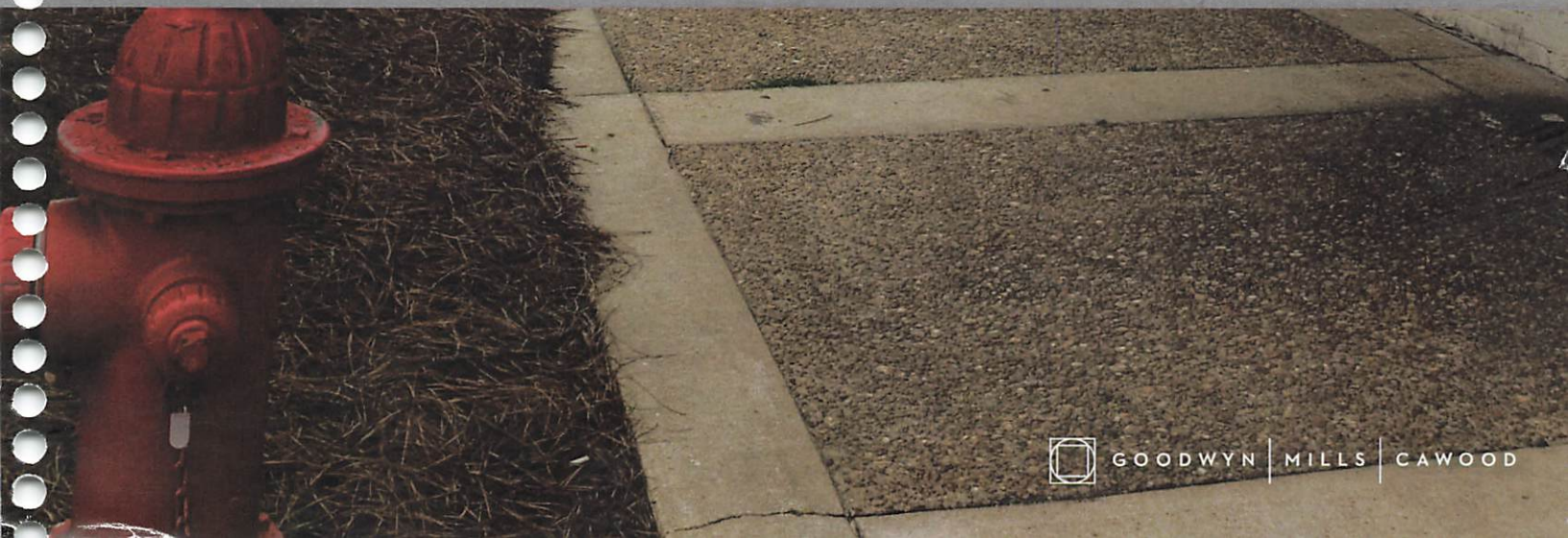




ALEXANDER CITY COMMUNITY PLAN

DECEMBER 2014



ACKNOWLEDGMENTS

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IMAGINE - IMAGINE originated from the Renewal portion of the Lake Martin Area Economic Development Alliance's strategic plan. LMEDA Board of Directors and staff recognized the value that a vibrant, progressive and appealing community has in our economic development efforts. To that end, the IMAGINE concept was developed. The group currently consists of almost 60 members, made up of business people, elected officials and concerned citizens from around the area. People committed to building, renewing and maintaining the beautiful communities where we live and work.

SPECIAL THANKS

Joe Sumner and Mike Easterwood, Auburn University's Economic and Community Development Institute
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Citizens of Alexander City, Alabama

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INTRODUCTION AND PLAN SUMMARY

The City of Alexander City is located in southeastern Alabama approximately 70 miles southeast of Birmingham, Alabama and approximately 40 miles northwest of Auburn, Alabama. The center of this charming and eclectic city, located along the Norfolk Southern rail line, is situated about six miles from the shoreline of the 44,000 acre Lake Martin and is surrounded on all sides by natural beauty and recreational opportunity.

Even though it is the largest municipality in Tallapoosa County, Alexander City still retains its small town feeling and character. It is well positioned along Highway 280, with an economic base focusing on manufacturing, health services, and retail. Alexander City is also home to five National Register Historic Districts, all of which are primarily based on its history as a center of manufacturing. Alexander City is unique in that as it was centered on the rail line, the City is not laid out in a traditional grid pattern, but instead features a unique and functional roundabout downtown and streets that follow the curves of the rail line and the lay of the land.

PLANNING PROCESS

Alexander City has a strong background in planning for the future of the community and understanding the importance of doing so. That understanding culminated in 2007 when the City engaged in the process of creating a comprehensive plan; the result of that process was the Alexander City Comprehensive Plan, which outlined existing conditions, policy implications, and goals. As Alexander City has undergone dramatic changes since 2007, the City leadership, partnering with many other organizations such as the Lake Martin Economic Development Alliance (LMEDA), Main Street Alex City, IMAGINE, and the Alexander City Chamber of Commerce felt that the time had come to update the community plan. The City is also working with Auburn University's Economic and Community Development Institute to create a Strategic Plan and Main Street Alabama to evaluate the downtown area's retail capacity.

Furthermore, Alexander City was selected as an Alabama Community of Excellence in 2013, and the ACE assessment report identified issues and recommendations in a variety of fields for the City. LMEDA also recently completed Accelerate Lake Martin, an economic development plan for the area. The Chamber of Commerce has developed its five year plan, and the Board of Education recently completed its Strategic Plan for the Alexander City Schools. To guide the Comprehensive Plan Update, the City tapped IMAGINE, a group of local citizens that

is active in the development of Alexander City, to serve as a Coordinating Committee to advise the City and consultants on the process and help gather input.



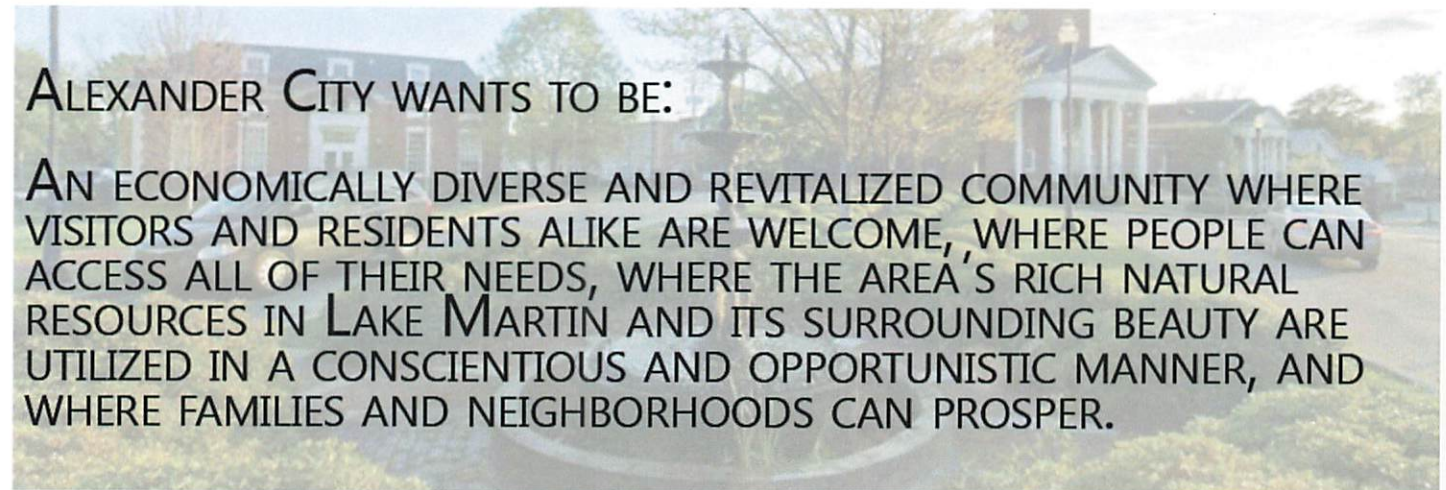
IMAGINE served an essential function by working to coordinate all of the various planning efforts being undertaken, providing invaluable insight into those efforts. IMAGINE also helped host the Community Visioning Meeting, at which the Vision for Alexander City's future was developed through input from over 80 citizens.

IMAGINE meeting, May 29, 2014

GMC

VISION

The community Vision for Alexander City was developed through input from the existing planning efforts, IMAGINE, and a Community Visioning Session that took place on June 26, 2014.



PLAN SUMMARY

The Alexander City Community Plan (Plan) creates a new vision and direction for Alexander City. Using the Vision Statement developed by residents of the City, the Plan takes a broad view of the City in a Master Plan Concept and Framework for Growth (Concept and Framework). The Concept and Framework identifies districts, corridors, and gateways throughout the City and utilizes these to develop and describe the character and uses in these areas. From the Concept and Framework, the Plan develops a series of goals and recommendations based on topic areas and issues identified through the planning process. The Plan views Alexander City holistically, looking at issues not as separate, but interconnected. In the Recommendations, the Plan provides specific strategies to achieve the Goals. Maps and graphics are utilized to visually convey the recommendations as physical modifications. Finally, the Plan posits implementation strategies and responsibilities to ensure the Goals and Recommendations are accomplished.

MASTER PLAN CONCEPT AND FRAMEWORK FOR GROWTH

The Master Plan Concept for Alexander City is the heart of the Alexander City Community Plan and is meant to direct growth, development, and redevelopment within the City. This concept has been organized around important characteristics, areas, and opportunities of the community as identified in the Accelerate Lake Martin Plan, ACE Assessment Report, Main Street report, and the Strategic Plan and reinforced throughout the assessment and community input. The identified characteristics, areas, and opportunities and how they relate to the City as a whole are described below.

As part of the ongoing implementation of the Alexander City Community Plan, the City is encouraged to utilize the Master Plan Concept as a guideline prior to any development plan approval and/or other planning and budgetary considerations by the Planning Commission, Council, City Departments, and others.

DOWNTOWN

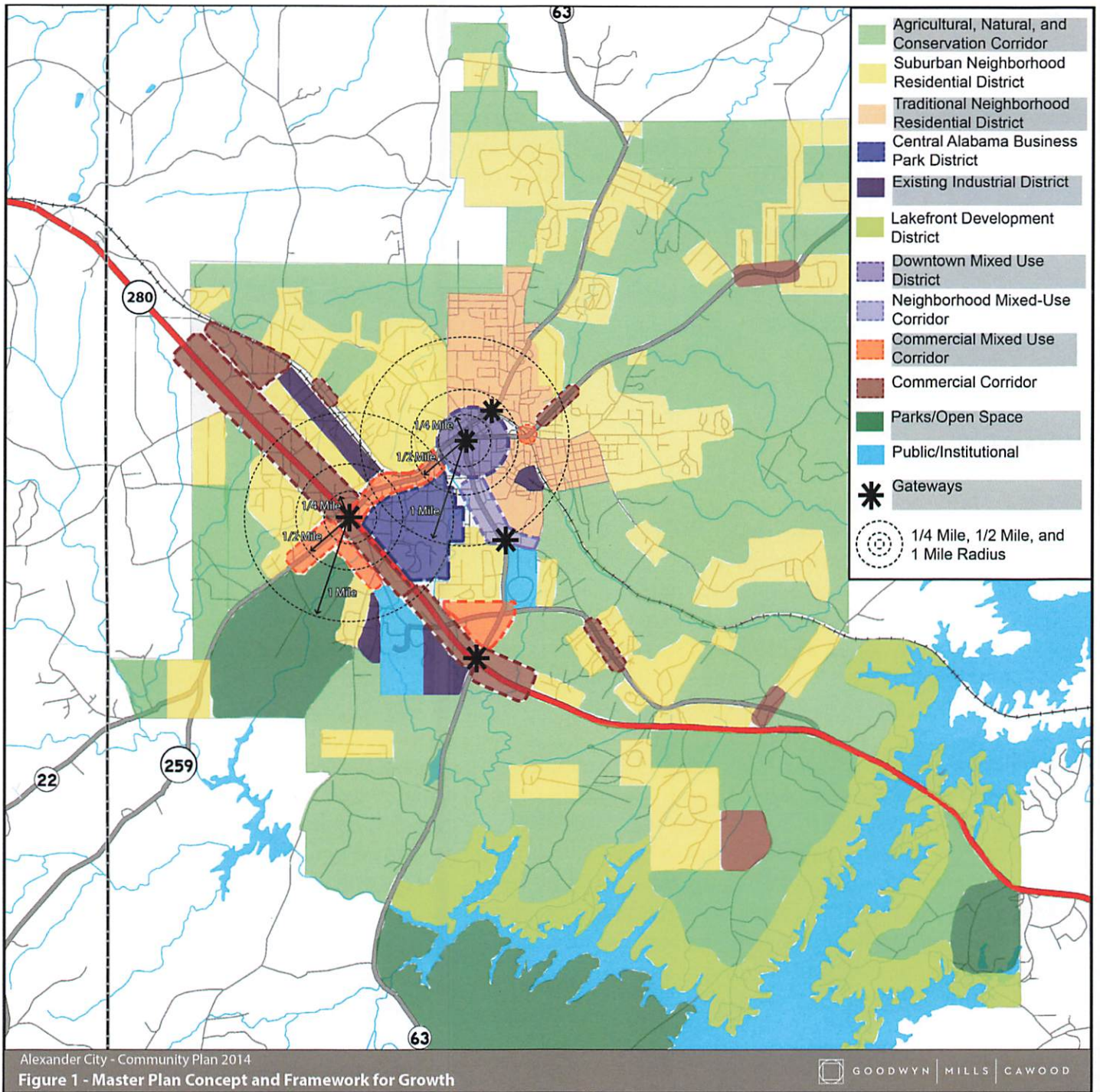
Alexander City has only one real center, its historic downtown area. Downtown is unique and should be planned as an area that tends to draw people because of some activity or simply because of some unique quality of the place. Within the City, Downtown is important because it generates interaction between people. Downtown, as the center of activity, should be well-connected and accessible by pedestrians, bicyclists, automobiles, and transit. Downtown is also critical in its potential to generate commercial activity, especially retail economic development such as convenient services for surrounding districts. Plans for the continued revitalization of the downtown center should be a priority as it is the economic and cultural heart of the City.

Although it can be difficult for visitors to find, Downtown is positioned at the center and heart of the community. It is located advantageously in relation to the natural resource and transportation network, as it is within easy driving distance to Lake Martin and connected by all major transportation routes. Recently, several groups and organizations have undertaken major initiatives in Downtown to improve the area and promote economic development. Work such as the Main Street Recommendations will provide strategies for economic development in the Downtown area, and physical improvements such as the streetscaping project along Broad Street and the improvements to several building facades, such as the restoration of the Carlisle's Drug sign, enhance the aesthetic and historic character of downtown.

While not the only one, Downtown is the best and most obvious place in the City for a mixed-use district, as it provides a concentration of activities in close proximity to each other. Adding residential uses to Downtown will allow it to become more of a 24-hour center, creating vibrancy during the evening hours in addition to the work day.

Downtown





DISTRICTS

Districts are locations or large areas within a community that have their own identity, created by location, type of buildings, or purpose. Within the Alexander City Community Plan districts are outlined as being larger areas than downtown and more centrally clustered than the linear corridors. As a result, within Alexander City districts are based on three predominant land use patterns.

Traditional Residential Neighborhoods

Traditional residential neighborhoods are districts within Alexander City that are currently historic neighborhoods, early development neighborhoods, or higher-density subdivisions. As the name implies, traditional neighborhoods have attributes such as sidewalks, street lights, and a fairly well-connected street network. Within this district, housing is constructed on smaller lots and in closer proximity to each other. In Alexander City, this neighborhood pattern is illustrated in several places including the historic district that surrounds downtown along Church Street, Hillabee Street, Semmes Street, and others as well as in the neighborhoods to the east and north of downtown, and in the Avondale neighborhood.

Suburban Residential Neighborhoods

Suburban residential neighborhoods are districts that have been more heavily developed over the past thirty years in the form of suburban subdivisions and neighborhoods. These developments are typically more separated with undeveloped areas between them, and they generally have an internal street network. Within this district, housing is constructed on larger lots and typically, the farther away from downtown the neighborhood is located, the larger the lot becomes. As a result of the development pattern of Alexander City, these neighborhoods are typically separated from downtown and traditional neighborhoods by largely wooded, vacant properties and by waterways that drain to Lake Martin. These neighborhoods rely heavily on the State Route corridors to keep them connected to the remainder of the community.

DISTRICTS
...locations or large areas within a community that have their own identity, created by location, type of buildings or purpose



GMC

House in the Young Acres Neighborhood

Central Alabama Business Park

The third kind of district land use pattern in the Alexander City Community Plan is the **Central Alabama Business Park** district. This district primarily encompasses the former Russell manufacturing complex, and it should be planned as a mixed use and well-connected district. As this land is concentrated within close proximity to downtown and adjacent to US Highway 280, the location is prime for redevelopment of many uses, and it is imperative that the district be connected by roads as well as pedestrian and bicycle routes to downtown and adjacent neighborhoods. While industry is still a viable use on much of the property as the needed infrastructure is in place, a mix of uses creating a diversified district would best serve the needs of Alexander City. Furthermore, as the City owns numerous properties in the complex, it is in a prime position to ensure that the district develops in a thoughtful, purposeful manner.

GATEWAYS

GATEWAYS
...recognizable entries into a city, a neighborhood, centers or districts...they establish strong edges to those places and foster a sense of pride in place as well as sense of arrival

Gateways are the recognizable entries into a city, a neighborhood, downtown, or districts. They help to establish strong edges to those places and foster a sense of pride in place as well as sense of arrival. Gateways can be defined and created with appropriate signs and landmarks, plantings, burying of utility lines, protecting important views, and using distinctive pavement and architectural elements at intersection. Each gateway to the City or its neighborhoods should reflect the particular characteristics of its setting and provide a welcoming transition from one area to another.

Within Alexander City, natural gateways are formed within the community along State Routes 63 and 22 at their intersection south of downtown, on US Highway 280 at Lee Street, and at the Five Points intersection north of downtown. These locations help to define the community, and most could use improvements. Other gateways in Alexander City are also important to the internal districts and centers, such as the convergence of Washington and Lee Streets at the former main office for Russell. The City should establish a unified design for signage at these important gateways and appropriately landscape signage and any other structural elements.



GMC



Tallapoosa Street Gateway to Downtown

CORRIDORS

Corridors are those special places that should be planned for along major channels which people use to move throughout the community. This includes not only the streets in which automobiles travel, but also transit and sidewalks and trails that accommodate pedestrians and bicyclists.

Corridors offer development opportunities and therefore economic value. Corridors in Alexander City that create the greatest potential development opportunity occur along the major highway and principal arterials. By their nature, these streets carry the greatest traffic volumes and thereby provide exposure to adjacent properties.

The greatest economic development opportunity exists at (or near) the intersections of the major highways and arterials. The plan should then be to maximize the value created by such intersections, and how to capture that value for the benefit of both the landowners and the community as a whole. Where these corridors provide high access to services and commercial development that results in excessive traffic movements, confusing signage and wayfinding can have adverse economic and aesthetic effects.

In order to develop successful corridors in Alexander City, the public and private sector must share a vision that can increase the likelihood of high quality, compatible development and minimize potential adverse effects. Development of these corridors will provide important impressions and levels of service for citizens and visitors. As part of the Community Plan, four main types of corridors were identified in Alexander City.

