

# South Central Alabama Comprehensive Economic Development Strategy

## 2020 ANNUAL REPORT

Reviewed and Updated November 2020

# SCADC

SOUTH CENTRAL ALABAMA  
DEVELOPMENT COMMISSION

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# Acknowledgments

Funding for the CEDS is provided by the U.S. Department of Commerce, Economic Development Administration with matching funds provided by the South Central Alabama Development Commission and its member governments.

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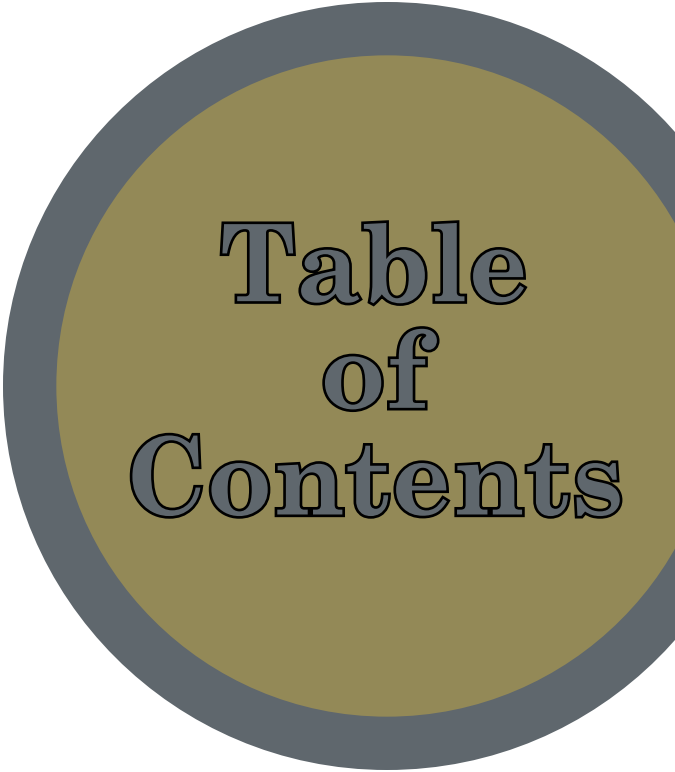
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# Introduction



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

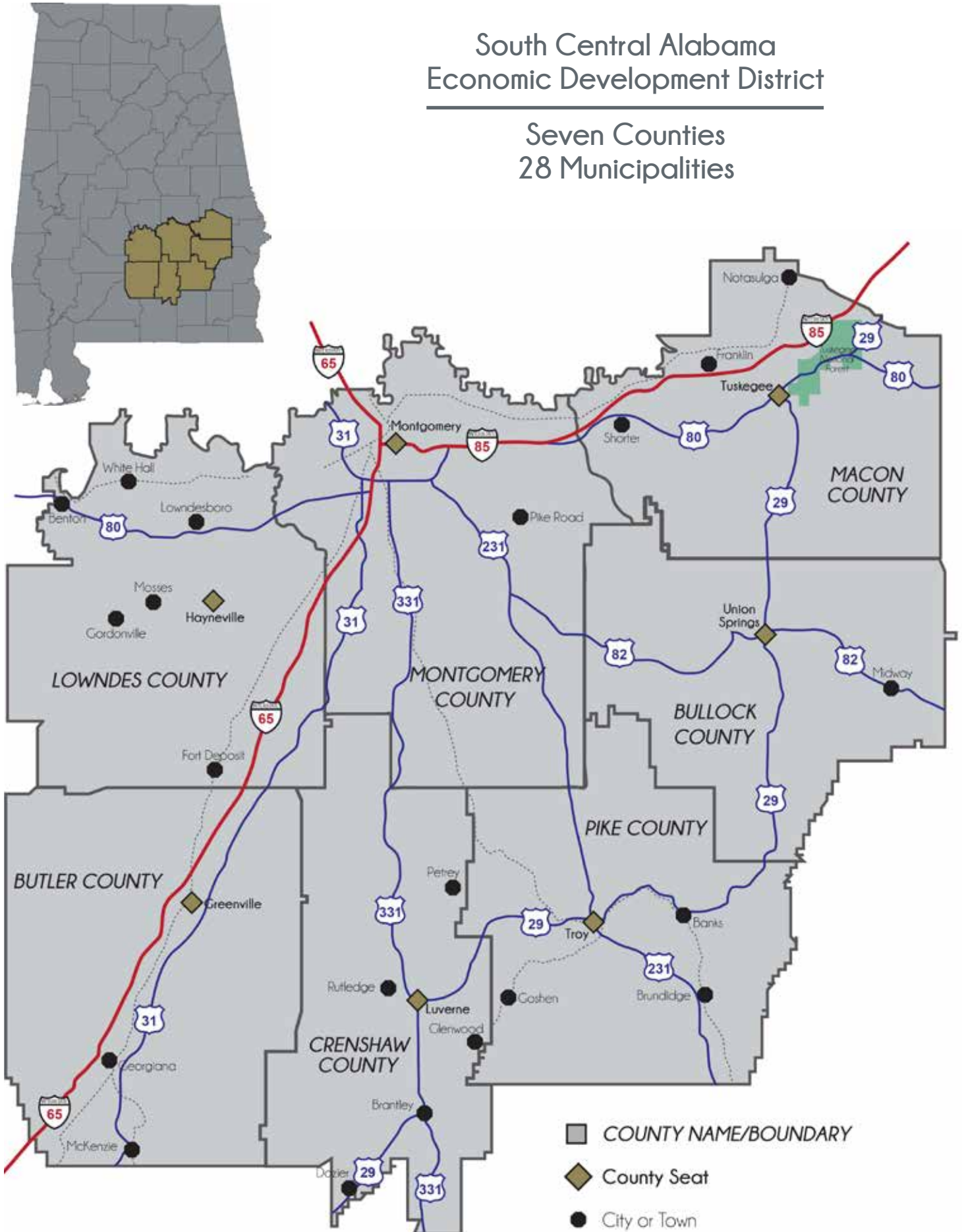
The South Central Alabama Economic Development District (SCAEDD) includes seven counties: Bullock, Butler, Crenshaw, Lowndes, Macon, Montgomery, and Pike Counties. Only Montgomery County is not located in the regional jurisdiction of the South Central Alabama Development Commission.

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 2020 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 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 2020 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 process, the CEDS committee has the opportunity each year to review the plan, 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

Despite the economic impacts and restrictions of the COVID-19 pandemic, the South Central Alabama EDD still saw an increase in investment between 2019 and 2020. Most of that investment, however, has been from local efforts to improve infrastructure and community facilities to continue improving quality of life and the recruitment of businesses and industry. Funding sources primarily include state and federal grant programs matched with local resources. The true impact of COVID-19 will not be realized for some time to come.

In the 8-year period from 2012 through September 2020, the South Central Alabama EDD participated in 168 projects with more than \$151.8 million invested in the district. In the last fiscal year, the SCAEDD has assisted local governments with initiating 33 projects with \$13.3 million invested in the district. Although Montgomery County and the City of Montgomery are included in the South Central Alabama Economic Development District, they are not a part of the planning region. Therefore, the SCAEDD assistance is limited to only EDA projects which skews the total investment assistance to some degree. Further, the City of Montgomery is an entitlement city that receives a direct allocation of Community Development Block Grant funds and does not require the assistance of a planning region.

Of the rural counties of the district that are more dependent upon the SCAEDD staff to assist with project development

and funding, Pike County saw the greatest increase in total investment, at 41.8 percent, from \$14.7 million in 2019 to \$20.8 million in 2020. Pike County received \$6 million in two projects with combined funding through EDA and CDBG-Economic Development funds for road and water system improvements necessary for a local industry expansion.

Total investment in Crenshaw County increased by 12.9 percent, from \$14.7 million in 2019 to \$20.8 million in 2020. Projects in Crenshaw County included a multi-jurisdictional hazard mitigation plan update, four energy grants in the City of Luverne, and CDBG-Economic Development funds to provide a turn lane access for a new fast food restaurant, also in Luverne.

