

# South Central Alabama Comprehensive Economic Development Strategy

## 2021 ANNUAL REPORT

Reviewed and Updated November 2021

# SCADC

SOUTH CENTRAL ALABAMA  
DEVELOPMENT COMMISSION

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# Acknowledgments

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# Introduction



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

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

The EDD office is located in Montgomery. In April 1971, the Governor designated the Central Alabama Economic Development District as the Regional Planning and Development Commission for State Planning and Development Region No. 5. In May 1971, it was also designated the Area Wide Clearinghouse for the same geographic region. At that time the name was changed to the South Central Alabama Development Commission.

## Jurisdiction and Purpose

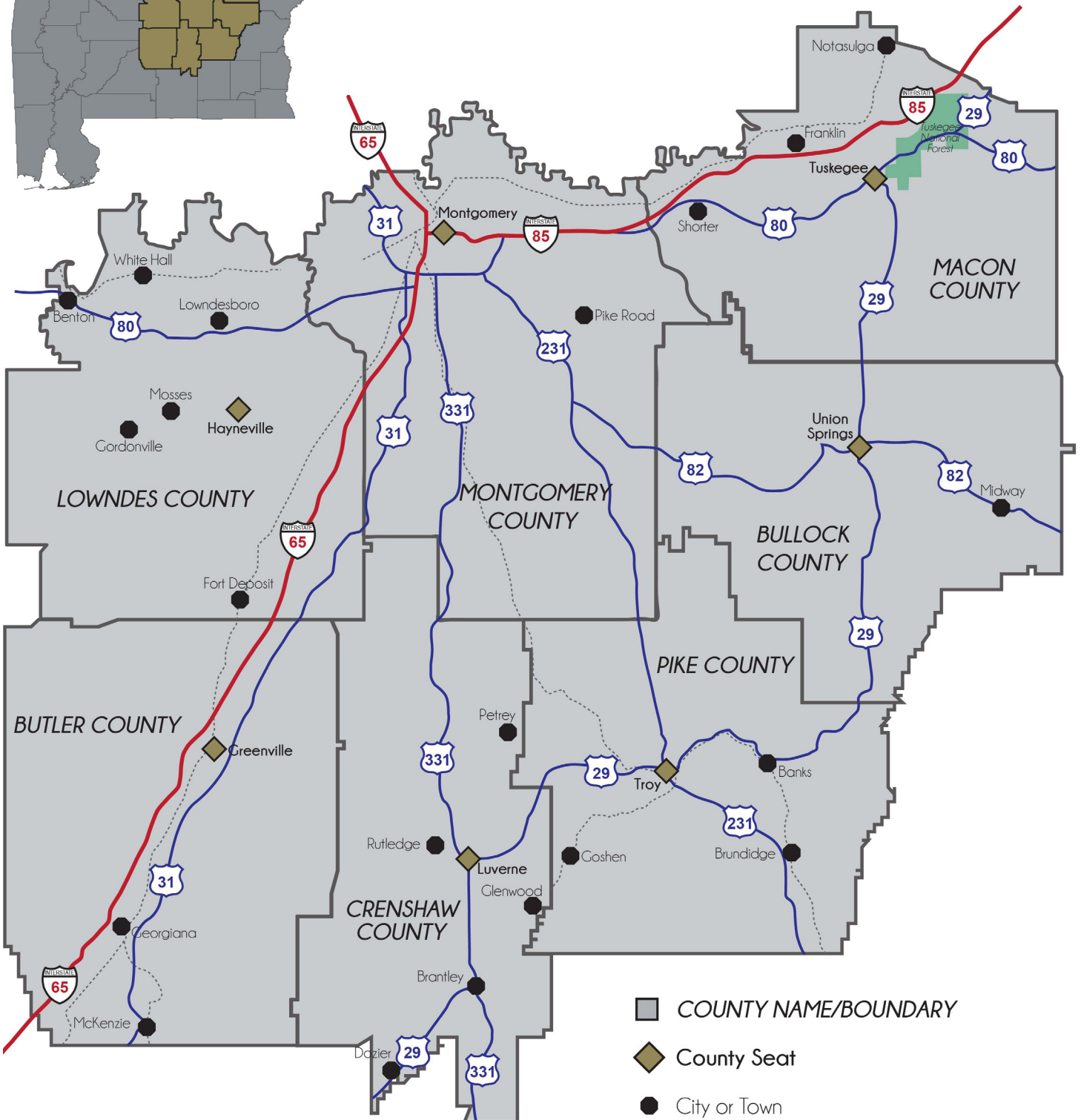
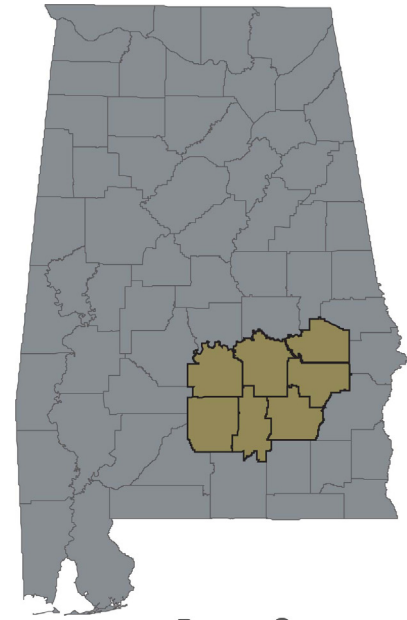
The South Central Alabama Economic Development District (SCAEDD) includes seven counties: Bullock, Butler, Crenshaw, Lowndes, Macon, Montgomery, and Pike Counties. Only Montgomery County is not located in the regional jurisdiction of the South Central Alabama Development Commission.

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

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

# South Central Alabama Economic Development District

Seven Counties  
28 Municipalities



- COUNTY NAME/BOUNDARY
- ◆ County Seat
- City or Town

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 2021 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 2021 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 hot 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

In the 9-year period from 2012 through September 2021, the South Central Alabama EDD participated in 202 projects with more than \$158.3 million invested in the district. During the past fiscal year, regional investment in the South Central Alabama EDD decreased by 41.8 percent from \$13,344,205 in FY20 to \$7,765,987 in FY21 as the impact of COVID-19 fully descended upon the region. Even so, the SCAEDD assisted local governments with initiating 33 new community and economic development projects.

One of the most significant investments in the past year is the creation of a \$2 million revolving loan fund (RLF) with \$1.6 million from EDA and a \$400,000 match from SCADC. The revolving loan fund will primarily service local businesses in Montgomery County that are not able to be served by the existing SCADC RLF. In particular, the new RLF will target the recovery, location or expansion of businesses located in one of Montgomery County's 12 Opportunity Zones.

SCAEDD assistance in Montgomery County is limited to only EDA projects which skews the total investment assistance to some degree. Additionally, the City of Montgomery is an entitlement city that receives a direct allocation of Community Development Block Grant funds. Of the rural counties of the district that are more dependent upon the SCAEDD staff to assist with project development and funding, Lowndes County saw the greatest increase in total investment, at 169.8

percent, from \$\$367,335 in 2020 to \$990,941 in 2021. There were two sizable community development projects in the county: a sewer lift station improvement project in Hayneville; and a water system improvement project in Lowndesboro. Additionally, Lowndes County was awarded CDBG-CV funds to improve access to a COVID testing and vaccination facility and to purchase public safety software.

