2001 alabama local economic development survey

Auburn University
Economic Development Institute

PREFACE

The Auburn University Economic Development Institute (EDI) is pleased to present the results of the first-ever Economic Development Survey of Alabama Communities. EDI partners in this project were the Alabama League of Municipalities (ALM), the Association of County Commissions of Alabama (ACCA), the Alabama Association of Regional Councils (AARC), and the Economic Development Association of Alabama (EDAA).

These results are based on responses to mail surveys conducted by EDI during the summer of 2001. Two separate surveys are reported. An economic development survey of municipalities was mailed to all city clerks of Alabama municipalities with populations greater than 750. An economic development questionnaire for counties was mailed to all 67 county administrators. The response to each survey was fantastic. Of the 271 municipalities surveyed, 190 cities responded (over 70%). 48 counties responded to the survey (72%).

The responses contained in this publication are presented as they were recorded in the survey. As with any survey, the accuracy of information reported depends on the quality of the information provided by respondents.

The economic development survey provides a wealth of information about economic development planning, organization, practices, and needs in Alabama's communities. The information presented herein will provide a baseline of valuable information that can be used by EDI, the League, ACCA, AARC, EDAA, and others to better tailor services to the economic development needs of Alabama's communities.

EDI plans to conduct this economic development survey every other year to measure any changes in Alabama's local economic development environment. As we prepare for the 2003 survey, we welcome your suggestions and comments. Please contact:

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TABLE OF CONTENTS

GENERAL OBSERVATIONS

The results of the economic development surveys are presented in this publication with little analysis or embellishment. There is a wealth of descriptive data that may be used by different audiences for different purposes. Each reader should feel free to provide his or her own analysis. We make just a few observations about the results.

- Economic stagnation or decline is much more prevalent in Alabama's small towns and counties. Larger jurisdictions are much more likely to have experienced some economic growth over the last five years.
- Small towns and small counties plainly have fewer resources for economic development than larger jurisdictions. They also engage in fewer economic development activities for business recruitment, retention, small business development, etc. As the population of a jurisdiction increases, the likelihood increases that it will have a more diverse economic development strategy.
- Residents in smaller communities have much less access to health care resources than those living in larger jurisdictions.
- As population increases, specialized economic development organizations take on increasing roles.
- Clearly, it is in the interest of small towns and counties to partner with other entities, governmental and non-governmental, to maximize resources. However, smaller jurisdictions are the least likely to engage in such partnerships. Regional approaches would seem an appropriate strategy for these small communities with limited resources.
- Too many jurisdictions operate without strategic plans that address economic development.
- Too few jurisdictions have an ongoing leadership development program.
- There tends to be a very strong focus on attracting manufacturing, but little emphasis on technology and telecommunications. As much of the nation is entering the "new economy," Alabama communities remain very much attached to the old one.
- Communities tend to put more emphasis on business attraction than business retention efforts. Small business development is a relatively low priority in most jurisdictions.
- Tax abatement is an extremely popular type of business incentive, however, too few jurisdictions use formal eligibility criteria or require performance agreements as a condition of receiving the tax benefit.
- Alabama cities and counties have many economic development needs: for information, technical assistance, and training. This is particularly true for smaller jurisdictions. There is high demand for training in economic development.
- Respondents report a surprisingly high level of cooperation and coordination among community organizations involved in economic development.
- Respondents generally expect an increase in their budgets for economic development in the coming years.

2001 ALABAMA LOCAL ECONOMIC DEVELOPMENT SURVEY: SUMMARY OF RESULTS

The results reported below focus primarily on responses from Alabama municipalities, however, county survey results are reported at the end of each section for comparison.

General

Primary Economic Base of Community

- "Retail/service" is mentioned most often (25%) as the primary component of the local economic base, followed by "residential community " (18%) and "manufacturing" (17%).
- The "retail and service" sector is more important for cities between 5,000 and 12,000 than in smaller or larger cities.
- "Manufacturing" is relatively unimportant in the smallest communities, but increases in importance as city population increases. Few of the smallest cities support a manufacturing economic base (mentioned by only 8%), while 32% of cities over 12,000 describe their economies as primarily manufacturing.
- Smaller cities are much more likely to have an agricultural economic base. For communities under 5,000 population, 19% described their local economy as primarily "agricultural." No communities above 5,000 described their economy as agricultural.
- "Technology and telecommunications" is not an important component of the economic base of Alabama communities.

Economic Growth or Decline in the Last 5 Years

- In describing the "condition of their city's economic base over the last five years," 59% of cities described a growing local economy, while 41% report no growth or a declining economy.
- Economic stagnation or decline is more prevalent in smaller communities. 46% of cities under 5,000 report "no growth" or "decline" compared to only 30% for cities over 5,000.

County Results

- *33% of county respondents named "manufacturing" as their county's primary economic base; 33% also identified "agriculture." Only 7% indicated that "retail/service" was the primary economic base.*
- *57% of small counties (less than 25,000 population) maintain a primarily agricultural economy.*
- *In describing the "condition of their county's economic base over the last five years," 60% indicated growth in their local economy, while 39% report no growth or a declining economy.*
- *The large counties are growing while small counties are in economic decline. 66% of counties with populations less than 25,000 reported a stagnant or declining economy compared to only 13% of counties with populations greater than 60,000.*

Community Planning

Strategic Plan

- 69% of respondents reported that their community does not have a "written strategic plan that addresses economic development."
- 84% of towns under 5,000 do not have strategic plans, while only 41% of cities over 12,000 operate without strategic plans.

Comprehensive Master Plan

- 41% of respondents said that their municipality has a comprehensive master plan. Of those who reported having a comprehensive master plan, 52% said the plan was "out of date and needs updating due to changing needs or growth."
- Smaller communities are much less likely to have comprehensive plans. While only 27% of communities with populations below 5,000 have comprehensive plans, 67% of cities above 5,000 have such plans.

Zoning

- 83% of respondents said their city or town had a zoning ordinance and zoning map. Of those reporting having a zoning ordinance/map, 45% said it was "out of date and needs changing."
- Almost every community above 2,000 reports having zoning ordinances/map. 36% of towns below 2,000 population do not have zoning ordinances.

Subdivision Regulations

- 80% of respondents reported having subdivision regulations in their municipality. Of those municipalities having subdivision regulations, 42% said they were "out of date and need updating."
- 98% of municipalities over 5,000 population enforce subdivision regulations; 70% of municipalities under 5,000 have subdivision regulations.

GIS/Computer-Aided Mapping

- Only 29% of municipalities utilize GIS or computer-aided mapping.
- Utilization of GIS increases with municipal population. While 90% of towns under 2,000 don't have GIS capability, 68% of cities over 12,000 are using GIS.

Historic Preservation

- 81% of respondents reported that their municipality did not have a historic preservation plan.
- Only the largest communities have historic preservation plans (52% of cities over 12,000). For cities under 12,000, only 14% have such a plan.

Capital Improvement Plan

- 54% reported that their municipality had a "capital improvement budget/plan."
- Larger communities are more likely to have capital improvement budgets and plans. 85% of municipalities with populations over 12,000 have capital improvement plans; for municipalities under 12,000, only 49% have such plans.

Planning-Board Training

- 94% said that members of their planning-related commissions and boards would benefit from training workshops "designed to better inform and educate them of duties, responsibilities, and limitations relative to their roles in planning, zoning, and subdivision administration and enforcement."

Public Input for Community Planning

- 38% of respondents reported that their community "participated in a public input process for community planning and design."
- Public input processes are more likely in the largest communities. 78% of cities over 12,000 have a public input process in place.

County Results

- *36% of respondents reported that their county has a "written strategic plan that addresses economic development."*
- *4% of respondents indicated that their county had land use and zoning authority.*
- *38% of respondents reported having subdivision regulations for areas outside of municipalities. Larger counties (53% of counties greater than 60,000 population) are more likely to enforce subdivision regulations than smaller counties (19% of counties with populations under 25,000).*
- *10% of respondents reported having a historic preservation plan in their county.*
- *44% reported that the county had a "capital improvement budget/plan."*

Leadership Program

- 35% of respondents indicated that their community had an ongoing Leadership Development Program.
- Leadership programs are more likely in larger communities. While only 20% of towns under 2,000 population have ongoing leadership programs, 79% of municipalities over 12,000 have them.

County Results
- *61% of respondents indicated that their county had an ongoing Leadership Development Program.*
- *81% of larger counties (population over 60,000) have ongoing leadership programs compared to 50% of counties with populations under 60,000.*

Economic Development Organization and Activities

Role in Economic Development
- When asked "which organizations play a significant role in the economic development of your community," "municipal government" was mentioned by 85% of respondents. Others mentioned most often were "economic/industrial development board/authority" (58%), "chamber of commerce" (50%), and "Alabama Department of Economic and Community Affairs" (49%).
- Economic/industrial development authorities and chambers of commerce take on an increasing role as the size of the community increases. 50% of municipalities below 5,000 population mentioned economic/industrial development authority, compared to 74% for cities with populations greater than 5,000. 36% of municipalities below 5,000 population mentioned chamber of commerce, compared to 77% for cities with populations greater than 5,000.
- When asked to identify the number-one organization for economic development in their community, 34% of respondents said, "municipal government," 33% said "economic/industrial development board/authority," and 10% said "chamber of commerce."
- However, municipal government ranked first in influence only in towns less than 2,000 population (50%). In cities larger than 2,000, the economic/industrial development authority was the top organization for local economic development.

Community Cooperation
- 77% of respondents described as "good" or "very good" the level of cooperation/coordination among the community organizations involved in economic development. Only 7% said that cooperation was "poor" or "very poor."

Municipal Responsibility for Economic Development
- When asked which municipal department has primary responsibility for economic development, 80% said the "mayor's office," 7% said the "planning department" and 7% said "economic development office/department."
- Only the largest communities have an economic development office (or planning department with economic development responsibilities). 21% of municipalities with populations greater than 12,000 have an economic development office/department.

Municipal Economic Development Budget
- When asked whether the respondent expected the municipality's economic development budget to increase, decrease or stay the same, 51% indicated an expectation of increased spending for economic development, 45% said it would stay the same and 4% said the economic development budget would decrease.

Focus of Economic Development Efforts
- When asked to identify the sectors targeted for economic development efforts, 76% of respondents mentioned "retail/service" and 65% mentioned "manufacturing."
- When asked to name the number-one economic development target, manufacturing came out on top. 41% of respondents identified "manufacturing," 34% said "retail/service," 6% said "agriculture" and 5% said "technology/telecommunications."
- There was a general lack of emphasis on technology and telecommunications. However, there is more focus on this sector in larger communities.

Barriers to Economic Development
- When asked to identify barriers to economic development in their community, 59% said '"lack of capital/funding," 49% said "availability of land," 44% mentioned "limited number of major employers."
- Limited number of major employers was more of a concern in smaller communities; lack of skilled labor was more of a concern in the largest communities.

- When asked to name the number-one economic development barrier, 26% of respondents identified "availability of land." Other responses were: "lack of capital/funding" (21%), and "limited number of major employers" (17%).

Continuing Education / Workforce Training

- 72% of respondents indicated that their municipality or some other community organization offered continuing education/GED classes for working adults. However, there is less access for the smallest communities. 50% of towns with populations under 2,000 have continuing education/GED programs, while 86% of cities with populations greater than 2,000 have such programs.
- 47% of respondents indicated that their municipality or some other community organization offered workforce training. Again, there is less access for the smallest communities. 26% of towns with populations under 2,000 have continuing education/GED programs, while 62% of cities with populations greater than 2,000 have such programs. 91% of cities larger than 12,000 have workforce assistance programs available.

Regional Partnerships

- 58% of respondents indicated that their city had participated in a local or regional partnership with other local governments for economic development.
- Smaller communities are least likely to enter into partnerships with other local governments. 41% of towns with populations under 2,000 have entered into such partnerships, while 68% of cities with populations greater than 2,000 have done so.