Bullock County experienced an 8.5 percent increase in total investment since 2012, from \$4.5 million in 2019 to 4.88 million in 2020. Projects in Bullock County included a Resource Conservation and Development grant for the Merritt Community Complex in Midway; GIS Mapping in Union Springs; and a FEMA grant for a fire truck, also in Union Springs.

Macon County had a 2.4 percent investment increase with two projects for wastewater system improvements and one project for the purchase of an emergency response vehicle for a combined investment of just over \$1 million.

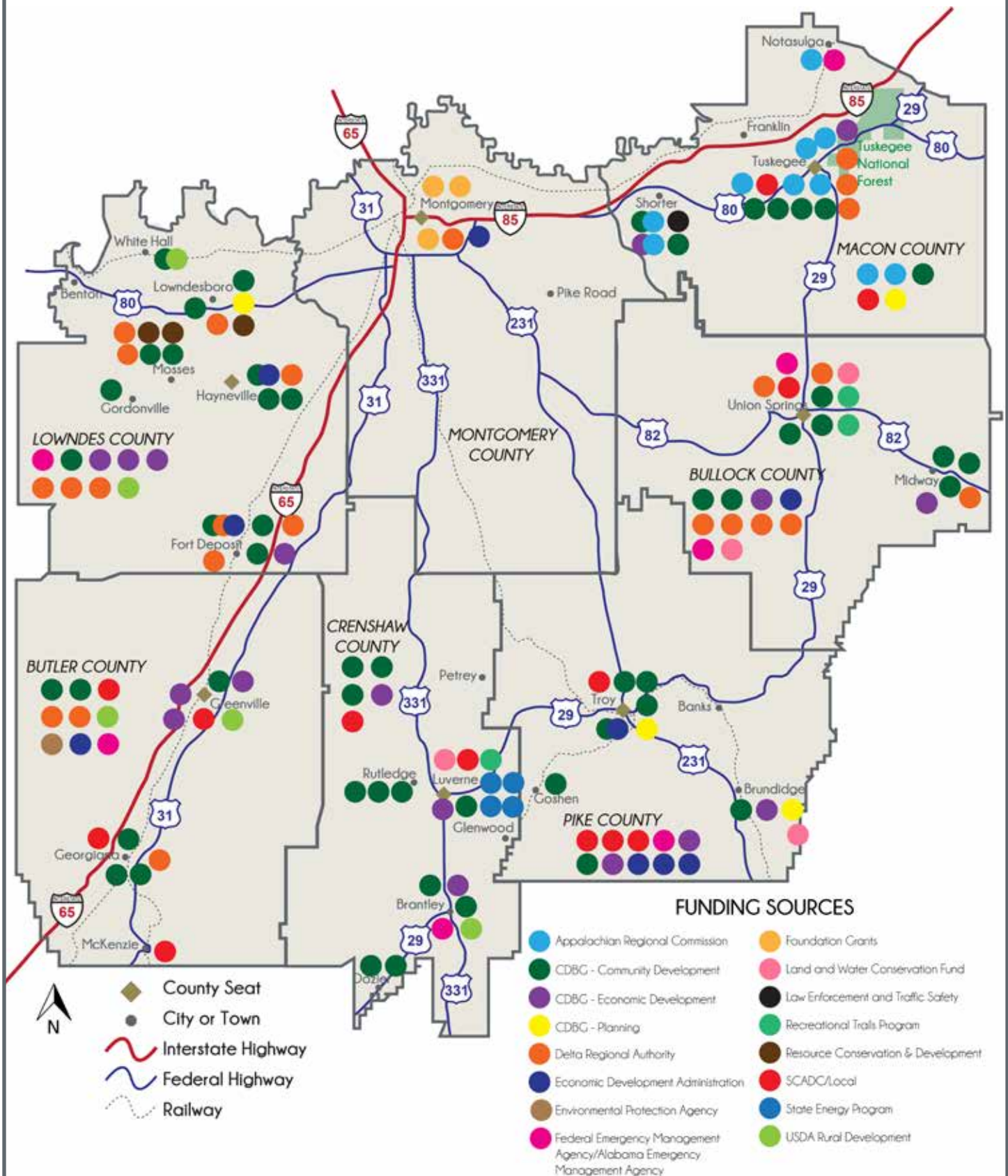
SCAEDD assisted Lowndes County with three projects with a combined total of \$367,335; Butler County with two projects with a combined total of \$60,000; and assisted Montgomery County with one project for \$50,000. Additionally, the SCADC administers six annual programs that provide assistance to local 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 projects implemented by local governments without grant funds and projects that are assisted by consulting firms or are administered in-house by local government staff members.

SCAEDD Assisted Regional Investment Comparison		
Location	Total Investment	
	FY 2020	2012 to 2020
State of Alabama	\$0	\$350,000
SCADC Region	\$543,500	\$90,421,845
Bullock County	\$394,500	\$4,875,357
Butler County	\$3,761,000	\$9,406,876
Crenshaw County	\$686,870	\$5,389,552
Lowndes County	\$367,335	\$9,802,517
Macon County	\$1,054,000	\$9,882,701
Montgomery County	\$50,000	\$116,000
Pike County	\$6,487,000	\$20,815,143
<b>Investment Grand Total, 2012-2020</b>	<b>\$13,344,205</b>	<b>\$151,059,991</b>

Source for SCAEDD Investment Charts and Graphs: South Central Alabama Development Commission Quarterly Work Programs, February 2012 to September 2020 and SCADC staff calculations.

# SCADC Assisted Investment in the South Central Alabama EDD 2012 through September 2020



Source: South Central Alabama Development Commission Quarterly Work Programs, February 2012 to August 2020.

## Investment in the South Central Alabama Region, 2012-2020

#	Year	Area	Funding	Project	Investment
<b>State of Alabama</b>					
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 Co. Commissions of Ala	
		Subtotal			\$350,000
<b>SCADC Region</b>					
4	2018-2020	SCADC Region	ADECA	State TA	\$252,247
5	2012-2020	SCADC Region	ALDOT	RPO Program 2019-2020	\$552,500
6	2012-2020	SCADC Region	ARC	LDD Administrative Grant Program	\$339,769
7	2012-2013	SCADC Region	Black Belt	Ala. Black Belt Comm. TA	\$70,000
8	2012	SCADC Region	Broadband USA	Infrastructure	\$85,326,829
9	2012-2020	SCADC Region	DRA	LDD Technical Assistance Program	\$162,000
10	2017	SCADC Region	EDA	CEDS Update	
11	2012-2020	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
14	2019	SCADC Region	ALDOT	Human Svcs Coord Transportation Plan	\$12,500
		Subtotal			\$90,421,845
<b>Bullock County</b>					
15	2012	Bullock County	EDA	Bullock County Development Authority	\$21,000
16	2012	Bullock County	CDBG	Gulf States	\$200,000
17	2012	Bullock County	DRA	Water Meter GIS	\$77,000
18	2012	Union Springs	CDBG	Comprehensive Plan, Sub Regs, Zoning	\$45,000
19	2012	Union Springs	CDBG	Drainage	\$550,000
20	2012	Union Springs	City	Local Census	\$6,000
21	2013	Union Springs	RTP	Recreational Trails	\$78,350
22	2014	Bullock County	CDBG	Fire Protection	\$140,000
23	2014	Bullock County	DRA	Roof Improvements (Ace Tech)	\$180,000
24	2014	Midway	CDBG	Neighborhood Revitalization	\$350,000
25	2014	Union Springs	LWCF	Park Improvements	\$78,350
26	2014	Union Springs	RTP	Recreational Trails	\$78,350
27	2015	Bullock County	FEMA	Fire Equipment	\$76,600
28	2015	Bullock County	DRA	Wayne Farm	\$254,999
29	2016	Bullock County	DRA	Water System - Sprouted Flour	\$500,000
30	2016	Bullock County	CDBG-ED	Water System - Sprouted Flour	\$268,380
31	2016	Midway	CDBG	Street Improvements	\$349,050
32	2016	Midway	CDBG-ED	Water and Sewer Improvements	\$50,040
33	2017	Union Springs	CDBG	Neighborhood Revitalization	\$495,000
34	2019	Bullock County	LWCF	Harris Park Improvements	\$200,000
35	2019	Bullock County	FEMA	Smuteye Equipment Acquisition	\$25,238
36	2019	Bullock County	AEMA	Hazard Mitigation Plan	\$7,500
37	2019	Midway	CDBG	Merritt Community Complex	\$250,000
38	2019	Midway	DRA	Merritt Community Complex	\$200,000
39	2019	Midway	RC&D	Merritt Community Complex	\$25,000
40	2019	Union Springs	DRA	GIS Sewer Mapping	\$47,250
41	2020	Union Springs	FEMA	Vehicle Acquisition	\$275,000
42	2020	Union Springs	DRA	GIS Mapping Phase 2	\$47,250
		Subtotal			\$4,875,357