Six new projects have started in Crenshaw County totaling \$1,246,000 in investment. Projects include street and water improvements in Crenshaw County, sewer improvements and a land use plan with development regulations in Brantley, and a water improvement and fire protection project in Dozier.

Bullock County realized a 79.7 percent increase in investment to \$708,763 in FY21. Union Springs was awarded funds water, sewer and drainage improvements and Bullock County will receive COVID-related funds to renovate the county emergency management agency and to improve sidewalk

access to the medical clinic.

Macon County has four new projects with a combined investment of \$348,000. Macon County will utilize CDBG COVID funds to provide assistance with food distribution, rent and utility assistance, small business grants, and equipment. Additionally, the Town of Franklin has started a land use plan along with their first development regulations in a effort to promote development at Interstate 85 Exit 28.

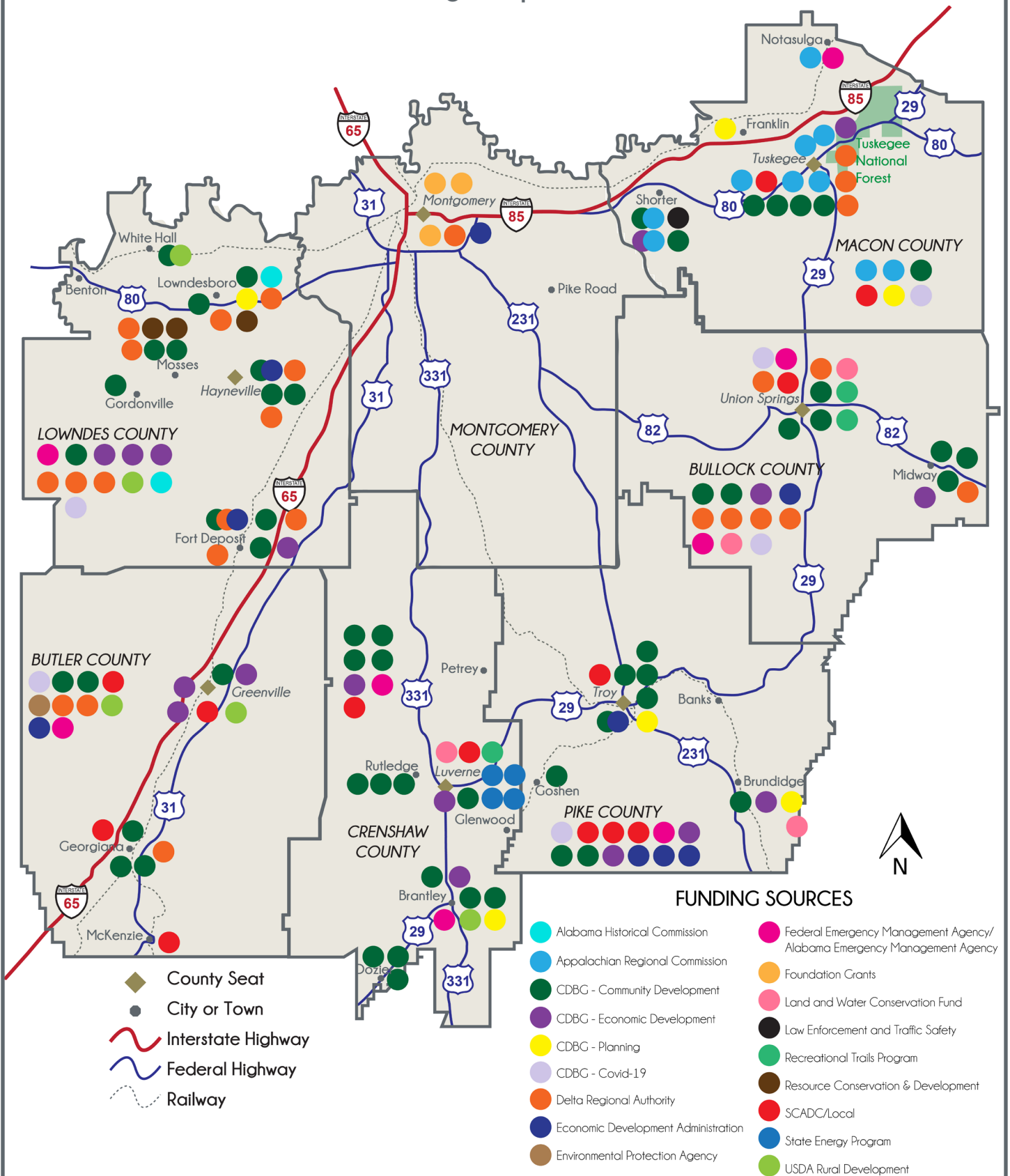
SCAEDD has assisted local governments in Pike County with the development and start of six new projects that include a \$617,588 street improvement project and the purchase of two COVID-equipped ambulances at \$400,000 by Pike County; and a \$1.04 million community center renovation by the City of Troy.

Butler County is using \$300,000 in CDBG COVID funds to make improvements to the county emergency management building, purchase equipment for the Butler County volunteer fire departments and the healthcare authority, and to assist with food distribution.

SCAEDD Assisted Regional Investment Comparison				
Location	Total Investment			
	FY 2020	FY 2021	% Change '20 to '21	Total from 2012 to 2021
State of Alabama	\$0	\$0	0.0%	\$350,000
SCADC Region	\$543,500	\$2,061,000	279.2%	\$92,875,845
Bullock County	\$394,500	\$708,763	79.7%	\$5,584,120
Butler County	\$3,761,000	\$311,000	-91.7%	\$9,717,876
Crenshaw County	\$686,870	\$1,246,000	81.4%	\$6,647,552
Lowndes County	\$367,335	\$990,941	169.8%	\$10,805,605
Macon County	\$1,054,000	\$348,000	-67.0%	\$10,242,848
Montgomery County	\$50,000	\$14,000	-72.0%	\$246,000
Pike County	\$6,487,000	\$2,086,283	-67.8%	\$22,856,426
<b>Investment Total</b>	<b>\$13,344,205</b>	<b>\$7,765,987</b>	<b>-41.8%</b>	<b>\$159,326,272</b>

Source for SCAEDD Investment Charts and Graphs: South Central Alabama Development Commission Quarterly Work Programs, February 2012 to November 2021 and SCADC staff calculations.

# SCADC Assisted Investment in the South Central Alabama EDD 2012 through September 2021



Source: South Central Alabama Development Commission Quarterly Work Programs, February 2012 to November 2021.

## Investment in the South Central Alabama Region, 2012-2021

#	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
15	2021	SCADC Region	EDA / Local	Revolving Loan Fund	\$2,000,000
16	2021	SCADC Region	EDA Cares Act	Economic Response and Recovery Plan	\$12,000
17	2021	SCADC Region	EDA Cares Act	CEDS - Recovery and Resiliency	\$29,000
18	2021	SCADC Region	EDA Cares Act	Regional Communications Plan	\$20,000
		Subtotal			\$92,875,845
<b>Bullock County</b>					
19	2012	Bullock County	EDA	Bullock County Development Authority	\$21,000
20	2012	Bullock County	CDBG	Gulf States	\$200,000
21	2012	Bullock County	DRA	Water Meter GIS	\$77,000
22	2012	Union Springs	CDBG	Comprehensive Plan, Sub Regs, Zoning	\$45,000
23	2012	Union Springs	CDBG	Drainage	\$550,000
24	2012	Union Springs	City	Local Census	\$6,000
25	2013	Union Springs	RTP	Recreational Trails	\$78,350
26	2014	Bullock County	CDBG	Fire Protection	\$140,000
27	2014	Bullock County	DRA	Roof Improvements (Ace Tech)	\$180,000
28	2014	Midway	CDBG	Neighborhood Revitalization	\$350,000
29	2014	Union Springs	LWCF	Park Improvements	\$78,350
30	2014	Union Springs	RTP	Recreational Trails	\$78,350
31	2015	Bullock County	FEMA	Fire Equipment	\$76,600
32	2015	Bullock County	DRA	Wayne Farm	\$254,999
33	2016	Bullock County	DRA	Water System - Sprouted Flour	\$500,000
34	2016	Bullock County	CDBG-ED	Water System - Sprouted Flour	\$268,380
35	2016	Midway	CDBG	Street Improvements	\$349,050
36	2016	Midway	CDBG-ED	Water and Sewer Improvements	\$50,040
37	2017	Union Springs	CDBG	Neighborhood Revitalization	\$495,000
38	2019	Bullock County	LWCF	Harris Park Improvements	\$200,000
39	2019	Bullock County	FEMA	Smuteye Equipment Acquisition	\$25,238
40	2019	Bullock County	AEMA	Hazard Mitigation Plan	\$7,500
41	2019	Midway	CDBG	Merritt Community Complex	\$250,000
42	2019	Midway	DRA	Merritt Community Complex	\$200,000
43	2019	Midway	RC&D	Merritt Community Complex	\$25,000
44	2019	Union Springs	DRA	GIS Sewer Mapping	\$47,250
45	2020	Union Springs	FEMA	Vehicle Acquisition	\$275,000
46	2020	Union Springs	DRA	GIS Mapping Phase 2	\$47,250
47	2021	Bullock County	EDA Cares Act	Economic Strategic Plan	\$12,000

48	2021	Bullock County	CDBG-CV	EMA Bldg Renovation/Sidewalk Improvement	\$200,000
49	2021	Union Springs	CDBG-CV	Water/Sewer/Drainage Improvements	\$496,763
		Subtotal			\$5,584,120
<b>Butler County</b>					
50	2012	Butler County	SCADC	Redistricting	\$0
51	2012	Butler County	DRA	Water Meter GIS	\$454,832
52	2012	Georgiana	SCADC	Redistricting	\$0
53	2012	Georgiana	CDBG	Wastewater Treatment Improvements	\$440,000
54	2012	Georgiana	CDBG	Water Tank	\$1,060,800
55	2012	Greenville	CDBG-ED	Drainage - Hwashin America Corp.	\$240,000
56	2012	Greenville	SCADC	Redistricting	\$0
57	2012	Greenville	CDBG-ED	Road Improvements	\$464,000
58	2012	McKenzie	SCADC	Redistricting	\$0
59	2013	Butler County	CDBG	Road Improvements	\$66,000
60	2013	Butler County	EPA	Water Expansion	\$550,000
61	2013	Greenville	CDBG	Health & Safety Improvements	\$293,276
62	2013	Greenville	CDBG-ED	Interstate Exit Improvements	\$1,623,115
63	2016	Georgiana	CDBG	Sewer Improvements	\$415,700
64	2017	Butler County	DRA	Road Improvements	\$331,429
65	2019	Butler County	CDBG	Courthouse Improvements	\$358,000
66	2019	Georgiana	DRA	Water System Improvements	\$343,000
67	2020	Butler County	USDA	SCAMH Forensic Mental Health Facility	\$3,000,000
68	2020	Butler County	EDA CARES Act	Revolving Loan Fund	\$50,000
69	2020	Butler County	AEMA/FEMA	Hazard Mitigation Plan	\$10,000
70	2021	Butler County	EDA Cares Act	Economic Strategic Plan	\$11,000
71	2021	Butler County	SCADC	Redistricting	\$0
72	2021	Butler County	CDBG-CV	EMA Bldg Improvements, VFD Equipment	\$300,000
		Subtotal			\$9,717,876
<b>Crenshaw County</b>					
73	2012	Crenshaw County	SCADC	Redistricting	\$0
74	2012	Crenshaw County	CDBG	Street / Water	\$440,043
75	2012	Crenshaw County	ADECA	Water GIS Project	\$12,000
76	2012	Luverne	SCADC	Redistricting	\$0
77	2013	Crenshaw County	ADECA	Dongwon Sewer Expansion	\$287,000
78	2013	Rutledge	CDBG	Water & Sewer Improvements	\$222,500
79	2014	Brantley	FEMA	Fire Protection Equipment/Vehicle	\$141,503
80	2014	Brantley	USDA	Sanitation Truck	\$143,326
81	2015	Brantley	CDBG	Sewer Improvements	\$360,000
82	2015	Luverne	LWCF	Park Improvements	\$110,000
83	2016	Dozier	CDBG	Water System Improvements	\$250,000
84	2016	Rutledge	CDBG	Sewer and Drainage Improvements	\$300,000
85	2017	Crenshaw County	CDBG	Road Improvements	\$676,050
86	2018	Brantley	CDBG-ED	Infrastructure Improvements	\$300,000
87	2018	Brantley	CDBG	Sewer Improvements	\$360,125
88	2018	Dozier	CDBG	Dozier School Demolition	\$247,510
89	2018	Luverne	RTP	Park Improvements	\$113,465
90	2018	Luverne	CDBG	Water System Improvements	\$400,950
91	2018	Rutledge	CDBG	Street improvements	\$350,210
92	2019	Crenshaw County	AEMA/FEMA	Hazard Mitigation Plan	\$10,000
93	2019	Luverne	SEP	Public Facilities Improvements	\$33,870
94	2019	Luverne	SEP	Waste Water Improvements	\$38,000
95	2019	Luverne	LWCF	Splash Pad	\$400,000
96	2020	Luverne	SEP	Public Facilities Improvements	\$25,000
97	2020	Luverne	SEP	Waste Water Improvements	\$30,000
98	2020	Luverne	CDBG-ED	US 331 Northbound Turn Lane Access	\$150,000

99	2021	Crenshaw County	EDA Cares Act	Economic Strategic Plan	\$14,000
100	2021	Crenshaw County	CDBG	Streets and Water Improvements	\$582,000
101	2021	Crenshaw County	SCADC	Redistricting	\$0
102	2021	Brantley	CDBG	Sanitary Sewer Improvements	\$360,000
103	2021	Brantley	CDBG-Planning	Land Use Plan, Annexation, ZO, Sub Regs	\$40,000
104	2021	Dozier	CDBG	Water Improvements	\$250,000
		Subtotal			\$6,647,552
<b>Lowndes County</b>					
105	2012	Fort Deposit	DRA	Water Meter GIS	\$22,000
106	2012	Hayneville	CDBG/EDA	Sewer Lagoon Improvements	\$775,000
107	2012	Hayneville	DRA	Water Connections	\$111,000
108	2012	Lowndes County	DRA	Water Meter GIS	\$55,000
109	2012	Lowndesboro	CDBG	Land Use Plan, Sub Regs, Zoning	\$20,000
110	2012	Lowndesboro	CDBG/Black Belt	Water Upgrade	\$400,000
111	2012	Mosses	DRA	Sewer System	\$138,555
112	2012	Mosses	CDBG	Sewer Connections	\$385,000
113	2012	White Hall	CDBG/USDA	Sewer System	\$1,700,000
114	2013	Fort Deposit	DRA/EDA/CDBG	Interstate Sewer	\$1,300,000
115	2013	Fort Deposit	CDBG	Senior Center	\$291,645
116	2013	Gordonville	CDBG	Sewer Connections	\$350,000
117	2013	Lowndes County	AEMA	Hazard Mitigation Plan Update	\$27,500
118	2013	Lowndes County	CDBG	Road Improvements	\$496,775
119	2013	Lowndesboro	CDBG	Land Use Plan, Sub Regs, Zoning	\$20,000
120	2013	Lowndesboro	DRA	Water Connections	\$350,000
121	2014	Hayneville	CDBG	Sewer Improvements	\$300,000
122	2014	Mosses	DRA	Sewer System	\$153,555
123	2015	Fort Deposit	CDBG	Industrial Expansion	\$600,000
124	2015	Mosses	RC&D	Sewer Connections	\$11,751
125	2016	Fort Deposit	DRA	Industrial Access	\$300,000
126	2016	Fort Deposit	CDBG-ED	Industrial Expansion	\$600,000
127	2016	Lowndes County	CDBG-ED	Water System Improvements	\$338,000
128	2016	Lowndes County	DRA	Economic Development Strategic Plan	\$20,000
129	2016	Lowndes County	CDBG-ED	Sewer Improvements	\$162,110
130	2016	Lowndes County	DRA	Sewer Improvements	\$43,316
131	2017	Lowndes County	CDBG-ED	Sewer System Improvements	\$300,000
132	2017	Mosses	CDBG	Playground Improvements	\$163,975
133	2019	Hayneville	CDBG	Sewer Improvements	\$349,612
134	2019	Lowndesboro	RC&D	Paving	\$2,816
135	2019	Mosses	RC&D	Playground Improvements	\$14,907
136	2020	Lowndes County	AEMA/FEMA	Hazard Mitigation Plan	\$12,147
137	2021	Lowndes County	Natl Historic Pubs	Probate Records Archival	\$90,281
138	2021	Lowndes County	EDA Cares Act	Economic Strategic Plan	\$12,000
139	2021	Lowndes County	CDBG-CV	Public Safety Software System, Covid Testing/Vaccination Facility Access	\$200,000
140	2021	Hayneville	DRA	Sanitary Sewer Lift Station Improvements	\$306,402
141	2021	Lowndesboro	DRA	Water System Improvements	\$353,258
142	2021	Lowndesboro	AHC	Renovations to Marengo House	\$29,000
		Subtotal			\$10,805,605
<b>Macon County</b>					
143	2010	Macon County	MCEDA	Ec. Dev. Auth. Strategic Plan	\$17,000
144	2012	Macon County	CDBG	Community Center	\$250,000
145	2012	Shorter	LETS	Police Equipment	\$7,667
146	2012	Tuskegee	CDBG	Comprehensive	\$450,000
147	2012	Tuskegee	SCADC	Redistricting	\$0
148	2012	Tuskegee	CDBG	Comprehensive	\$599,447

149	2013	Macon County	CDBG	Strategic Plan for Recreation & Tourism	\$24,000
150	2013	Shorter	CDBG/ARC	Sewer Extension	\$1,200,000
151	2014	Macon County	ARC	Tysonville Road Improvements	\$350,000
152	2014	Macon County	ARC	Water System Assessment	\$15,000
153	2014	Tuskegee	CDBG	Comprehensive	\$556,720
154	2015	Shorter	CDBG	Demolition	\$139,650
155	2016	Notasulga	ARC	Water System	\$256,549
156	2016	Shorter	ARC/CDBG-ED	Water and Sewer Improvements	\$1,600,000
157	2016	Tuskegee	ARC	Exit 38 Development - Water	\$418,475
158	2016	Tuskegee	CDBG-ED	Exit 38 Development - Sewer	\$324,618
159	2016	Tuskegee	DRA	Exit 38 Development - Electrical	\$600,000
160	2017	Tuskegee	ARC	Comp Plan /Downtown Revitalization	\$60,000
161	2017	Tuskegee	DRA	Exit 38 Development - Roads	\$441,100
162	2017	Tuskegee	ARC	Exit 38 Development - Water	\$418,475
163	2017	Tuskegee	CDBG	Comprehensive Improvements	\$1,100,000
164	2019	Tuskegee - UBT	ARC	Wastewater System Improvements	\$224,000
165	2020	Notasulga	FEMA	Vehicle Acquisition	\$350,000
166	2020	Tuskegee - UBT	ARC	Wastewater Improvements Phase 2	\$480,000
167	2020	Macon County	AEMA/FEMA	Hazard Mitigation Plan	\$12,147
168	2021	Macon County	EDA Cares Act	Economic Strategic Plan	\$12,000
169	2021	Macon County	SCADC	Redistricting	\$0
170	2021	Macon County	CDBG-CV	Food Distribution, Utility/Rental Assistance, Small Business Grants, Equipment	\$300,000
171	2021	Franklin	CDBG-Planning	Land Use Plan, Retail Mkt, ZO, Sub Regs	\$36,000
		Subtotal			\$10,242,848
<b>Montgomery County</b>					
142	2012	Montgomery	Lowes Found.	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 2021

## New and Expanding Industry

In 2020, the South Central Alabama Economic Development District experienced more than \$254.8 million in investment with three new industries and 28 industry expansions resulting in 539 new jobs. The 2020 investment represents 5.1 percent of the total investment in the district since 2009. Over the 11-year period, a total of 89 new industries have located in South Central Alabama and 326 industries have expanded, with \$5.03 billion in investment dollars and 14,902 new jobs.

Montgomery County continues to lead the district in industrial growth with three new industries in 2020 and 21 expansions, resulting in 363 new jobs. New industries included a Dollar General Fresh Distribution Center, a Humana Customer Help Desk Center, and Mountain Top Industries.

Butler County welcomed three industrial expansions resulting in 90 new jobs; and Crenshaw County had two industrial expansions that resulted in a combined \$73 million investment, but no

new jobs. Pike County also had two industrial expansions with a combined \$29.2 million investment and 86 new jobs. Expansions in the rural counties included Coastal Forest Products, Hwashin America Corporation, and Ozark Logistics in Butler County; Dongwon Autopart Technology and SMART Alabama in Crenshaw County; and Golden Boy Foods and Wayne Farms in Pike County.