Contacts for Economic Development

- When asked who they would most likely contact with questions related to economic development (outside the city staff), 46% said the "regional commission," 44% said "ADECA," and 40% said "economic/industrial development board/authority."
- The preferred contact varied based on the size of the community. Towns under 2,000 rely most on ADECA; cities between 2,000 and 5,000 rely most on regional councils, and cities over 5,000 tend to contact the economic/industrial development authority.

Statewide Economic Development Agencies

- 74% of respondents indicated that they had a "pretty clear understanding of the role and responsibilities" of ADECA. 54% said the same for ADO and 31% indicated they had a clear understanding of the role of the Economic Development Partnership of Alabama.
- For the smallest communities (under 2,000), 60% of respondents do not have a clear understanding of ADO's role and 87% do not understand the role of EDPA. There was greater understanding of ADECA's role across all population categories.

County Results

- *When asked "which organizations play a significant role in the economic development of your county," "economic/industrial development board/authority" was mentioned by 83% of respondents. Others mentioned were "county government" (72%) and "chamber of commerce" (68%).*
- *When asked to identify the number-one organization for economic development in their county, 60% of respondents said "economic/industrial development board/authority;" 15% said "county government." County government plays a larger economic development role in small counties (less than 25,000) than in larger counties.*
- *84% of respondents described as "good" or "very good" the level of cooperation/coordination among the county organizations involved in economic development. Only 2% said that cooperation was "poor."*
- *When asked which department of county government has primary responsibility for economic development, 68% said the "county commission" and 21% said the "economic development office/department." The county commission has primary responsibility across all population categories. However, larger counties are much more likely to have an office or department dedicated to economic development.*
- *When asked whether the respondent expected the county's economic development budget to increase, decrease or stay the same, 49% expected increased spending for economic development, 49% said it would stay the same and 2% said the economic development budget would decrease.*

- *When asked to identify the sectors targeted for economic development efforts, 85% of respondents mentioned "manufacturing," 48% mentioned "tourism," 48% said "warehousing/distribution," 44% identified "retail/service," 42% said "technology/telecommunications," and 42% mentioned "agriculture." A primary focus on manufacturing characterized all population categories. However, larger counties were more likely to also focus on "tourism," "warehousing/distribution," and "technology/telecommunications."*
- *When asked to name the number-one economic development target, 65% identified "manufacturing." "Agriculture" was identified by 25% of small counties (under 25,000), but by only 6% of counties larger than 25,000 population.*
- *When asked to identify barriers to economic development in their county, 60% said '"lack of capital/funding," 45% mentioned "limited number of major employers," 36% said "lack of skilled labor." However, these barriers are not much of a problem in large counties (greater than 60,000). The greatest barrier in large counties is "availability of land."*
- *93% of respondents indicated that their county or some other community organization offered continuing education/GED classes for working adults. 82% indicated that their county or some other community organization offered workforce training. However, while about 95% of counties above 25,000 in population offer workforce-training programs, only 54% of small counties offer such training.*
- *75% of respondents indicated that their county had participated in a local or regional partnership with other local governments for economic development.*
- *When asked whom they would most likely contact with questions related to economic development (outside the county staff), 54% said "ADO," 50% said the "economic/industrial development board/authority," 40% said "regional commission," and 38% said "ADECA." For small counties, the two primary points of contact are ADECA and ADO. Large counties are more likely to rely more on local contacts (economic/industrial development authority and chamber of commerce).*
- *85% of respondents indicated that they had a "pretty clear understanding of the role and responsibilities" of ADECA. 66% said the same for ADO and 51% indicated they had a clear understanding of the role of the Economic Development Partnership of Alabama.*

Business Recruitment/Attraction

Recruitment Methods

- Respondents mentioned the following as the methods most used by their municipality to recruit and attract business: "municipal government representative calls on prospective companies" (42%), "attendance at conferences" (36%), "promotional material" (35%) and "web site" (30%).
- 21% of respondents indicate that their municipality engages in no business recruitment activities.
- 34% of the smallest communities (under 2,000) do nothing to recruit businesses; only 3% of cities over 12,000 have no business attraction efforts.
- 44% of communities larger than 2,000 utilize a website compared to 12% of towns below 2,000 population.
- Only the largest communities make significant use of community resource databases.
- Larger communities are more likely to utilize promotional material to recruit businesses. 76% of communities with populations greater than 12,000 use promotional materials compared to only 12% for towns under 2,000 population.
- When asked to identify the number one business attraction/recruitment activity, 31% of respondents listed "municipal government representative calls on prospective companies." 16% said promotional material was the number-one business recruitment activity.

Attracting Non-Manufacturing/Commercial Businesses

- 38% of respondents said they placed "high" emphasis on attracting non-manufacturing commercial businesses. 26% said they placed "low" emphasis on recruiting non-manufacturing business.
- Larger communities are more likely to focus on attracting non-manufacturing businesses than are smaller communities. 55% of cities over 12,000 say they give high priority to recruiting non-manufacturing concerns, compared to 26% for the smallest communities.

County Results

- *County respondents mentioned the following as the methods most used by their county to recruit and attract businesses: "attendance at conferences" (60%), "promotional material" (53%), "county government representative calls on prospective companies" (40%), and "community resource databases" (40%). 19% of respondents indicate that their county engages in no business recruitment activities.*
- *18% of respondents said the number-one business attraction/recruitment activity was "regional approaches (pooling resources)," 18% named "community resource databases," and 13% said "promotional material" was the number-one business recruitment activity.*
- *Larger counties are much more likely than small counties to utilize community resources databases, a website, hosting special events and media advertising.*
- *27% of respondents said they placed "high" emphasis on attracting non-manufacturing commercial businesses. 24% said they placed "low" emphasis on recruiting non-manufacturing business.*

Business Retention

Retention Methods

- Respondents mentioned the following as business retention activities most used by their municipality: "partnering with other non-governmental organizations (e.g., chamber of commerce)" (44%), "municipal representative calls on local company" (43%), and "partnering with other local governments" (26%).
- 30% of respondents indicated that they engage in no business retention efforts.
- 51% of the smallest communities (under 2,000) do nothing to retain local businesses; only 10% of cities over 12,000 have no business retention efforts.
- Larger communities are much more likely to partner with non-governmental organizations than smaller communities. Over 70% of cities over 5,000 indicate that they partner with non-governmental organizations, compared to only 16% for towns under 2,000.

Top Retention Method

- 46% of respondents said the number-one business retention activity was "municipal government representative calls on local company." 34% said "partnering with other non-governmental organizations" was the number-one business retention activity.

County Results

- *County respondents mentioned the following as business retention activities most used by their county: "partnering with other local governments" (50%), "partnering with other non-governmental organizations (e.g., chamber of commerce)" (49%), and "county representative calls on local company" (41%). 24% of respondents indicated that they engage in no business retention efforts.*
- *31% of respondents said the number-one business retention activity was "partnering with other non-governmental organizations." 25% said "county government representative calls on local company" was the number-one business retention activity.*

Small Business Development

- Respondents mentioned the following as services offered to small businesses: "revolving loan fund" (14%) and "matching improvement grants" (11%).
- 66% of respondents indicated that their municipality does not engage in small business development efforts.
- 81% of towns with populations below 2,000 undertake no small business development efforts; 42% of municipalities with populations greater than 12,000 undertake no small business development efforts.

County Results

- *County respondents mentioned the following as services offered to small businesses: "revolving loan fund" (38%), "small business development center" (23%), and "business incubator" (23%).*
- *42% of respondents indicated that their county does not engage in small business development efforts. 53% of small counties (under 25,000) report no activities to support small business. In comparison, 31% of large companies (over 60,000) offer no support for small business.*

Business Incentives

- 49% of respondents indicated that their municipality offered business incentives.
- Larger communities are much more likely to offer incentives; 71% of communities with populations greater than 5,000 offer incentives, compared to 28% of towns with populations under 2,000.

Types of Incentives

- The following incentives were mentioned most: “tax abatements” (83%), “zoning/permit assistance” (62%), and “infrastructure improvements” (61%).
- 60% of respondents said the number-one incentive was “tax abatements.” 11% said “infrastructure improvements” was the number-one business incentive.

Eligibility Criteria/Performance Agreement

- 67% of municipalities do not use formal criteria to determine eligibility for business incentives.
- 73% of municipalities do not require a performance agreement as a condition for providing business incentives.
- The largest communities (over 12,000) are most likely to use written eligibility criteria (53%) and require performance agreements (69%).

Change in Value of Incentive Package

- 19% of respondents indicated that “the dollar value of the incentive package over the last five years” has increased, 8% said it had decreased, and 73% said it was about the same.

County Results

- *76% of respondents indicated that their county offered business incentives.*
- *The two most often mentioned incentives were “tax abatements” (94%) and “infrastructure improvements” (73%).*
- *81% of respondents said the number-one incentive was “tax abatements.” 100% of counties with populations below 60,000 identified tax abatements as the number-one incentive. Large counties have a more diverse incentive strategy, with “tax abatements” identified as most important by 54%, followed by” infrastructure improvements” (23%), “free land or land write-downs”(98%), “grants” (8%), and “training support” (8%).*
- *50% of counties use formal criteria to determine eligibility for business incentives.*
- *48% of counties require a performance agreement as a condition for providing business incentives.*
- *39% of respondents indicated that “the dollar value of the incentive package over the last five years” has increased, 4% said it had decreased, and 57% said it was about the same. However, only 14% of small counties (below 25,000) report an increase, compared to 47% of counties larger than 25,000.*

Tourism and Retiree Attraction

Tourism

- Comparing the importance of tourism to that of other industries, 43% said it was as important, 35% said it was not as important, and 22% said it was about the same.
- The larger the community, the more likely it will view tourism as important.

Retiree Attraction

- 42% of respondents said that their municipality participated in activities to attract retirees to their community.
- Larger communities are more involved in activities to attract retirees than are smaller communities.

County Results

- *Comparing the importance of tourism to that of other industries, 70% of county respondents said it was as important, 21% said it was not as important, and 9% said it was about the same. Larger counties are more likely than smaller counties to view tourism and retiree attraction as important*
- *66% of respondents said that their county participated in activities to attract retirees to their community (80% of counties larger than 60,000).*

Health Care Resources

- Residents in smaller communities have much less access to health care facilities than those in communities with larger populations. For towns less than 2,000, 51% do not have an individual physicians office, 81% do not have a group practice, and 83% do not have a local hospital. For cities with populations greater than 12,000, only 3% do not have an individual physicians office, 7% do not have a group practice, and 21% do not have a local hospital.

County Results

- *100% of counties report having an "individual physicians office" and a "county health department." Most also have a "hospital" (88%), a "long-term care facility" (79%), a "group practice" (77%), and a "community health center" (52%). However, small counties (below 25,000) are somewhat less likely to have a hospital (63%), long-term facility (63%), group practice (50%), or community health center (44%).*

Economic Development Training and Assistance

CLEO

- 74% of respondents said they had not heard of the Community Leaders Educational Opportunity (CLEO) Program offered by the Economic Development Association of Alabama (EDAA).
- Of those who knew of the program, 88% said it would be beneficial to leaders in their community.

Information Needs

- When asked to list the kinds of information needed by the municipality to assist in economic development, 76% mentioned "information about federal or third-party grant/funding opportunities;" 72% identified "information about economic development best practices / ideas used in other jurisdictions," 68% said "information about available resources for economic development technical assistance," and 50% said "demographic information to create a community profile for marketing."

Technical Assistance Needs

- When asked to list the types of technical assistance needed by the municipality to assist in economic development, 60% mentioned "strategic planning assistance;" 60% identified "grant writing," 59% said "assistance is assessing community assets/opportunities for economic development," and 51% identified "assistance in improving the capacity of economic development organization(s)."