#	Year	Area	Funding	Project	Investment
<b>Butler County</b>					
43	2012	Butler County	SCADC	Redistricting	
44	2012	Butler County	DRA	Water Meter GIS	\$454,832
45	2012	Georgiana	SCADC	Redistricting	
46	2012	Georgiana	CDBG	Wastewater Treatment Improvements	\$440,000
47	2012	Georgiana	CDBG	Water Tank	\$1,060,800
48	2012	Greenville	CDBG-ED	Drainage - Hwashin America Corp.	\$240,000
49	2012	Greenville	SCADC	Redistricting	
50	2012	Greenville	CDBG-ED	Road Improvements	\$464,000
51	2012	McKenzie	SCADC	Redistricting	
52	2013	Butler County	CDBG	Road Improvements	\$66,000
53	2013	Butler County	EPA	Water Expansion	\$550,000
54	2013	Greenville	CDBG	Health & Safety Improvements	\$293,276
55	2013	Greenville	CDBG-ED	Interstate Exit Improvements	\$1,623,115
56	2016	Georgiana	CDBG	Sewer Improvements	\$415,700
57	2017	Butler County	DRA	Road Improvements	\$331,429
58	2019	Butler County	CDBG	Courthouse Improvements	\$358,000
59	2019	Georgiana	DRA	Water System Improvements	\$343,000
60	2020	Butler County	USDA	SCAMH Forensic Mental Health Facility	\$3,000,000
61	2020	Butler County	EDA CARES Act	Revolving Loan Fund	\$50,000
62	2020	Butler County	AEMA/FEMA	Hazard Mitigation Plan	\$10,000
		Subtotal			\$9,406,876
<b>Crenshaw County</b>					
63	2012	Crenshaw County	SCADC	Redistricting	
64	2012	Crenshaw County	CDBG	Street / Water	\$440,043
65	2012	Crenshaw County	ADECA	Water GIS Project	
66	2012	Luverne	SCADC	Redistricting	
67	2013	Crenshaw County	ADECA	Dongwon Sewer Expansion	\$287,000
68	2013	Rutledge	CDBG	Water & Sewer Improvements	\$222,500
69	2014	Brantley	FEMA	Fire Protection Equipment/Vehicle	\$141,503
70	2014	Brantley	USDA	Sanitation Truck	\$143,326
71	2015	Brantley	CDBG	Sewer Improvements	\$360,000
72	2015	Luverne	LWCF	Park Improvements	\$110,000
73	2016	Dozier	CDBG	Water System Improvements	\$250,000
74	2016	Rutledge	CDBG	Sewer and Drainage Improvements	\$300,000
75	2017	Crenshaw County	CDBG	Road Improvements	\$676,050
76	2018	Brantley	CDBG-ED	Infrastructure Improvements	\$300,000
77	2018	Brantley	CDBG	Sewer Improvements	\$360,125
78	2018	Dozier	CDBG	Dozier School Demolition	\$247,510
79	2018	Luverne	RTP	Park Improvements	\$113,465
80	2018	Luverne	CDBG	Water System Improvements	\$400,950
81	2018	Rutledge	CDBG	Street improvements	\$350,210
82	2019	Crenshaw County	AEMA/FEMA	Hazard Mitigation Plan	\$10,000
83	2019	Luverne	SEP	Public Facilities Improvements	\$33,870
84	2019	Luverne	SEP	Waste Water Improvements	\$38,000
85	2019	Luverne	LWCF	Splash Pad	\$400,000
87	2020	Luverne	SEP	Public Facilities Improvements	\$25,000
88	2020	Luverne	SEP	Waste Water Improvements	\$30,000
86	2020	Luverne	CDBG-ED	US 331 Northbound Turn Lane Access	\$150,000
		Subtotal			\$5,389,552

#	Year	Area	Funding	Project	Investment
<b>Lowndes County</b>					
89	2012	Fort Deposit	DRA	Water Meter GIS	\$22,000
90	2012	Hayneville	CDBG/EDA	Sewer Lagoon Improvements	\$775,000
91	2012	Hayneville	DRA	Water Connections	\$111,000
92	2012	Lowndes County	DRA	Water Meter GIS	\$55,000
93	2012	Lowndesboro	CDBG	Land Use Plan, Sub Regs, Zoning	\$20,000
94	2012	Lowndesboro	CDBG/Black Belt	Water Upgrade	\$400,000
95	2012	Mosses	DRA	Sewer System	\$138,555
96	2012	Mosses	CDBG	Sewer Connections	\$385,000
97	2012	White Hall	CDBG/USDA	Sewer System	\$1,700,000
98	2013	Fort Deposit	DRA/EDA/CDBG	Interstate Sewer	\$1,300,000
99	2013	Fort Deposit	CDBG	Senior Center	\$291,645
100	2013	Gordonville	CDBG	Sewer Connections	\$350,000
101	2013	Lowndes County	AEMA	Hazard Mitigation Plan Update	\$27,500
102	2013	Lowndes County	CDBG	Road Improvements	\$496,775
103	2013	Lowndesboro	CDBG	Land Use Plan, Sub Regs, Zoning	\$20,000
104	2013	Lowndesboro	DRA	Water Connections	\$350,000
105	2014	Hayneville	CDBG	Sewer Improvements	\$300,000
106	2014	Mosses	DRA	Sewer System	\$153,555
107	2015	Fort Deposit	CDBG	Industrial Expansion	\$600,000
108	2015	Mosses	RC&D	Sewer Connections	\$11,751
109	2016	Fort Deposit	DRA	Industrial Access	\$300,000
110	2016	Fort Deposit	CDBG-ED	Industrial Expansion	\$600,000
111	2016	Lowndes County	CDBG-ED	Water System Improvements	\$338,000
112	2016	Lowndes County	DRA	Economic Development Strategic Plan	\$20,000
113	2016	Lowndes County	CDBG-ED	Sewer Improvements	\$162,110
114	2016	Lowndes County	DRA	Sewer Improvements	\$43,316
115	2017	Lowndes County	CDBG-ED	Sewer System Improvements	\$300,000
116	2017	Mosses	CDBG	Playground Improvements	\$163,975
117	2019	Hayneville	CDBG	Sewer Improvements	\$349,612
118	2019	Lowndesboro	RC&D	Paving	\$2,816
119	2019	Mosses	RC&D	Playground Improvements	\$14,907
		Subtotal			\$9,802,517
<b>Macon County</b>					
120	2010	Macon County	MCEDA	Ec. Dev. Auth. Strategic Plan	\$17,000
121	2012	Macon County	CDBG	Community Center	\$250,000
122	2012	Shorter	LETS	Police Equipment	\$7,667
123	2012	Tuskegee	CDBG	Comprehensive	\$450,000
124	2012	Tuskegee	SCADC	Redistricting	
125	2012	Tuskegee	CDBG	Comprehensive	\$599,447
126	2013	Macon County	CDBG	Strategic Plan for Recreation & Tourism	\$24,000
127	2013	Shorter	CDBG/ARC	Sewer Extension	\$1,200,000
128	2014	Macon County	ARC	Tysonville Road Improvements	\$350,000
129	2014	Macon County	ARC	Water System Assessment	\$15,000
130	2014	Tuskegee	CDBG	Comprehensive	\$556,720
131	2015	Shorter	CDBG	Demolition	\$139,650
132	2016	Notasulga	ARC	Water System	\$256,549
133	2016	Shorter	ARC/CDBG-ED	Water and Sewer Improvements	\$1,600,000
134	2016	Tuskegee	ARC	Exit 38 Development - Water	\$418,475
135	2016	Tuskegee	CDBG-ED	Exit 38 Development - Sewer	\$324,618