Commercial Mixed-Use Corridor

The **commercial mixed-use corridor**, concentrated along Lee Street, is a critical corridor within the city. Land uses should include commercial, higher density residential, and institutional uses. Transportation within this corridor should be designed to accommodate primarily automobiles and transit, however, pedestrian accommodations should be prioritized as well and bicycle facilities should be along designated-use side paths. Pedestrian connections should be made along the corridor, as it feeds directly into the downtown center. Revitalization and redevelopment along segments of this corridor are critical in that the corridor serves as the main entry to the community and Downtown.

Commercial Corridor

The primary **commercial corridor** in the community, along US Highway 280, is based on higher local traffic counts and the larger development patterns that support regional commercial activity and uses. Land use along this corridor is composed of large and multi-parcel developments such as retail centers and strip commercial centers. Future residential uses along the corridor should be multi-family developments and smaller lot, higher density, single-family residential subdivisions located on collector roads off of the main corridor arterial road that are well-connected to the local network and do not rely solely on this corridor for connectivity. Cul-de-sac development feeding on the corridor should be avoided, and new subdivisions that have only one ingress and egress onto the corridor should not be permitted under the subdivision regulations.

CORRIDORS

...channels which people use to move throughout the community, they are not only the streets for automobile travel, but also for transit, sidewalks and trails that accommodate pedestrians and bicyclists

Neighborhood Mixed-Use Corridor

The **neighborhood mixed-use corridor** is located along Cherokee Road south of downtown. Land use along this corridor is composed mainly of commercial uses that draw local support, and land uses one or two parcels off of the corridor are mainly residential in nature. Future uses along the corridor should be constructed in such a way as to create a walkable, mixed-use environment with local commercial uses directly adjacent to the corridor with residential uses above, and smaller lot, higher density residential development a few parcels off of the corridor. In this area, there is a need for greater access management. Large parking lots in the front of structures should be avoided, and a high priority should be placed on repairing, replacing, and constructing sidewalks along the corridor. Improvements to accommodate bicycles should be included in street and sidewalk repairs and construction.

Natural, Agricultural, and Conservation Corridor

The **natural, agricultural, and conservation corridor** does not strictly follow transportation routes, but these areas do dominate much of the use along the outer portions of the major transportation corridors. Particularly along the State Routes outside of the City proper, the uses are largely natural or very low density development with significant tree coverage. Intense development that removes large amounts of trees or earth should be avoided, and true agricultural uses should be encouraged, as should passive recreational uses such as trails.

GOALS AND RECOMMENDATIONS

The foundation for developing goals and recommendations within the Alexander City Community Plan was taken from the ongoing work the City has done with the Accelerate Lake Martin Plan, the ACE Assessment Report, the Main Street Alexander City program, and the Strategic Plan. The Goals included within this section were taken from these other efforts, with select additions, to help reinforce the ongoing work and relate those goals to the physical environment of the community.

FUTURE LAND USE

Goal: Revise or replace land use related ordinances and regulations to increase effectiveness and better meet Alexander City's specific needs in the future.

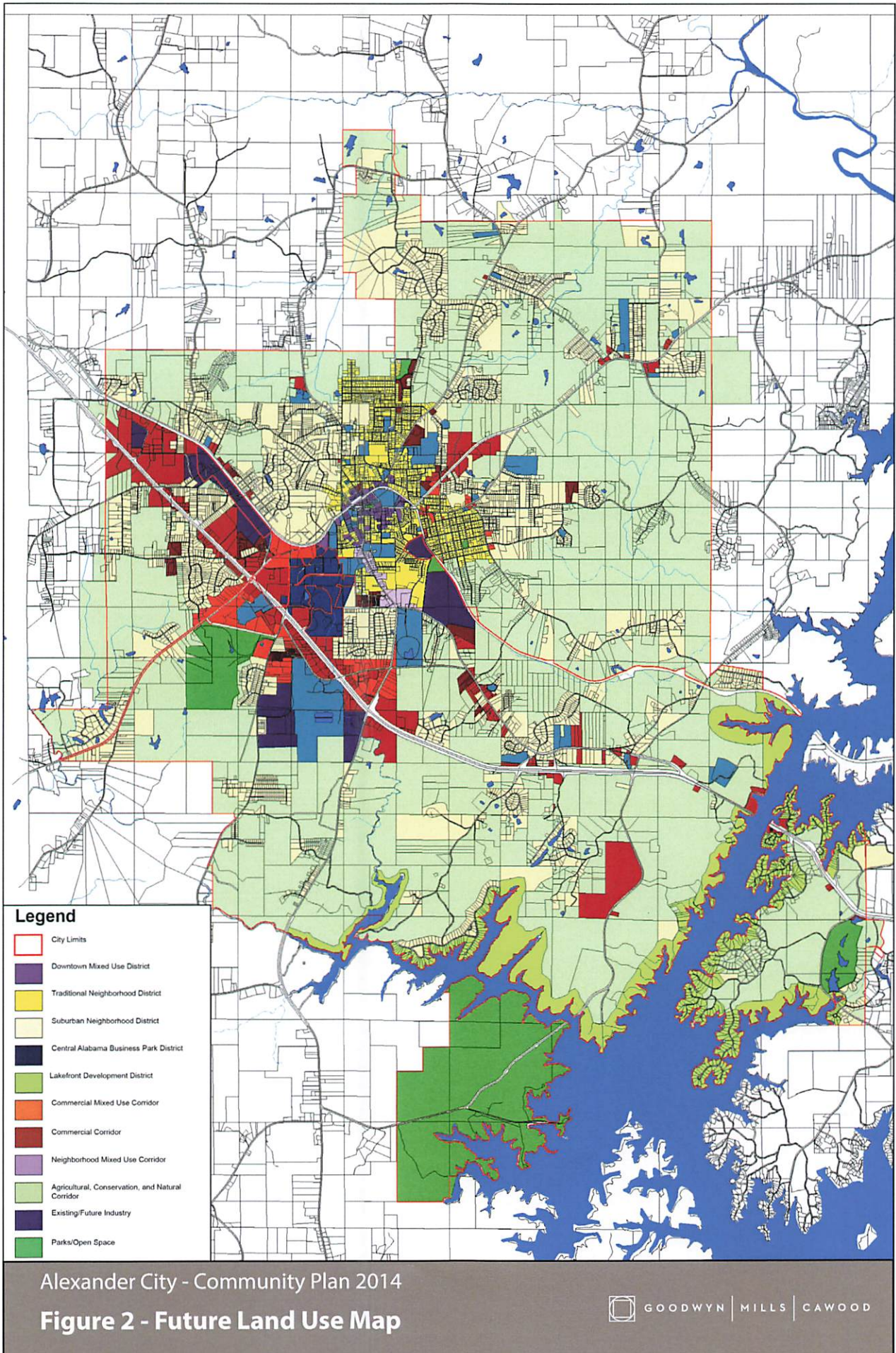
- Update Zoning Ordinance and Subdivision Regulations consistent with the goals and other recommendations outlined within the Alexander City Comprehensive Plan.
- Consider developing overlay districts for downtown, Lee Street, Cherokee Road, and the US Highway 280 corridor with design review.
 - In the overlay district(s), place an emphasis on appropriate uses by prohibiting uses deemed by the City and residents to be inappropriate, such as payday lending establishments, pawn shops, tobacco shops, etc.
 - Appropriately scaled and aesthetic signage should be required.
 - Significant landscaping requirements will improve the appearance of this important corridor.
 - Design buildings and sites to create an environment that is welcoming to the pedestrian and vehicles alike, with an emphasis on appropriate materials and orientation.
- Implement mixed-use zones in the downtown and Central Alabama Business Park areas (primarily along Lee Street) to allow the development of vertical mixed-use projects or the conversion of existing industrial or commercial buildings to mixed-use.
- Implement a landscape ordinance for all areas of the City.
- Develop incentives within the subdivision regulations to ensure that new development is built where there is existing infrastructure and any new infrastructure and impacts of new development are paid for by the developer.
- Consider implementing appropriate land use and zoning regulations prior to the desired Northern Bypass construction.

Goal: Protect ecologically sensitive areas.

- Explore the feasibility of establishing a regional land trust to assist in the purchase (or conservation easement acquisition) and preservation of valuable green space.

Goal: Protect, preserve, and promote Alexander City's historic buildings, both downtown and in residential neighborhoods.

- Identify, assess, and market additional historic resources throughout the entire community.
- Determine the feasibility of utilizing the remaining historic mill sites as educational and promotional tools.
- Continue to support and maintain appropriate programs within the City to maintain a mature tree canopy downtown and in historical neighborhoods.
- Promote and encourage redevelopment of the vacant mill sites.



DOWNTOWN MIXED-USE DISTRICT

The Downtown Mixed-Use District encompasses much of the traditional core in Alexander City, primarily along Main Street and Church Street. The purpose of this mixed-use district is to preserve and enhance many of the traditional attributes of downtown Alexander City. Historically, the downtown core of the community was composed of a mixture of commercial, residential, industrial and recreational.

To promote that mixture of uses, this district is defined to include commercial land uses, retail and business-oriented uses, as well as residential in many forms: single-family residential, residential over commercial, and contextually sensitive multi-family residential. Integration of these uses should be encouraged along Main Street, Church Street, Broad Street, and Alabama Street.

TRADITIONAL NEIGHBORHOOD DISTRICT

Alexander City currently has good examples of traditional neighborhoods surrounding downtown. The purpose of the Traditional Neighborhood District is to preserve and enhance the existing neighborhoods and encourage future development of neighborhoods that have many of the same characteristics. These neighborhoods typically have good sidewalk connectivity, streets that

form a connected network, reasonable setbacks, parking in the rear of the lots and other amenities found in traditional neighborhoods. The development of new neighborhoods and redevelopment of existing neighborhoods should strive to uphold these and similar principles. Residences converted to commercial uses should maintain their neighborhood character.

SUBURBAN NEIGHBORHOOD DISTRICT

Suburban Residential Neighborhoods are districts that have typically been developed over the past twenty or thirty years in the form of suburban subdivisions and neighborhoods. These developments are usually more separated with undeveloped areas between them and other neighboring land uses. They have an internal street network that usually connects with an arterial or collector.

Within this district, housing is constructed on larger lots and typically the farther away from downtown the neighborhood is located, the larger the lot becomes. In Alexander City, these neighborhoods are located farther from downtown than the traditional neighborhoods, but most are within fairly close proximity to the City's center.

CENTRAL ALABAMA BUSINESS PARK DISTRICT

This district should be master planned as a mixed use district that can include industrial, commercial, and even residential development. While industry is still a viable use on much of the property as the needed infrastructure is in place, a mix of uses creating a diversified district would best serve the needs of Alexander City. Furthermore, as the City owns numerous properties in the complex, it is in

a prime position to ensure that the district develops in a thoughtful, purposeful manner. Aesthetics and site design should be considered thoughtfully, as should the connection of this district to the downtown area. Although the district is very large, it has a well-connected street pattern that could allow for pedestrian and bicycle transportation with some adjustments and construction.

LAKEFRONT DEVELOPMENT DISTRICT

The purpose of the Lakefront Development District in Alexander City is to protect Lake Martin as an invaluable and irreplaceable natural resource. Land uses should generally be confined to very low density residential development or context sensitive multi-family development or lodging in strategic locations. The existing land use in this district is predominately undeveloped and lakefront residential. Subdivision regulations and zoning should establish minimum shoreline

requirements to ensure that development does not contribute to significant erosion of the shoreline or the deterioration of water quality. An important aspect of this district that should be retained is the tree coverage, which is a defining feature of Lake Martin. Regulations should ensure that development makes every effort to retain existing trees and replant where trees are removed. This district should remain as natural as possible while allowing enjoyment of the Lake.

COMMERCIAL MIXED-USE CORRIDOR

In Alexander City the Commercial Mixed-use Corridor along Lee Street is based on the higher traffic count and larger development patterns that support community-oriented activity and uses. Land use along this corridor is composed of large and multi-parcel developments, such as retail centers and strip commercial centers. In some locations, there are multi-family residential components located to the rear of commercial developments. Future development and redevelopment

along this corridor should offer multiple access points, so as not to be wholly dependent upon Lee Street. An increased tree canopy and landscaping should be encouraged to improve the aesthetics along the corridor. Future residential uses along the corridor should be multi-family developments and smaller lot, higher density, single-family residential subdivisions located on collector roads off of the main corridor arterial road.

COMMERCIAL CORRIDOR

The primary Commercial Corridor in Alexander City is along US Highway 280, with lesser corridors along State Route 22, Washington Street, and Dadeville Road. This designation helps to define the principal arterial road through the community as it serves the immediate community and larger regional area. Land use along this corridor is composed of large and multi-parcel developments, such as retail centers, strip commercial centers and industrial sites. There might be several locations with nearby single or multi-family residential developments that are typically located just off the main corridor transportation network. Future development and redevelopment along this corridor should be focused near

downtown and the mixed use corridor, as defined by the Master Plan Concept and Framework for Growth. This growth might occur as larger developments that currently do not fit within the context of the Mixed-Use Corridor or downtown. Maintaining the existing tree canopy and landscaping should be encouraged to improve the aesthetics along the corridor as it develops. More stringent aesthetics in building and site design should also be required. Future residential uses along the corridor should be larger lot multi-family developments and single-family residential subdivisions located on collector roads off of the main corridor arterial road with connections to the local streets.

NEIGHBORHOOD MIXED-USE CORRIDOR

The Neighborhood Mixed-Use Corridor designation within Alexander City is meant to define important minor arterial roads and serve surrounding residential neighborhoods and developments. Along this corridor, land uses should typically include a mix of residential uses with commercial, office and retail uses

oriented toward surrounding residential neighborhoods. Along this corridor, the denser residential should occur closer to the collector with a decrease in density farther back. This will allow for a variety of housing sizes and types as well as neighborhood oriented businesses.

NATURAL, AGRICULTURAL, AND CONSERVATION CORRIDOR

The purpose of the Natural, Agricultural, and Conservation Corridor in Alexander City is to protect and preserve much of the undeveloped land around the City and along important natural features. The existing land uses in this district are predominately undeveloped, agricultural, or recreational. These corridors and areas along the edges of the community will help to preserve the small town character of Alexander City by maintaining an agricultural or undeveloped buffer.

Also, these corridors are meant to protect natural areas around Lake Martin as well as other stream corridors, flood plains and wetlands. Future development in this district should be agricultural, either through farming, timber or other similar activities, or recreational in nature. Residential development should be in conjunction with the use of the land or on a scale that it does not interfere with the character of the areas.

STREETS AND TRANSPORTATION

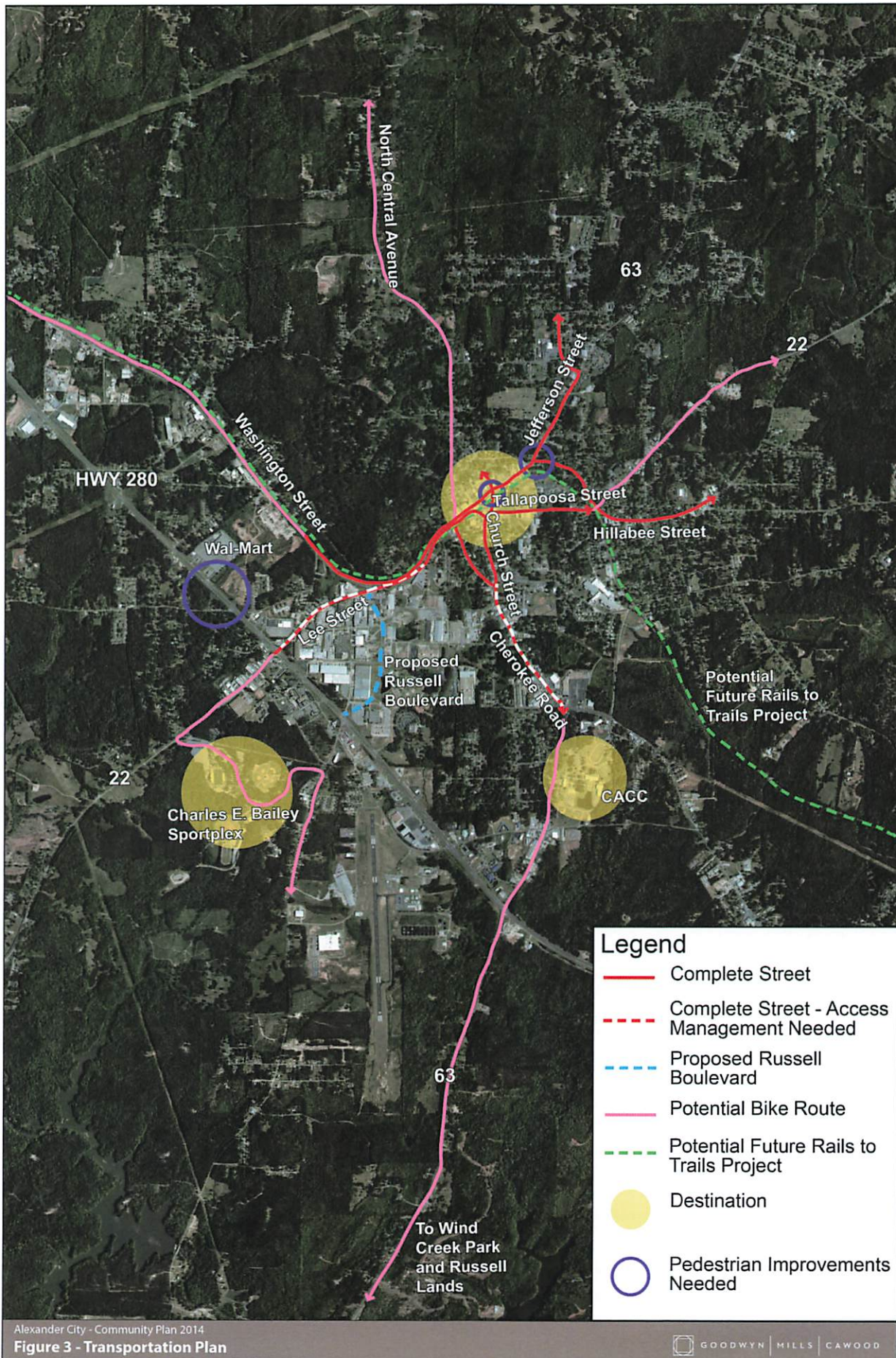
Goal: Improve the safety and efficiency of all modes of transportation.

- Develop a Transportation Improvement Program that prioritizes street improvements and includes the development/repair of sidewalks and the development of bicycle infrastructure that can be constructed concurrently with street improvements.
- Improve the condition and continuity of sidewalks and other pedestrian ways throughout the community, and particularly downtown.
- Use improved pedestrian signalization to reduce conflicts between vehicles and pedestrians, especially within the downtown area.
- Create a pedestrian connection from the intersection of County Road and US Highway 280 to Wal-Mart, as many residents west of Highway 280 walk to Wal-Mart, but have difficulty doing so safely.
- Develop a Complete Streets program within Alexander City to designate and convert important connections across the community. Complete Streets are those that provide transportation choice for all modes of transportation, including automobiles, bicycles, pedestrians, and transit. Important streets within the community that should be considered as complete streets:
 - Main Street
 - Church Street
 - Lee Street
 - Washington Street (near downtown)
 - Jefferson Street (State Route 63)
 - Cherokee Road (State Route 63)
 - Tallapoosa Street (State Route 22)
- Continue to work with ALDOT to implement best practices in mitigating the effects of traffic along State Route 63 and US Highway 280.
- Continue to engage with ALDOT on the potential for the Northern Bypass.



www.flickrriver.com

Example of a Complete Street



Alexander City - Community Plan 2014
Figure 3 - Transportation Plan

GOODWYN | MILLS | CAWOOD

Goal: Develop opportunities for bicycle and pedestrian facilities between destinations, residential neighborhoods, and other locations in the community.

