

South Central Alabama Comprehensive Economic Development Strategy

2019 ANNUAL REPORT

Reviewed and Updated November 2019

SCADC

SOUTH CENTRAL ALABAMA
DEVELOPMENT COMMISSION

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Acknowledgments

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Introduction



Following on Executive Orders from the governor, Alabama Legislative Act Number 1126 was adopted on September 13, 1969, authorizing the legal organization of groups of Alabama counties into regional planning and development districts. The South Central Alabama Development Commission (SCADC) is now one of twelve regional planning and development commissions in Alabama. The South Central Alabama Development Commission was incorporated as a non-profit organization in June 1969, and was originally called the Central Alabama Economic Development District.

The agency was also designated as an Economic Development District (EDD) by the U.S. Department of Commerce, Economic Development Administration (EDA) in November 1970.

The EDD office is located in Montgomery. In April 1971, the Governor designated the Central Alabama Economic Development District as 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.

Jurisdiction and Purpose

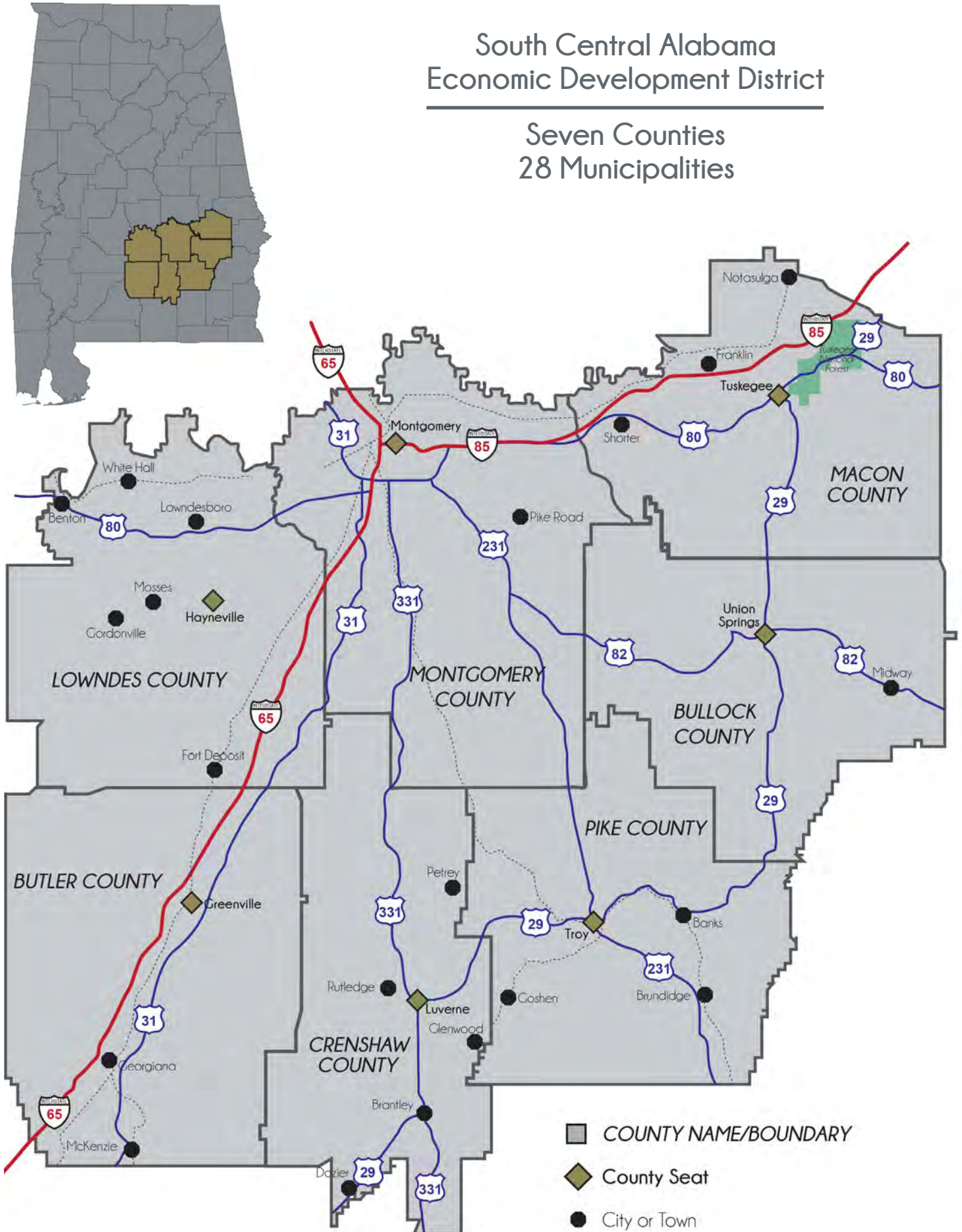
The South Central Alabama Economic Development District (SCAEDD) includes seven counties: Bullock, Butler, Crenshaw, Lowndes, Macon, Montgomery, and Pike Counties. Only Montgomery County is not located in the regional jurisdiction of the South Central Alabama Development Commission.

Montgomery County, along with Autauga and Elmore Counties comprise the Central Alabama Regional Planning and Development Commission. The seven counties in the South Central EDD are designated as redevelopment areas by EDA. Currently, there are 28 incorporated municipalities in the district. Montgomery serves as the major growth center, with Greenville and Troy as secondary growth centers. All member governments have the opportunity to participate in the CEDS process.

Planning for physical, economic and social development within the EDD region is more important than ever given today's economy and the continued needs of rural areas, especially those that are economically depressed, as well as in growing parts of the region that are experiencing unprecedented

South Central Alabama Economic Development District

Seven Counties
28 Municipalities



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.

The purpose of the CEDS is to provide an overview of the region's economy and to outline a development strategy, as well as associated projects, that will increase the overall economy and quality of life in the region.

The 2018 CEDS was prepared as a continuing step toward successful economic improvement for the South Central Alabama region. The planning and development program in South Central Alabama results from public and private organizations and individuals in the seven county area joining together in a combined effort to facilitate economic development regionwide. This combined effort is guided by the South Central Alabama Comprehensive Economic Development Strategy, or CEDS, which is developed and annually updated by the SCADC.

This 2019 Annual Report is one opportunity to review, evaluate and update the projects identified in the 2018 CEDS. The South Central Alabama CEDS is also coordinated with statewide plans for economic development and is, therefore,

consistent and with statewide plans and policies.

The counties within the region have elected to have the district CEDS document serve their planning needs and designation obligations. A copy of the resolution adopting the 2018 South Central Alabama CEDS is included in Appendix A, along with a copy of the resolution adopting the 2019 CEDS Annual Report.

CEDS Requirements

The CEDS planning process and resulting document must meet the federal requirements set forth in Title 13 of the Code of Federal Regulations (13CFR) Sections 303.6 and 303.7. Together, these sections outline the CEDS planning process, public involvement and data and information to be included in the final document. Section 303.7 states that CEDS are designed to bring together the public and private sectors in the creation of an economic road map to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. Public and private sector partnerships are critical to the implementation of the integral elements of a CEDS. As a performance-based plan, the CEDS serves a critical role in a region's efforts to defend against economic dislocations due to global trade, competition and other events resulting in the loss of jobs



CEDS PROCESS

Step 1: Inventory

Take stock of existing resources and conditions to clarify who, what and where we are.

Step 2: Analysis

Review inventory and current trends to outline the region's strengths and weaknesses, and opportunities and barriers, (SWOT analysis). Determine what works and what doesn't.

Step 3: Define Issues

Using inventory and SWOT analysis, clearly define specific issues to be addressed so that forward progress can be made.

Step 4: Establish Vision

Develop a long-range statement to serve as a beacon, or guide, for all strategies and actions.

Step 5: Develop Strategy

Establish goals and objectives that are consistent with the overall vision, and that address the defined issues.

Step 6: Outline Action Plan

Outline the steps necessary to accomplish each goal and objective. Review action plan to create a list of priority actions; then, assign costs, time frame and responsible parties.

Step 7: Implementation

Take Action through careful and coordinated efforts to accomplish the action plan.

Step 8: Review and Adjust

Review plan on an annual basis to check off action items, evaluate results, and adjust future actions, as necessary.

and private investment. To this end, a successful CEDS document must include, at a minimum, four integral parts: (1) a summary economic background, (2) an analysis of the region's strengths, weaknesses, opportunities and constraints, also known as a SWOT analysis; (3) a strategic direction or action plan; and (4) a framework for evaluating performance. Additionally, in recent years, more emphasis is being placed on creating a user-friendly document that is both aesthetically appealing and meaningful, as opposed to the more technical, list-type documents that have been developed in the past.

The South Central Alabama Comprehensive Economic Development Strategy fully meets the requirements of 13CFR Sections 303.6 and 303.7. Every effort has been made to create a concise document that encourages participation by the region's economic partners and stakeholders. The bulk of the document is less than 60 pages and is organized into four chapters to provide an introduction, a summary of the region's economic characteristics, discussion of

economic trends and a SWOT analysis, and an action plan. Perhaps, the most notable change from previous CEDS documents is that the action plan is all-inclusive in that it is organized by the region's six economic goals. The action plan is found in Chapter 4: Strategic Direction of the 2018 CEDS.

Under each goal, the Strategic Direction incorporates the following:

- (1) Economic Goal,
- (2) Objectives,
- (3) SCAEDD Work Program,
- (4) Action Items; and
- (5) Performance Measures.

Using this methodology, it is possible to better focus on specific tasks that are clearly related to a regional goal that supports the South Central Alabama Economic Vision:

*Create a region
with a viable, self-
sustaining economy
capable of
supporting the highest
possible quality of life
for every current and
future resident.*

Each goal is also illustrated with past or ongoing projects and programs that are building and strengthening the capacity of the region to remain as a sustainable economic engine in Alabama.

The Strategic Direction chapter also includes performance measures for each of the projects and programs listed. Again, this evaluation framework is organized by the six economic goals in a pyramid fashion. Under each goal, actions are divided in those that will have a regional impact and those that are more local to one or two governmental entities. Finally, the strategic direction concludes with a priority list of capital improvement projects.

It is expected that the new format of the Strategic Direction portion of the South Central CEDS will result in more scrutiny and review in the coming year by the CEDS committee which can be addressed in the annual update. Using the strategic planning diagram to the left, the CEDS committee has the opportunity each year to review the process, and delete or add to the list of projects and programs included in the action plan.

Investment & Development Trends



The total land area of the South Central Alabama Economic Development 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. There are a total of 28 incorporated municipalities located throughout the district. There is one major urban center, Montgomery, and four other municipalities with a population greater than 5,000 within the seven county region: Greenville, Pike Road, Troy, and Tuskegee. Most of the commercial and industrial development is located in or near these incorporated areas. A significant portion of the region's population, however, lives outside the incorporated

areas in small, unincorporated, rural communities or on dispersed rural home sites.

The economic setting of the South Central Alabama EDD has changed drastically over the last 75 years. After World War II, rapid mechanization and changing agricultural practices resulted in severe unemployment, underemployment, low personal incomes, and out-migration throughout the South Central Alabama district during the 1950s and 1960s. 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 district because

of inadequate community facilities and an untrained, uneducated labor force. The resulting out-migration of the most educated and productive workers and the lower education levels of the remainder of the population resulted in low tax bases and declining community services for many years.

Although the region still struggles with low income levels and high unemployment, SCADC has been able 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. This review of economic conditions of the SCAEDD provides a realistic basis for improvements to determine how to best position the South Central Alabama district for future growth and development.

Regional Investment

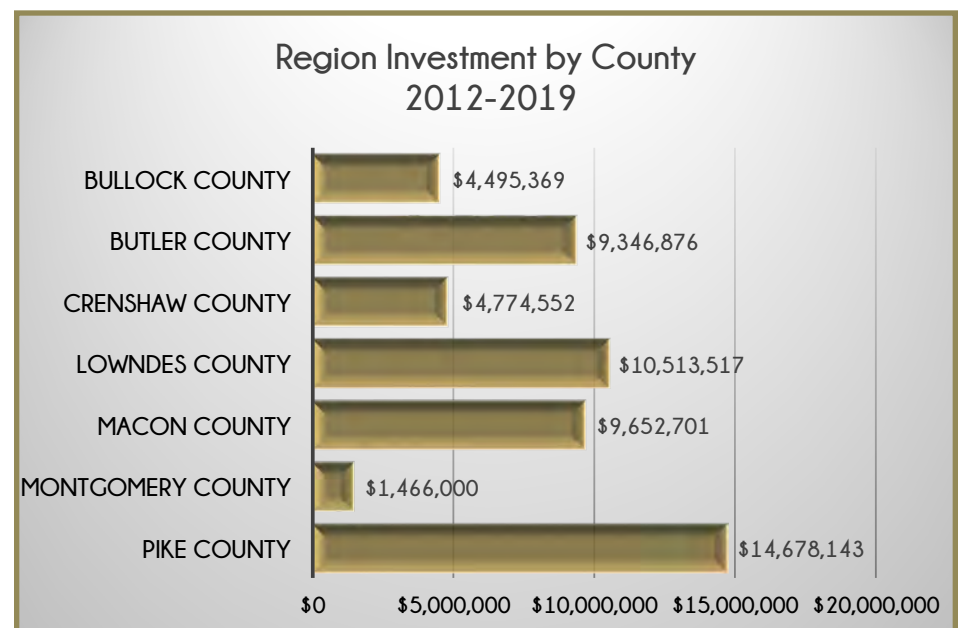
In the 7-year period from 2012 to 2019, the South Central Alabama EDD participated in approximately 151 projects with more than \$145 million invested in the district. In the last two years since the 2018 CEDS was completed, the SCAEDD has assisted local governments with initiating 33 projects with almost \$20.8 million invested in the district. The great majority of these projects have been small local efforts to improve infrastructure and community facilities. Funding sources primarily include state and federal grant programs matched with local resources. The map graphic on the page to the right shows general project locations; and is followed by a list of all SCADC-assisted projects sorted by locality and year.

