive Economic Development Strategy (CEDS), provides an overview of the regions economy and presents a development strategy and projects, which will increase the overall economy and quality of life in the seven county district. The CEDS has been prepared as a continuing step toward successful economic improvement for the South Central Alabama region. Since planning is a continuing process, the proposed projects and goals are constantly updated to meet the needs of a constantly changing environment.

The SCADC CEDS is also being coordinated with statewide plans for economic development and is consistent and with statewide plans and policies, including the recently established Alabama Rural Action Commission (ARAC). The strategy is also coordinated with other regional agencies, including the Delta Regional Authority (DRA), Appalachian Regional Commission (ARC).

SUMMARY

The Comprehensive Economic Development Strategy (CEDS) is the result of an ongoing economic development planning process. The CEDS is reviewed and updated, on an annual basis, and a major update or revision is prepared every five years.

The CEDS is prepared, with the input of a CEDS Strategy Committee, representing public and private interests, in the seven county region and is adopted by the SCADC Board of Directors. Ongoing and increasing working relationships with cities and counties, other local and regional economic development organizations, chambers of commerce and federal and state agencies and citizens are critical to the continuing updating and implementation of the CEDS. It is especially important for the CEDS to be consistent with and coordinated with statewide plans and policies for economic development. To that end, the CEDS is being considered a central part of the regions Rural Action Commission, coordinated with Central Alabama Regional Planning Commission, Lee-Russell Council of Governments and the Alabama Department of Economic and Community Affairs (ADECA).

The CEDS report provides a background on the region's assets and opportunities for economic development. Opportunities include economic growth, low unemployment, rising income and growth in the manufacturing industries, especially the region-wide growth of automotive suppliers and the transportation/distribution associated with these industries. Proximity to state government and various military operations and higher education are also strengths, along with a favorable location, in the center of the state and near the coastal region.

Key issues remain the need for increased workforce development and education to meet higher demands of new industry, the need for improved transportation, including rural and public transportation, as well as other infrastructure improvements. Increased housing and retail support services are issues, as well, to accommodate the expected job growth.

Growth management has also emerged as an issue, with increasing development expected in rural and growing communities in the region. Taking advantage of the City of Montgomery and other growth centers are recognized as important factors in the region's economic development. There are pockets of poverty in the region, reflecting special needs in urban neighborhoods and rural communities.

Other key issues that have emerged include opportunities and the importance of retail services, income and support of the tax base and the growing emphasis on transportation improvements to support the major increase in distribution as an important economic sector.

The CEDS strategy is based on six broad goals, including: (1)Increased economic development and opportunity(2)Improved transportation access and infrastructure(3)Increased workforce development(4)Planning for a balance of development, conservation and protection of the environment(5)Improving quality of life and(6)Organization, funding and leadership for economic development.

An Action Plan is included in the CEDS, including, more specific objectives and strategies to achieve the broad goals. The Action Plan also includes methods for cooperation; obtaining, utilizing funding and resources; and provisions for consistency and cooperation with state policies and plans, specifically, plans for the region's Rural Action Commission.

Projects are included as part of the CEDS, including city and county sponsored projects, in all seven of the region's counties. Vital Regional Projects and priorities are identified in the report, which are expected to reflect initiatives that have the greatest impact on the region's economic development.

Finally, the CEDS Action Plan includes provisions for evaluation and implementation, including, ever-improving performance measures, considering, jobs, public and private investments and changes in the economic development environment.

The South Central Alabama CEDS has been an effective strategy and process, as reflected in improving economic development indicators and in promoting projects that are, either completed or underway. Much remains to be accomplished, however, progress, associated with the CEDS process is significant.

ORGANIZATION FOR ECONOMIC DEVELOPMENT

The district planning and development program in South Central Alabama is the result of public and private organizations and individuals in the seven county area comprising the South Central Alabama Economic Development District (SCAEDD), joining together in a combined effort to facilitate overall economic development. This combined effort is guided by the CEDS, which is developed and annually updated by the district organization, the South Central Alabama Development Commission.

The South Central Alabama Development Commission (SCADC) was incorporated as a non-profit organization in the State of Alabama in June 1969, and was originally called the Central Alabama Economic Development District. The agency was designated an Economic Development District by the Economic Development Administration in November 1970. The district office is located in Montgomery.

In 1969, the Alabama Legislature passed Act No. 1126, which provided for the delineation and designation of State Planning and Development Regions. In April 1971, the Governor designated the Central Alabama Economic Development District the Regional Planning and Development Commission for State Planning and Development Region No. 5. In May 1971, it was also designated the Area Wide Clearinghouse for the same geographic region. At that time the name was changed to the South Central Alabama Development Commission.

SCADC is an Economic Development District comprising Bullock, Butler, Crenshaw, Lowndes, Macon, Montgomery, and Pike Counties. Six of these counties, not including Montgomery County, comprise a Regional Planning Commission for these counties. Montgomery, Autauga and Elmore Counties, comprise another regional planning commission for regional planning functions.

The seven counties that make up the Economic Development District have been designated redevelopment areas by the Economic Development Administration. Currently there are 28 incorporated municipalities in the district. Montgomery is a major growth center, with Greenville comprising secondary growth centers. All member governments have the opportunity to participate in the CEDS process.

The counties within the district have elected to have the district CEDS document serve their planning needs and designation obligations. A copy of the resolution, adopting the CEDS update report, is provided, under separate cover.

CEDS Strategy Committee and Board

A Board of Directors including 29 representatives of member governments, minority, nonprofit, and business groups from the seven member counties provide leadership and governance for the SCADC. The membership is reflected in the accompanying chart. The directors, who serve without compensation, meet on a quarterly basis to establish policies and guide the implementation of all the district's activities. They are representatives of the people of their area; they are knowledgeable of the conditions, which exist in their counties; and they accept as their primary duty the establishment of policies and activities to benefit their counties and the district. An Executive Committee, composed of the four officers, one board member from each county and the member-at-large, meets as required. Board governance and representation is provided for by the Bylaws established for SCADC and in accordance with the state statute establishing the Regional Councils and Development Districts in Alabama.

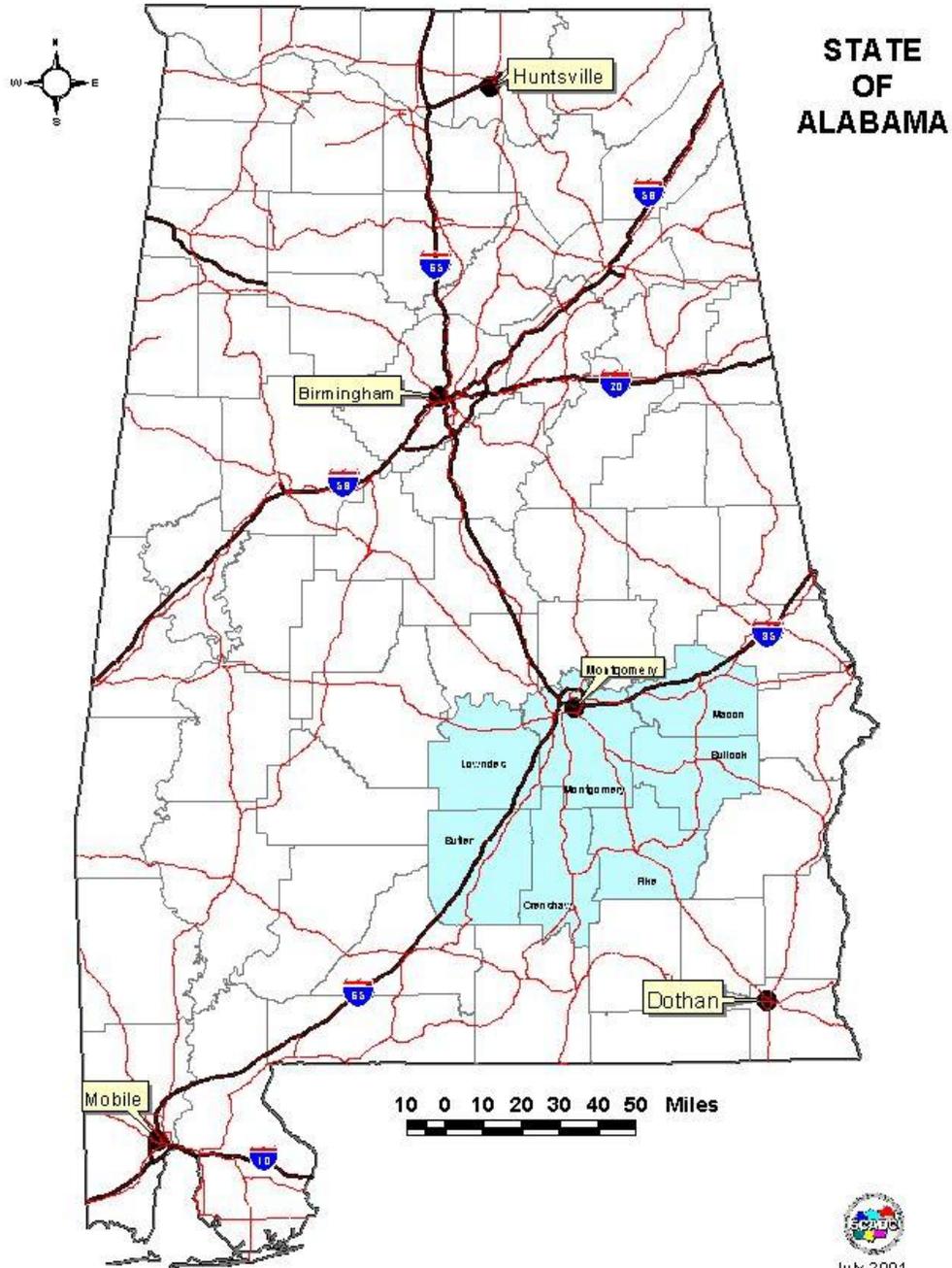
A CEDS Strategy Committee, consisting of 20 members, includes business, government and citizen representatives serve the district by reviewing and recommending the CEDS to the Board. The committee meets periodically and acts as a clearinghouse for projects that affect region. The SCADC staff coordinates the selection of the CEDS Committee with the Board by soliciting suggestions for membership from government leaders and active citizens interested in economic development. During 2007, the SCADC reviewed and updated Board requirements to include the necessary private sector participation. The CEDS Strategy Committee has been revised to include greatly increased private sector representation.

Working Relationships and Participating Governments and Rural Action Commission

Working relationships for economic and community development are established between the EDD and the Economic Development Administration, Appalachian Regional Commission, Delta Regional Authority, United States Department of Agriculture and other federal/regional organizations. Relationships with the Alabama Department of Economic and Community Affairs, Office of Workforce Development, Alabama Department of Senior Services, Alabama Development Office, Alabama Department of Transportation and Alabama Emergency Management are important working relationships maintained through the District Organization. Coordination with other regional, city and county economic development organizations, chambers of commerce, public and private utilities and businesses is critical to the District.

The relationships with city and county governments are the core of the District's partnership. SCADC works with the city and county governments in the region, on priorities and needs of regional and local concern. The active involvement of these governments in the District are a key to the success of the region and the communities and counties that are part of SCADC.

Illustration 1



THE SOUTH CENTRAL ALABAMA ECONOMIC DEVELOPMENT DISTRICT

Beyond the formal structure of the Board and participating governments, the SCADC works with, or participates in numerous related regional or multi county programs, such as Envision 2020, Montgomery Area Chamber of Commerce (Imagine a Greater Montgomery) and programs supported by other chambers of commerce and organizations.

In 2007, the SCADC has joined with the Lee-Russell Council of Governments, Central Alabama Regional Planning Commission and Alabama Department of Economic Affairs as part of the Alabama Rural Action Commission to facilitate a regional alliance that will help ensure ongoing coordination and communication to further working relationships. The RAC will utilize the CEDS as a fundamental planning tool for the regional alliance. Committees or action teams will be formed as part of the RAC. These committees will become utilized to further the implementation of major regional projects that cross regional lines

Staff Support and Work Program

The staff of the South Central Alabama Development Commission provides support as part of the EDD organization. Core staff includes an Executive Director, Director of Planning and Economic Development, along with other program management and support staff.

The EDD maintains an annual and ongoing work program in support of updating, planning and implementation of the CEDS. The work program is essentially the work necessary to support the projects included in the CEDS and the current SCADC current projects list. The ongoing research, updating and implementation of the CEDS is an integral part of the SCADC agency work program.

SCADC Board of Directors

There are 29 seats on the South Central Alabama Development Commission's Board of Directors, with each member county represented by four directors, plus one district member-at-large. Four of the directors serve as officers of the Commission.

<u>County</u>	<u>Name</u>	<u>Affiliation</u>
Bullock	John McGowan	Mayor, City of Union Springs/Business
Bullock	Ronald Smith	Co. Commission Chairman
Bullock	Julian Cope	Bullock Co. Dev Auth
Bullock	James Robbins, Jr.	Mayor, Town of Midway/Business
Butler	J. MacDonald Russell	District Judge
Butler	Dexter McLendon	Mayor, City of Greenville/Business
Butler	Vacant	
Butler	Steve Norman	Probate Judge
Crenshaw	James V. Perdue	Probate Judge
Crenshaw	Ronnie Hudson	Co. Commission Chairman/Business
Crenshaw	Darryl Elliot	Councilman, Town of Brantley/Business
Crenshaw	Joe Rex Sport	Mayor, City of Luverne/Business
Lowndes	Ransom Williams	Bankcorp South
Lowndes	Fletcher Fountain, Sr.	Mayor, City of Ft. Deposit/Retired
Lowndes	Charlie King, Jr.	Co. Commission Chairman/Business
Macon	Rufus Carson	Mayor, Town of Franklin
Macon	Louis Maxwell	Co. Commission Chairman
Macon	Frank Tew	Mayor, Town of Notasulga
Macon	Omar Neal	Mayor, City of Tuskegee
Macon	Willie Mae Powell	Mayor, Town of Shorter
Montgomery	Connie Harper	Central Alabama OIC
Montgomery	Reed Ingram	County Commissioner/Business
Montgomery	Todd Strange	Mayor, City of Montgomery
Pike	Jimmy Lunsford	Mayor, City of Troy/Business
Pike	Jimmy Barron	County Commissioner/State Employee
Pike	Marsha Gaylard	Co. Economic Development Board
Pike	Lawrence Bowden	Councilman, City of Brundidge/Retired

SCADC CEDS Committee 2010

Workforce Development

Aaron McCall Hayneville

Institutions of Higher Education

Sandra Lucas, Troy University SBDC
Dr. Judson Edward, Troy University CIBED

Minority & Labor Groups

Connie Harper, President and CEO,
Central AL OIC, Montgomery

Private Sector/ Individuals

Ransom Williams, South Bank of Hayneville

William Johnson, Butler County Bank
Greenville

Andy Kimbrough South Alabama Electric
Cooperative, Troy

Bob Howard, Alabama Power

Rick Pate, Montgomery

Jerry Ingram, Lowndesboro

Robert Harris, Hayneville

Helenor Bell, Hayneville

Angela Stephens, S&S Quality Cabinets,
Inc., Rutledge

William Petry, Bank of Luverne

Community Leaders

Lynn Beshear, Director, Envision 2020,
Montgomery

Sylvia Allen Bowers, Director, Area Agency
on Aging, Montgomery

Local Officials

Jimmy C. Lunsford, Mayor, Troy
Ronald Smith, Chairman, Bullock Co.
Commission, Union Springs

Jim Purdue, Judge of Probate, Luverne

Fletcher Fountain, Sr.
Mayor, Town of Fort Deposit

II

THE DISTRICT AND ITS ECONOMY (ANALYSIS/TRENDS)

BACKGROUND

Rapid mechanization in agriculture after World War II and changing agricultural practices, and related events, resulted in severe unemployment/underemployment, low personal incomes, and out-migration throughout the region during the 1950s and 1960s. A major goal of SCADC has been to assist its member governments in developing programs to alleviate these problems. Success has been substantial. The location and expansion of numerous industries has created thousands of new industrial jobs from 1970 to the present. In addition, real personal incomes have increased, and out-migration has been reduced.

Many in the seven-county region have been responsible for economic development progress. District efforts are not the sole reason for the many public works, housing, industrial development, and other related projects being implemented during the past thirty plus years. However, without the involvement of SCADC in providing the necessary cohesive element and making technical assistance available, perhaps a great many of these projects would not have been accomplished.

The value of the district program lies in the capacity of the staff, working with the various municipalities, counties, and agencies throughout the area, to take advantage of opportunities that exist for public works and related projects, commercial development, and industrial development. The district acts as a catalyst through which various governmental entities, chambers of commerce, industrial groups, citizen committees, and individuals unify into a cohesive development unit.

Over the past thirty years, CEDS reports and updates have been focused on the following goals:

- Reduce the rate of out-migration.
- Provide expanded industrial job opportunities for the unemployed and underemployed.
- Reduce the number of people in the district living at or below the poverty level.
- Raise the general level of income of all citizens of the region.

Net migration from the district changed from 14 percent out-migration between 1960-1970 to 2.0 percent in-migration between 1970 and 1980. Between 1980 and 1990,

net migration was again slightly positive (in-migration) at 3.0 percent. The trend continued between 1990 and 2000, with a 5.2 percent increase. From 1980 to 2000, the only county in the district that continued to experience out-migration was Macon County.

As a result of the increased investments by industry, many residents in the district commute to the Montgomery, Troy, or Greenville vicinities for employment, rather than migrate to other areas not in the district, helping to reduce and minimize the effects of any out-migration trend.

Progress toward reducing the number of district residents living at or below the poverty level has been improved during the past several years, although progress has been slow. Low incomes are a prime reason for SCADC counties being classified as redevelopment areas. Median family income in the district has increased between 1979-2000 and on into 2005. It should be noted that much of this improvement is due to income gains in Montgomery County, which in 2000 exceeded the state median family income by about \$3,012. In 2000, the average median family income in the six non-MSA (pre-2003) counties lagged the state level by \$11,956, which is somewhat less proportionately than in 1990.

In addition to the initial goals established 30 plus years ago, a number of other goals have been promoted:

- Promote the development of tourism through expansion of recreational facilities.
- Promote industrial and heavy commercial development.
- Improve housing conditions, especially for low and moderate-income families.
- Construct and improve water and sewer systems as needed.
- Provide solid waste disposal systems throughout the district.

Promotion of tourism has been greatly enhanced through the development of new cultural and recreational areas in the district. According to the Montgomery Area Chamber of Commerce Convention and Visitor's Center, tourism revenues have been increasing. Some examples of tourism opportunities in the district include: Jubilee City Fest, the Alabama Shakespeare Festival, Lagoon Park, the North Hull Street Historic District, and the Union Station/Riverfront/Lower Commerce Street District in Montgomery; Sherling Lake, the Cambrian Ridge golf course, and the historic district in Greenville; the Victoryland dog track, the Tuskegee Institute and Airmen National Historic Sites in Macon County, and the historic districts in Tuskegee. The addition of the Legends RSA golf course and conference center, although not in the district, is a major attraction to the region. A major expansion of the Civic Center and

Hotel complex in downtown Montgomery is underway and will further expand tourism opportunities.

Numerous additional industrial sites have been identified and developed across the region, and industrial parks are being expanded or seeking expansion. At least 500 major companies have located and/or expanded in the district over the last fifteen years. Approximately 60 major industrial parks or sites are scattered throughout the district. Some have reached maximum occupancy, such as the Gunter Industrial Park in Montgomery. Some of the parks/sites in this category have sought to expand such as the Greenville Industrial Park in Butler County. Others have plenty of land available such as the Tuskegee Industrial Park in Macon County.

The district saw several major industrial announcements and/or development over the past five years. In 2002, Hyundai announced and constructed a new \$1 billion manufacturing plant and associated facilities at a 1,500-acre site in the Hope Hull area just south of the City of Montgomery. The plant is expected to bring in roughly 8,000 direct and indirect jobs, with an estimated annual \$280 million in earnings on an annual basis.

Since Hyundai's construction, several automobile industry suppliers have announced and/or are constructed plants in the district and surrounding counties. As of 2003, at least eight tier one suppliers had announced plans to locate into the district, with others increasing since. Including the Hyundai plant, official estimates are that approximately 3,500 new jobs and \$1.5 billion in investment have been created, as spin-off from the plant.

With respect to housing, the quality of housing in the district has improved by extensive rehabilitation of existing and construction of new housing units since 1970. New water and sewer service has helped also to decrease the percentage of dwellings classified as substandard. With the recent announcements of industries locating or expanding in the district, the housing market is expected to increase further.

More than fifty million dollars have been spent on water and sewer construction or improvements within the district during the past 25-35 years. With the exception of the municipalities of Benton, Franklin, Shorter, Pike Road, and Gordonsville, all cities and towns located in the district have their own municipal water systems, with the afore listed towns being served by county or neighboring municipal systems. Thus, virtually all homes in the district are served by public water.

Every municipality within the district is served by an approved solid waste disposal system. Also, the unincorporated areas in each county have established state-approved solid waste systems. However, recent federal requirements governing landfills are drastically increasing costs and location restrictions on landfill operations. In 2003-04, SCADC conducted an assessment of existing landfill operations, and has worked with several member governments in developing approaches to meeting the

federal and state requirements. Several district governments are now utilizing regional landfills.

Progress toward other goals during the past five years includes assistance to local communities in establishing industrial boards; securing loans and grants for industrial park development; technical planning and development assistance. Recent planning and coordination of rural transportation needs is just underway, but, should address another major quality of life issue.

The designation of SCADC as a comprehensive planning and development agency enabled the Commission to provide local assistance in comprehensive planning as well as physical development projects. The designation of SCADC as an Area Agency on Aging enabled the Commission to establish a network of multi-purpose senior centers and provide a vast array of services to the elderly, a fast growing segment of the district population in need of various kinds of assistance

Expansion of health facilities in the district has been a major contribution to the overall health and medical status of the region. Bullock County's hospital was recently enlarged during the past decade and facilities and services at Troy's and Greenville's hospitals have been expanded. Rural health care remains a major consideration for continued economic development.

