



2032

CITY *of* HEFLIN COMPREHENSIVE PLAN



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**CITY OF HEFLIN
COMPREHENSIVE PLAN UPDATE**

**This document was prepared under the direction of the
CITY OF HEFLIN PLANNING COMMISSION
by the
EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT
COMMISSION**

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Abstract:

The intent of this Comprehensive Plan is to serve as a guide for the future growth and development of the City of Heflin, Alabama. This document is to be used as a basis for policy and zoning decisions in the community through the year 2032. This study presents recommendations on the general location and extent of residential, commercial, and public land uses needed to serve the city's population.

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CHAPTER I: INTRODUCTION

Comprehensive Planning

Comprehensive Planning strives to guide city officials and the general public in making decisions for the future growth and development for their community through a Comprehensive Plan. The Local Comprehensive Plan, according to the American Planning Association's Growing Smart Legislative Guidebook, is defined as: "The adopted official statement of a legislative body of a local government that sets forth (in words, maps, and illustrations, and/or tables) goals, policies, and guidelines intended to direct the present and future physical, social, and economic development that occurs within its planning jurisdiction and that includes a unified physical design for the public and private development of land and water." The overall process of the Comprehensive Plan, and in comprehensive planning in general, is to determine important community goals and aspirations and establish a format which takes into account all planning aspects of the community such as transportation, land use, utilities, community facilities, housing, recreation, and economic development in order to build an all-encompassing plan for the community. From this plan, local government, along with resident support, may properly build, zone, establish policies, and develop their community in accordance with a wide variety of community needs.

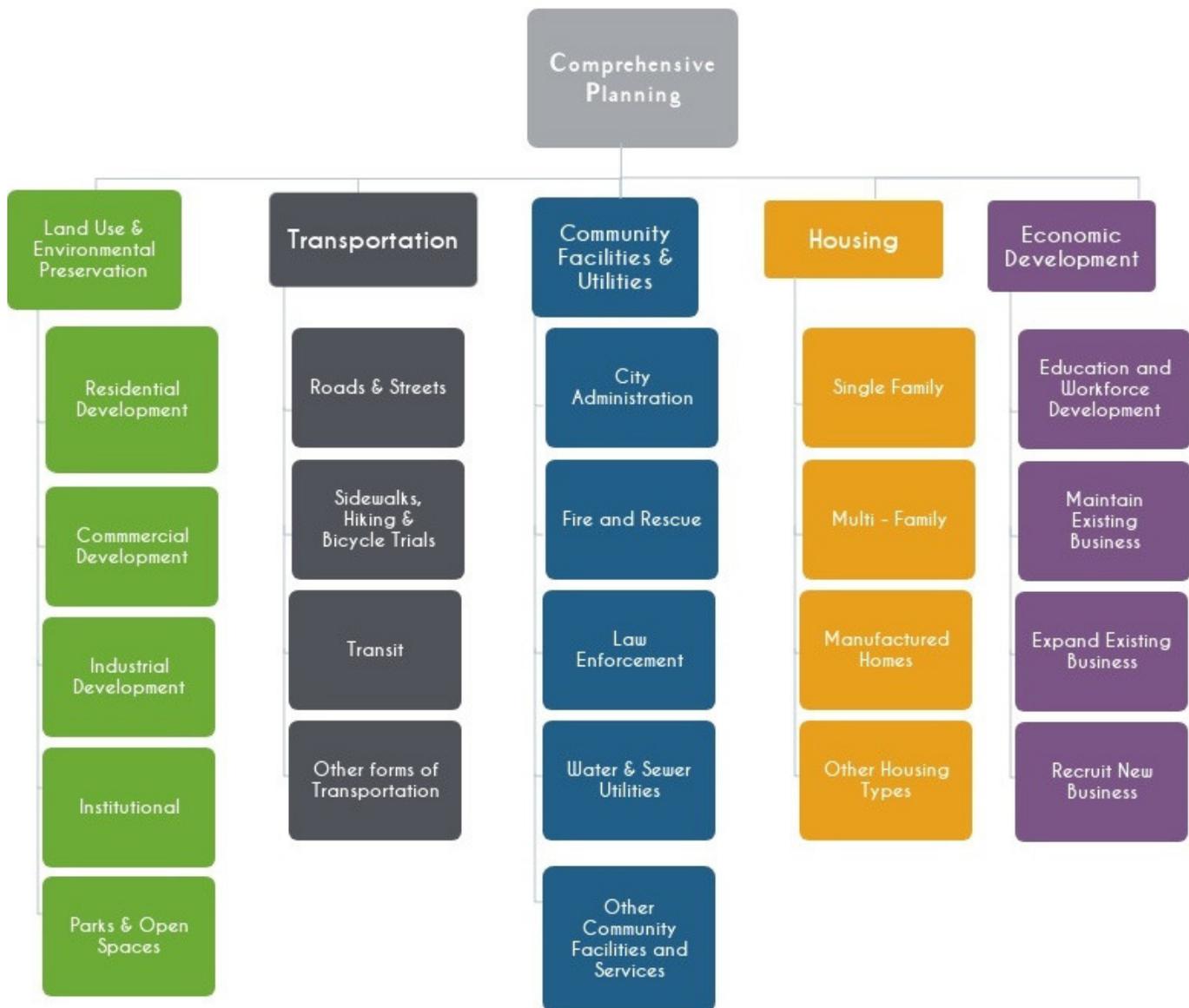
Overall, comprehensive planning strives to account for the complete set of topic areas in which the entire city is comprised of and make goals and plans for each in accordance with community needs, hence the term comprehensive. In short, comprehensive planning focuses on making communities, as a whole, better places to live. As a general practice, a comprehensive plan may be organized into five comprehensive planning topic areas. These five areas constitute the following:

- **Land Use and Environmental Preservation**—entails the proper use and management of existing land uses such as residential, commercial, industrial, institutional, and open space. Land use needs should be planned for and managed through zoning districts and the administration of a city's zoning map and zoning ordinance. Environmental preservation should also be considered for areas most suited for open space and wildlife conservation in accordance with the comprehensive plan and city zoning.
- **Transportation**—primarily constitutes the building, expanding, and repaving improvements to city's streets and roadways, but also sidewalks, hiking and bicycling trails, and transit. Other forms of transportation planning could include airports and mass transit such as trains, buses, and subway systems in larger communities. Land use and transportation planning in the comprehensive plan should be considered together due to their close influence and overlap with one another.
- **Community Facilities and Utilities**—include facilities such as city administration, law enforcement, fire protection, parks and recreation, community centers, libraries, senior centers, educational facilities, and utilities services such as water, sewer, and gas infrastructure provision. The community facilities and utilities element plays a crucial role in the proper growth and development of neighborhoods and of the city in general.
- **Housing**—comprises, in general, single family, multi-family, and manufactured housing, however, other types of housing could include RV parks and houseboats. A community should provide and

make plans to provide quality housing and different housing options in order to meet the housing needs of a diverse and often changing population.

- Economic Development—which is often spurred from proper planning with the other elements, could comprise four different approaches such as: education and workforce development, maintaining existing business, expanding business, and recruiting new business. Economic development plays a crucial role in planning simply because a community needs to provide good jobs and employment opportunities for their residents, which in turn draws in more population and a steady revenue stream in which to properly run city government and provide community services.

Figure INTRO-1. Comprehensive Planning Topic Areas shows the five elements and their accompanying aspects of influence.



A comprehensive plan could be formatted and organized into these five topic areas and plans made for each category, however, in the case of planning for these different areas there is considerable and common overlap—that is, something that is planned in one area could have various and significant effects on other areas. For example, the extension of new roads into a residential neighborhood could open opportunities for new housing development and other land uses such as commercial, which would additionally result in economic development, improved commuting patterns, new jobs, enhanced infrastructure, and possibly tourism. On the other hand, the closure of a public school could have a substantially declining effect on nearby land use, housing, parks and recreation, and neighborhood attractiveness. Figure INTRO-2 Comprehensive Planning Overlap illustrates how these topic areas overlap and have influence on one another throughout the planning process and in implementation.