These projects resulted in a 16.7 percent investment increase between 2017 and 2019 for the total district area. Montgomery County saw the greatest 2-year increase with one \$1.4 million workforce development project. The City of Montgomery's and Montgomery County's lack of reliance on the SCAEDD to assist with projects, other than Economic Development Administration projects, skews the numbers to some degree. In the other counties that are more reliant on SCADC services for project assistance, Butler County saw the greatest increase in investment at 69.0 percent, followed by Crenshaw County, at 62.9 percent. Counties with the highest dollar amount were Pike County, with more than \$55.1 million; Butler County with more than

\$3.8 million and Lowndes County, with more than \$3.1 million. Crenshaw County had the most individual projects in the last two years, at eight projects, followed by Bullock, Lowndes and Pike Counties, each with four projects. Butler and Macon Counties each began three new projects in the last two years, while Montgomery County began one new project with the assistance of the SCADC. Additionally, the SCADC administers six annual programs that provide assistance to local governments,

including technical assistance, transportation studies, and a revolving loan fund.

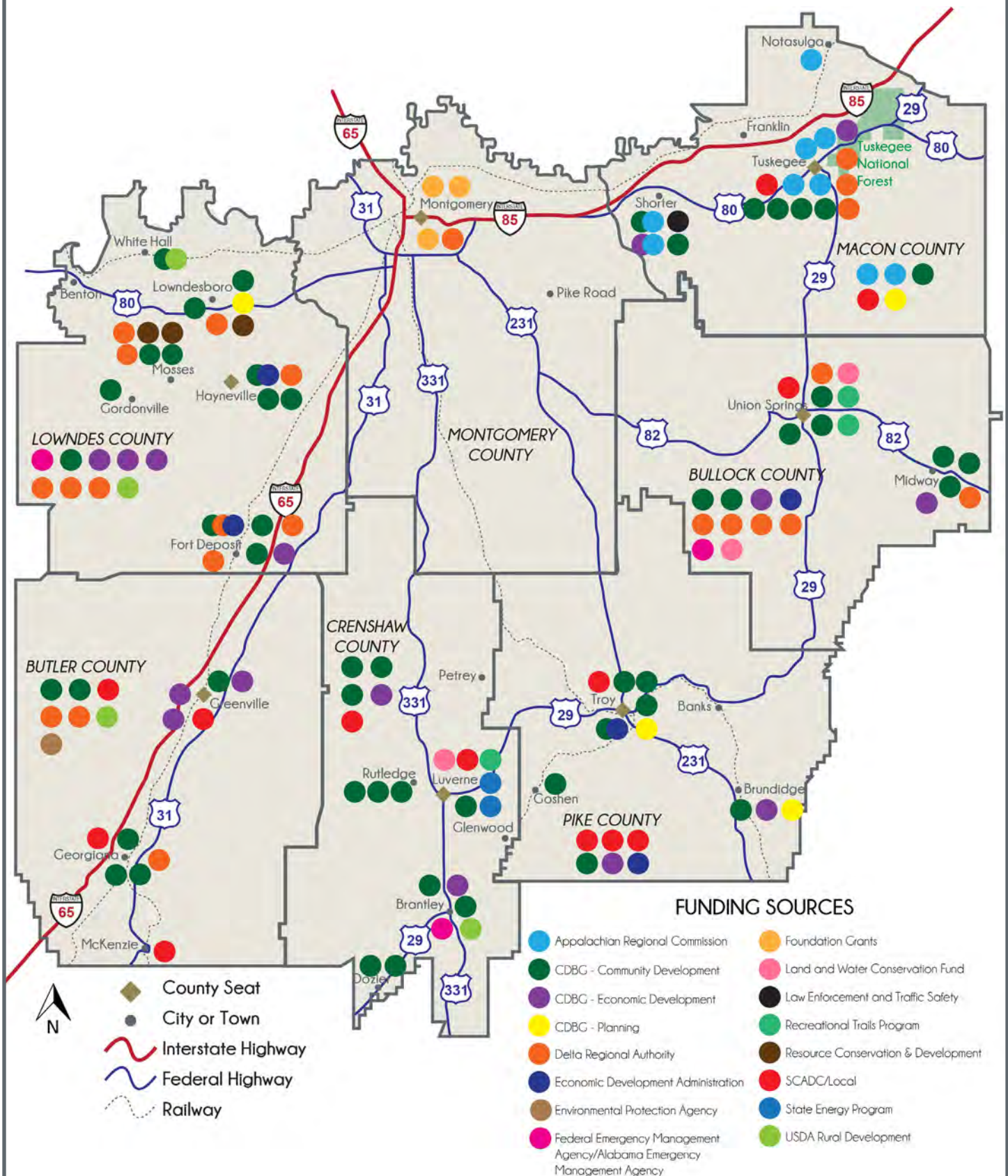
To obtain a more accurate picture of regional investment, efforts are being made to devise a mechanism to track additional investment in the region with projects that are not assisted or by SCADC. These would include smaller scale projects that are implemented by local governments without grant funds and larger projects that are assisted by consulting firms or are administered in-house by local government staff members.



| Change in Regional Investment, 2017 to 2019 | | | | |
|---|---------------|---------------|--------------------------|---------|
| Location | 2012-2017 | 2012-2019 | Change from 2017 to 2019 | |
| | | | \$ | % |
| State of Alabama | \$350,000 | \$350,000 | \$0 | 0.0% |
| SCADC Region | \$89,453,285 | \$90,281,300 | \$828,015 | 0.9% |
| Bullock County | \$3,469,069 | \$4,495,369 | \$1,026,300 | 29.6% |
| Butler County | \$5,531,876 | \$9,346,876 | \$3,815,000 | 69.0% |
| Crenshaw County | \$2,930,422 | \$4,774,552 | \$1,844,130 | 62.9% |
| Lowndes County | \$6,912,652 | \$10,513,517 | \$3,600,865 | 52.1% |
| Macon County | \$6,480,226 | \$9,652,701 | \$3,172,475 | 49.0% |
| Montgomery County | \$66,000 | \$1,466,000 | \$1,400,000 | 2121.2% |
| Pike County | \$9,565,910 | \$14,678,143 | \$5,112,233 | 53.4% |
| Investment Total | \$124,759,440 | \$145,558,458 | \$20,799,018 | 16.7% |

Source for all charts and graphs: South Central Alabama Development Commission Quarterly Work Programs, February 2012 to November 2019 and SCADC staff calculations.

SCADC Assisted Investment in the South Central Alabama EDD 2012-2019



Source: South Central Alabama Development Commission Quarterly Work Programs, February 2012 to November 2019.

Investment in the South Central Alabama Region, 2012-2019

| # | Year | Area | Funding | Project | Investment |
|-------------------------|-----------|-----------------|---------------|--|---------------------|
| State of Alabama | | | | | |
| 1 | 2012 | Statewide | EDA | Consolidated CEDS/Marketing | \$300,000 |
| 2 | 2012 | Statewide | LWCF/ADECA | 2012 SCORP | \$50,000 |
| 3 | 2012 | Statewide | TIGER Funds | Association of County Commissions of Alabama | |
| | | Subtotal | | | \$350,000 |
| SCADC Region | | | | | |
| 4 | 2018-2019 | SCADC Region | ADECA | State TA | \$158,277 |
| 5 | 2012-2019 | SCADC Region | ALDOT | RPO Program 2019-2020 | \$565,625 |
| 6 | 2012-2019 | SCADC Region | ARC | LDD Administrative Grant Program | \$300,569 |
| 7 | 2012-2013 | SCADC Region | Black Belt | Ala. Black Belt Comm. T.A. | \$70,000 |
| 8 | 2012 | SCADC Region | Broadband USA | Infrastructure | \$85,326,829 |
| 9 | 2012-2019 | SCADC Region | DRA | LDD Technical Assistance Program | \$154,000 |
| 10 | 2017 | SCADC Region | EDA | CEDS Update | |
| 11 | 2012-2019 | SCADC Region | EDA | EDD Partnership Planning Grant | \$1,706,000 |
| 12 | 2017 | SCADC Region | EDA | Region Property Tax Review | |
| 13 | 2012-2019 | SCADC Region | State Bond | Revolving Loan Fund | \$2,000,000 |
| | | Subtotal | | | \$90,281,300 |
| Bullock County | | | | | |
| 14 | 2012 | Bullock County | EDA | Bullock County Development Authority | \$21,000 |
| 15 | 2012 | Bullock County | CDBG | Gulf States | \$200,000 |
| 16 | 2012 | Bullock County | DRA | Water Meter GIS | \$77,000 |
| 17 | 2014 | Bullock County | CDBG | Fire Protection | \$140,000 |
| 18 | 2014 | Bullock County | DRA | Roof Improvements (Ace Tech) | \$180,000 |
| 19 | 2015 | Bullock County | FEMA | Fire Equipment | \$76,600 |
| 20 | 2016 | Bullock County | DRA | Water System - Sprouted Flour | \$500,000 |
| 21 | 2016 | Bullock County | CDBG-ED | Water System - Sprouted Flour | \$268,380 |
| 22 | 2019 | Bullock County | LWCF | Harris Park Improvements | \$200,000 |
| 23 | 2015 | Bullock County | DRA | Wayne Farm | \$254,999 |
| 24 | 2016 | Midway | CDBG | Street Improvements | \$349,050 |
| 25 | 2014 | Midway | CDBG | Neighborhood Revitalization | \$350,000 |
| 26 | 2016 | Midway | CDBG-ED | Water and Sewer Improvements | \$50,040 |
| 27 | 2019 | Midway | CDBG | Merritt Community Complex | \$250,000 |
| 28 | 2019 | Midway | DRA | Merritt Community Complex | \$200,000 |
| 29 | 2012 | Union Springs | CDBG | Comprehensive Plan, Sub Regs, Zoning | \$45,000 |
| 30 | 2012 | Union Springs | CDBG | Drainage | \$550,000 |
| 31 | 2012 | Union Springs | City | Local Census | \$6,000 |
| 32 | 2013 | Union Springs | RTP | Recreational Trails | \$78,350 |
| 33 | 2014 | Union Springs | LWCF | Park Improvements | \$78,350 |
| 34 | 2014 | Union Springs | RTP | Recreational Trails | \$78,350 |
| 35 | 2017 | Union Springs | CDBG | Neighborhood Revitalization | \$495,000 |
| 36 | 2019 | Union Springs | DRA | GIS Sewer Mapping | \$47,250 |
| | | Subtotal | | | \$4,495,369 |

| # | Year | Area | Funding | Project | Investment |
|------------------------|------|-----------------|---------|-----------------------------------|--------------------|
| Butler County | | | | | |
| 37 | 2012 | Butler County | SCADC | Redistricting | |
| 38 | 2012 | Butler County | DRA | Water Meter GIS | \$454,832 |
| 39 | 2013 | Butler County | CDBG | Road Improvements | \$66,000 |
| 40 | 2013 | Butler County | EPA | Water Expansion | \$550,000 |
| 41 | 2017 | Butler County | DRA | Road Improvements | \$331,429 |
| 42 | 2019 | Butler County | CDBG | Courthouse Improvements | \$358,000 |
| 43 | 2019 | Butler County | USDA | SCAMH Facility | \$3,000,000 |
| 44 | 2012 | Georgiana | SCADC | Redistricting | |
| 45 | 2012 | Georgiana | CDBG | Wastewater Treatment Improvements | \$440,000 |
| 46 | 2012 | Georgiana | CDBG | Water Tank | \$1,060,800 |
| 47 | 2016 | Georgiana | CDBG | Sewer Improvements | \$415,700 |
| 48 | 2019 | Georgiana | DRA | Water System Improvements | \$343,000 |
| 49 | 2012 | Greenville | CDBG-ED | Drainage - Hwashin America Corp. | \$240,000 |
| 50 | 2012 | Greenville | SCADC | Redistricting | |
| 51 | 2012 | Greenville | CDBG-ED | Road Improvements | \$464,000 |
| 52 | 2013 | Greenville | CDBG | Health & Safety Improvements | \$293,276 |
| 53 | 2013 | Greenville | CDBG-ED | Interstate Exit Improvements | \$1,623,115 |
| 54 | 2012 | McKenzie | SCADC | Redistricting | |
| | | Subtotal | | | \$9,346,876 |
| Crenshaw County | | | | | |
| 55 | 2012 | Crenshaw County | SCADC | Redistricting | |
| 56 | 2012 | Crenshaw County | CDBG | Street / Water | \$440,043 |
| 57 | 2013 | Crenshaw County | ADECA | Dongwon Sewer Expansion | \$287,000 |
| 58 | 2012 | Crenshaw County | ADECA | Water GIS Project | |
| 59 | 2017 | Crenshaw County | CDBG | Road Improvements | \$676,050 |
| 60 | 2015 | Brantley | CDBG | Sewer Improvements | \$360,000 |
| 61 | 2018 | Brantley | CDBG-ED | Infrastructure Improvements | \$300,000 |
| 62 | 2018 | Brantley | CDBG | Sewer Improvements | \$360,125 |
| 63 | 2014 | Brantley | FEMA | Fire Protection Equipment/Vehicle | \$141,503 |
| 64 | 2014 | Brantley | USDA | Sanitation Truck | \$143,326 |
| 65 | 2016 | Dozier | CDBG | Water System Improvements | \$250,000 |
| 66 | 2018 | Dozier | CDBG | Dozier School Demolition | \$247,510 |
| 67 | 2012 | Luverne | SCADC | Redistricting | |
| 68 | 2015 | Luverne | LWCF | Park Improvements | \$110,000 |
| 69 | 2018 | Luverne | RTP | Park Improvements | \$113,465 |
| 70 | 2018 | Luverne | CDBG | Water System Improvements | \$400,950 |
| 71 | 2019 | Luverne | SEP | Public Facilities Improvements | \$33,870 |
| 72 | 2019 | Luverne | SEP | Waster Water Improvements | \$38,000 |
| 73 | 2013 | Rutledge | CDBG | Water & Sewer Improvements | \$222,500 |
| 74 | 2016 | Rutledge | CDBG | Sewer and Drainage Improvements | \$300,000 |
| 75 | 2018 | Rutledge | CDBG | Street improvements | \$350,210 |
| | | Subtotal | | | \$4,774,552 |