Bullock, Lowndes and Macon Counties did not have any new or expanding industry in 2020.

## Highlights

Automotive manufacturing continues to be the primary industrial growth sector in the South Central Alabama Economic Development District, with nine of the 28 industrial expansions being automotive-related.

Of the three new industries, one takes a new twist in the automotive sector. Mountain Top Industries, based in Denmark, chose Montgomery for their first North American facility. The company specializes in aluminum roll covers for pickup trucks. The Mountain Top location brings an investment of \$13.4 million and 90 new jobs with an estimated annual payroll of \$3.4 million. Mountain Top will be located in the Montgomery Industrial Park and will be a supplier for Hyundai's Santa Cruz crossover program.

Dollar General has opened a 450,000 square-foot cold storage facility that will create 65 jobs with a \$26 million investment. The Alabama Department of



A new part of the SCAEDD automotive sector is **Mountain Top Industries** (top) which chose Montgomery as its first location in North America and specializes in aluminum roll covers for trucks.

**Dollar General** (right) is opening a new DG Fresh Facility distribution hub that will support 1,500 stores in the area.

*Photos: Alabama Department of Commerce and Dollar General*

Commerce reports that the new DG Fresh facility, located on Mobile Highway in west Montgomery, will support approximately 1,500 stores through the company's Fresh initiative, which is a strategic multi-phased shift to self-distribution of frozen and refrigerated goods such as dairy, deli and frozen products.

It should also be noted that



Mobis Alabama is investing \$23.4 million in two expansions, although no new jobs will be created. Additionally, several industries are creating new jobs without facility expansions including: Capitol Container, Inc. with 15 jobs; Hyundai Power Transformers with 46 jobs; Kershaw with 15 jobs; and Kinpak, Inc. with 52 jobs.



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
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

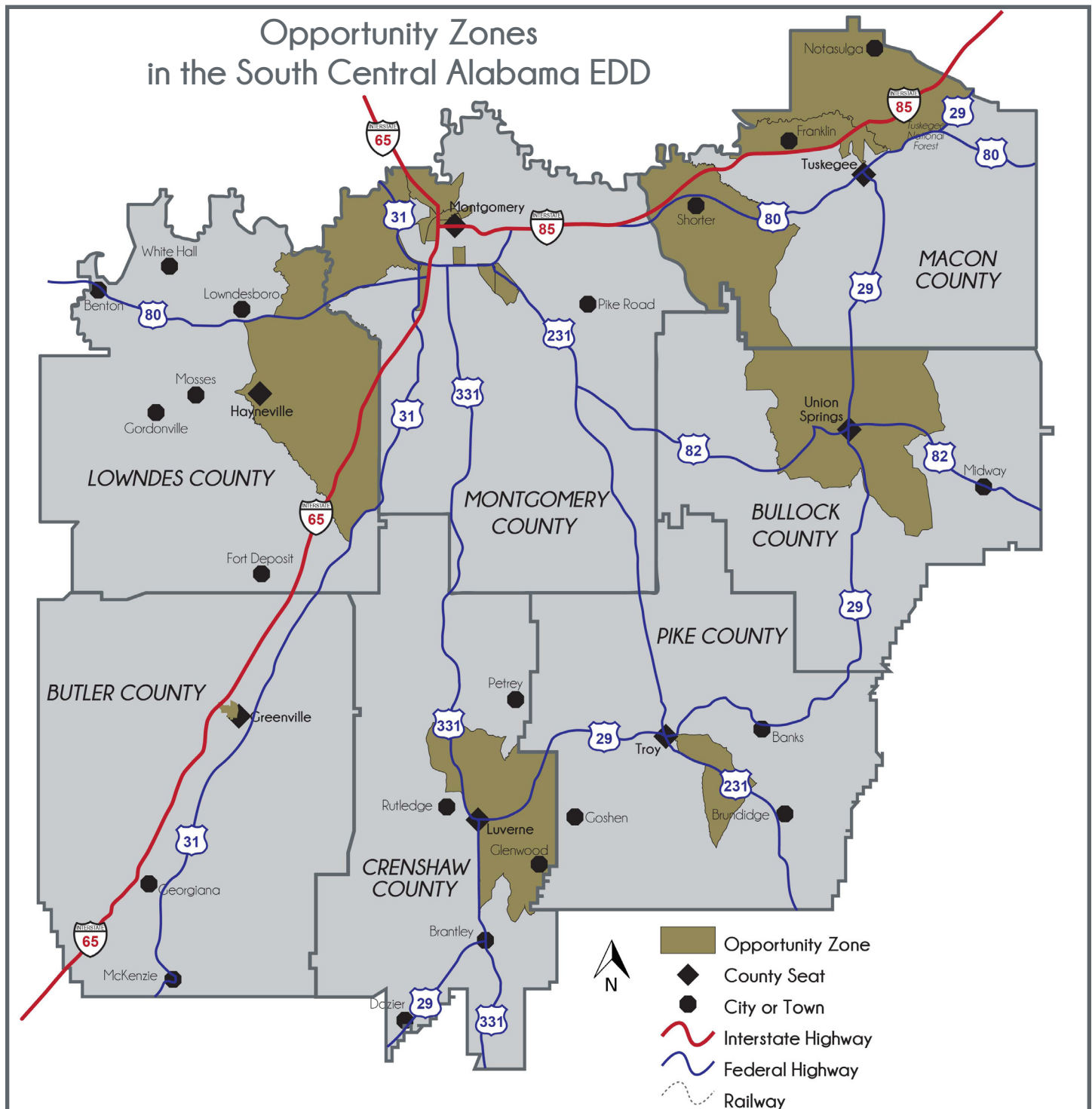
The Opportunity Zones program was established by the Tax Cuts and Jobs Act of 2017 to foster private investment in low-income areas. The program provides a federal tax incentive for investors to put their unrealized capital gains into opportunity funds dedicated

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 64,909 persons with a labor force of 27,066 workers, of which 9.0 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, 2021; <https://adecagis.alabama.gov/ozones/>

## OZ Development

The Montgomery County / City of Montgomery partnership project to construct the Montgomery Whitewater Park (also known as Project Catalyst) continues to be the only significant economic development activity within an opportunity zone in the South Central Alabama EDD. The \$50 million whitewater park and outdoor fun center is located in west Montgomery 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.

Construction is well underway on the 120-acre site that will feature a climbing tower, zip lines, mountain biking, and rope courses, and a 25-acre central park that will host rafting and kayaking along a man-made 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 float patrons per day and estimated attendance is 300,000 visitors annually.

The estimated impact of the project is \$6 million per year, with 40 to 50 full time jobs and up to 400 jobs during peak seasons. The project is expected to spur economic development, add to the lifestyle of residents, fuel continued tourism growth, help to enhance our military missions, and make

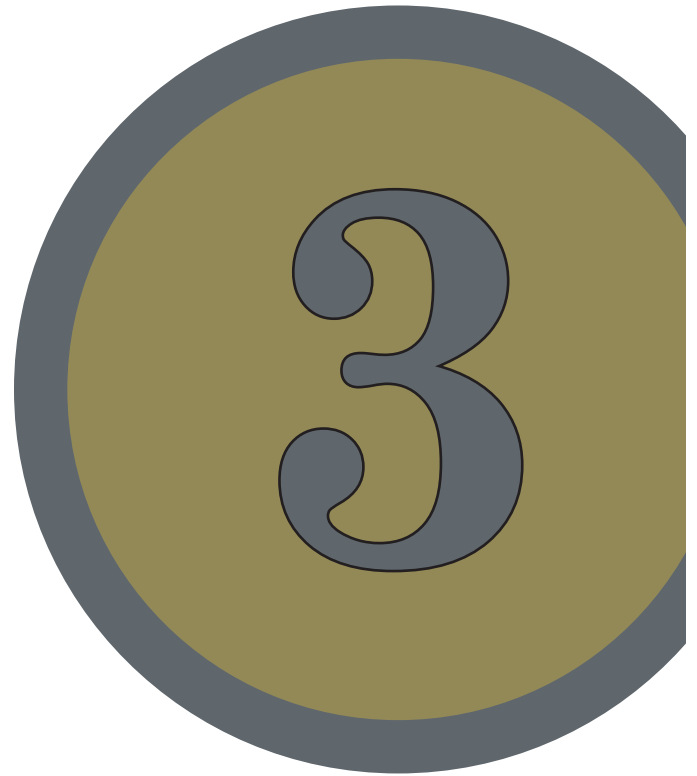
Montgomery a more attractive destination for a talented workforce that prioritizes quality of life when selecting a place to live and work.

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:

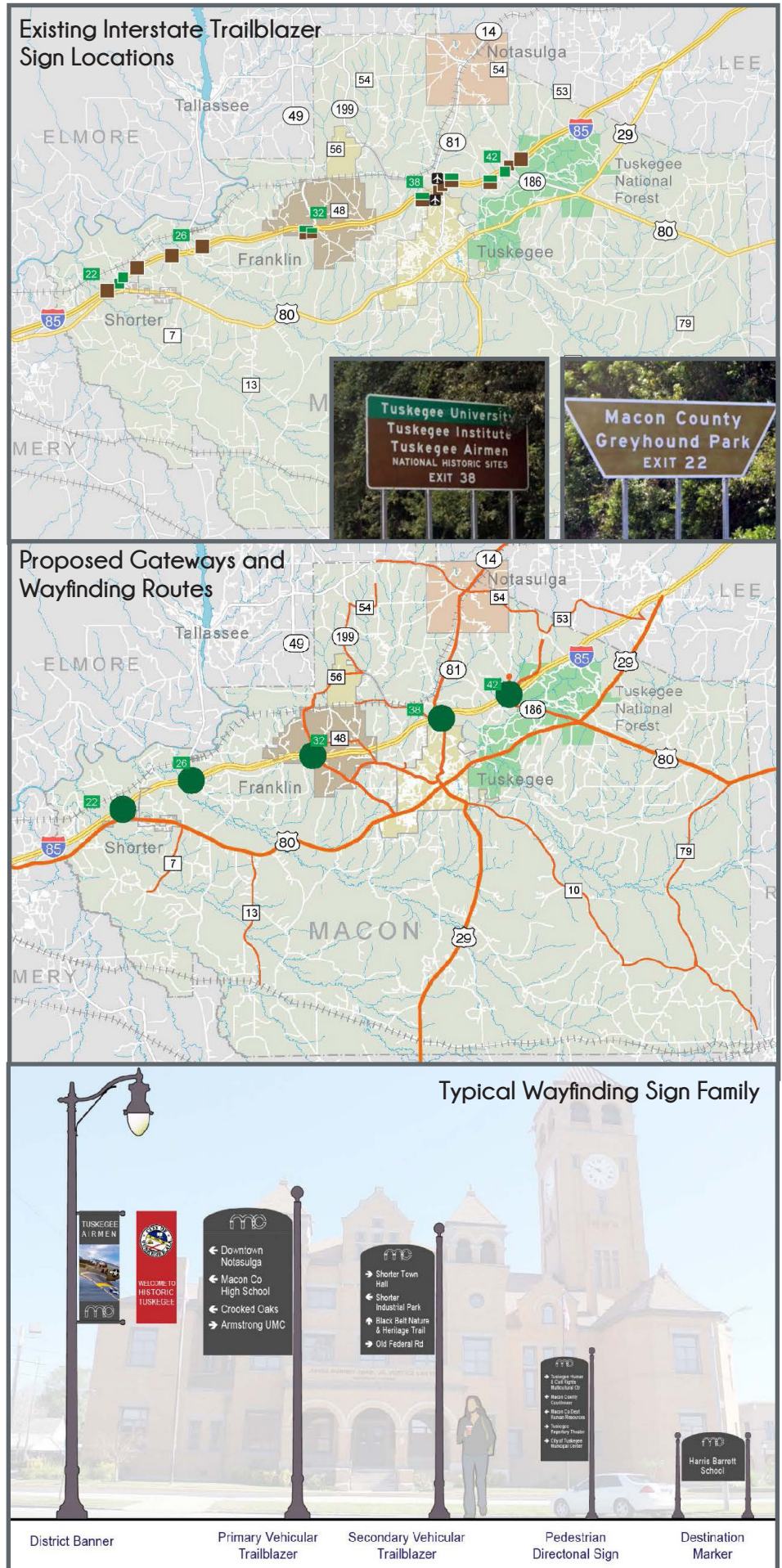
- Jobs Gained and Retained;
- Number and Types of Investments;
- Amount of Public and Private Investment;
- Changes in Demographics;
- Changes in Economic Development Environment; and
- Changes in Quality of Life.

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.

Through the South Central Alabama Rural Transportation Planning Organization (RPO) Program, SCADC was able to provide funds that addressed a transportation issue and an economic development need. The Macon County Economic Development Authority (MCEDA) has wanted to resolve circulation and wayfinding around Macon County for the last ten years and have included the strategy in their economic development strategic plan since 2011. RPO funds were available in FY21 for Phase 1 of the Macon County Wayfinding Study that included the following:

- Inventory of destinations
- Analysis of existing signage
- Identification of potential wayfinding routes
- Strategic recommendations for a countywide wayfinding system
- Criteria for prioritizing destinations for inclusion on wayfinding signs

A wayfinding signage system helps visitors find their way to their intended destinations and—when done well—project a positive impression of the city, county or district, lending a sense of coordination and community pride. Wayfinding systems alert visitors to other places of interest that might not already be on their itinerary, helping market all that a locality has to offer. Wayfinding signs also direct visitors to parking, lodging, shopping and other services, facilitating travel and boosting tourism-based economic opportunities. Phase 2 of the wayfinding project is slated for FY22 and MCEDA has begun allocating funds for implementation.