The continuing expansion of the SCADC role in regional development is reflected in the agency's designation as part of the Delta Regional Authority, Appalachian Regional Commission and designation as a rural transportation planning organization and an increasing role in workforce development. The district will also benefit from its participation with the Alabama Rural Action Commission and its designation as part of one of eight RAC regions.

Demographics and Socio-economic Characteristics (Analysis and Trends)

The history of lower incomes in the region, especially in the rural counties and distressed urban neighborhoods, is an outgrowth of basic problems and deficiencies in the regional economy. The out-migration of the most educated and productive workers and the lower educational levels of the remainder of the population have created conditions that have resulted in apathy, a low tax base and declining community services, for many years, which in turn has resulted in fewer opportunities . With the decline of agriculture as the economic base of the area, many people were left unemployed, uneducated and untrained for other types of employment. Therefore, an economic vacuum developed with high unemployment, fewer job opportunities, and little incentive for new industry to locate in the more rural areas of the region because of inadequate community facilities and an untrained, uneducated labor force. Out-migration occurred when people began seeking better jobs and opportunities in other growth areas.

Low educational levels and inadequate incomes compound each other, resulting in a perpetual cycle of poverty. In order to break the cycle, and as workforce development programs intensify, more jobs will have to be made available to provide useful work for former welfare recipients and an adequate tax base such that local communities will have the resources to provide adequate services and educational opportunities. This will lead to the creation of an adequate work force for the available jobs. The development of jobs and labor force, which must occur simultaneously in order to break the poverty cycle, requires careful planning, and during the initial stages, substantial financial assistance to local communities.

Limited community improvements and slow economic development are directly related to the low tax base for the rural municipalities and counties in the region. Inadequate public infrastructure relates to low incomes and the basic problem of out-migration where residents leave the rural areas to take advantage of better living conditions in larger cities.

No single factor causes the substandard conditions existing in the region; rather there is a combination of contributing factors. The most obvious problems are low educational levels and incomes, lack of jobs and industry to substitute for the loss of agricultural employment, inadequate and substandard housing, lack of recreational facilities, and inadequate community services resulting from a low tax base.

Counter to these trends of the past 30 years, a changes in demographics are occurring, although it is too soon to document specific changes and data is limited at this point, pending Census updates. It is apparent that incomes and wages are improving in parts of the district and unemployment has greatly improved. The result is intense demands on the workforce, which is limited and unprepared, from an education standpoint.

Most of the following analysis is based on 2000 Census and some 2005 data. An update on certain data is included in an Appendix. These more current numbers will be used to do future updates to the CEDS. For consideration of the regional economy as part of the 2007 CEDS, the extensive analysis that was included in the 2005 update report is utilized, with an understanding that considerable change is ongoing in the region due to recent industrial development, increased jobs and income.

Current Population and Trends

The 2004 estimated population for the South Central Alabama EDD was 333,947, compared to a Census 2000 population of 337,471. Non-MSA (per OMB's new 2003 designations) counties had 100,488 residents, or 29.8 percent of the district population in 2000. The remaining 236,983 residents lived in the district's MSA counties – Montgomery and Lowndes.

A population density map shows a comparison of the population densities between 1980 and 2000 for each of the SCAEDD counties. Based on 2000 figures, population density for the region is 71 persons per square mile. According to the 2000 census, over two-thirds (68 percent) of the district's population is considered urban. The 2000 urban population of the district is higher than that of the State of Alabama as it has a 55 percent urban and a 45 percent rural population. By comparison, the population of the non-MSA counties in the district is 33 percent urban and 67 percent rural. It is therefore obvious that the population density of Montgomery County is responsible for bringing the district's urban population level above that of the state.

In 2000, over 50.49 percent of the population of the district was black, and 47.28 percent was white. The district has a much higher percentage of black population than does the state with the 2000 figure for the state showing the black population to be 26 percent.

According to the Census, the district's population in 1960 was 290,262; by 1970 the population was 277,585, a decrease of 4.4 percent. There were natural increases, but these were offset by out-migration. By 1980, the district population reached 311,556, an increase of 12.2 percent since 1970, and 7.3 percent since 1960. In 1990, the population was 320,835, an increase of about 3 percent since 1980. The region's population grew to 337,471, or 5.2 percent, by 2000.

It would be misleading to assume that the 1990-2000 increase occurred evenly over the entire district. The major increase was in Pike County; the county grew by 7.3 percent between 1990 and 2000. Montgomery, Lowndes, and Bullock Counties experienced modest growth, while Crenshaw experienced almost no growth. Two counties, Butler and Macon, actually experienced population declines. The increase in Montgomery County between 1990 and 2000 was 6.9 percent, while the rural counties in the district experienced only a 2.0 percent average increase. Between 1980 and 1990, only Bullock and Butler, among the non-MSA counties, had very slight population increases. Even Montgomery County only had a 6.1 percent increase in population.

The median age for the district increased slightly between 1960 and 1970 from 24.5 years to 26.9 years. By 1980, the median age had risen to 28.6 and by 1990, it was 31.4. Per Census 2000 figures, the median age continued to increase to 34.8. This increase is mainly due to increased life spans and the aging of the population.

In summary, comparison of 1970 through 2000 census information indicates that after 1970, the population dynamics experienced between 1950-1970 had largely abated, such that changes in the district since 1970 are comparable to those experienced throughout the state and nation during this period.

COUNTY AND STATE POPULATION

Table 1.

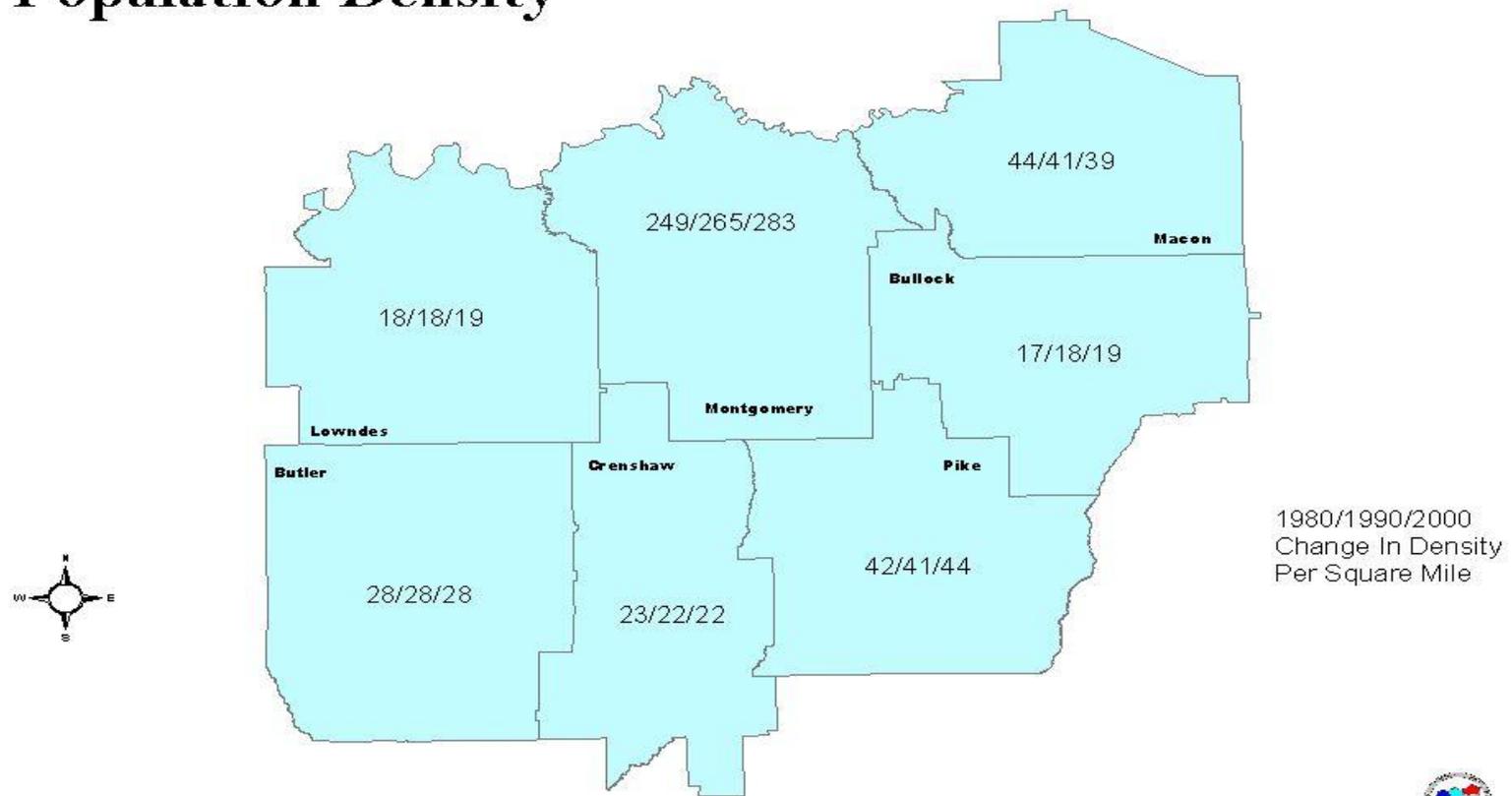
COUNTY AND STATE POPULATION FROM 1950-2004

	<u>1950</u>	<u>1960</u>	<u>1970</u>	<u>1980</u>	<u>1990</u>	<u>2000</u>	<u>2004</u>
Bullock	16,054	13,462	11,824	10,596	11,042	11,714	11,229
Butler	29,228	24,560	22,007	21,680	21,892	21,399	20,764
Crenshaw	18,981	14,909	13,188	14,110	13,635	13,665	13,610
Lowndes	18,018	15,417	12,897	13,253	12,658	13,473	13,210
Macon	30,561	26,717	24,841	26,829	24,928	24,105	23,179
Montgomery	138,965	169,210	167,790	197,038	209,085	223,510	222,559
Pike	30,608	25,987	25,038	28,050	27,595	29,605	29,396
EDD TOTAL	282,415	290,262	277,585	311,556	320,835	337,471	333,947
State	3,061,743	3,266,740	3,444,165	3,893,888	4,040,587	4,447,100	4,530,182

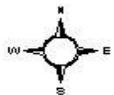
Sources: U.S. Department of Commerce, Bureau of the Census, U.S. Census of Population, 1950-2000; and U.S. Department of Commerce, Bureau of the Census, Population Division, Table 1: Annual Estimates of the Population for Counties of Alabama: April 1, 2000 to July 1, 2004 (CO-EST2004-01-01), April 14, 2005.

SCAEDD Population Density

Illustration 3



1980/1990/2000
Change In Density
Per Square Mile

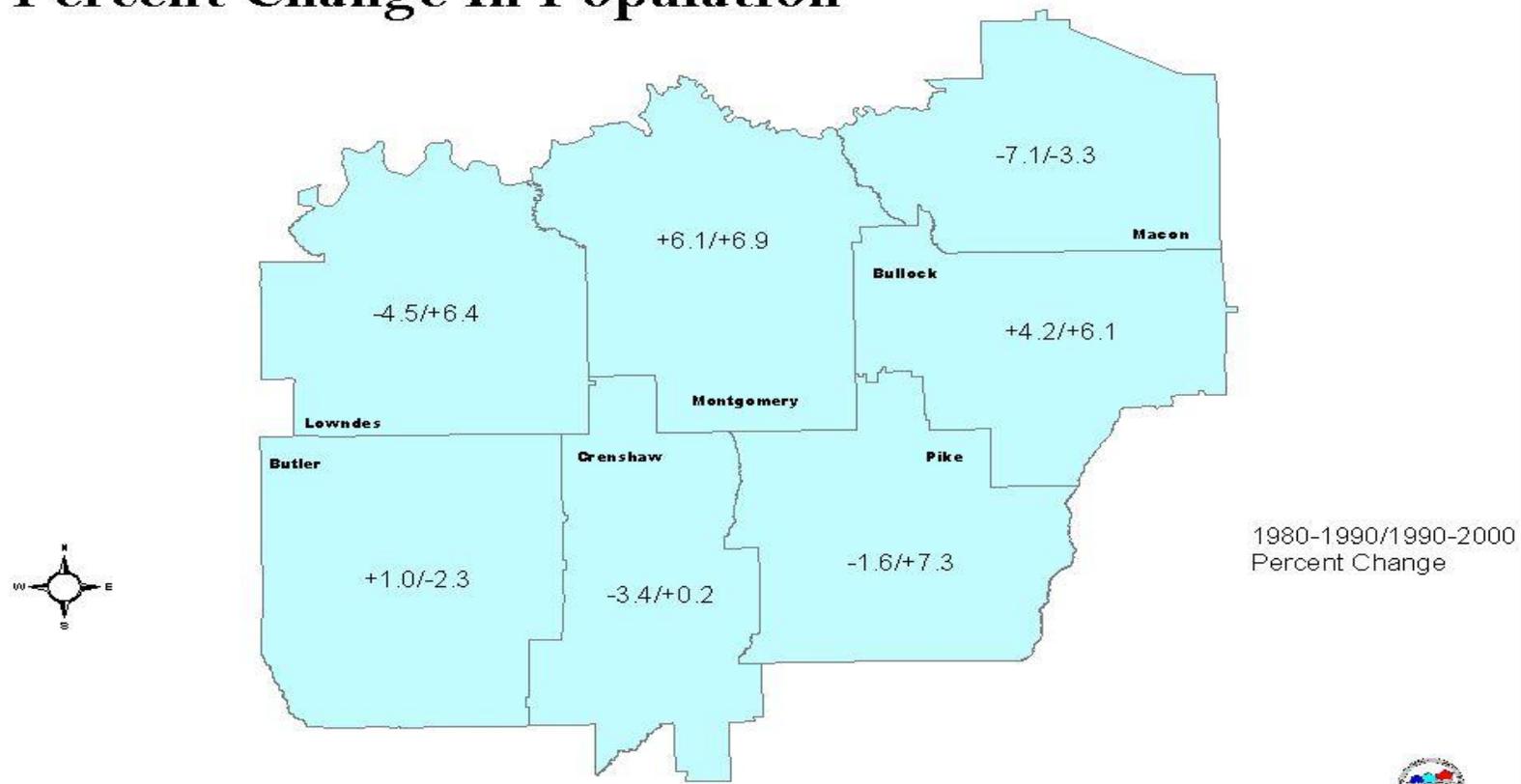


Source: U.S. Census 1980,
1990, and 2000.



July 2001

SCAEDD Percent Change In Population



Source: U.S. Census 1980, 1990, and 2000.



1980-1990/1990-2000
Percent Change



Educational

Compared with the State of Alabama and the United States, educational levels are low for the rural areas of the district, even though institutions of higher learning are fairly well distributed. As a whole, the district compares favorably to the state. In addition, education levels have continued to rise over the last few decades.

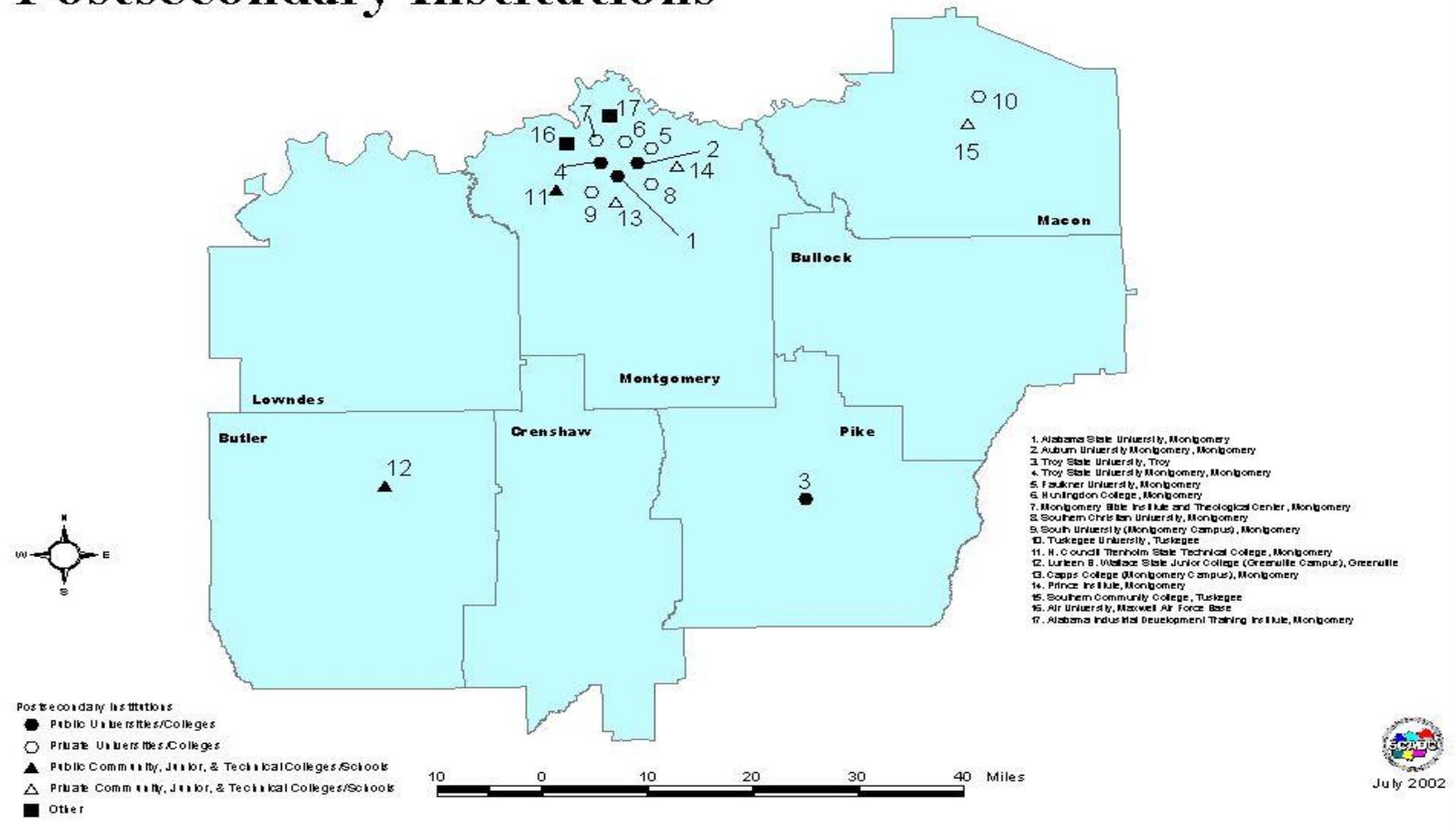
In 1980, 59.2 percent of the district's population had graduated from high school compared with 56.5 percent for the state and 66.5 percent nationally. While the district compared somewhat favorably with the state in this category, it is still significantly below the national average. Within the district, however, only 46.2 percent of those persons living in the rural counties had a high school education as compared to 66.8 percent from Montgomery County. In Crenshaw County, only 37.6 percent had completed high school.

By 1990, educational levels had increased substantially throughout the district. An average of 58.0 percent of district the population 25 and older had completed high school, compared to 66.9 percent for the state and 75.2 percent in the nation. However, the percentage of high school graduates in Montgomery County in 1990 (75.3%) is vastly higher than the average in the rural counties (55.1%). The 1990 Census also depict that an average of 13.0 percent of the district's population had completed college. This compared favorably with the State of Alabama where only 15.7 percent had any formal education beyond the high school level and only 20.3 percent in the United States. However, an analysis of the district shows that an average of only 11.2 percent of the population in the rural counties had attained any education beyond the high school level compared to 24.2 percent for Montgomery County. However, Macon County had 18 percent of its population with a college degree or higher, reflecting Tuskegee University's impact.