| # | Year | Area | Funding | Project | Investment |
|-----------------------|------|-----------------|-----------------|---|---------------------|
| Lowndes County | | | | | |
| 76 | 2012 | Lowndes County | DRA | Water Meter GIS | \$55,000 |
| 77 | 2013 | Lowndes County | AEMA | Hazard Mitigation Plan Update | \$27,500 |
| 78 | 2013 | Lowndes County | CDBG | Road Improvements | \$496,775 |
| 79 | 2016 | Lowndes County | CDBG-ED | Water System Improvements | \$338,000 |
| 80 | 2017 | Lowndes County | CDBG-ED | Sewer System Improvements | \$300,000 |
| 81 | 2019 | Lowndes County | USDA | Road Improvements | \$766,000 |
| 82 | 2016 | Lowndes County | DRA | Economic Development Strategic Plan | \$20,000 |
| 83 | 2016 | Lowndes County | CDBG-ED | Sewer Improvements | \$162,110 |
| 84 | 2016 | Lowndes County | DRA | Sewer Improvements | \$43,316 |
| 85 | 2012 | Fort Deposit | DRA | Water Meter GIS | \$22,000 |
| 86 | 2013 | Fort Deposit | DRA/EDA/CDBG | Interstate Sewer | \$1,300,000 |
| 87 | 2013 | Fort Deposit | CDBG | Senior Center | \$291,645 |
| 88 | 2015 | Fort Deposit | CDBG | Industrial Expansion | \$600,000 |
| 89 | 2016 | Fort Deposit | DRA | Industrial Access | \$300,000 |
| 90 | 2016 | Fort Deposit | CDBG-ED | Industrial Expansion | \$600,000 |
| 91 | 2013 | Gordonville | CDBG | Sewer Connections | \$350,000 |
| 92 | 2012 | Hayneville | CDBG/EDA | Sewer Lagoon Improvements | \$775,000 |
| 93 | 2012 | Hayneville | DRA | Water Connections | \$111,000 |
| 94 | 2014 | Hayneville | CDBG | Sewer Improvements | \$300,000 |
| 95 | 2019 | Hayneville | CDBG | Sewer Improvements | \$349,612 |
| 96 | 2012 | Lowndesboro | CDBG | Land Use Plan, Sub Regs, Zoning | \$20,000 |
| 97 | 2012 | Lowndesboro | CDBG/Black Belt | Water Upgrade | \$400,000 |
| 98 | 2013 | Lowndesboro | CDBG | Land Use Plan, Sub Regs, Zoning | \$20,000 |
| 99 | 2013 | Lowndesboro | DRA | Water Connections | \$350,000 |
| 100 | 2019 | Lowndesboro | RC&D | Paving | \$2,816 |
| 101 | 2012 | Mosses | DRA | Sewer System | \$138,555 |
| 102 | 2012 | Mosses | CDBG | Sewer Connections | \$385,000 |
| 103 | 2014 | Mosses | DRA | Sewer System | \$153,555 |
| 104 | 2015 | Mosses | RC&D | Sewer Connections | \$11,751 |
| 105 | 2017 | Mosses | CDBG | Playground Improvements | \$163,975 |
| 106 | 2019 | Mosses | RC&D | Playground Improvements | \$14,907 |
| 107 | 2012 | White Hall | CDBG/USDA | Sewer System | \$1,700,000 |
| | | Subtotal | | | \$10,513,517 |
| Macon County | | | | | |
| 108 | 2012 | Macon County | MCEDA | Ec. Dev. Auth. Strategic Plan | \$17,000 |
| 109 | 2014 | Macon County | CDBG | Community Center | \$250,000 |
| 110 | 2013 | Macon County | ARC | Tysonville Road Improvements | \$350,000 |
| 111 | 2014 | Macon County | CDBG | Strategic Plan for Recreation & Tourism | \$24,000 |
| 112 | 2016 | Macon County | ARC | Water System Assessment | \$15,000 |
| 113 | 2013 | Notasulga | ARC | Water System | \$256,549 |
| 114 | 2012 | Shorter | CDBG/ARC | Sewer Extension | \$1,200,000 |
| 115 | 2015 | Shorter | LETS | Police Equipment | \$7,667 |
| 116 | 2016 | Shorter | CDBG | Demolition | \$139,650 |

| # | Year | Area | Funding | Project | Investment |
|---|------|-----------------------------|------------------|------------------------------------|---------------------|
| 117 | 2016 | Shorter | ARC/CDBG-ED | Water and Sewer Improvements | \$1,600,000 |
| 118 | 2017 | Tuskegee | ARC | Exit 38 Development - Water | \$418,475 |
| 119 | 2012 | Tuskegee | ARC | Comp Plan /Downtown Revitalization | \$60,000 |
| 120 | 2012 | Tuskegee | CDBG | Comprehensive | \$450,000 |
| 121 | 2012 | Tuskegee | SCADC | Redistricting | |
| 122 | 2014 | Tuskegee | CDBG | Comprehensive | \$599,447 |
| 123 | 2016 | Tuskegee | CDBG | Comprehensive | \$556,720 |
| 124 | 2016 | Tuskegee | CDBG-ED | Exit 38 Development - Sewer | \$324,618 |
| 125 | 2017 | Tuskegee | DRA | Exit 38 Development - Electrical | \$600,000 |
| 126 | 2017 | Tuskegee | DRA | Exit 38 Development - Roads | \$441,100 |
| 127 | 2017 | Tuskegee | ARC | Exit 38 Development - Water | \$418,475 |
| 128 | 2018 | Tuskegee | CDBG | Comprehensive Improvements | \$1,100,000 |
| 129 | 2019 | Tuskegee | DRA | Exit 38 Development- Electrical | \$600,000 |
| 130 | 2019 | Tuskegee - UBT | ARC | Wastewater System Improvements | \$224,000 |
| | | Subtotal | | | \$9,652,701 |
| Montgomery County | | | | | |
| 131 | 2012 | Montgomery | Lowes Foundation | Rosenwald School Rehabilitation | |
| 132 | 2012 | Montgomery | CACF | Urban Farm | \$10,000 |
| 133 | 2012 | Montgomery | FMPP | Hampstead Institute Downtown Farm | \$56,000 |
| 134 | 2016 | Montgomery | TBD | One Center | |
| 135 | 2019 | Alabama Forestry Commission | DRA | Workforce Development | \$1,400,000 |
| | | Subtotal | | | \$1,466,000 |
| Pike County | | | | | |
| 136 | 2012 | Pike County | SCADC | Redistricting | |
| 137 | 2012 | Pike County BOE | SCADC | Redistricting | |
| 138 | 2013 | Pike County | Local | Section 504 Plan | \$5,000 |
| 139 | 2016 | Pike County | CDBG | Road Improvements | \$504,759 |
| 140 | 2018 | Pike County | CDBG-ED | Road Improvements | \$500,000 |
| 141 | 2018 | Pike County | EDA | Road Improvements | \$500,000 |
| 142 | 2012 | Brundidge | CDBG | Comprehensive Plan | \$45,000 |
| 143 | 2016 | Brundidge | CDBG-ED | Water/Sewer Industrial Park | \$424,881 |
| 144 | 2019 | Brundidge | CDBG | Demolition and Water | \$385,000 |
| 145 | 2019 | Goshen | CDBG | Water Improvements | \$350,000 |
| 146 | 2012 | Troy | SCADC | Redistricting | |
| 147 | 2012 | Troy | CDBG | Senior Center | \$510,930 |
| 148 | 2012 | Troy | CDBG | Sewer Improvements/Golden Boy | \$1,400,000 |
| 149 | 2012 | Troy | EDA/CDBG | Water and Sewer Improvements (CGI) | \$9,500,000 |
| 150 | 2015 | Troy | CDBG | Downtown Revitalization Plan | \$50,000 |
| 151 | 2017 | Troy | CDBG | Neighborhood Improvements | \$502,573 |
| | | Subtotal | | | \$14,678,143 |
| <i>Source: South Central Alabama Development Commission Quarterly Work Programs, February 2012 to November 2019</i> | | | | | |

New and Expanding Industry

Since 2010, a total of 77 new industries have located in the South Central Alabama Economic Development District and 263 industries have expanded, resulting in more than \$3.4 billion in investment dollars and 12,872 new jobs over the 8-year period. More recently in the last two years of data available for 2017 and 2018, 17 new industries have located in the district area and 59 industries have expanded, resulting in an investment of

more than \$1 billion and 2,674 new jobs.

Montgomery County leads the district in industrial growth with 13 new industries in 2017 and 2018 and 45 expansions, resulting in 1,750 new jobs. Pike County follows Montgomery County with three new industries and six industry expansions, resulting in 685 new jobs. In the remainder of the region, there has been one new industry that located in Butler County and eight industrial expansions in Butler, Lowndes

and Macon Counties, resulting in \$57.8 million in investment and 239 new jobs in the 2-year time frame.

New industries locating in the rural part of the SCAEDD district in 2017 and 2018 include Ozark Logistics, a general freight trucking company in Butler County; Conecuh Ridge Distillery, a whiskey manufacturer, Kimbar Manufacturing, a firearms manufacturer, and Rex Lumber, a lumber manufacturer, in Pike County.

Highlights

- In 2019, Hyundai Alabama announced an expansion to their manufacturing operations in Montgomery County to build the new Santa Cruz CUV. The expansion will mean a \$410 million investment and 200 additional employees.



- Hwashin America Corporation in Butler County with a \$26 million investment in new equipment and 50 new jobs.

- Beck's Turf Farm in Macon County had a \$400,000 expansion of their kiwi nursery and greenhouses, resulting in five new jobs. Begun in 2014, the division of Beck's known as the Southeast Kiwi Farming Cooperative, is the first of its kind outside of California.



Photo Credit: Auburn University

- Rex Lumber broke ground in July 2018 for a new sawmill on a 214-acre site in Troy. The project represents a \$110 billion investment resulting in 110 new jobs. The facility began operations in summer of 2019.



Photo Credit: Troy Messenger

- New York-based Kimber Mftg. expanded its operations with a \$38 million facility in Troy to

build quality firearms. Within five years of its opening in 2019, Kimber is expected to hire 366 employees.

- Conecuh Ridge Distillery plans to make Pike County its distilling and bottling headquarters for its Clyde May brand of whiskey. The project has an investment of \$13.6 million with 50 new jobs.



Photo Credit: Alabama Dept. of Commerce

Industrial Growth in 2017 and 2018

| County | New Industry | Expanded Industry | Investment (\$) | New Jobs |
|-------------------|--------------|-------------------|-----------------|----------|
| Bullock County | 0 | 0 | \$0 | 0 |
| Butler County | 1 | 3 | \$56,935,894 | 200 |
| Crenshaw County | 0 | 0 | \$0 | 0 |
| Lowndes County | 0 | 1 | \$0 | 10 |
| Macon County | 0 | 4 | \$875,000 | 29 |
| Montgomery County | 13 | 45 | \$715,617,325 | 1,750 |
| Pike County | 3 | 6 | \$291,600,000 | 685 |
| District Total | 17 | 59 | \$1,065,028,219 | 2,674 |