As previously mentioned, overlap within the planning topics is common and considerable. Land use planning certainly overlaps with transportation as land use needs are defined and orchestrated by road carrying capacities and vice-versa. Community facility needs overlap housing as existing housing and potential housing developments must receive city services in the form of garbage collection, fire and police protection, and water and sewer service.

The overlapping areas furthest inside the circle—tourism, jobs, infrastructure, and neighborhoods further indicate enhancement in these areas when the larger overlapping services are properly provided for or decline when not adequately provided for. For example, neighborhoods may either decline or grow when provided or not provided with nearby parks and recreation and community services while jobs may decline or grow as influenced by economic development and commuting patterns.



Figure INTRO-2. Comprehensive Planning Overlap.

Planning topics are the vitally important parts of the Comprehensive Plan. The Heflin Comprehensive Plan follows the format of the five topics as follows:

- Demographics—data and analysis of population, economy, and housing.
- Community Facilities—provisions and needs assessment.
- Transportation—examination, analysis, and plan.
- Environmental Constraints—examination and analysis.
- Land Use and Zoning—examination, analysis, and plan.

The following chapters of the plan take into consideration how these topics overlap and make goals, objectives, strategies, and projects for prioritization, implementation, and evaluation.

- Strategic Planning—summary and prioritization of elements.
- Goals and Objectives—listing along with strategies and projects.

- Implementation and Evaluation—which puts forth an implementation plan for prioritizing and accomplishing the most important projects and strategies and an evaluation procedure for tracking progress on each project/strategy.

Planning History

The need for comprehensive planning first arose in the 1840s, out of demand for city services such as water and sewer, during the industrial revolution, when cities began to grow dramatically and centralize (urbanize) population and housing into dense clusters around industrial areas. This was done in order to provide homes and living arrangements for the working class in close proximity to their jobs. Prior to this turn in American history, most jobs focused on agriculture and clearing of large expanses of wilderness lands for farming and livestock raising. There was no practicality or need for cities to provide services to subsistence farmers in the open country. The industry era quickly ushered in the Sanitary Reform Movement in newly developed industrial cities as overcrowding and improper disposal of waste in streets lead to social disorder and wide-spread infestations of deadly disease. Accordingly, the movement showed a clear and strong connection between disease and the lack of a quality sewer system in which to dispose of waste accumulating in concentrated population areas. This forced public officials to plan for the extension of sanitary services to the dirtiest and most infected parts of the city. People began to understand the environmental and social impacts of building cities and developing in ways to slow or cease the spread of disease in already crowded communities. The Sanitary Reform Movement, although not comprehensive in nature, was considered by many as the beginning of comprehensive planning because other factors besides people and jobs were considered and planned for.

In further response to overpopulation, crowding, the spread of diseases in confined areas, and increased importance placed on planning, the City Beautiful Movement was born. The movement, which began in Chicago in 1890 with the World's Columbian Exposition of 1893 and lasted until the 1920s, showcased through beautification, design, and neoclassical architectural grandeur what a city could look like if created to be a work of art—providing an attractive alternative to the overcrowded and dirty nature of cities at the time. The City Beautiful Movement took hold and spread across the U.S., influencing the design of many major American cities such as Cleveland, Detroit, Baltimore, Denver, Philadelphia, and Washington D.C. (Axial Plan for the Mall) thus illustrating the importance of planning and opening possibilities as to what can be done to make cities better places to live.



Figure INTRO-3. Axial Plan of Washington D.C.

From these movements, and after the turn of the 20th century, as cities continued to grow and develop, the American people began to more fully understand the need for local development and growth plans, looking at the city as a whole, and in which many aspects play important and overlapping roles in their community. Once again, Chicago led the way when Daniel Burnham created the 1909 plan of Chicago. Although Burnham re-created the city plan for Washington D.C., originally created by Pierre Charles L'Enfant for Paris in 1791, and city growth plans for Cleveland and San Francisco, the Chicago Plan was the first comprehensive plan because it not only focused on beautification, but also on ways to make the city function better in its entirety.