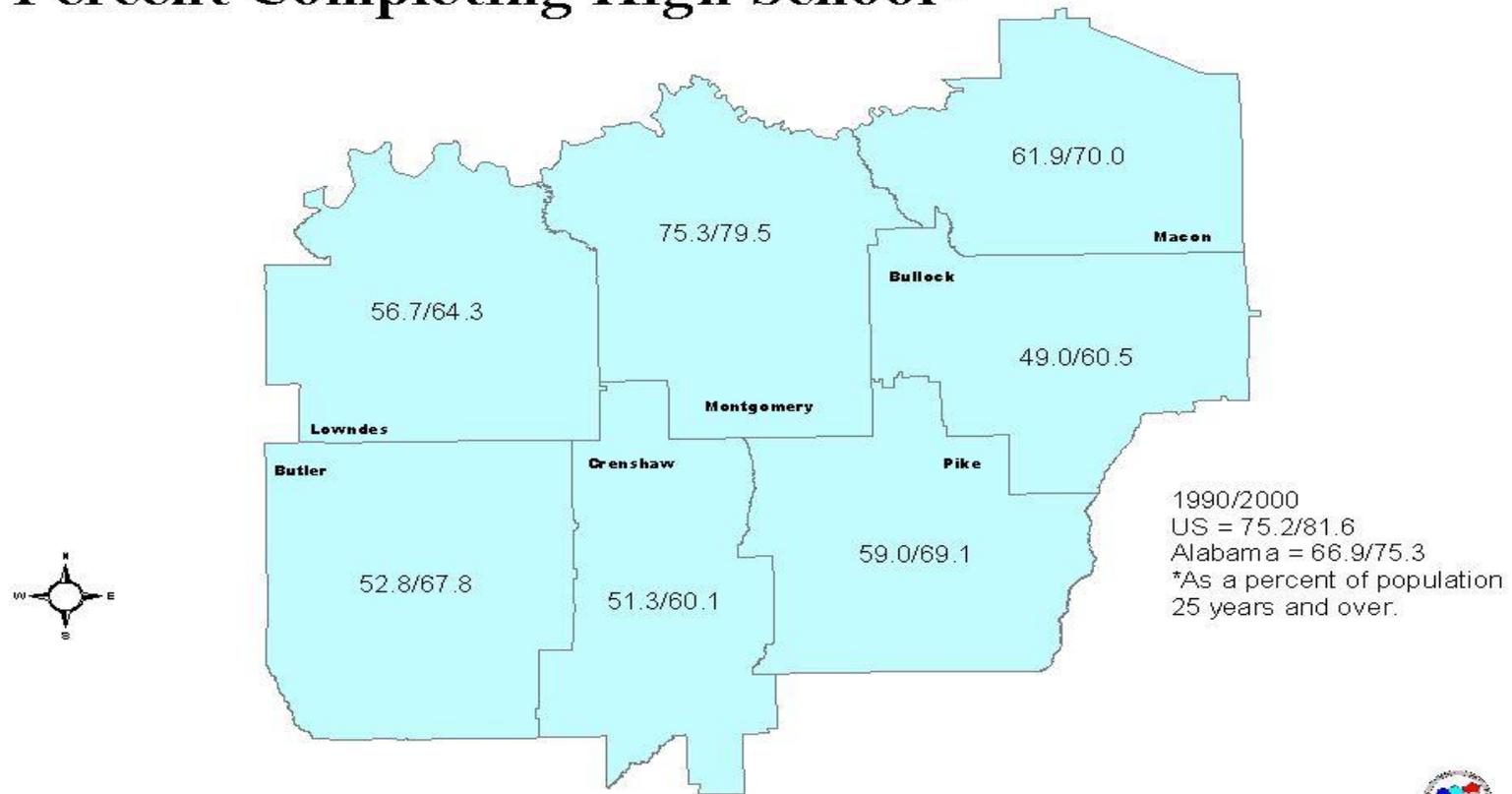
Education levels continued to increase in the 1990s, but at a much slower pace. Per Census 2000 figures, an average of 67.3 percent of the district population 25 and older had completed high school, compared to 75.3 percent state and 81.6 percent for the U.S. Data from the same census also show that an average of 14.6 percent of the district's population had completed college, while 19.0 percent of the state and 25.1 percent of the national populations did so as well.

The district historically has been an agricultural area where farming provided most of the jobs and supported the economy of the area. Sharecropping and owner-operated farms were prevalent, and the sharecropping system with cotton as the major crop demanded vast amounts of labor. The trend of sharecropping lost its efficiency in the district during the 1960s. At one time there was a short-term economic advantage in not pursuing an education and starting to work early in life. Gradually this system created a cultural and economic downtrend. Parents passed along to their children a lack of desire to become achievers, resulting in a further deterioration of conditions in the area. With the

SCAEDD Postsecondary Institutions



SCAEDD Percent Completing High School*

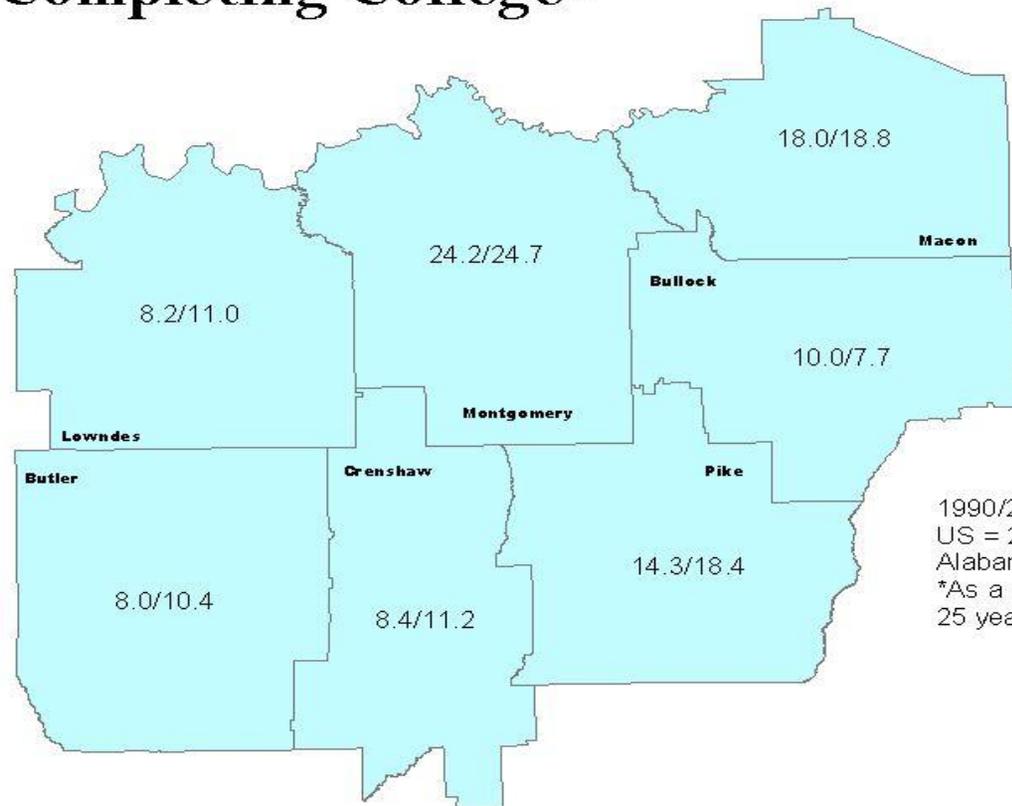


1990/2000
US = 75.2/81.6
Alabama = 66.9/75.3
*As a percent of population
25 years and over.

Source: U.S. Census, 1990 & 2000.



SCAEDD Percent Completing College*



1990/2000
US = 20.3/25.1
Alabama = 15.7/19.0
*As a percent of population
25 years and over.

Source: U.S. Census, 1990 & 2000.

10 0 10 20 30 40 Miles



July 2002

decline of cotton and agriculture in general, large numbers of uneducated people became unemployed or underemployed. With the mechanization of farms and the evolution of large farming units, unemployment became prevalent. These unemployed people are being trained for other types of work, and their low educational levels are being alleviated.

Low educational levels and poor attitudes about the need for an education were at one time a major problem of the district. However, improved local education systems are needed if the economic and cultural conditions are to continue to improve. Public school systems in many jurisdictions of the district rank low in terms of pupil expenditures.

Recent industrial development has placed a high demand on the educational requirements for the workforce. This issue is being addressed by the industries themselves as well as state workforce programs, county economic development agencies, community colleges and university programs.

Income Levels

For the district, the median family income is approximately 64 percent of the median family income for the nation. The average median family income in the district was \$31,839 in 1999 (Census 2000), compared to \$41,657 for the state and \$49,600 for the nation. The rural counties had a level of \$29,701, while Montgomery County had a level of \$44,669. By comparison, the state's income level was 84 percent of the national level. For the district's rural counties, this level was only 60 percent of the national level. An alarming fact is that an estimated 16.5 percent of the families in the district were earning less than the 1999 national poverty level. Per the same Census 2000 data, 9.6 percent of the families in the U.S. were considered to be in poverty. Of the families in the district's rural counties, 22.5 percent were in this category.

Between 1980 and 1989, the difference between the district and state median family incomes narrowed. However, by 1999, this gap increased slightly. The earlier narrowing was due principally to large increases in Montgomery County. Yet in 1999, the rural counties continued to lag behind state and national levels by a substantial margin - the state level by 28.7 percent and the national level by 40.1 percent. The U.S. levels also continue to exceed the district average considerably. In 1999, the national average was 35.8 percent higher than the district average, while the state was 23.6 percent higher than the district average.

There are several contributing factors to low income and slow growth in the rural counties. Basically, a major portion of the rural area's economy is agriculture, which is declining in importance and significance. Additionally, poor education and inadequate facilities and infrastructure have hindered some areas from attracting new industry. Prior to recent years, there has not been sufficient new industrial growth to create competition for the available labor. As the recent and current industrial expansion continues, it could

stimulate wage rates, and encourage residents to acquire needed skills and create higher incomes.

The estimated total personal incomes for all counties of the district increased substantially between 1979 and 1999. The per capita income for the same period also showed large percentage increases; however, these may be misleading because of factors such as inflation during this period. The 1999 average district per capita income was \$14,411, while the state's per capita income was \$18,189 and the nation's was \$21,690. The rural counties in the district have a 1999 average of \$13,586 that is well below the state's figure. These numbers should improve as recent industrial development and higher paying jobs increase.

Labor Force and Unemployment Trends

In 1990, the civilian labor force in the district was 145,190, and the unemployment rate was 7.4 percent. The state's civilian labor force was 1,888,744, and the unemployment rate was 6.9 percent. In 2000, the district's civilian labor force had increased to 156,102 and the unemployment rate fell to 5.1 percent. In Alabama, the labor force was 2,154,273 with a 4.6 percent unemployment rate in 2000. At the end of the 2004, the district's average unemployment rate suffered an increase to 6.3 percent, which was slightly above the state's 2004 average unemployment rate of 5.6 percent.

The state labor force increased by 265,529 and the district labor force increased by 10,912 between 1990 and 2000. At the same time, the district labor force experienced an insignificant increase (0.4%) in the rural counties of the district. In fact, Crenshaw, Lowndes, and Macon Counties suffered significant decreases in their labor forces between 1990 and 2000. Growing labor forces in the remaining non-MSA counties offset this decline. In 2004, while the national labor force experienced a slight decline, the state and the district also suffered miniscule declines in their labor forces: -0.3 percent and -1.4 percent, respectively. Per Alabama Department of Industrial Relations data for 2004, three of the district's counties experienced labor force declines (i.e., Bullock, Butler, and Montgomery). However, the rural counties experienced an overall increase (+2,328) on their combined civilian labor force.

Between 1990 and 2004, the overall unemployment rate for the district has been slightly above the state rate, but the unemployment rates for the rural counties are noticeably higher. In 2003, the EDD rate was above that of the state. The district and the state's rates were at 6.3 and 5.6 percent in 2004, respectively. Unemployment in the rural areas dropped slightly from 9.9 percent in 1990, to 8.4 percent in 2000, to 7.4 percent in 2004, compared with unemployment rates for the district, which were at 7.4 percent, 5.1 percent, and 6.3 percent in the same respective years. Several of the rural counties traditionally have very high unemployment rates. Bullock, Butler, and Lowndes Counties, for example, had 2000 rates of 10.0, 11.2, and 11.1 percent, respectively. The respective rates for these same counties in 2004 were 11.7, 9.4, and 9.0 percent. These rates have dropped significantly from 1990. The unemployment rates for the remaining counties have been relatively stable during the 1990-2004 period.

The employment and unemployment rates have been so volatile over the last five years, as new jobs have dramatically increased. The district, as is the case in much of Alabama, is considered to have a shortage of workers, prepared to work in the amounts and kinds of industry locating in the region.

Minority Population

The African-American population makes up over half of the district population and impacts significantly on its economy. Analysis of 1990 census data indicates that between 1980 and 1990, blacks continued to make significant social and economic gains but still lagged behind whites in these respects.

In 1980, the black minority population of the district was 139,205, 147,996 in 1990, and 170,390 in 2000. This group made up 44.7 percent of the total population in 1980, 46.1 percent in 1990, and 50.5 percent in 2000. Other minority groups made up about 0.6 percent of the district population in 1980, just under 1.0 percent in 1990, and 2.2 percent in 2000, with most in Montgomery and Pike Counties. The rural counties had a larger percentage of black minority population with 53.8 percent in 1980, 54.4 percent in 1990, and 54.2 percent in 2000.

Median years of schooling among blacks in the district continue to rise slightly. In 2000, 27.1 percent in the over 25 age group had earned a high school degree or GED. Only 15.1 percent had earned a college degree or more - a major increase since 1990. These statistics indicate a great need for the minority group members to continue their education and to participate in adult training programs. Improvements in educational attainment will be necessary before large numbers of the minority population are able to compete for skilled jobs.

Over time, minority income in the district has risen steadily for the most part. In 1999, the EDD mean median household income for blacks dropped slightly to \$17,904. The mean black per capita income for the EDD was \$10,258, with about 32.7 percent of blacks in the district below the poverty level.

Members of the minority population 16 years of age and over who were counted in the civilian labor force were 67,670 in 2000. The unemployment rate for this group was 5.2 percent in 1970, 6.9 percent in 1974, 14.3 percent in 1990, and 12.1 percent in 2000. Unemployment by racial groups and minority groups, as compared to the remainder of the population, was historically higher. Except for the 1990-2000 decade, this figure has risen considerably over the years as many of the more skilled minorities have migrated out of the district. Underemployment is more difficult to detect and measure, but the conditions that are associated with low income are very evident throughout the district. Also, many of those unemployed are not counted in the figures because they have become discouraged and choose not to look for employment and are not counted in the civilian labor force.

FAMILY INCOME, 1979 vs. 1989 vs. 1999

Table 2

Area	1979		1989		1999	
	Total Number of Families	Median Family Income (Dollars)	Total Number of Families	Median Family Income (Dollars)	Total Number of Families	Median Family Income (Dollars)
Bullock	2,606	10,623	2,704	17,796	2,721	23,990
Butler	5,750	12,385	5,848	21,499	5,894	30,915
Crenshaw	3,856	11,021	3,880	21,368	3,912	31,724
Lowndes	2,963	9,766	3,181	18,535	3,578	28,935
Macon	5,685	11,454	5,679	20,096	5,528	28,511
Montgomery	50,275	17,990	53,976	32,351	57,013	44,669
Pike	6,876	12,766	6,896	23,735	7,658	34,132
EDD	78,011	12,287*	82,164	22,198*	86,304	31,839*
State	1,038,881	16,353	1,103,835	28,688	1,223,185	41,657
U.S.	NA	NA	65,049,428	35,225	72,457,708	49,600

Source: U.S. Census, 1980, 1990, and 2000.

* = Average of county MFIs.

PER CAPITA INCOME, 1979, 1989, and 1999*

Table 3

	1979	1989	1999
Bullock	3,961	9,212	10,163
Butler	4,594	10,247	15,715
Crenshaw	4,339	11,057	14,565
Lowndes	3,339	10,628	12,457
Macon	4,046	8,825	13,714
Montgomery	6,588	15,685	19,358
Pike	4,503	11,752	14,904
EDD AVG.	4,482	11,058	14,411
State	5,908	13,669	18,189
U.S.	NA	14,420	21,690

*See Table 2 for Family Income.

Source: U.S. Census, 1980, 1990, and 2000.

Physical/Geographic/Natural Resources

The total land area of the district is 4,808 square miles, which is 9.5 percent of the area of the State of Alabama. By comparison with other areas, the district is over four times larger than Rhode Island, twice as large as Delaware, and almost nine times the size of the District of Columbia.

Because of the land and the climate, the economy of the district is still partially based on agriculture and forest products in the rural counties. In recent years farming has become more diversified with the development of crops that have possibilities for plastics, dehydrated foods, livestock feed, commercial vegetables, and many others.

Because of the timber resources of the district, several wood using plants have been constructed in the area. Since the wood using industry is primarily dependent upon available timber resources, planning and coordination for maximum use of timber resources is imperative. Landowners in the district started reforestation decades ago with the assistance of the United States Department of Agriculture and the State of Alabama Forestry Commission. A large portion of the forestland is owned by large wood using industries, and they are continually attempting to purchase large tracts to assure continuing supplies and conservation of forest resources.

There are significant and important mineral deposits in the district that contribute to the region's economy. The most abundant mineral resources in Crenshaw, Lowndes, Montgomery, and Macon are sand and gravel, found on the river terraces and in alluvial deposits along the streams. The most significant mineral resources in the southern tier of counties are brown iron ore and lignite, however, an economical mining process and markets are not being developed.

Water resources in the district are one of its most important assets. Ground water supply is estimated by the Alabama Geological Survey to be between 20 and 50 million gallons per for each county. Most ground water is of good quality and ranges from soft to hard. There are some isolated problems with iron, fluoride, and chloride and falling water tables. The major streams within the district offer a potential source of surface water supply for use in areas where ground water may prove to be inadequate. Falling water tables and drought conditions influenced Greenville and Butler County to conduct the Water Impoundment Study mentioned previously. Presently, Tuskegee and Notasulga obtain their water from surface water sources. The City of Montgomery obtains its water from wells and the Tallapoosa River. All other communities and industries rely upon water obtained from the several aquifers that underlie the district. The Jones Bluff Reservoir on the Alabama River bordering Lowndes and Montgomery Counties will provide the greatest industrial water supply. The Alabama River, which is located along the northern part of the district, is a major resource, which is vitally important to the future development of the area. The Alabama River is, also navigable

as far north as Montgomery, and it has the potential for bringing significant industrial growth, expansion, and employment to the district.

Land Use

There is one major urban center (Montgomery), and three other urban areas (Troy, Tuskegee, and Greenville) within the seven county region. Twenty-four smaller, incorporated municipalities sparsely developed throughout the district. Most of the commercial and industrial development is located in or near these incorporated areas. However, a significant portion of the region's population lives outside the incorporated areas in small, unincorporated, rural communities or on dispersed rural home sites.

A majority of the region is held in private ownership. Those areas which are publicly owned consist of small acreage used for public parks and other community facilities and two major tracts in federal ownership, the Tuskegee National Forest and the R.E. "Bob" Woodruff Lake (a.k.a. Jones Bluff Lake) Recreation Areas. The Tuskegee National Forest, located in northeast Macon County, is an 11,054-acre site owned and operated by the U.S. Department of Agriculture's Forest Service. The Alabama River-Jones Bluff area, owned by the U.S. Army Corps of Engineers, is a staged multi-facility development project encompassing an 80-mile section of the Alabama River shoreline.

State enabling legislation gives municipal governments broad powers to control land development within the corporate limits. In addition, municipalities may regulate subdivision development within five miles of the incorporated area, control land use within airport hazard areas, and enforce construction standards within the police jurisdiction. In the South Central Alabama region, about a third to half of the incorporated municipalities are enforcing zoning and subdivision regulations and nearly half of the incorporated municipalities have adopted and are enforcing standard building codes and some of these communities have housing codes. Eleven cities or towns have adopted zoning ordinances, and eight are currently enforcing subdivision regulations.

With a few exceptions, the counties in Alabama have only limited land use control authority. Macon County is one of the exceptions; it has recently received (via legislative act) countywide planning and zoning authority for the unincorporated areas of the county. State health regulations authorize county health departments to regulate water distribution systems and sewage collection and treatment systems for subdivisions and to control the installation of individual septic tanks and filter fields. This allows the county health departments to determine minimum lot sizes for development. However, limited personnel resources in the individual county health departments have reduced the effectiveness of local enforcement programs. In addition, enabling legislation exists to allow counties to control all development in flood hazard areas. To implement this authority, counties may establish building permit

systems. Within the South Central Alabama region, most of the counties have adopted and are in the process of initiating countywide permit systems. While counties do have the authority to regulate development in airport hazard areas, the rural counties within the region have not chosen to exercise this authority.

Five counties and all the larger municipalities in the region have adopted land use plans and controls to guide their future growth and development. However, many of these plans are dated. Once updated, these plans, in conjunction with detailed information on specific sites, should be utilized in evaluating proposed industrial and commercial sites in the region.

Data relating to the physical and location characteristics of potential development sites are available from a variety of sources. Physical characteristics such as soil suitability, slope, drainage, flooding hazard, and environmental sensitivity should be analyzed in addition to geographical considerations such as availability of transportation facilities and compatibility with surrounding land uses. Assistance in developing such information is available from SCADC, the Natural Resources Conservation Service, the Alabama Geological Survey, the USDA Forest Service and other state and federal agencies

Infrastructure and Transportation

Infrastructure in the region includes water and sewer services and systems, transportation, governmental facilities and services, energy delivery, quality of life, housing, health care and day care, as well as education and workforce conditions, discussed elsewhere.

Water and Sewer Services

Public water supplies and sewage treatment facilities within the district is of utmost importance. These two elements comprise the important aspects of quality of life in the area and determine the area's potential for growth.

There are an estimated 46 different water systems located throughout the district. The majority are public suppliers serving counties, towns and cities. However, there are three private water companies operating systems within the district. Twenty-three of these systems serve incorporated municipalities within the district. The remainder of these systems serve rural and county areas. The Montgomery Water Works system is the largest within the district.

The only incorporated municipalities within the district, which do not have their own water systems are the Towns of Benton and Gordonsville in Lowndes County, Petrey in Crenshaw County, and Shorter in Macon County. Benton has easy access to good

water a short distance below the surface and Shorter is served by the Macon County system.

In addition to public water systems blanketing the district, systems have been interconnected and/or consolidated in many cases to improve reliability and efficiency of service. Over the past two decades, the Town of Fort Deposit has been interconnected with the Butler County Water system, two systems in Crenshaw County have interconnected and merged, three systems in Bullock County have interconnected and merged and several systems in Macon County have merged. However, additional interconnections are needed in many of the rural areas throughout the district.

The significant factor in analyzing the area's water systems is not necessarily the plant capacity but the maximum usage per day. Several municipalities located throughout the district will become deficient during the early 2000s in water production/storage capacity if current consumption trends continue. It is imperative that water system development concentrate on improving production and storage capacities at a rate sufficient for growth and demand. This may involve tapping deep aquifers with very high capacity wells to serve several systems.

Most of the water supplies throughout the district are obtained from deep wells. Thirty-seven of the 45(+/-) systems within the district obtain their water in this manner. The largest system in the district, Montgomery, obtains its water from both wells and the Tallapoosa River. The only other large water system in the district that is obtaining its water from a surface water supply is the Tuskegee Utilities Board. All of the systems receive some type of treatment. In most cases this consists only of adding chlorine.

While having one-third of the district's population, the rural counties within the district have less than 25 percent of the available water treatment capacity. They have for the most part the smaller systems in the district and in many cases are fully utilizing their existing plant capacities. Capacities should be increased to allow for new customers, especially industry. For many of the smaller municipalities to sustain any substantial amount of economic growth, their water systems will have to be upgraded during the next several years. Their capacity is limited, and any substantial new water user could create a situation of under capacity.