#	Year	Area	Funding	Project	Investment
136	2016	Tuskegee	DRA	Exit 38 Development - Electrical	\$600,000
137	2017	Tuskegee	ARC	Comp Plan /Downtown Revitalization	\$60,000
138	2017	Tuskegee	DRA	Exit 38 Development - Roads	\$441,100
139	2017	Tuskegee	ARC	Exit 38 Development - Water	\$418,475
140	2017	Tuskegee	CDBG	Comprehensive Improvements	\$1,100,000
141	2019	Tuskegee - UBT	ARC	Wastewater System Improvements	\$224,000
142	2020	Notasulga	FEMA	Vehicle Acquisition	\$350,000
143	2020	Tuskegee - UBT	ARC	Wastewater Improvements Phase 2	\$480,000
		Subtotal			\$9,882,701
<b>Montgomery County</b>					
142	2012	Montgomery	Lowes Foundation	Rosenwald School Rehabilitation	
143	2012	Montgomery	CACF	Urban Farm	\$10,000
144	2012	Montgomery	FMPP	Hampstead Institute Downtown Farm	\$56,000
145	2020	Montgomery	EDA CARES Act	CDC Consultant	\$50,000
		Subtotal			\$116,000
<b>Pike County</b>					
148	2012	Brundidge	CDBG-ED	Water/Sewer Industrial Park	\$424,881
149	2012	Pike County	SCADC	Redistricting	
150	2012	Pike County	Local	Section 504 Plan	\$5,000
151	2012	Pike County BOE	SCADC	Redistricting	
152	2012	Troy	CDBG	Senior Center	\$510,930
153	2012	Troy	CDBG	Sewer Improvements/Golden Boy	\$1,400,000
154	2012	Troy	EDA/CDBG	Water and Sewer Improvements (CGI)	\$9,500,000
155	2012	Troy	CDBG	Downtown Revitalization Plan	\$50,000
156	2013	Pike County	CDBG	Road Improvements	\$504,759
157	2015	Troy	CDBG	Neighborhood Improvements	\$502,573
158	2016	Brundidge	CDBG	Demolition and Water	\$385,000
159	2016	Pike County	CDBG-ED	Road Improvements	\$500,000
160	2018	Brundidge	CDBG	Comprehensive Plan	\$45,000
161	2018	Pike County	EDA	Road Improvements	\$500,000
162	2019	Goshen	CDBG	Water Improvements	\$350,000
163	2019	Troy	SCADC	Redistricting	
164	2020	Brundidge	LWCF	Galloway Park Improvements	\$115,000
165	2020	Brundidge	ADECA	Census Improvements	\$12,000
166	2020	Pike County	AEMA/FEMA	Hazard Mitigation Plan	\$10,000
167	2020	Pike County	CDBG-ED/EDA	Road Improvements	\$1,000,000
168	2020	Pike County - WA	EDA	Water System Improvements	\$5,000,000
		Subtotal			\$20,815,143
Source: South Central Alabama Development Commission Quarterly Work Programs, February 2012 to November 2019					

## New and Expanding Industry

In 2019, the South Central Alabama Economic Development District experienced more than \$1.3 billion in investment with nine new industries and 35 industry expansions resulting in 1,491 new jobs. The 2019 investment represents 27.6 percent of the total investment in the district since 2010. Over the 9-year period, a total of 86 new industries have located in South Central Alabama and 298 industries have expanded, with \$4.8 billion in investment dollars and 14,363 new jobs.

Montgomery County continues to lead the district in industrial growth with 8 new industries in 2019 and 25 expansions, resulting in 1,221 new jobs. Bullock County also welcomed one new industry, S.K. Michigan, with a \$250,000 investment and six new jobs. Butler County followed Montgomery County with the most industrial expansions, with six resulting in 149 new jobs. Expansions included Hwashin American Corporation, Ozark Logistics, Ozark Material, and Shoreline Transportation.

Pike County followed Montgomery County with the second highest investment at \$210 million from two industrial expansions, at Lockheed Martin Corporation and Universal Precast, Inc., resulting in 115 jobs. Crenshaw County had two expansions, with Dongwon Autopart Technology Alabama, LLC and SMART Alabama, LLC, with a combined \$30.6 million investment. Neither Lowndes or Macon Counties had any new or expanding industry in 2019.

### Highlights

Automotive manufacturing continues to be the primary industrial growth sector in the South Central Alabama Economic Development District, with industry expansions at Hyundai Alabama, SMART Alabama, Dongwon and Hwashin to name a few. Highlights of recent industrial growth include the following:

- Lockheed Martin maintains its Pike County facility in Troy, building missiles to protect the world. This year, the defense powerhouse announced plans to double the size of its Pike County facility and nearly double its output of missiles.
- 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.
- 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 expanded its facilities with a \$26 million investment in new equipment and 50 new jobs.
- SMART Alabama in Luverne, who manufactures the undercarriage for Hyundai vehicles, is adding 100,000 square feet to its existing plant, part of which will be

used as storage space for finished products before being shipped to the Hyundai plant in Montgomery. SMART, which employed 150 workers upon opening in 2004 now has 800 employees and a plant facility that is a half million square feet in size.



Hyundai Alabama, located in Montgomery, is the stimulus for much of the automotive manufacturing growth in the South Central Alabama Economic Development District.  
*Photo Credit: Alabama Department of Commerce*

## New and Expanded Industries from 2010 to 2019

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
	2019	1	0	\$250,000	6
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
	2019	0	6	\$65,820,000	149
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
	2019	0	2	\$30,566,791	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
	2019	0	0	\$0	0
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
	2019	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
	2019	8	25	\$1,010,568,764	1,221
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
	2019	0	2	\$210,015,000	115
<b>County Subtotals, 2010 to 2019</b>					
Bullock		4	7	\$6,350,000	218
Butler		4	33	\$326,748,296	1,003
Crenshaw		0	11	\$290,824,791	293
Lowndes		2	6	\$85,004,200	410
Macon		5	11	\$33,575,000	280
Montgomery		64	202	\$3,377,228,544	9,873
Pike		7	28	\$658,320,000	2,286
<b>Total</b>		<b>86</b>	<b>298</b>	<b>\$4,778,050,831</b>	<b>14,363</b>