Training Needs

- 97% of respondents said they would support "a program offering economic development training courses for economic development professionals or other city officials."
- The following were the topics most often identified as needed: "business attraction" (78%), "economic development financing" (63%), "marketing strategies for economic development" (62%), "economic development strategic planning for the community" (61%), "commercial/retail development" (61%), and "grants writing and fundraising" (60%).
- In addition, cities with populations between 2,000 and 5,000 indicated a need for training in 'business retention" and "building community involvement/support for economic development." Cities with populations below 5,000 expressed an interest in "strategies for rural economic development." Cities with populations above 5,000 expressed a need for courses in "tourism/retiree attraction."
- The following topics were mentioned in response to the request to indicate the most important training topic: "economic development financing" (24%) and "economic development strategic planning for your community" (21%).

Alabama Communities of Excellence (ACE) Program

- 98% of respondents support the development of a program to recognize and assist communities that are taking necessary steps to create community capacity for economic development.
- The technical assistance aspect of the program is most attractive to municipalities. 91% indicate that the technical assistance element of the program is important and 80% say that the recognition element of the program is important.

County Results

- *47% of county respondents said they had heard of the Community Leaders Educational Opportunity (CLEO) Program offered by the Economic Development Association of Alabama (EDAA). Of those who knew of the program, 100% said it would be beneficial to leaders in their community.*
- *When asked to list the kinds of information needed by the county to assist in economic development, 72% mentioned "information about federal or third-party grant/funding opportunities;" 72% said "information about available resources for economic development technical assistance," and 70% identified "information about economic development best practices / ideas used in other jurisdictions." Small counties (below 25,000) expressed greater need for all types of information than did larger counties.*
- *When asked to list the types of technical assistance needed by the county to assist in economic development, 61% identified "assistance in improving the capacity of economic development organization(s)," 58% said "assistance is assessing community assets/opportunities for economic development," and 49% mentioned "strategic planning assistance." Again, small counties were almost twice as likely as larger counties to respond that assistance was needed in each of these areas. For counties under 25,000 population, 87% identified a need for "assistance in improving the capacity of economic development organization(s), 87% mentioned "assistance is assessing community assets/opportunities for economic development," and 67% said they need "strategic planning assistance."*
- *100% of respondents said they would support "a program offering economic development training courses for economic development professionals or other county officials."*
- *The following were the topics most often identified as needed: "marketing strategies for economic development" (66%), "economic development strategic planning for the community" (63%), "strategies for rural economic development" (61%), "overview of economic development strategies" (61%), and "economic development financing" (59%). Small counties expressed a strong interest in courses on "business attraction" (83%).*
- *The following topics were mentioned in response to the request to indicate the most important training topic: "economic development financing" (30%), "strategies for rural economic development" (16%), "overview of economic development strategies" (14%), and "economic development strategic planning for your community" (11%). Large counties (over 60,000) showed a particular interest in a course on "strategic planning assistance" (31% said it was the most important topic).*
- *97% of respondents support the development of a program to recognize and assist communities that are taking necessary steps to create community capacity for economic development.*
- *As with municipalities, the technical assistance aspect of the program is most attractive to counties.*

2001 ECONOMIC DEVELOPMENT SURVEY OF ALABAMA MUNICIPALITIES: RESULTS
(BY POPULATION CATEGORY)

The 190 cities responding to the survey are listed at the end.

General

1. Which best describes your city's primary economic base?

	All	<2	2-5	5-12	>12
	(184)*	(74)	(51)	(31)	(28)
Retail/ Service	***25%***	*22%*	*22%*	*39%*	*25%*
Residential community (commuters)	***18***	*23*	*16*	*10*	*18*
Manufacturing	***17***	*8*	*19*	*23*	*32*
Agricultural (farming and supporting industries)	***13***	*20*	*18*	--	--
Institutional (military, government, nonprofit, etc.)	***4***	*1*	*6*	*3*	*11*
Tourism/hospitality	***2***	*1*	*6*	--	--
Warehousing/distribution	***2***	*1*	--	*3*	*4*
Technology/telecommunications	***1***	--	--	--	*4*
Other	***18***	*22*	*14*	*23*	*7*

2. Which best describes the condition of your city's economic base during the *last* five years.

	All	<2	2-5	5-12	>12
	(183)	(73)	(50)	(31)	(29)
Rapid expansion (more than 25%)	***9%***	*8%*	*10%*	*10%*	*7%*
Moderate growth (10-25%)	***27***	*30*	*20*	*36*	*24*
Slow growth (less than 10%)	***23***	*21*	*16*	*23*	*41*
Economic base is stable – no real growth or decline	***18***	*22*	*16*	*13*	*14*
Slow decline (less than 10%)	***12***	*8*	*22*	*10*	*7*
Moderate decline (10-25%)	***7***	*7*	*8*	*10*	*3*
Rapid decline (more than 25%)	***4***	*4*	*8*	--	*3*

Community Planning

3. Does your community have a written strategic plan that addresses economic development?

	All	<2	2-5	5-12	>12
	(172)	(68)	(48)	(29)	(27)
Yes	***31%***	*16%*	*38%*	*28%*	*59%*
No	***69***	*84*	*63*	*72*	*41*

IF "YES,"

A. Who prepared the plan?

	All	<2	2-5	5-12	>12
	(53)	(10)	(19)	(7)	(17)
In-house	***36%***	*10%*	*26%*	*43%*	*59%*
University consultant	***4***	*10*	*5*	--	--
Private consultant	***15***	*30*	*11*	--	*18*
Regional Planning Commission	***32***	*40*	*42*	*43*	*12*
Other	***13***	*10*	*16*	*14*	*12*

B. When was the plan developed?

	All	<2	2-5	5-12	>12
	(50)	(11)	(18)	(6)	(15)
Within the last year	***14%***	*--%*	*17%*	--	*27%*
1-2 years ago	***28***	*36*	*22*	*33%*	*27*
3-5 years ago	***32***	*18*	*39*	*50*	*27*
6-10 years ago	***14***	*27*	*11*	*17*	*7*
10+ years ago	***12***	*18*	*11*	--	*13*

** (N) represents valid responses (i.e., excludes "don't know" and "no response").*

4. Does your city or town presently have a comprehensive master plan?

	All	**<2**	**2-5**	**5-12**	**>12**
	(174)	(69)	(47)	(30)	(28)
Yes	***41%***	*20%*	*38%*	*67%*	*68%*
No	***59***	*80*	*62*	*33*	*32*

A. If "YES, " do you feel that your plan is out of date and needs updating due to changing needs or growth issues?

	All	**<2**	**2-5**	**5-12**	**>12**
	(65)	(14)	(16)	(18)	(17)
Yes	***52%***	*50%*	*44%*	*56%*	*58%*
No	***48***	*50*	*56*	*44*	*41*

5. Does your city or town presently have a zoning ordinance and zoning map?

	All	**<2**	**2-5**	**5-12**	**>12**
	(185)	(72)	(51)	(33)	(29)
Yes	***83%***	*64%*	*92%*	*97%*	*100%*
No	***17***	*36*	*8*	*3*	--

If "YES"

A. Do you feel that it is out of date and in need of updating due to changing needs or growth issues?

	All	**<2**	**2-5**	**5-12**	**>12**
	(145)	(44)	(45)	(29)	(27)
Yes	***48%***	*48%*	*51%*	*35%*	*56%*
No	***52***	*52*	*49*	*66*	*44*

6. Does your city or town presently have subdivision regulations?

	All	**<2**	**2-5**	**5-12**	**>12**
	(181)	(69)	(50)	(33)	(29)
Yes	***80%***	*61%*	*82%*	*97%*	*100%*
No	***20***	*39*	*18*	*3*	--

A. If "YES, " do you feel that it is out of date and in need of updating due to changing needs or growth issues?

	All	**<2**	**2-5**	**5-12**	**>12**
	(147)	(41)	(36)	(28)	(26)
Yes	***42%***	*46%*	*33%*	*36%*	*54%*
No	***58***	*54*	*67*	*64*	*46*

7. Does your city or town presently have a city base map?

	All	**<2**	**2-5**	**5-12**	**>12**
	(172)	(69)	(45)	(31)	(27)
Yes	***86%***	*81%*	*87%*	*90%*	*93%*
No	***14***	*19*	*13*	*10*	*7*

A. If "YES, " do you feel that the base map should be updated due to annexations, additional development, etc., which is not reflected in the current map?

	All	**<2**	**2-5**	**5-12**	**>12**
	(148)	(52)	(39)	(26)	(24)
Yes	***42%***	*42%*	*46%*	*35%*	*42%*
No	***58***	*58*	*54*	*65*	*58*

8. Does your city or town utilize geographic information system (GIS) or computer-aided mapping?

	All	**<2**	**2-5**	**5-12**	**>12**
	(190)	(69)	(51)	(33)	(28)
Yes	***29%***	*10%*	*22%*	*49%*	*68%*
No	***71***	*90*	*78*	*51*	*32*

9. Does your city or town presently have a historic preservation plan?

	All	**<2**	**2-5**	**5-12**	**>12**
	(190)	(71)	(48)	(28)	(25)
Yes	***19%***	*9%*	*13%*	*29%*	*52%*
No	***81***	*92*	*88*	*71*	*48*

10. Does your city or town presently have a capital improvement budget / plan?

	All	**<2**	**2-5**	**5-12**	**>12**
	(190)	(72)	(50)	(32)	(26)
Yes	***54%***	*44%*	*50%*	*59%*	*85%*
No	***46***	*56*	*50*	*41*	*15*

11. Do you feel that members of your planning-related commissions and boards would benefit from training workshops designed to better inform and educate them of duties, responsibilities, and limitations relative to their roles in planning, zoning, and subdivision administration and enforcement?

	All	**<2**	**2-5**	**5-12**	**>12**
	(190)	(64)	(48)	(32)	(28)
Yes	***94%***	*91%*	*92%*	*100%*	*100%*
No	***6***	*9*	*8*	--	--

12. Has your community participated in and/or developed a public input process for community planning and design?

	All	**<2**	**2-5**	**5-12**	**>12**
	(190)	(69)	(48)	(29)	(27)
Yes	***38%***	*20%*	*40%*	*41%*	*78%*
No	***62***	*80*	*60*	*59*	*22*

Leadership Program

13. Is there an ongoing Leadership Development Program in your city or county?

	All	**<2**	**2-5**	**5-12**	**>12**
	(169)	(65)	(50)	(30)	(24)
Yes	***39%***	*20%*	*38%*	*47%*	*79%*
No	***62***	*80*	*62*	*53*	*21*

A. If yes, when did the leadership program start?

	All	**<2**	**2-5**	**5-12**	**>12**
	(55)	(11)	(16)	(12)	(16)
Within the last year	***15%***	*36%*	*25%*	--	--
1-2 years ago	***6***	*18*	*6*	--	--
3-5 years ago	***29***	*36*	*25*	*42*	*19*
6-10 years ago	***29***	*9*	*44*	*33*	*25*
10+ years ago	***22***	--	--	*25*	*56*

Economic Development Organization and Activities

14. Which of the following organizations plays a significant role in the economic development of your community? (The results below represent the percentage of respondents who mentioned the organization)

	All	**<2**	**2-5**	**5-12**	**>12**
	(184)	(73)	(50)	(32)	(29)
Municipal Government	***85%***	*84%*	*82%*	*91%*	*90%*
Economic/Industrial Development Board/Authority	***58***	*41*	*62*	*72*	*76*
Chamber of Commerce	***50***	*27*	*48*	*66*	*90*
Alabama Dept of Economic and Community Affairs (ADECA)	***49***	*47*	*56*	*53*	*38*
Regional Commission	***37***	*30*	*36*	*44*	*48*
County Government	***36***	*37*	*30*	*28*	*55*
Alabama Development Office (ADO)	***32***	*21*	*30*	*41*	*52*
Utility	***30***	*18*	*40*	*28*	*45*
Economic Development Partnership of Alabama (EDPA)	***15***	*8*	*12*	*16*	*38*
Other	7	4	6	6	14

15. Please rank the top organization for economic development in your community. (The results below represent the percentage of respondents who ranked the organization as number one).

