



**WEST CENTRAL REGION  
ASSET ASSESSMENT**



# EXECUTIVE SUMMARY

MARKET ANALYSIS

WORKFORCE PIPELINE

INDUSTRIAL SECTOR ANALYSIS

COMMERCIAL SECTOR ANALYSIS

FUNDING OPPORTUNITIES

ADDITIONAL QUESTIONS

APPENDIX

# MARKET ANALYSIS

# MARKET ANALYSIS

Locator Map

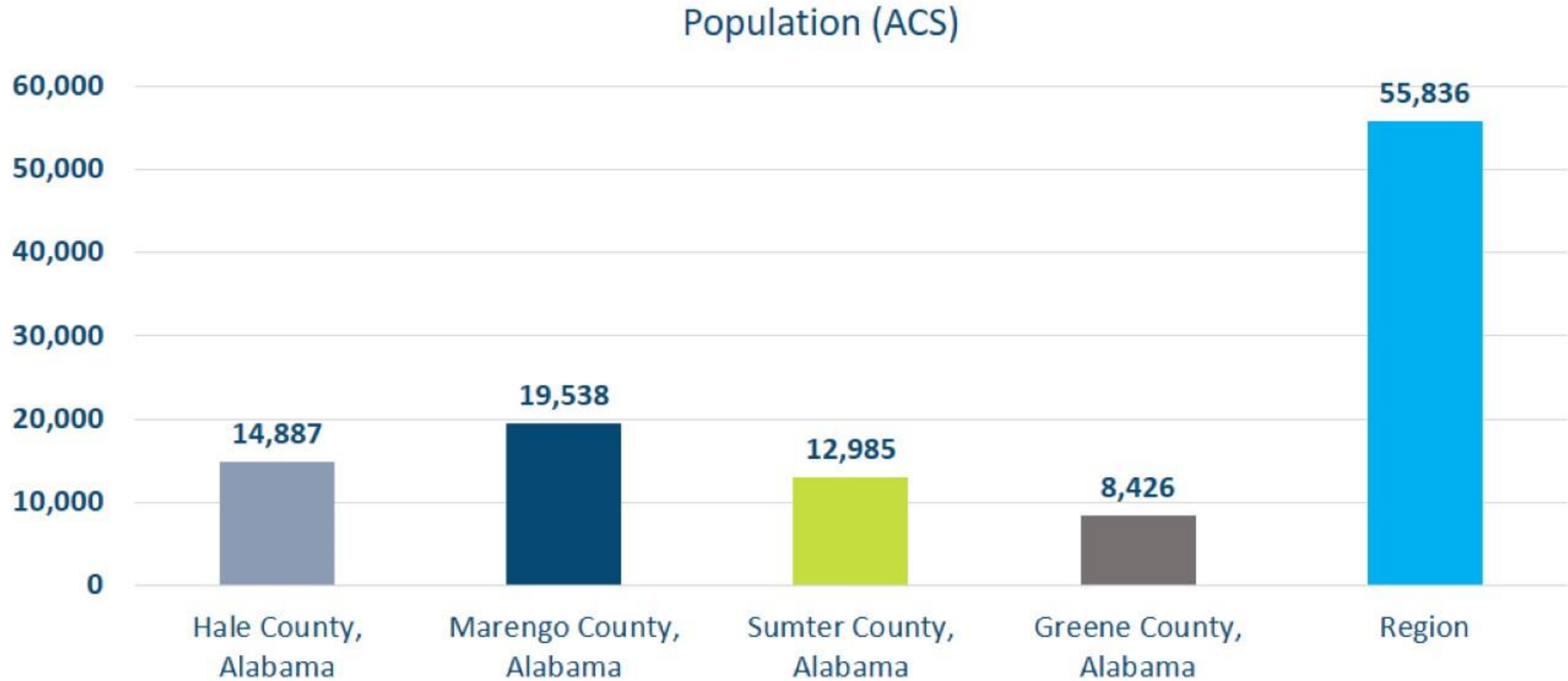




# MARKET ANALYSIS

## Demographics

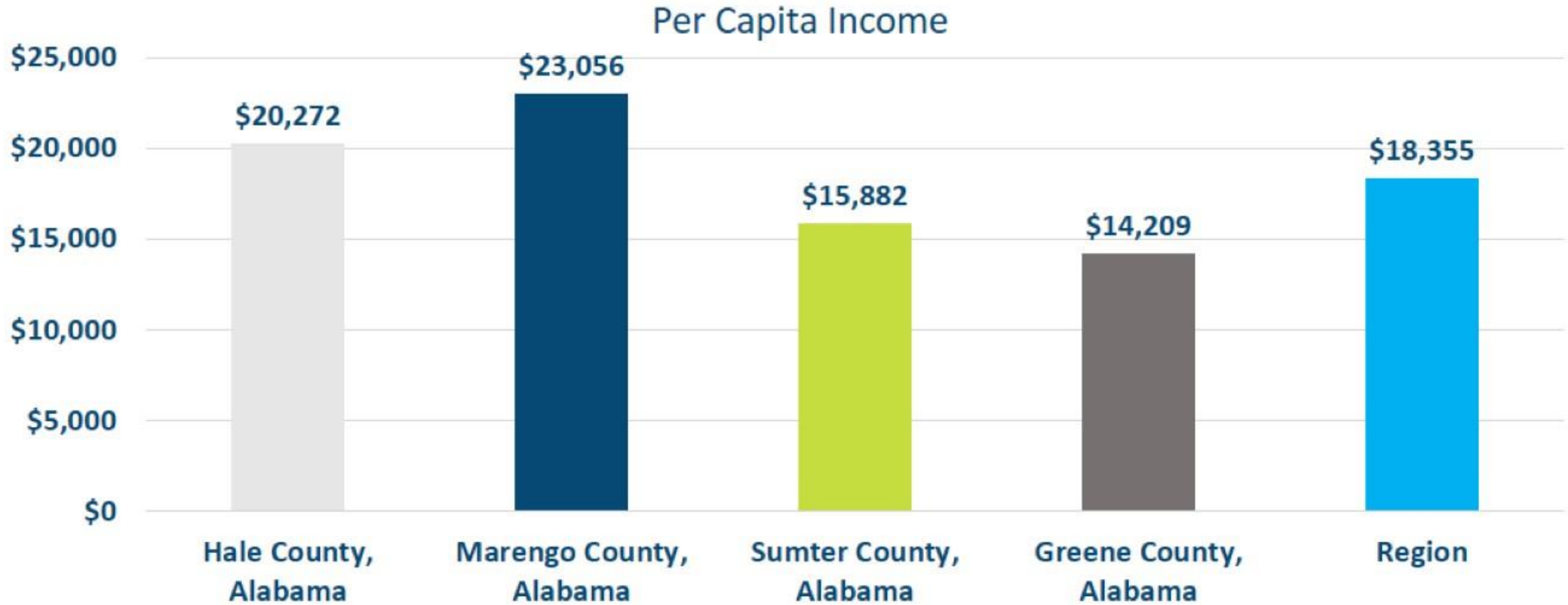
Out of the 40 rural counties, Hale is ranked 28, Marengo is ranked 22, Sumter is ranked 33 and Greene County is ranked 40.



# MARKET ANALYSIS

## Social Demographics

The current poverty rate for the Region is 25.6%, 8.1% points higher than the national average, and 11.5% points higher than the state average. The median household income is \$31,510, while the state median is \$48,486 and the national median is \$60,293.

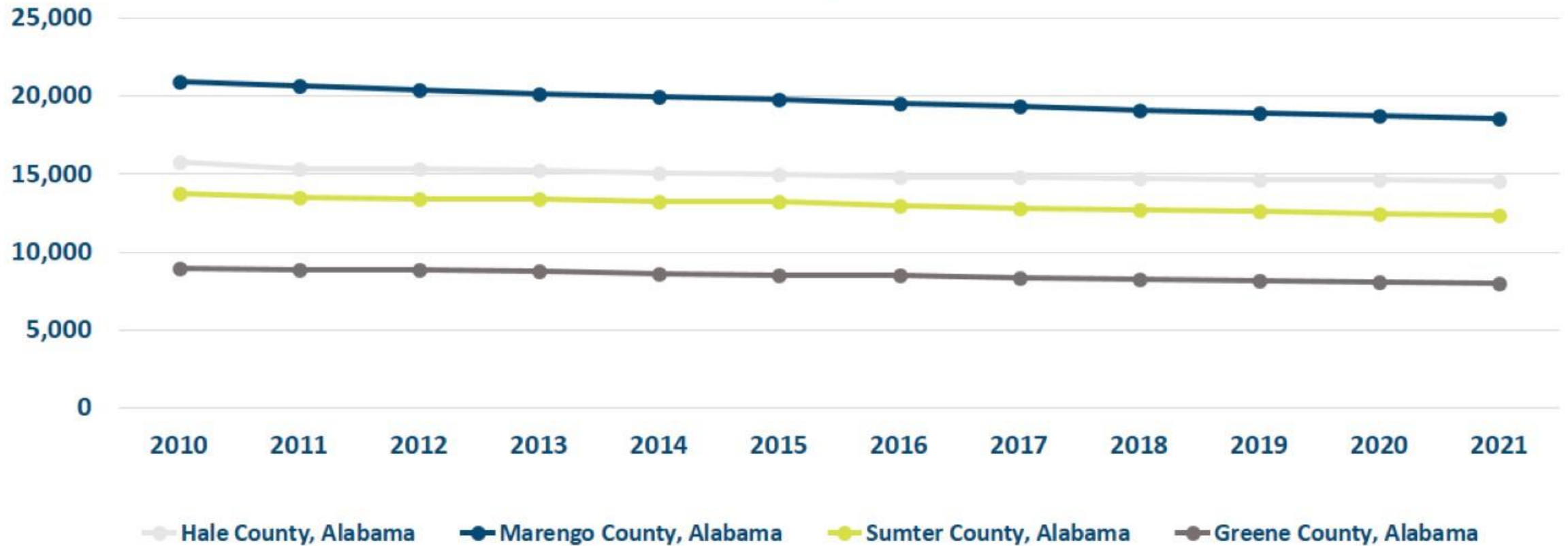


# MARKET ANALYSIS

## Population

Hale, Marengo, Sumter, and Greene counties have seen little to no population growth over the past 9 years.

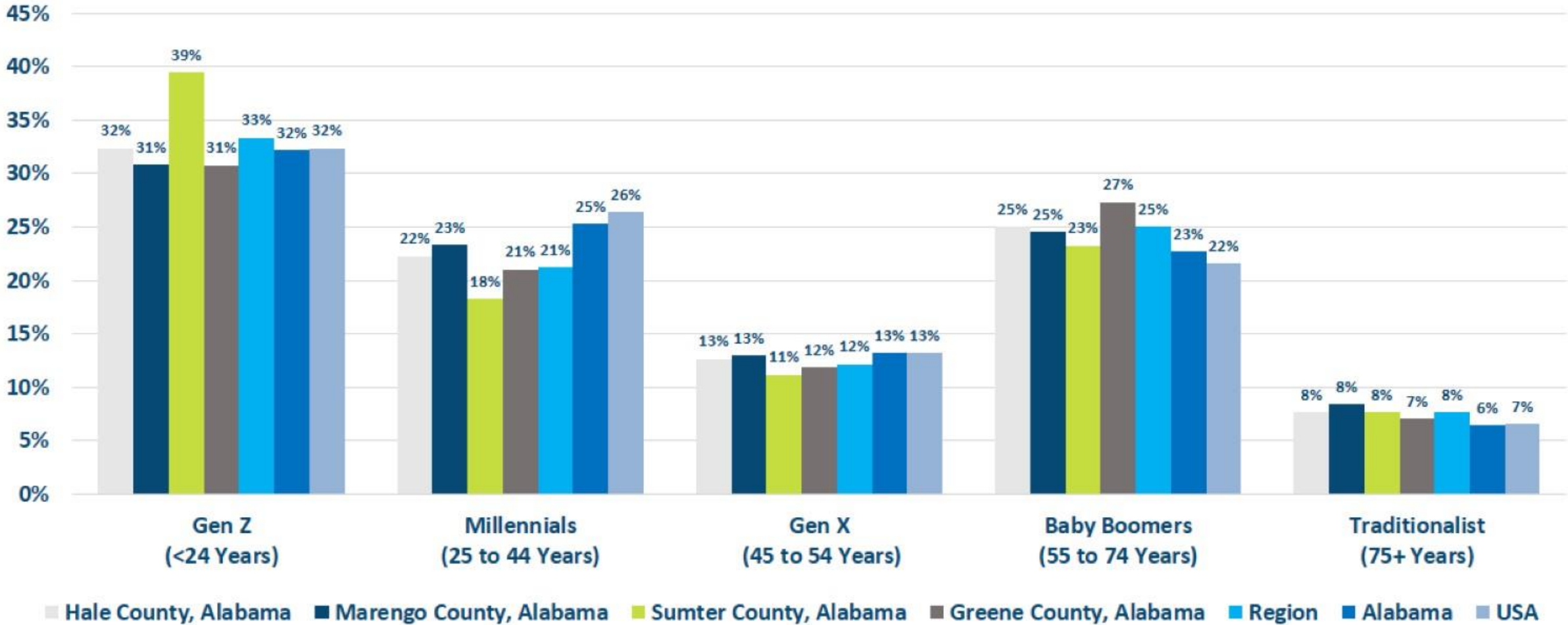
### Historical Population



# MARKET ANALYSIS

## Demographics

### Population by Generation

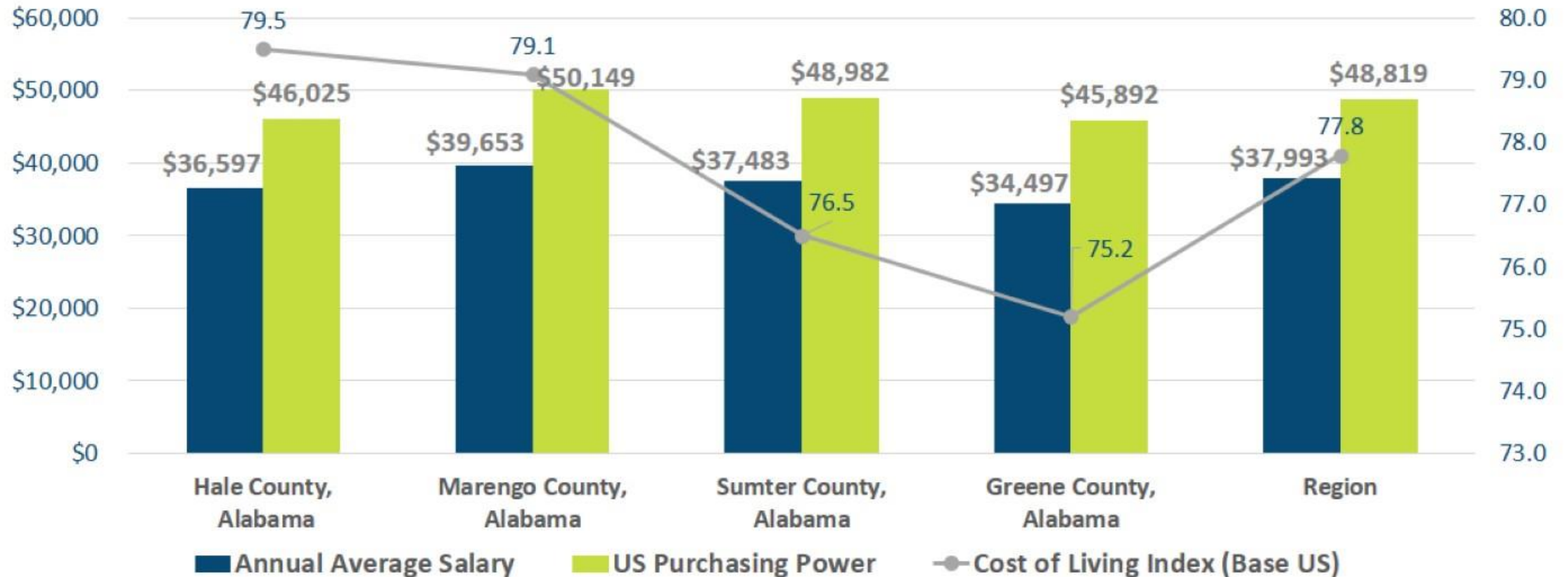




# MARKET ANALYSIS

## Cost of Living

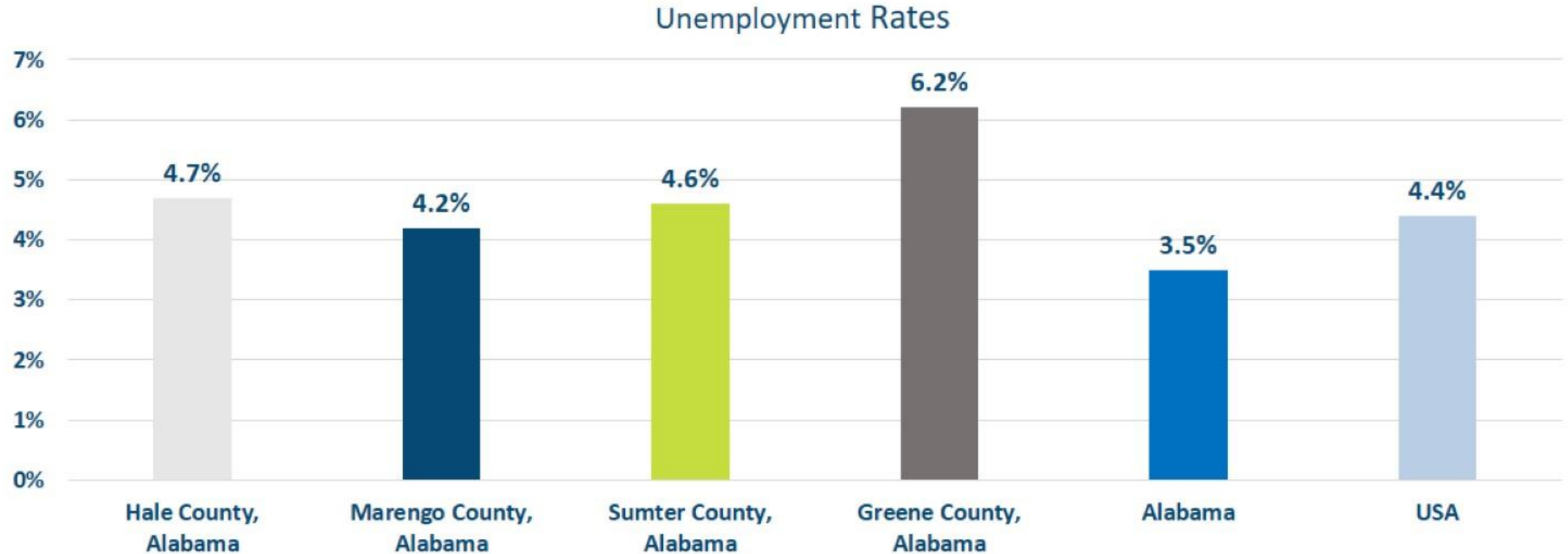
The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 9.4% lower in Hale County, Alabama, 9.8% lower in Marengo County, Alabama, 12.4% lower in Sumter County, Alabama, and 13.7% lower in Greene County, Alabama, and the region is 11.1% lower than the U.S. average.



# MARKET ANALYSIS

## Demographics

The average unemployment rate for the region is approximately 4.9%.

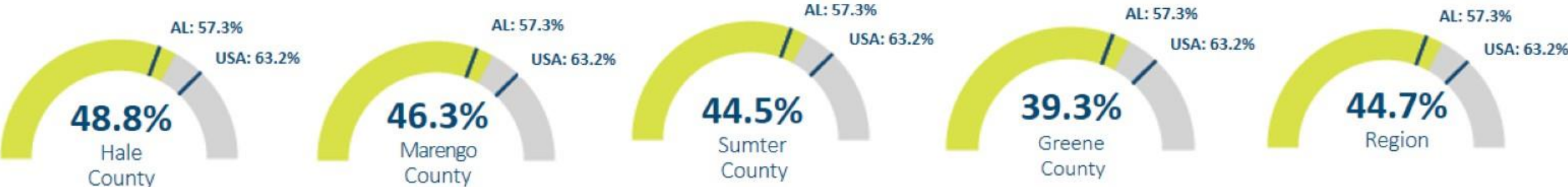


# MARKET ANALYSIS

## Labor Force Participation Rate

The labor force participation rate measures an economy's active labor force and is the sum of all employed workers divided by the working age population. It refers to the number of people who are either employed or are actively looking for work.

The relatively lower participation rate suggests a potential opportunity for expanding firms to draw people back into the labor force that may have dropped out to start a family, go back to school, or because they were unable to find a job that fit their skills.



Source: JobsEQ.



# MARKET ANALYSIS

## Commuting Patterns

Out-bound indicates the number of people living in the region that commute out to work daily. In-bound is the number of people commuting into the region daily to work. See additional details and information in the references.

Hale County			
Cities	Out-Bound	In-bound	Net Commuters
All Other Locations	861	313	-548
Tuscaloosa County, AL	2,333	571	-1,762
Perry County, AL	183	118	-65
Marengo County, AL	336	104	-232
Greene County, AL	136	53	-83
Bibb County, AL		41	41
Dallas County, AL	71	32	-39
Pickens County, AL		31	31
Jefferson County, AL	449	30	-419
Clarke County, AL		22	22
Montgomery County, AL	231		-231
Shelby County, AL	170		-170
Mobile County, AL	63		-63
	<b>4,833</b>	<b>1,315</b>	<b>-3,518</b>

Marengo County			
Cities	Out-Bound	In-bound	Net Commuters
All Other Locations	1,524	1,790	266
Tuscaloosa County, AL	543	216	-327
Jefferson County, AL	494	116	-378
Clarke County, AL	398	248	-150
Choctaw County, AL	334		-334
Montgomery County, AL	332		-332
Dallas County, AL	214		-214
Sumter County, AL	205	197	-8
Wilcox County, AL	165	130	-35
Shelby County, AL	137		-137
Hale County, AL		336	336
Greene County, AL		283	283
Mobile County, AL		151	151
Perry County, AL		123	123
	<b>4,346</b>	<b>3,590</b>	<b>-879</b>



# MARKET ANALYSIS

## Commuting Patterns

Out-bound indicates the number of people living in the region that commute out to work daily. In-bound is the number of people commuting into the region daily to work. See additional details and information in the references.