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

## Opportunity Zones in SCAEDD

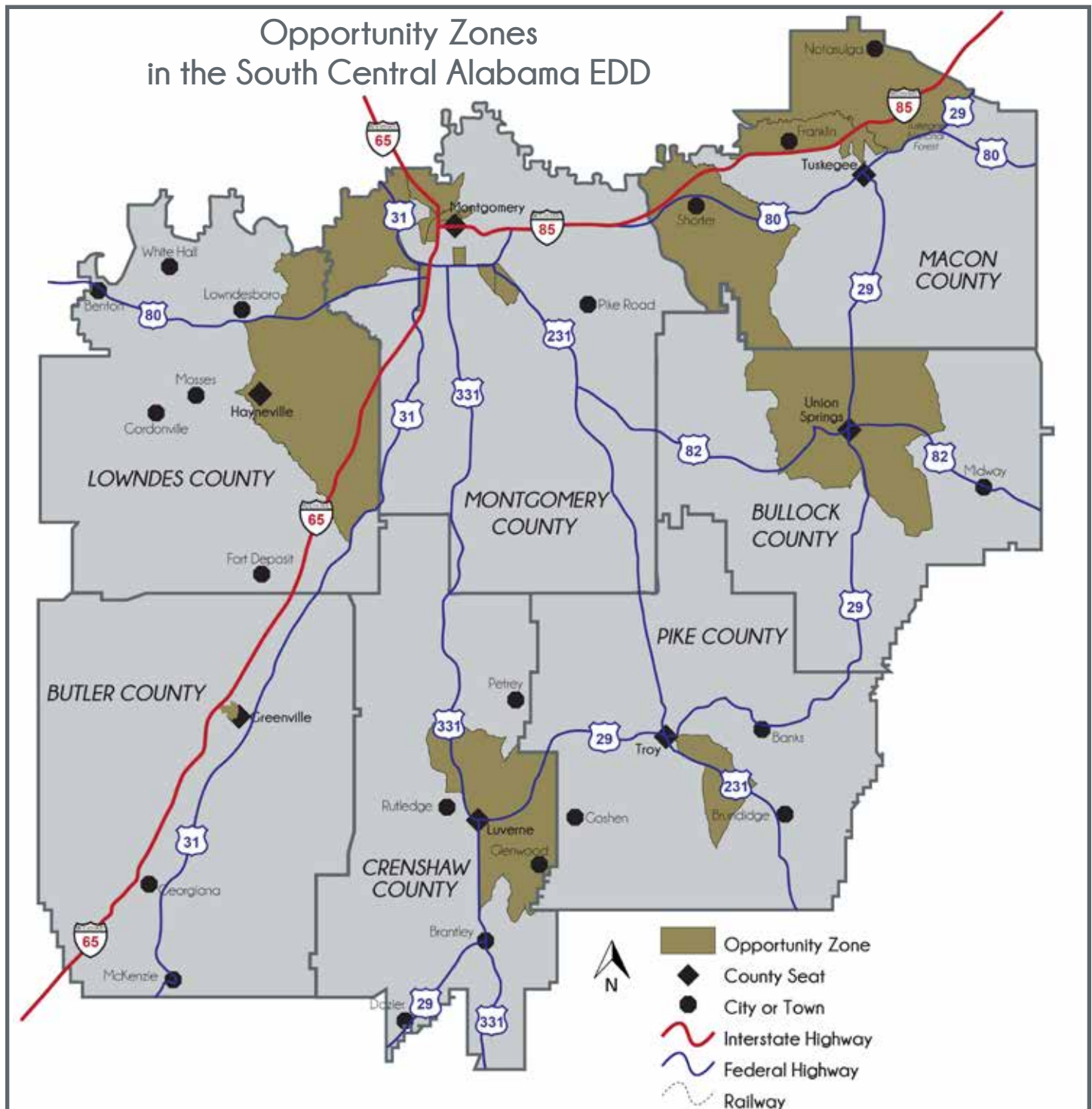
The Opportunity Zones program was established by the Tax Cuts and Jobs Act of 2017 to foster private investment in low-income areas. The program provides a federal tax incentive for investors to put their unrealized capital gains into opportunity funds dedicated

for investing in the designated opportunity zones.

To qualify as an opportunity zone, 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. There are 20

opportunity zones in the seven county South Central Alabama Economic Development District: 12 in Montgomery County, three in Macon County, and one each in Bullock, Butler, Crenshaw, Lowndes, and Pike Counties.

Opportunity zones represent a tremendous resource in South



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



Central Alabama, especially in the district's rural areas where attracting outside investment becomes a hardship and a barrier to economic development. According to the Alabama Opportunity Zones website, the district's opportunity zones offer a labor force of 28,239 persons, of which an average of 6.2 percent of the labor force is unemployed. There are 3,924 existing businesses in the combined 477,000-acre area.

The most recent data from StatsAmerica.com reports that

the combined population of the 20 opportunity zones is 65,404 persons with a labor force of 27,122 workers, of which 11.3 percent are unemployed.

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.

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	736	18	2.4%	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	1,115	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	1,634	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
<b>SCAEDD Region</b>	<b>28,239</b>	<b>26,492</b>	<b>1,747</b>	<b>6.2%</b>	<b>3,924</b>	<b>477,262</b>

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

## OZ Development

A pool of public/private funding in a cooperative district controlled by Montgomery County, is bringing **Project Catalyst** to the west side of Montgomery. The whitewater park and outdoor fun center is a \$50 million project located in an opportunity zone (Census Tract 10) where the unemployment rate is 28 percent. With visibility from Interstate 65, local officials expect the project to redefine the area as a destination and will provide a bridge between Maxwell Air Force Base and Downtown Montgomery.

The 120-acre site will feature a climbing tower, zip lines, mountain biking, and rope courses. But the crowning glory will be a 25-acre central park that will host rafting and kayaking along a manmade whitewater course that weaves through restaurants, shops, a beer garden, an outdoor concert venue, and a hotel and conference center.

The whitewater course will accommodate approximately

2,000 raft/kayak/float patrons per day and estimated annual attendance is 300,000 visitors. It is estimated that the annual impact of the project will be a minimum of \$6 million, with 40 to 50 full time jobs and up to 400 jobs during peak seasons. Local officials state that the plan for the whitewater facility has been in the works for years with the idea that it will kick off a new wave of expansion for the area.

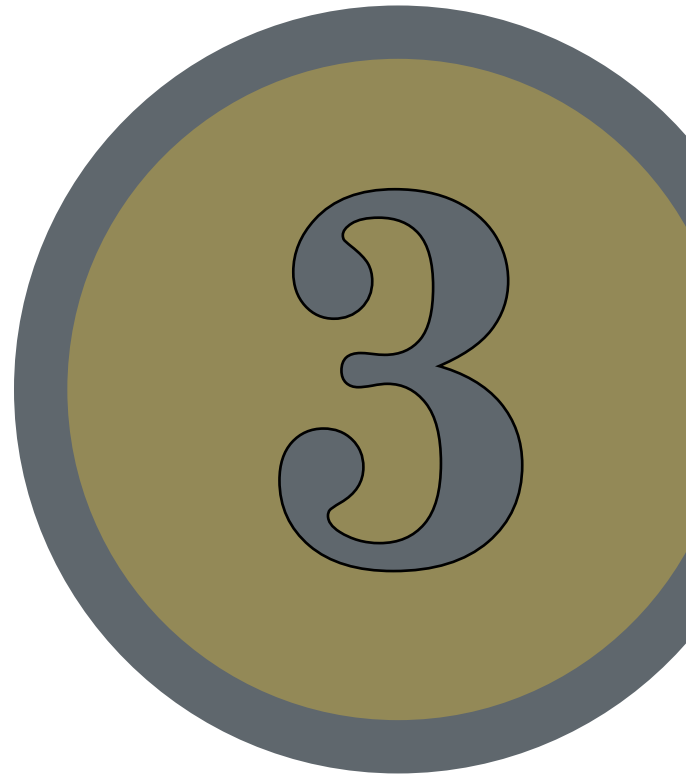
Montgomery Whitewater Park Location between Downtown Montgomery and Maxwell Air Force Base



Source: Montgomery Area Chamber of Commerce; <https://www.montgomerychamber.com/whitewater>



# 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 was reorganized in 2018 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.

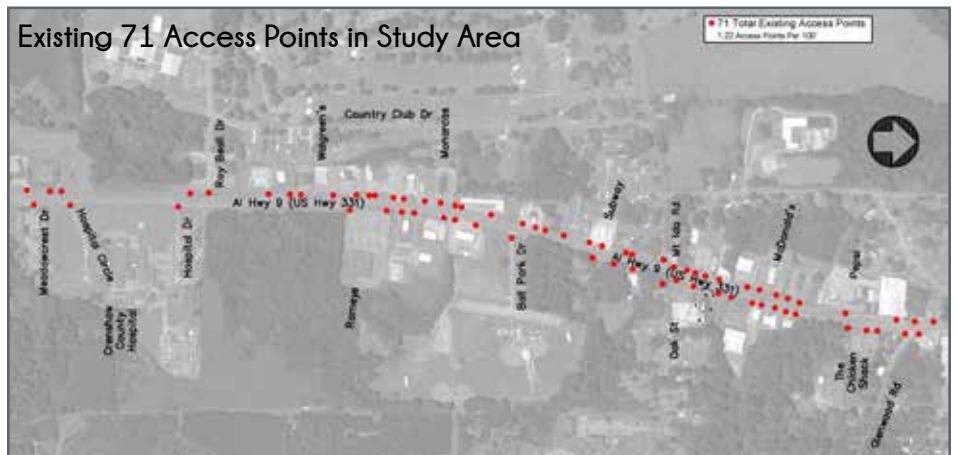
The SCADC was able to once again utilize the South Central Alabama Rural Transportation Planning Organization (RPO) Program to build participation and coordination of state and federal initiatives. In 2020, the SCADC leveraged RPO funds to assist the City of Luverne with an access management study along a 1.1 mile commercial stretch of US Highway 331 that is known for congestion and accidents. During the course of the study, SCADC was also able to assist the City of Luverne in obtaining CDBG-Economic Development funds for a turn-lane into a new Jack's Family Restaurant locating in an opportunity zone.