## 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

- Three New Industries:
  - Dollar General Fresh Distribution AL LLC, Montgomery County
  - Humana Customer Help Desk, Montgomery County
  - Mountain Top Industries, Montgomery County
- Three industry expansions in Butler County: Coastal Forest Products, Hwashin America Corporation, and Ozark Logistics.
- Two industry expansions in Crenshaw County: Dongwon Autopart Technology Alabama LLC and SMART Alabama LLC.
- 21 expansions in Montgomery County, including AK Manufacturing, Bishop Cabinets, Capitol Container, Inc., Coca-Cola Bottling Company United, Inc. H2-Pharma LLC, Hyundai Power Transformers USA, Kershaw, Kinpak, Inc., KOAM Maintenance LLC, Mobis Alabama LLC, Motion Industries, Inc., NexAir, Packaging Machinery, Inc., Republic National

Distributing Co., Shinsung NVH, STS Filing Products, Inc., TK LLC, Viscofan USA, Inc., and Wurth Wood Group.

- Two expansions in Pike County: Golden Boy Foods and Wayne Farms, LLC.

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 welcomed Jack's Family Restaurant which brought approximately 40 new jobs.

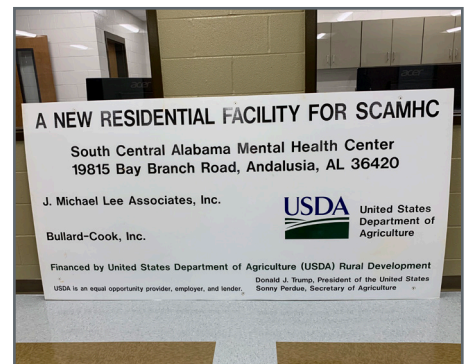
Macon County has continued to focus economic development efforts on development of the Interstate 85 corridor, with five

interstate interchanges all of which are either undeveloped or under-developed due to a lack of adequate infrastructure. With improvements in place, Macon County has focused their efforts on capturing interstate traffic to develop the land surrounding the interchanges while also providing residents with retail options in restaurants and shopping.

In Butler County, the South Central Alabama Mental Health (SCAMH) used USDA funds to build a forensic mental health facility in Greenville. The project is a 16-bed secure facility that will provide mental health services known as competency restoration treatment for those persons involved in the criminal justice system.



Jack's Family Restaurant located on US 331 in Luverne, Crenshaw County



SCAMH Forensic Facility Ribbon Cutting in Greenville, Butler County.



**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 Sewer Improvements, \$360,000
- Bullock County Emergency Management Agency Building Renovation, \$200,000
- Butler County Emergency Management Agency Building Renovation and VFD Equipment, \$300,000
- Crenshaw County Street and Water Improvements, \$250,000
- Town of Dozier Water Improvements, \$250,000
- Town of Hayneville Sewer Lift Station Improvements, \$306,402
- Town of Lowndesboro Water System Improvements, \$353,258
- Macon County Food Distribution Assistance, Rent/Utility Assistance, Equipment, \$300,000
- Pike County Street Improvements, \$617,588
- Pike County COVID-19 Equipped Ambulance Purchases, \$400,000

- City of Troy Community Center Renovation, \$1,040,695
- City of Union Springs Water, Sewer and Drainage Improvements, \$496,763

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 35 infrastructure and community development projects with a combined investment value of approximately \$17.8 million.

Of those 37 projects, 12 projects were initiated in FY21 with a combined investment value of \$5,206,706.

Five of the 12 community development projects started in the past year were related to the recovery and response to COVID-19 and other pandemic situations. These projects were funded through the CDBG-CV program. The remaining seven projects were all community development related with improvements to existing water systems, sanitary sewer systems, and road improvements. The City of Troy, however, has undertaken a large project to renovate an historical school building for use as a community center.



*Lowndesboro Water System Improvements funded through the Delta Regional Authority*

**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
- County Economic Development Strategic Plans

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. 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. As work has progressed on the seven ongoing economic development strategic plans, each county has identified workforce development and/or hospitality training as a priority issue equally as important as economic recruitment.



*Employers are facing new challenges of finding people to work and then face training issues.*

**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
- Town of Brantley Land Use Plan with a Retail Market Analysis, Annexation Study, and Development Regulations
- Town of Franklin Land Use Plan with a Retail Market Analysis, and Development Regulations
- EDA CARES Act County Economic Strategic Plans
- Troy Tourism Plan
- Regional Communications Network Plan

SCADC continues to work with local governments to develop long-range growth and development plans that preserve what is important to each city or town while positioning the localities for economic growth that is both feasible and appropriate for the area. In FY21, the Town of Brantley and the Town of Franklin have both undertaken land-use plans that are based on findings from a retail market analysis and

a transportation framework. Once the land use plans and development strategies are complete, both towns will develop local land use control ordinances that complement and support the land use plans.

SCADC is also working with each of the seven counties in the SCAEDD to formulate economic development strategic plans that further their immediate goals as they recover from pandemic conditions. For some counties, this means addressing supply chain issues while other communities are more concerned with workforce development and the changing workplace and workforce landscape.

The City of Troy has taken an additional step in pandemic recovery and is in the process of developing a tourism plan that will bring a strong university-based population back to the city and encourage additional visitation, even in pandemic conditions.

Each of these communities is finding meaningful progress in planning their future paths.



*Brantley and Franklin have identified many features that are unique to their communities.*

## 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

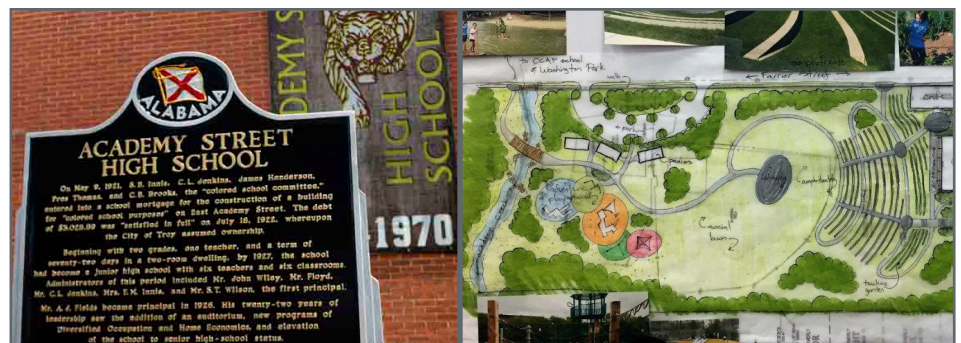
### Performance & Implementation

- Town of Lowndesboro Marengo House Improvements, \$16,298
- City of Montgomery Whitewater Park, Cost TBD
- City of Troy Community Center, \$1,040,695
- City of Brundidge Park Improvements, \$730,000 in two applications
- Town of Gordonville Park Improvements, \$300,000 Application
- Town of Lowndesboro Park Improvements, \$300,000 Application
- City of Luverne Splash Pad, \$400,000 Application
- Macon County Community Storm Shelter and Generator, \$106,705
- Town of Rutledge Housing Demolition, \$248,500 Application
- Town of Shorter Park Construction, \$500,000 Application
- City of Troy Park Improvements, \$339,439 Application
- City of Union Springs Park Improvements, \$480,000 Application

SCADC assists local governments in their search for funds for a variety of community improvements that directly affect local quality of life, including housing demolition, purchase of emergency response vehicles, senior centers, and recreational facilities. Currently, SCADC is administering nine quality of life related projects with a combined investment value of \$2.7 million. Further in the last two years, SCADC has file nine applications for recreational improvements totaling \$3.3 million. Due to complications of the coronavirus, funding responses have been delayed or some of the nine application projects would already be

underway. As evidenced by the number of applications, 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 quality time.