Sumter County			
Cities	Out-Bound	In-bound	Net Commuters
All Other Locations	922	576	-346
Tuscaloosa County, AL	381	185	-196
Jefferson County, AL	220	59	-161
Marengo County, AL	197	205	8
Lauderdale County, MS	143	147	4
Greene County, AL	75	54	-21
Kemper County, MS	71	53	-18
Madison County, AL	60		-60
Lee County, MS	59		-59
Shelby County, AL	52		-52
Choctaw County, AL		132	132
Pickens County, AL		55	55
Mobile County, AL		53	53
	<b>2,180</b>	<b>1,519</b>	<b>-661</b>

Greene County			
Cities	Out-Bound	In-bound	Net Commuters
All Other Locations	472	252	-220
Tuscaloosa County, AL	875	253	-622
Marengo County, AL	283	133	-150
Jefferson County, AL	229	30	-199
Montgomery County, AL	159		-159
Shelby County, AL	72		-72
Madison County, AL	54		-54
Sumter County, AL	54	75	21
Hale County, AL	53	136	83
Pickens County, AL	33	29	-4
Lauderdale County, MS		18	18
Lee County, AL		13	13
Clarke County, AL		12	12
	<b>2,284</b>	<b>951</b>	<b>-1,333</b>

# MARKET ANALYSIS

## Transportation



Approximately 12.8% of your population within the Region does not own a car, and no other means of transportation.

Demographic Area	% of population without vehicles
Hale County, Alabama	12.4%
Marengo County, Alabama	10.4%
Sumter County, Alabama	13.2%
Greene County, Alabama	15.0%
Region	12.8%
Alabama	6.2%
United States	8.7%

Source: JobsEQ,

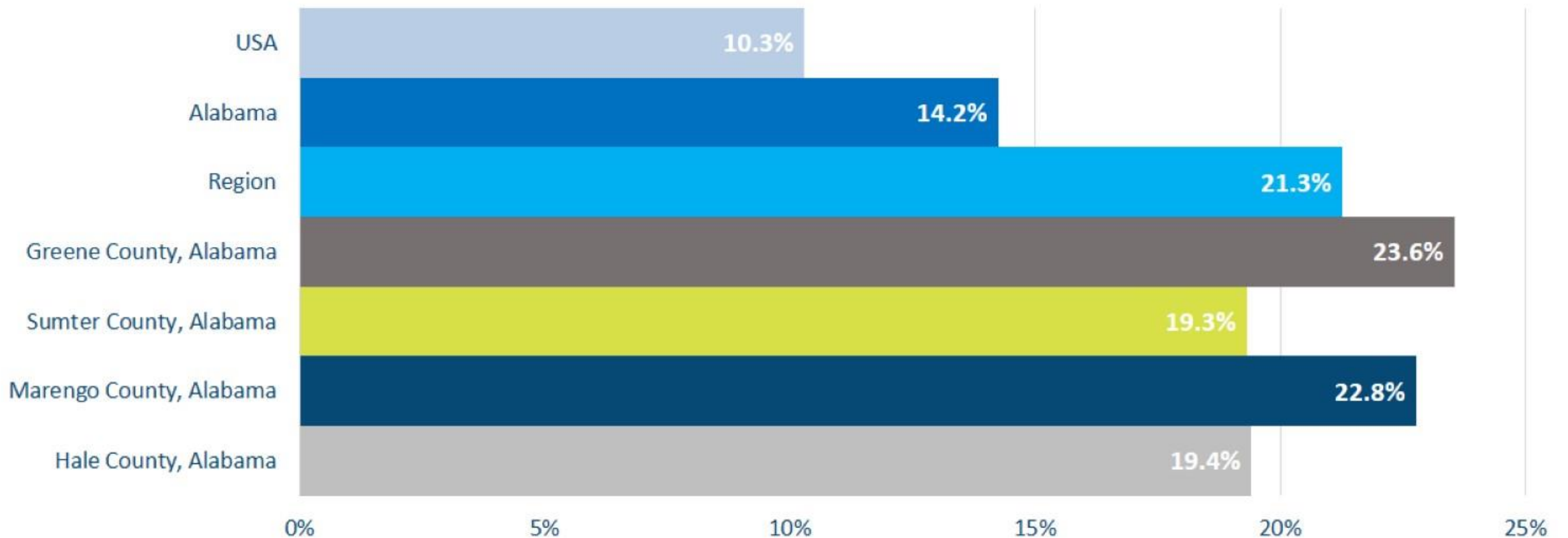


# MARKET ANALYSIS

## Social Demographics

According to the CDC, approximately 1 in 4 adults in the U.S. live with a disability. The current percent of population with disability in the Region is 21.3%, 11.0% points higher than the national average, and 7.0% points higher than the state average.

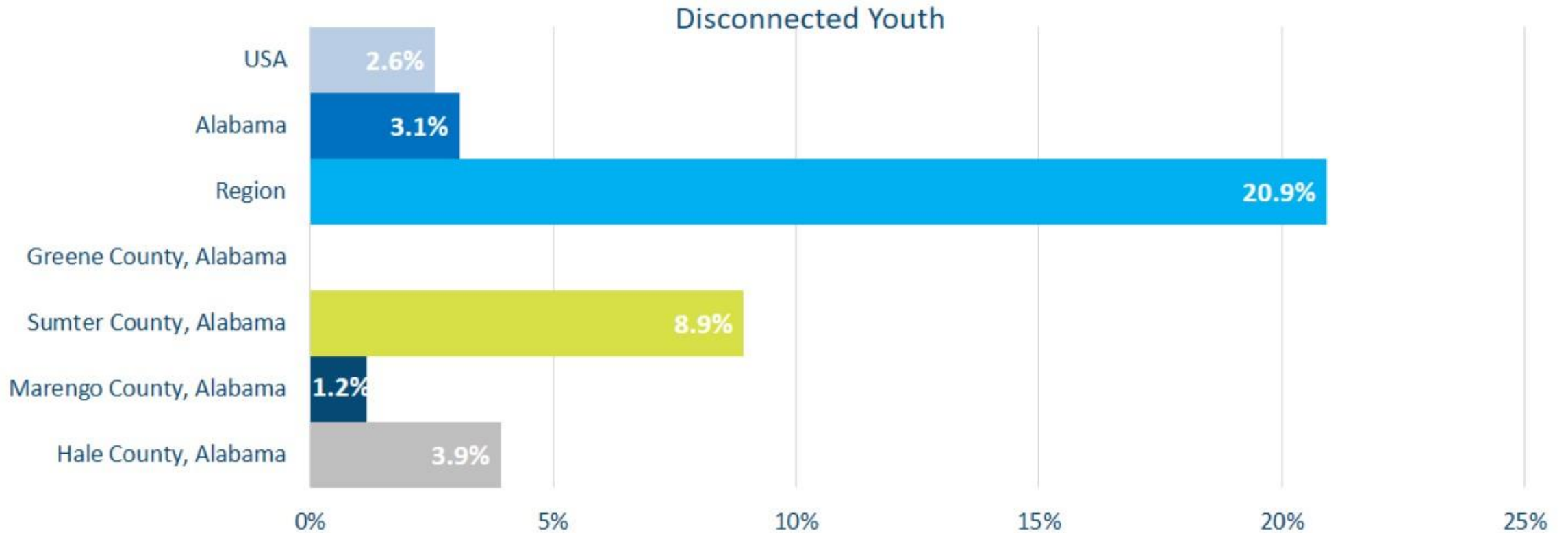
With a Disability, Age 18-64



# MARKET ANALYSIS

## Social Demographics

Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.





# MARKET ANALYSIS

## Hale County Housing



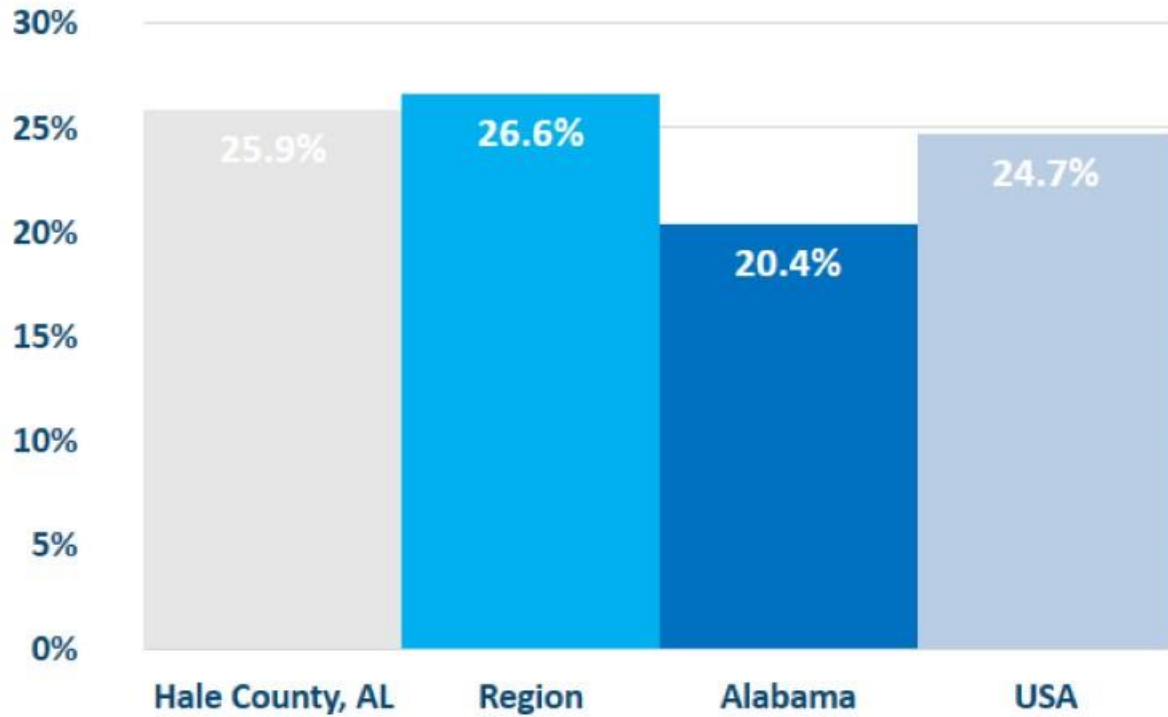
	Total Population	Total Households	Total Housing Units
Hale County, AL	14,887	5,658	7,777
Region	55,836	21,428	30,035
Alabama	4,850,771	1,856,695	2,231,126
USA	321,004,407	118,825,921	135,393,564

# MARKET ANALYSIS

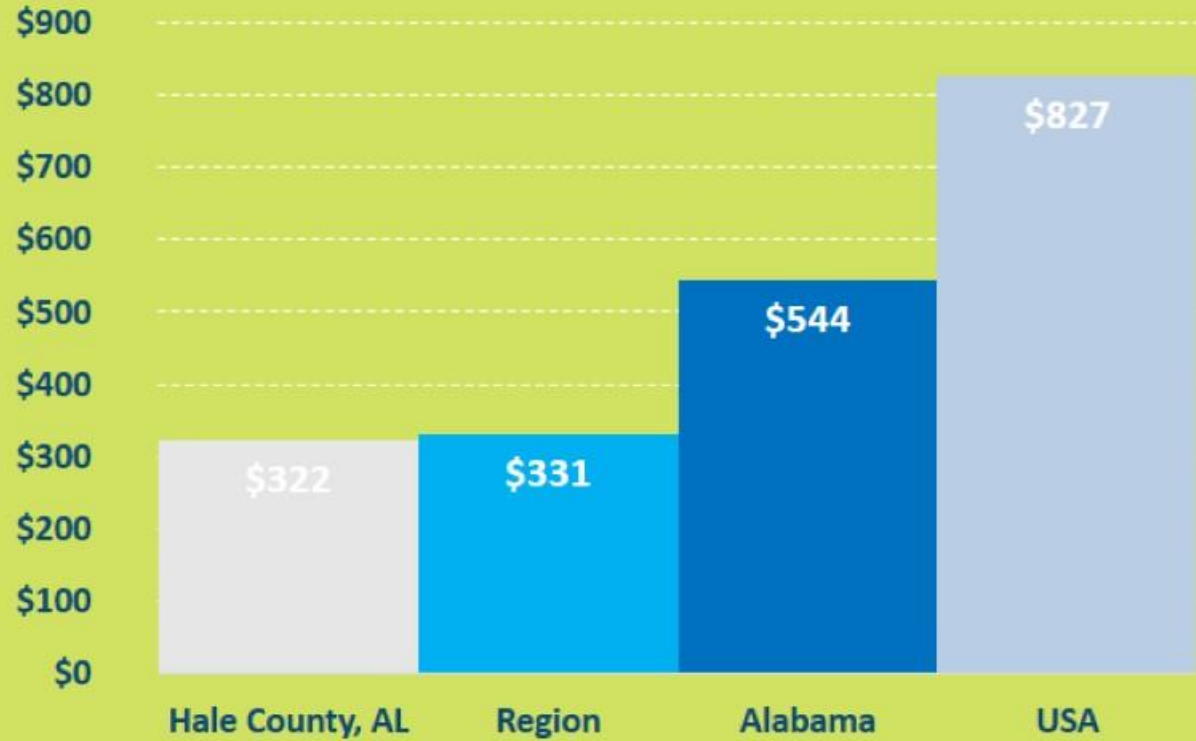
## Hale County Housing



### Percent of Residents Paying More than 30% of Household Income for Housing



### Median Contract Rent by Location



# MARKET ANALYSIS

## Marengo County Housing



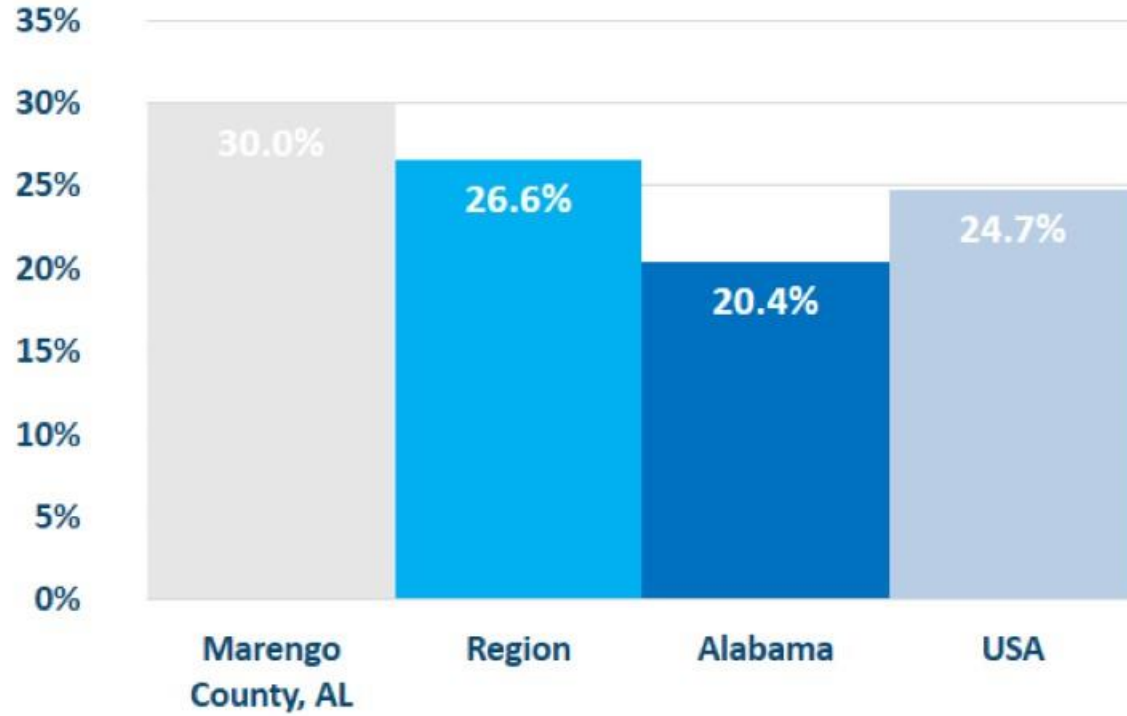
	Total Population	Total Households	Total Housing Units
Marengo County, AL	19,538	7,768	10,325
Region	55,836	21,428	30,035
Alabama	4,850,771	1,856,695	2,231,126
USA	321,004,407	118,825,921	135,393,564

# MARKET ANALYSIS

## Marengo County Housing



### Percent of Residents Paying More than 30% of Household Income for Housing



### Median Contract Rent by Location





# MARKET ANALYSIS

## Sumter County Housing



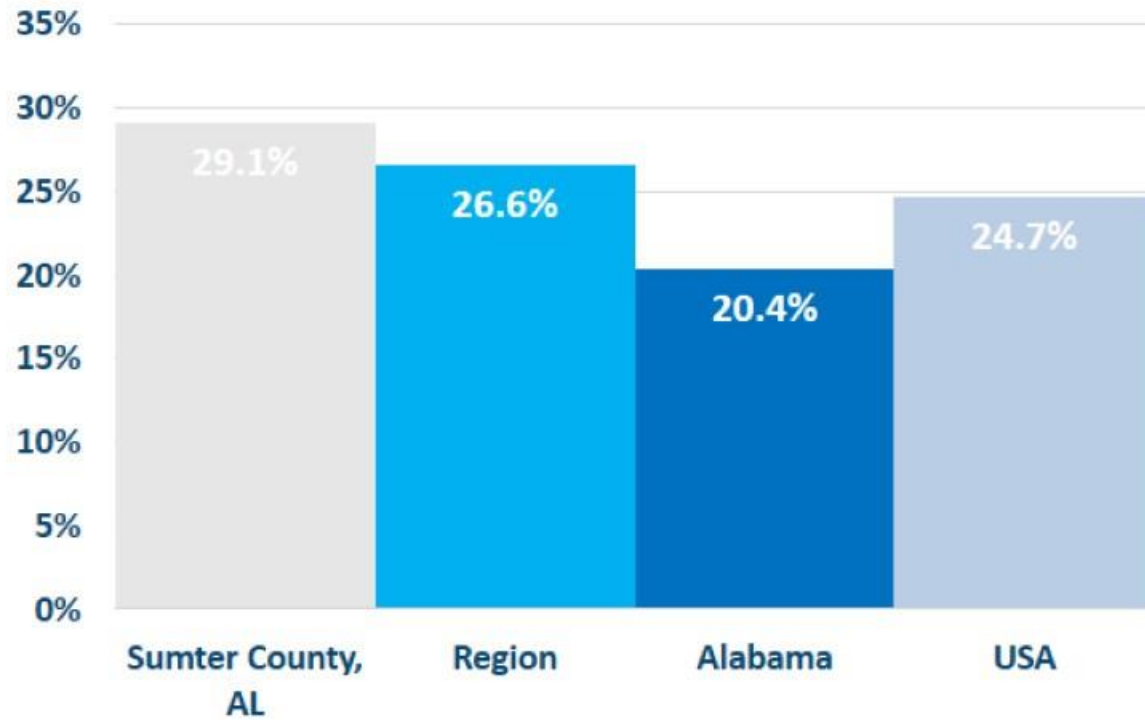
	Total Population	Total Households	Total Housing Units
Sumter County, AL	12,985	5,047	6,858
Region	55,836	21,428	30,035
Alabama	4,850,771	1,856,695	2,231,126
USA	321,004,407	118,825,921	135,393,564

# MARKET ANALYSIS

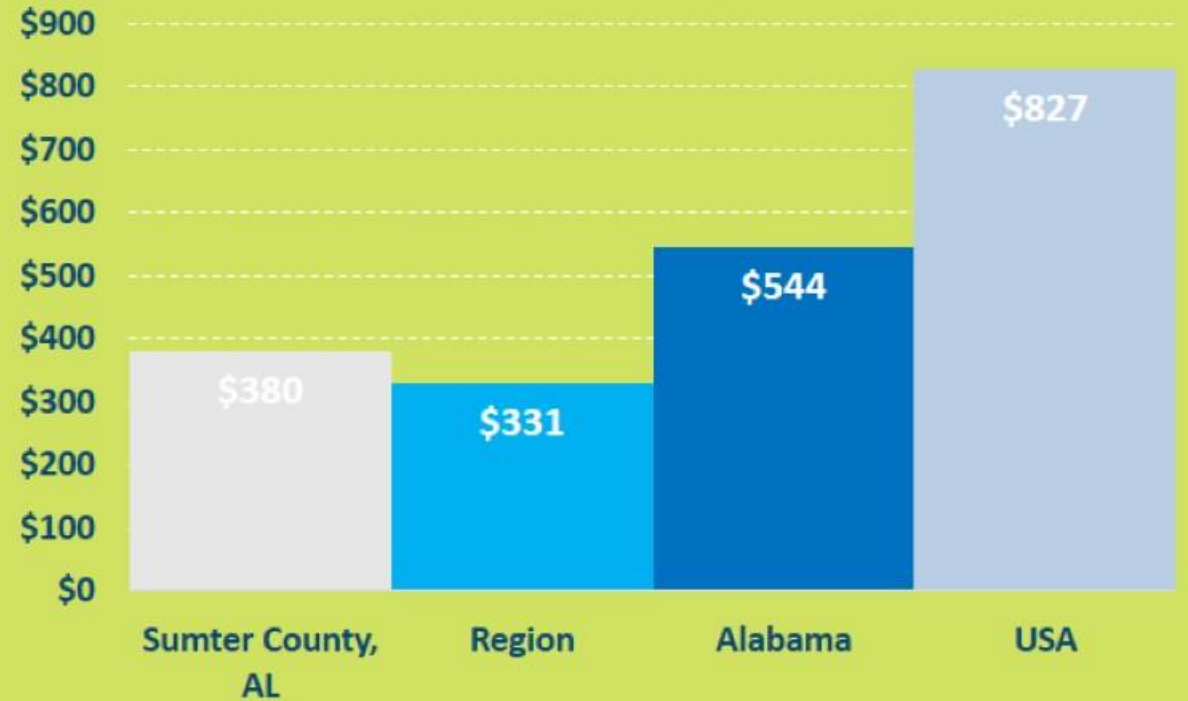
## Sumter County Housing



Percent of Residents Paying More than 30% of Household Income for Housing



Median Contract Rent by Location



# MARKET ANALYSIS

## Greene County Housing



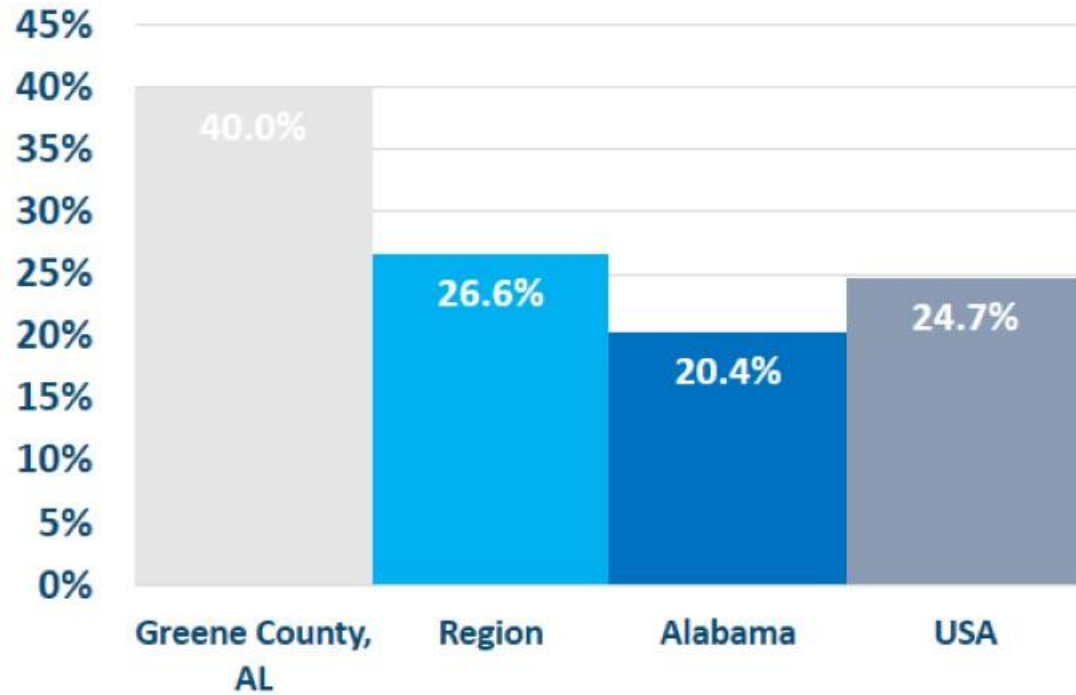
	Total Population	Total Households	Total Housing Units
Greene County, AL	8,426	2,955	5,075
Region	55,836	21,428	30,035
Alabama	4,850,771	1,856,695	2,231,126
USA	321,004,407	118,825,921	135,393,564