Purpose of the Comprehensive Plan

The primary purpose of the comprehensive plan is to provide direction for local public policy and planning implementation necessary for providing city residents and visitors a prosperous place where people live, work, learn, play, and invest time and resources into. This purpose incorporates four basic principles listed as followed:

- Promote the health, safety, and welfare of the public,
- Manage growth, change, and renewal of the community,
- Ensure a high quality of life for residents,
- Balance diverse community goals.

The comprehensive plan, also called a master plan, is the most basic public policy guide for a community and its development. All other plans, studies, and land use codes and ordinances should be adopted in accordance with the comprehensive plan and toward the promotion and advancement of its goals and objectives. A comprehensive plan consists of the following components:

- an inventory and assessment of population, housing, and economic trends and community resources (such as schools, roads, public buildings, undeveloped land, constrained land, and natural resources);
- a summary of community needs and goals; and
- a coordinated strategy for the management or improvement of community resources and the future growth and development of the city.

The comprehensive plan serves two major purposes:

- 1) to help local officials better understand growth and development trends and community problems; and
- 2) to develop strategies to use available resources effectively when addressing local problems and building capacity for future growth.

If the growth and development of a city can be compared to the construction of a house, then the comprehensive plan is the blueprint. It contains a list of building tools and materials (the inventory and assessment component), instructions on how to put the pieces together and in what order (the statement of goals, objectives, and policy recommendations, and implementation schedule), and a picture or image of the desired product (the conceptual future land use map).

The Benefits of the Comprehensive Plan

A plan can provide many benefits to a community. In looking to the future, the comprehensive plan should strive to anticipate and properly plan to meet community needs, thus reaping the benefits associated with success and prosperity for the people. Benefits of a comprehensive plan may include the following:

- draw attention to important community problems or needs;
- promote the city to outside development interests;
- communicate public policies to residents of the community;
- help prioritize and coordinate investments in public improvements;
- help minimize wasteful spending of tax dollars;
- identify sources of funds that can be used to address local needs; and
- serve as a guide for local zoning ordinances and other development codes.

Although a plan can offer many benefits to a community, it is important to remember that the plan is only as good as the information it contains, and can only benefit the community if it is used by the city and updated regularly to reflect changing needs and conditions. It is recommended that a community adopt a new comprehensive plan once every 10 years in order to accommodate changes in growth and development patterns and the most recent needs and desires for the community.

Legal Authority

Alabama law requires that every municipal planning commission prepare and adopt a plan for the community (Title 11, Chapter 52, Section 8 of the Code of Alabama, 1975). Although the comprehensive plan is adopted by the planning commission, it should serve as the primary guide for the formulation of local public policy and for coordinating the future growth and development of the community. Therefore, the governing body of the community should be involved in the plan preparation process, or should be afforded an opportunity to review and comment on the draft plan before its adoption by the Planning Commission. In some communities, the City Council also has adopted the plan after its adoption by the Planning Commission. However, Alabama law recognizes only the Planning Commission's action on the plan, so adoption of the plan by a City Council cannot substitute for adoption by the Planning Commission.

According to Title 11, Chapter 52, Section 10 of the Code of Alabama, 1975, the Planning Commission may adopt a comprehensive plan in its entirety, or it may adopt individual sections or chapters of the plan as they are prepared. Before the plan or any section or portion of it may be adopted by the Planning Commission, a public hearing must be conducted. Alabama law does allow the Planning Commission to dispense with the public hearing, if the City Council conducts a public hearing on the plan or plan section prior to its adoption by the Planning Commission.

Once the comprehensive plan has been adopted by the Planning Commission, an attested copy of the plan must be certified to the City Council and the Probate Judge.

The law also requires local zoning to be prepared in accordance with the comprehensive plan (Title 11, Chapter 52, Section 72 of the Code of Alabama, 1975). Some communities interpret this provision of law to mean that the zoning map and the future land use map in the comprehensive plan must be identical. However, this interpretation of the relationship between the zoning map and the comprehensive plan only constrains the plan's ability to guide future growth and development. The future land use map contained in the plan should be developed as a general depiction of desired local development patterns at the end of the planning period, which may be ten to twenty years into the future. Therefore, it should identify areas that will be more desirable for more intensive development after the supporting infrastructure improvements have been completed to allow such development. On the other hand, zoning should guide land uses and development to occur in areas that are suitable given existing conditions and limitations. This distinction between the future land use map contained in the comprehensive plan and the zoning map gives the zoning map legal authority to regulate current development, and allows the plan to serve as a guide for future zoning changes to provide for new growth and development.