- Explore opportunities for walking trails within stream corridors and floodways and identify a trail system in the City limits.
- Develop a system of bicycle trails that includes a hierarchy of off-street lanes, dedicated on-street bicycle lanes and appropriately signed shared road situations.
- Establish a pedestrian and bicycle connection between the Charles E. Bailey Sportplex and other places within the community.



GMC

Charles E. Bailey Sportplex

Goal: Develop non-motorized transportation opportunities and alternatives.

- Continue to provide on-demand transit service and consider increasing and expanding options within the community.
- Work with ARISE to provide funding and expand hours and service.
- Encourage non-motorized transportation options through the community by improved bicycle and pedestrian facilities.
- Develop a community-wide Bicycle and Pedestrian Plan to identify routes and connections within the community that should be improved and/or designated.

Goal: Maintain and improve Thomas C. Russell Field, along with related facilities, for future growth and development.

- Continue to support future plans for Thomas C. Russell Field.
- Consider future industrial development in conjunction with Thomas C. Russell Field, specifically industries that need air support and access.
- Add provisions for long-term maintenance of the airport to the City's annual budget.

MUNICIPAL INFRASTRUCTURE

Goal: Improve storm water management in the City to mitigate flash flooding and protect surrounding water and wetlands.

- Provide education to City officials concerning the hazards and costs associated with a lack of stormwater management.
- Develop and implement a storm water management plan to reduce flooding and erosion, protect drinking water supplies, and preserve the ecological integrity of water and wetlands.
- Evaluate utilizing regional stormwater management, especially for denser areas such as downtown, in order to mitigate downtown flash flooding.

Goal: Work with the Public Works Department to maintain quality services.

- Develop a comprehensive infrastructure plan that includes an overall pavement management plan, stormwater plan, and a plan to locate/upgrade utilities in the right-of-way.
- Reach out to nearby municipalities (Dadeville, Jackson's Gap, New Site) to explore the possibility of providing water and sewer service, which could be a revenue generator for the City.
- Develop a consolidated Public Works building and site.
- Coordinate improvements to the water and sewer system in conjunction with other work within public rights-of-way.
- Complete an overall assessment of the community's infrastructure condition and needs.
- Complete a specific assessment of the Avondale neighborhood's infrastructure condition and needs.

Goal: Improve the community's access to technology.

- Assess community technology infrastructure; encourage the provision of Broadband or fiber optic services capable of providing high speed internet service to all un-served areas.

COMMUNITY FACILITIES AND SERVICES

Goal: Provide effective fire and police protection throughout the community.

- Develop a training facility and firing range for the Police Department in order to keep training costs down.
- Establish a third fire station on the southern side of the City, south of US Highway 280.
- Establish a second precinct for the Police Department in a strategic location.

Goal: Provide recreational and educational opportunities for seniors in the community.

- Work with Central Alabama Community College (CACC) to develop educational classes, workshops, life-long learning, etc. geared toward seniors.
- Coordinate the activities at the Charles T. Porch Senior Center and the senior activity center at the Sportplex.
- Identify and develop properties for community gardens throughout the City, particularly within neighborhoods where seniors have easy access to them.

Goal: Provide more diverse recreational activities for children and youth.

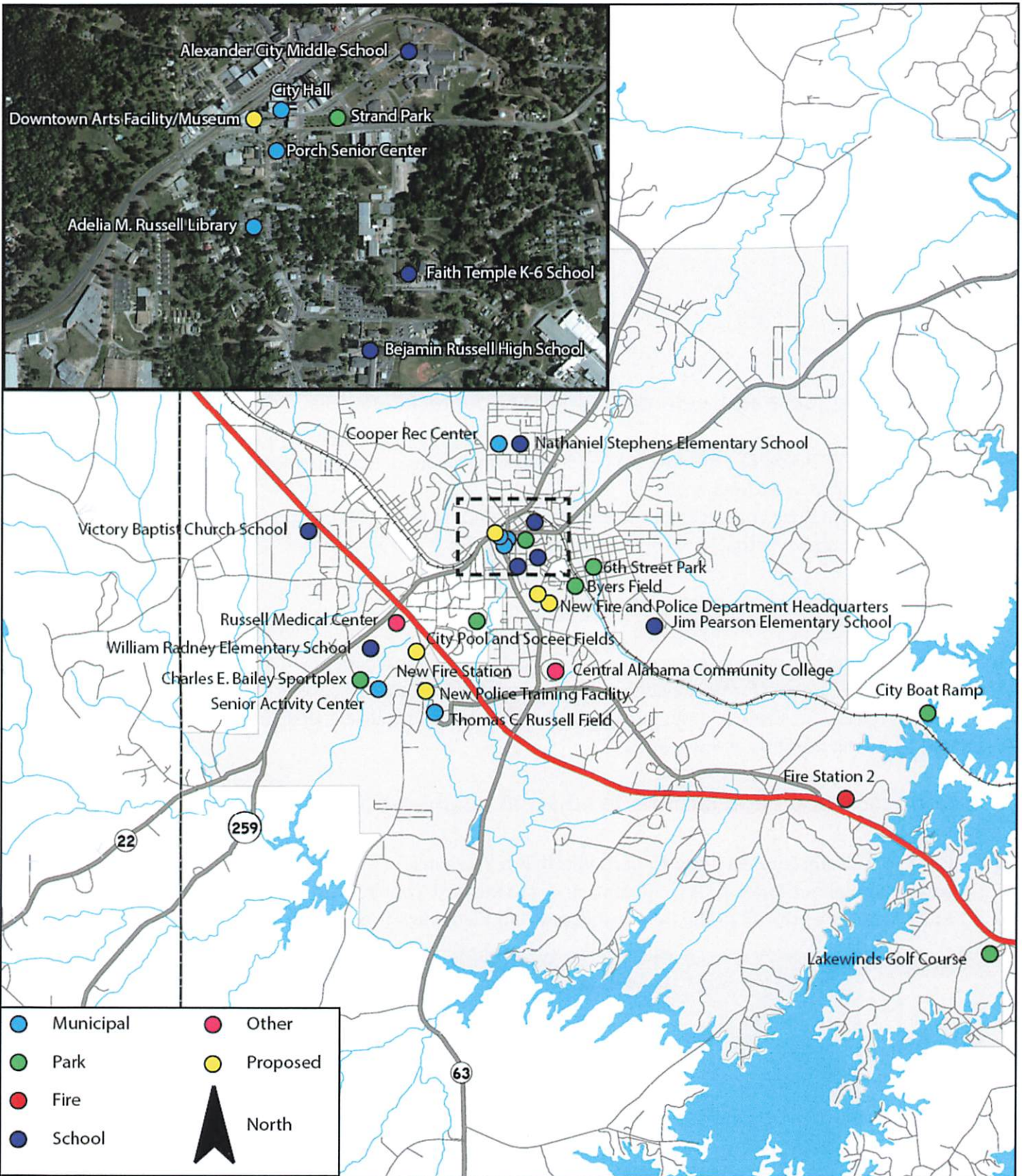
- Work with CACC, the Amelia Russell and Mamie's Place Libraries, and other entities to develop educational classes, workshops, life-long learning, etc. for people of all ages.
- Identify locations for neighborhood recreation space, to include playground equipment. These locations should be internal to neighborhoods and easily accessible by walking or bicycling, and particular attention should be given to locating these facilities in low-income neighborhoods.
- Identify and develop properties for community gardens throughout the City, particularly within neighborhoods and near schools.

Goal: Provide diverse recreational and social activities for young people and families.

- Provide quality of life amenities such as walking paths, trails, and recreational opportunities throughout the City.

Goal: Promote the Charles E. Bailey Sportplex as a tournament location for large sporting events.

- Secure marketing services dedicated to promoting Alexander City's recreational opportunities at the Sportplex.
- Develop lodging space in strategic locations such as downtown to create economic opportunity from large events.



Alexander City - Community Plan 2014

Figure 4 - Community Facilities and Services Plan

GOODWYN | MILLS | CAWOOD

Goal: Expand the range of healthcare services available to residents.

- Continue working with the Russell Medical Center to improve and upgrade medical facilities.
- Recruit and retain health care providers and professionals.
- Provide a continuum of senior living services and facilities; promote existing available services.
- Provide alternative options to emergency room treatment for meeting the health needs of low-income residents.

EDUCATION

Goal: Ensure adequate and well-maintained school facilities.

- Work with the Board of Education to conduct a comprehensive facilities needs assessment and develop a long-range plan to address needs.
- Work with the Board of Education to ensure that funding sources are in place for needed repairs, renovations, and eventual new construction on facilities.

Goal: Prepare students for career success.

- Foster partnerships between the schools and local industry and colleges to address local industry needs and prepare students for future college and career opportunities.
- Improve arts education through partnerships with arts organizations, dedicated funding, and programs and by hiring new fine arts teachers.

Goal: Connect schools and facilities to adjacent neighborhoods.

- Better physically connect schools, particularly Jim Pearson and William Radney Elementary Schools, to adjacent neighborhoods so that students and parents have choice in how to travel to school.
- Make schools a priority in the Bike and Pedestrian Plan when it is created.



GMC

Nathaniel Stephens Elementary School

HOUSING AND NEIGHBORHOOD REVITALIZATION

Goal: Protect, preserve and promote Alexander City's historic buildings, both downtown and in residential neighborhoods.

- Continue to develop the condemnation program to help remove dilapidated structures throughout the community. However, create a process that ensures no historic structures will be demolished without significant review.



GMC

Goal: Develop options for housing and neighborhood choice.

- Update the residential zoning ordinance classifications and Subdivision Regulations consistent with the goals and other recommendations outlined within the Alexander City Comprehensive Plan.
- Consider creative housing options such as allowing the construction/conversion of accessory dwelling units in traditional neighborhood districts to promote affordable housing options.

Goal: Improve housing affordability and maintenance within the community.

- Implement a property maintenance ordinance.
- Encourage the creation of a Community Development Corporation to assist homeowners with maintenance and repairs.
- Work with the Alexander City Housing Authority to establish a list of certified landlords and develop rental housing options.
- Create a database of property owners and a program to enforce maintenance, especially by absentee landlords.
- Explore the use of Alabama's land bank authority legislation to create a land banking program for the City to acquire vacant and deteriorated properties.

OPEN SPACE, NATURAL, CULTURAL AND HISTORIC RESOURCES

Goal: Protect, preserve, and sustain Alexander City's natural resources.

- Develop a comprehensive watershed management program to protect the watersheds within the community and Lake Martin.
- Develop a floodplain protection ordinance to limit development and protect sensitive areas within the community.

Goal: Promote Alexander City's rich natural resources and develop the City as a recreational destination.

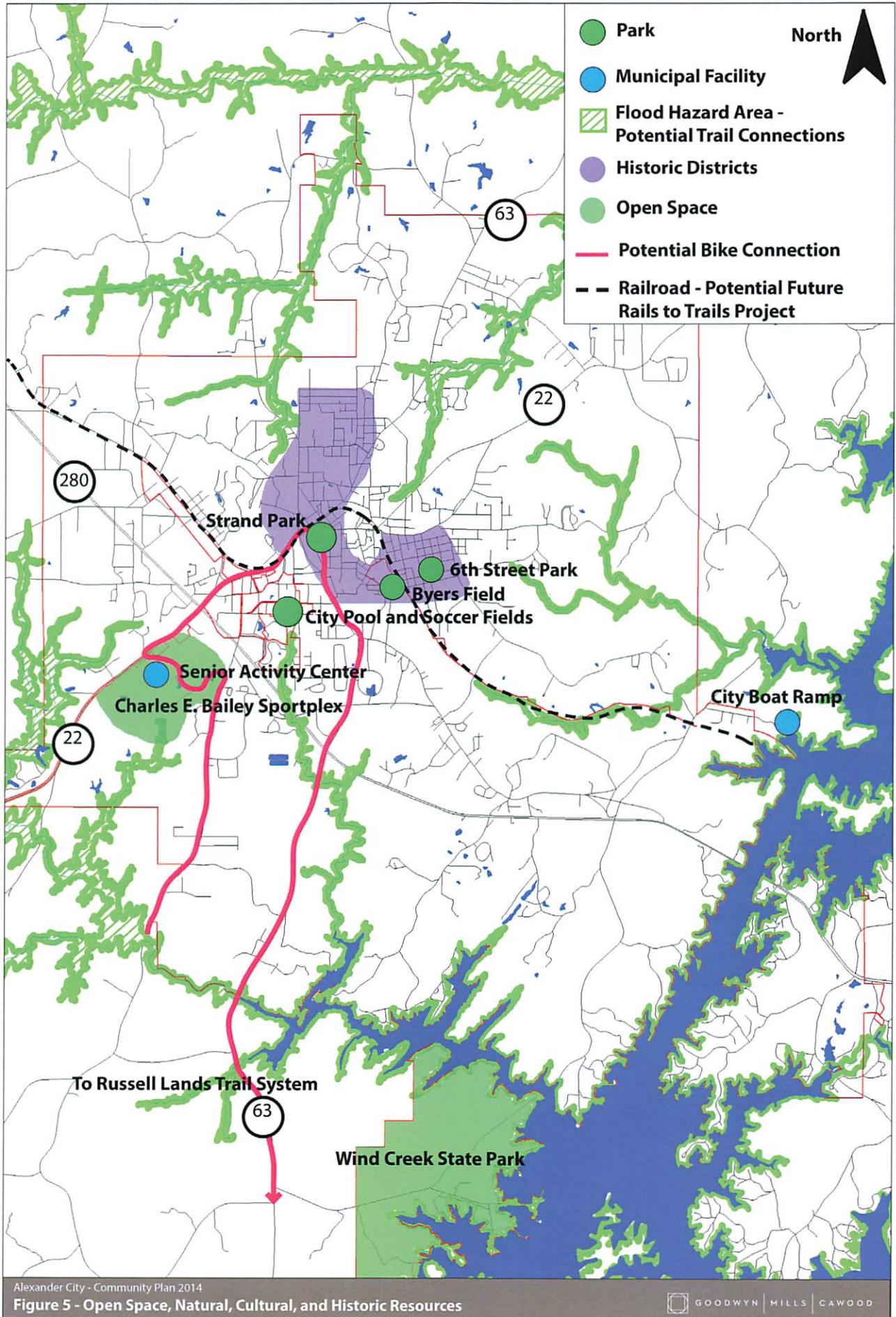
- Develop eco-tourism strategies such as creating Blueways and Greenway trails, promoting Alabama Birding Trails, and developing sportsman events such as fishing tournaments.
- Develop recreational opportunities that utilize Lake Martin, the Tallapoosa River, and the numerous State parks within close proximity to the City.
- Develop a Tourism Board to promote Alexander City as a destination for a variety of activities: sports and sporting, heritage tourism, and recreation.
- Secure marketing services dedicated to promoting Alexander City's recreational opportunities such as the Sportplex and Lake Martin.
- Develop trail connections between recreational destinations, such as the Charles E. Bailey Sportplex, Wind Creek State Park, and the Russell Lands trail system.



GMC

Goal: Promote and protect Alexander City's historical heritage.

- Consider designating the other National Register Historic Districts in the City as local historic districts so that the Historic Preservation Commission has design review control over these important resources.
- Once the local districts are created, craft design guidelines specifically for the residential historic districts.



DOWNTOWN

Goal: Sustain and develop Alexander City's downtown area.

- Develop downtown Alexander City as a regional destination.
- Encourage infill development in vacant storefronts within downtown, especially along Broad Street and Main Street.
- Consider streetscape improvements along Cherokee Road, Main Street, and Church Street.
- Extend Main Street Alexander City's area to include Cherokee Road.
- Renovate Hamp Lyon Stadium to provide an enhanced venue for local sporting events.

Goal: Enhance Downtown Alexander City as an active mixed-use district.

- Work with any future developer on the possibility of redeveloping vacant or semi-vacant properties as mixed use.
- Encourage the development of residential lofts, apartment, condominiums, etc. within the downtown area and ensure that ordinances allow these uses.
- Consider infill development on underutilized parking lots in the Downtown area.
- Create an entertainment district downtown.
- Identify and develop a property for a community garden in a neighborhood adjacent to Downtown.
- Develop a downtown arts facility (with community theater and museum).

Goal: Improve the beauty and aesthetics of downtown.

- Develop and implement a streetscape program in downtown that includes unified signage, street lights, and appropriate street trees.
- Consider improvements to Main Street and Church Street to improve the aesthetics of the corridor, including street trees, lighting, signage, etc.
- Better develop the tree canopy in downtown and surrounding neighborhoods through the development of a Tree Planting Master Plan that requires tree planting with any new development or substantial redevelopment.

Goal: Protect, preserve, and promote Alexander City's historic buildings, both downtown and in surrounding residential neighborhoods.

- Promote Main Street Alexander City's program to assist with façade rehabilitation and maintenance of historic structures.
- Revise ordinances to ensure that front yards are not paved for parking.



Alexander City - Community Plan 2014

Figure 6 - Hamp Lyon Stadium before Renovation

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Alexander City - Community Plan 2014

Figure 7 - Hamp Lyon Stadium after Renovation

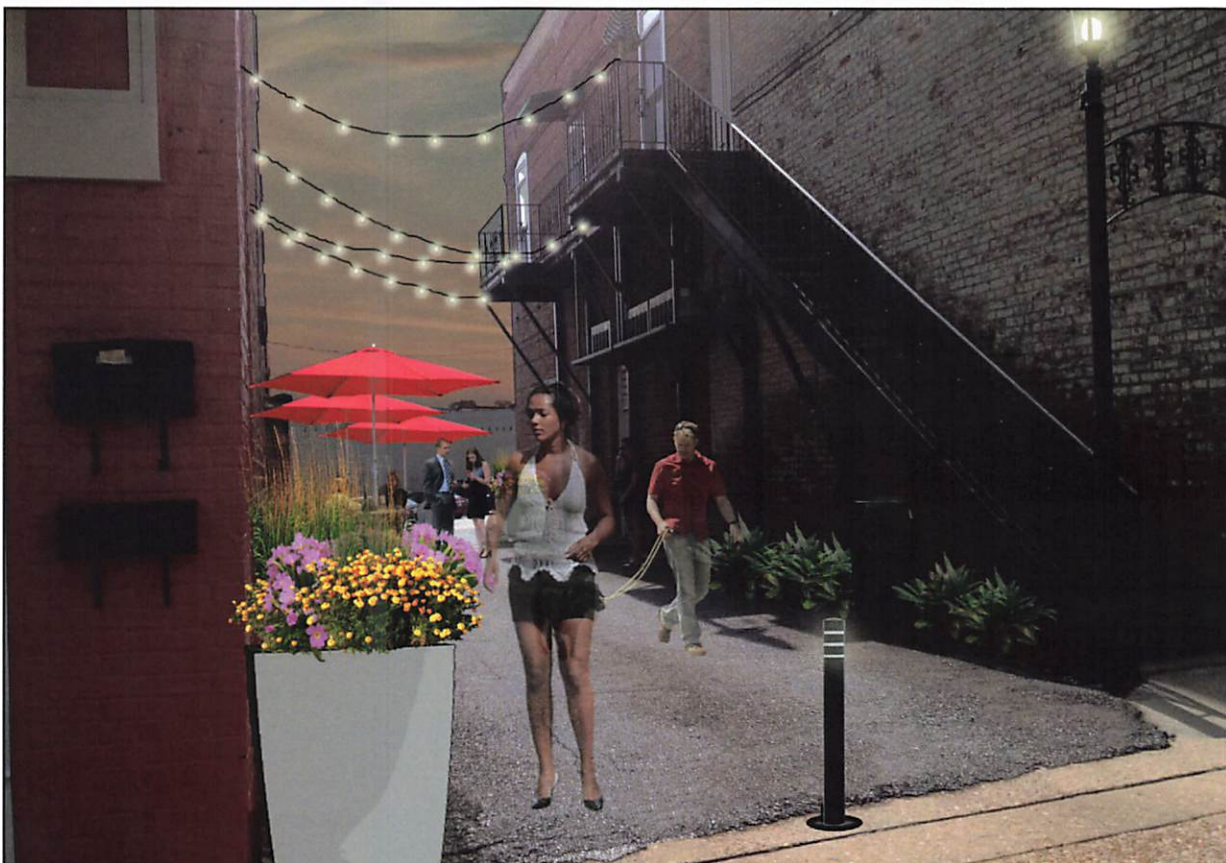
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Alexander City - Community Plan 2014

Figure 8 - Downtown Alley before Improvements

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Alexander City - Community Plan 2014

Figure 9 - Downtown Alley after Improvements

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Goal: Improve the safety and effectiveness of all modes of transportation in the downtown area.