	All	**<2**	**2-5**	**5-12**	**>12**
	(140)	(46)	(39)	(28)	(27)
Municipal Government	***34%***	*50%*	*31%*	*21%*	*26%*
Economic/Industrial Development Board/Authority	***33***	*15*	*36*	*50*	*41*
Chamber of Commerce	***10***	*6*	*8*	*7*	*22*
Alabama Dept of Economic and Community Affairs (ADECA)	***7***	*13*	*10*	*11*	--
Other	***6***	*2*	*8*	*4*	*7*
County Government	***4***	*4*	*3*	*3*	*4*
Regional Commission	***4***	*9*	--	--	--
Alabama Development Office (ADO)	***1***	--	*3*	*4*	--
Economic Development Partnership of Alabama (EDPA)	***1***	--	*3*	*4*	--

16. How would you describe the level of cooperation / coordination among your community's organizations involved in economic development?

	All	**<2**	**2-5**	**5-12**	**>12**
	(183)	(73)	(50)	(32)	(28)
Very good	***36%***	*25%*	*42%*	*41%*	*46%*
Good	***43***	*48*	*36*	*41*	*43*
Neutral	***15***	*22*	*14*	*6*	*7*
Poor	***6***	*4*	*6*	*9*	*4*
Very poor	***2***	*1*	*2*	*3*	--

17. Which municipal department has primary responsibility for economic development?

	All	<2	2-5	5-12	>12
	(190)	(77)	(51)	(33)	(29)
Mayor's office	***80%***	*84%*	*84%*	*85%*	*51%*
Planning department	***7***	*8*	*4*	*3*	*17*
Economic development office/department	***7***	*3*	*6*	*6*	*21*
Other	***3***	*1*	*6*	--	*7*
None	***3***	*4*	--	*6*	*3*

18. How many of your city's professional staff are committed to economic development activities?

	All	<2	2-5	5-12	>12
	(168)	(64)	(46)	(30	(28)
0	***27%***	*34%*	*17%*	*23%*	*29%*
1	***32***	*28*	*41*	*40*	*14*
2-3	***29***	*25*	*26*	*27*	*43*
4-5	***6***	*6*	*4*	*10*	*4*
6-10	***6***	*5*	*9*	--	*11*
More than 10	***1***	*2*	*2*	--	--

19. Do you think your economic development budget over the next five years will:

	All	<2	2-5	5-12	>12
	(175)	(66)	(49)	(31)	(29)
Significantly Increase	***11%***	*15%*	*10%*	*10%*	*7%*
Somewhat Increase	***40***	*32*	*49*	*42*	*41*
Remain the Same	***45***	*49*	*41*	*39*	*48*
Somewhat Decrease	***3***	*3*	--	*10*	*3*
Significantly Decrease	***1***	*2*	--	--	--

20. Which of the following sectors is a focus of your economic development efforts? (The results below represent the percentage of respondents who mentioned the sector. Respondents were allowed to mention more than one sector.)

	All	<2	2-5	5-12	>12
	(182)	(72)	(50)	(31)	(29)
Retail/service	***76%***	*72%*	*78%*	*77*	*83*
Manufacturing	***65***	*61*	*62*	*74*	*69*
Residential community (commuters)	***39***	*47*	*36*	*29*	*35*
Tourism/hospitality	***31***	*14*	*36*	*45*	*52*
Warehousing/distribution	***27***	*17*	*30*	*26*	*48*
Technology/telecommunications	***23***	*10*	*16*	*36*	*52*
Agricultural (farming and supporting industries)	***18***	*26*	*20*	*7*	*7*
Institutional (military, government, nonprofit, etc.)	*8*	*4*	*4*	*3*	*28*
Other	*4*	*8*	*4*	*3*	--

21. Please indicate the top sector for your economic development efforts.

	All	<2	2-5	5-12	>12
	(158)	(61)	(42)	(29)	(26)
Manufacturing	***41%***	*38%*	*36%*	*59%*	*39%*
Retail/service	***34***	*33*	*36*	*35*	*31*
Agricultural (farming and supporting industries)	***6***	*10*	*10*	--	--
Residential community (commuters)	***6***	*8*	*10*	--	*4*
Technology/telecommunications	***5***	*3*	*2*	*3*	*15*
Tourism/hospitality	***3***	*3*	*5*	--	*4*
Warehousing/distribution	***2***	*2*	--	--	*8*

22. What are the barriers to economic development in your community? (The results below represent the percentage of respondents who mentioned the barrier. Respondents were allowed to mention more than one barrier.)

	All	<2	2-5	5-12	>12
	(181)	(75)	(47)	(31)	(28)
Lack of capital/funding	***59%***	*67%*	*60%*	*52%*	*46%*
Availability of land	***49***	*52*	*49*	*48*	*43*
Limited number of major employers	***44***	*44*	*57*	*39*	*25*
Cost of land	***38***	*36*	*43*	*36*	*39*
Lack of information	***20***	*24*	*21*	*13*	*18*
Lack of skilled labor	***19***	*9*	*23*	*10*	*40*
Citizen opposition	***16***	*15*	*19*	*16*	*14*
Lack of political support	***12***	*16*	*6*	*13*	*11*
Traffic congestion	***12***	*11*	*9*	*13*	*18*
Declining market due to loss of population	***11***	*7*	*13*	*19*	*7*
Other	***11***	*9*	*9*	*7*	*21*

23. Please indicate the number one barrier to economic development.

	All	**<2**	**2-5**	**5-12**	**>12**
	(162)	(67)	(42)	(28)	(25)
Availability of land	***26%***	*24%*	*21%*	*29%*	*36%*
Lack of capital/funding	***21***	*24*	*24*	*21*	*8*
Limited number of major employers	***17***	*21*	*19*	*14*	*8*
Citizen opposition	***9***	*9*	*12*	*7*	*4*
Lack of skilled labor	***7***	*5*	*5*	*4*	*20*
Cost of land	***7***	*5*	*10*	*11*	*8*
Lack of information	***3***	*5*	*2*	--	--
Lack of political support	***1***	*2*	--	*4*	--
Traffic congestion	***2***	--	*2*	*4*	*4*
Declining market due to loss of population	***1***	*2*	*2*	--	--
Other	***6***	*6*	*2*	*7*	*12*

24. Does your municipality or any other community organization in your jurisdiction offer:

A. Continuing education/GED classes for working adults?

	All	**<2**	**2-5**	**5-12**	**>12**
	(167)	(66)	(48)	(28)	(25)
Yes	*72%*	*50%*	*88%*	*79%*	*92%*
No	***28***	*50*	*13*	*21*	*8*

B. Workforce development training?

	All	**<2**	**2-5**	**5-12**	**>12**
	(152)	(62)	(43)	(24)	(23)
Yes	***47%***	*26%*	*49%*	*58%*	*91%*
No	***53***	*74*	*51*	*42*	*9*

25. Has your city participated in a local or regional partnership with other local governments for economic development?

	All	**<2**	**2-5**	**5-12**	**>12**
	(169)	(63)	(46)	(32)	(28)
Yes	***58%***	*41%*	*65%*	*66%*	*75%*
No	*42*	*59*	*35*	*34*	*25*

26. If you have a question about economic development, who would you be most likely to contact? (outside your municipal staff). (The results below represent the percentage of respondents who mentioned the organization. Respondents were allowed to mention more than one organization.)

	All	**<2**	**2-5**	**5-12**	**>12**
	(187)	(76)	(49)	(33)	(29)
Regional Commission	***46%***	*43%*	*57%*	*46%*	*35%*
Alabama Dept of Economic and Community Affairs (ADECA)	***44***	*58*	*47*	*27*	*24*
Economic/Industrial Development Board/Authority	***40***	*29*	*41*	*55*	*48*
Alabama Development Office (ADO)	***34***	*25*	*39*	*46*	*38*
Chamber of Commerce	***30***	*24*	*27*	*36*	*45*
County Government	***23***	*33*	*12*	*24*	*10*
Economic Development Partnership of Alabama (EDPA)	***16***	*8*	*16*	*18*	*31*
Utility	***6***	*5*	*6*	*9*	*7*
Other	***8***	*3*	*6*	*18*	*10*

27. Do you feel that you have a pretty clear understanding of the role and responsibilities of the:

Alabama Development Office (ADO)

	All	**<2**	**2-5**	**5-12**	**>12**
	(168)	(68)	(46)	(27)	(27)
Yes	***54%***	*40%*	*61%*	*59%*	*70%*
No	***46***	*60*	*39*	*41*	*30*

Alabama Department of Economic and Community Affairs (ADECA)

	All	**<2**	**2-5**	**5-12**	**>12**
	(172)	(70)	(47)	(28)	(27)
Yes	***74%***	*69%*	*79%*	*79%*	*74%*
No	***26***	*31*	*21*	*21*	*26*

Economic Development Partnership of Alabama (EDPA)

	All	**<2**	**2-5**	**5-12**	**>12**
	(151)	(60)	(41)	(25)	(25)
Yes	***31%***	*13%*	*49%*	*36%*	*40%*
No	***69***	*87*	*51*	*64*	*60*

Business Recruitment/Attraction

28. Which of the following methods does your city use to recruit and attract business? (The results below represent the percentage of respondents who mentioned the method. Respondents were allowed to mention more than one method.)

	All	**<2**	**2-5**	**5-12**	**>12**
	(184)	(76)	(47)	(32)	(29)
Municipal government rep calls on prospective companies	***42%***	*37%*	*45%*	*38%*	*59%*
Attendance at conferences	***36***	*22*	*32*	*47*	*69*
Promotional material	***35***	*12*	*40*	*47*	*76*
Website	***30***	*12*	*43*	*44*	*45*
Community resource databases	***26***	*5*	*26*	*38*	*66*
Regional approaches (pooling resources)	***25***	*16*	*30*	*38*	*28*
Direct mail	***15***	*11*	*9*	*9*	*41*
Media advertising	***13***	*4*	*9*	*19*	*35*
Participation in trade shows	***12***	*3*	*4*	*16*	*45*
Host special events	***12***	*4*	*9*	*19*	*31*
Trade missions abroad	***3***	--	--	--	*17*
Other	***6***	*7*	*6*	*3*	*7*
No business attraction efforts by city	***21***	*34*	*15*	*13*	*3*

29. Please indicate the number one business attraction/recruitment activity conducted by your city.

	All	**<2**	**2-5**	**5-12**	**>12**
	(122)	(41)	(34)	(23)	(24)
Municipal government rep calls on prospective companies	***31%***	*32%*	*32%*	*39%*	*21%*
Promotional material	***16***	*17*	*15*	*9*	*21*
Attendance at conferences	***14***	*17*	*21*	--	*13*
Regional approaches (pooling resources)	***12***	*12*	*6*	*22*	*13*
Community resource databases	***10***	*7*	*6*	*13*	*17*
Website	***5***	*5*	*6*	*4*	*4*
Direct mail	***5***	*10*	*6*	--	--
Media advertising	***2***	--	*3*	*4*	--
Participation in trade shows	***2***	--	--	*4*	*4*
Host special events	***2***	--	--	*4*	*4*
Other	***1***	--	--	--	*4*

30. In your business attraction program, what level of emphasis has been placed on attracting non-manufacturing commercial businesses?

	All	**<2**	**2-5**	**5-12**	**>12**
	(160)	(61)	(43)	(27)	(29)
High	***38%***	*26%*	*44%*	*37%*	*55%*
Moderate	***36***	*36*	*30*	*44*	*38*
Low	***26***	*38*	*26*	*19*	*7*

Business Retention

31. Please indicate which of the following business retention activities your city conducts. (The results below represent the percentage of respondents who mentioned the activity. Respondents were allowed to mention more than one activity.)