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

New and Expanded Industries from 2010 to 2018

| County | Year | New | Expanded | Total Investment (\$) | Total Number of New Jobs |
|--------------------------------|------|-----|----------|-----------------------|--------------------------|
| Bullock | 2010 | 1 | | \$0 | 20 |
| | 2011 | 0 | 0 | \$0 | 0 |
| | 2012 | 1 | 2 | \$2,150,000 | 51 |
| | 2013 | 0 | 1 | \$950,000 | 10 |
| | 2014 | 1 | 3 | \$0 | 111 |
| | 2015 | 0 | 1 | \$3,000,000 | 20 |
| | 2016 | 0 | 0 | \$0 | 0 |
| | 2017 | 0 | 0 | \$0 | 0 |
| | 2018 | 0 | 0 | \$0 | 0 |
| Butler | 2010 | 0 | 1 | \$17,000,000 | 100 |
| | 2011 | 0 | 1 | \$58,000,000 | 40 |
| | 2012 | 0 | 1 | \$0 | 17 |
| | 2013 | 1 | 6 | \$47,675,000 | 238 |
| | 2014 | 1 | 7 | \$63,638,610 | 223 |
| | 2015 | 1 | 8 | \$17,678,792 | 36 |
| | 2016 | 0 | 0 | \$0 | 0 |
| | 2017 | 0 | 2 | \$26,617,894 | 125 |
| | 2018 | 1 | 1 | \$30,318,000 | 75 |
| Crenshaw | 2010 | 0 | 0 | \$0 | 0 |
| | 2011 | 0 | 1 | \$200,000 | 60 |
| | 2012 | 0 | 1 | \$18,550,000 | 25 |
| | 2013 | 0 | 2 | \$80,200,000 | 81 |
| | 2014 | 0 | 3 | \$147,708,000 | 127 |
| | 2015 | 0 | 2 | \$13,600,000 | 0 |
| | 2016 | 0 | 0 | \$0 | 0 |
| | 2017 | 0 | 0 | \$0 | 0 |
| | 2018 | 0 | 0 | \$0 | 0 |
| Lowndes | 2010 | 0 | 0 | \$0 | 0 |
| | 2011 | 0 | 0 | \$0 | 0 |
| | 2012 | 0 | 0 | \$0 | 0 |
| | 2013 | 1 | 0 | \$3,184,000 | 200 |
| | 2014 | 0 | 0 | \$0 | 0 |
| | 2015 | 1 | 4 | \$56,298,800 | 200 |
| | 2016 | 0 | 1 | \$25,521,400 | 0 |
| | 2017 | 0 | 0 | \$0 | 0 |
| | 2018 | 0 | 1 | \$0 | 10 |
| County | Year | New | Expanded | Total Investment (\$) | Total Number of New Jobs |
| Macon | 2010 | 0 | 0 | \$0 | 0 |
| | 2011 | 2 | 0 | \$2,200,000 | 16 |
| | 2012 | 1 | 1 | \$15,000,000 | 65 |
| | 2013 | 0 | 1 | \$5,000,000 | 0 |
| | 2014 | 1 | 3 | \$6,150,000 | 77 |
| | 2015 | 1 | 0 | \$4,000,000 | 60 |
| | 2016 | 0 | 2 | \$350,000 | 33 |
| | 2017 | 0 | 4 | \$875,000 | 29 |
| | 2018 | 0 | 0 | \$0 | 0 |
| Montgomery | 2010 | 4 | 6 | \$277,600,000 | 1,506 |
| | 2011 | 2 | 14 | \$237,778,803 | 697 |
| | 2012 | 4 | 23 | \$131,862,056 | 27 |
| | 2013 | 6 | 24 | \$333,047,660 | 1,176 |
| | 2014 | 5 | 24 | \$152,675,371 | 524 |
| | 2015 | 15 | 6 | \$146,805,000 | 1,268 |
| | 2016 | 7 | 35 | \$371,273,565 | 1,704 |
| | 2017 | 6 | 24 | \$204,929,270 | 1,056 |
| | 2018 | 7 | 21 | \$510,688,055 | 694 |
| Pike | 2010 | 0 | 1 | \$100,000 | 20 |
| | 2011 | 1 | 2 | \$21,750,000 | 530 |
| | 2012 | 1 | 2 | \$23,000,000 | 105 |
| | 2013 | 0 | 3 | \$7,975,000 | 19 |
| | 2014 | 0 | 2 | \$61,200,000 | 254 |
| | 2015 | 1 | 6 | \$26,100,000 | 454 |
| | 2016 | 1 | 4 | \$16,580,000 | 104 |
| | 2017 | 1 | 1 | \$13,600,000 | 55 |
| | 2018 | 2 | 5 | \$278,000,000 | 630 |
| County Subtotals, 2010 to 2018 | | | | | |
| Bullock | | 3 | 7 | \$6,100,000 | 212 |
| Butler | | 4 | 27 | \$234,310,402 | 854 |
| Crenshaw | | 0 | 9 | \$260,258,000 | 293 |
| Lowndes | | 2 | 6 | \$85,004,200 | 410 |
| Macon | | 5 | 11 | \$33,575,000 | 280 |
| Montgomery | | 56 | 177 | \$2,366,659,780 | 8,652 |
| Pike | | 7 | 26 | \$448,305,000 | 2,171 |
| Total | | 77 | 263 | \$3,460,830,276 | 12,872 |

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

Opportunity Zones

The Opportunity Zones program was established by the Tax Cuts and Jobs Act of 2017 to foster private investment in low-income areas. The program provides a federal tax incentive for investors to put their unrealized capital gains into opportunity funds dedicated for investing in the designated opportunity zones.

To qualify as an opportunity zones, a census tract must be low-income with a poverty rate of at least 20 percent and a

median family income of less than 80 percent of the state or area median income. Of the 629 eligible census tracts in Alabama, the Governor's Office selected 158 tracts as Opportunity Zones with each Alabama County having at least one designated zone. As a result of the selection process, there are 20 opportunity zones in the seven county region: 12 in Montgomery County, three in Macon County, and one each in Bullock, Butler, Crenshaw, Lowndes, and Pike Counties, as

shown on the map to the right.

Opportunity zones represent a tremendous resource in South Central Alabama, especially in the district's rural areas where attracting outside investment becomes a hardship and a barrier to economic development. When combined, the district's opportunity zones offer a labor force of 28,239 persons, of which 6.2 percent or 1,728 persons are unemployed. There are 3,924 existing businesses in the combined 477,000-acre area.

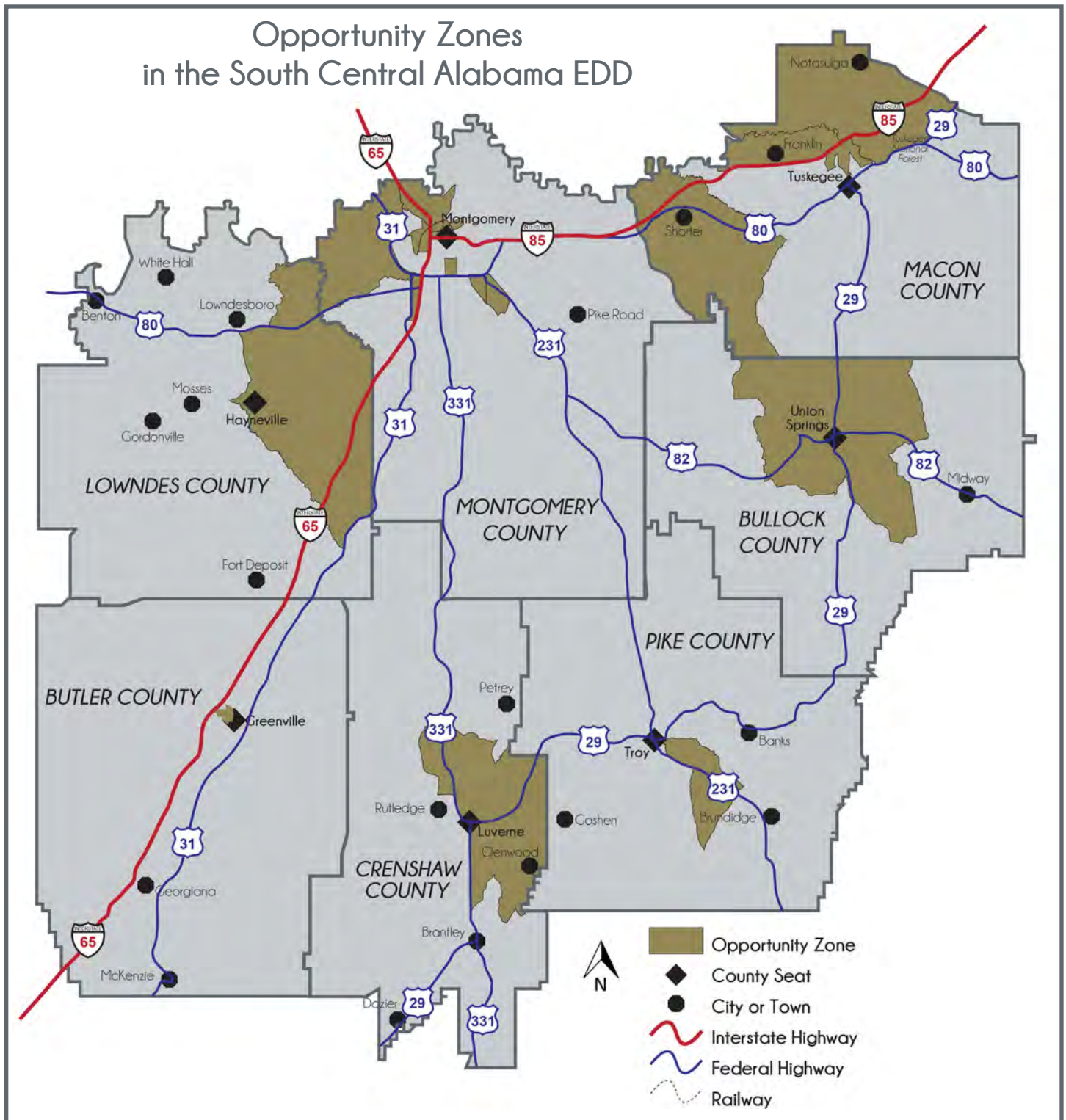
| South Central Alabama Opportunity Zone Data | | | | | | |
|---|---------------|---------------|--------------|--------------|----------------------|----------------|
| Opportunity Zone Census Tracts | Labor Force | | | | Number of Businesses | Size in Acres |
| | Total | Employed | Unempl. | Unempl. Rate | | |
| Bullock County Tract 9522 | 2,728 | 2,593 | 135 | 4.9% | 259 | 98,943 |
| Butler County Tract 9528 | 754 | 735 | 19 | 2.5% | 187 | 853 |
| Crenshaw County Tract 9637 | 1,631 | 1,544 | 87 | 5.3% | 146 | 63,853 |
| Lowndes County Tract 7808 | 1,226 | 1,129 | 97 | 7.9% | 182 | 100,544 |
| Macon County Tract 2322 | 1,045 | 986 | 59 | 5.6% | 53 | 67,952 |
| Macon County Tract 2315 | 1,158 | 1,116 | 42 | 3.6% | 70 | 62,798 |
| Macon County Tract 2316.03 | 474 | 450 | 24 | 5.1% | 19 | 19,797 |
| Montgomery County Tract 1 | 150 | 112 | 38 | 25.3% | 776 | 571 |
| Montgomery County Tract 2 | 358 | 314 | 44 | 12.3% | 580 | 437 |
| Montgomery County Tract 3 | 619 | 588 | 31 | 5.0% | 163 | 6,956 |
| Montgomery County Tract 5 | 1,685 | 1,633 | 52 | 3.1% | 96 | 418 |
| Montgomery County Tract 6 | 341 | 254 | 87 | 25.5% | 204 | 423 |
| Montgomery County Tract 10 | 295 | 212 | 83 | 28.1% | 107 | 1,019 |
| Montgomery County Tract 11 | 1,022 | 938 | 84 | 8.2% | 95 | 881 |
| Montgomery County Tract 21 | 2,119 | 1,988 | 131 | 6.2% | 78 | 794 |
| Montgomery County Tract 29 | 3,449 | 3,312 | 137 | 4.0% | 106 | 1,234 |
| Montgomery County Tract 56.03 | 2,897 | 2,795 | 102 | 3.5% | 235 | 2,455 |
| Montgomery County Tract 59.02 | 1,512 | 1,331 | 181 | 12.0% | 31 | 1,368 |
| Montgomery County Tract 60 | 1,624 | 1,542 | 82 | 5.0% | 197 | 29,930 |
| Pike County Tract 1891 | 3,152 | 2,919 | 233 | 7.4% | 340 | 16,036 |
| SCAEDD Region | 28,239 | 26,491 | 1,748 | 6.2% | 3,924 | 477,262 |

Source: Alabama Department of Economic and Community Affairs, 2019; <https://adecagis.alabama.gov/ozones/>

The opportunity zone with the largest land area is located in Lowndes County with 100,544 acres. The smallest four zones are located in Montgomery County's urban area, ranging from 418 to 517 acres in size. The greatest concentration of workers is found in the smallest

opportunity zone, at 4.03 workers per acre in Montgomery County CT 5 which is downtown Montgomery. Unemployment is highest in Montgomery's urban areas at 28.1 percent in CT 10, 25.5 percent in CT 6, and 25.3 percent in CT 1. When combined, the three

census tracts are home to 27.7 percent of the total businesses in all of the opportunity zones. In the rural part of the region, unemployment is highest in Lowndes County CT 7808, at 7.9 percent of 1,226 workers and, in Pike County CT 1891, at 7.4 percent of 3,152 workers.



Source: Alabama Department of Economic and Community Affairs, 2019; <https://adecagis.alabama.gov/ozones/>

Strategy Evaluation



As the designated Economic Development District for the South Central Alabama Region, the South Central Alabama Development Commission (SCADC) is committed to the ongoing implementation of the 2018 Comprehensive Economic Development Strategy (CEDS). SCADC continues to participate in the coordination and implementation of regional, statewide and federal initiatives, including the Economic Development Administration, Delta Regional Authority, Appalachian Regional Commission, Rural Transportation Planning Organization, workforce development and others.

The CEDS Strategy Committee has been reorganized to increase private sector participation and, possibly, form action teams for the further implementation of regional priorities.

The Strategic Direction chapter of the 2018 CEDS outlined the district's vision and goals. Each goal is accompanied with related objectives, identification of related projects that will have a regional impact, and a work program of action items specifically related to the goal. The action plan includes a priority list of capital improvement projects.

This strategy evaluation reviews the 2018 CEDS vision goals, performance measures and identifies projects that have been completed or are underway to implement those goals. The performance and implementation lists are accompanied by project highlights on noteworthy developments. The full list of CEDS goals, objectives, work program, and projects, as well as the list of priority capital improvement project are available in Appendix B.

Performance Measures

SCADC includes performance measures as part of the CEDS planning 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 Demographics;
- Changes in Economic Development Environment; and
- Changes in Quality of Life.