- Improve Church Street, Main Street, Cherokee Road, Hillabee Street, and North and South Central Avenues as significant connections for interior circulation within the community through bicycle lanes and sidewalks. Intersection and median improvements should be considered to facilitate traffic flow at an appropriate pace for each surrounding neighborhood Church Street, Hillabee Street, and North and South Central Avenues pass through.
- Create important, safe pedestrian connections across the railroad tracks and along Cherokee Road.

Goal: Develop opportunities for bicycle and pedestrian facilities between Downtown, residential neighborhoods and other locations in the community.

- Improve the intersection at Jefferson Street, Hillabee Street, Circle Drive, and Semmes Street in order to create important and safe pedestrian connections to downtown.
- Improve pedestrian connectivity in front of the Fire Station on Lee Street.



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Lee Street adjacent to the Fire Department. The sidewalk disappears in this area of downtown.



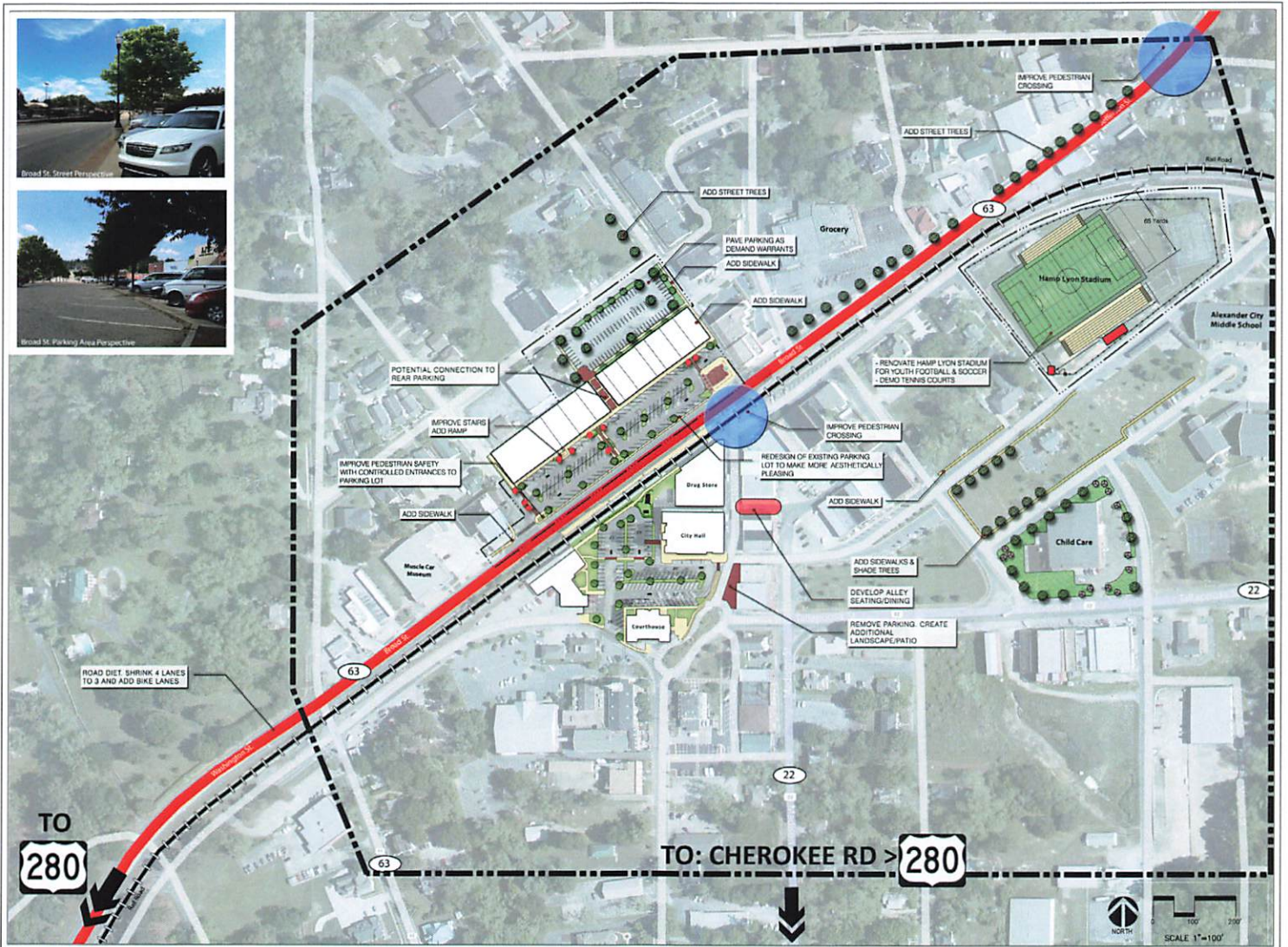
Alexander City - Community Plan 2014
Figure 10 - Downtown Railroad Crossing

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Alexander City - Community Plan 2014
Figure 11 - Downtown Railroad Crossing after Improvements

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Alexander City - Community Plan 2014
Figure 12 - Downtown Concept

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FORMER RUSSELL PROPERTY

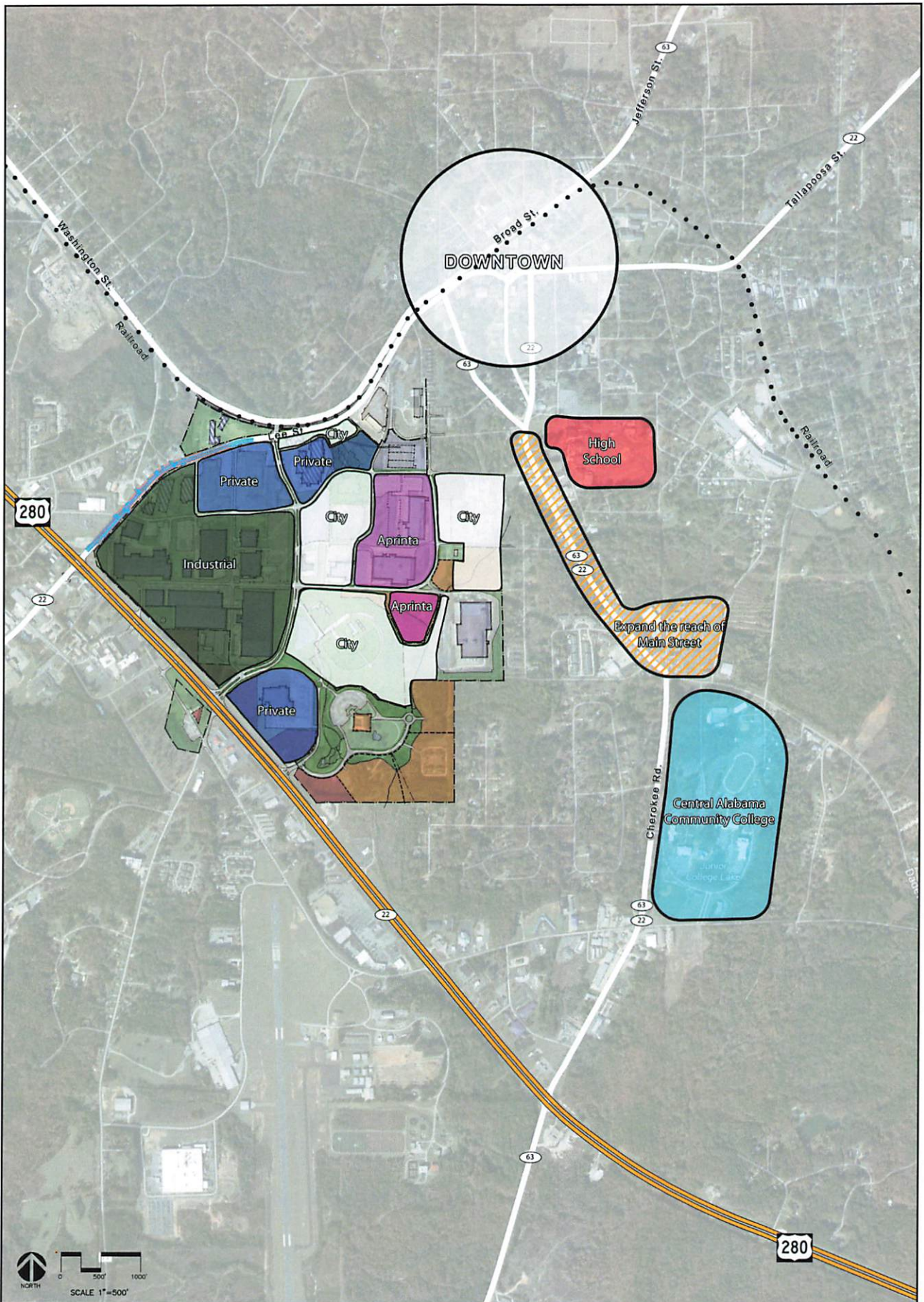
Goal: Redevelop the former Russell manufacturing site.

- Establish City control over as much of the former Russell property as possible through acquisition or other means.
- Develop a master plan for the redevelopment of the site.
- Annex all of the property into the City.
- Appropriately zone the property for mixed use development that will allow commercial, office, residential, and even light industrial uses to foster the most productive and advantageous use of the property.
- Establish connections from the property to downtown through the development of connecting roads, sidewalks, walking trails, and bike paths throughout the property.
- Complete an infrastructure assessment.



GMC

Former Russell Property. Much of the property has been cleared.



Alexander City - Community Plan 2014
Figure 13 - Former Russell Manufacturing Property

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ECONOMIC AND COMMUNITY DEVELOPMENT

Goal: Improve the appearance and aesthetics of the City as a whole.

- Improve the appearance of community gateways, particularly at the intersection of Lee Street and US Highway 280 and the gateway on Cherokee Road.
- Improve the appearance of main highway arteries, especially on US Highway 280, Cherokee Road, Tallapoosa Street and Washington Street to historic downtown.
- Implement an attractive, standardized way-finding signage system to better direct visitors to downtown and to identify important locations within the community.
- Support the Main Street program and the revitalization of downtown.
- Reactivate the Beautification Board; emphasize neighborhood pride by recognizing well-maintained yards and homes.
- Update and enforce zoning and building codes, particularly on absentee landlords.
- Increase planned demolition of substandard housing.
- Increase investments in upgrading the appearance of low-income neighborhoods, particularly in the Avondale Mills neighborhood. Develop a redevelopment plan to include sidewalks and tree planting for the neighborhood.
- Preserve and provide access to greenways, open space, natural areas, and parks.



GMC

Gateway to downtown on Tallapoosa Street.

Goal: Recruit more businesses to Alexander City.

- Recruit more retail businesses, including restaurants and clothing stores.
- Actively market the community's existing industrial sites and parks.
- Identify and promote the unique attributes of the community and share information with economic development prospects that provide a good match.
- Update and prepare promotional brochures on facilities, land, and the community and share information with economic development targets.
- Initiate multi-jurisdictional efforts to promote regional economic and community development.



Alexander City - Community Plan 2014
Figure 14 - Cherokee Road (1)

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Alexander City - Community Plan 2014
Figure 15 - Cherokee Road after Improvements (1)

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Alexander City - Community Plan 2014
Figure 16 - Cherokee Road (2)

GOODWYN | MILLS | CAWOOD



Alexander City - Community Plan 2014
Figure 17 - Cherokee Road after Improvements (2)

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Goal: Increase civic engagement and stakeholder involvement in all aspects of community development.

- Provide multiple opportunities for public involvement through deliberative forums, town meetings, festivals, and community improvement projects.
- Initiate regular meetings of IMAGINE to ensure collaboration.
- Develop an action plan to enhance community racial diversity and engagement.

Goal: Ensure that education in Alexander City remains outstanding so that future workers are equipped to meet the diverse needs of industry and business.

- Develop programs to educate parents about opportunities for technical training and careers.
- Establish and support vocational training and apprenticeship programs that meet the needs of local business, develop skills in younger workers, and re-train existing workers.
- Coordinate vocational and technical training curriculums with the needs of local business and industry.
- Foster a cooperative relationship among boards of education, private employers, two-year colleges, universities, and training providers to enhance workforce development.

Goal: Support and retain existing businesses while expanding opportunity for small business development.

- Provide financial incentives to support the expansion of existing businesses.
- Meet annually with the City's largest employers to express appreciation for their business and obtain information related to their needs.
- Inform entrepreneurs of government-sponsored small business loans, grants, and incubator programs.
- Create a small business incubator; identify and secure building and hire staff.

Goal: Support and develop tourism opportunities.

- Create a conference center to capitalize on tourism potential.
- Develop a downtown arts facility.
- Enhance recreational, artistic, cultural and entertainment venues and uses; emphasize entertainment/ social activities for college aged students.
- Promote outdoor recreation opportunities, including fishing, hunting, biking, boating, horseback riding, and team sporting events.
- Support improvements in the hospitality infrastructure, including hotels, bed and breakfasts, restaurants, and entertainment.
- Promote local historic sites.
- Support the development of new tourist attractions, facilities, and activities.
- Develop an action plan for marketing downtown to the Lake/retirement community.

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RECOMMENDATION ACTION ITEMS

For each of the Comprehensive Plan goals and recommendations, there are action steps that should be considered in order to implement the policies or recommendations. These action items may change, over time, however it is important to identify some of these. Previous and current plans should be continuously updated and implemented to ensure results and take advantage of momentum.

As part of the Alexander City Comprehensive Plan process, a preliminary Implementation Guide should be developed. This Implementation Guide should outline each recommendation, responsible parties and establish a time frame for prioritization along with potential costs and funding sources. The Implementation Guide should be considered as general input into ongoing decisions and should be reviewed and updated on an annual basis in conjunction with the yearly budget and Capital Improvements Plan. The Implementation Guide should also be coordinated with ongoing strategic planning.

RESPONSIBILITY AND GOVERNANCE

Implementation of the Comprehensive Plan should be considered a public/private initiative, with organizations, business and the city working together for the good of all citizens. All City departments must continue to work together. Volunteers are needed to make projects work, but public and private leadership is key.

PRIORITIES AND TIMEFRAME

Priorities may be considered short-term, mid-term and long-term. These designations take into account the importance of a recommendation as well as a sense of time sensitivity or urgency. Such priorities are reflected in the Plan and should be included and updated as part of the implementation guide.

FINANCING AND FUNDING AND PUBLIC/PRIVATE INVESTMENTS

It should not be presumed that the Comprehensive Plan is implemented by City resources alone. Most of the Plan recommendations will be implemented by the private sector. The City's goal is leveraging and supporting private sector resources to accomplish the desired results. Plan implementation should also be seen as an investment strategy and not just spending public funds.

Financing and funding of City initiatives should include the use of City funds, grants, loans, other incentives and special funding generated through related development authorities such as the Industrial Development board, Main Street Alexander City, Chamber of Commerce, LMEDA, a land trust, and other public-private development organizations. Other more common development authorities such as the utility board, school board, parks board, etc. could be leveraged as well. Cooperation with other agencies, organizations, and non-profits is critical to plan implementation.

CAPITAL IMPROVEMENT PLANNING AND BUDGETING

While the Implementation Guide provides general direction to implementation and financing, the City of Alexander City should include a five year Capital Improvements Plan as part of long-term financial planning. The Capital Improvement Plan is meant to outline which projects are priorities for the City and how those projects will be accomplished and budgeted. The Capital Improvement Plan should be updated on a yearly basis as the financial outlook for the City changes.

REGULATORY TOOLS

Certain regulatory tools are important to the implementation of the community master plan. These tools include zoning ordinances, subdivision regulations, historic districts and design review, property maintenance ordinance, and others. These tools should be seen as consistent with the Community Plan and amended, as needed, to further implementation of the Plan.

ONGOING AND PROJECT PLANNING

Continuous review and updating of the Community Plan is important to responsible implementation of the plan. Such updating should be done as needed, and at least every five years. Annual reports should be made by the Planning Commission to the Mayor and Council on the status of the plan.

More detailed district and project plans must be considered in order to implement the community plan. These district plans may include neighborhood plans, downtown plans, special district plans, e.g., lakefront plans, etc.

APPENDIX A: COMMUNITY ASSESSMENT

COMMUNITY ORGANIZATION ANALYSIS

Alexander City, Alabama operates under a Mayor-Council form of government. The governing body is composed of six council members elected by district, and a mayor who is elected at-large. The City of Alexander City also has several active boards and commissions that help support city staff and elected officials. The following is a list of those boards and commission:

- Airport Advisory Committee
- Board of Education
- Board of Adjustments
- Board of Adjustments for Fire Department
- Construction Board of Appeals
- Historic Preservation Commission
- Housing Authority
- Industrial Development
- Library Board
- Medical Clinic Board
- Mental Health Board
- Park and Recreation Advisory Board
- Planning Commission
- Sick Bank Review Committee
- Special Care Facilities Financing Authority
- Tree Board

The following information outlines several departments and organizations which are included within the organizational structure of the City. These typically are the “face” of the city and are seen on a daily basis working in various capacities throughout the City.

Building Department – The Alexander City Building Department is tasked with providing residents and businesses needed information to meet minimum standards as set forth in the adopted City Ordinances, Zoning Ordinance, Subdivision Regulations and Building Codes. The Building Official serves as the Zoning Administrator, Code Enforcement Officer, and City Staff for the Board of Adjustments, Planning Commission, and Historic Preservation Commission.

Fire Department – The Alexander City Fire Department protects approximately 15,000 residents by operating at two stations within the City limits on a combination paid and volunteer department.

Police Department – The Alexander City Police Department provides personal and property protection throughout the City and Police Jurisdiction. The Department has one station, downtown in the old City Hall building. The Fire and Police Departments have discussed the need for a Public Safety Building to house both departments.

Parks and Recreation Department – The Parks and Recreation Department operates and maintains all of the City’s recreational facilities. They are responsible for passive and active recreation, as well as several structures throughout the City where these activities take place including the Cooper Recreation Center, Strand Park in downtown, the 6th Street Park, and the City Boat Ramp at Lake Martin. The Parks and Recreation Department also operates the Charles E. Bailey Sportplex, a unique facility that is an asset to the City. The Sportplex hosts an average of four baseball tournaments a year, but could host more.

Public Works Department – The Alexander City Public Works Department is a tremendous asset to the community and works to improve and expand the City’s infrastructure. Alexander City utilizes a micropaver system to inspect road surfaces throughout the City, creating a priority list based on the condition of streets. The Public Works Department also manages the construction and maintenance of the sanitary and storm sewers.

ARISE Public Transportation – ARISE is a Title VI program that operates an on-demand service Monday through Friday. More public information about the service is needed as many residents believe that the program is only open to seniors.