Recommendations from the study included reducing the number of access points from the existing 71 to 45 access points through combined driveways, driveway closures, right-in/right-out upgrades, turn lanes and access roads. Additional recommendations addressed sight distance issues from local commercial establishments, realignment of a major intersection, side road intersection improvements, and pedestrian improvements.

As a result of the study, Luverne submitted an application to the Alabama Department of Transportation for funds through the Alabama Transportation Rehabilitation and Improvement Program-II (ATRIP-II) to make the recommended improvements. Upon implementation, the improvements will produce a safer and more user-friendly environment for continued economic development.



*The recommendations of the Luverne Access Management Plan were presented at the South Central Alabama RPO Annual Steering Committee Meeting, which was scaled down due to COVID-19 meeting restrictions.*





## 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

- 9 New Industries:
  - S.K. Michigan, Bullock County
  - Basecore, Montgomery County
  - Conner Industries, Montgomery County
  - Ignite, Montgomery County,
  - Lightsource BP, Montgomery County
  - Montgomery Whitewater Center, Montgomery County
  - Serco Inc., Montgomery County
  - Shoreline Inc., Montgomery County
- Six industry expansions in Butler County: Hwashin America Corporation, Ozark Logistics, Ozark Material, and Shoreline Transportation.
- Two industry expansions in Crenshaw County: Dongwon Autopart Technology Alabama LLC and SMART Alabama LLC
- 25 expansions in Montgomery County, including C. Hager & Sons Hinge

Manufacturing Company, Convergent Outsourcing, DAS North America Inc., Dow Chemical, Gerhardi Inc., GLOVIS Alabama LLC, Hartzell Engine Technologies LLC, Hyundai Motor Manufacturing, Mobis Alabama LLC, RePower South Montgomery, and TK LLC.

- Two Pike County industry expansions: Lockheed Martin Corporation and Universal Precast, Inc.

Economic development has continued to occur in the in the South Central Alabama district through the COVID-19 pandemic, with nine new industries and 35 industrial expansions.

Beyond industry and manufacturing, local governments in the South Central Alabama district are also building their service and retail markets. The City of Luverne, in Crenshaw County, recently awarded a construction bid for a Jack's Family Restaurant which is expected to bring 40 new jobs.

Macon County 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 38 in

*The City of Luverne opens bids for a Jack's Family Restaurant to locate on US 331.*



*Photo Credit: SCADC Staff*



Photo Credit: <https://skegeetravel.com/about-us>

Tuskegee, a local entrepreneur opened a travel center in 2020 that offers fuel and the only electric vehicle charging station on that stretch of I-85. The travel center will have two more

restaurants: Huddle House 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. Together, these developments represent a community-wide commitment to economic development.

In 2019, SCADC assisted the South Central Alabama Mental Health (SCAMH) in obtaining 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.

Currently, there is a backlog of prisoners in county jails all over the state waiting to go to Taylor Hardin Secure Medical Facility for evaluation. The Greenville facility will help minimize the evaluation wait

time, which will assist in the over-crowding of county jails.

The project was bid in July 2020 and construction began in August 2020. Construction is expected to be complete in April 2021. When operational, the SCAMH Forensic Residential Facility is expected to employ 25 to 30 people in Greenville and the surrounding area with an annual payroll of \$1.5 million. Available positions will include psychiatrists, psychologists, nurses (both RNs and LPNs), security guards, mental health workers and office staff.

Construction is underway on the South Central Alabama Mental Health 16-Bed Forensic Facility in Greenville (Butler County).



Photo Credit: Tommy Wright, South Central Alabama Mental Health

## 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
- 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
- Town of Goshen Water Improvements, \$350,000
- City of Luverne Public Facilities Improvements, \$25,000
- City of Luverne Waste Water Improvements, \$40,000
- Pike County Road Improvements, \$1,000,000
- 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 Improvements, \$1,125,930
- ~~Town of White Hall Sewer System, \$1,700,000~~

SCADC has assisted local governments in securing funds to make infrastructure improvements for the location of new industries and for expansion and upgrades to community development facilities. Currently, the staff of the SCADC is providing administration services for more than 25 infrastructure and community development projects with a combined investment value of approximately \$12.2 million.

One such example is Rex Lumber, one of the ten largest softwood lumber producers in the nation, who 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 employs more than 110 people and will produce 240 million board feet each year when fully operational, injecting more than \$100 million into the local economy.

Macon County and the City of Tuskegee continue to use a combination of Economic Development Administration, Delta Regional Authority, Appalachian Regional



Commission, and Community Development Block Grant funds to make for a \$3.8 million project 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.

The City of Brundidge is utilizing a \$385,000 CDBG grant for demolition of up to 12 housing units and demolition of

the 40,000 square foot Hudson Building, which was Funds were also used to make water system improvements.

In 2019, the Town of Goshen received a \$350,000 CDBG grant to make water system improvements. The system suffered from dilapidated electrical components in the chlorination system at the wellhouse. In short, the system wellhouse was in near rusted condition. The project included electrical improvements to wellhouse at the water tank; replacement of water shut-off valves throughout the system;

replacement of 3-inch water mains with 6-inch water mains, and installation of eight fire hydrants. Implementation of the project will enable the Town of Goshen to provide adequate water service for drinking and fire protection purposes and to be able to shut off the water supply for repair and maintenance reasons.

*New 6-inch water lines replaced smaller, corroded water lines in the Town of Goshen.*



*The City of Brundidge makes improvements to the water system.*



*Photo Credits: SCADC Staff*

*Infrastructure improvements provide access to Rex Lumber, a new facility located north of Troy in Pike County, employing approximately 110 workers.*



*Photo Credits: SCADC Staff and CDG Engineering*

### 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
- Workforce Development Councils

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.

The impact of the coronavirus pandemic has had a drastic impact on workforce development and unemployment. Rising unemployment as businesses closed on either a temporary or permanent basis or workforces were reduced presented increased challenges in training and/or obtaining a job. One emerging business in Tuskegee continued recruitment of future

*The Skegee Travel Center responded to the social distancing restrictions imposed by the COVID-19 pandemic by hosting a drive-through job fair. As a result of the innovative approach, applicants were not required to leave their car to complete a job application and talk to a recruiter.*

employees despite the social distancing restrictions by conducting a drive-through job fair, in which applicants were able to apply and interview for jobs from the safety of their vehicle and without placing recruiters at risk.

Additionally, the entire landscape of how work is performed was altered due to the pandemic as more and more companies began working remotely and meetings and conferences were conducted virtually. The increased use of technology is bringing another factor for consideration in future workforce development efforts.

**DRIVE-THRU JOB FAIR**

**Skegee Travel Center**

A third opportunity to expand Customer Outreach. The need for continuing to grow growing needs. Services to Go-Taxi-Travel.

**CASHIERS, COOKS, SERVERS NEEDED!!**

The employers will provide their flyers, applications, brochures, etc. and all the information will be in the bags.

Online applications are available @ [skegeetravel.com](mailto:skegeetravel.com)

Skegee Travel Center will be hosting a DRIVE THRU JOB FAIR at the Skegee Travel Center, located off exit 38 (3680 Hwy 81, North) on November 14th from 9:00am to 12:00pm. Our goal during this time is to make this a safe and simple process.

1. Drive up
2. Fill out an application.
3. Talk to a recruiter
4. Find out what opportunities may be available

ALL FROM YOUR CAR!