The City of Troy Community Center project will renovate the historic Academy Street High School for use as a community center. The school structure is currently vacant and is used for storage. Prior to making the funding application, the City of Troy worked with DesignAlabama to generate ideas for new and creative uses for the old school and its extensive grounds.



The City of Troy made application and was awarded funds to begin a renovation of the historic Academy Street High School after many years of planning and design. Photo Credit: Alabama NewsCenter



**OBJECTIVES**

- Organizational Structure
- Leadership Development
- Funding

**Performance & Implementation**

- SCADC Revolving Loan Fund
- EDA Revolving Loan Fund
- SCADC Technical Assistance
- SCADC Program Administration
- CDBG Fund Applications
- Appalachian Regional Commission Applications
- Delta Regional Authority Applications
- USDA Applications
- FEMA HMGP Applications

During the 2020-2021 fiscal year, the SCADC assisted local governments in applying for funds through a variety of state and federal grant programs. In total, SCADC filed approximately 25 applications worth approximately \$8.66 million in funding. Additionally, SCADC is providing administration services for approximately 49 ongoing projects with a combined investment value of \$19.8 million.

The highlight of funding opportunities came in September 2021 when the Economic

Development Administration announced that they were awarding a \$1.6 million grant to the South Central Alabama Development Commission to capitalize and administer a Revolving Loan Fund (RLF) that will provide gap financing to local small businesses. This EDA RLF project is being matched with \$400,000 in local funds.

SCADC has an existing \$2 million RLF program to provide gap financing to start-up and expanding businesses in Bullock, Butler, Crenshaw, Lowndes, Macon, and Pike Counties, but is not available to Montgomery County. The primary goal of the program is to stimulate the economy through the creation of local jobs. The RLF targets small to medium-sized businesses, which are financially sound but are unable to secure adequate financing for start-up or expansion projects.

With the addition of the EDA RLF fund, SCADC will be able to serve Montgomery County as well. These loans provide access to capital as gap financing that

enables small businesses to grow and lead to new employment opportunities with competitive wages and benefits. Each RLF Recipient must develop and maintain an RLF plan to demonstrate how the fund fits specific economic development goals and how it will adequately administer the RLF throughout its lifecycle.

Further, SCADC hopes to target small businesses that are located in one of Montgomery County’s 12 Opportunity Zones. The addition of the EDA RLF enables SCADC to effectively serve the entire SCAEDD with gap financing as needed.





# 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 2021 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 2021 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 2021 South Central Alabama Comprehensive Economic Development Strategy (CEDS) Annual Report and all amendments made in necessity throughout the 2022 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 2021 CEDS Annual Report on behalf of the South Central Alabama Development Commission.

**Adopted this 17<sup>th</sup> day of November 2021.**

  
Mayor Mildred Whittington, Chair

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

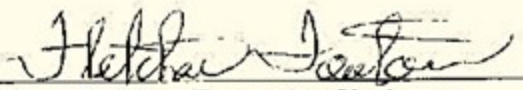
**WHEREAS**, the Public Works and Economic Development Act of 1965, as amended (PWEDA), requires a current CEDS be in place for any local government bodies applying for investment assistance under EDA's Public Works or Economic Adjustment Assistance Programs; and

**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.

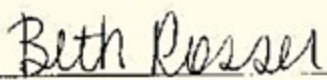
**NOW THEREFORE BE IT RESOLVED THAT**, the South Central Alabama Development Commission, acting by and through its Board of Directors, adopts the 2018 South Central Alabama Comprehensive Economic Development Strategy (CEDS) and all amendments made in necessity throughout the 2018 program year to facilitate 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.

<b>OBJECTIVES</b>	<b>Full Employment</b>	<b>Business Support</b>	<b>Entrepreneurship</b>
	<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>
	<b>Expansion and Growth</b>	<b>Tourism</b>	<b>Sustainable Development</b>
	<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.

<b>OBJECTIVES</b>	<b>Adequate Infrastructure</b>	<b>Facility Standards</b>	<b>Capital Improvements Program</b>
	<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>
	<b>Transportation System</b>		<b>Transportation Services</b>
	<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>

<b>GOAL 2 WORK PROGRAM</b>		
<b>Description</b>	<b>Location</b>	<b>Funding</b>
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
<b>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)</b>			
ALDOT	SCADC	1) Number of highway miles widened. 2) Number of highway miles resurfaced. 3) Traffic Counts	Long term
<b>2.2 Development along I-65 South Corridor. (From Montgomery to Greenville)</b>			
ALDOT, ADO, ADECA, ARC, DRA, EDA, USDA RD	SCADC, Local Governments, ALDOT	1) Widen I-65 from existing six lanes to Interchange 158 2) Extend sanitary sewer south from Montgomery to serve industrial and growth areas (potentially to interchange 158) 3) Extend sanitary sewer to interchanges in I-65 corridor from appropriate systems such as Ft. Deposit and Greenville. 4) Expand storage and water service capacity on both sides of I-65 corridor 5) Identify, acquire and develop industrial park sites in South Montgomery, Lowndes and Butler Counties	1 Short term 2 Short term 3 Short term 4 Mid term 5 Mid term
<b>2.3 Complete Montgomery Outer Loop. (Montgomery County)</b>			
ALDOT/Local	ALDOT, City of Montgomery, SCADC	Complete sections of outer loop	Long term
<b>2.4 Improve and increase sewer and water capacities and services; Include 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 3) Miles of water lines and sewer mains constructed	Short term
<b>2.5 Rural Transportation Planning (RPO), coordinated with MPO chamber and related transportation projects, consistent with CEDS.</b>			
ALDOT/Local	SCADC, ALDOT	Rural transportation improvement projects	Short term Long term
<b>2.6 Human Services Coordinated Social Services program.</b>			
ADSS/ALDOT	SCADC	Increased service	Short term Long term
<b>2.7 Continue to improve Montgomery and other regional airports.</b>			
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.

<b>OBJECTIVES</b>	<b>Quality Secondary Education</b>	<b>Post Secondary Opportunities</b>
	<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>
	<b>Workforce Training</b>	<b>Industry/Business Support</b>
	<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

<b>Goal 4 Local Projects and Programs</b>			
<b>Projects/Programs</b>	<b>Location</b>	<b>Performance Measures</b>	<b>Time Frame</b>
<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.

<b>OBJECTIVES</b>	<b>Health, Safety and Welfare</b>	<b>Cultural Assets and Aesthetics</b>
	<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>
	<b>Housing</b>	<b>Recreation</b>
	<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