# MARKET ANALYSIS

Greene County Housing



### Percent of Residents Paying More than 30% of Household Income for Housing



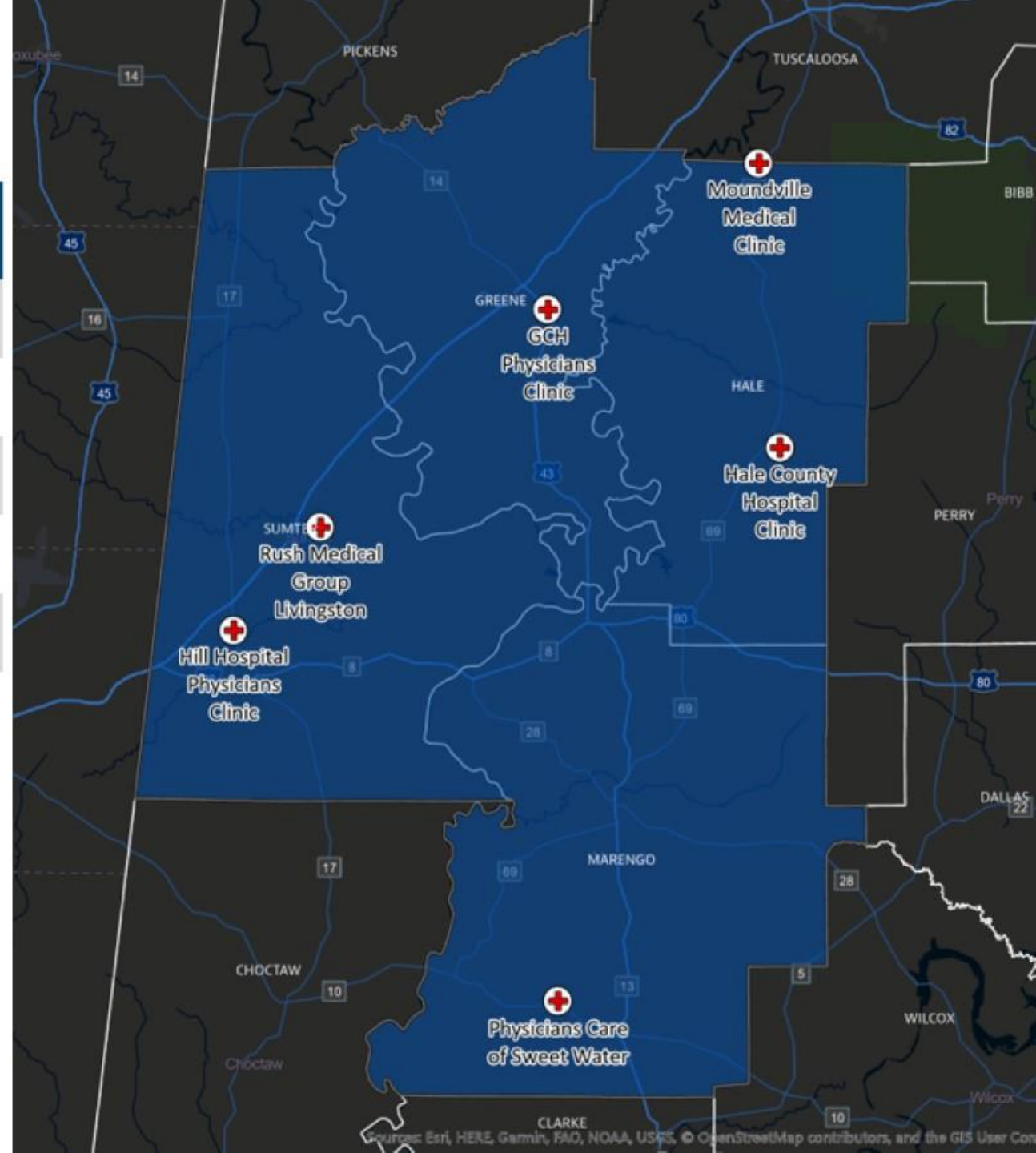
### Median Contract Rent by Location



# MARKET ANALYSIS

## Healthcare

ID	Clinic	City	Type
1	Hale County Hospital Clinic	Greensboro	RHC
2	Moundville Medical Associates	Moundville	RHC
3	Physicians Care of Sweetwater, LLC	Sweetwater	RHC
4	Hill Hospital Physicians Clinic	York	RHC
5	Rush Medical Group Livingston	Livingston	RHC
6	GCH Physicians Clinic	Eutaw	RHC

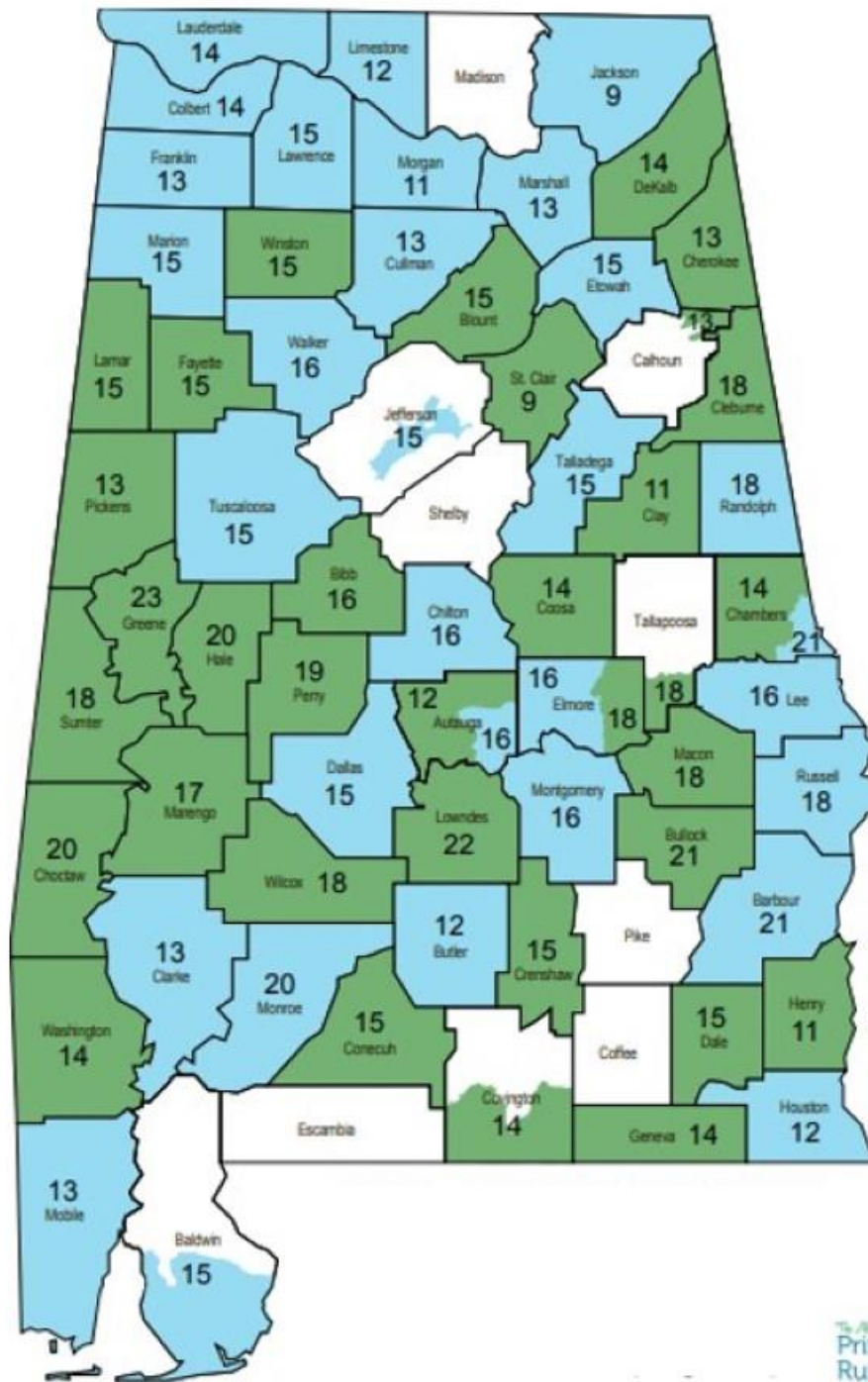




# MARKET ANALYSIS

Healthcare

## Primary Care Health Professional Shortage Areas



### HPSA DESIGNATION TYPE

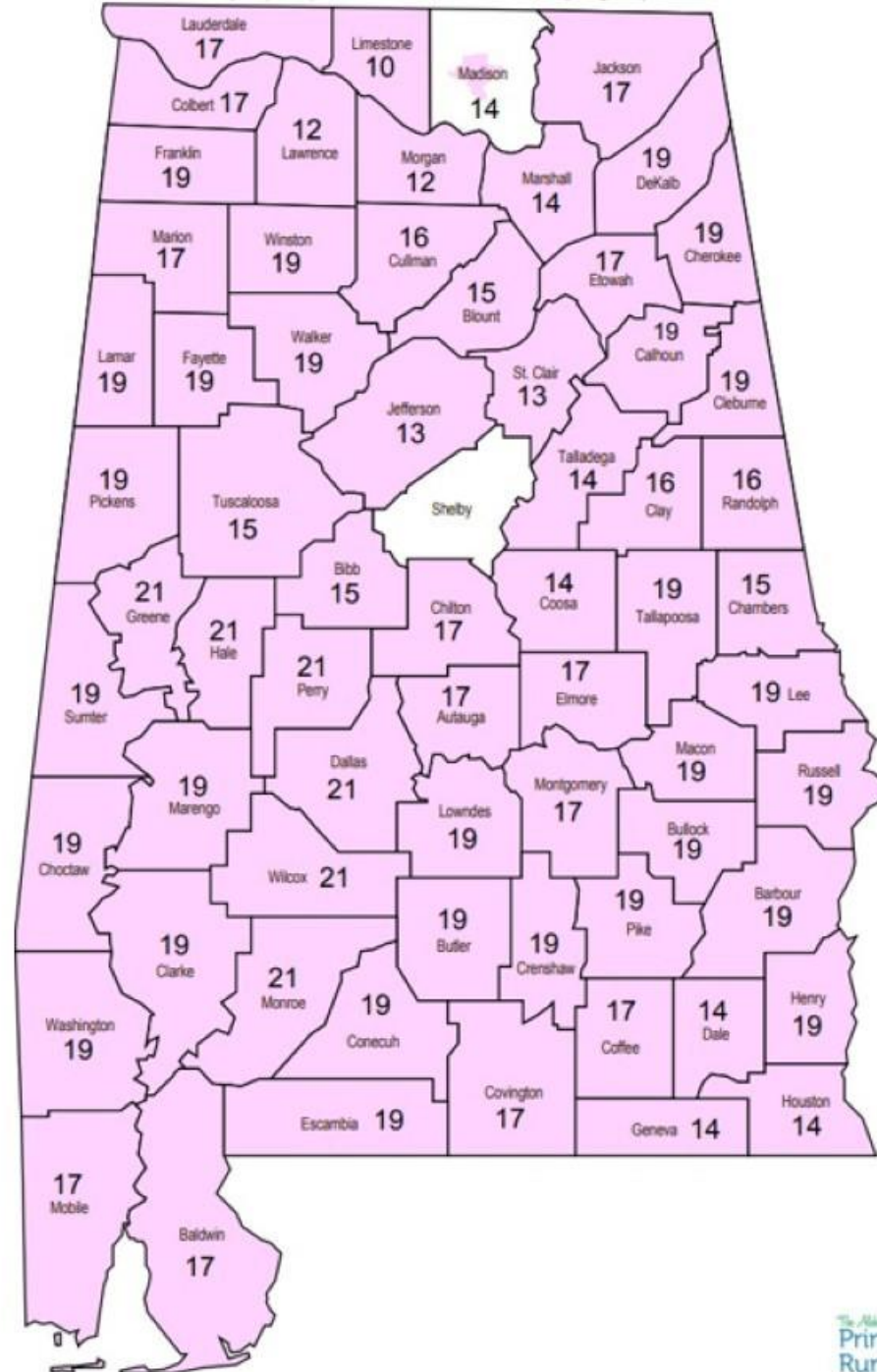
- Geographic
- Low-Income
- Non-Designated

Numerals indicate HPSA Scores (Range: 1-25)

# MARKET ANALYSIS

Healthcare

## Dental Health Professional Shortage Areas



### HPSA DESIGNATION TYPE

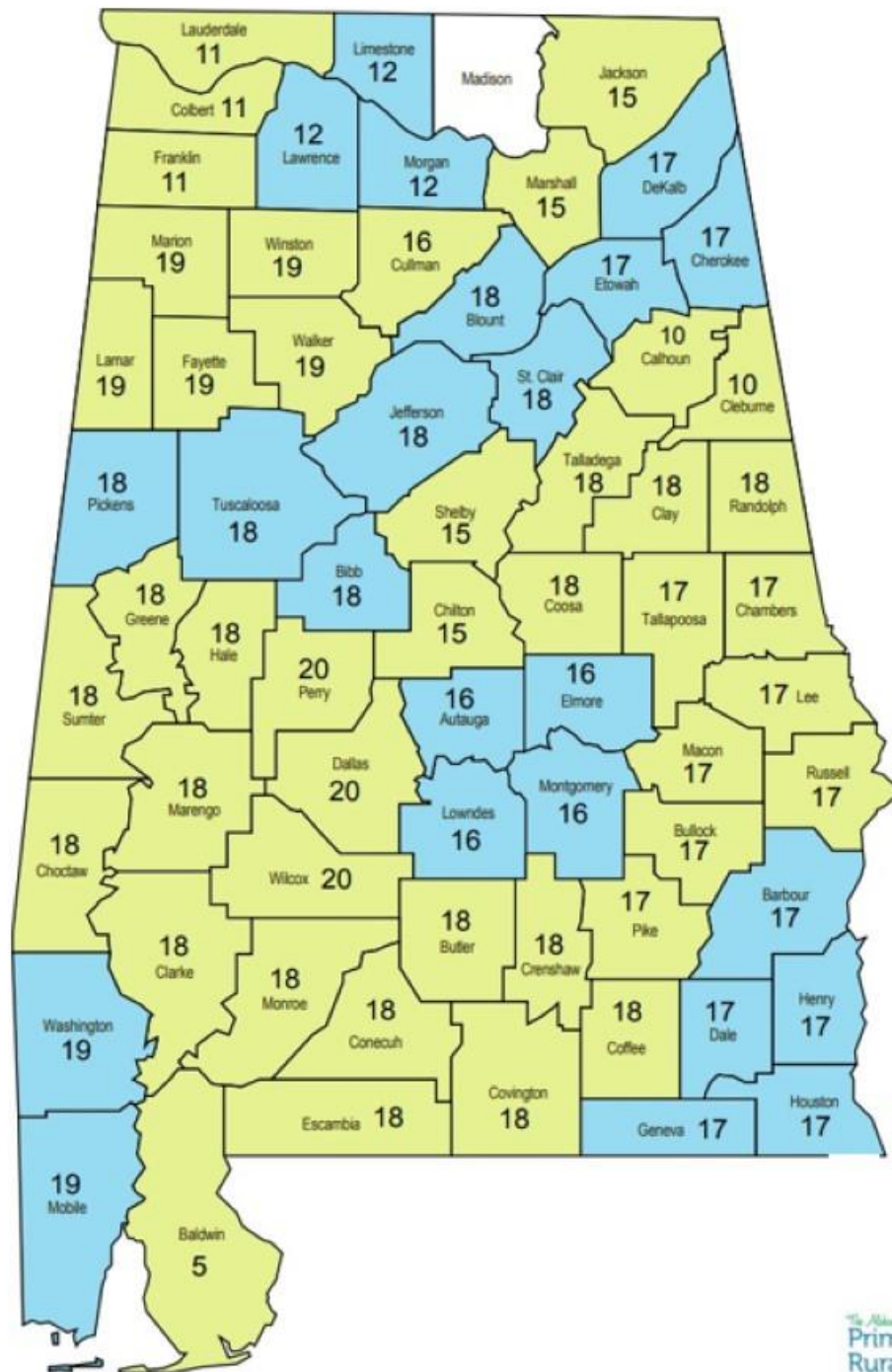
- LOW-INCOME
- NON-DESIGNATED

Numerals indicate HPSA Scores (Range: 1-26)

# MARKET ANALYSIS

Healthcare

## Mental Health Professional Shortage Areas



### HPSA DESIGNATION TYPE

- Geographic
- Low-Income
- Non-Designated

Numerals indicate HPSA Scores (Range: 1-25)



The image features a blurred background of a city skyline at night, with lights from buildings and streets. A white rectangular frame is centered on the image, containing the text "WORKFORCE PIPELINE" in a bold, white, sans-serif font.

# WORKFORCE PIPELINE

# WORKFORCE PIPELINE

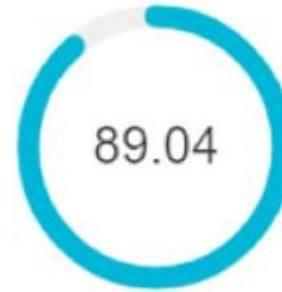
Hale County



Academic  
Achievements



Academic  
Growth



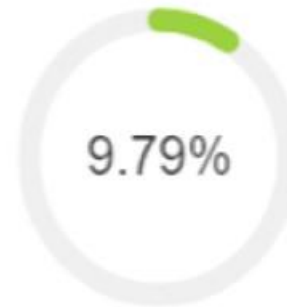
Graduation  
Growth



College and  
Career  
Readiness



Chronic  
Absenteeism



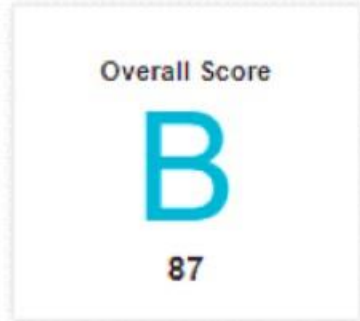
Progress in  
English  
Proficiency

No Data



# WORKFORCE PIPELINE

Marengo County



Academic  
Achievements



Academic  
Growth



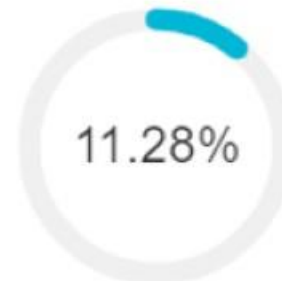
Graduation  
Growth



College and  
Career  
Readiness



Chronic  
Absenteeism



Progress in  
English  
Proficiency

No Data

# WORKFORCE PIPELINE

Sumter County



Academic Achievements



Academic Growth



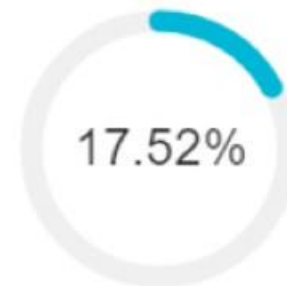
Graduation Growth



College and Career Readiness



Chronic Absenteeism



Progress in English Proficiency

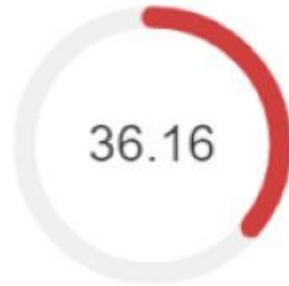
No Data

# WORKFORCE PIPELINE

Greene County



Academic  
Achievements



Academic  
Growth



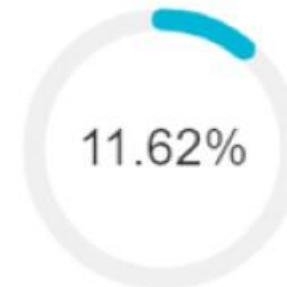
Graduation  
Growth



College and  
Career  
Readiness



Chronic  
Absenteeism



Progress in  
English  
Proficiency

No Data

# WORKFORCE PIPELINE

Postsecondary Institutions Serving the Region



1

Postsecondary schools  
located within the region



1,171

Enrolled in Postsecondary  
schools within the region





The image features a blurred background of an industrial facility, possibly a refinery or chemical plant, with various structures and pipes. A white rectangular box is centered on the image, containing the text "INDUSTRIAL SECTOR ANALYSIS" in a bold, white, sans-serif font.

# **INDUSTRIAL SECTOR ANALYSIS**

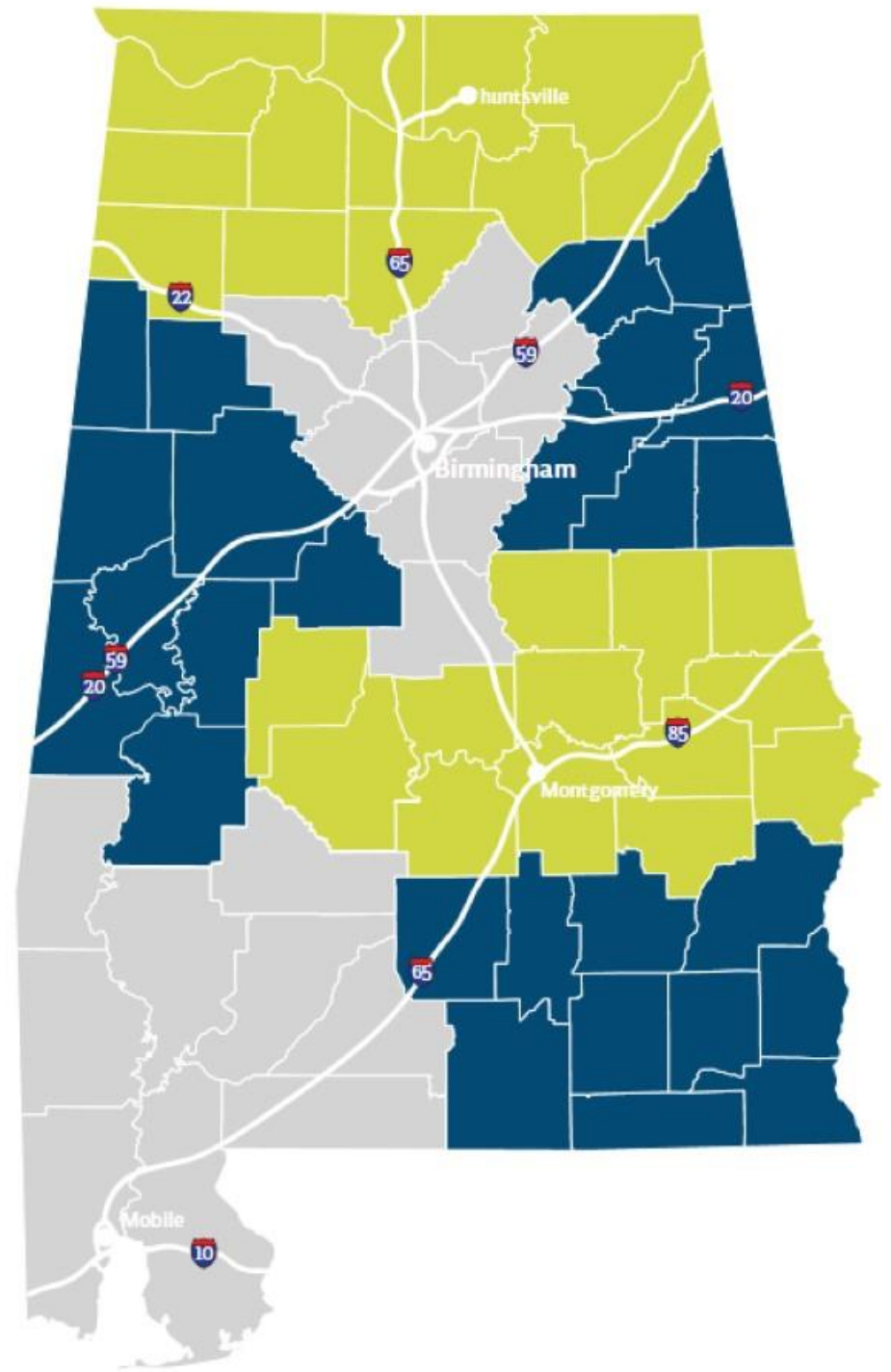


# WORKFORCE PIPELINE

## Regional Workforce Councils

West AlabamaWorks! (WAW) represents a seven-county region covering Tuscaloosa, Lamar, Pickens, Fayette, **Sumter**, **Greene**, **Hale**, **Bibb**, and **Marengo** all of which will begin the process this year of becoming certified counties. Led by local businesses and industry leaders and are on one of seven regional councils in the state of Alabama.

<https://alabamaworks.com/about/>



# INDUSTRIAL INFRASTRUCTURE



Alabama Power

# INDUSTRIAL INFRASTRUCTURE ANALYSIS

Community Infrastructure



## 11 Industrial Sites

Airport Industrial Park  
Tucker Property  
County Road 46 Site  
Linden Industrial Park  
J.J.& K. Sales  
Miller Tract  
Tosco Tract  
South Industrial Park  
Crossroads of America  
McDowell Interstate Park  
Port of Epes Industrial Park

Marengo County  
Hale County  
Hale County  
Marengo County  
Marengo County  
Marengo County  
Marengo County  
Marengo County  
Greene County  
Sumter County  
Sumter County



## Interstates

I-59  
I-20



## 6 Industrial Buildings

Linden Industrial Building  
New Era Building  
Prystup Building  
Sherrod Building

Marengo County  
Marengo County  
Marengo County  
Marengo County



## 4 Lane Highways

U.S. Route 43  
U.S. Route 114  
U.S. Route 25

# TARGET SECTOR ANALYSIS

## Regional Approach

Based on knowledge expertise, we feel that the main drivers in identifying industry clusters is to understand and assess the following attributes:



EMPLOYMENT



JOB GROWTH



ANNUAL WAGE



LOCATION QUOTIENT

Based on these factors, we feel confident that our team has identified the most prominent industry sectors within your region that we feel would add additional success and expertise to your community.



# INDUSTRIAL SECTOR ANALYSIS



Alabama Power

# TARGET SECTOR ANALYSIS

## Regional Approach

The largest sector within the region is manufacturing and social assistance, employing 5,352 workers. The next-largest sectors are in retail trade with 1,745 workers and education services with 1,715 workers.

High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are agriculture, forestry, fishing and hunting (LQ=5.8), utilities (LQ =3.1) and manufacturing (LQ=2.1).

INDUSTRY	2019 JOBS	AVG. ANN. WAGE	LQ	5 YEAR % CHANGE IN JOBS
Manufacturing (31)	2,864	\$ 53,379	2.1	5.5%
Health Care and Social Assistance (62)	2,488	\$ 33,955	1.0	-8.6%
Retail Trade (44)	1,745	\$ 24,317	1.0	2.5%
Educational Services (61)	1,715	\$ 40,850	1.2	-5.1%
Agriculture, Forestry, Fishing and Hunting (11)	1,249	\$ 36,141	5.8	-15.9%
Public Administration (92)	1,098	\$ 31,217	1.4	-1.8%
Accommodation and Food Services (72)	1,013	\$ 13,660	0.7	14.4%
Construction (23)	837	\$ 44,610	0.9	0.5%
Administrative and Support and Waste Management and Remediation Services (56)	820	\$ 38,100	0.8	43.1%
Other Services (except Public Administration) (81)	796	\$ 20,658	1.1	12.8%
Transportation and Warehousing (48)	592	\$ 48,961	0.8	-0.8%
Finance and Insurance (52)	390	\$ 53,085	0.6	3.8%
Utilities (22)	258	\$ 76,323	3.1	5.1%
Wholesale Trade (42)	219	\$ 51,996	0.3	-17.3%
Professional, Scientific, and Technical Services (54)	210	\$ 45,715	0.2	-8.4%
Arts, Entertainment, and Recreation (71)	158	\$ 33,502	0.5	-24.0%
Real Estate and Rental and Leasing (53)	133	\$ 43,750	0.5	-0.7%
Information (51)	69	\$ 53,000	0.2	-14.7%
Management of Companies and Enterprises (55)	37	\$ 75,044	0.1	22.8%
Mining, Quarrying, and Oil and Gas Extraction (21)	2	\$ 44,906	0.0	55.2%
Total - All Industries	16,693	\$37,993	1.0	-0.1%



# TARGET SECTOR ANALYSIS

Regional Approach

Forest  
Products



Chemical  
Manufacturing



Food  
Manufacturing



# TARGET SECTOR ANALYSIS

Pulp, Paper, and Paperboard Mills | NAICS 3221



**65.5**

Location Quotient



**30.6%**

Job Growth Over 5 Years



**\$71,156**

Average Annual Wage





# TARGET SECTOR ANALYSIS

Sawmills and Wood Preservation | NAICS 3211



**56.63**

Location Quotient



**7.6%**

Job Growth Over 5 Years



**\$41,171**

Average Annual Wage



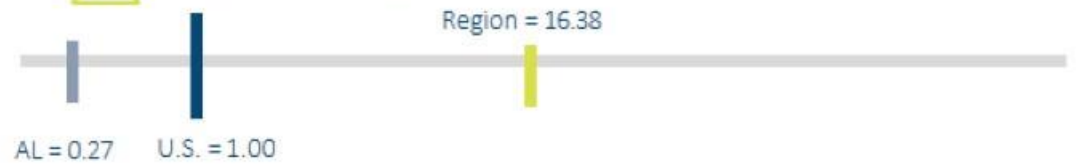


# TARGET SECTOR ANALYSIS

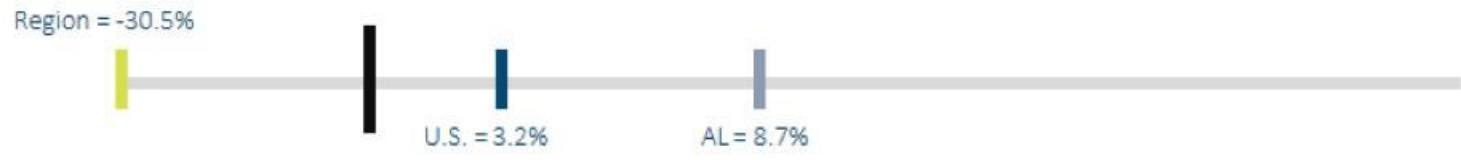
Fruit and Vegetable Preserving and Specialty Food Manufacturing | NAICS 3114



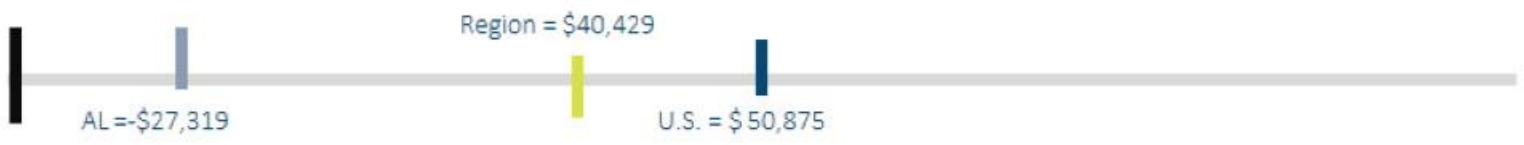
**16.38**  
Location Quotient



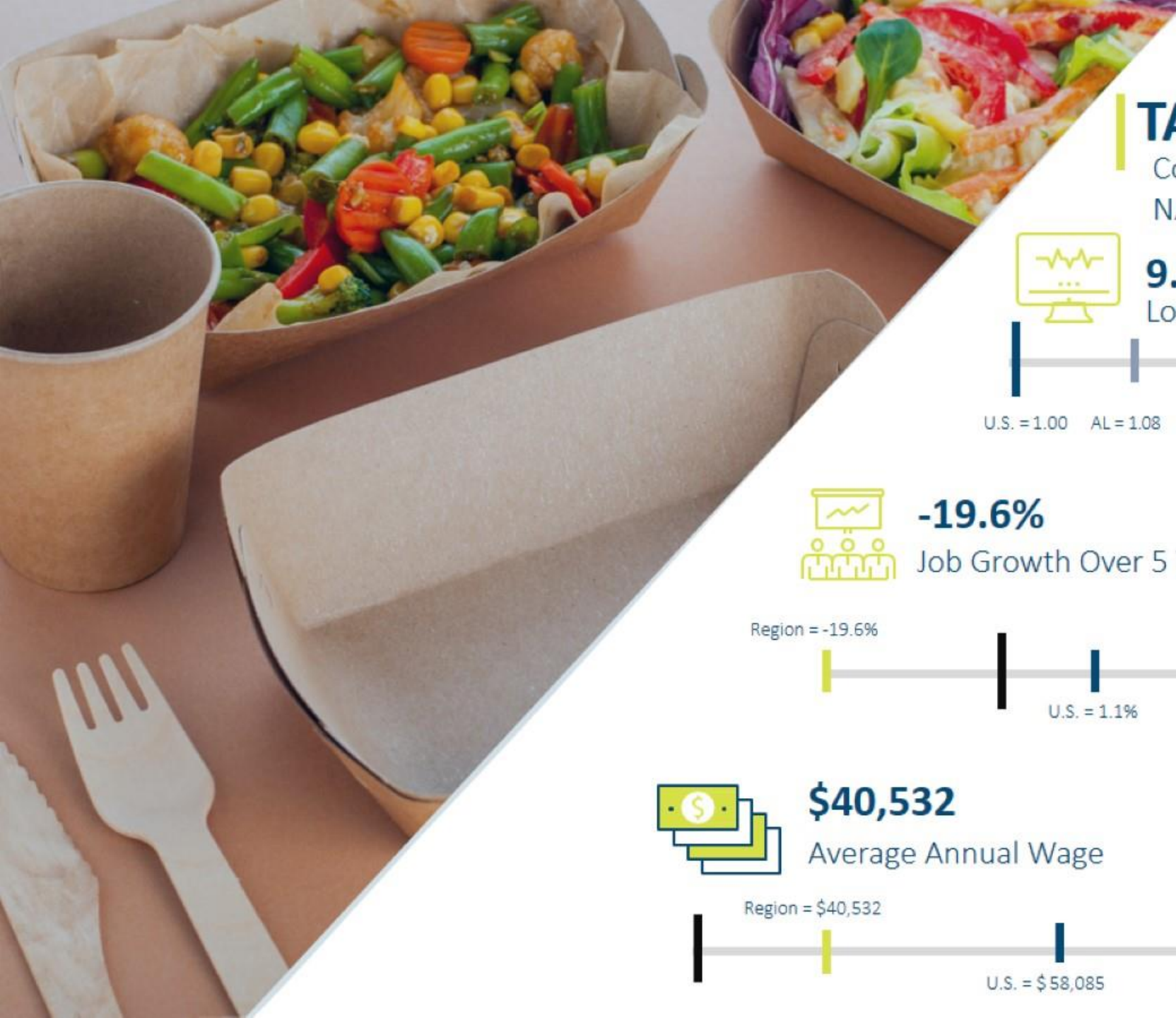
**-30.5%**  
Job Growth Over 5 Years



**\$40,429**  
Average Annual Wage







# TARGET SECTOR ANALYSIS

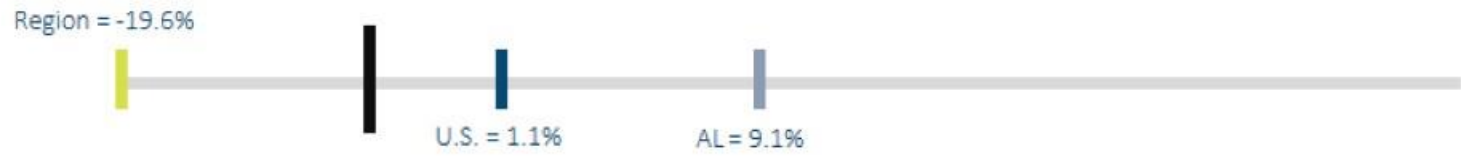
Converted Paper Product Manufacturing |  
NAICS 3222



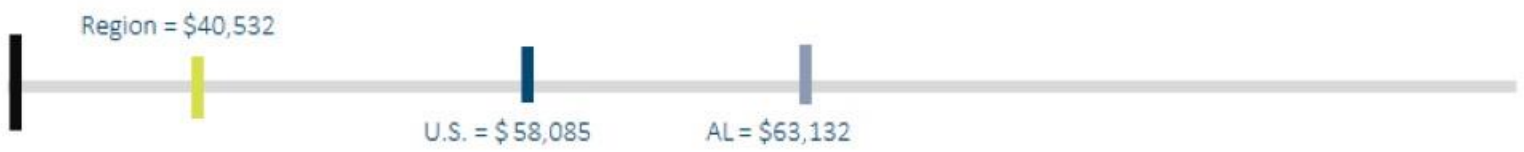
**9.16**  
Location Quotient



**-19.6%**  
Job Growth Over 5 Years



**\$40,532**  
Average Annual Wage



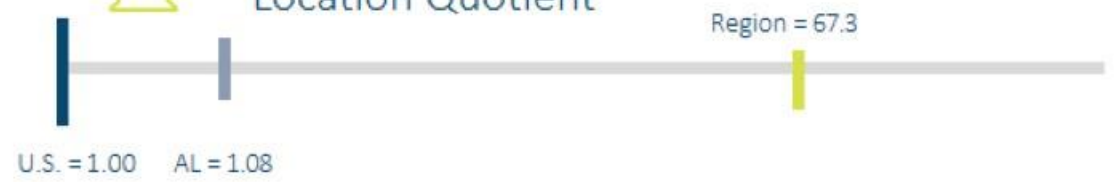


# TARGET SECTOR ANALYSIS

Seafood Product Preparation and Packaging | NAICS 3117



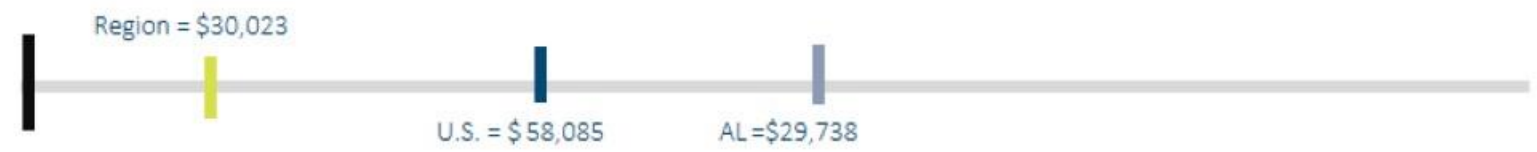
**67.3**  
Location Quotient



**-2.6%**  
Job Growth Over 5 Years



**\$30,023**  
Average Annual Wage







# TARGET SECTOR ANALYSIS

Other Wood Product Manufacturing  
| NAICS 3219



**4.11**  
Location Quotient



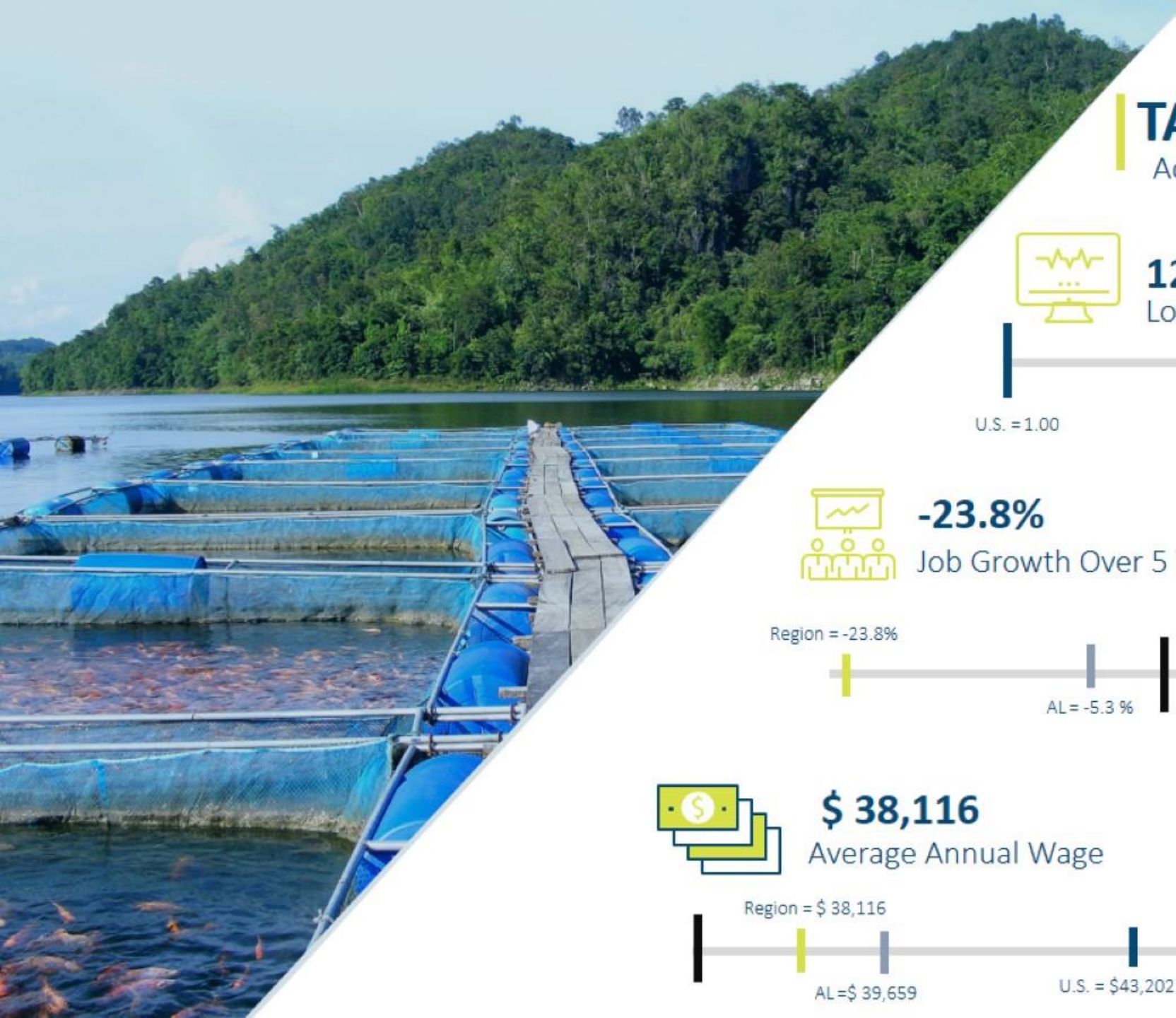
**15.2%**  
Job Growth Over 5 Years



**\$33,390**  
Average Annual Wage







# TARGET SECTOR ANALYSIS

Aquaculture | NAICS 1125



**129.05**

Location Quotient



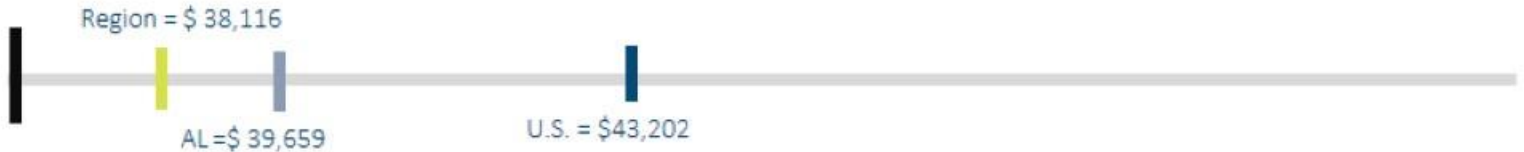
**-23.8%**

Job Growth Over 5 Years



**\$ 38,116**

Average Annual Wage





# TARGET SECTOR ANALYSIS

Railroad Rolling Stock Manufacturing |  
NAICS 3365



**34.02**  
Location Quotient



**3350.6%**  
Job Growth Over 5 Years



**\$61,338**  
Average Annual Wage







# TARGET SECTOR ANALYSIS

Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing | NAICS 3327



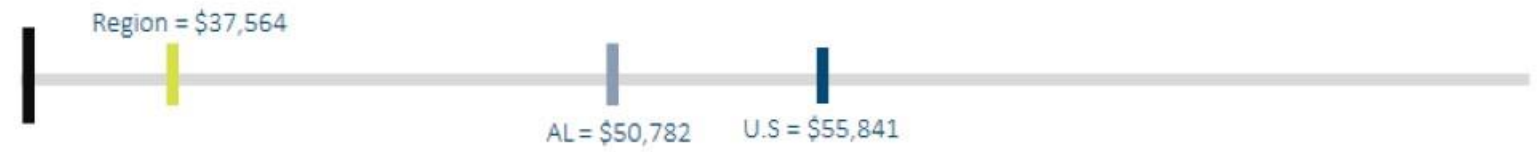
**2.06**  
Location Quotient



**337.1%**  
Job Growth Over 5 Years



**\$37,564**  
Average Annual Wage





# TARGET SECTOR ANALYSIS

Plastics Product Manufacturing | NAICS 3261

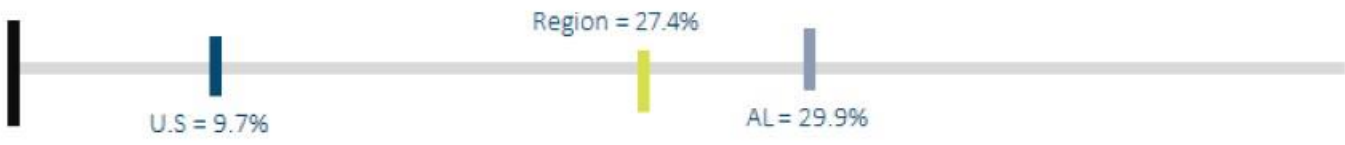


**1.11**



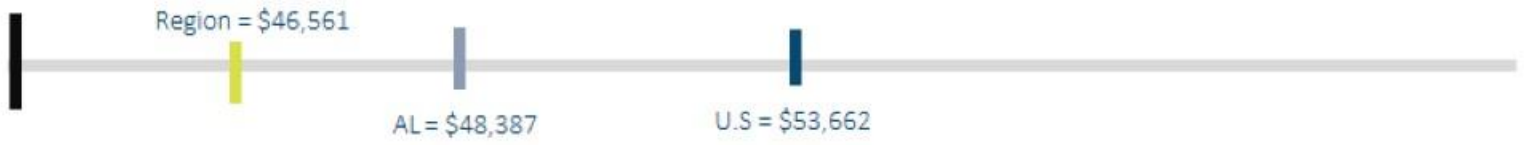
**27.4%**

Job Growth Over 5 Years



**\$46,561**

Average Annual Wage





# TARGET SECTOR ANALYSIS

Warehousing and Storage | NAICS 4931



**0.29**

Region = 0.29

U.S. = 1.00

AL = 1.67



**293.7%**

Job Growth Over 5 Years

Region = 293.7%

AL = 18.2%

U.S = 59.2%



**\$27,616**

Average Annual Wage

Region = \$27,616

AL = \$42,680

U.S = \$43,798



# TARGET SECTOR ANALYSIS

Veneer, Plywood, and Engineered Wood  
Product Manufacturing | NAICS 3212



**3.59**



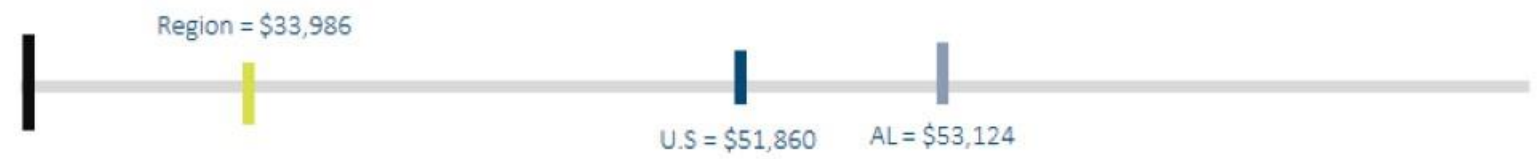
**-67.6 %**

Job Growth Over 5 Years



**\$33,986**

Average Annual Wage





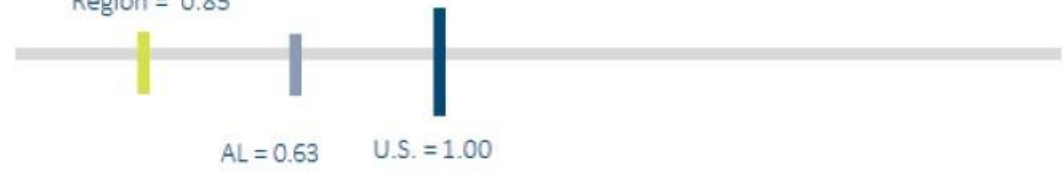
# TARGET SECTOR ANALYSIS

Beverage Manufacturing | NAICS 3121



**0.85**

Region = 0.85



**-28.78%**

Job Growth Over 5 Years

Region = -28.78%



**\$26,413**

Average Annual Wage

Region = \$26,413





# TARGET SECTOR ANALYSIS

Rubber Product Manufacturing | NAICS 3262

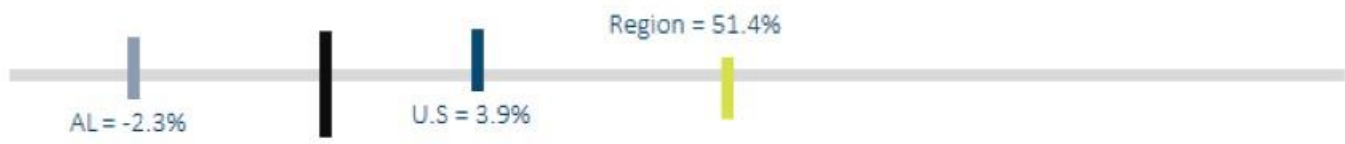


**1.51**



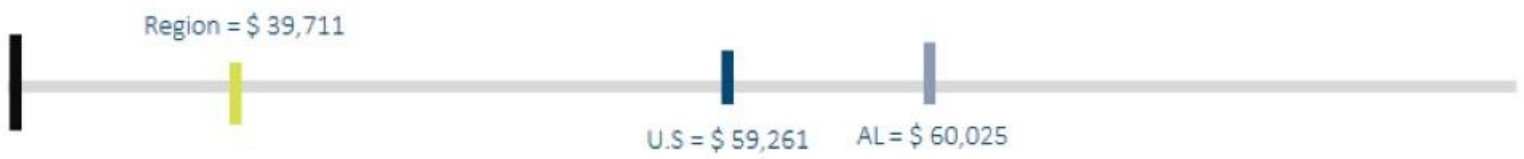
**51.4%**

Job Growth Over 5 Years



**\$ 39,711**

Average Annual Wage



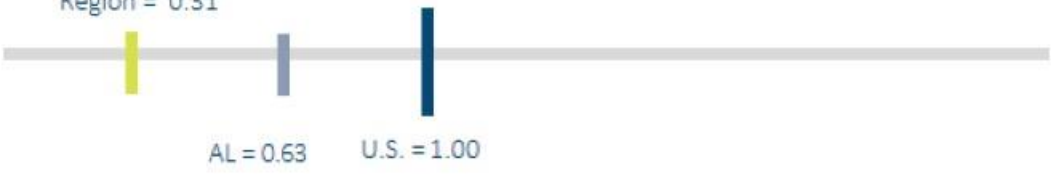
# TARGET SECTOR ANALYSIS

Household and Institutional Furniture and Kitchen Cabinet Manufacturing | NAICS 3371



**0.31**

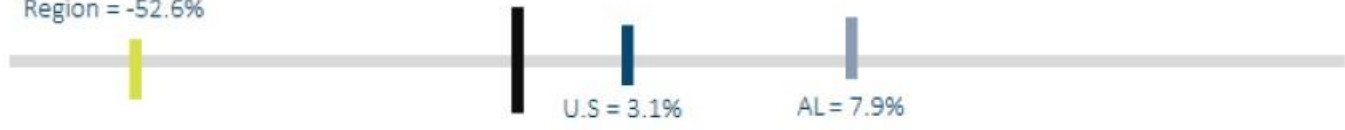
Region = 0.31



**-52.6%**

Job Growth Over 5 Years

Region = -52.6%



**\$29,450**

Average Annual Wage

Region = \$29,450





**COMMERCIAL  
SECTOR ANALYSIS**



# TARGET SECTOR ANALYSIS

Overview of Sectors

Commercial Retail



Small Business



Downtown  
Redevelopment



Entrepreneurship





# TARGET SECTOR ANALYSIS

## Commercial Retail

When determining specific commercial retail sectors to focus on, we looked at three primary data analytics:



RETAIL GAP

---



LEAKAGE SURPLUS

---



NUMBER OF  
BUSINESSES



Hale County

# TARGET SECTOR ANALYSIS

Largest Retail Gaps and National Prospects for Selected Cities

## City of Greensboro 15-minute drive time

Bldg Material & Supplies Dealers

**\$1.1 M**

Sporting Goods, Hobby & Musical Instruments

**\$882 K**

Restaurants & Other Eating Places

**\$720 K**

## City of Moundville 10-minute drive time

Grocery Stores

**\$8.4 M**

Restaurants & Other Eating Places

**\$5.9 M**

Bldg Material & Supplies Dealers

**\$4.1 M**



# RETAIL MARKET ANALYSIS MATRIX

## Assessment

Evaluation Criteria	City of Greensboro	City of Moundville
Current residential population in the immediate market?	2,500 to 10,000	Less than 2,500
Projected population growth?	Less than 0%	Between 0% and 2%
Local area employment presence and health?	Good/stable employer presence (bedroom community)	Good/stable employer presence (bedroom community)
Public school rankings and educational attainment?	Between 25% and 50% proficiency rating	Between 25% and 50% proficiency rating
Home values?	\$75,000 to \$200,000	\$75,000 to \$200,000
Area crime rates (per capita)?	Less than state/national rates	Less than state/national rates
How far is the city from the interstate?	>10 miles	>10 miles
What is the connectivity and draw from surrounding areas?	Remote location with localized traffic counts	Remote location with localized traffic counts

# TARGET SECTOR ANALYSIS

Population Density and Traffic Count Requirements for Retailers

Traffic Counts

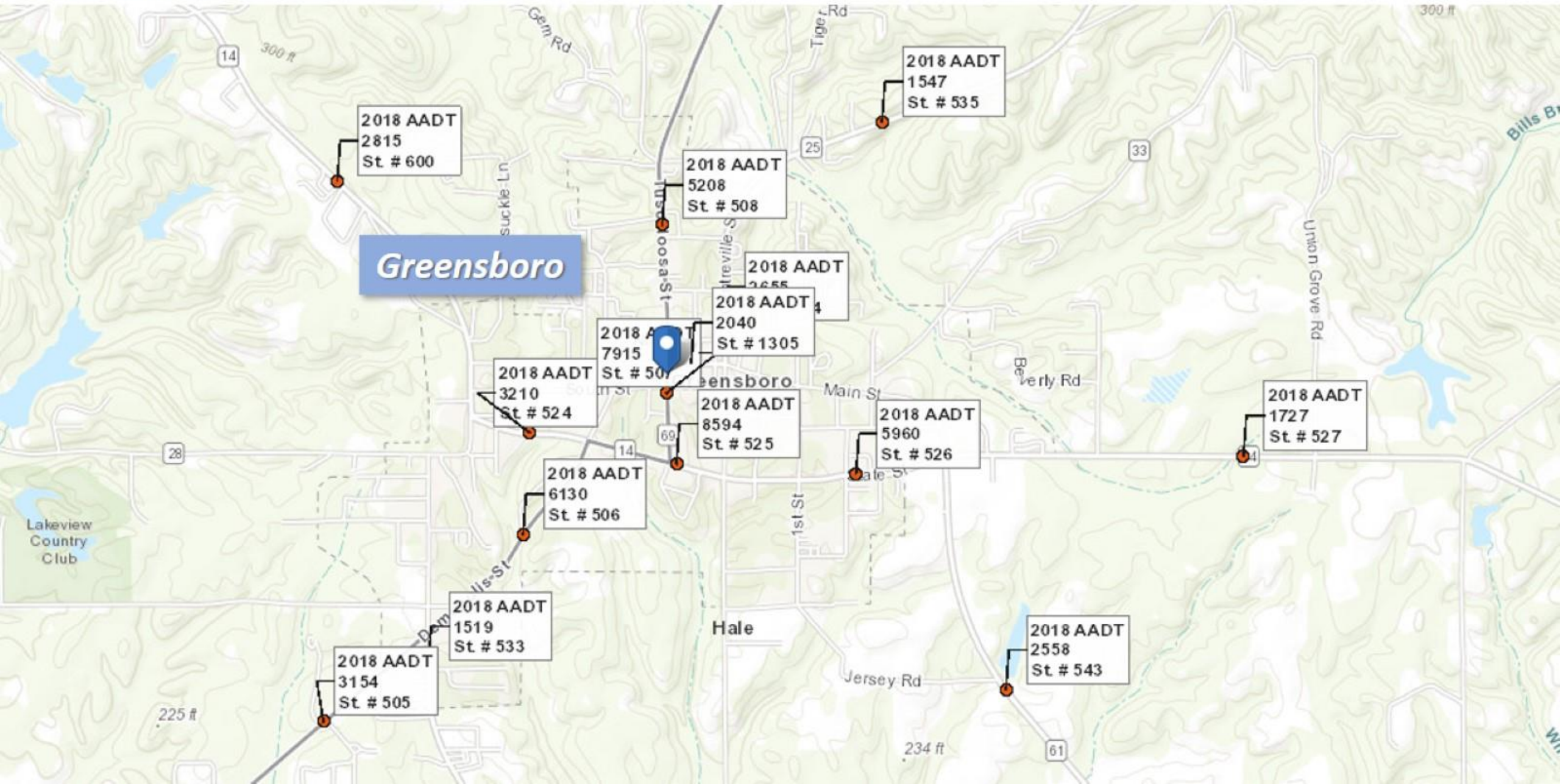


Population Density



# TARGET SECTOR ANALYSIS

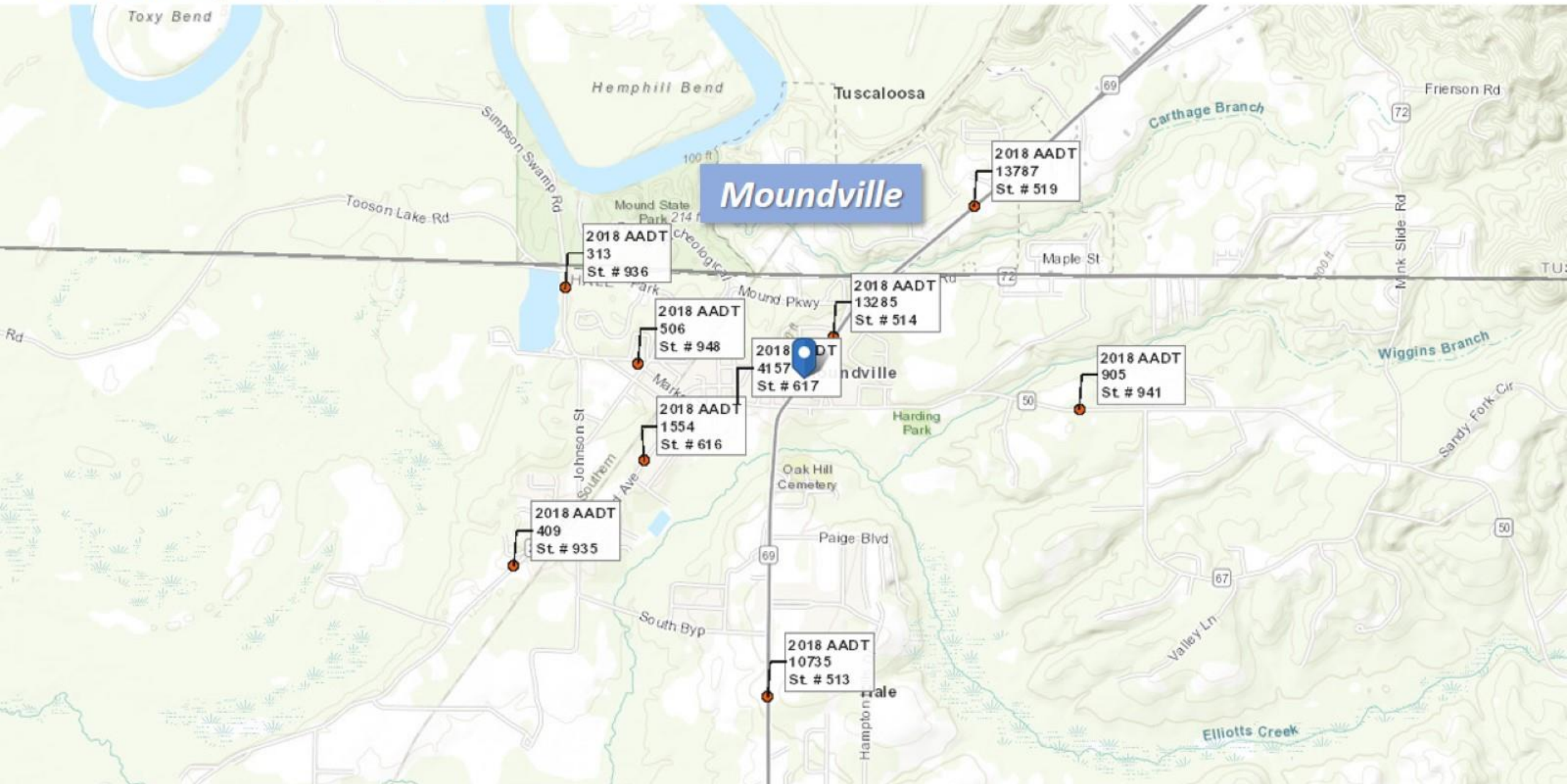
Annual Average Daily Traffic (AADT) Counts





# TARGET SECTOR ANALYSIS

Annual Average Daily Traffic (AADT) Counts





# TARGET SECTOR ANALYSIS

Greensboro, AL





# TARGET SECTOR ANALYSIS

Moundville, AL





# Marengo County

# TARGET SECTOR ANALYSIS

Largest Retail Gaps and National Prospects for Selected Cities

## Demopolis

15-minute drive time

Grocery Stores  
**\$2.8 M**

Sporting Goods/Hobby/Musical Instrument  
Stores  
**\$1.7 M**



## Linden

10-minute drive time

General Merchandise Stores  
**\$1.5 M**

Bldg Materials, Garden Equip. & Supply Stores  
**\$ 1.1 M**

Sporting Goods/Hobby/Musical Instrument Stores  
**\$550 K**



# RETAIL MARKET ANALYSIS MATRIX

## Assessment

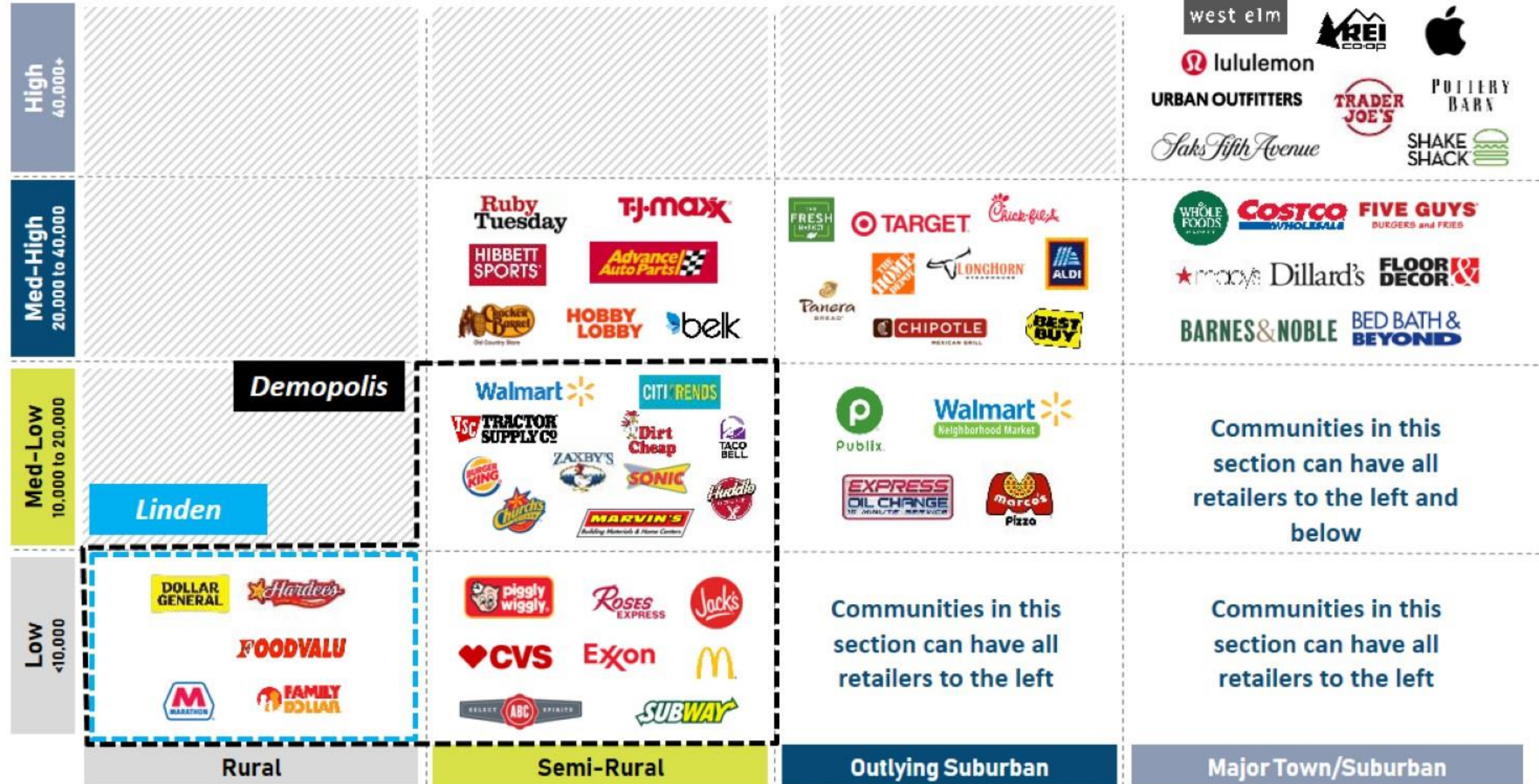
Evaluation Criteria	Demopolis, AL	Linden, AL
Current residential population in the immediate market?	2,500 to 10,000	Less than 2,500
Projected population growth?	Less than 0%	Less than 0%
Local area employment presence and health?	Good/stable employer presence	Good/stable employer presence
Public school rankings and educational attainment?	25% to 50% proficiency	25% or less proficiency
Home values?	\$75,000 to \$200,000	\$75,000 to \$200,000
Area crime rates (per capita)?	Higher than state/national rates	Lower than state/national rates
How far is the property from the interstate?	> 10 miles	> 10 miles
What is the connectivity and draw from surrounding areas?	Highly connected communities and traffic counts between communities	Moderate pass-through and traffic counts between communities



# TARGET SECTOR ANALYSIS

Population Density and Traffic Count Requirements for Retailers

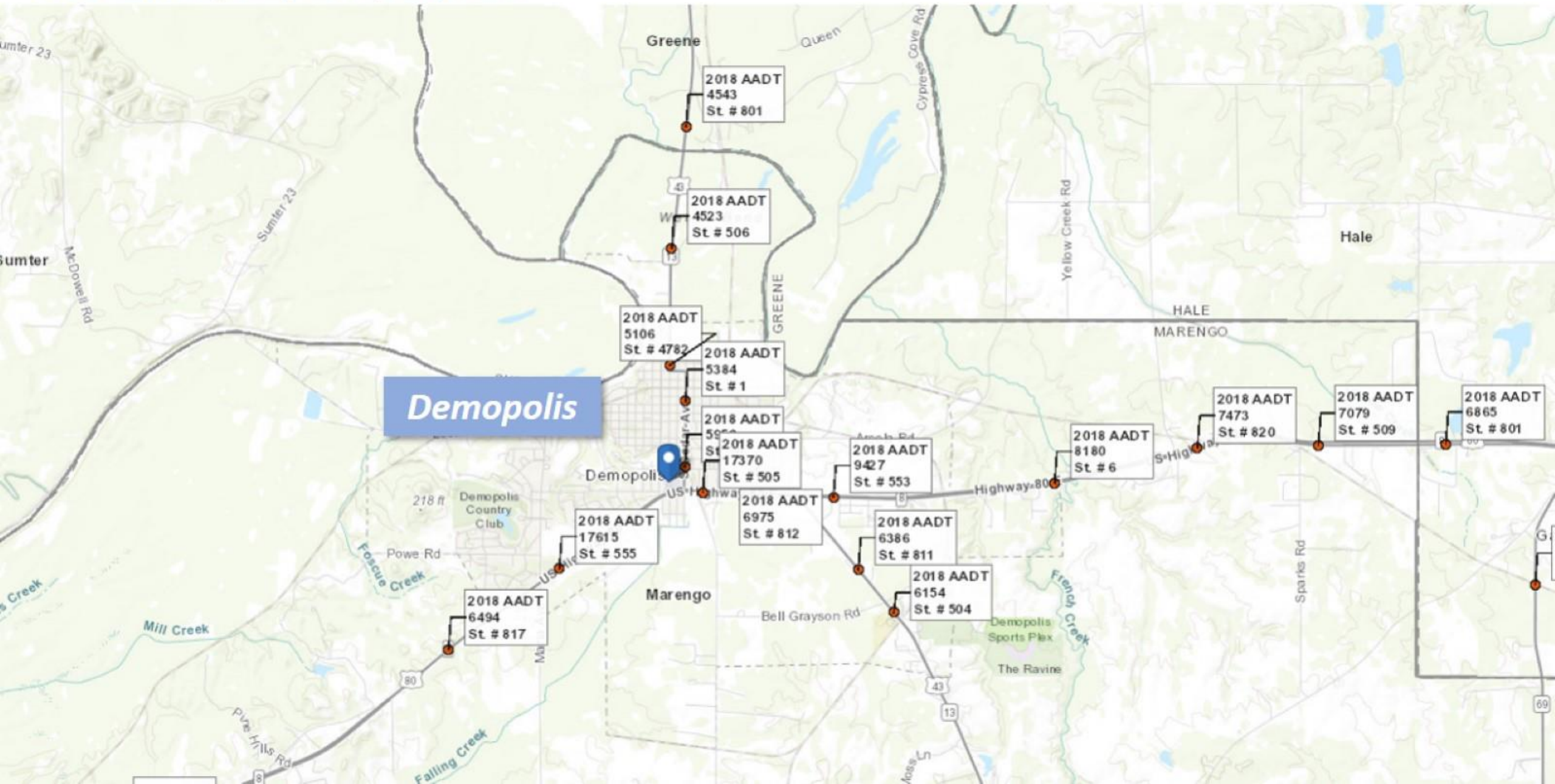
Traffic Counts



Population Density

# TARGET SECTOR ANALYSIS

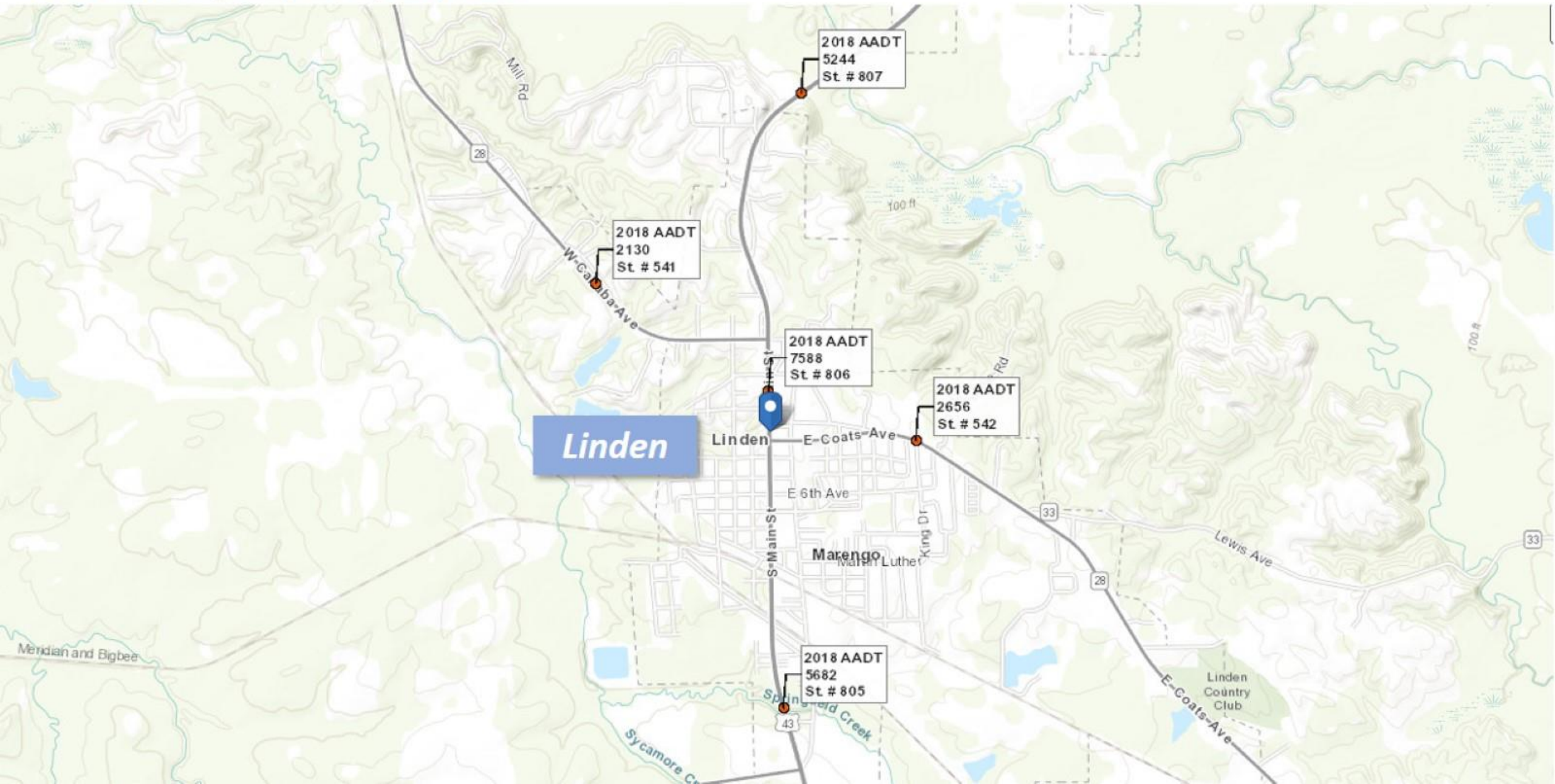
Annual Average Daily Traffic (AADT) Counts





# TARGET SECTOR ANALYSIS

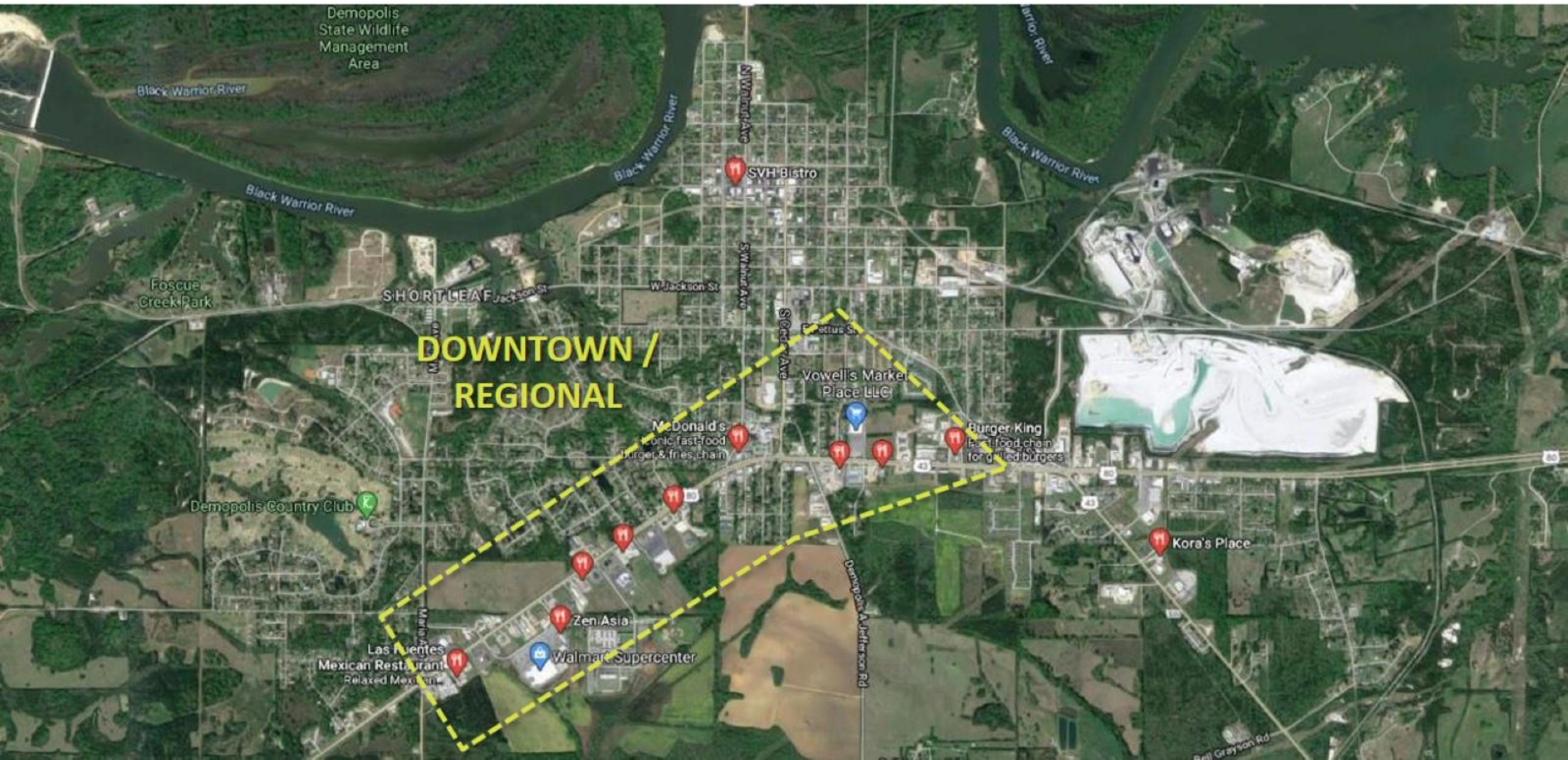
Annual Average Daily Traffic (AADT) Counts





# TARGET SECTOR ANALYSIS

Demopolis, AL





# TARGET SECTOR ANALYSIS

Linden, AL



# Sumter County



# TARGET SECTOR ANALYSIS

Largest Retail Gaps and National Prospects for Selected Cities

## City of Livingston

15-minute drive time

Bldg Material & Supplies Dealers

**\$4.3 M**

Sporting Goods/Hobby/Musical Instr Stores

**\$2.2 M**

Office Supplies, Stationery & Gift Stores

**\$507 K**

## City of York

10-minute drive time

Bldg Materials, Garden Equip. & Supply Stores

**\$633 K**

Electronics & Appliance Stores

**\$247 K**

Beer Wine & Liquor Stores

**\$1.1 M**

# RETAIL MARKET ANALYSIS MATRIX

## Assessment

Evaluation Criteria	Livingston, AL	York, AL
Current residential population in the immediate market?	2,500 to 10,000	2,500 to 10,000
Projected population growth?	Less than 0%	Less than 0%
Local area employment presence and health?	Good/stable employer presence	Good/stable employer presence
Public school rankings and educational attainment?	25% or less proficiency	25% or less proficiency
Home values?	\$75,000 to \$200,000	\$75,000 to \$200,000
Area crime rates (per capita)?	Lower than state/national rates	Lower than state/national rates
How far is the city from the interstate?	2 to 10 miles	2 to 10 miles
What is the connectivity and draw from surrounding areas?	Moderate pass-through and traffic counts between communities	Moderate pass-through and traffic counts between communities

# TARGET SECTOR ANALYSIS

Population Density and Traffic Count Requirements for Retailers

Traffic Counts

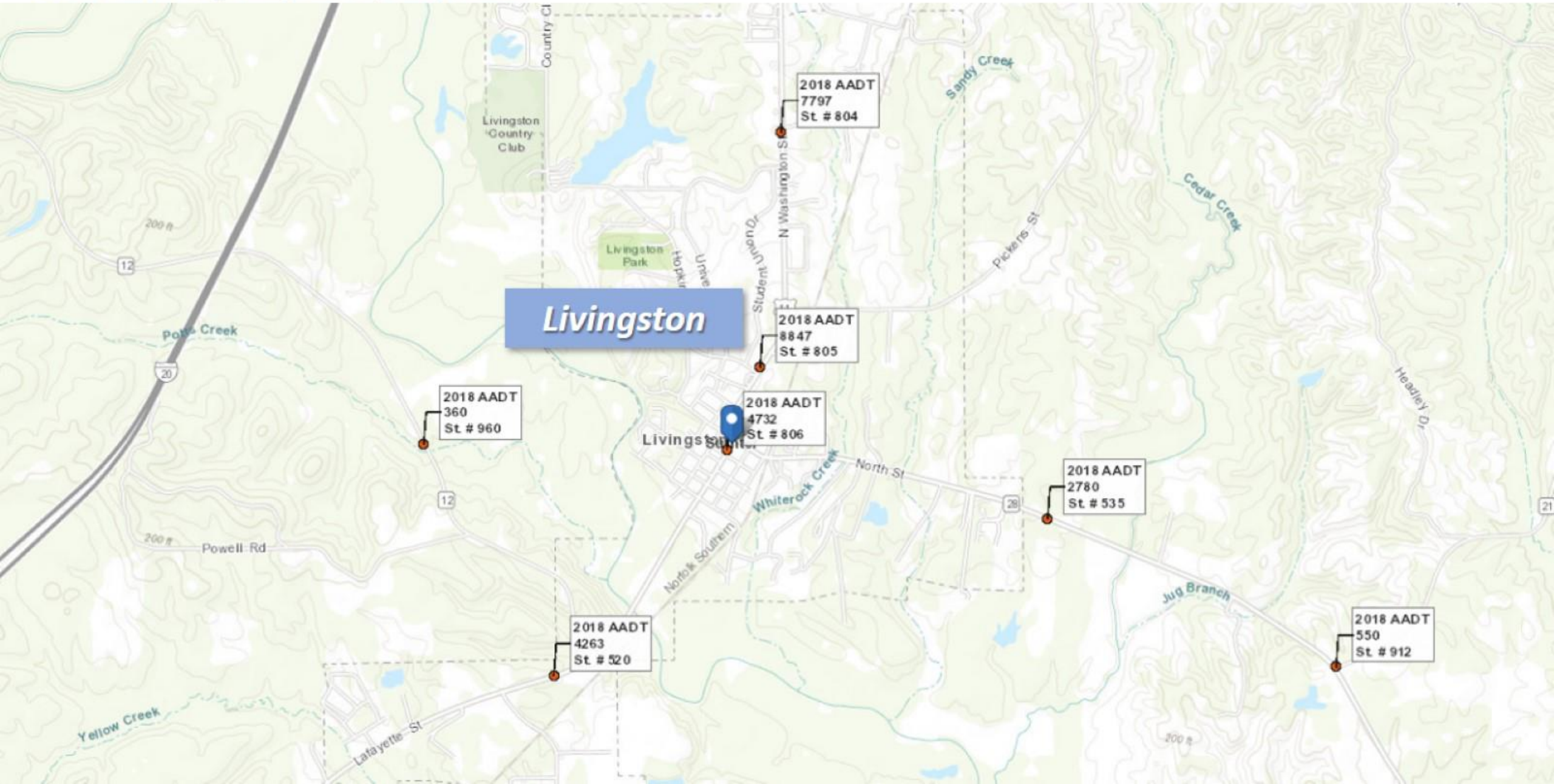


Population Density



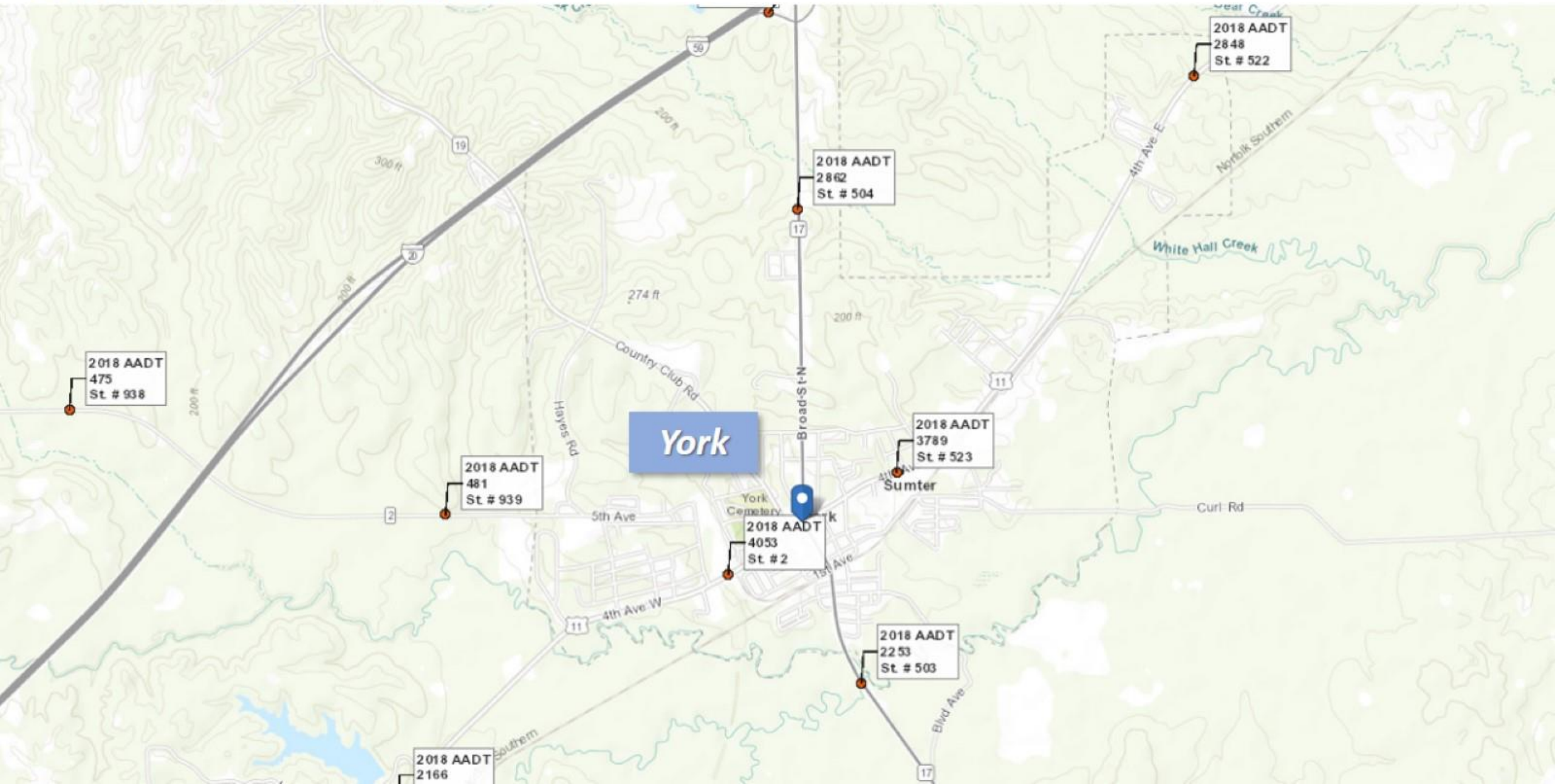
# TARGET SECTOR ANALYSIS

Annual Average Daily Traffic (AADT) Counts



# TARGET SECTOR ANALYSIS

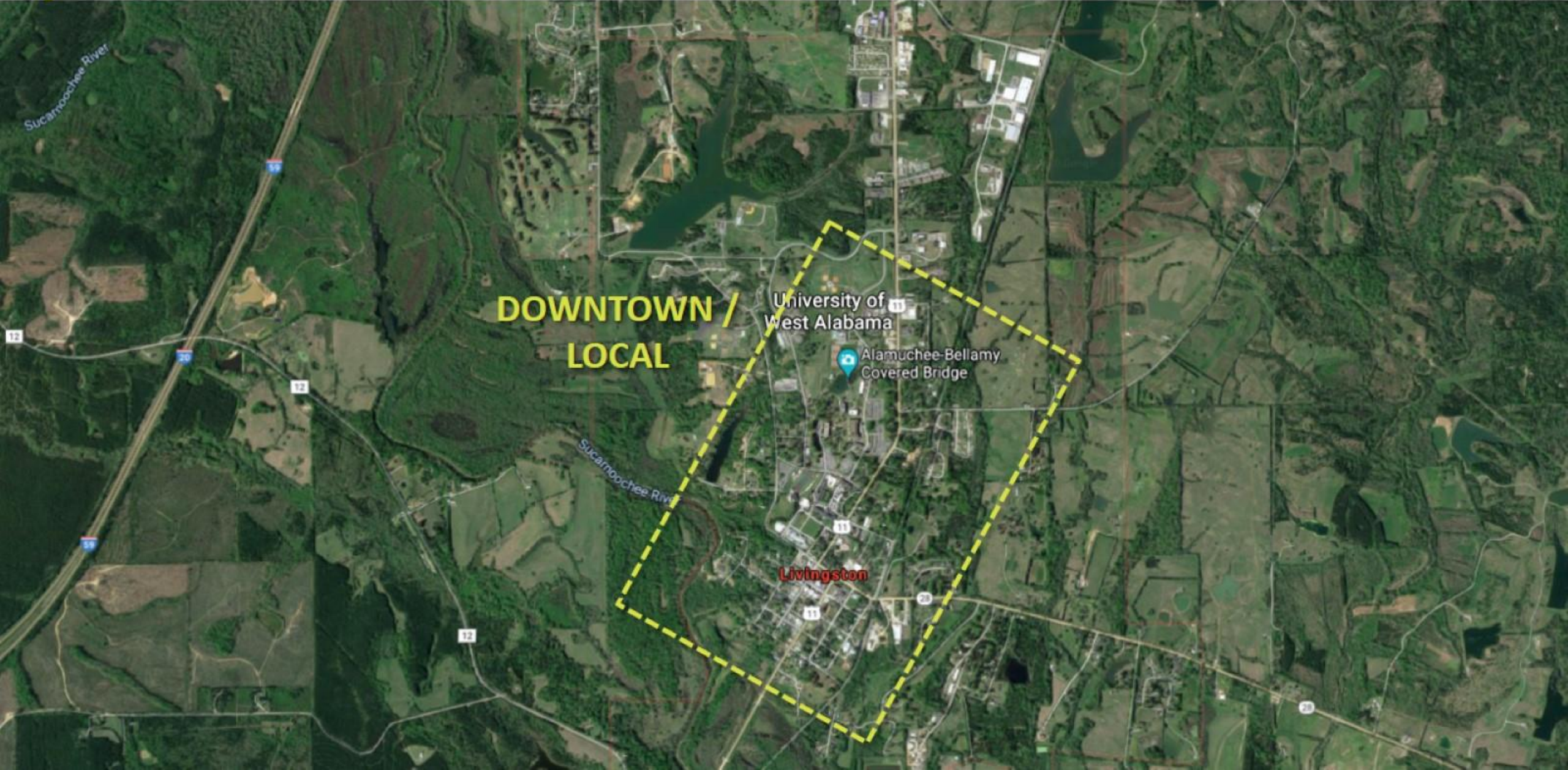
Annual Average Daily Traffic (AADT) Counts





# TARGET SECTOR ANALYSIS

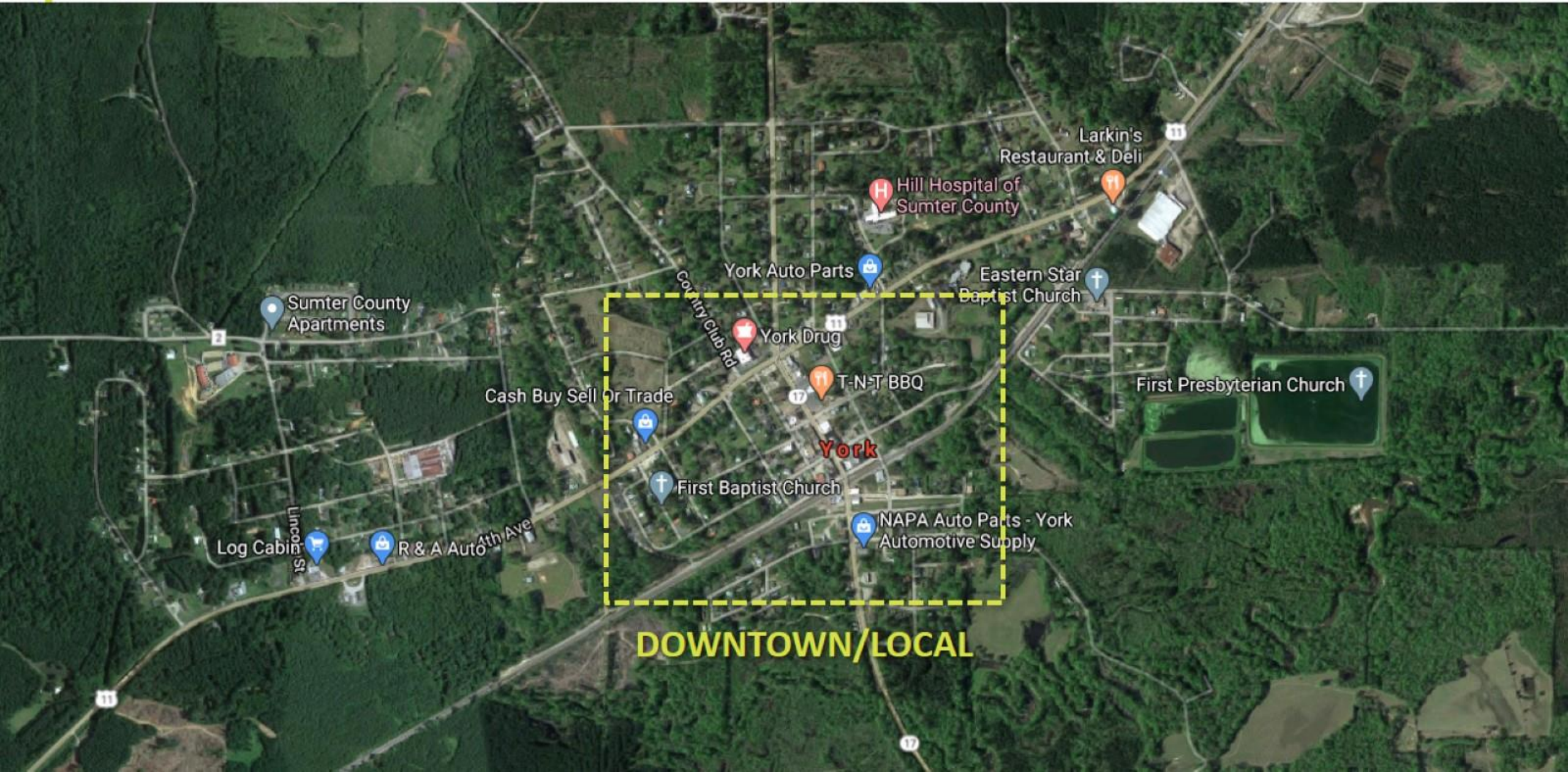
Livingston, AL





# TARGET SECTOR ANALYSIS

York, AL



Greene County



# TARGET SECTOR ANALYSIS

Largest Retail Gaps and National Prospects for Selected Cities

## City of Eutaw

10-minute drive time

Restaurants & Other Eating Places

**\$1.1 M**

Bldg Material & Supplies Dealers

**\$719 K**

Clothing Stores

**\$680 K**



# RETAIL MARKET ANALYSIS MATRIX

Assessment

Evaluation Criteria	City of Eutaw
Current residential population in the immediate market?	2,500 to 10,000
Projected population growth?	Less than 0%
Local area employment presence and health?	Good/stable employer presence
Public school rankings and educational attainment?	25% or less proficiency
Home values?	\$75,000 to \$200,000
Area crime rates (per capita)?	Higher than state/national rates
How far is the city from the interstate?	> 5 miles
What is the connectivity and draw from surrounding areas?	Moderate pass-through and traffic counts between communities

# TARGET SECTOR ANALYSIS

Population Density and Traffic Count Requirements for Retailers

Traffic Counts

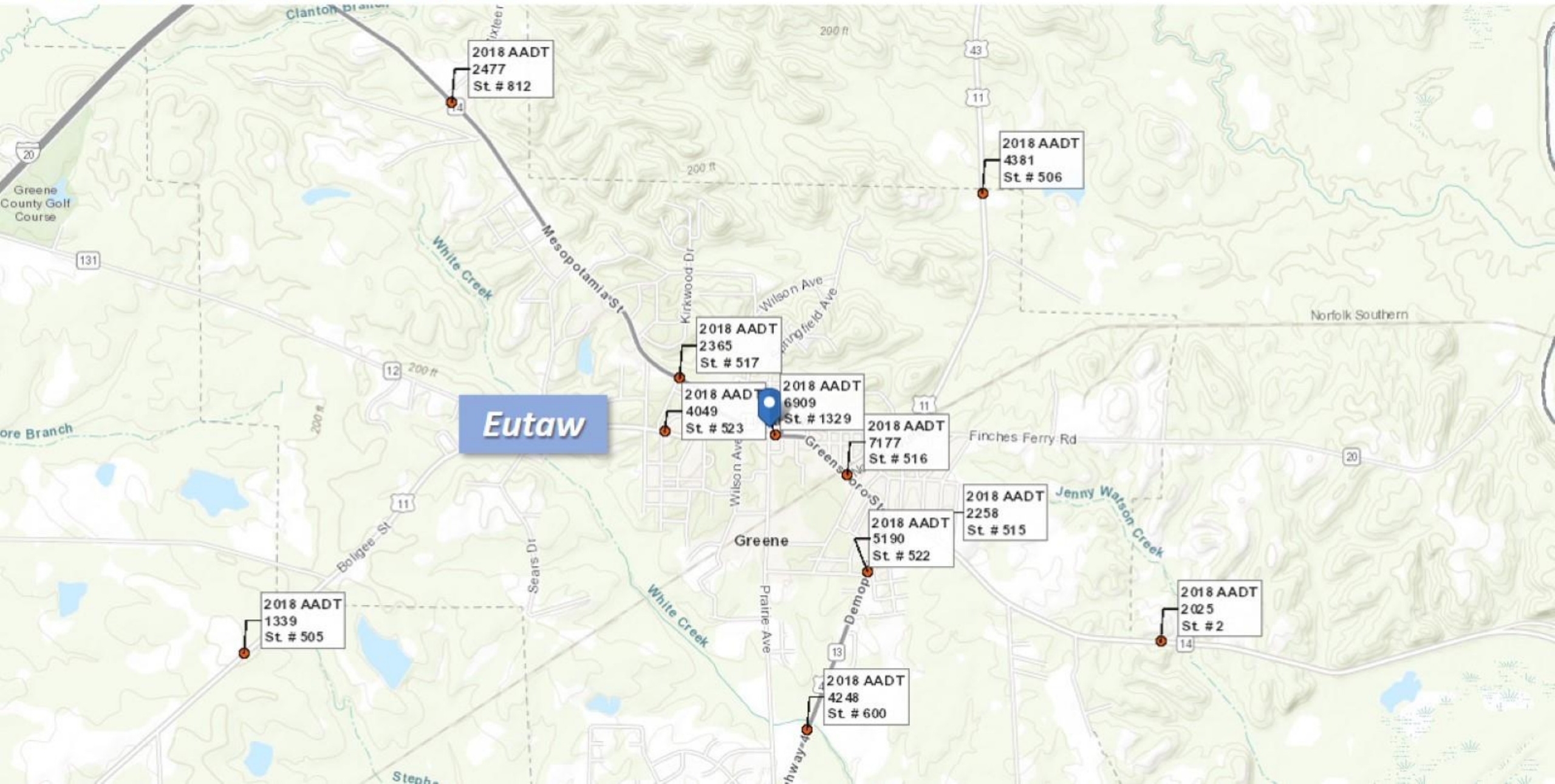


Population Density



# TARGET SECTOR ANALYSIS

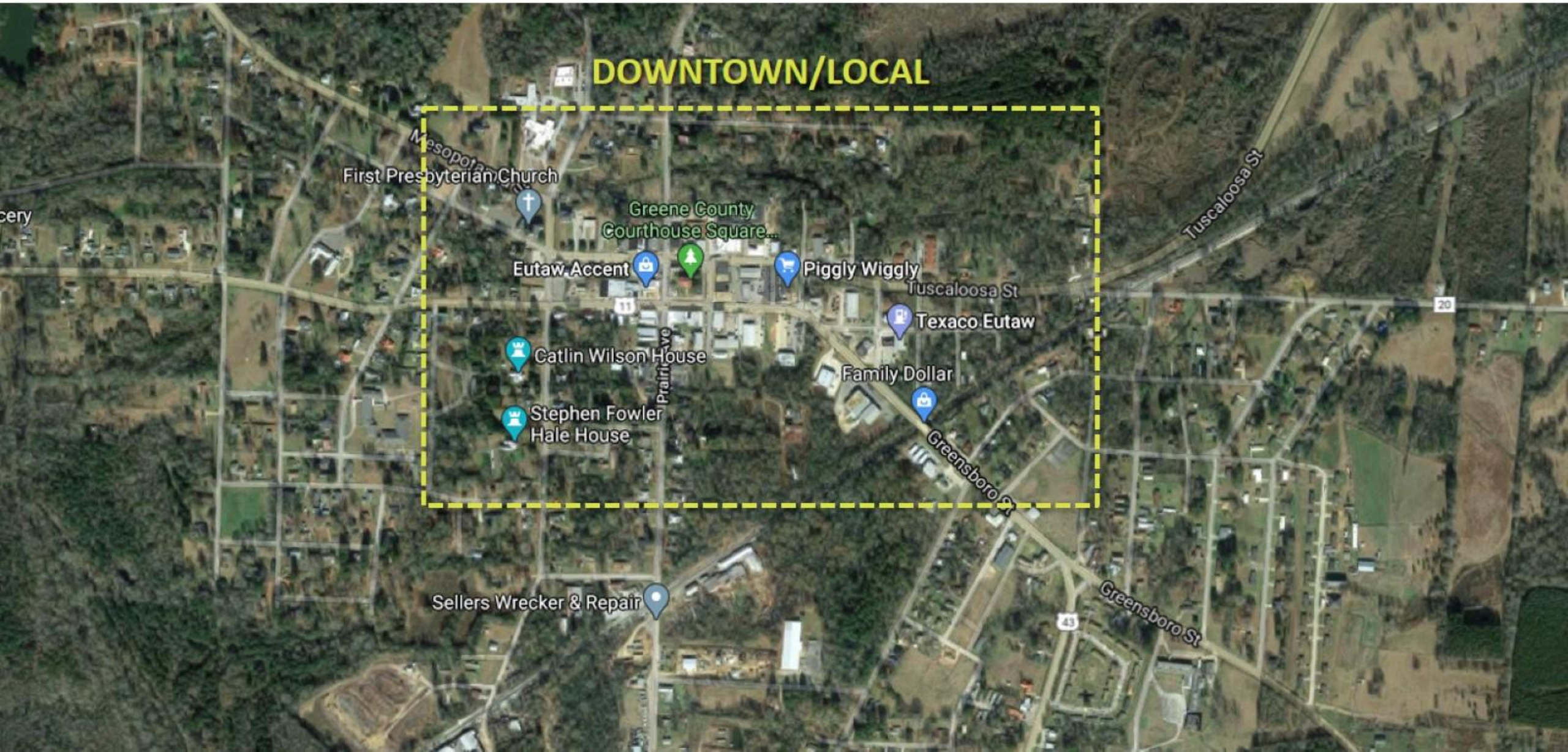
Annual Average Daily Traffic (AADT) Counts





# TARGET SECTOR ANALYSIS

Eutaw, AL





A close-up photograph of a person's hands and arms operating a professional video camera. The camera is equipped with a large matte box on the front. The person is wearing a light-colored t-shirt. The background is blurred, suggesting an outdoor setting with bright light.

## TARGET SECTOR ANALYSIS

Tourism – Film Industry

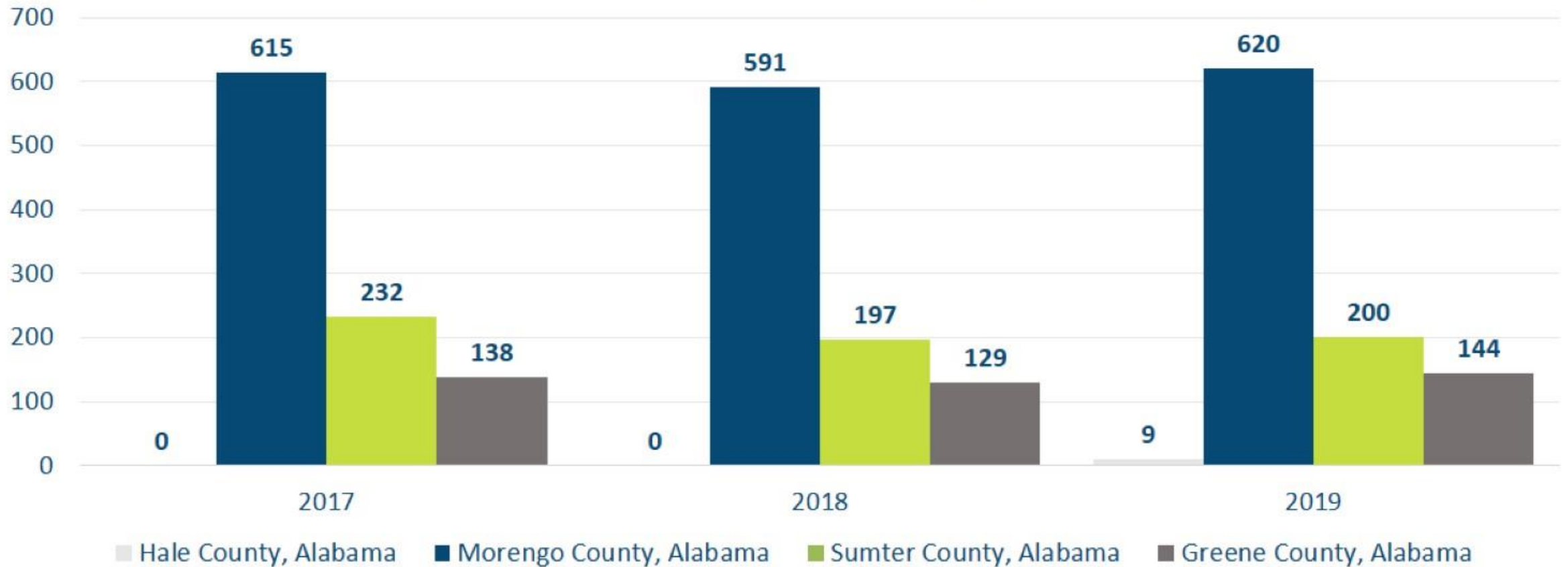
Alabama only awards the incentive on the first \$20 million of qualifying production expenditures. Subject to the \$20 million limitation, all payroll paid to Alabama residents earn 35%, while all other qualified production expenditures earn 25%, including the first \$500,000 of each nonresident below-the-line (direct hire or loan out). There is a state funding cap of \$20 million per fiscal year (Oct. 1 - Sept. 30).



# TARGET SECTOR ANALYSIS

Tourism

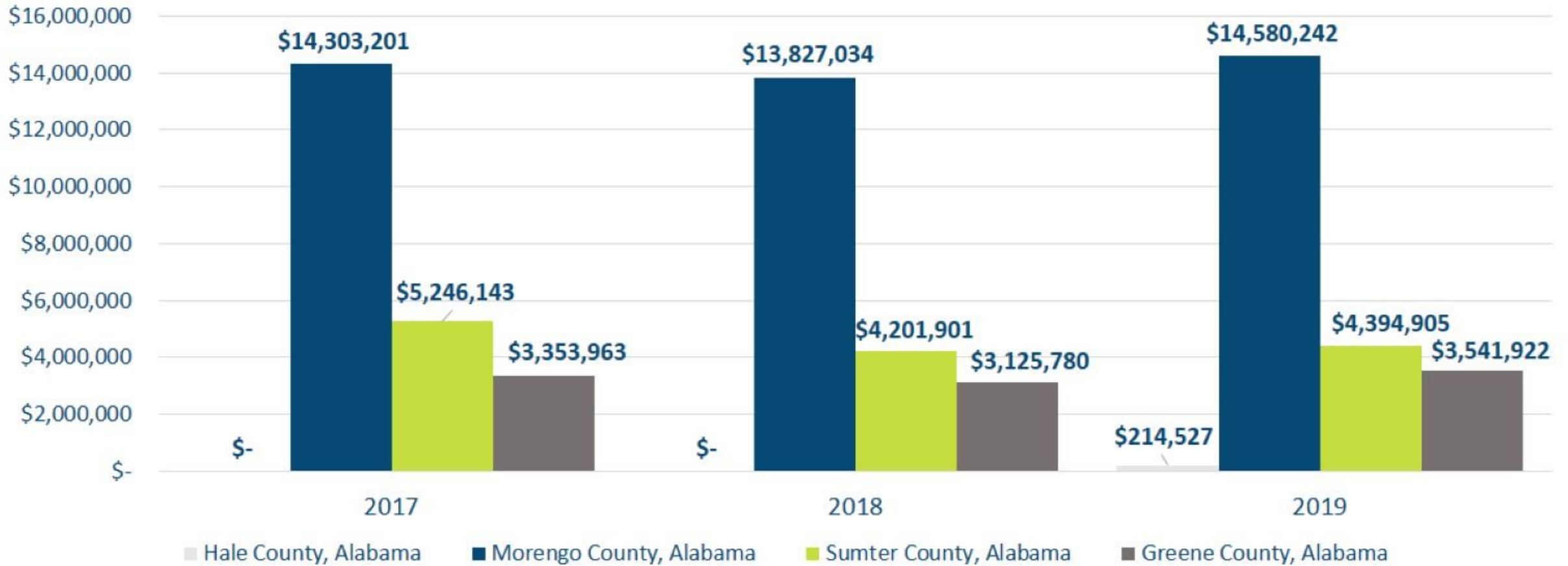
Direct Travel - Related Employment by County



# TARGET SECTOR ANALYSIS

Tourism

## Direct Travel - Related Employment by County

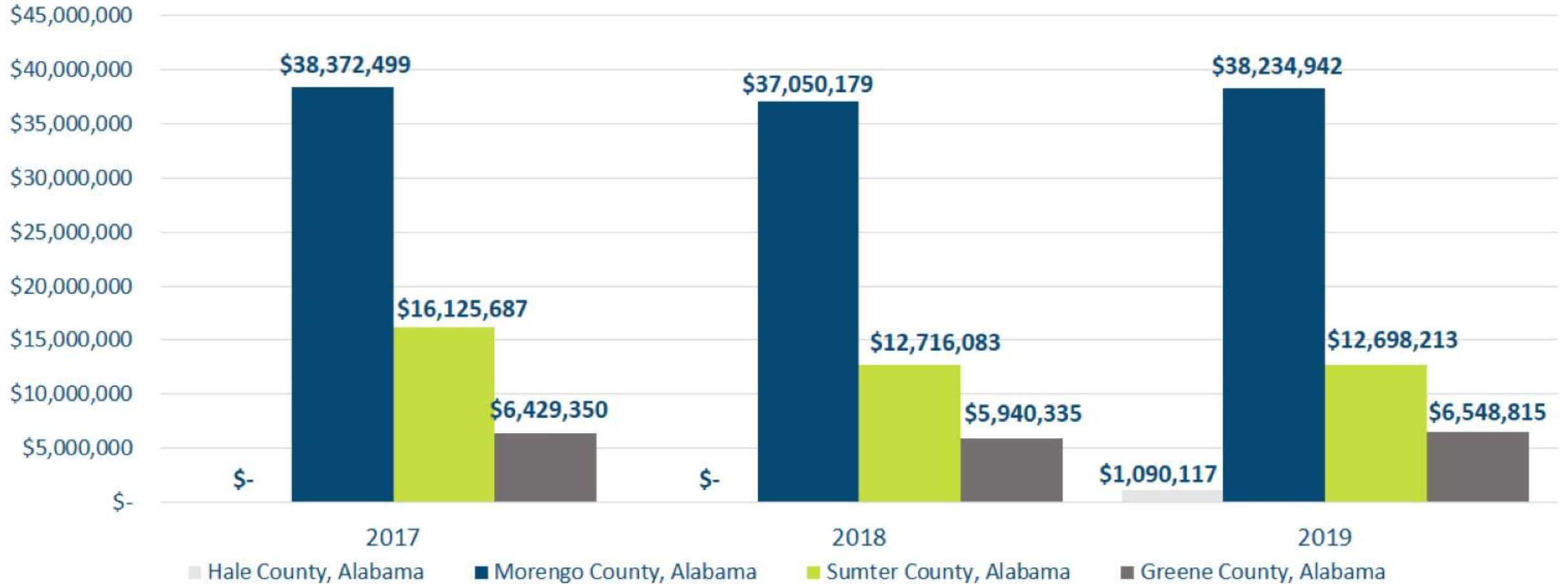




# TARGET SECTOR ANALYSIS

Tourism

### Direct Travel - Related Expenditures by County



# TARGET SECTOR ANALYSIS



Groundwork USA is the only network of local organizations devoted to transforming the natural and built environment of low-resource communities—a national enterprise with local roots, working at the intersection of the environment, equity, and civic engagement.

## Equitable Communities Equitable Development

Everyone deserves a green, healthy, and resilient neighborhood environment. Development processes reach that goal through inclusion, meaningful community engagement, and collaboration.

## A Strong Network

Groundwork USA is a vibrant national network with local roots. Learning from and supporting one another, our Trusts undertake the best work anywhere to improve the built and natural environment in communities that would otherwise be left behind

## New Generation of Leaders

Youth in Groundwork communities are emerging environmental leaders. Their potential is realized by meeting them “where they are,” respecting their knowledge and insight, and building enduring relationships.



# TARGET SECTOR ANALYSIS

## Small Business and Entrepreneurship

The local governments role in encouraging small business and entrepreneurship:

### ZONING

#### Lower Your Barriers to Entry

1. Allows for creative use of space
2. Diverse income streams
3. Smaller options than the typical stand alone store

#### Examples:

1. Allow for mixed use buildings
2. Can vacant homes be turned into a business
3. Are food trucks permitted?

### WALKABLE BUSINESS DISTRICT

Walkable neighborhoods across the country demonstrate far greater tax revenue per square foot than any other type of development.

*“Walkability is a huge factor in small business success and can create fertile soil for entrepreneurship to thrive.” – Strong Towns*

# TARGET SECTOR ANALYSIS

Small Business and Entrepreneurship



## HOST A SMALL BUSINESS DAY

A small business day could include local music, food stands and other activities to encourage the community to support and thrive on the small business and entrepreneurship.

**ALABAMA** Launchpad<sup>®</sup>  
a program of **EDPA**

Get familiar with Alabama Launchpad which started in 2006, it is the state's most active early-stage seed fund investor, driving innovation and job growth through startup competitions and ongoing mentoring for Alabama entrepreneurs.





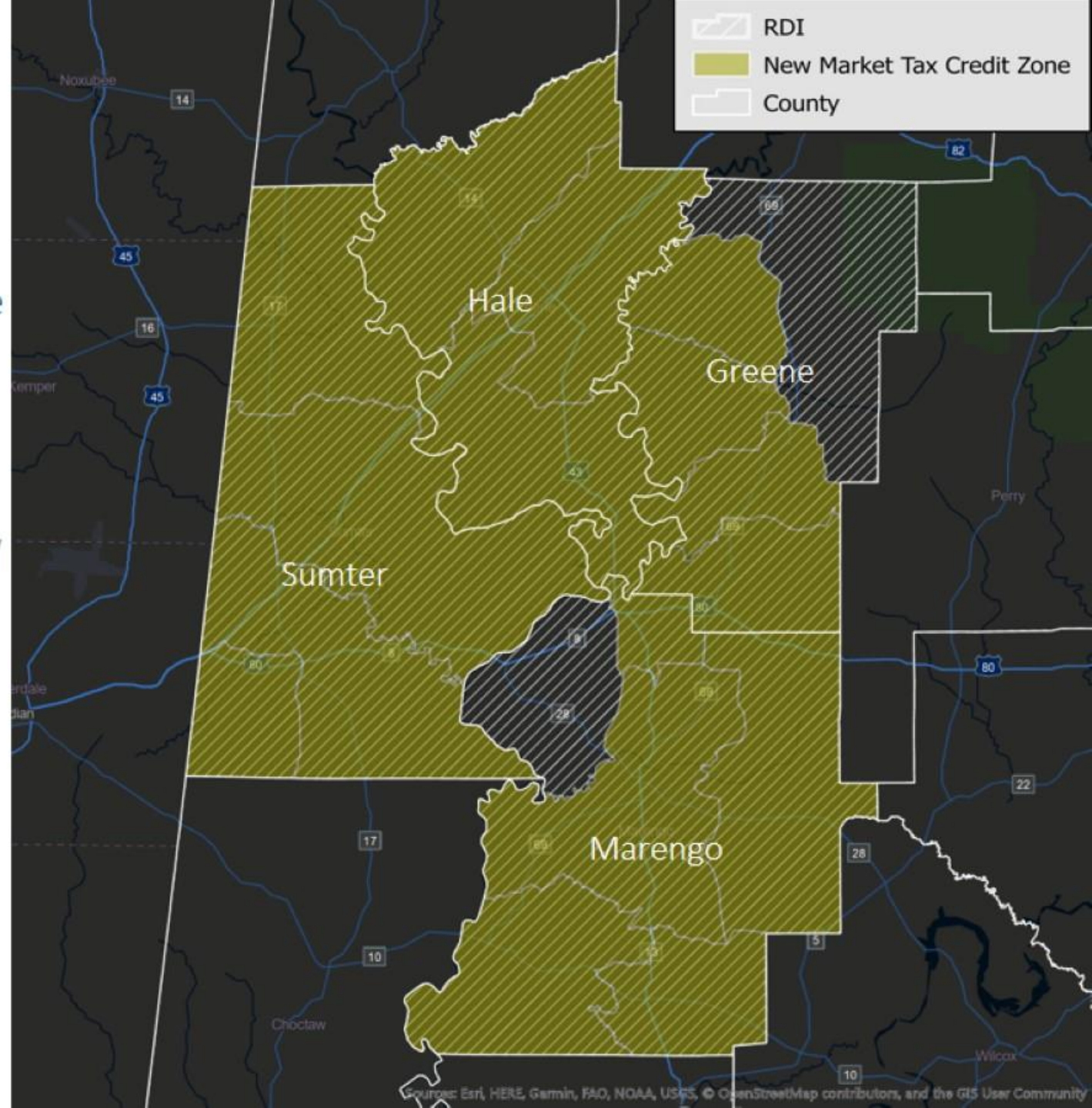
# FUNDING OPPORTUNITIES

# New Market Tax Credit

NMTC

The NMTC Program incentivizes community development and economic growth through the use of tax credits that attract private investment to distressed communities. As of the end of FY 2016, the NMTC Program has:

- Generated \$8 of private investment for every \$1 of federal funding
- Created 178 million square feet of manufacturing, office, and retail space
- Financed over 5,400 businesses





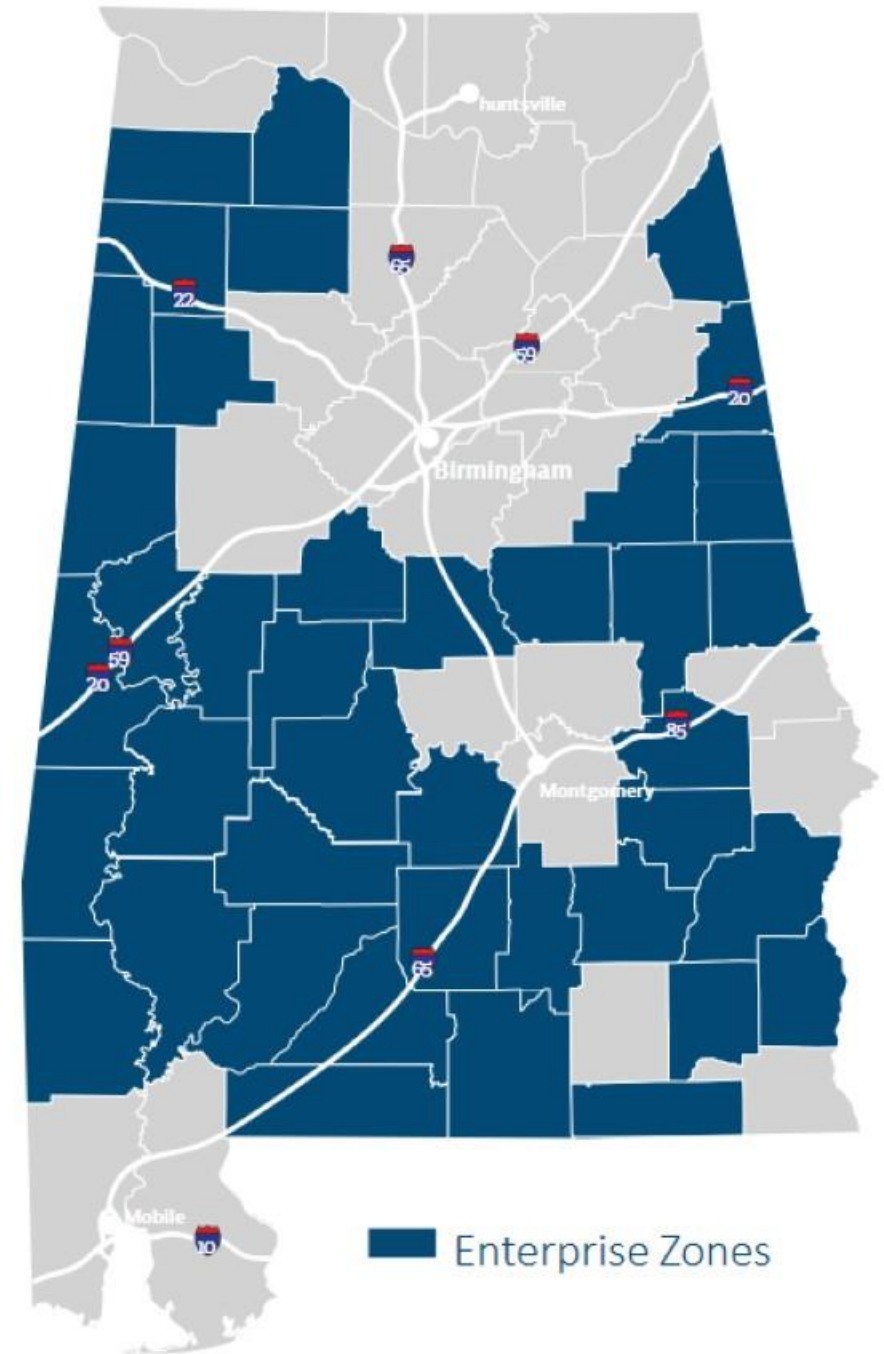
# ENTERPRISE ZONES

Funding opportunity

The Alabama Enterprise Zone Act, enacted in 1987, provides certain tax incentives to corporations, partnerships and proprietorships that locate or expand within designated Enterprise Zones. In addition to state-level tax incentives, businesses may also receive local tax and non-tax incentives for locating or expanding within a designated Enterprise Zone.

A targeted county means any Alabama county that has a population of 50,000 or less. A jumpstart county means any Alabama county: 1) that does not qualify as a targeted county; 2) that has experienced negative population growth over the last five years; and 3) contains no more than two Opportunity Zones as they existed on June 1, 2019.

Notwithstanding any other agreement or law to the contrary, any eligible businesses that received an approved application from the department prior to October 1, 2016, shall continue to receive those exemptions for the period of time specified in those agreements.



# OPPORTUNITY ZONES

Funding opportunity

Opportunity Zones are a tax incentive that came from the Tax Cuts and Jobs Act of 2017. Partnerships, corporations, and individuals that re-invest capital gains in Opportunity Zones get three primary benefits:



## TEMPORARY DEFERRAL

A temporary deferral of inclusion in taxable income for capital gains reinvested into an Opportunity Fund. The deferred gain must be recognized on the earlier of the date on which the opportunity zone investment is disposed of or on December 31, 2026.



## STEP-UP IN BASIS

A step-up in basis for capital gains reinvested in an Opportunity Fund. The basis is increased by 10% if the investment in the Opportunity Fund is held by the taxpayer for at least five years and by an additional 5% if held for at least seven years, thereby excluding up to 15% of the original gain from taxation.



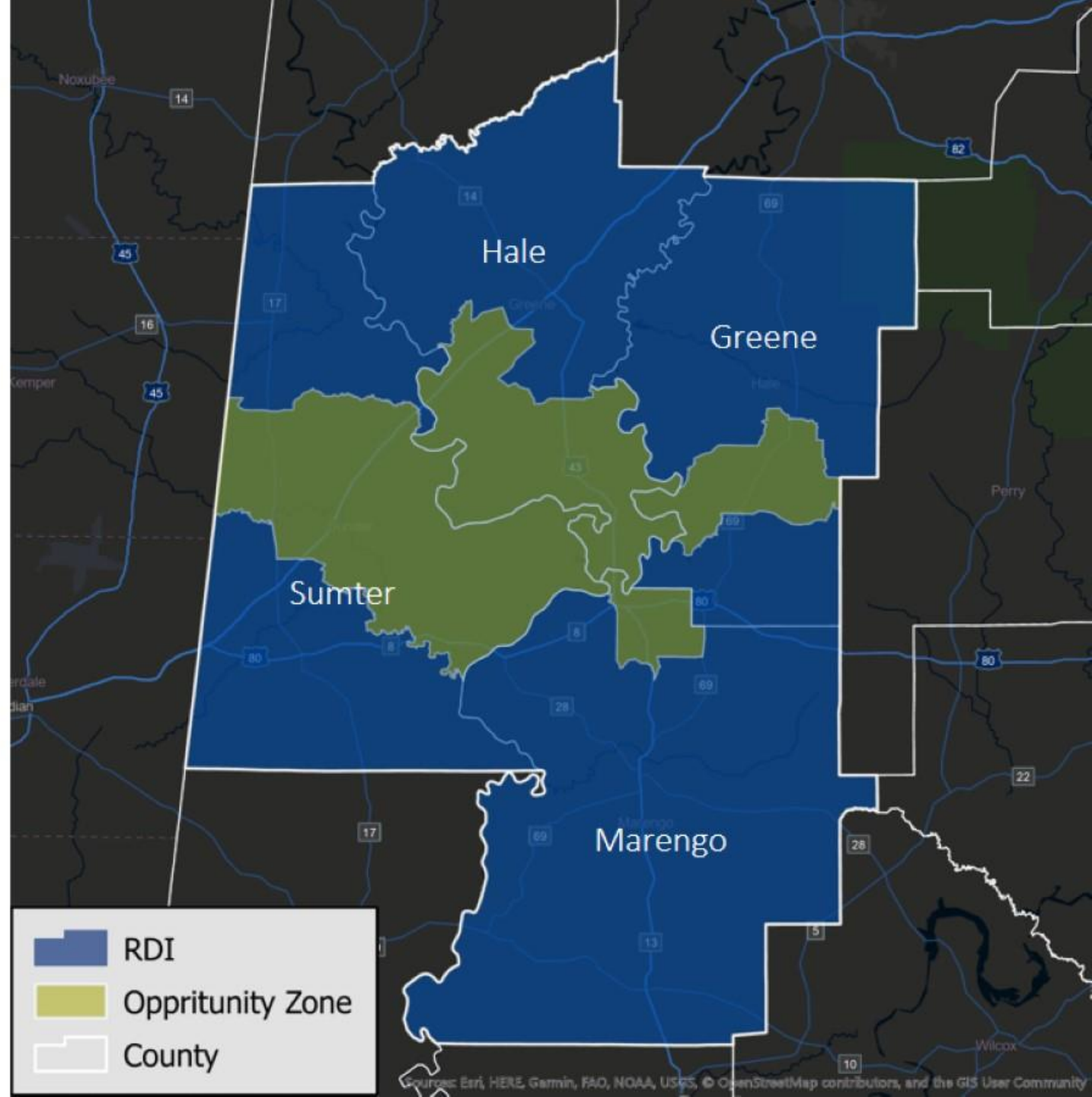
## PERMANENT EXCLUSION

A permanent exclusion from taxable income of capital gains from the sale or exchange of an investment in an Opportunity Fund if investment is held for at least 10 years. This exclusion only applies to gains accrued after an investment in an Opportunity Fund.



# OPPORTUNITY ZONES

Funding opportunity



# TARGET SECTOR ANALYSIS

Regional Planning Commission RPC



The Alabama-Tombigbee Regional Commission serves ten counties in west central Alabama. These counties are Choctaw, Clarke, Conecuh, Dallas, **Marengo**, Monroe, Perry, **Sumter**, Washington and Wilcox counties. ATRC's offices are located in Camden.

## Examples of Programs Offered:

- Transportation Services
- Area Agency of Aging
- Grant Writing and Administration
- Planning
- Mapping
- Revolving Loan Fund Program

[www.atrcregion6.org](http://www.atrcregion6.org)





# TARGET SECTOR ANALYSIS

Regional Planning Commission RPC



The West Alabama Regional Commission (WARC) serves seven counties in Alabama. These counties are Bibb, Fayette, Greene, Hale, Lamar, Pickens and Tuscaloosa counties.

## Examples of Programs Offered:

- Transportation Services
- Area Agency of Aging
- Grant Writing and Administration
- Planning
- Mapping
- Revolving Loan Fund Program

[www.warc.info](http://www.warc.info)



# GRANT IDENTIFICATION

Alabama Power Company

## GRANTS



Our team identifies new federal, state and private grant opportunities that will help prepare our communities growth efforts

## PROJECTS



Our team focuses on potential community projects that would align well for growth and funding opportunities

## GRANT MATCH



Our team will then match potential grants with variety of projects throughout the community that will allow for growth and success



# WEST CENTRAL REGION ASSET ASSESSMENT



Alabama Power