**\*\*Do not forget to bring your resume, if you have one and your face mask\*\***



## 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
- Human Services Coordinated Transportation Plan
- Regional Hazard Mitigation Plan for Butler, Crenshaw, Pike Counties
- Bullock County Hazard Mitigation Plan
- Regional Hazard Mitigation Plan for Lowndes, Macon Counties
- Town of Brantley Comprehensive Plan Application
- Town of Franklin Comprehensive Plan Application
- EDA CARES Act Economic Strategic Plans

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. Hazard mitigation plans were completed for Butler, Crenshaw and Pike

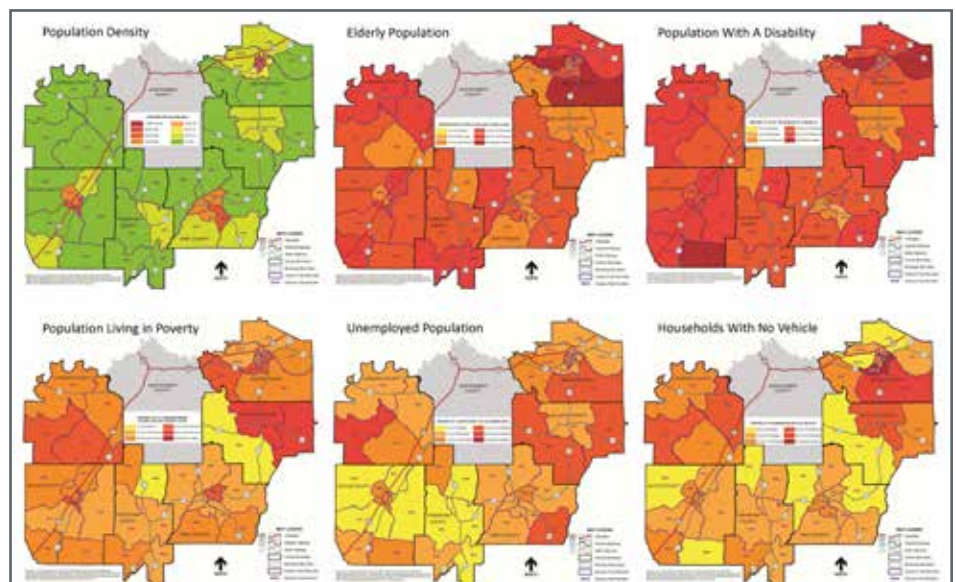
Counties; and hazard mitigation plans are underway for Bullock, Lowndes and Macon Counties. SCADC also completed a Human Services Coordinated Transportation Plan which identifies concentration of target population groups based on poverty, unemployment, disability, and elderly to devise mechanisms to coordinate transportation services to these underserved groups in need.

On a local basis, SCADC assisted the Town of Brantley and the Town of Franklin in

filing applications for CDBG funding for local development plans and land use control ordinances.



*Crenshaw County sheriff and assistant EMA director review hazard mitigation strategies at a public hearing.*



*The HSCTP identifies target population groups in need of transportation services.*

## 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
- City of Brundidge Galloway Park Improvements, \$115,000
- Bullock County Historic Courthouse Preservation and Restoration
- Bullock County Harris Park Improvements, \$200,000
- Butler County Courthouse Improvements, \$358,897
- Town of Goshen Water System Improvements, \$350,000
- Town of Hayneville Sewer Improvements, \$349,612
- Town of Hayneville Sewer Improvements, \$307,000
- Town of Lowndesboro, Water System Improvements, \$353,258
- Lowndes County Sheriff's Department, \$19,900
- City of Luverne Recreational Trail Improvements, \$113,465
- Town of Midway -- Merritt Community Complex, \$450,000
- City of Union Springs GIS Sewer Mapping, \$43,313 (phase II)
- City of Union Springs Neighborhood Revitalization, \$495,000, pending funding

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 of emergency response vehicles.

The need for quality recreational facilities has increased significantly as the coronavirus pandemic has driven people outside their homes in search of a safe location to enjoy



*Improvements will be made to Galloway Park in Brundidge.*

quality time.

The City of Brundidge has received a Land and Water Conservation Fund grant to make \$229,365 worth of improvements to Galloway Park including installation of playground equipment, park benches and picnic tables, fencing, concrete walk and curbing, and landscaping and erosion control.

The City of Luverne received a Land and Water Conservation Fund grant to assist with a \$113,465 project to resurface an existing walking trail. The project also utilized funds from the Alabama Department of Environmental Management to install a rubberized walking surface.



*A recreational walking trail at E.L. Turner Park in Luverne was resurfaced.*

## 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
- SCADC Technical Assistance
- SCADC Program Administration
- CDBG Fund Applications
- SEP Fund Applications
- FEMA Fund Applications
- EDA CARES Act Funding for City of Montgomery
- EDA CARES Act Funding for Butler County

During the 2019-2020 fiscal year, the SCADC assisted local governments in applying for funds through a variety of state and federal grant programs. In total, SCADC filed more than 35 applications for approximately \$6.95 million. Additionally, SCADC is providing administration services for approximately 30 ongoing projects with a combined investment value of \$12.3 million.

Through the EDA CARES Act supplemental funding, the SCAEDD was able to provide \$50,000 appropriations to the

Butler County Commission for Economic Development (BCCED) and the Montgomery Area Chamber of Commerce. The BCCED will utilize the funds to establish a revolving loan fund to assist small, local retailers in recovery from economic losses due to the coronavirus pandemic. The Montgomery Area

Chamber of Commerce will use the funds to hire a consultant to reorganize the Montgomery Area Community Development Corporation to provide leadership and an additional funding mechanism for area businesses and improvement programs that are not normally funded through larger grant programs.



SCADC assisted localities in filing more than 35 applications for funding in FY 2019-20.





# 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 2020 Annual Report**

**WHEREAS**, the Economic Development Administration (EDA) requires all Economic Development Districts (EDD) receiving Investment Assistance to prepare a planning document referred to as a Comprehensive Economic Development Strategy (CEDS), pursuant to 13 CFR, Sections 303.6 and 303.7, and the Public Works and Economic Development Act of 1965, as amended (PWEDA), which 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 (SCADC) Board of Directors approved and adopted the 2018 CEDS on the 16<sup>th</sup> day of August 2017 to cover the five-year period from 2018 to 2022, and following adoption of the 2018 CEDS annual reports are required for the intervening four year period from 2018 to 2021; and

**WHEREAS**, the SCADC staff, CEDS Committee, and the SCADC Board of Directors have undertaken and completed the required project review, economic research, and the evaluation and analysis resulting in the 2020 CEDS Annual Performance Report.

**NOW THEREFORE BE IT RESOLVED THAT**, the South Central Alabama Development Commission, acting by and through its Board of Directors, adopts the 2020 South Central Alabama Comprehensive Economic Development Strategy (CEDS) Annual Report and all amendments made in necessity throughout the 2021 program year to facilitate public works projects benefitting the SCADC district member governments; and

**BE IT FURTHER RESOLVED THAT**, the SCADC Executive Director, is hereby authorized and directed to execute all required documents to EDA regarding the 2020 CEDS Annual Report on behalf of the South Central Alabama Development Commission.

**Adopted this 18<sup>th</sup> day of November 2020.**

  
Mayor Mildred Whittington, 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

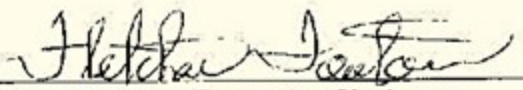
**WHEREAS**, the Public Works and Economic Development Act of 1965, as amended (PWEDA), requires a current CEDS be in place for any local government bodies applying for investment assistance under EDA's Public Works or Economic Adjustment Assistance Programs; and

**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.

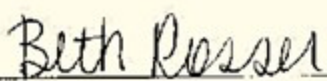
**NOW THEREFORE BE IT RESOLVED THAT**, the South Central Alabama Development Commission, acting by and through its Board of Directors, adopts the 2018 South Central Alabama Comprehensive Economic Development Strategy (CEDS) and all amendments made in necessity throughout the 2018 program year to facilitate 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 16<sup>th</sup> 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
<b>Water/Sewer</b>		
Butler-Lowndes County Reservoir	Develop a regional water reservoir in the Greenville-Fort Deposit vicinity	\$9 Million
<b>Roads</b>		
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"> <li>• US Highway 80</li> <li>• US Highway 231</li> <li>• US Highway 331</li> </ul>	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
<b>Industrial Parks</b>		
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
<b>Miscellaneous</b>		
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"> <li>Improve employment opportunities at all skill levels.</li> <li>Maximize job retention and expansion of existing businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Provide effective and efficient support to all businesses.</li> <li>Assist with long-term financing for smaller companies.</li> <li>Provide gap financing to new and existing businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Increase entrepreneurial ventures and training.</li> <li>Provide alternative job opportunities for entrepreneurs.</li> <li>Encourage rural entrepreneurship that meets the distinct needs of region and attracts visitors.</li> </ul>
	Expansion and Growth	Tourism	Sustainable Development
	<ul style="list-style-type: none"> <li>Maintain adequate industrial space to accommodate industry expansion and growth.</li> <li>Address emerging opportunities to minimize obstacles and maximize gains.</li> <li>Increase retail opportunities in rural areas and smaller communities.</li> </ul>	<ul style="list-style-type: none"> <li>Expand cultural and heritage tourism in region.</li> <li>Promote recreational resources to encourage tourism.</li> <li>Expand on rural assets of region in marketing and promotions.</li> </ul>	<ul style="list-style-type: none"> <li>Maximize opportunities for sustainable development along interstates and major highways.</li> <li>Sustain and improve the agricultural and timber industries.</li> </ul>

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
<b>1.1 Retail development strategy and distribution industry.</b>			
Local	SCADC/Others	Completed strategy	Short term
<b>1.2 Regional and local existing industry programs; industry cluster plan.</b>			
ADECA/Local	Local/ADECA/ADO	Assistance to existing industries and jobs retained	Short term
<b>1.3 Expand regional incubators, technology centers and public/private business training “academies”.</b>			
ADO/Local	Local	Incubators/businesses	Short term Mid term
<b>1.4 Add or improve industrial parks in every county/recruit new industry.</b>			
ADO, ADECA, ARC, DRA, EDA, USDA RD	LRCOG, SCADC	1) Construction of facilities 2) Number of industries, businesses, and jobs created/recruited	Mid term
<b>1.5 Major Mega Industrial site in 231 corridor, including distribution strategy.</b>			
ADO/ADECA/ ALDOT/ EDA	SCADC/Local	Recruited industry	Long term
<b>1.6 Develop regionwide tourism industry to make region a destination.</b>			
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
<b>INDUSTRIAL PARKS</b> 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
<b>Downtown Revitalization and Development</b> 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
<b>Commercial Development</b> 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
<b>Entrepreneurship</b> 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"> <li>Maintain adequate infrastructure to support industry, commerce and lifestyle.</li> <li>Evaluate all services provided by the municipalities and the counties, and expand and improve where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that all municipal and county utilities and facilities meet standards mandated by state and federal authorities.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Establish an infrastructure improvement plan that will maximize benefits to the entire county's economic and community development efforts, including high speed telecommunications</li> </ul>
	Transportation System		Transportation Services
	<ul style="list-style-type: none"> <li>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.</li> </ul>		<ul style="list-style-type: none"> <li>Provide transportation for coordinated social services and day care facilities to support economic and community development.</li> <li>Provide comprehensive public safety services throughout the region.</li> </ul>

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
<b>Airports</b> 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
<b>State and Federal Highway Improvements</b> Funding: ALDOT Responsibility: ALDOT, Local Governments			
Interstate 85 Extension to Selma	Montgomery Co.	Completion of Projects	Long term
<b>Local Road and Drainage Improvements</b> 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
<b>Infrastructure Improvements</b> 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"> <li>• 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.</li> <li>• Improve school performance at all levels to surpass state educational averages.</li> <li>• Reduce dropout rate among secondary students.</li> <li>• Increase attendance rates among public school students.</li> </ul>	<ul style="list-style-type: none"> <li>• Maximize educational opportunities for all citizens who wish to better themselves through knowledge and learning.</li> <li>• Develop partnerships among all sectors to support public education and the general welfare of the community.</li> <li>• Provide quality educational opportunities for all citizens, regardless of age.</li> <li>• Reduce adult illiteracy rates throughout region.</li> </ul>
	Workforce Training	Industry/Business Support
	<ul style="list-style-type: none"> <li>• Establish programs to instill occupational, technical, and vocational skills to adults within the community.</li> <li>• Provide support to Central Alabama Opportunities Industrialization Center, Inc. in an effort to promote job training and job placement throughout the SCADC region.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase capabilities of the universities in the region to assist owners of new and current small businesses in their business development.</li> <li>• Ensure adequately prepared and trained workforce to support existing and incoming industry, including higher skill jobs and technology training.</li> </ul>

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
<b>3.1 Regional Workforce Development Program</b>			
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
<b>Public School Improvements</b> 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
<b>Vocational Training</b> 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
<b>Workforce Development</b> 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"> <li>Encourage a balanced, efficient land use that implements comprehensive plans and other policies of the region's local governments.</li> <li>Ensure that land use distribution maintains and improves the quality of the natural and man-made environment.</li> </ul>	<ul style="list-style-type: none"> <li>Seek realistic and responsible conservation of natural resources and environmental stewardship, consistent with economic development priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Promote a framework for growth and development to include community, county and regional concepts for growth, development and revitalization.</li> </ul>

### 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
<b>4.1 Regional Framework for Growth and Development</b>			
EDA/Local	SCADC	Completion of Plan	Short Term
<b>4.2 Downtown development in Montgomery and other communities and growth centers</b>			
Local	Local	Investment in downtown(s) and businesses retained	Mid term
<b>4.3 Montgomery Riverfront Development program</b>			
Local	Local	Completion of projects and/private investment	Short term Long term
<b>4.4 Human Services Coordinated Transportation Planning program</b>			
ADSS/ALDOT	SCADC	Increased service	Short term Long term

Goal 4 Local Projects and Programs			
Projects/Programs	Location	Performance Measures	Time Frame
<b>Regional Planning Programs</b> 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
<b>Comprehensive Plans and Regulations</b> 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
<b>Strategic and Development Plans</b> 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
<b>Housing</b> 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
<b>Transportation, Infrastructure and Facilities</b> 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"> <li>Create and harbor an environment in which residents and visitors alike may feel safe, secure and welcome.</li> <li>Provide a seamless system of and access to affordable healthcare for all citizens.</li> <li>Provide comprehensive public safety services throughout the region.</li> <li>Enhance and develop area's aging programs and services.</li> <li>Ensure adequate day care and early childhood education.</li> <li>Increase community involvement in all aspects of civic and community activity.</li> </ul>	<ul style="list-style-type: none"> <li>Improve and preserve the physical appearance and the aesthetic character of the region.</li> <li>Promote a positive image and recognition of each county in terms of business climate and quality of life.</li> <li>Provide safe and attractive places for residents to assemble, such as recreational facilities, museums, performing/cultural arts centers, and meeting places.</li> <li>Preserve and restore historic structures and sites.</li> </ul>
	Housing	Recreation
	<ul style="list-style-type: none"> <li>Increase population and housing to support growing jobs in commercial and manufacturing industries.</li> <li>Provide region wide access to adequate, safe, sound, and affordable housing in a desirable living environment.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Expand recreation to facilitate growth and increase quality of life.</li> </ul>

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
<b>5.1 Continued development of high speed telecommunications</b>			
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
<b>5.2 Regional Housing Plan and program to develop and rehab market rate and affordable housing; include neighborhood revitalization; include CDFI implementation</b>			
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
<b>Community Assets</b> 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
<b>Safety and Emergency Services</b> 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
<b>Housing</b> 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"> <li>Establish organizations dedicated to community and economic development issues, and invigorate those already in existence.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Increased cooperation/ coordination among city, county state and federal entities, private sector and citizens.</li> <li>Increased regional involvement and public/private leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Increased public and private funding for regional priorities.</li> <li>Maintain consistency with state plans and policies for economic and community development.</li> </ul>

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
<b>Leadership Development</b> 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