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

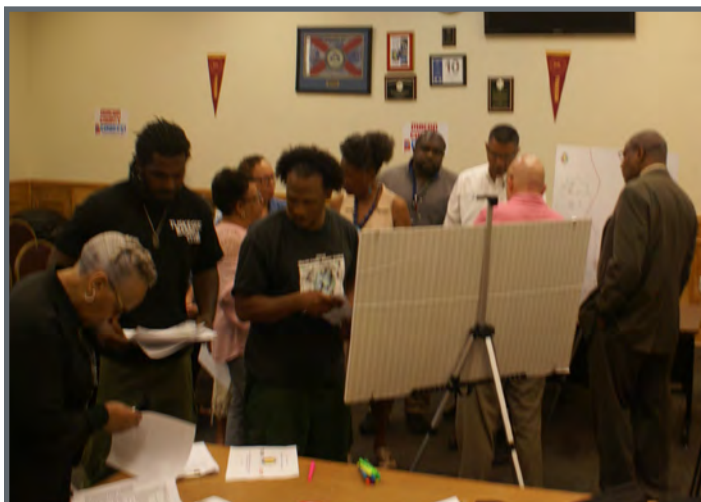
An example of SCADC's participation and coordination of state and federal initiatives comes from the agency's ongoing administration of the South Central Alabama Rural Transportation Planning Organization (RPO) program. In 2019, SCADC assisted the State of Alabama Department of Transportation (ALDOT) in the public involvement process required for the review of the Statewide Transportation Improvement Program (STIP). The STIP lists transportation projects programmed over a 4-year period.

SCADC undertook the public involvement role of the 2020 STIP in this rural region to further identify needed projects, facilitate public input

and involve traditionally underserved populations in the decision-making process for the STIP. The goal of the STIP public involvement process was to insure stakeholder involvement using different approaches to solicit public comments. First, a display ad was run for two consecutive weeks in each of the nine county newspapers in the region. Second, a letter-size meeting notice flyer was emailed to all local governments for posting in public locations and on any social media mechanisms maintained by the individual units of government. Third, a meeting notice was emailed to all elected officials, county administrators, county engineers, city clerks, economic

development organizations, and chambers of commerce. Additionally, the Rural Transportation and STIP Review Meeting information was available on the South Central Alabama Development Commission website and on the Alabama Department of Transportation website.

As a result of the SCADC public involvement efforts, a total of 56 persons attended the six meetings which is considerably higher than previous STIP public involvement efforts. ALDOT considers use of the RPOs for the STIP public involvement process a success and intends to continue these outreach efforts through the RPO mechanisms.





SCAEDD VISION

Create a region with a viable, self-sustaining economy capable of supporting the highest possible quality of life for every current and future resident.

1. ECONOMIC DEVELOPMENT

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.

2. INFRASTRUCTURE AND TRANSPORTATION

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

3. EDUCATION AND WORKFORCE DEVELOPMENT

Improve education systems to ensure that all graduates possess the knowledge and skills to effectively compete for, and perform well in, available jobs.

4. PLANNING AND ENVIRONMENTAL STEWARDSHIP

Balance and manage community and economic development with conservation in an orderly and efficient manner.

5. QUALITY OF LIFE

Improve the existing quality of life in the South Central Alabama Region to meet the needs of all of its citizens.

6. ECONOMIC LEADERSHIP AND FUNDING

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

GOAL 1 ECONOMIC DEVELOPMENT

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

- Full Employment
- Business Support
- Entrepreneurship
- Expansion and Growth
- Tourism
- Sustainable Development

Performance & Implementation

- 17 New Industries:
 - Ozark Logistics, Butler County
 - Acclaim Industries, Montgomery County
 - Gulf Coast Supply and Manufacturing, Montgomery County
 - Guyoungtech, Montgomery County
 - PSC Industries, Montgomery County
 - Seoyon E Hwa, Montgomery County
 - The Lilly Company, Montgomery County
 - Blue Novis, Montgomery County
 - C2 Technologies, Montgomery County
 - RePower South Montgomery, Montgomery County
 - Shinsung NVH, Montgomery County
 - Sparrow Technology Solutions, Montgomery County
 - Sun Meadows, Montgomery County
 - Willoughby Roofing & Sheet Metal, Montgomery County
- Conecuh Ridge Distillery, Pike County
- Kimbar Mftg., Pike County
- Rex Lumber, Pike County
- Two industry expansions in Butler County: Hwashin America Corporation and Key Safety Restraint Systems
- One industry expansion in Lowndes County: Warehouse Services
- Four industry expansions in Macon County: AG Dreco, Beck's Turf Farms, Fibblast LLC, and LogisAll
- Macon County Interstate 85 Corridor Development
- Lifetime Natural Organic Farm, Macon County
- 45 expansions in Montgomery County, including DAS North America, Dyvis Inc, Sykes Enterprises, A-Hiteco, Hyundai Motor Manufacturing and Hyundai Power Transformers USA
- Five Pike County industry expansions: Lockheed Martin Corporation, Cox Container, Golden Boy Foods, Sanders Lead, and Southern Classic Food Group

With 17 new industries and 59 industry expansions in the South Central Alabama region, economic development is clearly occurring throughout the area. Macon County was disappointed that the Air Force chose an alternate for Leonardo DRS and the T-100 as its next jet trainer aircraft, after a multi-year recruiting effort by the Macon County team. The T-100 project was expected to have a \$300 million investment and to create 750 new jobs near Interstate 85 Exit 38. Coming in second, however, did bring recognition of Tuskegee's Moton Field on an international level as an ideal site for an aerospace project.

Macon County continues to look for an aircraft industry for the location and has continued to focus economic development efforts on development of the Interstate 85 corridor. There are five interstate interchanges in Macon County between Auburn and Montgomery, all of which are either undeveloped or under-developed due to a lack of adequate water and sewer

services until recently. With infrastructural improvements in place, Macon County has focused economic development efforts on capturing interstate traffic to develop the land surrounding the interchanges while also providing Macon County residents with retail options in restaurants and shopping. At Exit 22 in Shorter, the development of a Love's Truck Stop with McDonald's has spurred retail growth and helped the community to land a Dollar General, Popeyes Chicken and Burger King.

At Exit 38 in Tuskegee, Popeyes opened another franchise in 2019. And, a local entrepreneur has a travel center is under construction that will offer fuel and the only electric vehicle charging station on that stretch of I-85. The travel center will have two more restaurants: Huddle House

Recent retail growth at Exit 22 (top) and Exit 38 (middle) and Exit 42 (bottom).



and Little Caesars. A hotel is also under development at the interchange. Popeyes and the travel center represent a \$20 million investment and over 125 jobs. It represents a community-wide commitment to economic development. At Exit 42, an existing truck stop, Torch 85 Travel Center, has been redeveloped and reopened.

Beyond the Interstate 85 Corridor, the Macon County Economic Development Authority (MCEDA) has also enlisted the help of a national site selection firm to conduct a site evaluation of potential industrial sites to help them be site-ready for potential industry location. Just north of I-85 Exit 38, Macon County boasts a 277-acre CSX Select Site, one of only three in the state, that offers CSX Class 1 rail service on-site, interstate access, and air transport.

Partnerships with MCEDA, the City of Tuskegee and Tuskegee University made it possible for a California-entrepreneur to locate Lifetime Natural Organic Farms in Macon County.



Macon County was also able to promote its agricultural history into the recruitment of Lifetime Natural Organic Farm, owned and operated by a California entrepreneur that transplanted to Tuskegee. The USDA certified organic farm is located on land owned by the MCEDA. The operation has also had considerable assistance from the Tuskegee University College of Agriculture and provides a hands-on organic farming opportunity to the university's agricultural students. Lifetime has already secured contracts with a major grocery chain and several local restaurants. MCEDA is hopeful that the organic farm will have the same impact of a new industry by employing several hundred people and generating a lot of local tax revenue and generating of local tax revenue.



GOAL 2 INFRASTRUCTURE AND TRANSPORTATION

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

OBJECTIVES

- Adequate Infrastructure
- Facility Standards
- Capital Improvements Program
- Transportation System
- Transportation Services

Performance & Implementation

- Town of Brantley Infrastructure Improvements, \$300,000
- Town of Brantley Sewer Improvements, \$360,125
- Town of Brantley Water System Improvements, \$343,000
- Bullock County Airport (Franklin Field) Runway Extension, Road Relocation, and Hangar Expansion
- City of Fort Deposit Sewer Extension to Interstate 65
- Town of Georgiana Water System Improvements, \$343,000
- Lowndes County Sewer System Improvements, \$300,000
- City of Luverne Water System Improvements, \$400,950
- City of Luverne Public Facilities Improvements, \$33,870
- City of Luverne Waste Water Improvements, \$38,000
- Pike County Road Improvements, \$1,000,000
- Pike County Sewer System Improvements
- Town of Rutledge Street Improvements, \$350,210
- Town of Shorter Water Tower, Sewer Improvements, Fire Hydrants, \$1.6 million
- City of Troy Water and Sewer Expansions to Trojan Way Access Road
- City of Tuskegee Interstate 85 Development -- Water, Electrical, Road Improvements
- City of Tuskegee Comprehensive
- Town of White Hall Sewer System, \$1,700,000

SCADC has assisted local governments in securing in economic development funds to make infrastructure improvements for the location of new industries. In Macon County, a combination of Economic Development Administration, Delta Regional Authority, Appalachian Regional Commission, and Community Development Block Grant funds provided \$3.8 million to extend

and improve water, electrical, and sewer services, as well as make road improvements at Interstate 85 Exit 38. Currently, the proposed development plans include a travel center, three restaurants, and a hotel. There is land available for future retail and industrial development that will benefit from the improvements.

Macon County Interstate 85 Exit 38 infrastructure improvements under construction.



Rex Lumber, one of the ten largest softwood lumber producers in the nation, selected a 294-acre site north of Troy in Pike County as the location for a greenfield sawmill. Rex Lumber officials state that the new site will be one of the most advanced lumber mills in the country.

Prior to construction of the new facility, site work and access issues were addressed with a \$1 million CDBG-ED grant that resurfaced a 5-mile stretch of U.S. Highway 231 and a 2.5 mile stretch of Orion Road. Alabama Industrial Access funds

were used to construct a new 3-lane industrial access road. It is expected that approximately 140 log trucks will be traveling the new and improved roadways per day.

Local officials state that the new lumber manufacturing operation will create quality employment opportunities, a significant new timber market, and enhanced economic activity. The new mill, which opened in the summer of 2019, is expected to employ more than 110 people and produce 240 million board feet each year when fully

operational, injecting more than \$100 million into the local economy.

In Bullock County, airport improvements will mean better transportation access for the county that has no interstate and no rail. A runway expansion is under construction that will extend the runway from 3,100 feet to more than 5,000 feet, which will enable the airport to accept corporate jets and small commercial passenger aircraft. In order to extend the runway, a county road had to be re-routed. Franklin Field will also be adding more hangars to accommodate the anticipated air traffic. Franklin Field is also used by Field Trial participants which is a large part of the county's tourism industry. The combined airport improvements are a \$4 million project.



Site work for Rex Lumber, a new facility located north of Troy in Pike County, began in 2018 with the facility opening in summer 2019.



Photo Credits: CDG Engineers & Associates, Rex Lumber and SCADC

Franklin Field in Bullock County has extended the runway and is building more hangars.



GOAL 3 EDUCATION AND WORKFORCE DEVELOPMENT

Improve education systems to ensure that all graduates possess the knowledge and skills to effectively compete for, and perform well in, available jobs.

OBJECTIVES

- Quality Secondary Education
- Post Secondary Opportunities
- Workforce Training
- Industry / Business Support

Performance & Implementation

- Macon County Schools and Trenholm State Community College Manufacturing Skill Standards Council (MSSC) Certification
- Crenshaw County Career Tech and LBW, Luverne Campus Rolling Welding Lab

Each of the seven counties in the South Central Alabama economic development district has some form of workforce development program. The program may be as basic as the local career-tech program at the high school level. Or, it may include secondary education institutions and non-profit agencies. Alabama's Community College System plays a vital role in career training and workforce development. There are two community college systems within the district: Trenholm State Community College located in Montgomery, and Lurleen B. Wallace (LBW) Community College with a campus in Greenville and a center in Luverne. The community college

system offers adult education, ready to work programs, training for business and industry classes, continuing education classes, and university transfer courses.

Two programs, in particular, are making a significant impact in South Central Alabama. First, Trenholm and ARC have teamed up to provide industry-specific automotive production training in a mobile lab. Trenholm also offers MSSC (Manufacturing Skill Standards Council) Certified Training for a certified production technician at the Macon County Career Center or at the individual plants.



Macon County Career Technical Center

Second, LBW's Luverne campus has also integrated a mobile lab into their instructional curriculum. But, the LBW lab is a rolling welding lab. The \$470,000 lab is part of the Alabama Florida Technology Education Network Grant.

The mobile welding lab has six welding stations and two virtual welders. It simulates the actual welding without using the consumables or the gas, making it safer and more user friendly.

The welding lab is also available for use by students in Crenshaw County's Career Technical Center. High school students are participating in dual enrollment, earning nine hours of credit towards certification, "If they continue with this program, they would earn nine, and thus they will have a year completely behind them. Then, they go to LBW after that, all they lack is a year for graduation, so they can get certificated at the high school level. Prior to the mobile lab, which is one of two in the state, welding classes were only offered at the LBW campus in Opp.

GOAL 4 PLANNING AND ENVIRONMENTAL STEWARDSHIP

Balance and manage community and economic development with conservation in an orderly and efficient manner.