POPULATION

The population of Alexander City, according to the 2010 U.S. Census, is 14,875, while Tallapoosa County’s population is 41,618. Although the City of Alexander City has seen a slightly less than 1% decrease in its population over the past ten years, it has maintained a fairly consistent population over the past several decades, mirroring the population trend of the county as a whole. Compared to the state of Alabama, however, Alexander City’s growth rate since 1990 is significantly lower, near zero compared to Alabama’s 18.2% growth rate.

Alexander City is a very large city for the size of the population, with housing scattered throughout the City limits and the population very sparsely settled. With this in mind, neighborhood revitalization efforts are important to sustain economic development within the central parts of the city, especially in Alexander City’s historic districts.

The City of Alexander City in general possesses an outstanding small-town quality of life that is very appealing to the more mature and retired populations. According to the 2012 Census estimates, more than 25% of the county’s and over 20% of Alexander City’s populations are over 60.

Figure 18: Population Trends

Alexander City Historical Population Growth			
Year	Total Population	Population Change	Percent Change
2012 (estimate)	14,564	-311	-2.0%
2010	14,875	-133	-0.8%
2000	15,008	+91	+0.6%
1990	14,917	-	-

Tallapoosa County Historical Population Growth			
Year	Total Population	Population Change	Percent Change
2010	41,618	+143	+0.3%
2000	41,475	+2,649	+6.8%
1990	38,826	-	-

Alabama Historical Population Growth			
Year	Total Population	Population Change	Percent Change
2010	4,779,736	+332,636	+7.48 %
2000	4,447,100	+406,513	+10.06 %
1990	4,040,587	-	-

Alexander City Race Distribution					
Year	Total Population	White (%)	Black (%)	Hispanic (%)	Other (%)
2012 (estimate)	14,564	61.4%	32.6%	4.7%	1.3%
2010	14,875	62.2%	32.0%	4.8%	1.0%
2000	15,008	69.7%	29.7%	0.4%	0.2%
1990	14,917	71.8%	27.8%	-	0.4%

Source: census.gov

Alexander City has seen its minority populations continue to increase since 1990; the Hispanic population in particular grew substantially from 2000 to 2010. The black population has also steadily increased since 1990, now composing almost one-third of Alexander City’s population. There is a need for greater participation and diversification in public involvement efforts throughout the City to better reflect Alexander City’s diverse population.

Figure 19: Median Household Income

Median Household Income			
Year	Alexander City	Tallapoosa County	Alabama
2010	\$34,782	\$36,904	\$42,081
2000	\$29,309	\$30,745	\$34,135
1990	\$20,970	\$21,509	\$23,597

Source: census.gov

Incomes in Alexander City have not kept pace with incomes in the County and State. In 1990, Alexander City households earned about 89 percent of what residents across Alabama earned, but in 2010, households only earned 83 percent of median household income for the State.

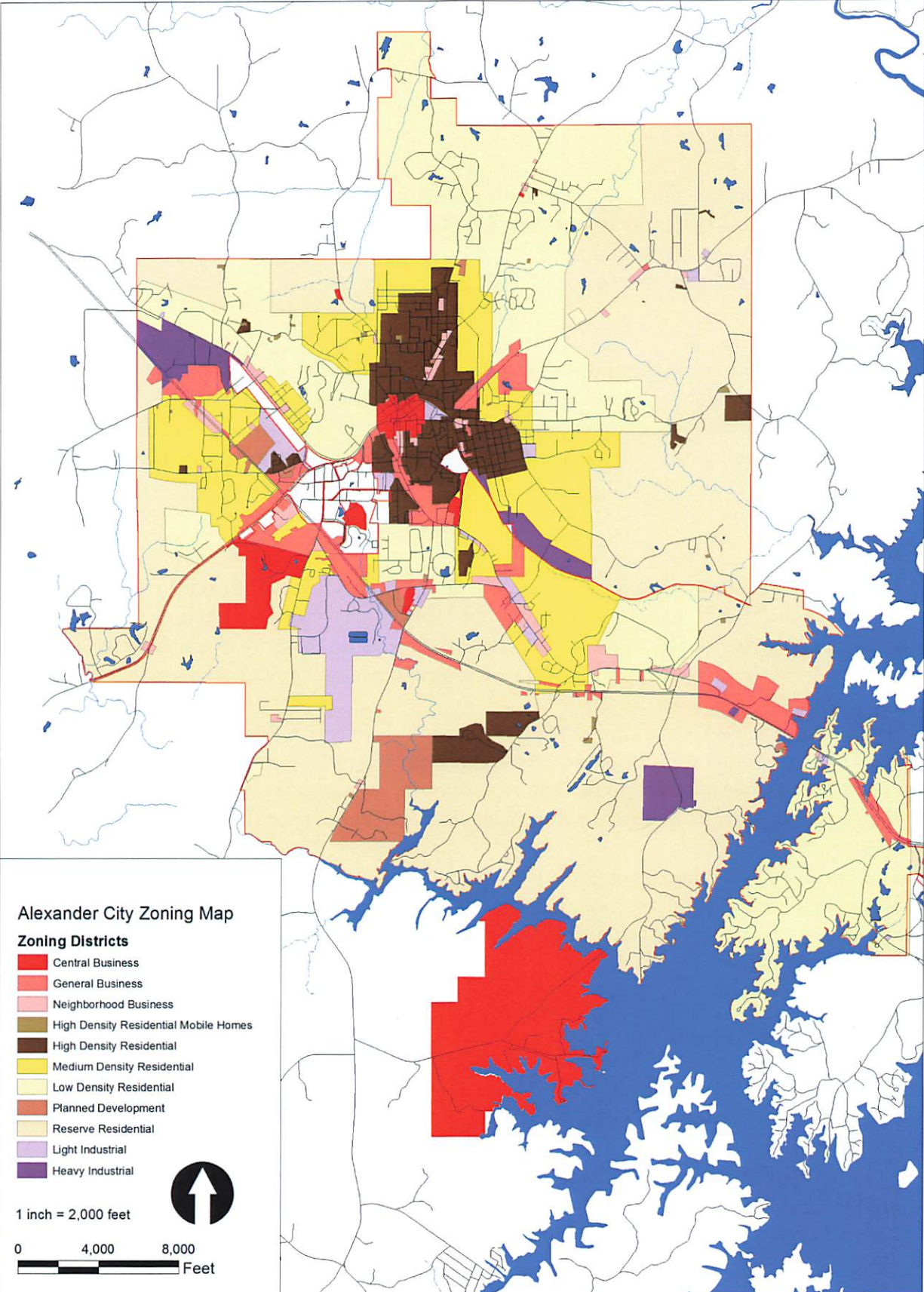
LAND USE

Within Alexander City, land uses are primarily defined based upon the east-west spine of the US Highway 280 corridor and around the railroad tracks that run through downtown. At the historic core of Alexander City, located at the geographic center of the community, is a downtown composed of a concentration of commercial uses mixed with institutional, civic, and office uses. Surrounding this historic core are industrial and former industrial uses to the south in the former Russell property, and historic neighborhood residential uses to the north and east.

Farther north of downtown, residential land uses are generally newer, suburban neighborhoods and subdivisions. Beyond those, residential land uses begin to transition into more rural/agricultural land uses. Typically these are large lot homes. There are few commercial uses north of downtown along State Route 63. Most of the development along this route is residential in nature, with some of the City's multifamily housing located in this area. There is some commercial use along State Route 22 to the northeast of downtown. Other than this commercial use adjacent to the corridor, State Route 22 is mostly natural in character past 11th Avenue North.

South of downtown along State Route 63 (Cherokee Road) there is an older commercial corridor characterized by older strip development. Much of this development needs reinvestment, and there are a significant number of abandoned signs along this corridor. The former Russell property also lies south of downtown, with some industrial uses still in operation, and another set to begin in the near future. The majority of the buildings on the site have been demolished, clearing the site for future use and redevelopment.

Lake Martin lies to the east of the City's center, and uses on the Lake are primarily residential or natural.



Alexander City - Community Plan 2014

Figure 20 - Zoning Map



TRANSPORTATION

Regional Transportation

The regional transportation system in Alexander City, maintained by the Alabama Department of Transportation, is in good condition. Within the community, US Highway 280 connects Alexander City to the larger region, running east-west toward Birmingham and Auburn/Opelika. Two state routes intersect in downtown Alexander City, State Route 63 and State Route 22, with State Route 63 running north-south and State Highway 22 running east-west.

One point of contention within the community is truck traffic traveling through downtown and residential neighborhoods on the State Routes. While there has been some discussion about the possibility of a northern bypass to divert truck traffic away from downtown and the 2007 Comprehensive Plan proposed such a bypass, there has been no real planning or movement on this route. Overall, congestion in the City is minimal.

Local Transportation

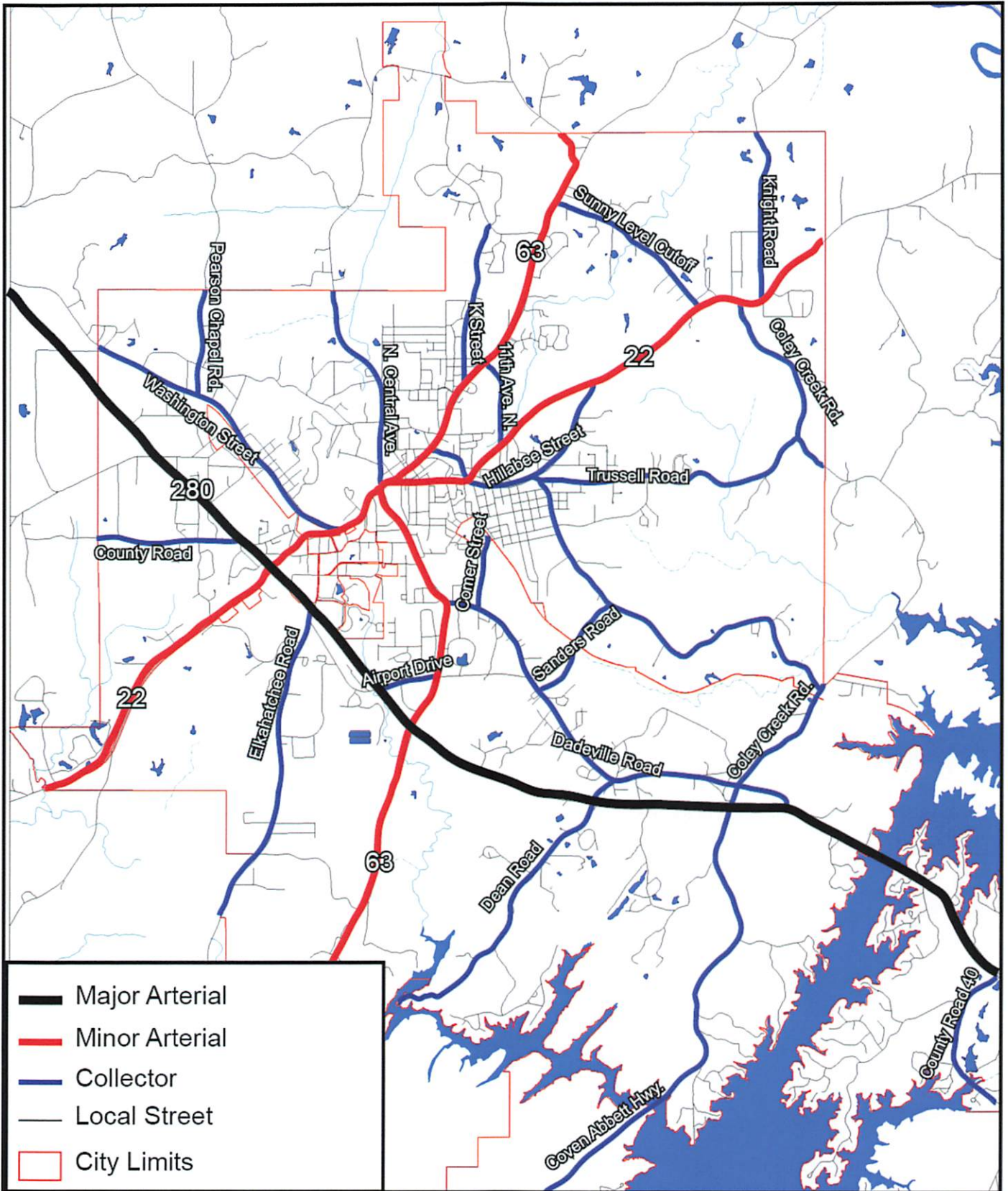
While much of the local transportation infrastructure within Alexander City is in good condition, there are streets and sidewalks that need repairs. The City's Public Works Department maintains the local street and sidewalk systems as part of their overall program. They have a construction crew responsible for maintenance and resurfacing as well as needed street striping, street sweeping and necessary sidewalk repairs.

The City has recently been awarded a Transportation Alternatives Program (TAP) grant from ALDOT to perform streetscaping improvements on Broad Street and the repaving of the parking lot. Another grant has been obtained to relocate utility lines underground and replace traffic signals at the intersection with the railroad tracks. With this project, Norfolk Southern will be installing crossing arms at the Main Street intersection.

There are some issues with flooding throughout the community due to stormwater runoff. Some of these areas are downtown at the Five Points intersection, Highway 280 near Wal-Mart, and in the neighborhoods south on State Route 22. A more holistic approach to stormwater management is needed, as is enforcement and revision of stormwater ordinances.

Public Transportation

ARISE provides Alexander City's and Tallapoosa County's public transportation. It is an on-call service, available Monday through Friday to anyone. ARISE is a Section 5311 provider, with most funding provided through a federal grant. ARISE has five vehicles, four of which are handicapped equipped. The program provides on-demand rides with 24 hour notice anywhere in the County. The City provides in-kind funding to the program. Most riders are elderly individuals going to medical appointments. ARISE estimates that about 95 percent of its riders are based in Alexander City, and most trips made are an average of approximately six miles.



Alexander City - Community Plan 2014

Figure 21 - Functional Street Classifications

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Source: City of Alexander City and ALDOT

HOUSING

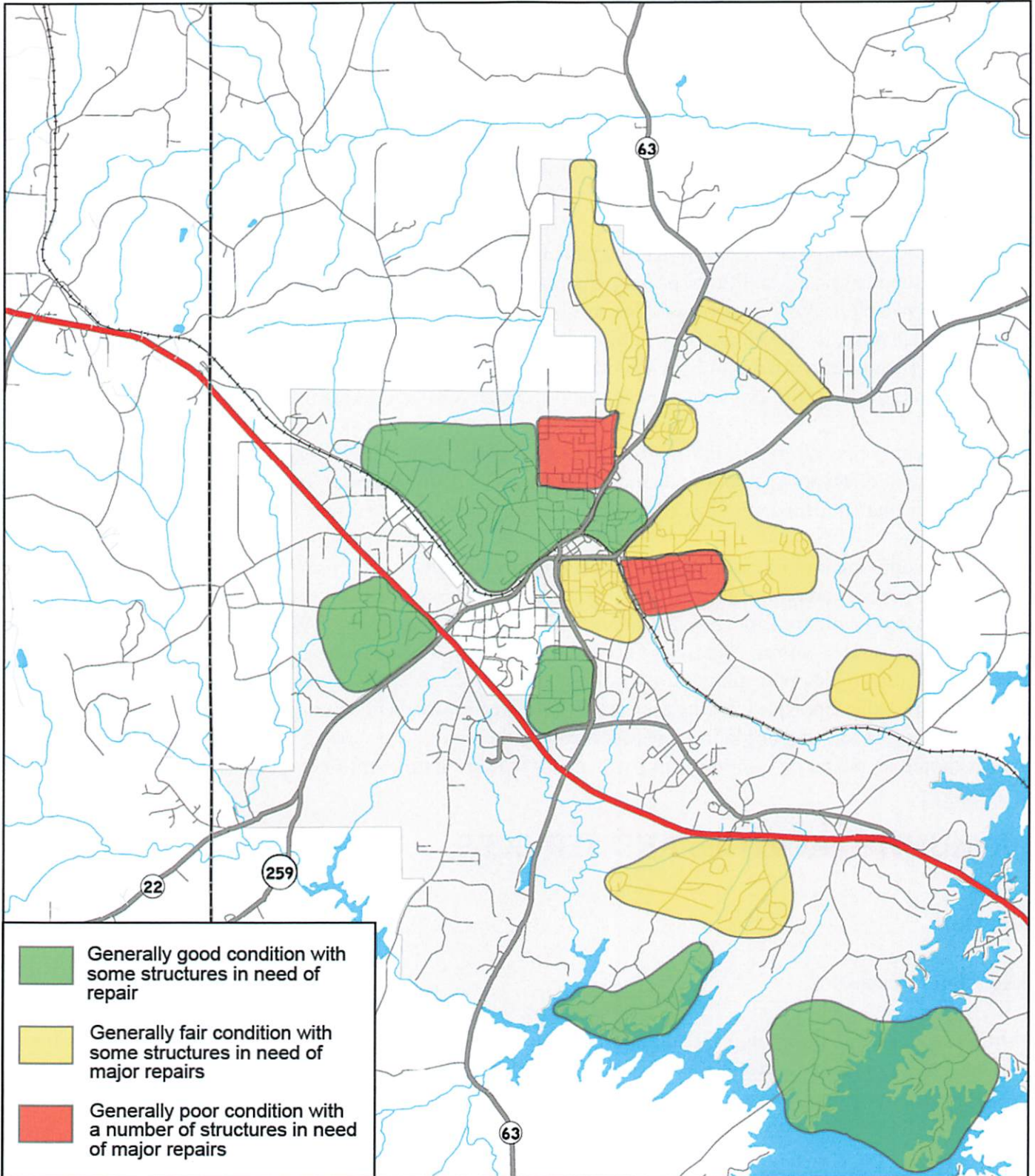
In Alexander City there are a range of housing options located in several different districts within the community.

The condition of housing within the community is illustrated in the Housing Conditions diagram. A majority of the historic homes are located near the geographic center of the community. Within the area, homes are generally in sound condition, but are subject to rehab on an as needed basis. Neighborhoods farther from the center of the City vary in condition, with neighborhoods to the south near CACC being in generally sound condition.

To the east lies the former Avondale (now Parkdale) mill and its mill village, in which housing conditions vary, but most of the houses are in fair to deteriorating condition, one of the two neighborhoods with somewhat poor housing conditions. To the west of the Avondale neighborhood, across the railroad tracks, housing conditions are better, though some are still in need of repair. To the east of Avondale housing becomes more sparsely located, and in this area housing is in fair condition. The other neighborhood with poor housing conditions lies to the north of Harper Cemetery, among the lettered streets. Along North Central Avenue to the north of the City housing conditions are fair, with some in need of repair. This corridor is where a number of the City's mobile homes can be found. Immediately north of downtown and extending westward is the North Central Historic District, which is characterized by historic homes in fairly good condition, with a few needing minor repairs. The Russell Family Historic District, to the west of downtown and surrounded by the North Central Historic District, has houses in good condition. To the south, across Cherokee Road from Central Alabama Community College lies the Young Acres neighborhood, where housing is in generally good condition.

For the size of the City, there are a surprising number of multi-family complexes, most in fairly good condition. Public housing in Alexander City is managed by the Alexander City Housing Authority. The Housing Authority manages 477 units and houses over 1200 residents. There is a waiting list of approximately 200 families. The typical wait time is nine months to one year. The Housing Authority also manages the Section 8 voucher program. There is a significant need in Alexander City for affordable housing, both in multifamily units and rental houses. The Housing Authority's units are all in good condition, but there is no funding to build additional units. There is a great need for good quality rental housing property and involved landlords who will maintain their properties.