	All	**<2**	**2-5**	**5-12**	**>12**
	(178)	(73)	(46)	(30)	(29)
Partnering with other non-governmental orgs (e.g., chamber)	***44%***	*16%*	*50%*	*70%*	*76%*
Municipal government representative calls on local company	***43***	*34*	*48*	*43*	*55*
Partnering with other local governments	***26***	*18*	*35*	*30*	*31*
Surveys of local business	***17***	*10*	*20*	*23*	*28*
Local business publicity program	***13***	--	*20*	*13*	*24*
Achievement recognition or awards	***12***	*3*	*13*	*17*	*28*
Business roundtable	***11***	*4*	*11*	*13*	*28*
Revolving loan fund program	***11***	*3*	*9*	*20*	*28*
Municipal govt rep calls on national company headquarters	***10***	*6*	*11*	*10*	*17*
Ombudsman program	***2***	*1*	--	--	*10*
Replacing imports with locally supplied goods	***2***	--	--	*3*	*7*
Export development assistance	***2***	--	--	*3*	*7*
Other	***4***	*3*	*9*	*3*	--
No business retention efforts by city	***30***	*51*	*20*	*17*	*10*

32. Please indicate the number one business retention activity conducted by your city.

	All	<2	2-5	5-12	>12
	(102)	(32)	(31)	(19)	(20)
Municipal government rep calls on local company	***46%***	*50%*	*45%*	*53%*	*35%*
Partnering with other non-governmental orgs (e.g., chamber)	***34***	*25*	*29*	*42*	*50*
Partnering with other local governments	***4***	*9*	*3*	--	--
Surveys of local business	***3***	*3*	*3*	*5*	--
Business roundtable	***3***	--	*3*	--	*10*
Revolving loan fund program	***3***	*3*	*3*	--	*5*
Local business publicity program	***2***	*3*	*3*	--	--
Municipal govt rep calls on national company headquarters	***1***	--	*3*	--	--

Small Business Development

33. Which of the following does your city offer for small business development? (The results below represent the percentage of respondents who mentioned the activity. Respondents were allowed to mention more than one activity.)

	All	<2	2-5	5-12	>12
	(172)	(73)	(45)	(28)	(26)
Revolving loan fund	***14%***	*10%*	*9%*	*18%*	*31%*
Matching improvement grants	***11***	*4*	*22*	*7*	*15*
Small business development center	***9***	--	*2*	*14*	*39*
Business incubator	***8***	--	*4*	*14*	*31*
Marketing assistance	***8***	*1*	*11*	*11*	*15*
Management training	***2***	*1*	--	*4*	*4*
Vendor/supplier matching	***1***	--	*2*	--	*4*
Executive on loan/mentor	***1***	--	--	--	*4*
Other	***8***	*8*	*11*	*11*	--
No small business development efforts by city	***66***	*81*	*62*	*57*	*42*

Business Incentives

34. Does your municipality offer any business incentives?

	All	<2	2-5	5-12	>12
	(169)	(65)	(48)	(29)	(27)
Yes	***49%***	*28%*	*52%*	*72%*	*70%*
No	***51***	*72*	*48*	*28*	*30*

(Questions 35–38 were answered only by those who answered “yes” to question 34).

35. Please indicate which of the following incentives your municipality offers. (The results below represent the percentage of respondents who mentioned the incentive. Respondents were allowed to mention more than one incentive.)

	All	<2	2-5	5-12	>12
	(84)	(18)	(25)	(22)	(19)
Tax abatements	***83%***	*80%*	*80%*	*91%*	*84%*
Zoning/permit assistance	***62***	*44*	*72*	*50*	*79*
Infrastructure improvements	***61***	*50*	*48*	*55*	*95*
Free land or land write-downs	***40***	*33*	*28*	*36*	*58*
Grants	***38***	*28*	*48*	*36*	*37*
Tax credits	***26***	*28*	*36*	*23*	*16*
One-stop permit issuance	***26***	*11*	*32*	*23*	*37*
Utility rate reduction	***23***	*11*	*36*	*14*	*26*
Locally designated enterprise zones	***18***	*6*	*32*	*14*	*16*
Training support	***18***	*17*	*28*	*9*	*16*
Subsidized buildings	***18***	*17*	*20*	*18*	*16*
Low-cost loans	***16***	*11*	*16*	*14*	*21*
Regulatory flexibility	***14***	*6*	*8*	*14*	*32*
Relocation assistance	***14***	*6*	*8*	*9*	*37*
Federal/state designated enterprise zones	***12***	*6*	*20*	*18*	--
Employee screening	***10***	*11*	*12*	*9*	*5*
Tax increment financing	***7***	*11*	*4*	--	*16*
Special assessment districts	***4***	--	*4*	*5*	*5*
Other	***7***	*17*	*8*	--	*5*

36. Please indicate the most frequently used incentive.

	All	<2	2-5	5-12	>12
	(72)	(16)	(20)	(20)	(16)
Tax abatements	***60%***	*56%*	*55%*	*70%*	*56%*
Infrastructure improvements	***11***	--	--	*10*	*25*
Free land or land write-downs	***3***	*6*	*5*	*5*	--
Grants	***7***	*6*	*5*	*10*	*6*
Tax credits	***1***	--	*5*	--	--
Utility rate reduction	***4***	*6*	--	--	*6*
Locally designated enterprise zones	***1***	--	*10*	*5*	--
Low-cost loans	***6***	*6*	*5*	--	*6*
Federal/state designated enterprise zones	***3***	*6*	*5*	--	--
Employee screening	***1***	--	--	--	--
Tax increment financing	***1***	*6*	--	--	--
Zoning/permit assistance	*1*	6	--	--	--

37. Do you use formal written criteria to determine eligibility for business incentives?

	All	<2	2-5	5-12	>12
	(84)	(23)	(26)	(18)	(17)
Yes	***33%***	*35%*	*31%*	*17%*	*53%*
No	***67***	*65*	*69*	*83*	*47*

38. Do you require a performance agreement as a condition for providing business incentives?

	All	<2	2-5	5-12	>12
	(76)	(20)	(25)	(15)	(16)
Yes	***47%***	*20%*	*56%*	*47%*	*69%*
No	***53***	*80*	*44*	*53*	*31*

39. Please indicate any change in the dollar value of the average business incentive package over the last five years?

	All	<2	2-5	5-12	>12
	(74)	(15)	(24)	(18)	(17)
Larger	*19%*	*27%*	*4%*	*22%*	*29%*
About the same	*73*	*60*	*83*	*78*	*65*
Less	*8*	*13*	*13*	--	*6*

Tourism / Retiree Attraction

40. How important is tourism in comparison to other industries?

	All	<2	2-5	5-12	>12
	(184)	(74)	(50)	(32)	(28)
Important	*43%*	*31%*	*46%*	*50%*	*64%*
About the same	*22*	*20*	*24*	*28*	*14*
Not as important	*35*	*49*	*30*	*22*	*22*

41. Does your municipality participate in activities that attract retirees to your community?

	All	<2	2-5	5-12	>12
	(173)	(71)	(46)	(29)	(27)
Yes	***42%***	*21%*	*52%*	*55%*	*63%*
No	***58***	*79*	*48*	*45*	*37*

Health Care Resources

42. Which of the following health care facilities exist in your community? (The results below represent the percentage of respondents who mentioned the type of facility. Respondents were allowed to mention more than one type of facility.)

	All	<2	2-5	5-12	>12
	(165)	(59)	(47)	(31)	(29)
Individual physician's office	***78%***	*49%*	*92%*	*94%*	*97%*
Group practice	***51***	*19*	*51*	*74*	*93*
Long term facility	***49***	*27*	*55*	*68*	*66*
County health department	***45***	*27*	*49*	*52*	*69*
Hospital	***45***	*17*	*45*	*65*	*79*
Community health center	***31***	*27*	*28*	*16*	*59*
Other	***15***	*17*	*13*	*13*	*17*

43. Are there immediate plans for construction of additional health care businesses such as those listed in question 42?

	All	<2	2-5	5-12	>12
	(151)	(64)	(43)	(21)	(23)
Yes	***25%***	*14%*	*26%*	*33%*	*48%*
No	***75***	*86*	*74*	*67*	*52*

If "YES"

A. Is it likely that financing will be needed for those health care business construction projects?

	All	<2	2-5	5-12	>12
	(39)	(13)	(8)	(7)	(11)
Yes	***56%***	*62%*	*50%*	*57%*	*55%*
No	***44***	*39*	*50*	*43*	*45*

A. If "YES" to A, would there be interest in utilizing a revolving loan program if traditional lending requirements could not be met?

	All	<2	2-5	5-12	>12
	(23)	(6)	(8)	(5)	(4)
Yes	***78%***	*100%*	*75%*	*60%*	*75%*
No	***22***	--	*25*	*40*	*25*

44. Has a health care business been established or renovated in your community within the past three years?

	All	<2	2-5	5-12	>12
	(172)	(73)	(47)	(27)	(24)
Yes	***44%***	*22%*	*53%*	*59%*	*79%*
No	***56***	*78*	*47*	*41*	*21*

A. If "YES' to #44, please indicate which financing vehicle was used. (Respondents were allowed to choose more than one funding vehicle).

	All	<2	2-5	5-12	>12
	(68)	(16)	(24)	(12)	(17)
Private lending institution (bank / credit union)	***74%***	*44%*	*83%*	*75%*	*88%*
Government bond	***10***	*13*	--	*27*	*12*
Other	***15***	*38*	*13*	--	*6*

Economic Development Training and Assistance

45. Have you heard of the CLEO (Community Leaders Educational Opportunity) Program offered by the EDAA (Economic Development Association of Alabama)?

	All	<2	2-5	5-12	>12
	(181)	(72)	(50)	(33)	(26)
Yes	***26%***	*11%*	*34%*	*30%*	*46%*
No	***74***	*89*	*66*	*70*	*54*

A. If "YES," do you believe that the program would be beneficial to leaders in your community?

	All	<2	2-5	5-12	>12
	(42)	(8)	(16)	(9)	(9)
Yes	***88%***	*63%*	*100%*	*89%*	*89%*
No	***12%***	*38*	--	*11*	*11*

46. What kinds of information do you need to assist you in your city's economic development efforts? (The results below represent the percentage of respondents who indicated that the particular type of information was needed. Respondents were allowed to select more than one response).

	All	<2	2-5	5-12	>12
	(178)	(74)	(47)	(31)	(26)
Information about federal (3rd party) grant/funding opportunities	***76%***	*78%*	*77%*	*71%*	*73%*
Information about economic development best practices / ideas used in other jurisdictions	***72***	*65*	*81*	*74*	*73*
Information about available resources for economic development technical assistance	***68***	*65*	*72*	*71*	*65*
Demographic information to create a community profile for marketing	***50***	*46*	*62*	*45*	*46*
None	***5***	*5*	--	*7*	*8*

47. What types of technical assistance does your community need to improve its economic development capabilities? (The results below represent the percentage of respondents who indicated that the particular type of assistance was needed. Respondents were allowed to select more than one type of assistance).

	All	**<2**	**2-5**	**5-12**	**>12**
	(174)	(73)	(43)	(31)	(27)
Strategic planning assistance	***60%***	*62%*	*63%*	*68%*	*41%*
Grant writing	***60***	*70*	*54*	*52*	*52*
Assistance in assessing community assets / opportunities for economic development	***59***	*60*	*70*	*55*	*44*
Assistance in improving the capacity of economic development organization(s)	***51***	*47*	*51*	*65*	*44*
None	***9***	*7*	*7*	*13*	*11*

48. Would you support a program offering economic development training courses for economic development professionals or other city officials?

	All	**<2**	**2-5**	**5-12**	**>12**
	(143)	(54)	(40)	(24)	(25)
Yes	***97%***	*98%*	*98%*	*96%*	*96%*
No	***3***	*2*	*3*	*4*	*4*

49. If YES, which of the following topics do you feel would be most beneficial? (The results below represent the percentage of respondents who indicated that the particular type of training was needed. Respondents were allowed to select more than one type of training).