OBJECTIVES

- Land Use
- Natural Resources
- Planning

Performance & Implementation

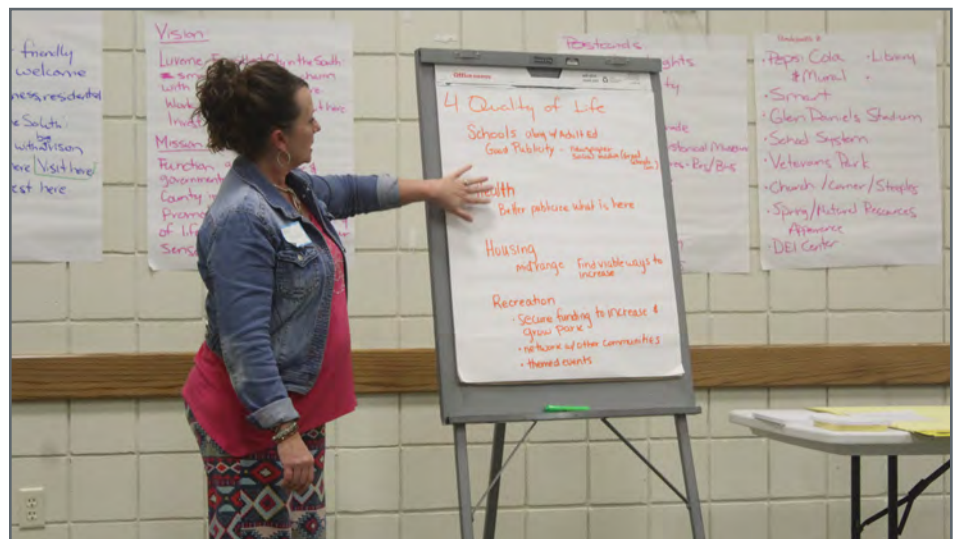
- Rural Transportation Planning Organization
- Public Involvement for Alabama Statewide Transportation Improvement Program
- Human Services Coordinated Transportation Plan
- Regional Hazard Mitigation Plan Underway for Butler, Crenshaw and Pike Counties
- Regional Hazard Mitigation Plans for Bullock, Lowndes and Macon Counties, Pending Funding
- Luverne Strategic Plan
- Macon County Economic Development Authority Economic Strategic Plan Framework
- Notasulga Economic Growth and Development Plan, pending

SCADC continues to work with other regional planning commissions and state agencies to prepare long-range plans for

hazard mitigation, coordinated transportation services, and transportation facilities. On a local basis, SCADC has assisted the Macon County Economic Development Authority in formulating a framework for an economic strategic plan and seek funding; and filed applications for funding of local development plans in Franklin and Notasulga.

Additionally, the SCADC assisted the City of Luverne with an initial planning process with the development of strategic plan for the city. The City of Luverne hosted a one day workshop,

facilitated by the SCADC, in which citizens worked together to examine existing conditions and then, to develop (1) a vision that expressed the long-range picture of what they wanted Luverne to become; (2) a mission statement that outlined the city's purpose and function; (3) four priority initiatives that established a framework for development; (4) 13 strategies that further defined the initiatives; and (5) the 47 actions, or tasks, necessary to implement the strategies and initiatives to take the city where it wants to be.



A Luverne citizen presents Quality of Life needs and solutions during strategic plan workshop.

GOAL 5

QUALITY OF LIFE

Improve the existing quality of life in the South Central Alabama Region to meet the needs of all of its citizens.

OBJECTIVES

- Health, Safety and Welfare
- Cultural Assets and Aesthetics
- Housing
- Recreation

Performance & Implementation

- City of Brundidge Housing Demolition and Water System Improvements, \$385,000
- Bullock County Historic Courthouse Preservation and Restoration
- Bullock County Harris Park Improvements, \$200,000
- Butler County Courthouse Improvements, \$358,000
- Town of Dozier -- Dozier School Demolition, \$247,510
- Town of Goshen Water System Improvements, \$350,000
- City of Hayneville Sewer Improvements, \$349,612
- Town of Lowndesboro Town Hall Driveway Improvements, \$2,816
- Lowndes County Road Improvements, \$766,000
- City of Luverne Recreational Trail Improvements, \$113,465
- Town of Midway -- Merritt Community Complex, \$450,000
- Town of Mosses

Playground

- Improvements, \$178,882
- City of Troy Neighborhood Improvements, \$502,573
- City of Tuskegee Comprehensive Improvements,
- City of Union Springs GIS Sewer Mapping, \$47,250
- City of Union Springs Neighborhood Revitalization, \$495,000

SCADC assists local governments in their search for funds for a variety of community development improvements, such as housing demolition, infrastructure repair and expansions, and the purchase



A Troy citizen overlooks a drainage ditch that is eroding her yard as well as the area's streets and drainage structures.

of emergency response vehicles. A neighborhood improvement project in Troy is a good example of these types of quality of life improvements. The City of Troy was awarded CDBG funds for the \$502,573 project which addressed a deteriorated storm drainage system, water system improvements for fire protection, and street improvements. The project had a direct impact on 31 low and moderate income households with 57 total residents in a neighborhood of 393 housing units and approximately 585 residents. The project provided a direct benefit to only a small portion of the neighborhood, however, the location of the project made a huge impact on the entire area.



GOAL 6 ECONOMIC LEADERSHIP AND FUNDING

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

OBJECTIVES

- Organizational Structure
- Leadership Development
- Funding

Performance & Implementation

- SCADC Revolving Loan Fund
- City of Luverne Main Street Program
- Butler County -- South Central Alabama Mental Health Forensic Facility, USDA, \$3 Million
- SCADC Technical Assistance
- SCADC Program Administration

In 2016, the City of Luverne made a commitment and joined Main Street Alabama as a network community. The City of Tuskegee is also a Main Street network community. The



Downtown Luverne.

Network allows communities to have access to resources, training opportunities, and on site presentations to supplement their downtown revitalization efforts. The Main Street Alabama program fosters economic vitality and leadership within the hearts of the communities.

In 2019, SCADC assisted the South Central Alabama Mental Health (SCAMH) in applying for USDA funds for the construction of a forensic mental health facility in Greenville in Butler County. The \$3 million project will build a 16-bed, 9,910 square foot secure facility located on property owned by SCAMH on Industrial Parkway. The facility will provide mental health services known as competency restoration treatment for

those persons involved in the criminal justice system. The facility may also be utilized as a step-down unit for individuals found Not Guilty by Reason of Mental Disease or Defect (NGRI) as a result of a mental health evaluation by a forensic evaluator. These individuals will receive therapy and treatment until an appropriate long-term treatment program can be found in the community.

When operational, the SCAMH Forensic Residential Facility is expected to employ 25 to 30 people in Greenville and the surrounding area. Available positions will include psychiatrists, psychologists, nurses (both RNs and LPNs), security guards, mental health workers and office staff.



The proposed SCAMH forensic mental health facility is located in Greenville, Alabama.

Appendices



Appendix A. Adoption Resolutions

Appendix B. 2018 CEDS Project List



Adoption Resolutions

SOUTH CENTRAL ALABAMA DEVELOPMENT COMMISSION

RESOLUTION

South Central Alabama Comprehensive Economic Development Strategy 2019 Update

WHEREAS, the Economic Development Administration (EDA) requires all Economic Development Districts (EDD) receiving Investment Assistance to prepare an annual planning document referred to as a Comprehensive Economic Development Strategy (CEDS), pursuant to 13 CFR, Sections 303.6 and 303.7; and

WHEREAS, the Public Works and Economic Development Act of 1965, as amended (PWEDA), requires a current CEDS be in place for any local government bodies applying for investment assistance under EDA's Public Works or Economic Adjustment Assistance Programs; and

WHEREAS, the South Central Alabama Development Commission has reviewed and updated the 2018 South Central Alabama Comprehensive Development Strategy according to the guidelines provided in 13 CFR 303.7 and through consultations with the SCADC CEDS Committee; and will be providing the document for review by local, state, and federal agencies as required by EDA.

NOW THEREFORE BE IT RESOLVED THAT, the South Central Alabama Development Commission, acting by and through its Board of Directors, adopts the 2018 South Central Alabama Comprehensive Economic Development Strategy (CEDS) Update and all amendments made in necessity throughout the 2019 program year to facilitate public works projects benefitting the SCADC district member governments, contingent upon no comments provided within the comment period; and

BE IT FURTHER RESOLVED THAT, Tyson Howard, or the current Executive Director, is hereby authorized and directed to execute all required documents to EDA regarding the 2019 CEDS update on behalf of the South Central Alabama Development Commission.

Adopted this 15th day of August 2018.

Mayor Fletcher Fountain, Chairman

ATTEST:

Beth Rosser

SOUTH CENTRAL ALABAMA DEVELOPMENT COMMISSION

RESOLUTION

2018 South Central Alabama Comprehensive Economic Development Strategy

WHEREAS, the Economic Development Administration (EDA) requires all Economic Development Districts (EDD) receiving Investment Assistance to prepare an annual planning document referred to as a Comprehensive Economic Development Strategy (CEDS), pursuant to 13 CFR, Sections 303.6 and 303.7; and

WHEREAS, the Public Works and Economic Development Act of 1965, as amended (PWEDA), requires a current CEDS be in place for any local government bodies applying for investment assistance under EDA's Public Works or Economic Adjustment Assistance Programs; and

WHEREAS, the South Central Alabama Development Commission has prepared the 2018 South Central Alabama Comprehensive Development Strategy according to the guidelines provided in 13 CFR 303.7 and through consultations with the SCADC CEDS Committee; and will be providing the document for review by local, state, and federal agencies as required by EDA.

NOW THEREFORE BE IT RESOLVED THAT, the South Central Alabama Development Commission, acting by and through its Board of Directors, adopts the 2018 South Central Alabama Comprehensive Economic Development Strategy (CEDS) and all amendments made in necessity throughout the 2018 program year to facilitate public works projects benefitting the SCADC district member governments, contingent upon no comments provided within the comment period; and

BE IT FURTHER RESOLVED THAT, Tyson Howard, or the current Executive Director, is hereby authorized and directed to execute all required documents to EDA regarding the 2018 CEDS planning document on behalf of the South Central Alabama Development Commission.

Adopted this 16th day of August 2017.



Mayor Fletcher Fountain, Chairman

ATTEST:



Beth Rosser



2018 CEDS Project List

| Priority Capital Improvement Projects | | |
|--|--|------------------|
| Capital Improvement Project | Construction Activity | Cost |
| Water/Sewer | | |
| Butler-Lowndes County Reservoir | Develop a regional water reservoir in the Greenville-Fort Deposit vicinity | \$9 Million |
| Roads | | |
| Alabama Highway 110 Corridor Development | Develop water and sewer lines and infrastructure for other services along Alabama Highway 110. | \$3 Million |
| | Widen Alabama Highway 110 to four lanes. | TBD |
| Development of Federal Highway Corridors: <ul style="list-style-type: none"> • US Highway 80 • US Highway 231 • US Highway 331 | Widen U.S. Highway 331 to four lanes. | \$3 Million |
| | U.S. Highway 80 Commercial and Industrial Development | TBD |
| | General infrastructure improvements along each corridor. | \$3 Million each |
| | U.S. Highway 231 Corridor Study | TBD |
| I-85 Extension | Study the feasibility of extending I-85 from Montgomery to Selma and beyond | \$2.5 Million |
| Industrial Parks | | |
| Bullock County Industrial Park | Develop new infrastructure and improve existing utilities | \$2 Million |
| Macon-Tuskegee Industrial Development | Develop a new industrial park in Macon County | \$3 Million |
| Shorter Industrial Park | Expand industrial park in the Shorter vicinity | \$2.5 Million |
| Montgomery West Industrial Site (Note: This project for a tier one supplier is being actively pursued. Costs to be available in near future.) | 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 |
| Lowndes County Russell Advantage Site | Provide access to site and extend water and sewer services to the site, along with all other utilities | TBD |
| Troy Industrial Park South Advantage Site | Add secondary access to the site and extend water and sewer infrastructure | TBD |
| Miscellaneous | | |
| Troy Airport | Expand and enhance services and infrastructure | TBD |
| Franklin Field, Bullock County | Extend runway to allow jet landings UNDER CONSTRUCTION | \$4 Million |
| Revolving Loan Fund | Recapitalize the SCADC Revolving Loan Funds | \$1 Million |