According to David Scott, the director of the Alexander City Housing Authority, the two greatest needs for residents of public housing are transportation and child care.



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Figure 22 - Housing Conditions

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ECONOMIC DEVELOPMENT

Tallapoosa County has a workforce of 18,600 with approximately 6,500 of those located in Alexander City. Of note to Alexander City's workforce, about thirty percent is located in manufacturing despite the loss of much of the Russell manufacturing employment. Only 23 percent of the County's workforce is in manufacturing, while slightly less than fourteen percent of Alabama's is.

In Alexander City, most of the organizational elements for economic development are in place, including an industrial development board, industrial parks, a chamber of commerce, and available building sites. There is also a spec building available at the former Russell site; it is being marketed by the Lake Martin Area Economic Development Alliance (LMEDA). LMEDA works closely with both the City and the Alabama Department of Economic and Community Affairs and has a good relationship with state officials. The local Chamber of Commerce is also active and involved with economic development through retail and industrial development and recruitment.

There is significant opportunity for industrial and commercial development in Alexander City, as there is ample available land with direct access to both rail and US Highway 280 at the former Russell complex site. While there is no access to interstate in Alexander City, access along the surrounding state routes is excellent.

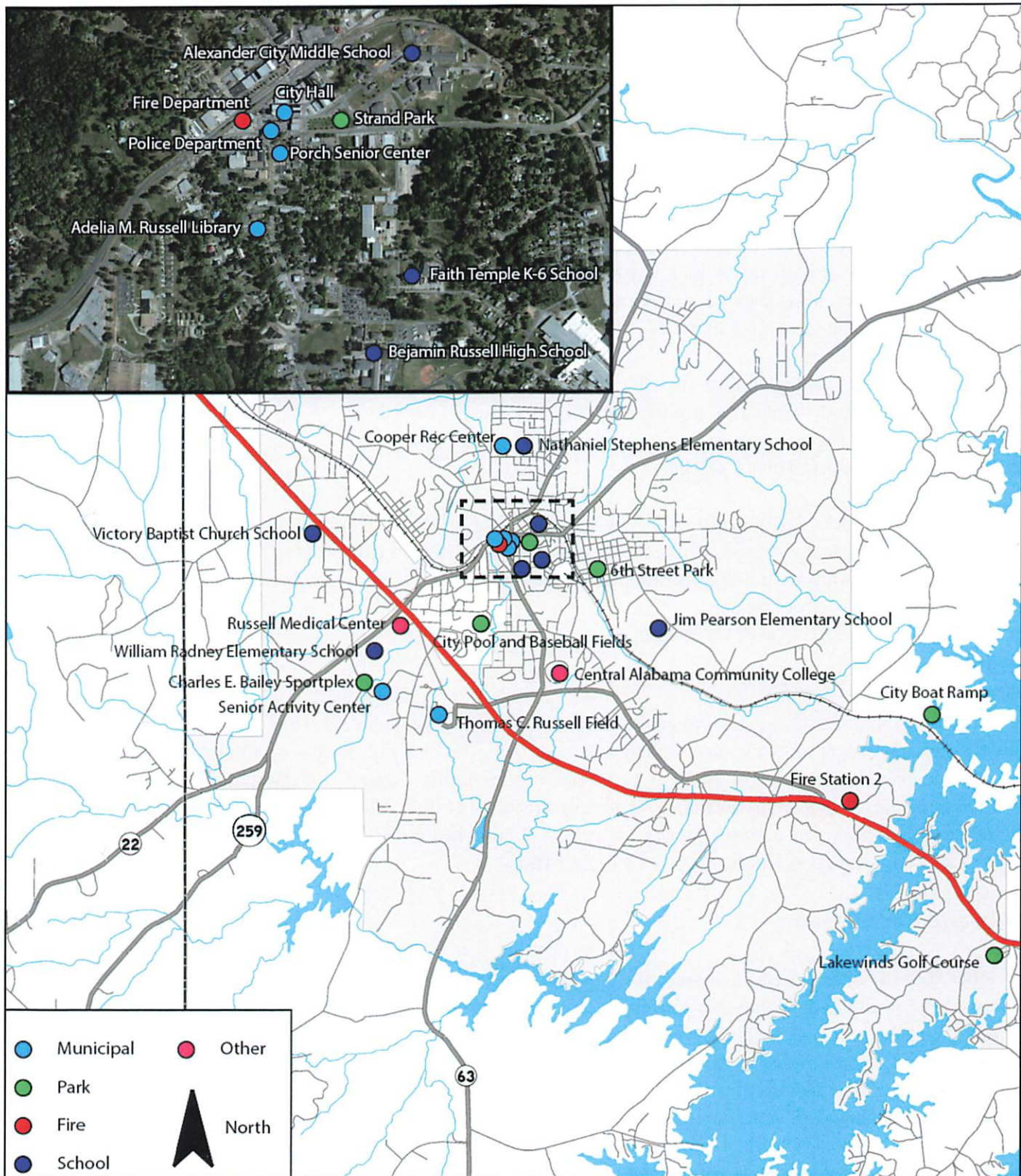
An important component of economic development for the community is tourism-related activities. Currently Alexander City generates revenue on these activities based on proximity to Lake Martin, Wind Creek State Park, and Horseshoe Bend Military Park as well as events such as Jazzfest and Sunfest. With its proximity to Lake Martin and these other natural resources, Alexander City can capitalize on its unique location and attributes to a greater extent. There is also ample opportunity for Alexander City to become a regional destination for sporting events, as the Charles E. Bailey Sportplex has the capacity to host large tournaments throughout the year. There might be missed opportunities to bring outdoor-related tourism together with history-related and small town retail-tourism. Emphasis should be placed on creating joint partnerships that bring these entities together for special events.

COMMUNITY FACILITIES AND SERVICES

Education

Public School System

Within Alexander City, education plays an important role and has a strong history in the community. The school system has strong, proactive leadership and is focused on addressing the needs and issues of students, parents, and the community. The system recently created a five-year strategic plan called ACS 2020: A Pursuit of Excellence (2014-2020). The system serves 3084 students, and the high school graduation rate in 2013 was 81 percent.



Alexander City - Community Plan 2014

Figure 23 - Community Facilities and Services

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Benjamin Russell High School, located at the intersection of State Route 63 and State Route 22 within close proximity to downtown Alexander City, is the only 9-12 public high school in the City. The high school offers distance learning programs and a Career and Technical Education (CTE) program with business courses and courses in the family and consumer sciences on campus. The school also has a very successful Health Occupations program. There is also a successful pre-engineering/construction program with plans to expand. Students may participate in dual enrollment CTE courses at Central Alabama Community College and at the Tallapoosa County Schools CTE Center. Most tuition for the CACC courses is covered for students through a grant program. Few students participate in the courses at the Tallapoosa County Schools CTE Center as the distance is a deterrent. Also located on the campus with the school are all the athletic facilities for those programs in which the school participates.

The system is implementing a comprehensive K-12 arts program in all schools, offering music and visual arts at the K-4 levels and band, visual arts, drama, and chorus at the 5-12 level.

Central Alabama Community College

Located along Cherokee Road, south of downtown, is Central Alabama Community College (CACC). CACC provides several programs such as two-year degrees and workforce training among other programs. One such program is a partnership with Benjamin Russell High School where CACC provides workforce development opportunities to high school students.

Healthcare

Alexander City has an excellent medical facility in the Russell Medical Center (RMC), which houses over 65 physicians with a wide variety of specialties. As an associate of the UAB Health System Community Network, RMC hosts the UAB Medicine Cancer Center. RMC is a regional, not-for-profit hospital, drawing patients and employees from a wide-ranging area. RMC offers a program especially for seniors called Seniority, a special health resource service designed to increase awareness of the preventive aspects of good health. RMC also offers courses for the community in a variety of topics such as childbirth and CPR/First Aid.

Parks and Recreation

Alexander City has several facilities around the community that are available to citizens for parks and recreation. In downtown, Strand Park is a passive park space that provides an inviting entrance to downtown from Tallapoosa Street (State Route 22) as well as a walking track. Hamp Lyon Stadium, owned by the Alexander City Middle School, provides a space in downtown for hosting football games and other sporting events. The 6th Street Park, located in the Avondale neighborhood, has a walking track and playground equipment. The Cooper Recreation Center, located in the north central neighborhood adjacent to Nathaniel Stephens Elementary School, has a gym facility, a swimming pool, a softball field, a pavilion, an outdoor basketball court, and playground equipment. The Center hosts a variety of sports for people of all ages. Parking for the Center is attached, and the elementary school also has parking adjacent. The City owns a swimming pool and four baseball fields located on the former Russell property, with soccer fields under construction.

The Charles E. Bailey Sportplex is located south of US Highway 280 with entrances off of Elkahatchee Road and State Route 22. The Sportplex football stadium hosts football, soccer, state band competitions, and numerous other community events for all ages. The Sportplex has baseball and softball fields, a gym facility, a senior activity center, and a soccer field and track. Imagination Station, located in the Sportplex, is a 12,000+ square feet playground. The Sportplex also hosts an archery range and equestrian facilities. There are three miles of walking/biking trails in the complex, with plans to expand to eight miles. There is a five year master plan for the Sportplex to add new fields and a track as well as a t-ball complex. More parking is needed at the facility, and the fields and facilities are underutilized due to a lack of marketing and manpower.

The City owns an 18 hole golf course adjacent to Lake Martin, Lake Winds Golf Course. The City boat ramp, located off of Coley Creek Road, has a pier and boardwalk, restrooms, and a pavilion in addition to the boat ramp itself.

There is a need for more hotel/lodging space in Alexander City, as many participants in baseball or other sports tournaments will stay in Auburn or Opelika due to a lack of hotel space in Alexander City. The Sportplex in particular is underutilized, but is a tremendous asset to the City and could bring in substantially more visitors.

Lake Martin

One of the most important assets to Alexander City is proximity and access to Lake Martin. Within the City there is a City-owned boat ramp located off of Coley Creek Road. This facility offers a boat ramp and parking, a pier, a boardwalk, and restrooms. There is another public access point located off Coven Abbett Highway, to the north of Wind Creek State Park. There are several public access points within Wind Creek State Park, located at the southern edge of the City along State Route 63. Wind Creek State Park also offers facilities for swimming and fishing in addition to boat access.

Wind Creek State Park

Wind Creek State Park is a state owned and operated recreational area along Lake Martin. Wind Creek offers several attractive amenities that are an important draw for the community. The Park boasts the largest state-operated campground in the country, and there are several cabins that can be rented. There is also access to the lake from the State Park through a public boat ramp, with parking, as well as a marina for boat storage. The Park provides a variety of boat rentals.

Public Safety

In Alexander City, two different groups comprise the public safety component; the Fire and Police Departments. Both of these groups have a mission in providing public safety to the community.

The Fire Department has a staff of 49 full-time and 10 part-time employees. Station 1 is located in downtown Alexander City and Station 2 is located at 209 Adams Circle, on the eastern side of the City directly off of US Highway 280. The Department needs another station in order to more quickly respond to emergencies in some of the outlying areas, particularly to the south of the City. The Fire Department has volunteer aid agreements with all of the governmental entities that border Alexander City, such as Jackson's Gap and New Site as these are volunteer only areas, so its coverage extends well outside the City limits and even outside of the Police Jurisdiction proper. EMS services covers the entire upper half of Tallapoosa County. The Department has four engines/pumpers, one ladder truck, one heavy rescue vehicle, eight ambulances, one hazardous materials trailer, one dive trailer, one light duty brush truck, and seven light duty vehicles. The Department administers the Fire Code, with the Fire Marshall working closely with the Building Department on inspections. The Department has problems with streets and addresses not being properly marked.

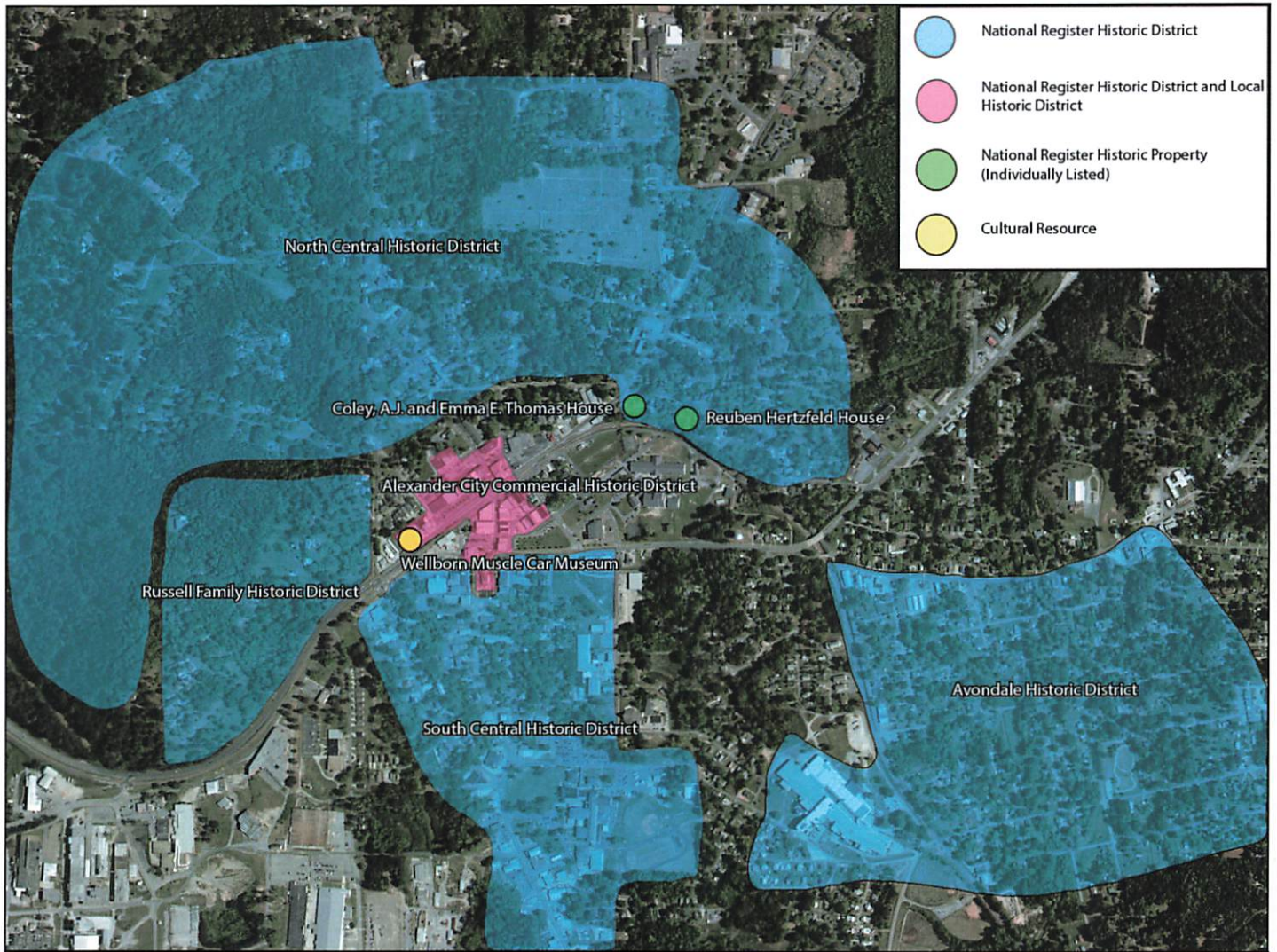
The Police Department has a staff of 50 sworn officers and 18 civilian staff members. Patrols within the City are divided among districts with patrols designated for each district along with floating patrols that cover the entire City. The Police Department has three divisions: detective, patrol, and administration. There is a recently created domestic violence unit within the detective division, as domestic violence is one of Alexander City's most prevalent crimes. The Department works closely with the Tallapoosa County Narcotics Task Force. While the Police Department does not believe that some areas of the City are more prone to crime than others, the sectors to the north and east of the City do generate the most calls. Police Headquarters is downtown in the old City Hall building, but the station has outgrown the amount of space available. The Chief would like an additional precinct. The Department also needs a firing range and training center in order to train officers in the City, as the previous firing range has been closed. A location at the airport has been identified for this facility.

Public Library

The Amelia M. Russell Public Library is an asset to the City, providing print, publications, and other media to an increasing audience. The Library is located along Church Street just a block from downtown and provides a public access computer lab in addition to the books, periodicals, and other resources. The Library hosts the Alabama History Room. The Mamie's Place Children's Library, adjacent to the Public Library, offers a variety of services including homework help and a computer lab.

INTERGOVERNMENTAL

The City is active in several local and regional intergovernmental organizations. Alexander City is located in the East Alabama Regional Planning and Development Commission and is an active member with the Commission and Rural Planning Organization. The City also works very close with the Alabama Department Transportation, and specifically the Fourth Division in which they are located. ALDOT also maintains a district office within Alexander City.



Alexander City - Community Plan 2014

Figure 24 - Historic and Cultural Resources

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HISTORIC AND CULTURAL RESOURCES

Alexander City has one locally designated historic district, the Alexander City Commercial Historic District, that encompasses the historic downtown area. Any new construction or modifications in this district must comply with the Design Guidelines and must be approved by the Alexander City Historic Preservation Commission. This historic district is also listed on the National Register of Historic Places. Alexander City has four other historic districts on the National Register.

The North Central Historic District, located north of downtown to MLK Boulevard, has over 400 structures listed, including examples of an extremely diverse variety of architectural styles. The Russell Family Historic District, located to the west of downtown, encompasses seventeen structures on land originally purchased by Benjamin Russell in 1900. The Avondale Historic District, surrounding the former Avondale (now Parkdale) Mills site, is Alexander City's largest with over 500 structures built for Avondale Mills' workers. The South Central Historic District, located south of downtown, has over 150 structures, also of a wide variety of styles. All of these historic districts could be locally designated with minimal effort to protect these valuable resources from inappropriate alteration or demolition.

Alexander City also has two properties individually listed on the National Register, both located on Hillabee Street. The Herzfeld and Coley Houses were constructed between 1890 and 1895, and both are exemplary examples of the Queen Anne style.

The Wellborn Muscle Car Museum features a fine collection of American high performance cars.

Content provided by Auburn University's Economic and Community Development Institute

ALEXANDER CITY ISSUES, GOALS AND STRATEGIES

ECONOMIC AND COMMUNITY DEVELOPMENT

Goal 1: Improve the appearance and aesthetics throughout the City.

- Improve the appearance of community gateways, particularly at the intersection of Lee Street and Highway 280 and the gateway on Cherokee Road.
Leads: City Public Works and City Community Development
Partner: Alabama Department of Transportation (ALDOT)
Time Frame: 2015-17 (repaving median); 2018-20 (sidewalks, planting, & lights)
- Improve the appearance of main highway arteries, especially on US Highway 280, Cherokee Road, and Washington Street to historic downtown.
Leads: City Public Works, City Community Development, and Main Street
Partner: Alabama Department of Transportation (ALDOT)
Time Frame: 2015-17
- Implement an attractive, standardized way-finding signage system to better direct visitors to downtown.
Leads: City Public Works, City Community Development, and Main Street
Partner: Alabama Department of Transportation (ALDOT)
Time Frame: 2015-17
- Support the Main Street program and the revitalization of downtown.
Leads: City Council and Main Street
Time Frame: Ongoing
- Reactivate Beautification Board; emphasize neighborhood pride by recognizing well-maintained yards and homes.
Leads: City Council and Beautification Board
Time Frame: 2015
- Pass and implement an ordinance regulating maintenance of rental properties.
Leads: City Council and City Community Development
Time Frame: 2015
- Update and enforce zoning and building codes, particularly on absentee landlords; increase planned demolition of substandard housing; upgrade the appearance of low-income neighborhoods, particularly the Avondale Mills neighborhood; develop a sidewalk and tree-planting plan for these neighborhoods.
Lead: City Community Development
Time Frame: Ongoing
- Preserve, maintain, and provide access to greenways, open space, natural areas, and parks.
Leads: City Parks and Recreation and City Building and Property Maintenance
Time Frame: Ongoing

Goal 2: Recruit more businesses to Alexander City.