As the largest concentration of urban development, the City of Montgomery sewer system capacity currently exceeds demand and should be adequate for many years. A number of recently annexed subdivisions are served adequately by public sewage systems. In analyzing the sewage treatment situation within the rural counties, consideration must be given to the following conditions: 1) the municipalities that have municipal collection systems and adequate treatment capacity; 2) those that have municipal collection systems but provide no or inadequate treatment; 3) those that have no public sewer system; and 4) those which serve only a portion of the municipality.

As of 1998, eleven cities and towns within the district provide adequate (secondary) treatment for those served by the public sewer systems. Two small municipalities provide only primary treatment, and both are deficient. Fourteen small municipalities have no public sewer service.

In Macon County there are only two public sanitary sewer systems, which serve Tuskegee and Notasulga. The original sewer system serving Notasulga was constructed in 1915. The sewer system is generally limited to the mercantile section of town and a limited number of residences. The treatment is by septic tank, which has a 10,000-gallon capacity and 3,000 feet of filter field. Because of soil characteristics in the area, the filter does not function properly and presents a potential public health hazard. A project has been underway to provide adequate sewer service to the entire town.

The sanitary sewer system in Tuskegee serves a majority of the developed area of the city. The city is divided into eight minor drainage areas. Four of these flow generally northward to Uphapee Creek, and the other four flow mostly southward to Calebee Creek. Both of these creeks then flow westward to the Tallapoosa River. Combined, Tuskegee's two treatment facilities serve approximately 15,500 persons a day. Both sewage treatment plants have the combined maximum capacity to treat 2.25 million gallons of wastewater a day. As of 1996, the system average daily capacity was 1.95 MGD. The city still has some capacity grow and may be bale to accommodate some industrial, commercial, and residential growth. The system recently received grant funds to rehabilitate faulty sewer outfall and residential lines.

In Bullock County, the City of Union Springs has two sewage treatment plants and both provide secondary treatment. The oldest plant is a trickling filter type that has a capacity of 750,000 gallons per day and is currently treating between 250,000 and 275,000 gpd, mainly two-thirds of the city's domestic waste and some industrial waste. The other facility is a 1,800,000 gpd activated sludge plant. This facility was financed in part by a grant from the Economic Development Administration to treat waste from Wayne Poultry and to relieve the load on the other plant. At present, these two treatment plants are inadequate. Current plans involve upgrading the newer of the two plants to accommodate the growth of Wayne Farms Poultry. All treated wastewater is diverted to a new 273-acre land application site just east of Union Springs' trough sprinklers.

The Cities of Troy and Brundidge in Pike County have municipal sewage systems. The City of Troy and the City of Brundidge recently upgraded the treatment capacity of their systems so that considerable growth can be accommodated for several years. The City of Brundidge upgraded its treatment plant with assistance from the Economic Development Administration to accommodate several new industries, one of which has relocated, leaving the city with ample capacity. The Towns of Banks and Goshen do not have municipal sewer systems.

In Crenshaw County, the City of Luverne provides secondary treatment using a 10-acre lagoon. It has a maximum capacity of 450,000 gpd and as of 1996, is being over utilized at approximately 105 percent of capacity. The Town of Brantley built a new public sewer system in 1978 with a treatment capacity of 200,000 gpd and is currently well under capacity. The Towns of Rutledge and Dozier have implemented sewer system projects, both consisting of lagoons. Dozier has a maximum capacity of 59,000 gpd while Rutledge has a maximum capacity of 74,000 gpd. Both towns are currently well served. Petrey and Glenwood do not have municipal sewer systems.

In Butler County, the City of Georgiana has a fairly new municipal sewer system that should provide ample capacity for many years to come. Also, the City of Georgiana is now totally served by sewer. The city's system does experience difficulties during periods of heavy rain from inflow into the system. The City of Greenville provides lagoon treatment for its municipal sewer system. A grant from the Economic Development Administration and a loan from HUD supported construction of the lagoon treatment plant and other improvements to the water and sewer system. The plant began operation in 1990, and has a capacity of 2.0 MGD and should serve the projected population of the area for the next 10-15 years. The Town of McKenzie has no public sewer systems.

Of the six municipalities in Lowndes County, only Fort Deposit and Hayneville have adequate public sewer systems. Mosses has a system serving part of the town, but desperately needs public sewer throughout its built up residential area. Septic tanks are widely used in the rural areas of the county but poor soil conditions create many problems with their use.

In summary, all of the larger cities are providing secondary treatment to waste collected by public sewer systems. A continuous analysis capacity is needed, and when use exceeds 80 percent, capacities need to be increased to permit unrestricted growth. The communities without public sewer systems need to be studied and advised when a system appears necessary for economic and community growth.

Transportation

The district has a good basic network of highways, both state and federal, including two interstate highways, six U.S. highways, 21 state highways, and numerous paved county roads. The illustration on the following page shows the major road network throughout the district. The presence of intercity trucking companies throughout the district is a significant asset. The availability of multi-transportation systems to industry is a tremendous enticement to locate within a given area. The district, with good disbursements of highways, must work on those areas where they are deficient. Attention should be given to increasing trucking facilities where deficient, development of the inland waterways, upgrading existing airport facilities, and planning future roads and highways.

Major highway improvements are needed as the region has become a major distribution center, requiring efficient truck access, often contributing to increased conflicts with automobiles and congestion, in general is an increasing issue in and around Montgomery Troy and Greenville. The completion of the Montgomery Loop and extension of I 85 west are critical issues.

Each county in the district has rail service except Crenshaw and Bullock Counties, although the amount of service has significantly decreased over the last decade. Only three railway companies now serve the district. Several of the larger municipalities located in the rural areas and many of the incorporated towns are not served by rail. This will have an adverse effect on their development and will continue to have an effect on their ability to attain a substantial amount of economic growth. However, the distribution of the rail lines throughout the district is such that several suitable industrial sites can be made available along existing rail lines.

Every county within the district has at least one airport. Most of the airports throughout the district are considered to be adequate with the exception of Lowndes County airport in Fort Deposit, which is in need of runway improvements. Three commercial carriers serve Dannelly Field in Montgomery, the only commercial airport within the district, on a regular basis. These airlines have regularly scheduled daily flights from Dannelly Field, connecting to major cities throughout the nation. Troy has the second largest civilian facility with no commercial service, but it does have dual runways and a limited use control tower. Moton Field in Tuskegee has recently been awarded funds to lengthen and improve its runway.

The Alabama River is navigable from Mobile to Montgomery, and an inland waterway terminal has been constructed in Montgomery. The availability of barge transportation is a tremendous economic advantage to industries locating in the region. The Jones Bluff Lock and Dam is located on the Alabama River in Lowndes County, about 3 miles north of Benton and approximately 15 miles southeast of Selma. The dam backs up the Alabama River to a minimum depth of nine feet from the upper end of Millers Ferry

reservoir to the junction of the Coosa and Tallapoosa Rivers north of Montgomery and the Coosa River to the vicinity of Wetumpka, a distance of 80 miles. The powerhouse contains four generating units, which produce an average of 328,900,000-kilowatt hours of electrical energy annually, which is sufficient to serve about 59,000 homes. The lake has an area of approximately 19 square miles, and its level normally fluctuates only about one foot, providing excellent opportunities for recreation.

Governmental Services and Facilities

Most government facilities such as city and town halls, county court houses, administrative buildings for various federal and state offices, police and fire departments, sanitation services, etc., can be considered adequate in Montgomery County. These types of facilities are expected to be provided in growth centers like Troy and Greenville. However, in the rural counties where there is a limited tax base and other facilities are found to be inadequate, municipal and county facilities are also often inadequate and outdated. There is a need throughout the district for increased fire and police protection. The adequacy of sanitation services varies from excellent service in the more urbanized areas to only adequate service in the smaller communities and rural areas. A concentrated program to upgrade existing facilities and build new, adequate facilities in the district is a major goal.

Additional analysis is needed in the region to confirm the needs for health care, k-12 education, day care and public safety. Additional study of health care, public safety and education is needed and should be incorporated into future updates of the CEDS. These areas will also be a major focus of the Rural Action Commission in the region, with direct involvement by state agencies involved in education and health care.

Energy Delivery

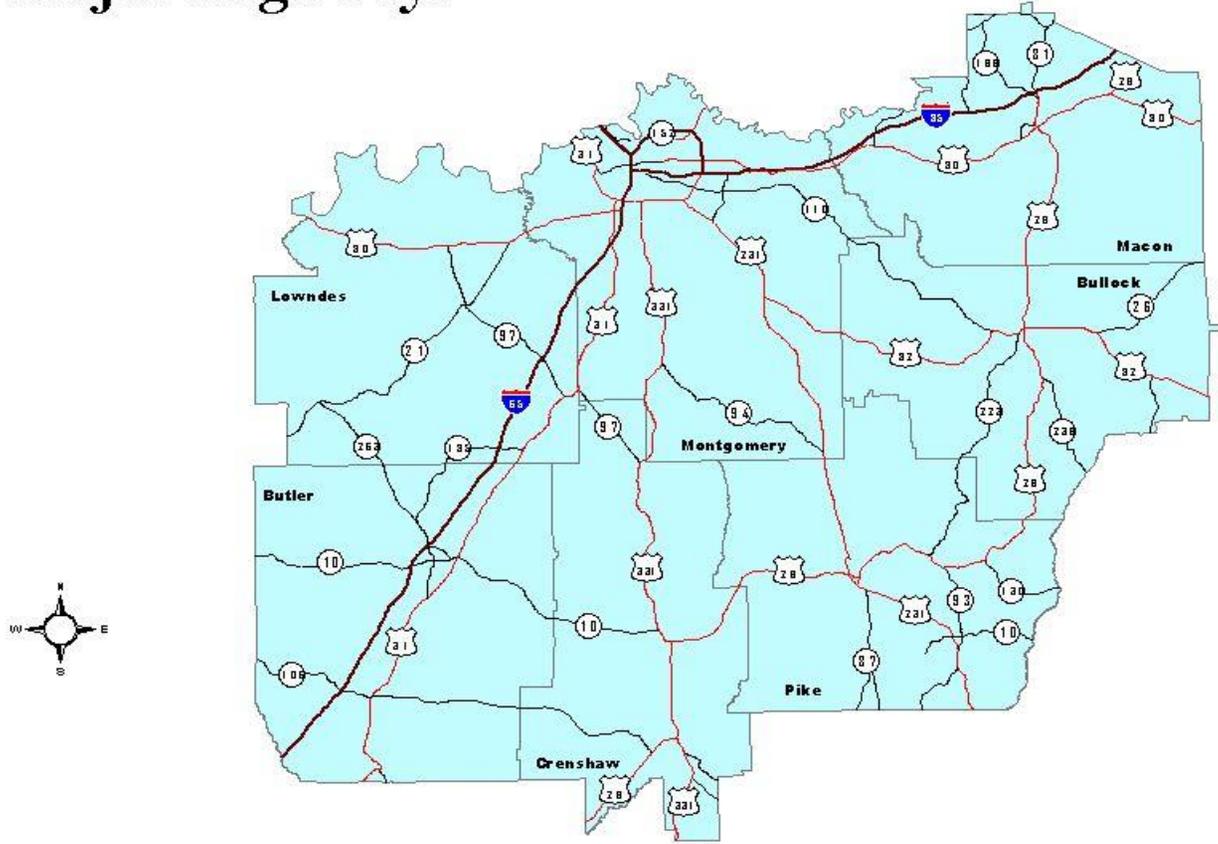
The district is well served by six different electric utility companies. The Alabama Power Company serves the Montgomery area, the primary growth center, other larger cities, a portion of Butler County, and portions of Bullock and Macon County. The remainder of the district is served by electric cooperatives (REA). Several of the municipalities located in the district also have electric systems where they buy power from the Alabama Power Company, the Alabama Municipal Electric Authority, or a local electric cooperative and distribute the electricity within the corporate limits.

Although natural gas facilities are not available for every municipality in the district, most areas are served by or have access to natural gas. Natural gas transmission lines provide for parts of every county within the district. Montgomery and Macon counties have more natural gas facilities than the other counties because the Southern Natural Gas (Alabama Gas Company) transmission lines go through Autauga and Macon Counties and just north of Montgomery in south Elmore County. Of the 28 incorporated

municipalities in the district, a natural gas pipeline serves 11. The Southeast Alabama Gas District serves the municipalities of Fort Deposit, Greenville, Rutledge, Luverne, Brantley, Goshen, Troy and Brundidge, while the Southern Natural Gas Company serves the cities of Montgomery, Tuskegee and Union Springs. The natural gas transmission lines are located throughout the district in a manner that natural gas facilities could be made available to nearby communities upon demand.

SCAEDD Major Highways

Illustration 21

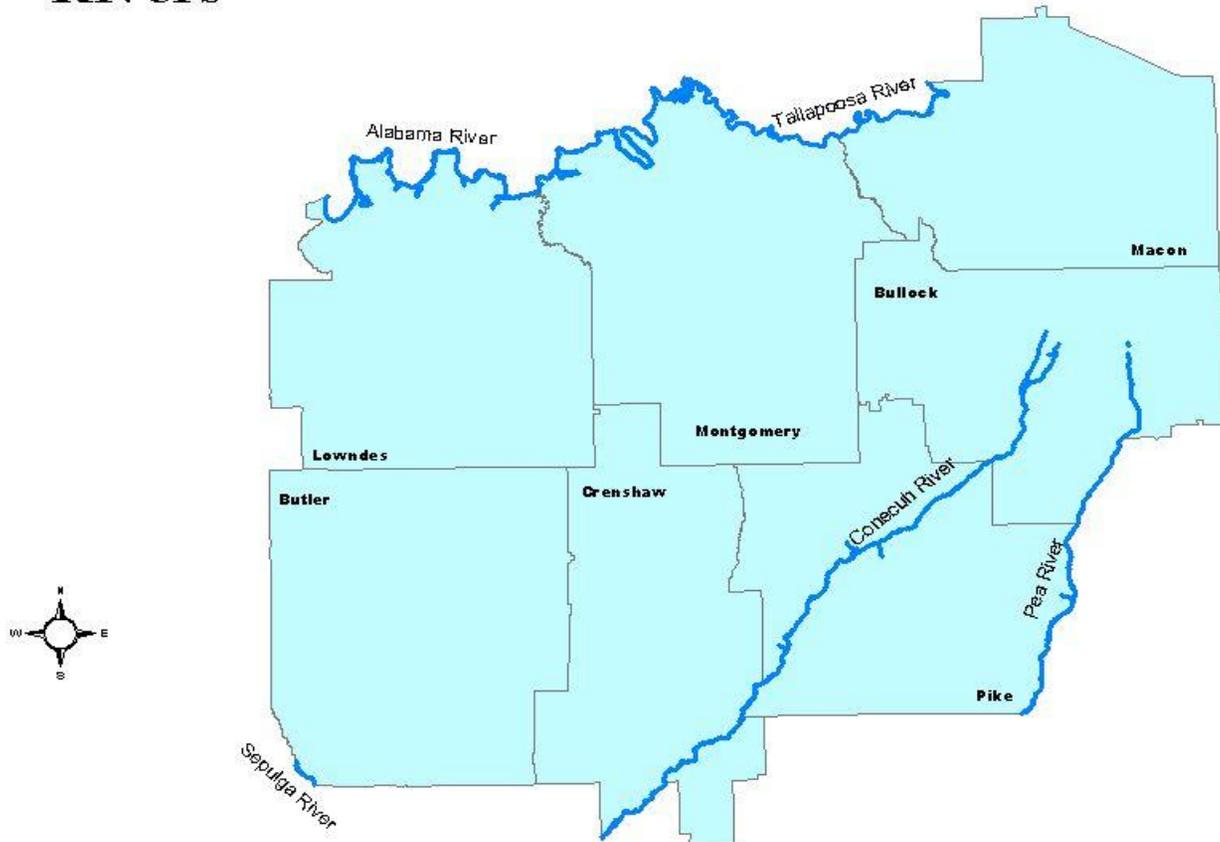


Source: U.S. Census TIGER/Line Files, 1998 & 2000.



SCAEDD Rivers

Illustration 23



Source: U.S. Census TIGER/Line Files, 1998 and 2000.

10 0 10 20 30 40 Miles



Housing

Total housing units in the district increased from 96,700 to 125,856 between 1970-1980, however this figures increased 129,782 by 1990, and to 147,174 in 2000. For the rural counties, there were 34,115 units in 1970, which had increased to 41,168 in 1980, 45,257 in 1990, and 51,737 in 2000. Housing units in Montgomery County increased from 62,585 in 1970 to 84,688 in 1980, and then slightly lower to 84,525 in 1990, but up to 95,437 in 2000. Reflecting population growth, housing units increased between 1970 and 1980 by 26 percent in Montgomery County, while increasing only 17 percent in the rural counties. Between 1980 and 1990 rural counties gained in housing stock by 10 percent. From 1990 to 2000, the housing stock in the district increased by 13.4 percent and by 14.3 percent in the rural counties.

In 1990, 97,078 or 74.8 percent of the housing units in the district were connected to public sewer, compared to the 2000 level of 146,171 or 99.3 percent. The rural counties had 20,077 or 44.4 percent connected to public sewer in 1990, and 51,254 or 99.1 percent in 2000. This latter compares to the 2000 level in Montgomery County where 94,917 units or 99.5 percent of the total were connected to public sewer.

Substantial progress has been made since 1970, to replace or upgrade large numbers of substandard housing units. Recent studies indicate, however, that substandard dwellings continue to exist, especially in the rural counties. Sound housing is essential if the district is to be a desirable place to work, live and develop industry. Both housing improvements and new construction need to be encouraged and supported to further reduce the proportion of substandard units in the district. Additional units that are affordable are strongly needed for low to moderate-income families throughout the district.

GROWTH CENTERS

Growth centers (Montgomery, Troy and Greenville) are geographically and economically related such that they may be expected to contribute significantly to the economy of the region.

The size and economic activity of the Montgomery is the primary growth center for the region. Montgomery, a city of 201,568 people (2000), is located in the north central part of the district. The City of Montgomery has had steady population growth during the period from 1970 to 1980 with a 25.0 percent increase, and between 1980 and 1990, a 5.2 percent increase. From 1990 to 2000, the city experienced a 7.7 percent increase. In addition, Montgomery County had a 14.8 percent increase between 1970 and 1980, a 6.1 percent increase between 1980 and 1990, and a 6.9 percent increase during the last decade.

Montgomery is strategically located with an excellent highway system and is only a one-hour drive from virtually the entire district. Montgomery provides diversified services including major shopping centers, commercial air facilities, upscale restaurants, home furnishing establishments, and more diversified cultural, recreational and entertainment facilities. Montgomery has an 182,000 square foot civic center (scheduled for expansion) a major museum and Shakespearean theater.

However, Montgomery is located in the extreme northern part of the district. Thus, Troy and Greenville to the south serve as important secondary growth centers. Tuskegee is considered a potential growth center within the district.

Although progress within the growth centers has been significant, there remain inadequacies within these centers, for example the target population by and large still resides in impoverished conditions in well defined areas within the growth centers. City and county officials in the growth centers are fully aware of the physical, social, and economic conditions that exist and are taking steps to alleviate these conditions.

Montgomery is able to secure funds to help expand its economic base, and to alleviate many physical, social, and economic problems existing in the redevelopment areas of the district and help in creating job opportunities, which will reduce unemployment. With the reduction in unemployment in redevelopment areas, the overall standard of living in the growth centers and the region will improve.

The Montgomery growth area will continue to provide additional jobs for the underemployed and the unemployed of the region. The growth area will stimulate industrialization of cities in the rural counties. In 1991, Montgomery had three new industries to locate in the area and 33 expanded industries, providing 385 additional jobs. In 2003, there were four new industries and nine expanding industries all providing 466 new jobs. New industries, such as Hyundai and its suppliers, and expansion of existing industries in Montgomery has stimulated and will simulate several satellite industries in the surrounding rural counties. Montgomery will continue to provide the necessary housing and commercial development in these areas where industries locate.

In the past three decades, the Retirement Systems of Alabama (RSA) has invested heavily in the capitol area of the central city by building or renovating several major office buildings that now contain mostly state agencies, and other downtown amenities. The State of Alabama has also built additional government buildings in the capitol complex. A 400-room Embassy Suites hotel has been built downtown and another major hotel is under construction to boost the city's convention business downtown, along with a major expansion and renovation of the Civic Center. Troy University has expanded considerably downtown along with the new Federal Courthouse. There have also been numerous private but smaller construction projects in the central city in the last few years, including the redevelopment of several old warehouses located closer to the river into commercial or residential uses. A new baseball stadium has been built downtown and plans are being implemented to continue to revitalize the Downtown/Riverfront area of the city. The city has also embarked on an aggressive neighborhood revitalization program.

Most of the suburban commercial and residential growth is contained in the aggressive growth corridor toward the east following along I-85, State Highway 110/Vaughn Road, and US Highway 80/Atlanta Highway. Recent incorporation of Pike Road is a new dynamic in the Montgomery growth area, with growth accelerating along a southeast corridor.

Montgomery is a major retail center. When completed, East Chase will supposedly become the largest outdoor shopping facility in the state. Several new shopping complexes and retail service centers have opened and are opening in the rapidly expanding Bell-Vaughn-Taylor Roads vicinities.

The city and the surrounding area have attracted many new manufacturing and distribution companies. The most noted has been the new Hyundai plant located in southern. Some estimates cite that up to 8,000 new jobs will be created in the area because of the new car plant. Additional jobs are being created through numerous suppliers and plants in the area.

Montgomery provides large-scale public services for the rural counties such as health, educational, recreational, cultural, and shopping facilities.