GOAL 1: ECONOMIC DEVELOPMENT

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 | Full Employment | Business Support | Entrepreneurship |
|------------|---|---|--|
| | <ul style="list-style-type: none"> Improve employment opportunities at all skill levels. Maximize job retention and expansion of existing businesses. | <ul style="list-style-type: none"> Provide effective and efficient support to all businesses. Assist with long-term financing for smaller companies. Provide gap financing to new and existing businesses. | <ul style="list-style-type: none"> Increase entrepreneurial ventures and training. Provide alternative job opportunities for entrepreneurs. Encourage rural entrepreneurship that meets the distinct needs of region and attracts visitors. |
| | Expansion and Growth | Tourism | Sustainable Development |
| | <ul style="list-style-type: none"> Maintain adequate industrial space to accommodate industry expansion and growth. Address emerging opportunities to minimize obstacles and maximize gains. Increase retail opportunities in rural areas and smaller communities. | <ul style="list-style-type: none"> Expand cultural and heritage tourism in region. Promote recreational resources to encourage tourism. Expand on rural assets of region in marketing and promotions. | <ul style="list-style-type: none"> Maximize opportunities for sustainable development along interstates and major highways. Sustain and improve the agricultural and timber industries. |

| GOAL 1 WORK PROGRAM | | |
|---|--------------------|-------------------|
| Description | Location | Funding |
| Assist in organization and functioning of local industrial development boards/authorities and chambers. | EDD | EDA/Local |
| Coordinate economic development endeavors. | EDD | EDA/SCADC/Local |
| Coordinate with economic development organizations to support and foster economic development in the region. | EDD | Local/SCADC |
| Facilitate the development of growing clusters, including automotive, timber and agricultural products, higher education, others. | EDD | EDA,/ARC/DRA/USDA |
| Implement the Revolving Loan Fund (RLF); obtain and maintain funding necessary to adequately capitalize RLF. | EDD | EDA/Local/HUD |
| Participate in rural development councils, conservation and development projects, and similar undertakings. | EDD | EDA/Local |
| Promote downtown and other growth center development, government facilities and tourism. | EDD | EDA/Local/HUD |
| Promote Envision 2020 & Imagine a Greater Montgomery. | EDD/ Montg. MSA | Local |
| Promote retail development and business incubators. | EDD | Local/ARC |

| Goal 1 Regional Impact Projects and Programs | | | |
|---|---|--|------------------------|
| FUNDING | RESPONSIBILITY | PERFORMANCE MEASURES | TIMING |
| 1.1 Retail development strategy and distribution industry. | | | |
| Local | SCADC/Others | Completed strategy | Short term |
| 1.2 Regional and local existing industry programs; industry cluster plan. | | | |
| ADECA/Local | Local/ADECA/ADO | Assistance to existing industries and jobs retained | Short term |
| 1.3 Expand regional incubators, technology centers and public/private business training “academies”. | | | |
| ADO/Local | Local | Incubators/businesses | Short term Mid term |
| 1.4 Add or improve industrial parks in every county/recruit new industry. | | | |
| ADO, ADECA, ARC, DRA, EDA, USDA RD | LRCOG, SCADC | 1) Construction of facilities 2) Number of industries, businesses, and jobs created/recruited | Mid term |
| 1.5 Major Mega Industrial site in 231 corridor, including distribution strategy. | | | |
| ADO/ADECA/ ALDOT/ EDA | SCADC/Local | Recruited industry | Long term |
| 1.6 Develop regionwide tourism industry to make region a destination. | | | |
| Alabama Bureau of Tourism, and Travel, ADECA, RSA, AHC | Envision Task Force, Chamber of Commerce, CVB | 1) Increased promotion of existing attractions 2) Tuskegee Airmen Project | Long term |

| Goal 1 Local Projects and Programs | | | |
|--|----------------|---|------------------------|
| Projects/Programs | Location | Performance Measures | Time Frame |
| INDUSTRIAL PARKS Funding: Local/DRA/EDA/HUD/USDA Responsibility: Local Governments, Local Economic Development Authorities, SCADC | | | |
| Expand and improve industrial parks | Bullock County | Completion of improvements Number of jobs created Number of jobs retained | Short term Mid term |
| Develop a new industrial park | Bullock County | Construction of new park and building | Short term Mid term |
| Improve industrial park | Tuskegee | Improvement of park Jobs retained or created | Short term |
| Develop Macon County Industrial Park/Emphasize I-85 corridor development | Macon County | Construction of improvements and development of sites | Mid Term |
| Complete development of Brundidge Industrial park | Brundidge | Improvements/development/ investments/jobs | Mid term |

Goal 1 Local Projects and Programs, continued

| Projects/Programs | Location | Performance Measures | Time Frame |
|---|---------------------------------|--|-------------------------|
| Downtown Revitalization and Development Funding: Local/HUD/DRA Responsibility: Local Governments, Local Chambers of Commerce and Other Organizations, SCADC | | | |
| Rehabilitate CBD/Downtown | Fort Deposit | Completion of projects | Short term |
| Rehabilitate CBD/Downtown | Tuskegee | Completion of projects | Short term |
| Complete Downtown and Riverfront Development in Montgomery | Montgomery | Completion of Projects | Short term Long term |
| Commercial Development Funding: Local/State/SBA/HUD/DRA/USDA Responsibility: Local Governments, Local Economic Development Authorities Local Chambers of Commerce and Other Organizations, SCADC | | | |
| Continue retail and commercial development/redevelopment | SCAEDD Region | Development/retention of business | Short term Mid term |
| Commercial Development Projects | Crenshaw County/ other counties | Improvements to commercial districts/downtowns/ and new commercial investments | Mid Term |
| Commercial development | Fort Deposit/ Hayneville | Construction of new development | Short term |
| Entrepreneurship Funding: Local/State/EDA Responsibility: Local Governments, SCADC | | | |
| Regional Business Incubator and Technology centers | SCAEDD Region | Completion of incubators/businesses located | Mid Term |

GOAL 2: INFRASTRUCTURE AND TRANSPORTATION

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

| OBJECTIVES | Adequate Infrastructure | Facility Standards | Capital Improvements Program |
|------------|--|--|--|
| | <ul style="list-style-type: none"> Maintain adequate infrastructure to support industry, commerce and lifestyle. Evaluate all services provided by the municipalities and the counties, and expand and improve where necessary. | <ul style="list-style-type: none"> Ensure that all municipal and county utilities and facilities meet standards mandated by state and federal authorities. 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. | <ul style="list-style-type: none"> Establish an infrastructure improvement plan that will maximize benefits to the entire county's economic and community development efforts, including high speed telecommunications |
| | Transportation System | | Transportation Services |
| | <ul style="list-style-type: none"> 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. | | <ul style="list-style-type: none"> Provide transportation for coordinated social services and day care facilities to support economic and community development. Provide comprehensive public safety services throughout the region. |

| GOAL 2 WORK PROGRAM | | |
|--|----------|-----------------------------|
| Description | Location | Funding |
| Complete high speed telecommunications systems and technology center facilities. | EDD | ADECA/ARC/Local |
| Coordinate infrastructure development/rehabilitation endeavors. | EDD | EDA/SCADC/Local |
| Develop welfare-to-work and coordinated social service transportation and day care facilities. | EDD | ADSS/ALDOT/ADECA/Others |
| Implement rural transportation planning program. | EDD | ALDOT/Local |
| Provide clearinghouse review services for EDA funded projects in the region. | EDD | EDA/SCADC |
| Provide grant and loan application preparation assistance. | EDD | EDA/Local/ARC/SCADC/HUD/DRA |
| Provide project management and monitoring assistance. | EDD | EDA/Local/ARC/SCADC/HUD/DRA |

| Goal 2 Regional Impact Projects and Programs | | | |
|---|----------------------------------|--|-------------------------|
| FUNDING | RESPONSIBILITY | PERFORMANCE MEASURES | TIMING |
| 2.1 Improvements to U.S. Highway 31, U.S. Highway 231, U.S. Highway 331, U.S. Highway 80, and Alabama Highway 110 (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 |
| 2.2 Development along I-65 South Corridor. (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 | 1 Short term |
| | | 2) Extend sanitary sewer south from Montgomery to serve industrial and growth areas (potentially to interchange 158) | 2 Short term |
| | | 3) Extend sanitary sewer to interchanges in I-65 corridor from appropriate systems such as Ft. Deposit and Greenville. | 3 Short term |
| | | 4) Expand storage and water service capacity on both sides of I-65 corridor | 4 Mid term |
| | | 5) Identify, acquire and develop industrial park sites in South Montgomery, Lowndes and Butler Counties | 5 Mid term |
| 2.3 Complete Montgomery Outer Loop. (Montgomery County) | | | |
| ALDOT/Local | ALDOT, City of Montgomery, SCADC | Complete sections of outer loop | Long term |
| 2.4 Improve and increase sewer and water capacities and services; Include continued development of high speed telecommunications. | | | |
| 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 | Short term |
| 2.5 Rural Transportation Planning (RPO), coordinated with MPO chamber and related transportation projects, consistent with CEDS. | | | |
| ALDOT/Local | SCADC, ALDOT | Rural transportation improvement projects | Short term Long term |
| 2.6 Human Services Coordinated Social Services program. | | | |
| ADSS/ALDOT | SCADC | Increased service | Short term Long term |
| 2.7 Continue to improve Montgomery and other regional airports. | | | |
| FAA/Local | Local | Investments & increased service | Mid term |

| Goal 2 Local Projects and Programs | | | |
|--|---------------------------------|--|-------------------------|
| Projects/Programs | Location | Performance Measures | Time Frame |
| Airports Funding: Local, ALDOT, FAA, EDA, DRA Responsibility: Local Governments, ALDOT, SCADC | | | |
| Improve local airport; renovate and extend runways | Bullock County Union Springs | Completion of expansion | Short term Mid term |
| Macon County Airport | Macon County | Completion of Projects | Mid Term |
| Improvements to Montgomery Regional Airport | Montgomery County | Completion of projects | Mid term Long term |
| Expand Municipal Airport/FBO | Troy | Completion of improvements | Short term |
| State and Federal Highway Improvements Funding: ALDOT Responsibility: ALDOT, Local Governments | | | |
| Interstate 85 Extension to Selma | Montgomery Co. | Completion of Projects | Long term |
| Local Road and Drainage Improvements Funding: Local Governments ALDOT, FEMA, FTA Responsibility: Local Governments, ALDOT, Montgomery, MPO, SCADC | | | |
| Improve county roads and storm drainage | EDD | Number of highway miles improved | Ongoing |
| Install storm drainage system in Big Swamp Creek area | Hayneville | Install first phase of drainage system to alleviate recurrent flooding | Mid term |
| Envision and Montgomery Area Chamber Transportation projects consistent with SCADC priorities | Montgomery MSA | Completion of Projects | Short term Long term |
| Public Transportation Project | Montgomery | Improvements to service | Long term |
| Replace/improve deteriorated streets | Troy | Miles of roads replaced/improved | Short term |
| Trojan Way Access Road | Troy | Construct alternate truck route | Short Term |
| Service Roads along 231 | Troy | Complete sections of service roads | Mid Term |
| Infrastructure Improvements Funding: Local Governments/ADEM/ARC/DRA/EDA/EPA/HUD/USDA Responsibility: Local Governments, SCADC | | | |
| Develop additional water supply | Butler/Lowndes Counties | Number of customers served | Short term Mid term |
| Rehabilitate water/sewer systems | Greenville | Completion of rehabilitations | Short term |
| Improve existing sewer systems | Lowndes County | Improvement of systems | Short term |
| Improve existing water systems | Macon County | Improvement of systems | Short term |
| Extend water/sewer to interstate I-85 | Macon County | Improvement of systems | Short term |
| Upgrade/expand sewer system | Notasulga | Increase in capacity | Short term |
| Install and expand a commercial sanitary sewer system | Shorter | Installation of system Increase in capacity | Short term |
| Install water tower, new fire hydrants | Shorter | Installation of tower Number of hydrants installed | Short term |
| Improve sewer in northern county | Pike County | Improvement of systems | Short term |
| Replace deteriorating sewer lines | Troy | Amount of lines replaced | Short term |
| Extend water and sewer to Trojan Way Access Road | Troy | Improvement of systems | Short Term |
| Extend natural gas line to Lowndes County Ind. Park and Hayneville | Lowndes County/ Hayneville | Installation of new lines | Short term |

GOAL 3: EDUCATION AND WORKFORCE DEVELOPMENT

Improve education systems to ensure that all graduates possess the knowledge and skills to effectively compete for, and perform well in, available jobs.

| OBJECTIVES | Quality Secondary Education | Post Secondary Opportunities |
|------------|---|---|
| | <ul style="list-style-type: none"> • 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. • Improve school performance at all levels to surpass state educational averages. • Reduce dropout rate among secondary students. • Increase attendance rates among public school students. | <ul style="list-style-type: none"> • Maximize educational opportunities for all citizens who wish to better themselves through knowledge and learning. • Develop partnerships among all sectors to support public education and the general welfare of the community. • Provide quality educational opportunities for all citizens, regardless of age. • Reduce adult illiteracy rates throughout region. |
| | Workforce Training | Industry/Business Support |
| | <ul style="list-style-type: none"> • Establish programs to instill occupational, technical, and vocational skills to adults within the community. • Provide support to Central Alabama Opportunities Industrialization Center, Inc. in an effort to promote job training and job placement throughout the SCADC region. | <ul style="list-style-type: none"> • Increase capabilities of the universities in the region to assist owners of new and current small businesses in their business development. • Ensure adequately prepared and trained workforce to support existing and incoming industry, including higher skill jobs and technology training. |

| GOAL 3 WORK PROGRAM | | |
|--|----------|--|
| Description | Location | Funding |
| Cooperate with any efforts to conduct a regional educational needs assessment to identify workforce development deficiencies. | EDD | EDA/Local/ARC/SCADC/HUD/DRA/ Others |
| Coordinate or cooperate with regional education improvement endeavors. | EDD | EDA/SCADC/Local |
| Implement special workforce support programs, to include day care, special transportation services, senior aides, etc. | EDD | DOI/Local/ADSS |
| Participate in regional and rural workforce development councils and alternative public/private training programs, eg. business sector academies, etc. | EDD | EDA/Local/ARC |
| 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 |

| Goal 3 Regional Impact Projects and Programs | | | |
|--|---|---|----------|
| FUNDING | RESPONSIBILITY | PERFORMANCE MEASURES | TIMING |
| 3.1 Regional Workforce Development Program | | | |
| 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 Ed., Career Technical Centers, 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 |

| Goal 3 Local Projects and Programs | | | |
|---|-------------------|--|-------------------------|
| Projects/Programs | Location | Performance Measures | Time Frame |
| Public School Improvements Funding: Local Governments/State/ARC/DRA/EDA Responsibility: Local Governments, SCADC | | | |
| Expand and enhance area vocational education centers | EDD | Number of students served | Short term |
| Improve public school facilities | EDD | Number of schools improved | Short term |
| Continue ongoing programs for teen parents to reduce drop-out rates | EDD | Number of reduction in drop-outs | Short term |
| Continue support for the Alabama Reading Initiative and related programs to reach 100% literacy | EDD | Literacy rate | Short term |
| Vocational Training Funding: Local Governments, Department of Labor, Others Responsibility: Local Governments, SCADC | | | |
| Support the creation of a regional coordinator position to serve as a liaison between local industries and area schools | EDD | Creation of position | Short term |
| Develop partnerships among vocational and technical schools in the region | EDD | Creation of partnerships | Short term |
| Expansion of vocational school concept to create public/private business academies and regional technology training centers | EDD | Centers established/graduates | Mid term |
| Workforce Development Funding: Local Governments, ALSDA/ARC/DOL/DRA/EDA/HUD/USVA Responsibility: Local Governments, Workforce Development Councils, CAOIC, SCADC | | | |
| Restore old Shorter Elementary School and develop an adult training center and education facility at the site | Shorter, EDD | Development and restoration of facilities Number of persons trained | Short term |
| Improve existing and develop additional welfare-to-work programs and facilities | EDD | Number of programs created | Short term |
| Community Based Job training program | EDD | Funding; Persons trained | Short term |
| Implement other Workforce Development projects as part of Workforce Development Council | EDD | Projects complete/persons trained | Short term Long term |
| Develop and foster job training programs | Lowndes County | Number of trainees | Short term |
| Provide training and job placement | Montgomery County | Centers established/graduates | Short term Long term |