- Recruit more retail businesses, including restaurants and clothing stores.
Leads: Chamber of Commerce and Main Street
Time Frame: Ongoing
- Identify the unique attributes of the community; update and prepare promotional brochures on facilities, land, and the community and share information with economic development targets; actively market the community's existing industrial sites and parks.
Leads: Lake Martin Economic Development Alliance (LMEDA) and Chamber of Commerce
Time Frame: Ongoing
- Initiate multi-jurisdictional efforts to promote regional economic and community development.
Leads: LMEDA
Time Frame: Ongoing
- Develop a new spec building.
Leads: LMEDA
Time Frame: 2015-17

Goal 3: Increase civic engagement and stakeholder involvement in all aspects of community development.

- Provide multiple opportunities for public involvement through deliberative forums, town meetings, festivals, and community improvement projects.
Leads: Chamber of Commerce and Imagine
Time Frame: Ongoing
- Initiate regular meetings of key community stakeholders to ensure collaboration.
Leads: Chamber of Commerce and Imagine
Time Frame: Ongoing
- Develop an action plan to enhance community racial diversity and engagement.
Lead: Chamber of Commerce
Partners: City Government, Imagine, Main Street, City School System, Central Alabama Community College (CACC), and local churches
Time Frame: Ongoing

Goal 4: Ensure that education in Alexander City remains outstanding and that future workers are equipped to meet the diverse needs of industry and business.

- Improve K-12 arts education; hire new fine arts teachers.
Lead: City Government and City School System
Time Frame: 2015
- Develop programs to educate parents about opportunities for technical training and careers.
Leads: City School System and CACC
Time Frame: 2015
- Establish and support vocational training and apprenticeship programs that meet the needs of local business, develop skills in younger workers, and re-train existing workers.
Leads: City School System, CACC, and Chamber of Commerce
Time Frame: 2015-17

- Coordinate vocational and technical training curriculums with the needs of local business and industry.
Leads: City School System, CACC, Chamber of Commerce, and LMEDA
Time Frame: Ongoing
- Foster a cooperative relationship among boards of education, private employers, two-year colleges, universities, and training providers to enhance workforce development.
Leads: City School System, CACC, Chamber of Commerce, and LMEDA
Time Frame: Ongoing

Goal 5: Support and retain existing businesses while expanding opportunity for small business development.

- Provide financial incentives to support the expansion of existing businesses.
Leads: City Council and LMEDA
Time Frame: Ongoing
- Meet annually with largest employers to express appreciation and obtain information related to their needs.
Leads: Chamber of Commerce and LMEDA
Time Frame: Ongoing
- Inform entrepreneurs of government-sponsored small business loans, grants, and incubator programs.
Lead: Chamber of Commerce
Time Frame: Ongoing
- Create small business incubator; identify and secure building and hire staff.
Lead: LMEDA
Partners: CACC, Chamber of Commerce, and Main Street
Time Frame: 2018-20

Goal 6: Bolster tourism opportunities.

- Create a conference center (perhaps at Wind Creek) to capitalize on tourism potential.
Lead: State legislative delegation
Time Frame: 2018-20
- Develop a downtown arts facility (with community theater and museum).
Leads: Main Street and City Council
Time Frame: 2018-20
- Enhance recreational, artistic, cultural and entertainment venues and uses; emphasize entertainment/social activities for college-aged students.
Leads: Chamber of Commerce, Main Street, and City Council
Time Frame: Ongoing
- Promote outdoor recreation opportunities, including fishing, hunting, biking, boating, horseback riding, and team sporting events.
Leads: City Parks and Recreation and Chamber of Commerce
Time Frame: Ongoing
- Support improvements in the hospitality infrastructure, including hotels, bed and breakfasts, restaurants, and entertainment.
Lead: Chamber of Commerce
Time Frame: Ongoing

- Promote local historic sites.
Leads: Chamber of Commerce, Main Street, and Historic Preservation Commission
Time Frame: Ongoing
- Support the development of new tourist attractions, facilities, and activities.
Leads: Chamber of Commerce, City Parks and Recreation, and Main Street
Time Frame: Ongoing
- Develop an action plan for marketing downtown to the Lake/retirement community.
Leads: Main Street and Chamber of Commerce
Time Frame: Ongoing

COMMUNITY FACILITIES AND SERVICES

Goal 7: Expand the range of healthcare services available to residents.

- Recruit and retain health care providers and professionals.
Lead: Russell Medical Center
Partner: City School System
Time Frame: Ongoing
- Provide a continuum of senior living services and facilities; promote existing available services.
Leads: Russell Medical Center and City Council
Partners: PATH, and Chamber of Commerce
Time Frame: 2018-20 (new facilities and services); Ongoing (existing service promotion)
- Provide alternative options to emergency room treatment for meeting the health needs of low-income residents.
Lead: Russell Medical Center
Time Frame: 2018-20

MUNICIPAL INFRASTRUCTURE

Goal 8: Improve the community's access to technology.

- Assess existing community technology infrastructure; encourage the provision of Broadband or fiber optic services capable of providing high-speed Internet service to all un-served areas.
Leads: City Engineer, CACC, City School System, and Charter cable
Time Frame: 2015 (assessment); 2018-20 (service provision)

DOWNTOWN

Goal 9: Sustain and develop Alexander City's downtown area.

- Renovate Hamp Lyon stadium to provide an enhanced venue for community events.
Leads: Main Street and City Parks and Recreation
Partner: Tallapoosa County
Time Frame: 2015-17

Goal 10: Revise or replace land use related ordinances and regulations to increase effectiveness and better meet Alexander City's specific needs in the future.

- Implement mixed-use zones in the downtown and Russell Complex areas (primarily along Lee Street) to allow the development of vertical mixed-use projects or the conversion of existing industrial or commercial buildings to mixed-use.
Leads: City Planning Commission and City Building and Property Maintenance
Partners: Historic Preservation Commission and Main Street
Time Frame: 2018-20 (new facilities and services); Ongoing (existing service promotion)

RUSSELL COMPLEX

Goal 11: Redevelop the Russell complex site.

- Establish City control over as much of the former Russell property as possible through acquisition or other means.
Lead: Industrial Development Authority and LMEDA
Time Frame: Ongoing

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COMMUNITY VISIONING MEETING

The following comments were submitted by participants during a community visioning session held on June 26, 2014. These comments were incorporated into several aspects of the Comprehensive Plan such as the formation of goals and recommendations.

Vision

Using the previous planning efforts and meetings with IMAGINE, Goodwyn, Mills, and Cawood presented a draft vision statement at the Community Visioning Meeting that read as follows:

Alexander City wants to be:

An economically diverse and thriving community where visitors and residents alike are welcome, where people can access all of their needs, where the area's rich natural resources are utilized in a conscientious manner, and where neighborhoods and families can prosper.

Some comments were received concerning the draft vision statement; they are listed below:

- *Healthy* and prosperous
- *Human* and natural resources
- Safe community
- Access resources (not needs)
- *Engagement/synergy* - citizen engagement; leaders work together
- Close economic gap
- Local spending
- More specific to Alexander City
- Best gateway to Lake Martin - want to take ownership of the Lake
- Emphasize the rebirth of the City; it has come through a trying ordeal.

Based on these comments, the vision statement was revised, and the final vision statement reads as follows:

Alexander City wants to be:

An economically diverse and revitalized community where visitors and residents alike are welcome, where people can access all of their needs, where the area's rich natural resources in Lake Martin and its surrounding beauty are utilized in a conscientious and opportunistic manner, and where families and neighborhoods can prosper.

Groups identified a wide variety of strong and weak places, and some places were identified as both strong and weak. The lists below are not comprehensive of all of the strong and weak places identified, but they represent the places about which there seemed to be a general consensus among all groups.

Strong Places:

1. Lake Martin
2. Amenities at Lake (Wind Creek State Park, etc.)
3. Library
4. Charles E. Bailey Sportplex
5. Highway 280
6. Russell Medical Center
7. Russell Lands
8. Coley Creek boat launch
9. Wellborn Muscle Car Museum
10. Schools
11. Airport
12. Main Street (organization and place)
13. College Heights neighborhood
14. Ridgeway Drive neighborhood
15. Downtown
16. Lakewinds Municipal Golf Course
17. Russell Properties

Weak Places

1. Cherokee Road from downtown to CACC (this was mentioned by 4 of the 5 groups)
2. Russell Complex
3. Sportplex – underutilized
4. Avondale Mills area
5. City Hall
6. Lack of businesses on Lake
7. Gateways on Cherokee Road and Lee Street
8. Washington Street to historic downtown
9. Railroad downtown
10. Downtown
11. Carver/Booker Streets
12. Neighborhoods to north of downtown (lettered streets)
13. Lack of sewage on other side of Lake



Community Visioning Meeting - Photo Courtesy of Mitch Sneed, Alex City Outlook

BEST IDEAS FOR RECOMMENDATIONS

The following comments were from facilitated small group discussion with participants on developing recommendations during the Community Visioning Meeting. Participants divided into five breakout groups that focused on five different topics: Land Use/Infrastructure/Transportation/Gateways, Community Facilities/Services, Downtown/Russell Sites/280 Corridor, Housing/Neighborhoods, and Lake Martin. These comments were incorporated into several aspects of the Comprehensive Community Master Plan such as the formation of goals and recommendations.

Best Ideas for Community Facilities/Services:

1. Upgrade parks/golf course
2. Services/location for those in need
3. Adult day care
4. Long range school facility plan
5. Update city rec facilities
6. CACC AC campus growth to include college aged social activities
7. Community wide storm shelter
8. Civic center
9. Retail recruitment (clothing)
10. More restaurants

Best Ideas for Downtown/Russell Site/280:

1. Improve entrances into both the downtown and to the city. Proper grounds maintenance and property maintenance both public and private.
2. Hamp Lyon Stadium renovation.
3. Broad Street renovation. (Done!!)
4. Over use of signage, ground signs, temporary signs, abandoned signs, damaged signs, sign code violations, size, multiple, construction.
5. Enforce all codes on all properties and grounds/lots in city limits.

Best Ideas for Housing/Neighborhoods:

1. More regulation of landlords/owners (slum lords)
2. Code enforcement
3. Demolition of substandard housing
4. Revise grass ordinance – under consideration
5. Emphasize neighborhood pride – recognize nice yards, home maintenance, etc.
6. Invest in needy neighborhoods

Best Ideas for Lake Martin:

1. Create a group whose total purpose is to take advantage of the opportunities of the Lake – also to work with businesses (existing and potential) that cater to the Lake/retirement community
2. Create a group that addresses litter issue and includes a recycling component on a comprehensive basis
3. Lodging/golf/conference center to capitalize on tourism potential
4. Business incubator on Lake, visible from 280
5. Collective effort (Chamber, City, Main Street, etc.) to market downtown to Lake community
6. Better arts facility in town as a draw for the Lake community
7. Better, attractive wayfinding signage to downtown – advertise Alex City as the gateway to the Lake

Best Ideas for Land Use/ Infrastructure/ Transportation/Gateways:

1. Businesses working together – all buildings better
2. Move the RR out of downtown
3. Russell campus cleanup – plan (museum)
4. Retail on Russell/280 corridor
5. Fiber ring – city wide
6. Learn how to prioritize (streets, sewer – high priority)
7. Make 280 business friendly with better appearance
8. Cherokee Road needs development/streetscape
9. Improve look of streets – trash and housing improvements
10. Sidewalks – more walking
11. Lee Street gateway
12. Public transportation and day care – for public housing residents specifically
13. Jobs!
14. Better aesthetics

COMMUNITY OPEN HOUSE

The following comments were received at the Community Open House held for review of the Draft Community Plan on September 30, 2014:

1. Leave concrete bleachers at Hamp Lyon Stadium
2. Alex City Arts and Entertainment
3. Strategy/plan for more neighborhood parks and green spaces outside of the Sportplex and Strand Park
4. Create facilities and programs that promote start-up businesses
5. Questions about closing alley
6. Make Strand Park more like Bienville Square (Mobile) - add a concrete pad as a stage
7. Renovation of Hamp Lyon Stadium should keep as much of the old stadium bleacher and sign elements intact as possible. Otherwise, it's just a new stadium with an old name and a loss to historic preservation.

APPENDIX D: MAIN STREET RECOMMENDATIONS

Content provided by Main Street Alabama.

Below are recommendations and implementation strategies that align with the national Main Street 4-Point Approach®: Economic Restructuring, Design, Promotion and Organization.

ECONOMIC RESTRUCTURING

This point speaks to strengthening the community's existing economic assets while expanding and diversifying its economic base. The Main Street Program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumer needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.

Short Term

Farmer's Market Opportunities: The Farmer's Market is a tremendous asset and has significant growth potential. Adopting a community kitchen that allows vendors to create value added agricultural items could diversify local food options and satisfy some stated community needs. People will travel for unique food items, and the continued growth and development of the Farmer's Market, when coupled with targeted advertising, could draw the surrounding area to Alexander City.

Sports Material Development: Alexander City shows tremendous support for local athletics, but the community has not effectively translated athletic pride into community pride or support of local businesses. Developing promotional materials that are specific to the sports community is a first step in converting sports visitors to local shoppers.

New Day Business Mantra/Education: During interviews and in some survey results it was clear that a certain portion of the population yearned for the more successful days of the past. It's time to officially put the past to bed and work with local merchants to establish a new business normality that focuses on future needs of consumers and future business trends to create a new era of success.

"Useful Life" Business Planning: Within the survey, some spending trends suggested that the average area consumer may not perceive Alex City and the downtown core useful in their everyday consumer lives. Establishing a process where one can "sell" the use of Alexander City's core for everyday use increases foot traffic and encourages sales.

Lake Centric Cooperative Media & Products: Products like dining and shopping guides or event notifications specifically targeted to the lake crowd can start creating a useful relationship with a demographic significantly different than residents. Targeted event postcards can serve as an invitation and make lake residents feel that they are actually a part of Alexander City.

PSA's & Testimonials: Utilize area residents that have good things to say about local Alexander City businesses, festivals and the community core in PSA's. People are more likely to believe good things are happening if everyday citizens share the good news.

Community Business Outreach: Entrepreneurs must have passion, but they also need three, external components that Alex City should provide: education, financial resources and logistical support. By providing a defined and advertised point contact for entrepreneurs that can provide real resources, entrepreneurial recruitment will be more effective.

Publicize Data Points: Let people know what the market gaps and community “wants” are through news releases and social media. A market gap doesn’t guarantee business success, but it can be a powerful motivator in assisting an entrepreneur to take a leap into the marketplace.

Intermediate

Start Your Own Business Class: Working with the local community college or area state schools, a class can be established designed to educate potential entrepreneurs and help them avoid pitfalls while building an effective team. Remember to include local businesses as educators in the process.

Crowd Funding Mechanism: It is a well-documented fact that the wealth gap is widening in the United States. People on the lower end of the socioeconomic spectrum are more willing to take risks in order to improve their wealth generation capability, but they rarely have the assets necessary to fully capitalize a venture. Building crowd sourcing capabilities in the local area allows the business to start with necessary funds and provides a community ownership component which fosters business loyalty. Research the new crowd funding provision recently implemented in Alabama.

Lake Specific Surveys: Electronic and paper surveys that target lake dwellers will give insight into the types of businesses and events needed by this specific segment of the Alex City community. Share results with members to enhance their ability to pull this important group into the community core.

Experience Based Business Development (Hunting & Outdoors): There are great outdoor amenities in proximity to Alexander City. Make it a priority to recruit both retail and service firms to your core (or make your core a meeting place) for experience based businesses.

Business Investment and Development Guides: On-Line and paper guides that combine all relevant information for a potential business and/or developer in one easy guide is an important tool in community development. Demographic information, financing options, building vacancies, building usages, community events, traffic patterns, future development plans, recent community investments, relevant contacts and business category specific pages may be important to potential investors.

Destination Business Training: Alex City technically exists within the market trade area of several larger area communities. Its market strength, on a head to head basis, prevents it from effectively establishing a foothold in large “name brand” business types because of its relative size. The best available strategy is to develop destination businesses that effectively pull consumers in from beyond a twenty-five minute travel time. Destination business training for existing businesses is a good start for that process.

Proforma Establishment for Desired Businesses and Redevelopment: Establishing a financial basis for “wanted” or “needed” business or development types is an important step in creating a dialogue with businesses and developers. Often, gaps exist between community “wants” and a profitable building or business model. By creating speculative financial statements, you can determine public funding options to offset financing gaps prior to a specific project. This procedure speeds up business development and enhances community understanding of financial needs within entrepreneurial ventures.

Long Term

Loan/Grant Funds: Businesses need money to grow, start up or adapt. Establishing private revolving loan funds or foundation grants to support small businesses or community development is important in developing gap or leveraged financing. Once established in conjunction with a strong entrepreneurial point organization, alternative financing is a highly effective business development tool.

Elemental Business Plans: Establishing base research for categories of businesses identified in market gaps and community surveys is important in the creation of basic presumptive marketing materials to entice expansion among existing businesses or startups. This research also improves understanding among staff and committee members of the nuances within certain targeted business types.

Chronic Vacant Property Ordinances: Alex City has a history of mass demolition due to dilapidation caused by chronic vacancies. A preemptive ordinance that collects sales/rental information from vacant properties encourages code compliance and fosters the transfer of property between private individuals for the expressed purpose of business or building redevelopment is preferable to a reactionary stance.

Density Measurement & Enhancement: It is clear that Alex City has a low population density due to sprawl. Between highway, lake and internal city developments the density needed to form a cohesive and consistent commercial area is lacking. Study and education concerning optimum density, and public relations efforts to promote density should be a priority.

Crowd Source Guarantees: Private individuals or other entities could act as a loan or crowd source guarantor with the appropriate structure in place. This mitigates risk among investors and enhances an entrepreneur's ability to raise capital for projects. Long term "list" establishment of groups and individuals that can act in this capacity is important to long term growth.

Public/Private Development: Alex City is a wonderful community, but it is probably less than ideal for most infill development types that improve density. Public/Private Partnerships may be necessary as part of a Community Development (or redevelopment) Plan. Planning financial mechanisms and constructs from the public side prior to private involvement allows a community to "shop" certain developments proactively.

DESIGN

This means getting Main Street into top physical shape. Capitalizing on a community's best assets such as historic buildings and pedestrian-oriented streets is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.

Short Term

Amenities Identification to Enhance Anchors: Farmers Market- Iron fencing along the street, sculpture work, water features, trees or aesthetically appealing coverage will enhance the look of the farmers market and act as a traffic/sound barrier for participants. The Farmer's Market serves as one of the primary "lead" items that pulls potential new shoppers downtown. Beautifying the area, and using it as a conduit to other areas could maximize the benefits of this Alex City institution.

Outdoor Dining: While it gets very warm in AL, the ESRI data collected indicated the need for social activities. People interacting with people and seeing people within a commercial area makes consumers want to stop and engage members of the public. Outdoor dining is an easy way to make consumers more visible in a downtown and encourage pedestrian traffic.