Montgomery has a number of public housing complexes. Montgomery is an active participant in the HUD HOME program. There is still a need for adequate housing for low and moderate-income families. Even at the \$44,669 median family income level, most low and moderate-income families find it difficult to make required monthly mortgage payments. This trend continued into the 1980s and 1990s. A more active economy in the late 1980s and the late 1990s and low interest rates spurred middle and upper income housing development. It remains difficult for moderate-income families to purchase homes, and rental vacancy rates remain low. Urban land prices have continued to climb rapidly. Montgomery and surrounding areas must continuously re-examine long-range plans, and encourage development of adequate, basic, low and moderate-income housing.

Transportation access is one of the major assets of Montgomery. Two interstate highways (I-65 and I-85) intersect at Montgomery bringing easy access to the immediate cities of Atlanta, Birmingham, and Mobile. Interstate 65 extends from Chicago to Mobile and the gulf coast and Interstate 85 extends from St. Petersburg, Virginia, to Montgomery. At present, the feasibility of extending I-85 from Montgomery to Jackson, Mississippi is being studied. There are five U.S. highways that intersect at Montgomery, U.S. 31, 80, 82, 231, and 331. The City of Montgomery is leading the development of an outer loop to connect I-65 south of the City with I-85 east of the City.

Waterway transportation is currently available from Mobile to Montgomery via the Alabama River and access to the Gulf Intracoastal Waterway and the Gulf of Mexico is available via the Alabama-Tombigbee waterway. Waterway transportation has a significant impact on Montgomery and the surrounding area. Only one major railroad transportation company serves Montgomery. CSX Transportation (CSXT) provides service to Atlanta and Dothan and points east to Florida, Birmingham and points north, Selma and points west, Greenville and Mobile and points southwest.

The Montgomery Regional Airport (MRA) (Dannelly Field) is located in southwest Montgomery with two lighted paved runways of 9,010 and 4,010 feet. Atlantic Southeast Airlines/Delta Connection, U.S. Airways Express, Northwest Airlin, and Continental Express currently offer approximately 18 daily flights connecting directly to and from Atlanta, Charlotte, Cincinnati, Houston, Memphis, and other southeastern cities. A U.S. Department of Commerce designated Foreign Trade Zone Number 222, Dannelly Field is home 29 aviation-related tenants, including major aviation units of the Army and Air National Guards. On average, MRA sees approximately 202 takeoffs and landings per day.

Greyhound Lines operates a terminal in south Montgomery with service to all major cities. Capital Trailways of Alabama is also headquartered in Montgomery, and provides charter services as well as supplements local Greyhound routes. The City operates three intra-city bus transportation systems. The City's standard bus system

operates 15 fixed routes and Demand & Response Transportation (DART) program provides on-demand shuttle/taxi-like services at fixed rates. MAP, Montgomery Area Paratransit, offers bus transportation for individuals with physical disabilities.

Montgomery's central location in the Southeast have created fast and convenient service facilities for motor freight truck lines that operate terminals in the city. These motor lines provide overnight service to all points in the state and regular service to all points in the nation.

Major surface water supplies in the immediate area include the Alabama, Coosa, and Tallapoosa Rivers. The Montgomery Water Works and Sanitary Sewer Board (WWSSB) keeps pace with growth through a steady program of expansion. Sanitary Sewer is collected and treated by the WWSSB in three water pollution control plants providing complete primary and secondary treatment using primary filters, biological trickling filters, synthetic bio-filters, or activated sludge and secondary filtration. The City's Sanitation Department is served by one 345-acre sanitary landfill is used for non-hazardous solid waste disposal. The site has been in use for about 30 years and it is estimated that the facility will reach capacity between the years 2010 and 2015.

Montgomery has one of the larger school systems in the state. Education is provided by public, parochial, private, and special schools. The public school system is operated by a combined city-county school system. There are eight major institutions of higher learning in the City of Montgomery: Alabama State University, Auburn University Montgomery, Trenholm State Technical College, Huntingdon College, Faulkner University, Troy University Montgomery, South University, Southern Christian University, and Air University.

Montgomery has three general hospitals: Baptist Medical Center South, Baptist Medical Center East, and Jackson Hospital. There are several specialized facilities, including: the Montgomery Cancer Center, the Institute for Total Eye Care, U.S. Department of Veterans Affairs' West Campus of the Central Alabama Veterans Health Care System, and the regional clinic at Maxwell Air Force Base. Several private nursing homes add to Montgomery's medical facilities. The Montgomery County Health Department is a city--county office that serves the entire county.

Montgomery's approach to industrial development has been successful. Approximately 640 firms within the Montgomery MSA (pre-2003) area are presently engaged in some form of manufacturing or assembly. Many industries recognize the area as the center of retail trade and wholesale distribution for Central Alabama and nationally, competing with southeastern distribution centers such as Atlanta and Memphis.

The Montgomery Industrial Development Board manages the 615-acre Montgomery Industrial Terminal within the city limits of Montgomery. Gunter Industrial Park is a 604-acre tract acquired by the city from the U.S. Air Force, improved with EDA assistance and opened to industry in 1973. Rheem Manufacturing is a major tenant that has continued to expand, becoming one of the largest water heater manufacturing plants in

the world. The Antioch Plains Industrial Park, developed by private interests, is located at U.S. Highway 80 and the eastern bypass near Interstate 85. Montgomery's Interstate Industrial Park containing 708 acres is located southwest of the city on highway I-65 and the CSX Railroad and two miles from Montgomery Regional Airport.

Montgomery's fire department enables the city to have a class 2 fire insurance rating. Presently, the department is composed of over 400 paid personnel. All businesses within the police jurisdiction are entitled to fire protection. Police personnel are kept alert to modern methods by in-service training programs and attendance at such schools as Northwestern University, Southern Police Institute and the FBI Academy.

H. Councill Trenholm State Technical College provides technical training in over 40 trades and skills. The schools operate year-round, and new courses designed to meet the demands of industry can be established on request. Four year institutions offer continuing and community education programs in a variety of fields, and three private and one public training institutes offer secretarial, office, trade and other vocational training programs.

Envision 2020 is an on-going process for citizen based progress, addressing the present and future needs of the River Region. Elements of Envision 2020 are in the early stages of implementation. The River Region has been drawn to include Autauga, Elmore, Lowndes, Macon, and Montgomery Counties. The city's planning commission enforces zoning ordinances within the city limits and has attempted to obtain the legal authority to enforce zoning within the police jurisdiction.

Montgomery has a significant portion of its population at or below the poverty level, resulting in needs beyond basic housing needs. The Montgomery Community Action Committee, Inc., has developed several programs to help eliminate poverty in the community. Some of these are adult literacy, family planning, emergency food and medical service, weatherization, energy assistance, health services, and Head Start. The Central Alabama Opportunities Industrialization Center (Central Alabama OIC) also has several programs that benefit the area's residents. Central Alabama OIC also provides a job-training program, and it has applied for "Community Development Entity" status from the U.S. Department of the Treasury in order to offer and conduct community revitalization programs. In addition to the Central Alabama OIC, there are numerous nonprofit organizations that provide a variety of services to the underprivileged and distressed. Among these are groups such as the Salvation Army, Lighthouse, the Sunshine Center, the Montgomery Area United Way, Habitat for Humanity, Rebuilding Together, Montgomery Area Foodbank, Group Homes for Children, and several others. All provide assistance such as homeless shelters, home construction, food, counseling to rape and domestic abuse victims, runaway and foster child

Neighborhood shopping facilities have been built in the target population areas, but additional ones are needed. Presently, the Washington Park, Madison Park, and

Fairview Avenue areas are the most pressing need. Programs and initiatives, such as the 2001 EDA funded West Montgomery Development plan, are being implemented by groups such as the city's planning department (through the Weed & Seed program), Central Alabama OIC, and SCADC to help alleviate the plight experienced by those in distress.

Troy and Greenville as secondary growth centers are also important to the region important. It is approximately 60 miles from the most southern part of the district to the Montgomery. Such commuting distances to the primary growth area make it important to have secondary growth centers, Troy and Greenville to serve this function.

Troy is located in the southeastern part of the district, and is now the second largest city in the district. It has the potential to have a stimulating effect on the economy. From 1960 to 1970, the population of Troy grew from 10,234 to 11,482, while increasing to 12,945 by 1980, 13,051 in 1990, and 13,935 in 2000.

Troy's economic impact area is only a short drive from the center city because of the good highway system serving Troy and the neighboring counties. Shopping facilities include the central business district and several community shopping centers. Retail establishments are present downtown and several buildings including City Hall have been restored. Troy's retail trade area includes all of Pike County and parts of Crenshaw, Bullock, Coffee and Barbour counties. As the shopping facilities expand and improve, retail trade will increase especially for seasonal and occasional shopping trips.

While many facilities and services in Troy need improvement, Troy still provides regional services for the surrounding counties and communities. At present, there is a need for additional standard houses for purchase by moderate to low-income families in Troy.

The primary highway running through Pike County is U.S. 231. This four-lane road transverses the entire length of the County linking Troy and Brundidge to Montgomery, however, traffic congestion can be high. Traffic volume is good for local commerce to a certain level, but heavy congestion becomes a problem. The overall highway system in Pike County is adequate for a county of its size, however, there is little intra-county and community transportation which can make it difficult to commute to work. Lack of interstate miles in the County has often been cited as a deficiency in terms of economic development.

Two rail lines with daily switching service cross Pike County intersecting in Troy. Conecuh Valley Railroad (COEH) (formerly the Southern Alabama RR Co.), a Class III company owned by Gulf and Ohio Railroads, operates a 16-mile shortline from Troy to Goshen. In 2002, EDA awarded funds to rehabilitate a substantial portion of this shortline that had become severely deteriorated. CSXT operates the major rail line that runs northwest to Montgomery and southeast through Brundidge and onto Dothan and Florida. An interchange between the CSXT and the COEH lines is located in Troy.

Troy Municipal Airport is located about five miles northwest of the core of the city on U.S. 231. It has two paved runways; the longest is 5,022 feet and is lighted with IFR approaches (NDB, ILS, and VOR). A tower is in operation during the daytime hours and fuel, repair services, apron parking, and tie down facilities are available. A third runway has been closed and industrial sites developed at each end, providing ready access to the two active runways. The airport is utilized heavily by Lockheed Martin and Sikorsky, two of the area's largest employers. The Troy airport is capable of handling small jet and light twin-engine aircraft and is quite adequate for the size city it serves. Its location is ideal on the north side of the city toward Montgomery and traffic on four-lane U.S. 231 can easily access the airport. At this time, air transport facilities in Troy and the area appear to be adequate for industrial recruitment and growth.

Numerous freight truck lines have terminals in Troy that provide direct over-the-road freight service. Additional freight services in Montgomery and Dothan provide scheduled and non-scheduled pickup and delivery service in Pike County. Greyhound Lines has a bus terminal in Troy providing full parcel and passenger service on a regular daily schedule.

The Troy Utilities Department provides water for the City of Troy. The water is coming from at least seven wells. Maximum daily demand placed upon the supply facilities approaches 5,400,000 gallons per day. City water is available in all parts of the city, but production and storage capacities are slowly becoming insufficient. Sanitary sewage from Troy is collected and treated at a 10-acre system of activated sludge oxidation ditches at a treatment plant. In 2000, EDA funded the expansion of treatment plant in order to provide service to expanding industries. The resulting increased capacity will permit for additional commercial and industrial growth for the next five to seven years. Solid waste disposal is accommodated by a Subtitle D regional waste disposal landfill and recycling center in Brundidge.

The City of Troy has a separate school system from the county. There are three major private schools in Troy: Pike Liberal Arts School (K-12); New Life Christian Academy (P-12); and the Covenant Christian School (P-10). Serving both public school systems is the Troy-Pike Regional Center for Technology offering instruction in numerous trades. The Troy city system has statistics that are good when compared to the state averages. The schools offer programs for exceptional children, foreign languages, computer training, and many extracurricular programs.

Troy is also the home of the main campus of the Troy University System, a state supported, four-year university accredited by the Southern Association of Colleges and Schools. The Troy campus has an enrollment of approximately 6,300 offering a variety of disciplines. It is responsible for giving Troy and the County many benefits normally associated with larger metropolitan areas. The school is a source of athletic and cultural entertainment and offers the community access to various facilities. It also helps to stimulate economic development by providing higher education, job training, and expenditures in the area. The University's influence on the community should begin to increase since the school recently moved to Division I athletic status in football.

Troy is within approximately one hour's commuting distance of Trenholm State Technical College in Montgomery, George C. Wallace Community College (WCC) in Dothan, Enterprise-Ozark Community College in Enterprise, EOCC's Aviation Campus in Ozark, and WCC and EOCC campuses at Ft. Rucker. Serving the public school system in Troy is the Troy-Pike Regional Center for Technology offering instruction in various trades.

The County is served by one short-term general hospital. The hospital, accredited as a "General Acute Care Hospital", is located in Troy on U.S. 231 and provides full surgical, x-ray, physical therapy, obstetrics and emergency units. The hospital was recently expanded with a modern emergency room and intensive care unit facilities and it plans to expand its obstetrics and gynecology facilities soon. A recent addition to the county is an \$18.5 million ambulatory child health care center. Troy has a public health clinic, staffed by at least one general physician, and one obstetrician in the family planning clinic. The full-time staff includes nurses, sanitarians, home health service aides, and secretaries. Other services are an immunization program and an outpatient mental health clinic.

The City of Troy developed a 278-acre industrial park. A second 180-acre park is also available. Rail service is available to the larger site and both are located within a mile of U.S. 231. Water, sewer, and electricity are available. Natural and L.P. gas are also available for industries, as well as fiber optic communications. Many industries prefer to locate in an established industrial park because of the associated infrastructure and protective covenants regarding future occupants of the site. Troy is the growth center of the County, has a larger airport and is closer to the Lockheed Martin missile plant. Troy's availability of industrial space is a benefit for area development.

The Troy fire department is composed of two fire stations and is manned by 24 full-time and 15 volunteer firefighters. The current fire insurance rating is four, however, the department is in need of at least one new aerial apparatus. With several multistoried buildings throughout the city, especially at Troy University, the department cannot sufficiently reach the upper floors of many buildings in case of emergency situations.

Full-time officers as well as additional administrative staff serve the Troy Police Department. The police jurisdiction extends five miles beyond the city limits and is patrolled 24-hours a day. The Troy Police Department is considered a class A department and is used as a model for setting up police departments in other cities.

The Troy Planning Commission governs the planning and zoning functions for the city. This active commission also works with the Alabama Department of Economic and Community Affairs and the South Central Alabama Development Commission for planning technical assistance, as needed.

Troy has participated in the HUD Community Development Block Grant program since its inception. With the completion of all planned Community Development projects, the majority of the slums and blight have been eliminated in the City of Troy. However, the

city continues to address other community needs such as recreational facilities and opportunities, water and sewer system rehabilitation, and additional housing and enhanced senior services.

In Troy, 2,977 persons were considered below the poverty level per the Census 2000. In regards to families, there are 551 families in poverty in Troy. Troy's Community Development grants undoubtedly have improved the overall housing and infrastructure conditions in the city. Water and sewer extensions have been upgraded to almost all sections of the city, especially in predominantly black areas. Active citizens advisory groups aid in the location of problems and advise means to eliminate future problems. The City of Troy has significantly greater homeless needs than it is currently able to meet. This is true not only for the needs of those individuals who are truly homeless, but also for the City to actively assist in the realm of homeless prevention. Currently in the City's public housing units, an average of four residences per month are turned over to the authorities for eviction proceedings.

Greenville serves the region much the same way in the southwestern portion of the district as Troy does in the southeast. With a 2000 population of 7,228, Greenville is a regional market for Butler County, much of Lowndes and Crenshaw Counties, and parts of other contiguous counties.

Greenville's central business district is accessible from any direction. Interstate 65, U.S. Highway 31, and three state highways serve the city. The City experienced rapid growth in recent years. At and off the I-65/State Highway 185 interchange, many new businesses have joined several "old" establishments; these include Cracker Barrel, Ruby Tuesdays, Bates House of Turkey, Shoney's, Wal-Mart SuperCenter, CVS, Greenville Motor Company, Court Square Cafe, Moorers Clothing Store, Hunters Hideout, a the Cambrian Ridge Golf Course (part of the Robert Trent Jones trail), White Oaks Golf Course, and several fast food restaurants. Additionally, the condition of the city center is very good with recent restoration of the city hall and completion of a new City-County public library, both results of a recent downtown revitalization program.

Presently there is a need for additional housing for low and moderate-income families. The average working person in Greenville cannot afford an adequate new home at prevailing costs despite low interest rates. The housing needs of low-income groups are partially being met with 200 units of low rent public housing. An additional 150 rental units subsidized by HUD or FmHA, were built by private entities during the past several years.

Interstate 65 extends through the western part of the city with two interchanges (State Highways 10 and 185). I-65 provides a direct route from Mobile to Chicago. Greenville is served by CSX Transportation (CSXT), which operates direct service north to Montgomery, Birmingham, and other points north, and south to Georgiana, Mobile and New Orleans.

Greenville's municipal airport (Mac Crenshaw Memorial Airport) is located within the city limits with a 5,500 foot paved and lighted runway. Bus service is excellent in Greenville as Greyhound has several daily scheduled routes operating north and south from Mobile to Montgomery. There are several motor freight lines operating through Greenville daily. Overnight service is available from all of the larger cities in the South as well as from Mobile, Montgomery and Birmingham within the state.

As of 2005, Greenville's water supply is provided from five deep wells constructed in the Ripley Formation and operated by the Greenville Water & Sewer Board. This water does not require major treatment and is pumped directly into the distribution system with only the addition of chlorine for disinfection. Interconnection with the Butler County Water Authority system provides some backup supply and storage. However, additional storage capability is needed to adequately satisfy Greenville's average daily demand and growth for the future. Additional line work, fire hydrants, pump stations, and another well are also needed to facilitate growth. Water is currently supplied to most residents in the corporate limits. In 2005, Greenville and the Butler County Water Authority completed an impoundment study to determine the feasibility and ideal locations for a reservoir/recreational lake to provide additional water resources to meet future needs.

The City of Greenville sewer system is adequate to serve a population of around 3,000 customers. Adequate service is available to all areas of the city, however any future development will may necessitate additional water sources and supply. Treatment is provided by extended aeration and nitrification to treat continuous discharge into Persimmon Creek. A newer plant, which began operations in 1990, is built on the site of one of the previously existing lagoons and is designed to treat two million gallons per day.

Greenville has one of the best overall school systems in the state. Education is provided by the Butler County public school system and private schools. There are three public elementary schools, one middle school, and three high schools in the county. At least two private schools are also available.

The Lurleen B. Wallace State Community College (based in Andalusia) operates a branch campus in Greenville. LBW-Greenville offers three associate degree programs and one certificate program. The nearest four-year institutions are located about an hour away in Montgomery.

There is one hospital located in Greenville that has undergone a recent expansion. State-of-the-art health care is provided at L.V. Stabler Memorial Hospital, whose services includes 24-hour-a-day emergency care. In 2003, there were a total of 199 nursing home beds in the County. HHS is providing health and medical services, family planning, emergency food and medical aid to the economically depressed people in Greenville. In addition, the Alabama Department of Human Resources is providing aid for those in need including the blind, disabled, families with dependent children, children in foster homes, old age pensions, and medical aid for the indigent.

Greenville has numerous industrial sites located within the corporate limits. Most of these are located near Interstate 65, U.S. Highway 31, and/or near a railroad. All sites are served with the three or more of the necessary utilities (i.e., water, sewer, electricity, natural gas, and telecommunications). Parks include the Greenville Industrial Park; Greenville Industrial Park East. The Butler County Industrial Park is located at the intersection of U.S. Highway 31 and County Road 61.

As of 1998, the Greenville Fire Department had six vehicles, 17 paid members and 14 volunteer firemen. The National Board of Fire Underwriters insurance rating is currently Class 5. Greenville has a mutual assistance agreement with nearby communities, whereby industrial conflagrations will be answered.

Greenville's police department includes an average of 30 officers and plus additional support personnel. The largest division of the department is patrol. Emergency dispatch for the police department is handled by the Butler County E-911 system, located in Greenville.

Greenville's planning and zoning process is governed by an active city planning commission. The city does have a current zoning ordinance and subdivision regulations, and is currently updating its comprehensive plan. The commission also works in cooperation with the Alabama Department of Economic and Community Affairs and the South Central Alabama Development Commission for technical assistance when needed.

The economy of Greenville is historically based on the fertile soil of the surrounding area. During the past two decades emphasis has been placed on balancing the economic base between agriculture and industry. The Mayor's Office, in cooperation with the Greenville Area Chamber of Commerce, the Butler County Industrial Development Board, and Butler County Commission for Economic Development has secured new industries for Greenville and surrounding areas. This is especially evident in the recruitment of Hwashin and Hysco – two Hyundai tier one suppliers.

THE REGIONAL ECONOMY

The state of the regional economy results from a review of the background, demographics and population, infrastructure and transportation, governmental services and the region's growth centers and is summarized by the following projections and trends, potential for economic development, tendencies for industry clusters, strengths, weaknesses, opportunities and threats in each county and key issues for the region.

Projections and Trends

Projections of key economic factors reflecting the district economy, both currently and in the future, are summarized in the accompanying tables. These and other planning factors and associated conditions are analyzed in greater detail in various previous documents, which have been published by SCADC and/or other public and private entities through EDA, ARC, HUD CDBG, and for particular grants and funding sources.

Recent and Expected Investments

The SCADC has experienced unprecedented investment of public and private resources. Much of this investment has been driven by the automotive manufacturing and supplier industry, however, there has been other industrial development and job growth. Retail business has increased in the growth centers, and there have been major increases in the distribution and trucking business. Forest and agricultural products have remained an important investment trend, as well.

Investments by EDA have been especially prominent in the economic growth in the SCADC district. The number and amount of EDA investment has been a major factor in leveraging and capturing private investment. More information on such activity is included in the following tables on industrial sites and announced openings.

As part of a recent progress report to EDA, the SCADC reported 31 governments participating in the ED district. The report, also, indicated that six (6) economic development initiatives from the current CEDS were implemented, during the reporting period, leading to private investment and jobs. The number of jobs created or retained was 92 (documented) and 175 (estimated). The amount of private investment was \$2,150,000. The amount of public sector investment was \$559,884. These numbers represent only a sample, to illustrate the increasing economic opportunities in the region. More detailed figures will be an ongoing part of the continuing CEDS process.

Recent investments from major industry and support businesses and services have been documented, including, but not limited to, new and announced industries, as well

as, developed industrial sites. These recent investments are illustrated in the accompanying tables. Some negative trends are reflected in recent closings and layoffs. Projected investments are expected to follow these recent investments. Industry segments or clusters are expected to follow these trends as well.

Potential Economic Development Markets and Industry Clusters

To plan effectively for economic development, it is necessary to assess the current status of the district's economy and its potential based on projections of future conditions. This involves consideration of available physical and natural resources, their current use, and the relationship of the district to the surrounding area as these continue to evolve. The existing situation is analyzed at some length below.

Agriculture and Forest Products

Land and climate favor a district economy based heavily on agricultural and forest products. Modern farming methods result in good crop yields, livestock growth and timber production. About 35 percent of the land area in the district is used for agriculture and about 60 percent is forested.

Land and weather are major physical assets of the district. Soil types range from red clay to the chalk soils of the Black Belt counties with the majority of the soils being gray to red sandy loams. Terrain ranges from flat to hilly with elevations ranging from 250 to almost 700 feet above sea level.

The district enjoys a mild, semi-tropical climate. Average winter temperature is 46° F, with freezing weather usually of short duration. The warm season is long, lasting from April to October with average temperature of 78° F. Average annual temperature is 65° F. Average annual rainfall is 55 to 60 inches. The growing season is approximately 284 days, which with sufficient rain and sunshine, is adequate to grow almost any crop.

For many years, the agricultural economy of the district was centered on cotton production. While this is no longer true, cotton is still a major row crop. There were 33,225 acres of cotton harvested in 1975, with 48,330 in 1974 and 40,900 acres in 1973. There were 18,605 acres harvested in 1988, 15,045 in 1989, 16,220 in 1990, and 25,900 in 1999. With the 2002 Census of Agriculture, this figure dropped to 22,385 acres. Obviously with the decrease in number of harvested acres, it is apparent that the district has become less dependent on cotton for its major income. Additionally, the state has been experiencing a drought and drought-like conditions that has lasted for at least four years. The drought can partially explain why the yield of cotton and other crops has declined recently.

Other important crop products are corn, peanuts, wheat, hay, pecans, grass seed, sod, and soybeans. While corn and peanuts have traditionally been important money crops, the district's soybean acreage increased from 1,249 acres in 1964, to 69,050 in 1973, 78,300 in 1974 and 107,100 acres in 1975, but lately has been declining to 26,600 in 1988, 23,900 in 1989, 17,500 in 1990, 2,600 in 1998, and only an estimated minimum of 897 in 2002 as the price of soybeans has dropped.

Peanuts are another important row crop in the district, especially in the sandy soiled areas in the southeastern sections of the district. In 1988, 29,220 acres were harvested, 30,550 in 1989, 32,810 acres in 1990, 18,210 acres in 1998, and 10,065 in 2002. In regards to the other major crops, 80,911 acres of hay, 10,872 acres of corn, 1,962 acres of wheat, and 3,017 acres of pecans were harvested across the district in 2002.

Interest in livestock production and marketing continues to increase in the district with a cash receipt total of \$261,320,000 for all livestock products in 2002. Poultry has become a particularly important sector in the district economy. Montgomery is the principal livestock marketing area for the district and South Alabama. Almost 80 percent of the district's cattle go outside the district when they are marketed, with approximately 70 percent going outside the state. Over half of the weaning age calves go to the Midwest or western plains states where they are grown out and fed to slaughter weight.

Beef, pork, and especially poultry will continue to be major elements of the food production industry in the region. Meatpacking and poultry processing offer good potential for industrial expansion. The food industries are becoming more highly mechanized and automated. However, they rank among the leaders in expenditures for research and development of new products, processing and specialized equipment.

The production and processing of timber is a major economic factor in the district with an estimated 60 percent of the district's acreage devoted to commercial forest. Because of the timber resources of the district, several wood using plants were constructed in the 1970s-1980s in the area. Since the wood using industry is primarily dependent upon available timber resources, planning and coordination for maximum future use of timber resources must be considered. Loblolly and short-leaf pine are the major types of forest trees in the district. These types of timber grow much faster than longleaf pine or most hardwoods. Landowners in the district started reforestation programs about 40-50 years ago with the help of the United States Department of Agriculture and the State of Alabama Forestry Commission. However, there is still much to be done to conserve the district's forests.

To take advantage of the potential pulpwood harvest in the district, numerous paper mills were located just outside the district in Autauga County and Dallas County.

International Paper's plywood mill located in Butler County expanded its facilities at least twice during the 1970s and 1980s.

The agricultural sector in the district continues to be important economically, however, it contributes only marginally to upgrading the standard of living for residents in the district. During the past 30 or so years, growth in the industrial, trade, governmental, and service sectors has generated thousands of jobs. This undoubtedly is a reason for slowing out-migration as labor-intensive agriculture declined.

Manufacturing and Distribution

Manufacturing activity has been limited in the past, but has expanded substantially through the 1980s, 1990s, and 2000s, and is expected to continue expanding. In 2002, there were a total of 296 manufacturing establishments in the district with an annual estimated payroll of \$488,225,000. The majority of these plants were very small and each typically employed less than 250 people. Since 1975, large employers, such as General Electric, Allied Signal, Rheem, Lockheed Martin, and Hyundai have significantly increased the level of manufacturing in the district. The addition of Hyundai and its suppliers will contribute to these figures even more.

Expansion of manufacturing and regional distribution are the most promising growth potential of the district in terms of achieving a balanced economy based on agribusiness, industry, trade, and service. There is also a trend toward high technology, as evidenced by the location of a Lockheed Martin missile plant near Troy and the development of the TechnaCenter technology park in east Montgomery. While the region's industrial growth continues to lag behind the state and nation, significant advances have been made, and with continued effort, SCADC expects the rate of industrial growth to accelerate substantially. The recession in the early 1990s had its impact, as regional growth slowed considerably between 1990-1993. In addition to the recession of the early 1990s, the region experienced the effects of NAFTA through the loss of manufacturing firms, mainly from the textile industries. However, the region has and is recovering especially with the location and expansion of new industries such as Lockheed Martin and Hyundai. The Hyundai plant and its suppliers are also expected to have a tremendous economic impact for the region as well. The impact of the latest recession that began in 2001 has been minimal.

The region has experienced growth in service-connected facilities over the past thirty years. With the opening of the Auburn University Montgomery in 1971, higher education facilities and opportunities were greatly expanded. Other educational facilities throughout the region (including Montgomery), such as Alabama State University, Troy University's main campus in Troy and its branch campus in Montgomery, and Tuskegee University, have and/or are being expanded, and they will be important to the future growth of the region. Government services at all levels will continue to increase and the private service sector will no doubt continue to grow.

Commerce

The retail trade sector has perhaps the greatest potential for growth in the region. As the population increases and as travel conditions continue to improve through improved highways, consumers will demand an ever-increasing number of wholesale and retail facilities. A diversified trading center in each of the major municipalities will provide the retail facilities demanded by the residents of the areas. Based on population and geographic considerations, the wholesale and retail activity of the area is above the average. In 1997, there were 610 establishments with an annual payroll of \$222,682,000. In 2002, there were 439 establishments with an annual payroll of \$233,296,000. In 1997, retail establishments numbered 2,051 with sales of almost \$3.7 billion. In 2002, there were 1,501 establishments with an annual payroll of \$331,485,000. Wholesale and retail services provide the greatest amount of employment in the district.

The banking industry provides employment for many of the district's people and is a source of capital for the expansion of industries. Local banks are very interested in the economic growth of their particular area and are generally liberal in loan policies for expansion of existing industries but are quite conservative for new companies. In 2005, there were 13 FDIC-insured commercial banks headquartered in the district with total assets of \$20.5 billion. A revolving loan fund has been established for the district, but additional revolving loan funds for the district are urgently needed to provide gap financing for small to medium sized businesses.

Government, Tourism and Retiree Attraction

Government employment has increased substantially during the past 35 years. As federal, state, county, and city government play a larger role in the economic improvement of the citizenry, a larger work force is needed to provide public service. According to the U.S. Bureau of Census, 1970, the district had 31,814 full and part-time government employees compared to 46,213 in 1990. However, in 2000, this figure dropped to at least 31,796. This decrease can be partially explained by the current trend in downsizing and the contracting out of public services to private firms. In addition to its city and county governments, Montgomery County is the location of the state capital with its many related departments, and two major and one intermediate military installations: Maxwell Air Force Base, Maxwell AFB-Gunter Annex, and Dannelly Field Air National Guard Base. This accounts for the fact that 73.0 percent of government employees in the district in 2000 were employed in Montgomery County.

The region has many historical sites and recreational areas that are untapped or underdeveloped. Tourism, hunting, fishing, water sports, and areas of scenic beauty are considered sources of future economic development. Tourism is becoming big business and will continue to increase with proper promotion.

With a history of government and military institutions and proximity to the coast, retiree attraction and relocation of persons looking for affordable alternatives is a potential new sector of the SCADC economy.

In summary, the economy of the district is diversified and based on agriculture and forest products, manufacturing, distribution and transportation, trade, financial, and governmental sectors. It should be noted that, while there is a growing and robust economy developing, in the SCADC district, industrial growth, commercial and housing development in rural areas is less healthy, especially, where there is a need for infrastructure to support economic development.

PROJECTIONS OF MAJOR ECONOMIC FACTORS, SCADC

Table 4

Area	Projected Population (x 1k) ^a			Total Employment (x 1k) ¹			Per Capita Income (\$; x 1k) ¹		
	2000	2010	2020	2000 ^c	2010 ^d	2020 ^d	2000 ^c	2010 ^e	2020 ^e
Bullock	11.7	12.1	12.5	3.5	3.5	3.5	10.2	11.7	13.8
Butler	21.4	20.8	20.5	8.0	7.5	7.7	15.7	15.5	18.7
Crenshaw	13.7	13.7	13.7	5.5	5.1	5.2	14.6	14.4	17.1
Lowndes	13.5	14.1	14.5	4.4	3.2	3.2	12.5	13.8	16.4
Macon	24.1	23.4	22.8	8.1	8.8	10.0	13.7	12.7	16.7
Montgomery	223.5	237.4	252.3	95.8	156.7	169.9	19.4	21.4	25.3
Pike	29.6	31.9	34.0	12.7	12.0	12.2	14.9	12.9	14.1
Montgomery MSA²	333.1	372.8	413.3	143.4	218.8 ^b 182.1 ^d	197.2	18.9	18.7	21.2
Greenville Growth Ctr.	7.2	N/A ^f	N/A ^f	2.5	N/A ^f	N/A ^f	17.4	N/A ^f	N/A ^f
Troy Growth Ctr.	13.9	N/A ^f	N/A ^f	6.2	N/A ^f	N/A ^f	15.6	N/A ^f	N/A ^f

Sources: U.S. Census Bureau, and the University of Alabama, Center for Business and Economic Research,

ANNOUNCED NEW AND EXPANDED MANUFACTURING INDUSTRIES

1989-1992 and 1995-2004

Table 6A

County	Year	New	Expanded	Announced Cap. Invest+	Announced Jobs+
Bullock	1989	0	1	\$193,000	4
	1990	0	1	200,000	6
	1991	0	0	0	0
	1992	0	1	0	4
	1995	0	1	0	4
	1996-2000	0	0	0	0
	2001	1	0	0	13
	2002	0	2	0	31
	2003	0	2	475,000	28
2004	1	3	1,135,500	298	

County	Year	New	Expanded	Announced Cap. Invest+	Announced Jobs+
Butler	1989	1	2	1,440,000	205
	1990	0	1	50,000	15
	1991	1	0	0	15
	1992	2	2	3,026,909	497
	1995	0	3	8,134,000	6
	1996	0	1	0	15
	1997	1	1	1,105,500	106
	1998	0	2	6,415,000	21
	1999	2	6	39,170,000	486
	2000	3	0	6,351,000	420
	2001	2	2	250,000	97
	2002	0	1	0	15
	2003	3	2	100,450,000	525
	2004	4	2	2,300,000	183
Crenshaw	1989	1	2	1,468,000	161
	1990	0	2	110,000	49
	1991	1	4	370,000	155
	1992	0	2	650,000	4
	1995	0	1	100,000	0
	1996	0	1	234,961	8
	1997	0	2	350,000	9
	1998	1	2	6,375,000	74
	1999	2	1	11,500,000	250
	2000	2	0	1,250,000	170
	2001	0	0	0	0
	2002	0	1	10,000,000	60
	2003	1	1	110,100,000	408
	2004	2	3	52,250,000	169
Lowndes	1989	0	0	0	0
	1990	0	2	600,000	115
	1991	0	2	1,350,000	0
	1992	0	0	0	0
	1995	0	3	125,085,000	115
	1996	1	1	4,000,000	50
	1997	0	1	500,000	0
	1998	0	1	1,150,000	0
	1999	0	1	0	67
	2000	0	1	185,000,000	15
	2001	0	1	2,500,000	30
	2002	0	1	10,000,000	0
	2003-2004	2	0	35,000,000	280
	Macon	1989	2	0	380,000
1990		0	0	0	0
1991		1	0	1,200,000	450
1992-2002		0	0	0	0
2003-2004		1	0	28,000,000	200
Montgomery	1989	1	28	41,137,135	318
	1990	4	35	14,236,280	484
	1991	3	33	26,871,229	385

County	Year	New	Expanded	Announced Cap. Invest+	Announced Jobs+
	1992	2	4	37,527,000	671
	1995	2	32	44,977,000	898
	1996	4	21	83,513,000	430
	1997	0	27	30,705,000	385
	1998	1	20	27,815,000	726
	1999	2	24	77,070,000	713
	2000	2	19	39,665,000	521
	2001	0	16	29,480,000	296
	2002	2	17	1,061,255,000	2,780
	2003	4	9	59,375,000	466
	2004	2	19	400,348,269	656
	Pike	1989	0	6	5,442,215
1990		1	8	14,737,000	377
1991		0	4	425,000	40
1992		1	8	19,250,000	230
1995		1	6	23,040,000	317
1996		0	7	21,400,000	337
1997		0	7	1,915,000	113
1998		0	9	39,735,000	215
1999		0	8	19,740,000	268
2000		0	5	21,150,000	350
2001		1	3	7,515,000	107
2002		0	7	3,140,000	196
2003	0	5	67,165,000	167	
2004	1	5	29,000,000	455	
TOTAL		72	464	3,007,847,998	19,099

ANNOUNCED NEW AND EXPANDED NON-MANUFACTURING INDUSTRIES
1989-1992 and 1995-2003
Table 6B

<u>County</u>	<u>Year</u>	<u>New</u>	<u>Expanded</u>	<u>Announced Cap. Invest+</u>	<u>Announced Jobs+</u>
Butler	2000	1	0	2,000,000	250
Montgomery	1997	2	0	61,000,000	115
	2000	1	1	195,000,000	300
Pike	1995	1	6	23,040,000	317
TOTAL		5	2	262,500,000	721

+ = Excluding Confidential Information

Source: Annual Industry Reports, Alabama Development Office, Research and Communications Division.

Strengths, Weaknesses, Opportunities, External Threats and Key Issues

Input from stakeholders, the SCADC Board and CEDS Strategy Committee during the course of strategic planning, beginning in 2000, and continuing throughout the CEDS planning process in 2010, provides an overview of the regions key issues listed below. Strengths, weaknesses, opportunities and external threats, for the region, as a whole, and for the seven counties, that make up the ED District are included in the Appendix.

Major District-wide Issues

Unemployment and Jobs in Rural Areas

Need for Economic Development Diversity/Clusters/Retail Trade and Tourism

Education and Work force Development

Infrastructure and Healthcare

Transportation and Access

Land Use/Planning/Conservation and Environmental Protection

Housing

Recreation

Historic Preservation

Image

Organization and Financing

III

CEDS GOALS, OBJECTIVES AND STRATEGIES

VISION AND GOALS

SCADC envisions a region with a viable, self sustaining economy that is capable of supporting the highest possible quality of life for every current and future resident.

GOALS

I ECONOMIC DEVELOPMENT

Increase economic growth with a focused effort on industrial and commercial recruiting, tourism development, existing industry retention, entrepreneurial development and an emphasis on increasing the skill levels of workforce that will result in higher incomes throughout the region.

II TRANSPORTATION ACCESS AND INFRASTRUCTURE

Develop additional and improve upon existing regional infrastructure, transportation resources and access that will facilitate economic growth and the provision of public services.

III EDUCATION AND WORKFORCE DEVELOPMENT

Improve the education systems to ensure that all graduates possess the knowledge and skills to effectively compete for higher paying jobs.

IV PLANNING AND ENVIRONMENTAL PROTECTION

Promote and manage community and economic development in an orderly and efficient manner through sound physical development planning

V QUALITY OF LIFE

Improve existing quality of life factors in the region to meet the needs of all citizens

VI ORGANIZATION, FUNDING AND LEADERSHIP DEVELOPMENT

Obtain and utilize all financial organizational and leadership resources to benefit the whole region.

IV

ACTION PLAN AND STRATEGIES

The following summarizes the SCADC Action Plan for implementation of the CEDS. Specific objectives and strategies are included in the following tables on objectives, strategies and projects.

Action Plan Strategy (See charts reflecting goals, objectives, strategies and projects)

- Promoting Economic Development
- Providing Transportation Access and Infrastructure Development
- Improving Education and Workforce Development
- Planning and Environmental Protection
- Continuously Improving Quality of Life Factors
- Organizing, Obtaining and Utilizing, Funding and Leadership for Economic Development

Methods of Cooperation

- SCADC will continue to participate in ongoing coordination and regional, statewide and federal initiatives, including EDA, Delta Regional Authority, Appalachian regional Commission, Rural Transportation Organization, workforce development and others. SCADC will specifically help facilitate the Rural Action Commission, working with ADECA and public/private stakeholders; CEDS Strategy Committee has been reorganized to increase private sector participation and, possibly, action teams to further implementation of regional priorities.

Obtaining and Utilizing Funding and Resources

- SCADC will promote the continuous use of Public/Private Partnerships to leverage private investment-maximize benefit of public resources

Consistency and Coordination with State Policies and Plans

- SCADC will coordinate CEDS activities with Statewide Plans, Rural Action Commission, DELTA Authority, ARC and other statewide/regional initiatives and plans
- SCADC will explore State incentives and removal of barriers, eg., tiered incentives, for more diverse economic development projects.
- SCADC will specifically participate in and support regional Workforce Development program
- SCADC will continue to work with ALDOT to facilitate Rural Transportation program

Performance and Evaluation

CEDS Progress and Accomplishments

Previous progress reports reflect progress through those Projects that have been completed, or, those where significant progress has been made or is ongoing, are highlighted.

Recent and Projected Investments

A summary report on recent EDD investments, including dollars of investments and jobs, is available, as a separate report

Performance Measures

- SCADC includes Performance measure as part of CEDS process, with respect to specific project performance as well as individual investment and grant results, including
 - Jobs Gained and Retained
 - Number and Types of Investments
 - Amount of public and private Investment
 - Changes in Economic Development Environment and quality of Life

- SCADC will continuously improve performance and implementation, to include quantifiable measures, per EDA and other standards; regular review of progress towards objectives and projects; and, consideration of action or implementation teams to share responsibility for project implementation and leverage resources.

SPECIFIC OBJECTIVES AND STRATEGIES

The following tables reflect more specific objectives and strategies to accomplish the six broad goals identified as part of the SCADC CEDS. More specific objectives will be identified in the 2007 CEDS update, to include 5 year and annual targets for implementation.

The strategies provide the general outline of the CEDS Work Program. The program is more specifically described, as the CEDS Projects and Programs that follow.

I. ECONOMIC DEVELOPMENT

Goal: Promote economic growth with a focused effort on industrial and commercial recruiting, tourism development, resident industry retention programs, entrepreneurial development, and special programs to increase the skill levels of the workforce that will result in higher incomes throughout the region.