	All	**<2**	**2-5**	**5-12**	**>12**
	(144)	(56)	(39)	(24)	(25)
Business Attraction	***78%***	*84%*	*80%*	*67%*	*72%*
Economic Development Financing	***63***	*59*	*62*	*63*	*76*
Marketing Strategies for Local Communities	***62***	*46*	*74*	*75*	*68*
Econ Dev Strategic Planning For Your Community	***61***	*61*	*64*	*54*	*64*
Commercial/Retail Development	***61***	*56*	*62*	*71*	*64*
Grants Writing and Fundraising	***60***	*75*	*49*	*54*	*48*
Business Retention	***51***	*42*	*62*	*46*	*60*
Building Community Involvement/Support for Econ Dev	***51***	*47*	*67*	*42*	*44*
Tourism / Retiree Attraction	***51***	*33*	*59*	*75*	*56*
Strategies for Rural Economic Development	***48***	*61*	*59*	*33*	*16*
Building Your Economic Development Organization	***40***	*40*	*44*	*33*	*40*
Overview of Economic Development Strategies	***39***	*25*	*41*	*46*	*60*
Understanding the Land Development Process	***38***	*32*	*49*	*38*	*36*
Understanding Environmental Issues	***28***	*19*	*36*	*29*	*32*

50. Please indicate the most important training topic.

	All	**<2**	**2-5**	**5-12**	**>12**
	(116)	(44)	(30)	(23)	(19)
Economic Development Financing	***24%***	*21%*	*17%*	*22%*	*47%*
Econ Dev Strategic Planning For Your Community	***21***	*27*	*7*	*26*	*21*
Commercial/Retail Development	***10***	*14*	*10*	*4*	*5*
Strategies for Rural Economic Development	***10***	*5*	*27*	*4*	--
Business Attraction	***8***	*5*	*17*	*9*	--
Business Retention	***6***	*7*	*7*	*4*	*5*
Marketing Strategies for Local Communities	***5***	*2*	*7*	*9*	*5*
Overview of Economic Development Strategies	***4***	*5*	*3*	*4*	*5*
Grants Writing and Fundraising	***3***	*5*	--	*4*	*5*
Building Community Involvement/Support for Econ Dev	***3***	*2*	*7*	--	--
Tourism / Retiree Attraction	***3***	*2*	--	*9*	--
Building Your Economic Development Organization	***3***	*5*	--	*4*	--
Understanding the Land Development Process	***1***	--	--	--	--

51. Several organizations in Alabama (Alabama Development Office, Alabama Department of Economic and Community Affairs, the University of Alabama, Auburn University, Alabama Power Company, Alabama Cooperative Extension System, and others) are collaborating to develop a program to recognize Alabama communities that have taken necessary steps to create community capacity for economic development. The program, tentatively called the Alabama Communities of Excellence Program (ACEP), will also provide technical assistance to deserving communities.

A. Do you support the development of such a program?

	All	**<2**	**2-5**	**5-12**	**>12**
	(160)	(67)	(42)	(27)	(23)
Yes	***98%***	*99%*	*98%*	*96%*	*100%*
No	***2%***	*2*	*2*	*4*	*--*

If YES,

B. How important is the *recognition* element of the program (e.g., recognizing cities that meet established criteria as "Alabama Communities of Excellence").

	All	**<2**	**2-5**	**5-12**	**>12**
	(162)	(68)	(44)	(27)	(23)
Very Important	***39%***	*35%*	*41%*	*41%*	*44%*
Somewhat Important	***41***	*34*	*43*	*48*	*48*
Neutral	***17***	*28*	*9*	*7*	*9*
Not important	***4***	*3*	*7*	*4*	*--*

C. How important is the *technical assistance* element of the program (e.g., providing assistance to cities that meet established criteria).

	All	**<2**	**2-5**	**5-12**	**>12**
	(160)	(67)	(43)	(27)	(23)
Very Important	***59%***	*48%*	*61%*	*85%*	*61%*
Somewhat Important	***32***	*36*	*35*	*15*	*35*
Neutral	***9***	*16*	*5*	*--*	*4*
Not important	***--***	*--*	*--*	*--*	*--*

Cities Responding to the Survey (by Population Category)

Under 2,000 (76)

Ardmore
Argo
Ashford
Autaugaville
Berry
Blountsville
Branchville
Brookwood
Butler
Camp Hill
Carrollton
Chatom
Cleveland
Clio
Collinsville
Columbia
Coosada
Cottonwood
Crossvillle
Dauphin Island
Double Springs
Eclectic
Falkville
Flomaton
Frisco City
Fyffe
Georgiana
Goodwater
Grove Hill
Gurley
Harpersville
Haynesville
Henagar
Hollywood
Indian Springs
Jackson's Gap
Jemison
Kimberly
Kinsey
Lake View
Leesburg
Lexington
Littleville
Locust Fork
Loxley
Malvern
Margaret
Midland City
Morris
Moundville
Mulga
New Brockton
North Courtland
Notasulga
Ohatchee
Owens Crossroads
Parrish
Phil Campbell
Pine Hill
Priceville
Rohobeth
Sardis City
Section
Skyline
Somerville
Steele
Sylvania
Trinity
Uniontown
Vincent
Webb
Wedowee
White Hall
Wilsonville
Woodstock
Woodville

2,000-5,000 (51)

Aliceville
Ashland
Brent
Brighton
Calera
Carbon Hill
Centreville
Citronelle
Columbiana
Cordova
Dadeville
East Brewton
Elba
Evergreen
Florala
Geneva
Glencoe
Graysville
Greensboro
Guin
Gulf Shores
Hanceville
Hartford
Headland
Heflin
Helena
Hokes Bluff
Lafayette
Lincoln
Linden
Lineville
Lipscomb
Marion
Montevallo
Moody
Moulton
New Hope
Oneonta
Orange Beach
Rainsville
Red Bay
Reform
Samson
Spanish
Stevenson
Sumiton
Thomasville
Union Springs
Warrior
Wetumpka
Winfield

5,000-12,000 (33)

Andalusia
Arab
Atmore
Attalla
Bay Minette
Brewton
Clanton
Daleville
Demopolis
Fort Pay
Fultondale
Greenville
Guntersville
Hamilton
Hartselle
Irondale
Jackson
Jacksonville
Midfield
Millbrook
Monroeville
Muscle Shoals
Opp
Oxford
Pelham
Piedmont
Pleasant Grove
Rainbow City
Sheffield
Southside
Tarrant
Tuscumbia
Valley

Over 12,000 (28)

Alabaster
Alexander City
Athens
Auburn
Bessemer
Birmingham
Dothan
Enterprise
Eufaula
Gadsden
Homewood
Hoover
Huntsville
Jasper
Madison
Mobile
Montgomery
Mountain Brook
Northport
Opelika
Pell City
Phenix City
Pritchard
Scottsboro
Sylacauga
Talladega
Troy
Vestavia Hills

2001 ECONOMIC DEVELOPMENT SURVEY OF ALABAMA COUNTIES: RESULTS
(BY POPULATION CATEGORY)

The 48 counties responding to the survey are listed at the end.

General

1. Which best describes your county's primary economic base?)

	All	<25	25-60	>60
	(45)*	(16)	(15)	(16)
Manufacturing	***33%***	*29%*	*47%*	*25%*
Agricultural (farming and supporting industries)	***33***	*57*	*27*	*19*
Retail/ Service	***7***	--	--	*19*
Residential community (commuters)	***4***	--	*7*	*6*
Institutional (military, government, nonprofit, etc.)	***4***	--	*7*	*6*
Technology/telecommunications	***2***	--	--	*6*
Other	***16***	*14*	*13*	*19*

2. Which best describes the condition of your county's economic base during the *last* five years.

	All	<25	25-60	>60
	(45)	(15)	(14)	(16)
Rapid expansion (more than 25%)	***7 %***	*--%*	*7%*	*13%*
Moderate growth (10-25%)	***22***	*7*	*7*	*50*
Slow growth (less than 10%)	***31***	*27*	*43*	*25*
Economic base is stable – no real growth or decline	***4***	*13*	--	--
Slow decline (less than 10%)	***11***	*13*	*7*	*13*
Moderate decline (10-25%)	***20***	*33*	*29*	--
Rapid decline (more than 25%)	***4***	*7*	*7*	--

Community Planning

3. Does your county have a written strategic plan that addresses economic development?

	All	<25	25-60	>60
	(44)	(15)	(13)	(16)
Yes	***36%***	*40%*	*31%*	*38%*
No	***64%***	*60*	*69*	*63*

IF "YES,"

B. Who prepared the plan?

	All	<25	25-60	>60
	(17)	(6)	(4)	(7)
In-house	***18 %***	--	*25%*	*29%*
University consultant	***6 %***	--	--	*14*
Private consultant	--	--	--	--
Regional Planning Commission	***41 %***	*67%*	*50*	*29*
Other	***35 %***	*33*	*50*	*29*

B. When was the plan developed?

	All	<25	25-60	>60
	(15)	(5)	(4)	(6)
Within the last year	***27 %***	*40%*	*50%*	--
1-2 years ago	***27***	*40*	--	*33*
3-5 years ago	***33***	--	*25*	*67*
6-10 years ago	***7***	--	*25*	--
10+ years ago	***7***	*20*	--	--

* (N) represents valid (excluding "don't know" and "no response") responses.

4. Does your county have land use and zoning authority?

	All	<25	25-60	>60
	(45)	(14)	(15)	(16)
Yes	***4 %***	*7%*	*--%*	*6%*
No	***96 %***	*93*	*100*	*94*

5. Does your county presently have subdivision regulations for areas outside municipalities?

	All	<25	25-60	>60
	(47)	(16)	(16)	(15)
Yes	***38 %***	*19%*	*44%*	*53%*
No	***62 %***	*81*	*56*	*47*

If "YES"

A. Are subdivision regulations actively enforced?

	All	<25	25-60	>60
	(18)	(3)	(7)	(8)
Yes	***89 %***	*67%*	*86*	*100*
No	***11%***	*33*	*14*	--

6. Does your county presently have a historic preservation plan?

	All	<25	25-60	>60
	(39)	(12)	(14)	(13)
Yes	***10 %***	*8%*	*7*	*15*
No	***90 %***	*92*	*93*	*85*

7. Does your county presently have a capital improvement budget / plan?

	All	<25	25-60	>60
	(43)	(15)	(14)	(14)
Yes	***44 %***	*47%*	*21%*	*64%*
No	***56 %***	*53*	*79*	*36*

Leadership Program

8. Is there an ongoing Leadership Development Program in your county?

	All	<25	25-60	>60
	(44)	(14)	(14)	(16)
Yes	***61 %***	*50%*	*50%*	*81*
No	***39 %***	*50*	*50*	*19*

A. If yes, when did the leadership program start?

	All	<25	25-60	>60
	(22)	(7)	(4)	(11)
Within the last year	***5 %***	*14%*	--	--
1-2 years ago	***5***	--	*25*	--
3-5 years ago	***23***	*29*	*25*	*18*
6-10 years ago	***36***	*29*	*50*	*36*
10+ years ago	***32***	*29*	--	*46*

Economic Development Organization and Activities

9. Which of the following organizations plays a significant role in the economic development of your county?
(The results below represent the percentage of respondents who mentioned the organization)

	All	<25	25-60	>60
	(47)	(16)	(16)	(16)
Economic/Industrial Development Board/Authority	***83 %***	*73%*	*75*	*100*
County Government	***72***	*80*	*75*	*63*
Chamber of Commerce	***68***	*53*	*69*	*81*
Alabama Department of Economic and Community Affairs (ADECA)	***57***	*73*	*56*	*44*
Alabama Development Office (ADO)	***57***	*53*	*63*	*56*
Municipal Government	***57***	*53*	*44*	*75*
Regional Commission	***49***	*60*	*44*	*44*
Utility	***47***	*53*	*44*	*44*
Economic Development Partnership of Alabama (EDPA)	***28***	*27*	*25*	*31*
Other	***9***	--	6	19

10. Please rank the top organization for economic development in your county.

(The results below represent the percentage of respondents who ranked the organization as number one).