How It Is Made Tours: Though interview participants had a difficult time establishing items that made Alex City truly "unique" in their minds, some area businesses were mentioned for their unique products, services or creations. Establishing a tour that focuses on unique businesses that produce products could build community pride and encourage outside traffic. Try to make the tour a walking tour (where possible) and emphasize pedestrian amenities along the pathways selected.

Design Awards: Always find ways to consistently recognize businesses that do good design work. Everyone likes a public pat on the back for doing good work, and other businesses will eventually take notice.
Window Contests: Homecoming, Christmas, Halloween, Independence Day, the Jazz Festival - hold themed window decorating contests that emphasize an activity or simply create a festive atmosphere. Get public input by using electronic voting mechanisms.

Social Media Historic Photos: Create social media albums of historic photos of commercial buildings and events centered within the core of Alex City. Not only will these photos emphasize proper building design, but they also will create nostalgia among current and former Alex City residents that may result in consumer traffic.

Community Clean Ups: It sounds as though Main Street staff and young professionals are helping spruce up the downtown area, but this Team encourages the expansion of a cleanup program to include high school clubs, civic organizations and other groups. Clean up could even extend to mural touch ups and floral work. As organizations and different demographic groups take ownership of the area, advocacy for the core will improve.

Pedestrian/Bike Assessments: Because of the unique nature of the street network downtown and the prevalent split caused by the rail line, a detailed plan must be drafted for pedestrians and bike traffic. Remember, downtowns should be designed for people first. Cars are important, but pedestrian traffic is key in getting people from store to store and business to business. Because of Alex City's proximity to great outdoor areas, the establishment of a biking culture emanating from the downtown could be critical in creating social and wellness opportunities for a wide range of individuals in the community proper and at the lake. Additionally, planning efforts should be engaged to connect community amenities outside the downtown (schools, residential neighborhoods, etc.) to the downtown through solid pedestrian and bike paths.

Benches: Once you get people, having more established places for people to sit and interact with the public is important. Benches don't have to be boring. Have fun with colors and styles to make the benches part of an artistic scene in conjunction with their functional use.

Continue Flower/Doorway Programs: Flowers add needed color to an area, and planters on either side of a commercial doorway are an excellent visual identifier for consumers traveling through an area. Continue your work in this area and reach out to local gardening clubs and horticulturalists for volunteers and assistance.

Intermediate

Murals: Alex City has some cool "ghost murals" that can be revitalized and offer a unique aesthetic to the downtown area. That being said, if a brick wall is not already painted, do not paint it. Brick is not meant to be painted, and if it is, it becomes a maintenance issue.

Maps & Parking Signs: Your Downtown Street network and thus, store placement is rather confusing. Most individuals are used to a square or grid system. Alex City's doesn't seem to fit within either of these categories. Pay special attention to attractive signage that identifies parking opportunities and mapping systems to allow area visitors the ability to quickly identify businesses and other anchors within the core.

Pedestrian Improvements: Walking from one side of the tracks to the other, or walking through winding streets with fairly blind corners can be a bit of an adventure. Raised pedestrian crosswalks and other streetscape improvements are necessary to promote pedestrian traffic downtown.

Concrete Railroad Wall Art: Identifying that an individual has arrived downtown is unclear in the current aesthetic. Working with the railroad to offer a welcome message and color to the large concrete wall adjacent to the railroad tracks offers an opportunity to beautify an eyesore.

Directional & Welcome Signs: It is difficult to find Alex City's community core from the highway or other outlets. Creating a directional sign program that is consistent throughout the community and corresponds to signs that "welcome" people to their destination area is important in a sprawling community with an interesting street network.

Design Guidelines: Ensuring consistency of design for existing buildings and potential future development is a good way to achieve long term success. MSA will be providing design guidelines to all designated communities by late March, 2015.

Design Specific Fundraisers: Some potential donors prefer to donate to “brick and mortar” projects. Create a wish list with some price tags attached. As you create “wins” you can create momentum in other areas (I don’t get this).

Continue Design Projects: It sounds as though Alex City has a group of individuals actively trying to improve the area. Keep up the good work! Remember to include people in the building trades and area youth to expand the volunteer base and highlight design projects that beautify the area once or twice a year. Take public votes on which project the community would like to see next, and remember to share before and after shots with area media.

Dog Park: One area where local spending exceeded the national average for Alex City was in the category of pet expenditures. This may represent an opportunity for inclusion of a dog park adjacent to the community core that encourages pet owners to frequent the area.

Long Term

Streetscape Extension: The brick streetscape that exists adjacent to core municipal buildings needs an extension past the railroad tracks to encompass the Farmer’s Market and grocery store area. Two different design aesthetics makes the area look disjointed.

Spray Park: Water features were one of the most requested items for families. Including a spray park is a relatively cost effective solution for families visiting the area. Plan the spray area adjacent to a pedestrian friendly and highly trafficked area in your core, and watch as kids ask their parents if they can visit downtown.

Trail Development: Covered in a different area, but forming a regional trail conduit system that intersects with the downtown could provide some younger traffic and promote health and wellness. A regional connection ensures that larger population centers are traveling to you instead of simply absorbing Alex City consumers.

Outdoor Event Facility (staging): Creating a permanent staging area could provide more music and theater/arts opportunities in the downtown area on a more consistent basis. This is a long term goal, but “more live music” was a common request among survey respondents.

Infrastructure Enhancements: Drainage, irrigation capabilities and access to outdoor electricity can provide additional options for color, holiday lighting and protect your existing building stock. An engineering assessment of the area in conjunction with a Community Initiated Development plan can provide long term direction to city and county departments.

PROMOTION

This point emphasizes selling a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

Short Term

Targeted Shop Hops: Finding an excuse to invite people to downtown businesses is important. A shop hop simply includes a ticket with a map of participating merchants and a spot to add personal information for a drawing at the consumer's last stop on the hop. This cheap promotional activity can be utilized for a community night, or Alex City can target specific groups to participate in the hop (visiting conventions, reunions, a social club from out of town, etc).

Kids/Family Specific Events: "More stuff for kids" was a common theme from survey respondents. Work with your local library and arts center to create temporary downtown murals (on paper rolled onto a blank wall) or kids based tours for Historic Preservation month. Package kids' friendly coupons or gift certificates from downtown stores that can be sent to students who made the honor role. Once families are coming downtown consistently, it's easier to encourage them to shop.

Community Mixer Type Events (Adults): Alex City's highest spending index category from ESRI was "dating sites" at 105% of the national average. This might indicate that the community needs to develop more opportunities for adults to "mix" at unique events that are more adult oriented. Remember, events don't always have to be all inclusive. Sometimes focusing on a niche market makes an event more effective, whereas trying to be all things to all people can create a vanilla atmosphere with little excitement.

More Uniform Consistent Events (Third Thursday): 5:00 – 8:00 p.m. was rated as the most popular shopping time, but this Team received feedback that many businesses closed by 5:00 p.m. Creating a single late night and a monthly extended hours night may pull consumers to the core that wouldn't normally shop AND provide store owners necessary incentive to change store hours permanently.

Identify & Promote the Weird: Set aside time in committee and community meetings to talk about what makes Alex City weird as a community. What sets Alex City apart, what makes it distinct – these are things to consider: Look at Alex City as a product. Then, differentiate it from other "products" (communities) in the region. This should be an ongoing conversation, and the committee may have to emphasize several "weird" things before one sticks in the minds of the public, but brand differentiation is a hallmark of successful communities.

Ladies' Shopping Events: There is a reason that most survey respondents were female...women make the majority of consumer purchase decisions. So, design a few events around wine, chocolate, fashion, crafts, progressive dinners or other types of activities specifically targeting a female audience. This Team wants the women in the community to be happy with the community core, because if mama ain't happy...

Intermediate Term

Love Alex City Campaign: Community Pride, beyond local sports teams, needs to be emphasized collectively in a manner that is meaningful to the local public. This goes beyond the standard statement - “We are a great place to raise a family in a community full of nice people with good schools and lots of recreational opportunities” - that every community uses. Find out what Alex City community members care about. Then, remind them why they should love Alex City.

Community Branding: There seems to be a lack of an Alex City brand, or at least significant brand confusion. If the community can't explain 1) who it is, 2) how it is unique/different and 3) why people in the community care about these two things, the community will have problems achieving long term success.

Famous Alex's: As a fun idea to play on the community's name (and create top of mind awareness), have a week that celebrates famous Alex's through history and adopt them as citizens: Alexander the Great, Alexander Graham Bell, Alexander Hamilton, Alex P. Keaton... etc. Think of fun ways to elevate your city in the consciousness of your surrounding metropolitan areas.

Promote to Retirees: Retirees want access to water, culture and quality medical facilities. Alex City has some of these elements in place. For people that want a small town feel in a warmer weather climate in proximity to some great natural vistas, Alex City could be a destination. Remember, a lot of modern retirees are fairly active individuals and could act as a source of volunteers or even entrepreneurs.

High School Before and After Game Area: With high school sports representing such an important part of local culture, it is vital that the downtown area find a way to integrate themselves in pregame and postgame traditions. Pep rallies, victory parties and other traditions need to start and end downtown. Some communities ring a bell, others set a “tombstone” in a fake cemetery for the newly dispatched opponent. Figure out what to do, but find ways to integrate Alex City downtown as the heart of the local sports scene to build traffic. And, encourage merchants to open their doors to the impending crowds!

Bait & Help Area Businesses: It's hard to get some businesses involved in making a cultural change. Businesses often express needs or wants, but it's harder to get some established businesses to act as partners for community growth. Find ways to address local business concerns with the caveat of a quid pro quo relationship that strongly encourages participation in cooperative activities. Remember, Main Street Alexander City is not an employee of local businesses, but a partner.

Social Media Ads: Social Media was a prominent contact point for survey respondents. Remember that new social media algorithms mitigate the effectiveness of “free” posts. So, budget for targeted social media campaigns (especially for events) that focus on specific demographic groups in the region.

Long Term

Shop Alex Campaign: The reason this is a long term goal and not a short term action item is Alex City needs to establish its brand and area niches prior to developing an effective campaign. Anybody can ask someone to shop an area, but there needs to be an effective answer for the consumer's implied question: "Why should I?" Once Alex City has established branding and communications conduits, it can approach a local shopping effort in a more unique way that penetrates the local psyche.

More Unique Events that are Interactive and Have Growth Potential: Organizations that deal with entrepreneurs must have an entrepreneurial mind set to remain effective. That means spotting opportunities and running with them as they emerge. This Team guarantees that right now Alex City has someone in its community that is a fanatic of an alternative sport or a unique form of art that needs help putting the concept into action. Help potential entrepreneurs through the process as a partner and foster the long term growth potential of these events.

Be that Thing You Are Known For: Once Alex City find its branding niche, own it. Roswell, New Mexico is known for aliens. A few years ago they tried to change their image to the dairy capitol of the Southwest. Las Vegas once tried to establish themselves as a family friendly destination...both flopped. Have the courage to be who you are and build on it. If you try to become the communities that surround you or you attempt to homogenize a smaller community, you typically won't achieve lasting success.

Alumni Contact: Once Alex City has market gaps, branding information, investment guides and a list of cool activities, it might be a good idea to work with local schools to invite alumni back for a visit. Work collectively to establish a community database and find creative ways to entice former residents home. Creating advocacy from those that still have a place in their heart for Alex City could provide dividends industrially, entrepreneurially and in other cultural arenas.

Lake Development Integration: As the lake area continues to grow and develop, every event or activity work plan needs to answer the question "How can Alex City involve the lake community?" It's simply too big an asset to ignore.

ORGANIZATION

This point establishes consensus and cooperation by building partnerships among the various groups that have a stake in the commercial district. By getting everyone working toward the same goal, your Main Street program can provide effective, ongoing management and advocacy for your downtown or neighborhood business district. Through volunteer recruitment and collaboration with partners representing a broad cross section of the community, your program can incorporate a wide range of perspectives into its efforts. A governing board of directors and standing committees make up the fundamental organizational structure of volunteer-driven revitalization programs. Volunteers are coordinated and supported by a paid program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

Short Term

Set Public Expectations: Talk about planning processes, wins and future plans to establish a framework about what is realistically possible in the short term. Utilizing electronic and paper newsletters, social media and traditional media, it is important to create radical transparency in public dialogue so people have a better understanding of what is reasonably achievable in your market and how they can help.

Gathering of the Acronyms: Different groups have different responsibilities and values that sometimes overlap. When the conversation turns to “this is what I do and this is what you do” from one organization, problems will inevitably ensue. Main Street is a holistic approach that approaches sustainable problem solving by employing a variety of techniques. It is important that community and economic development organizations keep constant communication to avoid misunderstandings. That doesn’t mean that everyone has to agree all of the time; actually, a little competition can be a good thing for developing a community. But, people need to feel that they can communicate face to face.

Coffee, Tea (or beers): Consistently invite groups out to share their thoughts on various topics, and report back to the groups on progress made. Make sure you talk to VARIOUS groups and not just one demographic. It sounds simple, but it’s effective in community development.

Celebrate Wins Publicly: Alex City has made some significant strides after suffering a tremendous loss within your industrial base. Bad news travels fast (and sticks in people’s minds). Good news is a little harder to convey. Each win, no matter how small, should be promoted publicly. A series of positive wins creates momentum. “Big” wins only happen every once in a great while, and the public generally needs constant reminders of how their community is progressing.

Respond to Perceptions: In the age of social media an assertion, no matter how outlandish, is assumed true if left unchecked. Crime, job opportunities, economic growth, social opportunities, events, new businesses and more are all topics of discussion. It is likely that there are individuals who have negative perceptions about each of these topics. Have effective “elevator speeches” or link capability to combat pervasive negativity.

Constant Communication: Weekly or biweekly newsletters, social media posts, newspaper columns, radio call ins and public speaking events are important ways for staff and volunteers to establish constant communication. Set talking points to improve the effectiveness of your messaging, because the modern consumer needs to hear something thirty times before it effectively enters their consciousness.

Intermediate Term

Stop the Sprawl: The low population density in Alex City is a concern. As commercial square footage development outpaces population growth, rental rates decline, vacancies increase and building owners have less cash available to reinvest in properties. A lot of property has been demolished over the past several years, but a more concerted effort on creating density through public dialogue is necessary for the long term social, infrastructure and financial health of the community.

How Does Downtown Fit In?: As future development occurs, this needs to be a serious question. Each development impacts all pre-existing areas. A pro-sustainable growth stance is not anti-growth; it simply means that community members want growth for everyone.

Sub Branding: Entrepreneurs sometimes want to avoid placing their business in proximity to a perceived competitor. This lack of asset density precludes niche marketing, and thus precludes sub-district branding. Work to educate the community on entrepreneurial placement and a future vision of the core that creates category dominance by placing like businesses in proximity to one another.

Community Vision: Each community needs to decide what it wants to be, and if it can realistically achieve that vision. While a downtown group may not lead that discussion, they need to have a seat at the table. Without an established and realistic vision, community resources can be squandered on the unattainable.

Reach Out to Colleges: Alex City has area universities that can be used for research, marketing, design, health promotions and a host of other endeavors if it establishes effective and consistent communication conduits. Take advantage of all resources.

Start Young: An optimum time to introduce entrepreneurial concepts is 5th Grade. Kidz Biz programs and other community outreach efforts that emphasize community pride, entrepreneurship and sustainability need to start young to have a positive effect.

Long Term

A New Ethos: Those that get things done are in charge of getting things done. Work to create a culture of success through tangible achievements. Utilize quarterly reporting to Main Street Alabama to establish a statistical basis for success. True success is measurable, and when citizens see measurable success through accurate reporting, they will support community progress.

Destination Branding: To augment Alex City's community brand, supplement communication with unique market positioning statements that encourage people from outside the market trade area to visit Alex City for goods, services and experiences specific to the Alex City community.

Mobile App: People throw away paper, but they rarely throw away mobile devices. Develop a community mobile application as a partnership with several other community groups (they rarely work as a single group project). This app should have an integrated web component, and include businesses, maps, specials, events and other unique aspects of Alex City that can be updated through gatekeepers that exist in each community partner organization.

Community Fundraisers and Focus for Core Projects: Nothing is free, and constant communication with community members is needed to identify and prioritize potential community improvements. Some will be ethereal (like the Start Your Own Business Class) while others may be bricks and mortar (like Farmers Market improvements), but the community core must be consistently identified as a focus of investment.

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Resolutions of approval from Alexander City Planning Commission and Alexander City City Council.

Resolution of the City of Alexander City Planning Commission

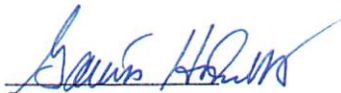
Whereas, the Alexander City Planning Commission has reviewed the update for the Comprehensive Plan for the City of Alexander City, and;

Whereas, there have been various community meetings, studies, and recommendations considered as part of the comprehensive planning process;

Now, Therefore Be It Resolved, that the Alexander City Planning Commission hereby recommends that the Alexander City City Council conduct Public Hearing(s) on said Comprehensive Plan.

This is to Further Recommend the Alexander City City Council consider the Comprehensive Plan, for adoption, subject to the Public Hearing(s) by the City Council and subsequent revisions incorporated into the Plan by the Planning Commission and City Council.

Adopted at the Alexander City Planning Commission Meeting, November 10, 2014.



Secretary

Alexander City Planning Commission



Chairman

Alexander City Planning Commission

RESOLUTION NO. 15-24

A RESOLUTION BY THE CITY COUNCIL OF THE CITY OF
ALEXANDER CITY, ALABAMA, APPROVING THE 2014 CITY
OF ALEXANDER CITY COMPREHENSIVE PLAN AMENDMENT
AS AN ADVISORY POLICY DOCUMENT

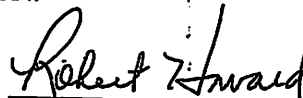
WHEREAS, Title 11, Chapter 52, Section 8 of the Code of Alabama, 1975, as amended, authorizes the Planning Commission to make and adopt a master plan for the physical development of the municipality, including any areas outside of its boundaries which, in the Planning Commission's judgment, of the municipality and, from time to time, to amend, extend or add to plan; and

WHEREAS, the City of Alexander City, Alabama, recognizes the vulnerability of its resources, property and operation and, therefore, desires to exercise its planning powers in accordance with Alabama law, and


WHEREAS, the Planning Commission conducted a public hearing on November 10, 2014, to solicit final public comments on the 2014 Comprehensive Plan amendment in accordance with Title 11, Chapter 52, Section 10 of the Code of Alabama, 1975, as amended, and subsequently adopted a resolution approving the aforementioned plan amendment, proving an effective date thereof, and forwarding the plan amendment to the City Council for its consideration as an advisory policy document.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Alexander City, Alabama, that the 2014 City of Alexander City Comprehensive Plan Amendment, and all maps contained therein, are hereby approved as an advisory document to guide the City in policy formulation and implementation.

ADOPTED this 1st day of December, 2014.


President of the Council

APPROVED this 1st day of December, 2014.


Mayor

ATTEST:


City Clerk

RESOLUTION NO. 15-24

PAGE NO. 2

CERTIFICATION OF CITY CLERK

The undersigned, as City Clerk of the City of Alexander City, Alabama, hereby certifies that the foregoing is a correct, and complete copy of Resolution No. 15-24 which was duly adopted by the City Council on the 1st day of December, 2014.

WITNESS MY SIGNATURE, as Clerk of the City of Alexander City, Alabama, under the seal thereof, this 1st day of December, 2014.

Harold C. Scott
As City Clerk of the City of
Alexander City, Alabama

SEAL



GOODWYN | MILLS | CAWOOD

ALEXANDER CITY COMMUNITY PLAN