	Objectives
a.	Achieve full-employment by promoting, increasing, and improving employment opportunities at all skill levels.
b.	Administer and provide effective and efficient support to all businesses.
c.	Identify innovative ways to collaborate and address emerging economic opportunities in a manner that will minimize obstacles and maximize gains.
d.	Enhance and expand cultural/heritage tourism in the region.
e.	Maintain adequate industrial space and infrastructure to accommodate existing industry expansion, new companies, and growth./increase entrepreneurial ventures and training
f.	Establish organizations dedicated to community and economic development issues, and invigorate those already in existence.
g.	Maximize opportunities for sustainable development along Interstates and major highways.
h.	Facilitate long-term financing for smaller companies.
i.	Maintain adequate infrastructure to support industry, commerce, and lifestyle.
j.	Expand recreation in order to facilitate growth and increase quality of life.
k.	Promote a positive image and recognition of each county in terms of business climate and quality of life.
l.	Maximize job retention and expansion of existing businesses.
m.	Increase capabilities of the universities in the region to assist owners of new and current small

	businesses in their business development.
n.	Sustain and improve the agricultural and timber industries.
o.	Provide gap financing to new and expanding industries.
p.	Increase population and housing to support growing jobs in commercial and manufacturing industries
q.	Increased retail business in rural areas/smaller communities and growth centers

Strategies/Work Program

Description	Location	Funding Source
Non-metro planning	EDD	Local/SCADC/EDA/ARC/HUD
Clearinghouse Review	EDD	EDA/SCADC
Zoning and Subdivision Regulations	EDD	Local/SCADC/HUD/ARC
Coordinate economic development endeavors	EDD	EDA/SCADC/Local
Cooperate and assist with local, regional, and statewide strategic planning efforts	EDD	EDA/SCADC/Local/HUD
Grant and loan application preparation assistance	EDD	EDA/Local/ARC/SCADC/HUD/DRA
Project management and monitoring assistance	EDD	EDA/Local/ARC/SCADC/HUD/DRA
Assist in organization and functioning of local industrial development boards/authorities and chambers	EDD	EDA/Local
Participate in rural development councils, conservation and development projects, and similar undertakings	EDD	EDA/Local
Continue to implement the Revolving Loan Fund; obtain and maintain funding necessary to adequately capitalize RLF	EDD	EDA/Local/HUD
Continue to serve as a regional affiliate for the Alabama State Data Center and the U.S. Census Bureau	EDD	Local/SCADC

Continue implementation, maintenance, upgrades, and expansion of regional geographic information system (GIS); continue acquisition, development, and updating of GIS data; provide GIS services for the purposes of economic development	EDD	Local/SCADC/EDA
Continue to foster relations and leadership development among community, business, and education leaders	EDD	Local
Coordinate with economic development organizations to support and foster economic development in the region	EDD	Local/SCADC
Promote Downtown and other growth center development, government facilities and tourism		
Promote Envision 2020 & Imagine a Greater Montgomery	EDD/Montgomery MSA	Local
Promote retail development and business incubators	EDD	Local/ARC
Facilitate the development of growing clusters, including automotive, timber and agriculture products, higher education, others	EDD	EDA,/ARC/DRA/USDA

II. TRANSPORTATION ACCESS AND INFRASTRUCTURE

Goal: To develop additional and improve upon existing regional infrastructure resources that will facilitate economic growth and the provision of public services.

	Objectives
a.	Upgrade and bring all municipal and county utilities and facilities up to standards as mandated by the state and federal authorities.
b.	Develop a transportation system(urban and rural) that will allow pedestrian and vehicular traffic

	to move easily throughout each of the region's municipalities and counties with easy access to all major points of interest that will, in turn, improve circulation and open land for development.
c.	Evaluate all facilities owned by the municipalities and the counties, especially where county or municipal departments are located for the purpose of consolidation, renovation or replacement.
d.	Provide safe and attractive places for residents to assemble, such as recreational facilities, museums, performing/cultural arts centers, and meeting places.
e.	Evaluate all services provided by the municipalities and the counties, and expand and improve where necessary.
f.	Establish an infrastructure improvement plan that will maximize benefits to the entire county's economic and community development efforts, including high speed telecommunications
g.	Provide comprehensive public safety services throughout the region.
h.	Provide transportation for coordinated social services and day care facilities to support economic and community development

Strategies/Work Program

Description	Location	Funding Source
Non-metro planning	EDD	Local/SCADC/EDA/ARC/HUD
Clearinghouse Review	EDD	EDA/SCADC
Unstructured regional technical assistance	EDD	Local/SCADC/HUD/ARC/ADECA/DRA
Coordinate infrastructure development/rehabilitation endeavors	EDD	EDA/SCADC/Local
Grant and loan application preparation assistance	EDD	EDA/Local/ARC/SCADC/HUD/DRA
Project management and monitoring assistance	EDD	EDA/Local/ARC/SCADC/HUD/DRA
Participate in rural development councils, conservation and development projects, and similar undertakings	EDD	EDA/Local
Continue implementation, maintenance, upgrades, and expansion of regional geographic information system (GIS); continue acquisition, development, and updating of GIS data; provide GIS services for	EDD	Local/SCADC/EDA

the purposes of infrastructure maintenance and development		
Develop welfare-to-work and coordinated social service transportation and day care facilities	EDD	ADSS/ALDOT/ADECA/Others
Complete high speed telecommunications systems and technology center facilities	EDD	ADECA/ARC/Local
Implement rural transportation planning program	EDD	ALDOT/Local

III. WORKFORCE DEVELOPMENT AND EDUCATION

Goal: To improve the education systems to ensure that all graduates possess the knowledge and skills to effectively compete for and perform well in available jobs.

	Objectives
a.	Maximize educational opportunities for all citizens who wish to better themselves through knowledge and learning.
b.	Enable every child to attain a well-rounded, rigorous education that includes critical thinking, adequate communication skills, the requirement for good citizenship, and basic knowledge of math and science.
c.	Develop partnerships among all sectors to support public education and the general welfare of the community.
d.	Improve school performance at all levels to surpass the state educational averages.
	Reduce the dropout rate among public secondary students, increase attendance rates among public school students, and reduce adult illiteracy rates by the year 2010.
e.	Provide quality educational opportunities for all citizens, regardless of age.

f.	Establish programs to instill occupational, technical, and vocational skills to adults within the community.
g.	Ensure adequately prepared and trained workforce to support existing and incoming industry, including higher skill jobs and technology training
h.	Provide alternative job opportunities for entrepreneurs
i.	Provide support to Central Alabama Opportunities Industrialization Center, Inc. in an effort to promote job training and job placement throughout the SCADC region.

Strategies/Work Program

Description	Location	Funding Source
Non-metro planning	EDD	Local/SCADC/EDA/ARC/HUD
Clearinghouse Review	EDD	EDA/SCADC
Unstructured regional technical assistance	EDD	Local/SCADC/HUD/ARC/ADECA/DRA
Coordinate or cooperate with regional education improvement endeavors	EDD	EDA/SCADC/Local
Grant and loan application preparation assistance	EDD	EDA/Local/ARC/SCADC/HUD/DRA
Project management and monitoring assistance	EDD	EDA/Local/ARC/SCADC/HUD/DRA
Participate in regional and rural workforce development councils and alternative public/private training programs, eg. business sector academies, etc.	EDD	EDA/Local/ARC
Cooperate with any efforts to conduct a regional educational needs assessment to identify workforce development deficiencies	EDD	EDA/Local/ARC/SCADC/HUD/DRA /Others
Continue implementation, maintenance, upgrades, and expansion of regional geographic information system (GIS); continue acquisition, development,	EDD	Local/SCADC/EDA

and updating of GIS data; provide GIS services for the purposes of education and workforce development		
Implement special workforce support programs, to include day care, special transportation services, senior aides, etc.	EDD	DOI/Local/ADSS

IV. LAND USE, PLANNING AND ENVIRONMENTAL PROTECTION/CONSERVATION

Goal: To balance and manage community and economic development with conservation in an orderly and efficient manner.

	Objectives
a.	Provide the best possible distribution of land uses, by type and density, to meet the physical, social, cultural, and economic needs of the present and future population in a manner that would maintain and improve the quality of the natural and man-made environment within the region.
b.	Promote and encourage a balanced and efficient use of land that is in accordance with the Comprehensive Plans and other policies of the region's counties and municipalities.
c.	Seek realistic and responsible conservation of natural resources and environmental protection, consistent with economic development priorities.

Strategies/Work Program

Description	Location	Funding Source
Non-metro planning	EDD	Local/SCADC/EDA/ARC/HUD
Technical assistance and support to local planning, zoning, districting, and annexation efforts	EDD	EDA/Local/ARC/SCADC/HUD
Coordinate or cooperate with regional and statewide planning endeavors	State/EDD	EDA/SCADC/Local/State/AARC/ARC/DRA/USDA/ DOT/HUD/etc.
Grant and loan application preparation assistance	EDD	EDA/Local/ARC/SCADC/HUD
Project management and monitoring assistance	EDD	EDA/Local/ARC/SCADC/HUD
Continue implementation, maintenance, upgrades, and expansion of regional geographic information system (GIS); continue acquisition, development, and updating of GIS data; provide GIS services for the purposes of land use, planning, and zoning efforts	EDD	Local/SCADC/EDA
Promote a framework for growth and development to include community, county and regional concepts for growth, development and revitalization.	EDD	EDA, ADECA, DOT, Local
Increase the use of new and innovative planning and zoning codes, including training and continuing education for planning commissions and others	EDD	Local/ADECA
Participate in regional Clean Water Partnerships for major river basins and implement hazard mitigation plans	EDD	ADEM/AEMA

V. QUALITY OF LIFE

Goal: To improve upon existing quality of life in the region to meet the needs of all of its citizens.

	Objectives
a.	Increase the level of community involvement in all aspects of civic and community activity.
b.	Improve and preserve the physical appearance and the aesthetic character of the region.
c.	Acquire, develop, and maintain a wide variety of passive and active recreational facilities and opportunities in order to serve the various needs of citizens of all ages.
d.	Create and harbor an environment in which residents and visitors alike may feel safe, secure and welcome.
e.	Examine the local government organization to assure greater coordination and consolidation of governmental activities toward improving the quality of life and ensuring more efficient use of tax dollars.
f.	Provide a seamless system of and access to affordable healthcare for all citizens.
g.	Provide region wide access to adequate, safe, sound, and affordable housing in a desirable living environment.
h.	Preserve and restore historic structures and sites.
i.	Enhance and develop area's aging programs and services.
j.	Ensure adequate day care and early childhood education

Strategies/Work Program

Description	Location	Funding Source
Non-metro planning	EDD	Local/SCADC/EDA/ARC/HUD
Clearinghouse Review	EDD	EDA/SCADC
Unstructured regional technical assistance	EDD	Local/SCADC/HUD/ARC/ADECA/DRA
Coordinate or cooperate with regional quality of life improvement endeavors(included Envision 2020 and Imagine a Greater Montgomery, other chambers of commerce initiatives)	EDD	EDA/SCADC/Local

Grant and loan application preparation assistance	EDD	EDA/Local/ARC/SCADC/HUD/DRA
Project management and monitoring assistance	EDD	EDA/Local/ARC/SCADC/HUD/DRA
Participate in rural and regional councils and similar undertakings that address quality of life issues, including healthcare, open space and recreation	EDD	EDA/Local
Administer the Older Americans Act, Medicaid Waiver Prog., Senior Rx Program, and the Senior Aides Program	EDD	ADSS/HHA/AAA/Local/Other
Provide housing technical assistance and programs to increase the supply and quality of market rate and affordable housing/include neighborhood conservation , preservation and revitalization; support the development of CDFI and related housing finance programs	EDD/Cities and Counties	Local/SCADC/HUD
Continue implementation, maintenance, upgrades, and expansion of regional geographic information system (GIS); continue acquisition, development, and updating of GIS data; provide GIS services for quality of life improvement projects	EDD	Local/SCADC/EDA

VI. ORGANIZATION, FUNDING, LEADERSHIP, COOPERATION

Goal: Obtaining and utilizing all financial, organizational and leadership resources to benefit the entire region

X	Objectives
a.	Increased cooperation/coordination among city, county state and federal entities, private sector and citizens
b.	Increased public and private funding for regional priorities
c.	Increased regional involvement and public/private leadership
d.	Consistency and cooperation with state plans and policies for economic and community development

Strategies/Work Program

Description	Location	Funding Source
Facilitate Rural Action Commission including a regional alliance of agencies and the private sector with mutual interests	EDD/Others	EDA/DRA/Local
Continue to strengthen public private involvement in SCADC	EDD	
Formalize public/private funding strategy	EDD/Others	EDA/DRA/Local
Continue to encourage increased public/private leadership in SCADC and CEDS Strategy Committee	EDD	EDD/Local
Promote city and county leadership programs	EDD/Others	Local
Cooperate with Envision 2020 and Imagine a Greater Montgomery and other visioning and multi jurisdictional programs	EDD/Others	Local

Specifically participate in regional Workforce Development program, Rural Transportation Planning and United we Ride.	EDD	ADSS/ALDOT/Other
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CEDS PROJECTS AND PROGRAMS

The following list includes the various county and community CEDS projects and programs, identified through the planning process.

The projects and programs, also, comprise a substantial part of the SCADC work program.

ECONOMIC DEVELOPMENT

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Synchronist program	EDD	SCADC/Local	SCADC, Local Governments, IDBs/EDAs	Implementation of program Retention and attraction of new businesses	Mid term Long term
Expand and improve industrial parks	Bullock County/	Local/DRA/ HUD/EDA	SCADC, Local Governments	Completion of improvements Number of jobs created Number of jobs retained	Short term Mid term

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Widen U.S. Hwy. 331	Crenshaw County	Local/DOT	SCADC, Local Governments	Number of highway miles widened	Short term Mid term
Commercial Development Projects	Crenshaw County/other counties	ADECA, Local	Local development organizations	Improvements to commercial districts/downtowns/ and new commercial investments	Mid Term
Commercial development	Fort Deposit Hayneville	Local/EDA/DRA/State/ HUD/USDA	SCADC, Local Governments	Construction of new development	Short term
Rehabilitate CBD/Downtown	Fort Deposit	Local/HUD/DRA	SCADC, Fort Deposit	Completion of projects	Short term
Rehabilitate CBD/Downtown	Tuskegee	Local/HUD/DRA	SCADC, Tuskegee	Completion of projects	Short term
Implement Macon County and Tuskegee Tourism Development Plan	Macon County/ Tuskegee	Local/HUD/ ARC/EDA/ DRA/Others	SCADC, Local Governments	Completion of plan Implementation of plan	Short term Mid term Long term
Develop and maintain a leadership development program for public officials and community volunteers	Macon County	Local/ARC/ HUD	SCADC, Local Governments	Completion of project Number of volunteers and attendees	Short term Mid term Long term
Macon County Airport	Macon County	FAA/Local	Local/ALDOT	Completion of Projects	Mid Term Long Term

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Develop Macon County Industrial Park/emphasize I-85 corridor development	Macon County	Local, EDA	Local, SCADC	Construction of improvements and development of sites	Mid Term
Improve industrial park	Tuskegee	Local/EDA/ARC/DRA/ HUD	SCADC, Local Governments	Improvement of park Number of jobs retained and created	Short term
Complete development of Brundidge Industrial park	Brundidge	Local/EDA	Local	Improvements/development investments/jobs	Mid term
Continue retail and commercial development/redevelopment	SCADC Region	Local/State/SBA/EDA/ SCADC/HUD	Local Governments, PCEDC, PCCC	Development/retention of businesses	Short term Mid term
Promote Envision 2020 and Imagine a Greater Montgomery	Montgomery MSA	Local	Local Organizations	Completion of Strategic projects	Short Term Long Term
Complete Downtown and Riverfront Development in Montgomery	Montgomery	Local	Local Organizations, City of Montgomery	Completion of Projects	Short term Long Term
Envision and Montgomery Area Chamber Transportation projects subject to consistency with SCADC priorities	Montgomery MSA	Local/ALDOT	Local/MPO/ALDOT	Completion of Projects	Short Term Long Term

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Regional Business Incubator and Technology centers	EDD	EDA/Local	Local	Completion of incubators/businesses located	Mid Term

TRANSPORTATION ACCESS AND INFRASTRUCTURE

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Improve county roads and storm drainage	State Planning District 5	Multiple	SCADC, Local Governments	Number of highway miles improved	Short term Mid term Long term
Countywide Hazard Mitigation Plans	State Planning District 5	FEMA/HUD/Local/DHS	SCADC, Local Governments	Implementation of plans	Short term Mid term Long term
Develop a new industrial park	Bullock County	Local/HUD/EDA/USDA/DRA	SCADC, Local Governments	Construction of new park and building	Short term Mid term
Improve local airport; renovate and extend runways	Bullock County/Union Springs	Local/FAA/EDA/DRA	SCADC, Local Governments	Completion of expansion	Short term Mid term
Upgrade and widen Alabama Highway 110 from Montgomery to Union Springs	Bullock County/Montgomery County	Local/DOT/Others	SCADC, Local Governments	Number of highway miles widened	Short term Mid term

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Historic preservation and restoration of library	Union Springs/ Bullock County	Local/AHC/ Other	SCADC, Local Governments	Completion of improvements	Short term Mid term
Historic preservation and restoration of former church	Union Springs/ Bullock County	Local/AHC/ Other	SCADC, Local Governments	Completion of improvements	Short term Mid term
Develop additional water supply	Butler County/ Lowndes County	Local/USDA/ EDA/DRA/ HUD	SCADC, Local Governments	Number of customers served	Short term Mid term Long term
Rehabilitate water/sewer systems	Greenville	Local/EDA/ HUD/DRA/ USDA	SCADC, Local Governments	Completion of rehabilitations	Short term
Improve and enhance existing sewer systems	Lowndes County	Local/HUD/E DA/EPA/ADE M/ DRA	SCADC, Local Governments	Improvement of systems	Short term
Extend natural gas line to Lowndes County Ind. Park and Hayneville	Lowndes County/ Hayneville	Local/HUD/ DRA/EDA	SCADC, Local Governments	Installation of new lines	Short term
Construct new public safety building	Hayneville	Local/HUD/ DRA/FEMA	SCADC, Local Governments	Development of a new public safety building	Short term Mid term
Construct a fire substation at or near Lowndes Co. Ind. Park	Lowndes County/ Hayneville	Local/HUD/ DRA/FEMA	SCADC, Local Governments	Development of a new station	Short term

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Purchase new ladder fire truck and communications equipment	Hayneville	Local/DHS/FEMA	SCADC, Local Governments	Acquisition of new truck/communications gear	Short term
Install storm drainage system in Big Swamp Creek area	Hayneville	FEMA/Local	SCADC, Local Governments	Installation of first phase of drainage system and alleviation of recurrent flooding	Mid term
Improve and enhance existing water systems	Macon County	Local/HUD/EDA/EPA/ADEM/DRA/ARC	SCADC, Local Governments	Improvement of systems	Short term
Extend Water and sewer to interstate I-85	Macon County				
Upgrade and expand the sanitary sewer system	Notasulga	Local/USDA/ HUD/ARC/ DRA/Others	SCADC, Local Governments	Installation of system Increase in capacity	Short term
Install and expand a commercial sanitary sewer system	Shorter	Local/USDA/ HUD/ARC/ DRA/Others	SCADC, Local Governments	Installation of system Increase in capacity	Short term
Install a water tower and new fire hydrants	Shorter	Local/USDA/ ARC/EDA/DR A/Others ARC/EDA/HU D/USDA/DRA /Others	SCADC, Local Governments	Installation of tower Number of hydrants installed	Short term Term
Develop and construct a new community /senior center					
Public Transportation Project	Montgomery County	FTA/Local	Local	Improvements to service	Long Term

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Expand and enhance sewer lines in northern parts of county	Pike County	Multiple		Local/USDA/ARC/EDA/ HUD/DRA/ Others	Short term
Corridor study, construct limited access road along U.S. 231 from Dothan to Montgomery	Pike County/ Montgomery County	Multiple	County	Complete Study	Short term
Expand and enhance Municipal Airport/include fixed based operator	Troy	Multiple	SCADC, Local Governments	Completion of improvements	Short term
Extend access road to Troy Sportsplex	Troy	Multiple	SCADC, Local Governments	Extension of road	Short term
Replace deteriorating sewer lines throughout city	Troy	Multiple	SCADC, Local Governments	Amount of lines replaced, in feet	Short term
Replace and/or improve deteriorated streets	Troy	Multiple	SCADC, Local Governments	Amount of roads replaced/improved, in miles	Short term
Troy Public Library	Troy	City of Troy, other	City of Troy	Complete Project	Short Term
Downtown Historic District	Troy	City of Troy	City of Troy	Establish District	Short Term
Service Roads along 231	Troy	Aldot	Aldot	Complete sections of service roads	Mid Term
Spec building in Industrial Park	Troy	Multiple	Local	Start construction	Short Term

Completion of Montgomery Outer Loop and I-85 Extension	Montgomery County	ALDOT/Local	Local/ALDOT	Completion of Projects	
I-85 improvements to the east	Montgomery/Macon County				
Rural Transportation Planning Organization	EDD	ALDOT/Local	SCADC	Rural transportation projects identified	Short Term Long Term
United We Ride coordinated social service transportation	EDD	ADSS/ALDOT	SCADC	Needs assessment complete Services established	Short Term Long Term
Envision and Montgomery Area Chamber Transportation projects subject to consistency with SCADC priorities	Montgomery MSA	Local/ALDOT	Local/MPO/ALDOT	Completion of Projects	Short Term Long Term
Improvements to Montgomery Regional Airport	Montgomery	FAA/Local/ALDOT	Local/ALDOT	Completion of projects	Mid Term Long Term

WORKFORCE DEVELOPMENT

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Expand and enhance area vocational education centers	EDD	Local/State/EDA/ARC/DRA	SCADC, Local Governments	Number of students served	Short term
Improve public school facilities	EDD	Local/HUD/DRA/ARC/Educ./State	SCADC, Local Governments	Number of schools improved	Short term
Improve manpower training programs	EDD	Local/HUD/EDA/DRA/ARC/Educ./State	SCADC, Local Governments	Number of persons trained	Short term
Improve existing and develop additional welfare-to-work programs and facilities	EDD	Local/HUD/EDA/DRA/ARC/Educ./State	SCADC, Local Governments	Number of programs created	Short term
Continue ongoing programs for teen parents to reduce drop-out rates	EDD	Multiple	SCADC, Local Governments	Number of reduction in drop-outs	Short term
Develop partnerships among vocational and technical schools in the region	EDD	Multiple	SCADC, Local Governments	Creation of partnerships	Short term
Support the creation of a regional coordinator position to serve as a liaison between local industries and area	EDD	Multiple	SCADC, Local Governments	Creation of position	Short term

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
schools					
Continue support for the Alabama Reading Initiative and related programs to reach 100% literacy	EDD	Multiple	SCADC, Local Governments	Literacy rate	Short term
Develop and foster job training programs	Lowndes County	Local/HUD/EDA/DRA/ARC/State	SCADC, Local Governments	Number of trainees	Short term
Restore old Shorter Elementary School and develop an adult training center and education facility at the site	Shorter	Local/ARC/ HUD/EDA/ Others	SCADC, Local Governments	Development and restoration of facilities	Short term
Community Based Job training program	EDD	DOL	Local/Trenholm State Technical College	Funding/Persons trained	ShortTerm
Expansion of vocational school concept to create public/private "business" academies and regional technology training centers	EDD	DOL/local	Local	Centers established/graduate s	Mid Term