The adoption of a comprehensive plan also gives the Planning Commission authority to review and approve the construction of public streets and squares, parks, public buildings, and public utilities (Title 11, Chapter 52, Section 11 of the Code of Alabama, 1975). If the Planning Commission determines that a proposal to construct such public facilities is not consistent with the comprehensive plan, it may disapprove the proposal and provide written notice of its findings to the City Council or the applicable governing authority. The City Council or applicable governing authority can overturn the Planning Commission's disapproval by a two-thirds majority vote of its entire membership.

Planning Process

In the fall of 2020 the City of Heflin contracted with the East Alabama Regional Planning and Development Commission (EARPDC) to create a comprehensive plan for Heflin in order to guide and direct land use and development in a logical manner, consistent with the goals and objectives of the city.

Overall, the planning process involved in the Heflin Comprehensive Plan utilized five elements to gather necessary information and formulate goals, objectives, strategies, and projects in order to guide the future growth and development of the city in conjunction with community needs and aspirations. These elements are listed and described as follows:

1. Inventory and Analysis

To initiate the planning process, an initial public hearing was called and conducted on September 29, 2020 in the City of Heflin City Armory. The meeting was used to inform the city council and the public on the nature, benefits, and processes involved in creating and using a comprehensive plan for future land use and development in the city. The meeting also was used to gather public input through a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats). This information was recorded by staff for future use throughout the planning process. Input for the plan at the inventory and analysis stage was gathered through surveys such as a community survey, and a community facilities survey, as well as from input and direction obtained from planning commission meetings.

In order to facilitate input through the planning process EARPDC staff conducted regular meetings

with working groups such as the planning commission, zoning board of adjustment, city council, and city staff whenever their field of expertise was needed. Meetings were held in conjunction with regular scheduled planning commission meetings. Input from inventory and analysis consisted of the following:

- Results and discussion from the community surveys
- Results and discussion from the community facilities surveys
- SWOT Analysis
- Input from meetings

2. Community Visioning

From the information gathered and discussions conducted through the inventory and analysis portion of the plan, the community began the process of creating vision and mission statements for the general direction and guidance of the plan in forming goals, objectives, projects, and strategies for the plan. This is where the plan began to utilize input in order to create output as previously described. Output from community visioning consisted of the following:

- Vision Statement
- Mission Statement

3. Goals and Objectives

Goals and objectives were established from results and discussions in the previous steps and listed in the comprehensive plan along with their respective projects and strategies as well as additional recommendations. These listings can be found in Chapter IX: Goals and Objectives.

4. Implementation

Implementation of the comprehensive plan comprises a projects/strategies listing along with respective implementing agencies, potential partners and funding sources, prioritization, and timeframes for completion. The plan implementation process also acknowledges means of enforcing planning decisions through subdivision and zoning regulations. A prioritization survey was administered by the city to gather information from the planning commission, city council, zoning board of adjustment, and city staff on which projects and strategies should be high and low priorities for implementation.

5. Evaluation

As the final stage of the comprehensive plan, evaluation provides a means of tracking progress on established projects and strategies. However, the evaluation process does not end with the completion of the plan, but should provide a practical and sustainable way to track progress after the plan is finished, at least on a yearly basis, with the goal of creating a seamless updating process until the comprehensive plan needs a complete update, usually once every 10 years, depending on community change.

Location

Heflin is located in the foothills of the Southern Appalachian Mountain range. Heflin is characterized by swatches of plains that become rolling and hilly in sections. The area's location near Mount Cheaha and the Southern Appalachian Range contributes to its hilly terrain. Mount Cheaha is known as Alabama's highest point, at 2,413 feet. