

Alabama Communities of Excellence (ACE)

Assessment Visit Report

Fairhope, Alabama

September 5-6, 2013

Founded on the eastern shore of Mobile Bay in 1894, Fairhope was established as a Single-Tax Colony. Settlers did so based upon their belief in the economic theories of Henry George, who advocated no taxes other than a single land tax. Fairhope has always been a resort community. Early visitors came by Bayboat from Mobile to vacation in the small bay cottages and hotels along the bluff top. Vacationers came to Fairhope in the early days for many of the same reasons they do today: its pleasant climate, peaceful surroundings, and inspiring scenery. The City currently has a population of 15,326 according to the 2010 Census.

Fairhope was one of six Alabama communities selected to participate in the 2013 Alabama Communities of Excellence (ACE) program. Phase I, of the three phase process of ACE, consists of a visit by the ACE team to conduct a community assessment. The Fairhope ACE visit began on September 5, 2013 with an informal review of the community by the assessment team members followed by a meeting between the team and several community leaders, including Mayor Tim Kant, the ACE Local Coordinator Sherry Sullivan, other elected officials, and city employees. After the meeting, the team went on a windshield tour of the City lead by Jonathan Smith, the City's Director of Planning, which included public facilities, parks, neighborhoods, the waterfront, downtown, and commercial developments. That evening following the community tour, the assessment team was invited to dinner with a local contingency of leaders.

The next morning a two-part community assessment meeting was held at the Fairhope Civic Center. The assessment meeting began with an overview of the ACE program and assessment team members followed up an activity with participants on the assets and opportunities for Fairhope. Following the group activity, the community leaders and participants dispersed to small group discussions lead by individual assessment team members on the eight ACE study areas; community leadership, community development, planning, economic development, education, health care, historic preservation, and tourism.

The Fairhope ACE team consists of:

Brandon Bias	Captain, Goodwyn, Mills and Cawood
Candace Johnson	Co-Captain, University of Alabama Center for Economic Development
Kelly Black	Monroeville/Monroe County EDA
Diane Burnett	South Alabama Regional Planning Commission
John Chamberlain	Thomas Hospital Urgent Care
Sondra Dunaway	Alabama Power
Sidney Hoover	Alabama Communities of Excellence
Yolanda Johnson	J Devine Company
Jose Llanes	Auburn University
Mary Shell	Alabama Historical Commission
Lee Anne Wofford	Alabama Historical Commission

A list of the Fairhope participants can be found in the Appendix. The following is a summary of the ACE assessment team's observations and some initial recommendations for the enhancement of progress and growth that Fairhope is experiencing.

Community Leadership

Observations:

- Fairhope has strong base of civic-minded citizenry that is vested in the community's future and development.
- A significant percentage of the population is well educated, values information and communication, and seeks to be well-informed about their community.
- Several participants observed that there are limited sources of information about local activities and events. An example cited was difficulty in finding information about the date, time and location of the ACE community meeting. Recently the City's website was updated with a new calendar of important local activities and events.
- Many residents have come to Fairhope from other areas of the country and bring a diversity of personal and professional experiences and backgrounds.
- Fairhope has had approximately 75 participates in the Leadership Baldwin County program.

Recommendations:

- Explore opportunities for enhancing public communications about local activities and events. Among possible options that might be considered would be community bulletin boards at various public sites, local radio announcements, and expanded use of the City's website and/or social media.
- Continue participation in Leadership Baldwin County.
- Explore the potential for a local leadership development activity or program that would engage the energy and enthusiasm of a larger number of Fairhope citizens than is feasible with a county-wide program.

Community Development

Observations:

- Fairhope was founded by artists and this historically significant part of the population is still alive, involved and impactful in the community.
- The community is very aware of the nationally recognized Arts and Crafts Festival which is sponsored by Eastern Shore Art Center and Eastern Shore Chamber in March of each year.
- Over 3 percent of the City's population participated in the survey.
- Fairhope's pride is exemplified in its beautiful landscaping on which the city spends \$10 per person per year.
- Fairhope's Boys & Girls club lost funding, as a result, a partnership of between the City and local Rotary Clubs have stepped in to help fund the club.
- The Senior Center located near the downtown is highly regarded for its facilities and programs.
- The City's Park and Recreation Department offers youth programming.
- Great secondary education opportunities provided in downtown with Faulkner State Community College, Huntingdon College and University of South Alabama. This block of higher education located in downtown helps with "traffic" in local businesses during the tourist off season.
- The Dogwood Trail Maids is a community hostess and leadership development program for young girls sponsored by the Eastern Shore Chamber of Commerce and Optimist Club. The program is

experiencing funding issues, but the City does allow them to use City Facilities at no cost and supports them through in-kind services.

- Contrasting opinions were expressed regarding parking and driving restrictions resulting from the city's implementation of "Complete Streets".
- The Eastern Shore Art Center is a privately-funded facility located in downtown Fairhope. They have been recently supported by the City through a budget appropriation and in-kind services. The Art Center has been bringing art to residents and tourist since 1954. Each year, the Center hosts two art festivals, the Outdoor Art show in March in conjunction with the Chamber of Commerce and the Grand Festival of Art in October. These festivals serve to raise a significant portion of the Center's funding each year. The galleries are open 5 days a week with no admission and host over 30 new regional and local exhibits each year. The Center brings the Mobile Symphony for Sunday afternoon concerts. The Eastern Shore Art Center Academy offers over 20 classes each quarter in all artistic media to every age, 2 years to 102, beginner to accomplished artist. Their Community Outreach program brings art to senior living facilities, local schools, after school programs for underserved children and youth and for those with chronic illnesses and disabilities.

Recommendations:

- Consider updating the City's recreational facilities to enhance opportunities to attract sports tournaments in conjunction with Foley, Gulf Shores and Orange Beach.
- Generate greater local awareness of the need to sustain and grow the art community that is so integral to the city's reputation and attraction.
- Encourage non-profit organizations that are providing services which increase the city's quality of life. Continue allowing in-kind use of city facilities for fundraisers, etc. rather than providing these organizations direct financial support.
- Educating the public on the economic importance of utilizing local businesses versus businesses located in other communities.
- Highlight the community's emphasis on art by encouraging and including public art throughout downtown.

Planning

Observations:

- The City of Fairhope has a Comprehensive Plan that was developed and adopted in 2000 and subsequently updated in 2005 and 2006. The City is currently pursuing an update to the Comprehensive Plan.
- The City has:
 - Zoning Ordinance
 - Subdivision Regulations
 - Tree ordinance
 - Sign Ordinance
- The Planning Commission is the sole authority regarding subdivisions in extraterritorial jurisdiction based upon an agreement with Baldwin County. The Planning Commission meets on the first Monday of each month.
- The City currently does not have a Strategic Plan. There seems to be confusion between that and the City's Comprehensive Plan.
- The City website is easy to move around in. All of their planning documents and forms are on

their web site.

- The City has implemented a “Complete Streets” program with the potential to diversify transportation choices. The program is perceived to be causing larger traffic issues in downtown area, but does slow traffic. The narrow streets have caused problems for delivery trucks.
- Parking in downtown area is considered a problem, although the city has provided a parking deck in downtown area.

Recommendations:

- Educate citizens on the differences between a Strategic Plan and a Comprehensive Plan during the creation and updating of those plans.
- Develop way-finding system at scales for auto traveler, pedestrians and bicyclists to downtown, waterfront, parks, municipal services, attractions and parking areas to help visitors navigate community.

Economic Development

Observations:

- The City of Fairhope has a beautiful, thriving downtown area, with restaurants and shops and bike trails for its citizens and visitors.
- Most of the community respondents think their public buildings and facilities are attractive and well maintained.
- Fairhope has two industrial sites listed on the EDPA database - the Segers Site with 39 available acres and Fairhope Airport Authority Business Park with 256 acres available.
- The Fairhope Airport Authority Business Park is in the process of obtaining the Advantage Site Designation from the EDPA.
- A downside to these two sites are the residential/schools in close proximity.
- All needed utilities/services are adjacent to sites.
- Paved roads and curbing are planned for the industrial park.
- There is one available 2500 s.f. building listed with only a 15 ft. eave height.
- The county economic developer works with the city to market the area.
- Tech companies and aerospace related companies have been targeted as good fits for the area.
- Workforce needs are being addressed by a new training center being constructed at the Fairhope Airport Authority, which will offer training for aviation and industrial jobs, in large part because of jobs that will be coming due to Airbus. Five acres will be the site of a 15,000 square foot facility. This is a partnership between Enterprise Community College, Faulkner State and the Baldwin County School Board, offering classes to high school students and adults. The \$3M school is expected to open in August 2014.

Recommendations:

- Fairhope should consider ACE recommendations from the Summary Report, as goals are identified, during the strategic planning process.
- Be mindful of how Fairhope’s growth is impacting basic infrastructure (i.e., turn lanes, roads, storm drains, schools), and plan to address according.
- Continue to work on the planned paved roads for employee traffic access and curbing in the industrial parks as well as available parking.
- Consider implementation of a building to land ratio restriction in the Fairhope Airport Authority

Business Park to assure plenty of available parking.

- Implement the planned landscaping and maintenance for the industrial park.
- Complete the overall development plan for the industrial park.
- Complete the marketing/advertising plan for the industrial park.
- Consider attractive signage for the industrial park entrances.
- Continue to work with Baldwin County Economic Development Alliance to recruit tech companies and aerospace related companies to the area.

Education

Observations:

- The public school system is operated by the Baldwin County Public Schools and the surveys say that the community is satisfied with their performance. Fairhope Educational Enrichment Foundation (FEEF) provides a channel for funding exceptional educational programming. Also, the school system provides an International Baccalaureate Program in Fairhope. The county system provides 1:1 ratio of MacBooks to 9-12 grades.
- The Fairhope K-12 educational facilities consist of 5 schools, two elementary (Fairhope K-3 and J. Larry Newton K-6), one intermediate (Fairhope Intermediate 4-6), one middle (Fairhope Middle 7-8) and one high school (Fairhope High School 9-12). All of these facilities are part of Baldwin County Public Schools and they serve Fairhope and the adjacent areas.
- The High School is ranked by U.S. News and World Report as 12th in the State of Alabama. About 38% of the students participate in Advanced Placement and the school follows an International Baccalaureate curriculum.
- Residents believe that they have adequate access to the system and that parental participation is high.
- In the community assessment meeting, “Creating a World Class School System” was one of the objectives echoed in small group meetings that followed. Specific comments from participants included:
 - Improve access to higher education with other Alabama universities by using technology to bring the classrooms to Fairhope.
 - Create better links between employers and schools.
 - Use the arts emphasis of Fairhope to create school programs in the arts.
- Schools in Fairhope are over capacity and demographic trends suggest there will be increasing need for new K-12 classrooms in the near future. The City of Fairhope participates financially in educational programs with \$350,000 going directly to the schools this year and provides access to numerous sports facilities.
- The school facilities vary in age and quality but are, for the most part, well maintained. The elementary school and high school are over capacity and the middle and intermediate schools will be soon.

Recommendations:

- Fairhope should consider ways to leverage superior parental interest to develop ways to improve the quality of schools and the number of programs available. Some possibilities include offering a better path toward college, as well as an emphasis on technical skills such as – carpentry, painting, plumbing and other trade skills – for students not heading to college.
- Baldwin County Schools, in conjunction with the City, should explore looking at long-range needs

for facilities and proposals considering the feasibility of a building program. The development process for this plan should strive to include a broad cross section of the community in addition to the leadership groups that are currently involved in future planning.

- That portion of the community who are retired or have no children in schools claim to have no knowledge about the achievements of the school system. School personnel and advisory boards should periodically inform the entire community about their activities and ask for public input. Increased information and participation might be an effective way to close the schism developing between parents and other members of the community.
- The Fairhope community's strengths in the arts and crafts should be harnessed to provide apprenticeship programs for K-12 students.

Health Care

Observations:

- Thomas Hospital, part of Infirmity Health, is a 150-bed tertiary facility that is extremely well-equipped and staffed to provide service to Fairhope and the surrounding area.
- Thomas Hospital is the only facility in Baldwin County with an open-heart surgery program as well as a state-of-the-art birth center and radiology, endoscopy, inpatient and outpatient surgery facilities. It has been named one of the Top 100 Cardiovascular Hospitals for the fourth consecutive year by Thomson/Reuters and is a Blue Distinction Center for Knee and Hip Replacement. It also offers a well-respected and highly utilized Wellness Center.
- There are over 200 physicians on staff at Thomas Hospital, both primary care and specialists.
- It's 24-hour Emergency Service provides care to over 2,000 patients per month. Emergency transport is provided by Medstar.
- There are two long term care facilities in the immediate Fairhope community with several others located within a short drive. There is a Senior Activity Center located in Fairhope as well.
- There is a definite emphasis on community health and wellness in Fairhope with numerous interconnected walking trails, sidewalks, parks, tennis courts and a natatorium that is open to the public. All non-hospitality workplaces and restaurants are 100% smoke-free.
- Healthcare is a major economic driver in Fairhope as well over 2,000 individuals are employed by the hospital, long term care facilities and physician offices.
- Health care educational opportunities are available in Fairhope and in surrounding areas within an hour drive.
- Other health care facilities include numerous Urgent Care centers, dental offices and outpatient behavioral health services.
- Overall perception of healthcare services available to Fairhope residents is excellent.

Recommendations:

- There is a demonstrated need for a secured, inpatient psychiatric unit especially since the Searcy facility closed several years ago.

Historic Preservation

Observations:

- Fairhope contains one commercial and two residential districts listed on the National Register of Historic Places – Fairhope Downtown District (111 structures); White Avenue Historic District (8 structures); and Fairhope Bayfront District (157 structures).
- Fairhope has thirteen individual properties listed on the National Register of Historic Places. Some of the properties are also included in the commercial or residential districts listed on the National Register.
 - Bank of Fairhope
 - Beckner House
 - Carl Bloxham Building
 - Gaston Building
 - Golf, Gun and Country Club
 - Axil Johnson House
 - Lebanon Chapel AME Church
 - School of Organic Education (moved)
 - Twin Beach AME Church
 - US Post Office
 - Whittier Hall
 - Zurhorst House
- Fairhope has four properties listed on the Alabama Register of Landmarks and Heritage.
 - Church of the Sacred Heart
 - Fairhope Museum of History
 - Charles M. Nelson House
 - Pinewood Pottery Kiln
- Confederate Rest Cemetery is well maintained and accessible to visitors.
- The Colony Cemetery is well maintained and accessible to visitors. The walking tour is a program for the Fairhope Museum.
- The community is proud of their historic character in commercial and residential areas. The beautiful landscaping shows the community pride. Many homes have plaques designating them as historic. The downtown area and the walkable community were specific assets mentioned at the community meeting.
- The Fairhope Museum housed in the rehabilitated City Hall building is a great community asset and quality local museum. They sponsor various walking tours and have provided bronze plaques to mark 25 of the historic properties in the downtown area. They have a brochure with information on the marked historic properties.
- The Marietta Johnson Museum is located on the campus of Faulkner in downtown area in the original Organic School of Education building.
- There is great pressure to redevelop properties within the downtown and residential areas that are listed on National Register or have potential for designation. An issue for the community is that these changes are having a cumulative negative effect on the historic character and eligibility for National Register listing. The community is at a point where protection of the three National Register districts is needed to maintain an essence of the historic character or redevelopment will continue to have a negative effect.
- The city council established a historic preservation committee to address citizen concerns about

historic preservation programs. Efforts to establish a local historic preservation commission have not been successful. The committee organized a home tours program and plans to host one in 2014.

- The city does not have a local historic preservation or historical society to serve as a non-profit advocate for preservation of its historic resources.
- The commercial area has a Downtown Fairhope Business Association to coordinate activities. They have a well designed website to provide information on special events and collaborate with the Chamber of Commerce.
- Strong community support for public parks exists, and many of them are within or close to the National Register districts.

Recommendations:

- The National Register districts and individual listings need to be updated to provide a more current evaluation of the listed properties. Due to changes in appearance to some of the properties in the historic districts, some properties may now be eligible while other properties may have lost their integrity and may no longer be eligible. Updating these documents would provide information to the public about buildings eligible for incentives like the state historic tax credit for rehabilitation of commercial and residential properties and other incentive programs.
- Information on the National Register districts and individually listed properties should be available to the public along with information on state and federal incentives to rehabilitate these properties. Copies should be available at a civic space or the city website.
- Preservation planning tools and zoning requirements should be evaluated as protection tools for the three existing National Register districts and/or individual landmark buildings. The city leaders need to understand the various layers of protection available for the historic assets from zoning controls to local historic designation and be able to make informed decisions about whether these tools are appropriate to meet the community's development goals.
- Consider establishing a non-profit group to promote advocacy of historic preservation programs. This group could be a stand alone non-profit group or partner with an existing group with a similar mission. Hosting the annual homes tour and other events could be sponsored through this group.
- Invite the Alabama Main Street Director to Fairhope to meet with merchant's group and city leaders to learn about the requirements for a certified Main Street program.
- Continue to provide resources to Fairhope Museum to support their programming, including cemetery and downtown walking tours, and building maintenance.

Tourism

Observations:

- Fairhope does not have a Tourism Director but is seen as a tourist destination; tourism efforts are coordinated through the City, the merchants association and the Chamber.
- The need for tourism structure was expressed by participants, but it was noted that a Chamber tourism council meets regularly and that the City and the Fairhope merchants association has representation on that committee.
- Fairhope has a variety of eateries and shopping for tourists, however there is a need for an increase in the number of restaurants that are open seven days a week, as well as a desire for more local shopping opportunities since the two issues are dependent on each other.
- Downtown Fairhope is well maintained and visually appealing to tourists, but a concern for

adequate/ visible signage for the Welcome Center and public parking was expressed.

- Fairhope Welcome Center is open every day of the week and is staffed, but visitor information is not easily accessible after business hours.
- Fairhope's sidewalks and lighting of walkways are welcoming to tourist and make navigation easy; the addition of GPS coordinates to existing maps on areas of interest can improve navigation even more.
- A suggestion of Welcome Guides (students from area high schools) walking around downtown to assist visitors was made, keeping in mind that required community hours can be awarded to students for this service.
- Annual events are consistently themed and draw the same crowd each year. However, there is a need to target locals during festivals by having new events and activities.
- It was expressed that the Fairhope Pier has no tourist amenities or facilities such as aquatic rentals or concession stands. This discussion raised the issues of tourism vs. local use and the need for Fairhope to decide what wants to pursue.

Recommendations:

- Keep a covered kiosk stocked with brochures including GPS coordinates for easy navigation in a high traffic with after hour information about eateries, lodging, shopping, self-guided tours and emergency information.
- Add signage for Public Parking and Welcome Center to high traffic areas, such as the clock downtown for ease of navigation as well as adding GPS coordinates to existing maps.
- Use "Complete Streets" to promote bicycle tourism opportunities highlighting the natural and historic areas of town. Identify and mark a bicycle route to encourage safe and scenic rides.
- Encourage merchants and restaurants to open on Sunday by starting small (perhaps the first Sunday of the month) and promote through all media outlets with a contest challenge. One way to do this would be to create a passport for locals to get stamped each month when they make a purchase on a Sunday from a participating vendor and have the receipt attached. At the end of each quarter, have a drawing for a basket of local goods. At the end of the year put all completed passports in a drawing for a grand prize. If merchants get local support they can justify staying open and the tourists' trade will be a bonus of additional sales.

Appendix I - List of Fairhope Participants

1. Ted Duger
2. David Wright
3. Ron Heveran
4. Dave & Maggie Jester
5. Ken & Cheryl Knutson
6. Bob Clark
7. Rose Fogarty – Retired, City of Fairhope, Finance Dir.
8. Kathleen Fernandez – Retired ESCC
9. Dennis W. Clark
10. Harry Joanning
11. Jessica Webb – Fairhope Middle School
12. Bob Keyser – Rec Bd
13. Lila Weber
14. Linda Hargroder
15. Jessie Patterson
16. Bruce Zimmerman
17. Jim Huggins
18. Jan Weiler
19. Brenda Pisarkiewice
20. Sandy Helmsledl – Homeowners
21. Dr. John H. Meyer – Resident
22. Julia Bower – FH Dog Park
23. Darrelyn Bender – Eastern Shore Chamber
24. Ernest Roberts – Resident
25. Daisy Moore – Resident
26. Sissy Birindelli – Resident
27. Bob Donorin – Resident
27. Jim Houser – Resident
28. Ernest Burnett
29. Joann Broadus – Resident
30. Jim Kellen – Resident
31. Raymond Dix – Resident
32. Cynthia Dix – Resident
33. Nancy Anderson – Homeowner
34. Brent Stan – First Baptist Church
35. Doug Garner – Thomas Hospital
36. James Watkins
37. Julia Summerlin – Fairhope EAC
38. Jeff Ingram – First Baptist Church
39. Joe Birindelli – Resident
40. Lee Johnson – BCEDA Project Manager
41. Helen Garrett – Resident
42. Jeanne Arpes
43. Leanne Pearson – Resident
44. Betty Campbell – Resident
45. Cam Couret – Resident
46. Tucker Dorsey – Baldwin County Commission
47. Pat Weber – Resident
48. Pauline Anders – Resident
49. Terry Hargroder
50. Pat Carlton – Resident
51. Gary Gover
52. Grant Gitbreht – Resident
53. Jane Jackson – Resident
54. Corrine Morrisette – Resident
55. Deborah McMillan – Resident
56. Judith Robb – Resident
57. Calvin Farris – Resident
58. Robert J. Jackson – Resident
59. Kenneth Sommers – HOA
60. Kate Fisher – ESAC
61. Don Prosch – Resident
62. Valery DeLane – Baldwin County Trailblazers
63. Ruth Bennett Lipscomb – Resident/ local maid service
64. Tod Johnson – Fairhope Film Festival

Appendix II - Tabulated Community Self Assessment

Alabama Communities of Excellence General Community Assessment

Name of Community: Fairhope, Alabama

Date: September 6, 2013

LEADERSHIP

Community Leadership

		YES	NO	UNSURE	N/A
1.	Does the community have energetic leaders with a thorough understanding of economic and community development?	241	36	93	1
2.	Are these leaders fully committed to work together as a team to improve economic growth and development?	199	40	130	1
3.	Does the local government contribute to the local economic development organization's annual budget?	150	10	203	3
4.	Does the local government collaborate with county government, neighboring municipalities and other organizations to encourage economic development in the region?	232	23	110	2
5.	Do the public and private sectors work well together?	204	37	123	2
6.	Are the public and private sectors currently working together on specific economic and community development initiatives?	161	16	192	1

Leadership Development

		YES	NO	UNSURE	N/A
1.	Does the community currently have an active project based leadership development program?	86	26	232	1
2.	If yes on the previous question, does local government support this program by actively participating?	73	12	129	61
3.	Does the local business community support this program through financial or in-kind contributions?	63	13	223	17
4.	Do local employers encourage their employees to participate?	57	20	231	16
5.	Are new members recruited from underrepresented groups?	31	34	240	13
6.	Is enrollment for the program expanding?	28	18	255	16
7.	Does the program adequately cover economic and community development?	49	22	225	14

8.	Would public/private leaders in the community commit to establishing the program through financial and/or in – kind contributions?	80	11	218	9
9.	Would they encourage and support broad participation?	102	12	198	8

PLANNING

Vision

		YES	NO	UNSURE	N/A
1.	Does your community have a widely shared vision for the future?	187	72	90	2
2.	Have key leaders/stakeholders participated in the visioning process?	180	31	128	5
3.	Does the vision represent the diversity of opinions and demographics of the community?	142	59	134	8
4.	Does the vision address quality of life issues and needs?	173	43	120	8

Strategic Plan

		YES	NO	UNSURE	N/A
1.	Does your community have a current strategic plan?	169	16	171	2
2.	Is this plan used as a guide to focus government, business and/or citizens on vision, goals and priorities?	130	23	177	14
3.	Does the community regularly review and update this plan? If yes, list below how often is the strategic plan updated.	73	32	231	13
4.	Are a cross section of major topics addressed in the strategic plan? If yes, list topics below.	68	24	236	16

Comprehensive Plan

		YES	NO	UNSURE	N/A
1.	Does the community have a citywide master plan/ comprehensive plan?	187	10	140	4
2.	Would you consider the citywide master plan/ comprehensive plan to be “current,” less than 5-8 years old? If no, list approximate age below?	135	32	156	7
3.	Does the plan include a “future land use” element that identifies areas where expanded residential, commercial or industrial development would be appropriate?	146	13	164	8
4.	Does it identify areas for open space conservation such as for environmental, agricultural or recreational use?	140	13	171	7
5.	Does the plan contain specific recommendations for plan implementation?	95	10	213	5
6.	If yes on the previous question, and are they consistent with the community’s strategic plan?	68	10	165	43
7.	If the community does not have a citywide master plan/comprehensive plan, is your community willing to commit financial resources to prepare one?	80	10	164	52

Plan Implementation

		YES	NO	UNSURE	N/A
1.	Does the city adequately enforce the zoning ordinance?	223	61	73	0
2.	Would you consider the zoning ordinance to be “current”? If no, list reasons by below.	197	47	105	0
3.	Are zoning decisions consistent with the citywide master plan/ comprehensive plan, if applicable?	139	32	179	1
4.	Does the city adequately enforce the subdivision regulations?	172	54	127	1
5.	Are subdivision decisions consistent with the citywide master plan/ comprehensive plan, if applicable?	136	27	183	1
6.	Would you consider the subdivision regulations to be “current,?” If no, list reasons by below.	143	39	168	2
7.	Does your community use additional regulations, incentives or other tools to manage growth and development in accordance with its vision and adopted plans? If yes, please describe below.	80	29	236	3

INFRASTRUCTURE

Transportation

		YES	NO	UNSURE	N/A
1.	Are city streets well maintained including paving and markings?	298	44	6	0
2.	Are all city entrances well marked with transportation routes and attractive “welcome” signage?	299	41	8	1
3.	Are city entrances considered attractive?	318	18	11	1
4.	Does the city maintain existing rights-of-way?	308	17	21	1
5.	Are traffic controls and street lighting adequate?	298	45	6	0
6.	Does the city offer public transportation?	182	122	38	3
7.	Does your community have any bicycle lanes or bicycle facilities?	325	16	1	0
8.	Does your community have a network of sidewalks that interconnect neighborhoods with commercial/retail areas, schools, parks, etc.?	297	31	15	1

Public Buildings/Facilities

		YES	NO	UNSURE	N/A
1.	Are all municipal buildings (city hall, library, fire/police departments, etc.) well maintained and considered adequate to meet the needs of the community?	344	12	13	0
2.	Are civic buildings (chamber, welcome center, civic center) well maintained?	349	12	8	0

3.	Is there a local or regional airport that serves this community?	315	35	15	1
4.	Are all municipal services (water treatment, waste water treatment, etc.) adequate to meet the needs of the community?	277	39	51	1

Public Amenities

		YES	NO	UNSURE	N/A
1.	Does the community have a variety of recreational facilities? Such as ball fields, tennis courts, passive recreation parks and/or recreation centers?	345	3	3	0
2.	Are there greenways or trails in the community?	289	28	35	1
3.	Does the community have a senior center?	342	2	9	0
4.	Is there a community pool or splash pad?	330	11	12	0

ECONOMIC DEVELOPMENT

Planning and Marketing

		YES	NO	UNSURE	N/A
1.	Does the community have a current economic development plan that includes the community's shared vision and is fully endorsed by community leaders involved with economic development?	111	18	225	2
2.	If yes, does this plan include a complete evaluation of economic activity in the community, including strengths and potential opportunities?	94	10	161	37
3.	Does the community have a "Main Street" or similar program promoting downtown/central business district development, market, events, etc.?	279	12	60	0
4.	Is the Chamber of Commerce active in economic development, business/industrial recruiting, or marketing the community?	251	14	86	0
5.	Does the community maintain a current website with accurate and up-to-date information about the community?	278	15	57	1
6.	If yes on the previous question, is the site an appropriate marketing tool and outlet for business/industrial development?	162	30	115	14
7.	If there is not an economic development plan, is your community willing to commit financial resources to prepare one?	81	10	176	56

Potential for Growth

		YES	NO	UNSURE	N/A
1.	Does the community have the capacity to grow?	291	14	38	1
2.	Is there a strong public support for economic growth?	173	65	100	0
3.	Is the labor force sufficient to support significant economic growth?	186	43	105	1

4.	Can the schools absorb additional students without new buildings or overcrowding?	77	140	116	3
5.	Has the community submitted proposals for state and/or federal funding for development programs within the past five years?	86	9	238	2

QUALITY OF LIFE

Arts and Culture

		YES	NO	UNSURE	N/A
1.	Is there a non-profit organization or a department in the city or county whose mission is to support and encourage the community's artistic resources?	297	8	56	1
2.	Is there an annual community festival that celebrates something unique or special about the community that everyone can participate in?	351	4	7	1
3.	Are there performance venues that are available for community use, outside and/or inside and are they being programmed on a regular basis?	306	26	29	1
4.	Are there art education activities available and accessible to all age groups?	321	5	33	0
5.	Are community leaders aware that their artistic resources enhance the quality of life, encourage economic vitality and are the cornerstones of a community's creative economy?	298	10	52	2

Education

		YES	NO	UNSURE	N/A
1.	Can the schools absorb additional students without new buildings or overcrowding?	80	130	130	1
2.	Do you consider local K-12 schools to be high quality/successful ?	259	34	47	1
3.	Is it well supported by residents and the private sector?	278	12	54	0
4.	Are the schools well maintained?	289	16	39	1
5.	Is there a two-year college or four year university in the area?	333	2	7	0
6.	Do community and school (including college/university) leaders work together to address workforce needs and issues?	171	19	150	0

Community Health

		YES	NO	UNSURE	N/A
1.	Is there a hospital in the community?	358	0	0	0
2.	Is long term care available in the community?	339	2	16	0
3.	Are dental services available for all age levels?	351	2	8	0
4.	Are mental health services available for all age levels?	278	6	75	0
5.	Is there a central place for people to find out about available health and social	195	19	141	1

	services in the community?				
6.	Are the health care services in community adequate?	302	16	43	0

Historic Preservation

		YES	NO	UNSURE	N/A
1.	Does the community have any properties listed on the Alabama Register of Landmarks and Heritage or National Register of Historic Places?	295	1	50	0
2.	Does the community have a local historical society, local preservation commission or other volunteer group dedicated to local history programs?	298	5	41	0
3.	Does the community have a Main Street program, local historic preservation authority or other city created board dedicated to improving downtown historic district?	212	19	111	1
4.	Has the downtown streetscape been upgraded in the past ten years?	301	9	35	0
5.	Have downtown property owners invested in improvements to their storefronts?	295	14	34	1
6.	Does the downtown offer areas for public events and gatherings?	321	14	9	0
7.	Does the community have any major development projects on the horizon that may affect sensitive archaeological features such as industrial park, riverfront development or roadways?	69	47	225	2

Housing/Neighborhoods

		YES	NO	UNSURE	N/A
1.	Are residential areas of the community well maintained and attractive?	326	21	11	0
2.	Are there locations of sub stand or distressed housing in the community?	245	53	59	1
3.	Are there any residential historic districts?	243	34	78	0
4.	Can the community infrastructure support residential growth of the community?	223	32	99	0
5.	Does the community have public housing or other subsidized housing options?	186	28	140	1

Tourism

		YES	NO	UNSURE	N/A
1.	Does your community have a website currently promoting Tourism in your community? If yes, please provide web address in comment section.				
2.	Does your community have a Tourism Director / Tourism Leadership Team?	229	6	101	0
3.	Are there printed materials to help visitors navigate your community?	106	32	202	1
4.	Does your community have a location that provides information about your city every day of the week?	277	12	53	0
5.	Does your community have lodging?	338	2	3	0

6.	Does your community have at least one eating facility that operates 7 days a week?	331	1	11	0
7.	Does your Community have a form of public transportation available to visitors?	168	95	80	1
8.	Does your community have a location for visitors to purchase Souvenirs?	271	17	53	2