	All	<25	25-60	>60
	(40)	(13)	(13)	(14)
Economic/Industrial Development Board/Authority	***60 %***	*39%*	*77%*	*65%*
County Government	***15***	*31*	*8*	*7*
Chamber of Commerce	***10***	--	*8*	*21*
Alabama Department of Economic and Community Affairs (ADECA)	***5***	*15*	--	--
Municipal Government	***5***	*8*	--	*7*
Regional Commission	***3***	*8*	--	--
Other	***3***	--	*8*	--

11. How would you describe the level of cooperation / coordination among your county's organizations involved in economic development?

	All	<25	25-60	>60
	(46)	(15)	(15)	(15)
Very good	***54 %***	*47%*	*60%*	*56%*
Good	***30***	*40*	*20*	*31*
Neutral	***13***	*7*	*20*	*13*
Poor	***2***	*7*	--	--
Very poor	--	--	--	--

12. What department of county government has primary responsibility for economic development?

	All	<25	25-60	>60
	(47)	(16)	(15)	(16)
County commission	***68 %***	*94%*	*53%*	*56%*
Economic development office/department	***21***	*6*	*27*	*31*
Planning department	***2***	--	--	*6*
Other	***6***	--	*13*	*6*
None	***2***	--	*7*	--

13. How many of your county's professional staff are committed to economic development activities?

	All	<25	25-60	>60
	(45)	(14)	(15)	(16)
0	***33 %***	*50%*	*27*	*25*
1	***31***	*29*	*27*	*38*
2-3	***27***	*14*	*40*	*25*
4-5	--	--	--	--
6-10	***7***	*7*	*7*	*6*
More than 10	***2***	--	--	*6*

14. Do you think your economic development budget over the next five years will:

	All	<25	25-60	>60
	(47)	(16)	(15)	(16)
Significantly Increase	***11%***	*6%*	*13%*	*13%*
Somewhat Increase	***38***	*50*	*27*	*38*
Remain the Same	***49***	*44*	*53*	*50*
Somewhat Decrease	--	--	--	--
Significantly Decrease	***2***	--	*7*	--

15. Which of the following sectors is a focus of your economic development efforts? (The results below represent the percentage of respondents who mentioned the sector. Respondents were allowed to mention more than one sector.)

	All	<25	25-60	>60
	(48)	(16)	(16)	(16)
Manufacturing	***85 %***	*81%*	*81%*	*94%*
Tourism/hospitality	***48***	*31*	*38*	*75*
Warehousing/distribution	***48***	*38*	*38*	*64*
Retail/service	***44***	*50*	*38*	*44*
Technology/telecommunications	***42***	*31*	*31*	*63*
Agricultural (farming and supporting industries)	***42***	*38*	*44*	*44*
Residential community (commuters)	***10***	*13*	*6*	*13*
Institutional (military, government, nonprofit, etc.)	***6***	--	*6*	*13*

16. Please indicate the top sector for your economic development efforts.

	All	<25	25-60	>60
	(46)	(16)	(14)	(16)
Manufacturing	***65 %***	*56%*	*71%*	*69%*
Agricultural (farming and supporting industries)	***13***	*25*	*7*	*6*
Technology/telecommunications	***7***	*--*	*7*	*13*
Retail/service	***4***	*6*	*--*	*6*
Residential community (commuters)	***2***	*--*	*7*	*--*
Tourism/hospitality	***2***	*6*	*--*	*--*
Warehousing/distribution	***4***	*6*	*--*	*6*

17. What are the barriers to economic development in your county? (The results below represent the percentage of respondents who mentioned the barrier. Respondents were allowed to mention more than one sector.)

	All	<25	25-60	>60
	(48)	(16)	(16)	(15)
Lack of capital/funding	***60 %***	*81%*	*69%*	*27%*
Limited number of major employers	***45***	*56*	*50*	*13*
Lack of skilled labor	***36***	*63*	*31*	*13*
Availability of land	***26***	*19*	*13*	*47*
Cost of land	***13***	*--*	*19*	*20*
Lack of information	***17***	*25*	*6*	*20*
Citizen opposition	***15***	*19*	*25*	*--*
Lack of political support	***13***	*31*	*--*	*7*
Traffic congestion	***11***	*6*	*--*	*27*
Declining market due to loss of population	***9***	*25*	*--*	*--*
Other	***17***	*6*	*13*	*33*

18. Please indicate the number one barrier to economic development.

	All	<25	25-60	>60
	(43)	(14)	(14)	(15)
Limited number of major employers	***19 %***	*21%*	*29%*	*7%*
Lack of skilled labor	***14***	*14*	*21*	*7*
Lack of capital/funding	***14***	*36*	*7*	*--*
Availability of land	***9***	*--*	*7*	*20*
Cost of land	***7***	*--*	*14*	*7*
Lack of information	***5***	*--*	*--*	*13*
Lack of political support	***5***	*14*	*--*	*--*
Traffic congestion	***3***	*--*	*--*	*7*
Citizen opposition	***21***	*7*	*14*	*40*

19. Does your county or any other community organization in your jurisdiction offer:

A. Continuing education/GED classes for working adults?

	All	<25	25-60	>60
	(43)	(15)	(13)	(15)
Yes	***93 %***	*80%*	*100%*	*100%*
No	***7 %***	*20*	*--*	*--*

B. Workforce development training?

	All	<25	25-60	>60
	(38)	(13)	(12)	(13)
Yes	***82 %***	*54%*	*92%*	*100%*
No	***18 %***	*46*	*8*	*--*

20. Has your county participated in a local or regional partnership with other local governments for economic development?

	All	<25	25-60	>60
	(44)	(15)	(13)	(16)
Yes	***75 %***	*80*	*62%*	*81%*
No	***25 %***	*20*	*39*	*19*

21. If you have a question about economic development, who would you be most likely to contact? (outside your county staff). (The results below represent the percentage of respondents who mentioned the organization. Respondents were allowed to mention more than one organization.)

	All	**<25**	**25-60**	**>60**
	(48)	(16)	(16)	(16)
Alabama Development Office (ADO)	***54 %***	*50%*	*69%*	*44%*
Economic/Industrial Development Board/Authority	***50***	*38*	*50*	*63*
Regional Commission	***40***	*44*	*44*	*31*
Alabama Department of Economic and Community Affairs (ADECA)	***38***	*56*	*31*	*25*
Chamber of Commerce	***33***	*19*	*38*	*44*
Municipal Government	***10***	*13*	*13*	*6*
Economic Development Partnership of Alabama (EDPA)	***15***	*13*	*13*	*19*
Utility	***8***	*6*	*13*	*6*
Other	***8***	--	*13*	*13*

22. Do you feel that you have a pretty clear understanding of the role and responsibilities of the:

Alabama Development Office (ADO)

	All	**<25**	**25-60**	**>60**
	(47)	(16)	(15)	(16)
Yes	***66 %***	*63%*	*60%*	*75%*
No	***34 %***	*37*	*40*	*25*

Alabama Department of Economic and Community Affairs (ADECA)

	All	**<25**	**25-60**	**>60**
	(48)	(16)	(16)	(16)
Yes	***85 %***	*88%*	*81%*	*88%*
No	***15 %***	*13*	*19*	*13*

Economic Development Partnership of Alabama (EDPA)

	All	**<25**	**25-60**	**>60**
	(45)	(15)	(14)	(16)
Yes	***51 %***	*47%*	*43%*	*63%*
No	***49 %***	*53*	*57*	*37*

Business Recruitment/Attraction

23. Which of the following methods does your county use to recruit and attract business? (The results below represent the percentage of respondents who mentioned the method. Respondents were allowed to mention more than one method.)

	All	**<25**	**25-60**	**>60**
	(47)	(16)	(15)	(16)
Attendance at conferences	***60 %***	*69%*	*47%*	*63%*
Promotional material	***53***	*50*	*40*	*69*
County government representative calls on prospective companies	***40***	*44*	*27*	*50*
Community resource databases	***40***	*19*	*40*	*63*
Website	***38***	*13*	*40*	*63*
Participation in trade shows	***38***	*19*	*4o*	*56*
Regional approaches (pooling resources)	***34***	*38*	*20*	*44*
Media advertising	***34***	*25*	*20*	*56*
Direct mail	***28***	*25*	*20*	*38*
Host special events	***28***	*13*	*13*	*56*
Trade missions abroad	***15***	--	--	*44*
Other	***4***	--	*7*	*6*
No business attraction efforts by county	***19***	*13*	*27*	*19*

24. Please indicate the number one business attraction/recruitment activity conducted by your county.

	All	**<25**	**25-60**	**>60**
	(38)	(13)	(10)	(15)
Regional approaches (pooling resources)	***18 %***	*15%*	*30%*	*13%*
Community resource databases	***18***	*8*	*10*	*33*
Promotional material	***13***	*8*	*30*	*7*
County government representative calls on prospective companies	***11***	*23*	*10*	*7*
Attendance at conferences	***11***	*15*	*10*	*7*
Participation in trade shows	***8***	--	--	*13*
Host special events	***5***	*15*	--	--
Website	***3***	--	--	*7*
Direct mail	***3***	*8*	--	--
Media advertising	***3***	*8*	--	--
Other	***5***	--	*10*	*13*

25. In your business attraction program, what level of emphasis has been placed on attracting non-manufacturing commercial businesses?

	All	<25	25-60	>60
	(41)	(14)	(11)	(16)
High	***27%***	*21%*	*27%*	*31%*
Moderate	***49***	*36*	*55*	*56*
Low	***24***	*44*	*18*	*13*

Business Retention

26. Please indicate which of the following business retention activities your county government conducts. (The results below represent the percentage of respondents who mentioned the activity. Respondents were allowed to mention more than one activity.)

	All	<25	25-60	>60
	(46)	(16)	(14)	(16)
Partnering with other local governments	***50%***	*50%*	*43%*	*50%*
Partnering with other non-governmental organizations (e.g., chamber, etc.)	***49***	*50*	*36*	*63*
County government representative calls on local company	***41***	*44*	*43*	*38*
Business roundtable	***26***	*25*	*21*	*31*
Revolving loan fund program	***22***	*13*	*29*	*25*
County government representative calls on national company headquarters	***22***	*13*	*21*	*31*
Surveys of local business	***13***	*6*	*14*	*19*
Local business publicity program	***11***	*6*	*7*	*19*
Export development assistance	***7***	--	*7*	*13*
Achievement recognition or awards	***4***	--	--	*13*
Ombudsman program	***2***	--	--	*6*
Replacing imports with locally supplied goods	***2***	--	--	*6*
Other	***2***	--	--	*6*
No business retention efforts by county	***24***	*19*	*36*	*19*

27. Please indicate the number one business retention activity conducted by your county.

	All	<25	25-60	>60
	(33)	(12)	(19)	(12)
Partnering with other non-governmental organizations (e.g., chamber, etc.)	***31 %***	*25%*	*22%*	*42%*
County government representative calls on local company	***25***	*25*	*44*	*8*
Partnering with other local governments	***13***	*33*	*11*	--
Business roundtable	***13***	*17*	--	*17*
Export development assistance	***6***	--	--	*17*
Surveys of local business	***3***	--	--	*8*
Revolving loan fund program	***3***	--	*11*	--
Local business publicity program	***3***	--	--	--
Other	***3***	--	*11*	*8*

Small Business Development

28. Which of the following does your county offer for small business development? (The results below represent the percentage of respondents who mentioned the activity. Respondents were allowed to mention more than one activity.)

	All	<25	25-60	>60
	(43)	(15)	(12)	(16)
Revolving loan fund	***38 %***	*29%*	*42%*	*44%*
Small business development center	***23***	*20*	*17*	*31*
Business incubator	***23***	*7*	*25*	*38*
Matching improvement grants	***12***	*13*	*17*	*6*
Marketing assistance	***9***	*7*	*17*	*6*
Management training	***5***	*13*	--	--
Executive on loan/mentor	***2***	--	*8*	--
Other	*5*	*7*	--	*6*
No small business development efforts by county	***42***	*53*	*42*	*31*

Business Incentives

29. Does your county offer any business incentives?

	All	<25	25-60	>60
	(41)	(14)	(11)	(16)
Yes	***76 %***	*63%*	*82%*	*81%*
No	***24***	*37*	*18*	*19*

(Questions 30–34 were answered only by those who answered “yes” to question 29).

30. Please indicate which of the following incentives your county offers. (The results below represent the percentage of respondents who mentioned the incentive. Respondents were allowed to mention more than one incentive.)

	All	**<25**	**25-60**	**>60**
	(32)	(10)	(10)	(12)
Tax abatements	***94 %***	*100%*	*100%*	*85%*
Infrastructure improvements	***73***	*60*	*90*	*69*
Grants	***42***	*--*	*50*	*69*
Free land or land write-downs	***27***	*50*	*30*	*8*
Federal/state designated enterprise zones	***27***	*20*	*30*	*31*
Training support	***24***	*30*	*20*	*23*
Tax credits	***18***	*30*	*20*	*8*
Low-cost loans	***15***	*10*	*20*	*15*
Locally designated enterprise zones	***15***	*10*	*40*	*--*
One-stop permit issuance	***12***	*10*	*20*	*8*
Zoning/permit assistance	***12***	*10*	*20*	*8*
Subsidized buildings	***9***	*--*	*10*	*15*
Relocation assistance	***9***	*--*	*20*	*8*
Employee screening	***9***	*10*	*10*	*8*
Utility rate reduction	***6***	*10*	*--*	*8*
Regulatory flexibility	***6***	*10*	*--*	*8*
Tax increment financing	***6***	*--*	*--*	*15*

31. Please indicate the most frequently used incentive.

	All	**<25**	**25-60**	**>60**
	(32)	(10)	(9)	(13)
Tax abatements	***81 %***	*100%*	*100%*	*54%*
Infrastructure improvements	***9***	*--*	*--*	*23*
Free land or land write-downs	***3***	*--*	*--*	*8*
Grants	***3***	*--*	*--*	*8*
Training support	***3***	*--*	*--*	*8*

32. Do you use formal written criteria to determine eligibility for business incentives?

	All	**<25**	**25-60**	**>60**
	(26)	(7)	(7)	(12)
Yes	***50 %***	*43%*	*43%*	*58%*
No	***50***	*57*	*57*	*42*

33. Do you require a performance agreement as a condition for providing business incentives?

	All	**<25**	**25-60**	**>60**
	(23)	(6)	(6)	(11)
Yes	***48 %***	*33%*	*67%*	*45%*
No	***52***	*67*	*33*	*55*

34. Please indicate any change in the dollar value of the average business incentive package over the last five years?

	All	**<25**	**25-60**	**>60**
	(28)	(7)	(9)	(12)
Larger	***39%***	*14%*	*44%*	*50%*
About the same	***57***	*86*	*44*	*50*
Less	***4***	*--*	*11*	*--*

Tourism / Retiree Attraction

35. How important is tourism in comparison to other industries?

	All	**<25**	**25-60**	**>60**
	(47)	(15)	(16)	(16)
Important	***70%***	*67%*	*63%*	*81%*
About the same	***9***	*--*	*13*	*13*
Not as important	***21***	*33*	*25*	*6*

36. Does your county participate in activities that attract retirees to your county?

	All	**<25**	**25-60**	**>60**
	(41)	(15)	(11)	(15)
Yes	***66 %***	*60%*	*55%*	*80%*
No	***34***	*40*	*45*	*20*

Health Care Resources

37. Which of the following health care facilities exist in your county? (The results below represent the percentage of respondents who mentioned the type of facility. Respondents were allowed to mention more than one type of facility.)

	All	**<25**	**25-60**	**>60**
	(48)	(16)	(16)	(16)
Individual physician's office	***100%***	*100%*	*100%*	*100%*
County health department	***100***	*100*	*100*	*100*
Hospital	***88***	*63*	*100*	*100*
Long term facility	***79***	*63*	*81*	*88*
Group practice	***77***	*50*	*88*	*94*
Community health center	***52***	*44*	*44*	*69*
Other	***4***	*6*	*--*	*6*

38. Are there immediate plans for construction of additional health care businesses such as those listed in question 37?

	All	**<25**	**25-60**	**>60**
	(30)	(12)	(9)	(9)
Yes	***53 %***	*42%*	*56%*	*67%*
No	***47***	*58*	*44*	*33*

If "YES"

A. Is it likely that financing will be needed for those health care business construction projects?

	All
	(9)
Yes	***67 %***
No	***33***

A. If "YES" to A, would there be interest in utilizing a revolving loan program if traditional lending requirements could not be met?

	All
	(3)
Yes	***100 %***
No	--

39. Has a health care business been established or renovated in your county within the past three years?

	All	**<25**	**25-60**	**>60**
	(43)	(15)	(13)	(15)
Yes	***74 %***	*67%*	*77%*	*80%*
No	***26 %***	*33*	*23*	*20*

A. If "YES' to #39, Please indicate which financing vehicle was used. (Respondents were allowed to choose more than one funding vehicle).

	All	**<25**	**25-60**	**>60**
	(23)	(7)	(7)	(9)
Private lending institution (bank / credit union)	***74 %***	*86%*	*86%*	*56%*
Government bond	***9***	*--*	*--*	*22*
Other	***30***	*14*	*43*	*33*

Economic Development Training and Assistance

40. Have you heard of the CLEO (Community Leaders Educational Opportunity) Program offered by the EDAA (Economic Development Association of Alabama)?

	All	**<25**	**25-60**	**>60**
	(45)	(15)	(14)	(16)
Yes	***47 %***	*40%*	*43%*	*56%*
No	***53***	*60*	*57*	*44*

A. If "YES," do you believe that the program would be beneficial to leaders in your county?

	All	**<25**	**25-60**	**>60**
	(19)	(11)	(5)	(9)
Yes	***100 %***	*100%*	*100%*	*100%*
No	--	--	--	--

41. What kinds of information do you need to assist you in your county's economic development efforts? (The results below represent the percentage of respondents who indicated that the particular type of information was needed. Respondents were allowed to select more than one response).

	All	<25	25-60	>60
	(46)	(15)	(15)	(14)
Information about federal (3rd party) grant/funding opportunities	***72 %***	*87%*	*60%*	*69%*
Information about available resources for economic development technical assistance	***72%***	*87*	*67*	*63*
Information about economic development best practices / ideas used in other jurisdictions	***70%***	*80*	*67*	*63*
Demographic information to create a community profile for marketing	***57***	*73*	*47*	*50*
None	***11***	--	*13*	*19*
Other	***4***	*7*	--	*6*

42. What types of technical assistance does your county need to improve its economic development capabilities? (The results below represent the percentage of respondents who indicated that the particular type of assistance was needed. Respondents were allowed to select more than one type of assistance).

	All	<25	25-60	>60
	(43)	(15)	(15)	(14)
Assistance in improving the capacity of economic development organization(s)	***61 %***	*87%*	*43%*	*50%*
Assistance in assessing community assets / opportunities for economic development	***58***	*87*	*43*	*43*
Strategic planning assistance	***49***	*67*	*36*	*43*
Grant writing	***44***	*53*	*50*	*29*
None	***14***	--	*21*	*21*
Other	***5***	--	--	*14*

43. Would you support a program offering economic development training courses for economic development professionals or other county officials?

	All	<25	25-60	>60
	(38)	(12)	(14)	(15)
Yes	***100 %***	*100%*	*100%*	*100%*
No	--	--	--	--

44. If YES, which of the following topics do you feel would be most beneficial? (The results below represent the percentage of respondents who indicated that the particular type of training was needed. Respondents were allowed to select more than one type of training).

	All	<25	25-60	>60
	(41)	(12)	(14)	(15)
Marketing Strategies for Local Communities	***66 %***	*67%*	*79%*	*53%*
Economic Development Strategic Planning For Your Community	***63***	*67*	*50*	*73*
Strategies for Rural Economic Development	***61***	*67*	*71*	*47*
Overview of Economic Development Strategies	***61***	*67*	*57*	*60*
Economic Development Financing	***59***	*75*	*57*	*47*
Business Retention	***56***	*50*	*57*	*60*
Building Community Involvement/Support for Economic Development	***54***	*50*	*57*	*53*
Tourism / Retiree Attraction	***49***	*50*	*50*	*47*
Business Attraction	***49***	*83*	*29*	*40*
Understanding the Land Development Process	***42***	*25*	*50*	*47*
Grants Writing and Fundraising	***39***	*42*	*43*	*33*
Commercial/Retail Development	***37***	*25*	*36*	*47*
Building Your Economic Development Organization	***32***	*33*	*29*	*33*
Understanding Environmental Issues	***27***	*8*	*29*	*40*

45. Please indicate the most important training topic.

	All	<25	25-60	>60
	(37)	(12)	(12)	(15)
Economic Development Financing	***30%***	*33%*	*50%*	*8%*
Strategies for Rural Economic Development	***16***	*17*	*17*	*15*
Overview of Economic Development Strategies	***14***	*8*	*8*	*23*
Economic Development Strategic Planning For Your Community	***11***	--	--	*31*
Business Attraction	***8***	*17*	*8*	--
Marketing Strategies for Local Communities	***5***	*8*	*8*	--
Grants Writing and Fundraising	***5***	*8*	*8*	--
Building Community Involvement/Support for Economic Development	***5***	--	--	*15*
Commercial/Retail Development	***3***	--	--	*8*
Building Your Economic Development Organization	***3***	*8*	--	--

46. Several organizations in Alabama (Alabama Development Office, Alabama Department of Economic and Community Affairs, the University of Alabama, Auburn University, Alabama Power Company, Alabama Cooperative Extension System, and others) are collaborating to develop a program to recognize Alabama communities that have taken necessary steps to create community capacity for economic development. The program, tentatively called the Alabama Communities of Excellence Program (ACEP), will also provide technical assistance to deserving communities.

A. Do you support the development of such a program?

	All	**<25**	**25-60**	**>60**
	(38)	(12)	(12)	(15)
Yes	***97 %***	*100%*	*92%*	*100%*
No	***3 %***	--	*8*	--

If YES,

B. How important is the *recognition* element of the program (e.g., recognizing cities that meet established criteria as "Alabama Communities of Excellence").

	All	**<25**	**25-60**	**>60**
	(38)	(12)	(11)	(15)
Very Important	*53%*	*50%*	*55%*	*53%*
Somewhat Important	*40*	*33*	*45*	*40*
Neutral	*8*	*17*	--	*7*
Not important	--	--	--	--

C. How important is the *technical assistance* element of the program (e.g., providing assistance to cities that meet established criteria).

	All	**<25**	**25-60**	**>60**
	(40)	(13)	(12)	(15)
Very Important	*73%*	*92%*	*58%*	*67%*
Somewhat Important	*25*	*8*	*33*	*33*
Neutral	*3*	--	*8*	--
Not important	--	--	--	--

Counties Responding to the 2001 Economic Development Survey (by Population Category)

Less than 25,000 (16)	**25,000 – 60,000** (16)	**Greater than 60,000** (16)
Bullock	Barbour	Calhoun
Butler	Blount	Cullman
Cherokee	Chambers	Etowah
Choctaw	Chilton	Houston
Coosa	Clarke	Lauderdale
Fayette	Coffee	Lee
Geneva	Colbert	Limestone
Henry	Covington	Madison
Lamar	Dale	Marshall
Lowndes	Dallas	Mobile
Monroe	DeKalb	Montgomery
Perry	Escambia	Morgan
Randolph	Lawrence	Shelby
Washington	Marion	St. Clair
Wilcox	Pike	Tuscaloosa
Winston	Tallapoosa	Walker