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Implement other Workforce Development projects as part of Workforce Development Council	EDD	DOL/Local	Workforce Development Council	Projects complete/persons trained	Short Term Long Term
Central Alabama Opportunities Industrialization Center, Inc.	Montgomery	U.S. VA/DOL/HUD /HHS	provide training, job placement	Centers established/graduate s	Short Term Long Term

PLANNING AND ENVIRONMENT

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Capital Improvements/Public Facilities Plan	Bullock County	Multiple	SCADC, Local Governments	Completion of plan Implementation of plan	Short term Mid term Long term
Downtown Housing Plans	EDD	Local/HUD/ADECA/State / ARC/DRA/ Others	SCADC, Local Governments	Implementation of plan	Short term
Update regional water and sewer planning reports	EDD	Local/EDA/ARC/DRA/ADEM/Others	SCADC, Local Governments	Completion of updates	Short term

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Scenic Byways planning and implementation	EDD	Local/DOT/ARC/ADECA/ HUD/EDA/ DRA	SCADC, Local Governments	Completion of plan Implementation of scenic status	Short term
Downtown Revitalization/Rehabilitation Plans	EDD	Local/HUD/ADECA/EDA/ State/ARC/ DRA/Others	SCADC, Local Governments	Completion of plans	Short term
Student Housing Plans	EDD	Local/HUD/ADECA/State / ARC/DRA/ Others	SCADC, Local Governments	Completion of plan	Short term Mid term
Affordable Housing Plans and city and county housing development and rehab pilot programs	EDD	Local/HUD/ADECA/State / ARC/DRA/ Others	SCADC, Local Governments	Completion of plan/completion of pilot projects and number of housing units	Short term
Senior Housing Plans	EDD	Local/HUD/ADECA/State / ARC/DRA/ Others	SCADC, Local Governments	Completion of plan	Short term
Continue development and maintenance of County Hazard Mitigation Plans	EDD	Local/HUD/ARC/DRA/ FEMA/Others	SCADC, Local Governments	Completion of plans/updates	Short Term Mid Term

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
I-85 Extension Feasibility Study	Lowndes County/ Montgomery County	Local/EDA/ DRA/DOT/ Others	SCADC, Local Governments	Completion of study	Short term
Storm Drainage Plan	Hayneville	Local/HUD/ FEMA	SCADC, Local Governments	Completion of plan Implementation of plan	Short Term Mid Term
Comprehensive Plan and Land Use Regulations	Gordonville	ARC/DRA/ HUD/Local	SCADC, Local Government	Creation of plan Implementation of plan	Short term
Comprehensive Plan and Land Use Regulations	Mosses	ARC/DRA/ HUD/Local	SCADC, Local Government	Creation of plan Implementation of plan	Short term
Countywide Comprehensive Plan & Zoning Ordinance	Macon County	ARC/DRA/ HUD/ADECA/ Local	SCADC, Local Governments	Creation of plan Implementation of plan	Short Term
Shorter Comprehensive Plan Update and Commercial Study	Shorter	Local/HUD/ USDA/Others	SCADC, Local Governments	Completion of update and study	Short Term
Conduct market study detailing housing demand in I-65 Corridor	Montgomery	Local	Local Governments, Realtors, GMHBA	Publication of study	Short term
Comprehensive Plan and Land Use Regulations	Notasulga	ARC/DRA/ HUD/Local	SCADC, Local Government	Creation of plan Implementation of plan	Short term
Framework for Growth and Development	EDD	EDA/Other	SCADC/Local	Completion of Plan Completion of City And County Plans	Short Term Mid Term

QUALITY OF LIFE

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Low-income area redevelopment	EDD	HUD/Local	SCADC, Local Governments	Completion of redevelopment efforts	Short term
Senior Housing in Tuskegee and Macon County	Macon County	HUD/Local	Local	Construction of units	Mid Term
Rehabilitate and/or replace substandard residencies	EDD	HUD/Local	SCADC, Local Governments	Replacement of residences	Short term Mid term Long term
Alleviate shortage of low- and moderate-income housing	EDD	HUD/Local	SCADC, Local Governments	Number of homes created	Short term Mid term Long term
Improve, develop, and/or expand recreational facilities/parks, libraries, and programs	EDD	DOI/DOT/ Local	SCADC, Local Governments	Number of programs created	Short term Mid term Long term
Construction of new library	Lowndes County	Local/ADECA /State/DRA/ Others	SCADC, Local Governments	Construction of new facility	Short term
Montgomery Cultural Center and Library	Montgomery	Local	Local	Construction of facilities	Mid Term
Regional Tourism and retiree attraction study	EDD	Local/ADECA	Local	Completion of study	Short Term

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
CDFI and related housing finance programs	EDD	Local	Local	Establishment of CDFI and number of loans/amount of investment in housing	Short Term

ORGANIZATION, FUNDING, LEADERSHIP AND COOPERATION

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Continue to use CEDS Strategy Committee and SCADC Board to maximize public/private participation	EDD	EDA/SCADC	SCADC	Revised membership and more effective and efficient participation	Short Term
Facilitate Rural Action Commission	EDD	EDA/ADECA	SCADC	Expanded stakeholders	Short Term
Participate in regional Workforce development programs	EDD	DOL/ADECA	SCADC	Trained persons	Short Term
Participate in Envision 2020, Imagine a Greater Montgomery and other regional chamber and visioning programs	EDD	Local	SCADC	Projects completed	Short Term Long Term

<u>Projects/Programs</u>	<u>Location</u>	<u>Funding Source</u>	<u>Responsibility</u>	<u>Performance Measures</u>	<u>Time Frame</u>
Coordinate Rural Transportation Planning program with MPO planning/United We Ride	EDD	ALDOT/ADS S	SCADC	Projects completed	Short Term Long Term
Participate in a study on leveraging public and private funding and publish a directory of funding sources/included the possibility of tiered funding strategies	EDD	Local/EDA/ARC/ADECA	SCADC	Study completion	Short Term
Promote city and county leadership programs	EDD	Local	Local	Participants / programs	Mid Term

VITAL REGIONAL PROJECTS

The CEDS Planning Process is maintained as an ongoing effort to implement a coordinated broad-based, regional approach to economic development and to assist the cities and counties, the region and State of Alabama in determining the priorities in the combined region. All projects, that are included in the CEDS, are important.

From time to time, certain projects are identified as having significant impact to the region, as a whole. The following are identified as Vital Regional Projects. These and other projects should be continuously reviewed and updated, as part of the CEDS planning process.

REGIONAL ECONOMIC DEVELOPMENT PROJECTS

PROJECTS	STRATEGY	LOCATION	FUNDING SOURCE	RESPONSIBLE	PERFORM. MEASURES	
1. Development along I-65 Corridor South	Infrastructure/ Economic Development	From Montgomery to Greenville	ALDOT, ADO, ADECA, ARC, DRA, EDA, USDA RD	SCADC, Local Governments, ALDOT	1) Widen I-65 from existing six lanes to Interchange 158 2) Extend sanitary sewer south from Montgomery to serve industrial and growth areas (potentially to interchange 158) 3) Extend sanitary sewer to interchanges in I-65 corridor from appropriate systems such as Ft. Deposit and Greenville. 4) Expand storage and water service capacity on both sides of I-65 corridor 5) Identify, acquire and develop industrial park sites in South Montgomery, Lowndes and Butler Counties	1) short term 2) Mid term 3) Mid term 4) Mid term 5) short term
2. I-85 Extension From Montgomery to Selma	Infrastructure/ Economic Development	From Montgomery to Selma	ALDOT	SCADC	1) Completion of I-85 extension from Montgomery to the west, in phases	1) long term

4. Montgomery Outer Loop	Infrastructure/ Economic Development	Montgomery	ALDOT/Local	ALDOT, City of Montgomery, SCADC	Complete sections of outer loop	Long Term
5. Regional Lake/Reservoir	Infrastructure/ Economic Development/ Quality of Life	Butler, Crenshaw, Lowndes, and Wilcox Counties	ADO, ADECA, ARC, DRA, EDA	SCADC	1) Completion of a feasibility study 2) Completion of the reservoir/lake 3) Number of new customers served	1) Short term 2) Mid term
6. Improvements to U.S. 31, U.S. 231, U.S. 331, U.S. 80, and AL 110	Infrastructure/ Economic Development	Bullock, Crenshaw, Lowndes, Montgomery, and Pike Counties	ALDOT	SCADC	1) Number of highway miles widened. 2) Number of highway miles resurfaced. 3) Traffic counts	Long term
7. Regional Workforce Development Program	Education	Region-wide	Local colleges and universities, Boards of Education, Career Technical Centers c/o U.S. Dept. of Labor, and AIDT	Envision Task Forces, Local colleges and universities, Boards of Education, Career Technical Centers c/o U.S. Dept. of Labor, and AIDT	1) Establishment of a program 2) Program enrollment 3) Number of students 4) Number of graduates hired	Mid term
8. Develop tourism industry to make region a destination	Quality of Life/ Economic Development	Region-wide	Alabama Bureau of Tourism, and Travel, ADECA, RSA, AHC	Envision Task Force, Chambers of Commerce, Convention & Visitor's Bureaus	1) Increased promotion of existing attractions 2) Tuskegee Airmen Project	Long term
9. Expand the Regional Council's Revolving Loan Fund/include retail business	Economic Development	Region-wide	ADECA	AARC	1) Number of small businesses served 2) Number of jobs created 3) Revenue from retail	Short term

development					sales	
10 .Add or improve industrial parks in every county/recruit new industry	Economic Development	Region-wide	ADO, ADECA, ARC, DRA, EDA USDA RD	LRCOG, SCADC	1) Construction of facilities 2) Number of industries, businesses, and jobs created/recruited	Mid term
11. Improve/Increase Sewer & Water Capacities and Services and include continued development of high speed telecommunications	Infrastructure/ Economic Development/ Quality of Life	Region-wide	ADO, ADECA, ARC, DRA, EDA USDA RD, Local Governments	SCADC, LRCOG, Local Governments	1) Construction of facilities and lines 2) Number of new customers 3) Miles of water lines and sewer mains constructed	Shor Ter
12. Retail Development Strategy and distribution industry	Economic development	Region-wide	local	SCADC/Others	Completed strategy	Shor ter
13. Rural Transportation Planning(RPO), coordinated with MPO chamber and related transportation projects, consistent with CEDS	Transportation/Infrastructure	Region-wide	ALDOT/Local	SCADC, ALDOT	Rural transportation improvement projects	Shor term Lon term
14. United We Ride Coordinated Social Service program	Transportation/Infrastructure	Region-wide	ADSS/ALDOT	SCADC	Increased service	Shor term Lon term
15. Implement Rural Action Commission,	Organization, Funding and leadership	Region-wide	EDA/Local	ADECA,SCADC/Local, CARPC, LRCOG	Increased participation and	Shor term

to include SCADC, Envision 2020, Imagine a Greater Montgomery, other city and county visioning and leadership programs					coordination of projects	
16. Regional and local existing industry programs; industry cluster plan	Economic Development	Region-wide	ADECA/Local	Local/ADECA/ADO	Assistance to existing industries and jobs retained	Short term
17. Regional Housing Plan and program to develop and rehab market rate and affordable housing; include neighborhood revitalization; include CDFI implementation	Quality of Life	Region-wide	HUD/Local/USDA	SCADC/Local	Number of housing units built or renovated	Mid term
18. Downtown development in Montgomery and other communities and growth centers	Planning	Region-wide/Growth Centers	Local	Local	Investment in downtown(s) and businesses retained	Mid term
19. Riverfront Development program	Planning	Montgomery	Local	Local	Completion of projects and/private investment	Short term long term
20. Continue to improve Montgomery and other regional	Transportation/Infrastructure	Montgomery/other airports	FAA/Local	Local	Investments & increased service	Mid term

airports						
21. Regional Framework for Growth and development	Planning	Region-wide	EDA/Local	SCADC	Completion of Plan	Short term
22. Expand Regional Incubators, technology centers and public/private business training "academies"	Economic development	Region-wide	ADO/Local	Local	Incubators/businesses	Short term Mid term
23. Major Mega Industrial site in 231 corridor, including distribution strategy	Economic Development	Western part of the region	ADO/ADECA/ALDOT//EDA	SCADC/Local	Recruited industry	long
24. Public/Private funding study	Organization/funding/leadership	Region-wide	Local			

PRIORITY CAPITAL PROJECTS

Among the projects identified, as part of the CEDS process, the following are specific capital investment projects, identified previously as priorities for the District.

Major Project	Construction Activity	Cost
<i>Water/Sewer</i>		
Butler-Lowndes Co. Reservoir	Develop a regional water reservoir in the Greenville-Fort Deposit vicinity	\$9,000,000
<i>Roads</i>		
Ala. Hwy. 110 Corridor Development	Develop water and sewer lines and infrastructure for other services along Ala. Hwy. 110.	\$3,000,000
	Widen Ala. Hwy. 110 to four lanes.	TBD
U.S. Hwys. 80, 231, & 331 Development	Widen U.S. 331	\$3,000,000
	U.S. 80 Commercial and Industrial Development	TBD
	General infrastructure improvements along each route	\$3,000,000 ea.
	U.S. 231 Corridor Study	
I-85 Extension	Study the feasibility of extending I-85 from Montgomery to Selma and beyond	\$2,500,000
I-10 Extension	Study the feasibility of extending I-10 from Florida to Montgomery	TBD

Major Project	Construction Activity	Cost
<i>Industrial Parks</i>		
Bullock Co. Industrial Park	Develop new infrastructure and improve existing utilities	\$2,000,000
Macon-Tuskegee Industrial Development	Develop a new industrial park in Macon County	\$3,000,000
Shorter Industrial Park	Expand industrial park in the Shorter vicinity	\$2,500,000
Montgomery West Industrial Site <i>(Note: This project for a tier one supplier is being actively pursued. Costs to be available in near future.)</i>	Develop Mitchell Young Road as industrial access road	TBD
	Extend water service from within site to industrial site to be developed	TBD
	Extend sanitary sewer service to industrial site to be developed	TBD
<i>Miscellaneous</i>		
Troy Airport	Expand and enhance services and infrastructure	TBD
Revolving Loan Fund	Recapitalize the regional council's Revolving Loan Funds	\$1,000,000

TBD = (Cost) To Be Determined

* = Projects are grouped

APPENDICES

APPENDIX A

2007 UPDATE ON AREA AND COUNTY DATA AND SOCIO-ECONOMIC CHARACTERISTICS

The following tables comprise an update of certain socio-economic data, as a supplement to data provided in section II of the CEDS report on conditions and the regional economy

DOCUMENTS PROVIDED AS SEPARATE REPORTS

RESOLUTION OF CEDS APPROVAL BY SCADC BOARD OF DIRECTORS

August 30, 2006 Resolution of the SCADC Board, Authorizing Public Comment and Submission of CEDS to EDA

SCADC CURRENT PROJECTS LIST

A list of planning and development projects that the Commission is currently working on is available upon request.

NOTICE OF PUBLIC COMMENT PERIOD

LETTERS TO APPALACHIAN REGIONAL COMMISSION, DELTA REGIONAL AUTHORITY AND ALABAMA
DEPARTMENT OF ECONOMIC AND COMMUNITY AFFAIRS

INDUSTRIAL SITES LOCATED IN SCAEDD

Table 7

Site Name	Closest City or Community	County	Avail. Acreage	Total Acreage	Natural Gas	Water	Sewer	Electricity	Telecom.
Hicks Industrial Park	Union Springs	Bullock	96	122	Y	Y	Y	Y	Y
Jinks Property	Union Springs	Bullock	197	197	Y	Y	Y	Y	Y
Moorer Property	Union Springs	Bullock	110	110	N	N	N	N	N
Butler County Industrial Park	Greenville	Butler	140	158	Y	Y	Y	Y	Y
Georgiana Industrial Park	Georgiana	Butler	11	40	N	Y	Y	Y	Y
Greenville Industrial Park	Greenville	Butler	35	125	Y	Y	Y	Y	Y
Greenville Industrial Park (East)	Greenville	Butler	60	117	Y	Y	Y	Y	Y
Hendricks Site	Greenville	Butler	Unk.	120	Y	Y	Y	Y	Y
Wald Site	Greenville	Butler	Unk.	44	N	Y	N	Y	Y
Bailey Site #2	Brantley	Crenshaw	41	41	N	N	N	Y	Y
CCEIDA Site	Luverne	Crenshaw	12	12	N	N	N	N	Y
Golson Site	Luverne	Crenshaw	50	50	Y	Y	N	Y	Y
Luverne/Crenshaw Ind. Park	Luverne	Crenshaw	115	125	Y	Y	Y	Y	Y
Fort Deposit Industrial Park (North)	Fort Deposit	Lowndes	104	153	Y	Y	Y	N	Y
Schreiner Site	Lowndesboro	Lowndes	807	807	Unk.	Unk.	Unk.	Unk.	Unk.
St. Clair Site	Lowndesboro	Lowndes	1400	1400	N	Y	N	Y	Y
Tyson Site	Tyson	Lowndes	143	168	Y	Y	Y	Y	Y
Cloughs/McGhar Site	Tuskegee	Macon	126	126	Y	Y	Y	Y	Y
Shorter Technology Park	Shorter	Macon	400	500	N	Y	N	Y	Y
Tuskegee Ind. Park	Tuskegee	Macon	100	100	Y	Y	Y	Y	Unk.
Airport Ind. & Commercial Park	Montgomery	Montgomery	910	1044	N	Y	Y	Y	Y

Site Name	Closest City or Community	County	Avail. Acreage	Total Acreage	Natural Gas	Water	Sewer	Electricity	Telecom.
Alabama State Docks Site	Montgomery	Montgomery	Unk.	130	Y	Y	Y	Y	Y
Alabama TechnaCenter	Montgomery	Montgomery	Unk.	200	Y	Y	Y	Y	Y
Alatex Road Site	Montgomery	Montgomery	257	257	N	Y	Y	Y	Y
Anika & Associates, Inc.	Montgomery	Montgomery	85	85	Y	Y	Y	Y	Unk.
Antioch Plains Ind. Park	Montgomery	Montgomery	Unk.	79	Y	Y	Y	Y	Y
Bailey Site #2	Montgomery	Montgomery	41	41	Unk.	Unk.	Unk.	Unk.	Unk.
Ballard Property	Montgomery	Montgomery	851	851	Y	N	N	N	Y
Bellingrath Property	Montgomery	Montgomery	49	49	Y	Y	Y	Y	Y
Bowman Property	Montgomery	Montgomery	443	443	Y	Y	Y	Y	Y
Brewbaker Business Park	Montgomery	Montgomery	125	125	N	N	N	N	Y
Catoma Industrial District	Montgomery	Montgomery	86	153	Y	Y	Y	Y	Y
Dannelly Field Site	Montgomery	Montgomery	513	513	Y	Y	Y	Y	Y
Eastern Blvd./Todd Rd. Site	Montgomery	Montgomery	215	215	Y	Y	Y	Y	N
Gunter Ind. Park	Montgomery	Montgomery	0	604	Y	Y	Y	Y	Y
H&R Industrial Point	Montgomery	Montgomery	22	900	Y	Y	Y	Y	Y
Hall Property	Montgomery	Montgomery	454	454	N	N	Y	Y	Y
I-85 Property at Waugh	Montgomery	Montgomery	116	116	N	N	N	Y	Y
Interstate Industrial Park	Montgomery	Montgomery	395	700	Y	Y	Y	Y	Y
May Handey Smith Site	Montgomery	Montgomery	152.4	152.4	N	Y	N	Y	Y
Montgomery Business Park	Montgomery	Montgomery	Unk.	100	Y	Y	Y	Y	Y
Montgomery East Ind. Park	Montgomery	Montgomery	345	345	Y	Y	Y	Y	Y
Montgomery Co. Tech. Park	Montgomery	Montgomery	Unk.	1800	Y	Y	Y	Y	Y
Montgomery Industrial Terminal	Montgomery	Montgomery	67	664	Y	Y	Y	Y	Y
Motisi Industrial Site	Montgomery	Montgomery	107	107	Y	Y	Y	Y	Y
Riverside Industrial Park	Montgomery	Montgomery	1497	1497	N	N	N	Y	Y
Russell Property	Montgomery	Montgomery	94	94	Unk.	Unk.	Unk.	Unk.	Unk.
Ryan Road Site	Montgomery	Montgomery	45	45	N	Y	N	Y	Y
Snowdown Property	Montgomery	Montgomery	887	887	Y	Y	N	Y	Y
Wayne Russell Property	Montgomery	Montgomery	212	212	Y	Y	Y	Y	Y

Rev. 8/2006

Site Name	Closest City or Community	County	Avail. Acreage	Total Acreage	Natural Gas	Water	Sewer	Electricity	Telecom.
Westport (Capital Park)	Montgomery	Montgomery	170	170	Y	Y	Y	Y	Y
Westport (Gateway Centre East)	Montgomery	Montgomery	181	227	Y	Y	Y	Y	Y
Westport (Gateway Centre West)	Montgomery	Montgomery	122	122	Y	Y	Y	Y	Y
Westport (Summit Pointe)	Montgomery	Montgomery	328	328	Y	Y	Y	Y	Y
Westport (Trade Center)	Montgomery	Montgomery	296	296	Y	Y	Y	Y	Y
Brundidge Ind. Park #1	Brundidge	Pike	26	30	Y	Y	Y	Y	Y
Brundidge Ind. Park #2	Brundidge	Pike	75	75	Y	Y	Y	Y	Y
Spurlock Property	Troy	Pike	10	10	Unk.	Unk.	Unk.	Unk.	Unk.
Troy Industrial Park	Troy	Pike	40	278	Y	Y	Y	Y	Y