GOAL 4: PLANNING AND ENVIRONMENTAL STEWARDSHIP

Balance and manage community and economic development with conservation in an orderly and efficient manner.

| OBJECTIVES | Land Use | Natural Resources | Planning |
|------------|---|--|---|
| | <ul style="list-style-type: none"> Encourage a balanced, efficient land use that implements comprehensive plans and other policies of the region's local governments. Ensure that land use distribution maintains and improves the quality of the natural and man-made environment. | <ul style="list-style-type: none"> Seek realistic and responsible conservation of natural resources and environmental stewardship, consistent with economic development priorities. | <ul style="list-style-type: none"> Promote a framework for growth and development to include community, county and regional concepts for growth, development and revitalization. |

| GOAL 4 WORK PROGRAM | | |
|--|-----------|--|
| Description | Location | Funding |
| Non-metro planning. | EDD | Local/SCADC/EDA/ARC/HUD |
| Serve as a regional affiliate for the Alabama State Data Center and the U.S. Census Bureau. | EDD | Local/SCADC |
| Unstructured regional technical assistance. | EDD | Local/SCADC/HUD/ARC/ADECA/DRA |
| 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 |
| Coordinate or cooperate with regional and statewide planning endeavors. | State/EDD | EDA/SCADC/Local/State/AARC/ARC/DRA/USDA/DOT/HUD/etc. |
| 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 |
| Participate in rural development councils, conservation and development projects, and similar undertakings. | EDD | EDA/Local |
| Technical assistance and support to local planning, zoning, districting, and annexation efforts. | EDD | EDA/Local/ARC/SCADC/HUD |

| Goal 4 Regional Impact Projects and Programs | | | |
|--|----------------|---|-------------------------|
| FUNDING | RESPONSIBILITY | PERFORMANCE MEASURES | TIMING |
| 4.1 Regional Framework for Growth and Development | | | |
| EDA/Local | SCADC | Completion of Plan | Short Term |
| 4.2 Downtown development in Montgomery and other communities and growth centers | | | |
| Local | Local | Investment in downtown(s) and businesses retained | Mid term |
| 4.3 Montgomery Riverfront Development program | | | |
| Local | Local | Completion of projects and/private investment | Short term Long term |
| 4.4 Human Services Coordinated Transportation Planning program | | | |
| ADSS/ALDOT | SCADC | Increased service | Short term Long term |

| Goal 4 Local Projects and Programs | | | |
|--|-----------------------------------|---|-------------------------------------|
| Projects/Programs | Location | Performance Measures | Time Frame |
| Regional Planning Programs Funding: Local/AEMA/FEMA/HUD/ARC/DRA/Others Responsibility: Local Governments, SCADC | | | |
| Regional Tourism and retiree attraction study | EDD | Completion of study | Short Term |
| Rural Transportation Planning Organization | EDD | Rural transportation projects identified | Ongoing |
| Human Services Coordinated Transportation Plan | EDD | Needs assessment complete Services established | Ongoing |
| Continue development and maintenance of County Hazard Mitigation Plans | EDD | Completion of plans/updates | Short term Mid term |
| Comprehensive Plans and Regulations Funding: Local Governments/ARC/DRA/HUD/USDA/Others Responsibility: Local Governments, SCADC | | | |
| Comprehensive Plan and Land Use Regulations | Mosses | Creation of plan Plan Implementation | Short term |
| Countywide Comprehensive Plan & Zoning Ordinance | Macon County | Creation of plan Plan Implementation | Short Term |
| Comprehensive Plan and Land Use Regulations | Notasulga | Creation of plan | Short term |
| Shorter Comprehensive Plan Update and Commercial Study | Shorter | Completion of update and study | Short Term |
| Strategic and Development Plans Funding: Local Governments/ARC/DRA/HUD/USDA/Others Responsibility: Local Governments, SCADC | | | |
| Downtown Revitalization/ Rehabilitation Plans | EDD | Completion of plans | Short term |
| Implement Macon County and Tuskegee Tourism Development Plan | Macon County/ Tuskegee | Completion of plan Implementation of Plan | Short term Mid term Long term |
| Corridor study, construct limited access road along U.S. 231 from Dothan to Montgomery | Pike County/ Montgomery County | Complete Study | Short term |
| Housing Funding: Local Governments/ADECA/ARC/DRA/HUD/State/Others Responsibility: Local Governments, SCADC, Realtors, GMHBA | | | |
| Downtown Housing Plans | EDD | Implementation of plan | Short term |
| Student Housing Plans | EDD | Completion of plan | Mid term |
| Affordable Housing Plans and city and county housing development and rehab pilot programs | EDD | Completion of plan/completion of pilot projects and number of housing units | Short term |
| Senior Housing Plans | EDD | Completion of plan | Short term |
| Conduct market study detailing housing demand in I-65 Corridor | Montgomery County | Publication of study | Short term |

Goal 4 Local Projects and Programs, continued

| Projects/Programs | Location | Performance Measures | Time Frame |
|--|--------------------------------------|---|-------------------------------------|
| Transportation, Infrastructure and Facilities Funding: Local Governments/ADECA/ALDOT/ARC/DRA/FEMA/HUD/State/Others Responsibility: Local Governments, SCADC | | | |
| Update regional water and sewer planning reports | EDD | Completion of updates | Short term |
| Scenic Byways planning and implementation | EDD | Completion of plan Implementation of scenic status | Short term |
| Capital Improvements/Public Facilities Plan | Bullock County | Completion of plan | Short term Mid term Long term |
| I-85 Extension Feasibility Study | Lowndes County/ Montgomery County | Completion of study | Short term |
| Storm Drainage Plan | Hayneville | Completion of plan Implementation of plan | Short term Mid term |

GOAL 5: Quality of Life

Improve the existing quality of life in the South Central Alabama Region to meet the needs of all of its citizens.

| OBJECTIVES | Health, Safety and Welfare | Cultural Assets and Aesthetics |
|------------|--|--|
| | <ul style="list-style-type: none"> Create and harbor an environment in which residents and visitors alike may feel safe, secure and welcome. Provide a seamless system of and access to affordable healthcare for all citizens. Provide comprehensive public safety services throughout the region. Enhance and develop area's aging programs and services. Ensure adequate day care and early childhood education. Increase community involvement in all aspects of civic and community activity. | <ul style="list-style-type: none"> Improve and preserve the physical appearance and the aesthetic character of the region. Promote a positive image and recognition of each county in terms of business climate and quality of life. Provide safe and attractive places for residents to assemble, such as recreational facilities, museums, performing/cultural arts centers, and meeting places. Preserve and restore historic structures and sites. |
| | Housing | Recreation |
| | <ul style="list-style-type: none"> Increase population and housing to support growing jobs in commercial and manufacturing industries. Provide region wide access to adequate, safe, sound, and affordable housing in a desirable living environment. | <ul style="list-style-type: none"> 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. Expand recreation to facilitate growth and increase quality of life. |

| GOAL 5 WORK PROGRAM | | |
|---|-----------------------------|--------------------------|
| Description | Location | Funding |
| Administer the Older Americans Act, Medicaid Waiver Program, Senior Rx Program, and the Senior Aides Program. | EDD | ADSS/HHA/AAA/Local/Other |
| 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 |
| Participate in rural and regional councils and similar undertakings that address quality of life issues, including healthcare, open space and recreation. | EDD | EDA/Local |
| 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 |

| Goal 5 Regional Impact Projects and Programs | | | |
|--|---------------------------------|---|------------|
| FUNDING | RESPONSIBILITY | PERFORMANCE MEASURES | TIMING |
| 5.1 Continued development of high speed telecommunications | | | |
| ADO, ADECA, ARC, DRA, EDA/USDA RD, Local Governments | SCADC, LRCOG, Local Governments | 1) Construction of facilities and lines 2) Number of new customers | Short term |
| 5.2 Regional Housing Plan and program to develop and rehab market rate and affordable housing; include neighborhood revitalization; include CDFI implementation | | | |
| HUD/Local/USDA | SCADC/Local | Number of housing units built or renovated | Mid term |

Goal 5 Local Projects and Programs

| Projects/Programs | Location | Performance Measures | Time Frame |
|--|----------------------------------|---|-------------------------------------|
| Community Assets Funding: Local Governments/ADECA/State/DRA/Others Responsibility: Local Governments, SCADC | | | |
| Improve, develop, and/or expand recreational facilities/parks, libraries, and programs | EDD | Number of programs created | Short term Mid term Long term |
| Historic preservation and restoration of library | Union Springs/ Bullock County | Completion of improvements | Short term Mid term |
| Historic preservation and restoration of former church | Union Springs/ Bullock County | Completion of improvements | Short term Mid term |
| Construction of new library | Lowndes County | Construction of new facility | Short term |
| Montgomery Cultural Center and Library | Montgomery County | Construction of facilities | Mid Term |
| Downtown Historic District | Troy | Establish National District | Short Term |
| Safety and Emergency Services Funding: ARC/EDA/HUD/USDA/DRA/Others Responsibility: Local Governments, SCADC | | | |
| Construct a fire substation at or near Lowndes County Industrial Park | Lowndes County/ Hayneville | Development of a new station | Short term |
| Purchase new ladder fire truck and communications equipment | Hayneville | Acquisition of new truck/ communications gear | Short term |
| Construct new public safety building | Hayneville | Development of a new public safety building | Short term Mid term |
| Develop and construct a new community /senior center | Shorter | Construction of building | Mid term |
| Housing Funding: Local Governments/HUD/USDA Responsibility: Local Governments, SCADC | | | |
| Low-income area redevelopment | EDD | Completion of redevelopment efforts | Short term |
| Rehabilitate and/or replace substandard residencies | EDD | Replacement of residences | Short term Mid term Long term |
| Alleviate shortage of low- and moderate-income housing | EDD | Number of homes created | Short term Mid term Long term |
| CDFI and related housing finance programs | EDD | Establishment of CDFI and number of loans/amount of investment in housing | Short Term |
| Senior Housing in Tuskegee and Macon County | Macon County | Construction of units | Mid Term |

GOAL 6: ECONOMIC LEADERSHIP AND FUNDING

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

| OBJECTIVES | Organizational Structure | Leadership Development | Funding |
|------------|--|--|---|
| | <ul style="list-style-type: none"> Establish organizations dedicated to community and economic development issues, and invigorate those already in existence. 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. | <ul style="list-style-type: none"> Increased cooperation/ coordination among city, county state and federal entities, private sector and citizens. Increased regional involvement and public/private leadership. | <ul style="list-style-type: none"> Increased public and private funding for regional priorities. Maintain consistency with state plans and policies for economic and community development. |

| GOAL 6 WORK PROGRAM | | |
|---|------------|------------------|
| Description | Location | Funding |
| Cooperate with Envision 2020 and Imagine a Greater Montgomery and other visioning and multi-jurisdictional programs. | EDD/Others | Local |
| Encourage increased public/private leadership in SCADC and CEDS Strategy Committee. | EDD | EDD/Local |
| Foster relations and leadership development among community, business, and education leaders. | EDD | Local |
| Formalize public/private funding strategy. | EDD/Others | EDA/DRA/Local |
| Promote city and county leadership programs. | EDD/Others | Local |
| Specifically participate in regional Workforce Development program, Rural Transportation Planning and United we Ride. | EDD | ADSS/ALDOT/Other |
| Strengthen public private involvement in SCADC. | EDD | Local |

| Local Projects and Programs | | | |
|---|----------------|---|-------------------------------------|
| Projects/Programs | Location | Performance Measures | Time Frame |
| Leadership Development Funding: Local Governments/ADECA/ADSS/ALDOT/ARC/DOL/DRA/EDA/HUD Responsibility: Local Governments, Local Organizations, SCADC | | | |
| Continue to use CEDS Strategy Committee and SCADC Board to maximize public/private participation | EDD | Revised membership and more effective and efficient participation | Short Term |
| Participate in regional Workforce Development programs | EDD | Trained persons | Short Term |
| Participate in Envision 2020, Imagine a Greater Montgomery and other regional chamber and visioning programs | EDD | Projects completed | Short term Long term |
| Coordinate Rural Transportation Planning program with MPO planning and Human Services Coordinated Transportation Planning Program | EDD | 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 | Study completion | Short Term |
| Promote city and county leadership programs | EDD | Participants / programs | Mid Term |
| Develop and maintain a leadership development program for public officials and community volunteers | Macon County | Completion of project Number of volunteers and attendees | Short term Mid term Long term |
| Promote Envision 2020 and Imagine a Greater Montgomery | Montgomery MSA | Completion of Strategic projects | Short term Long term |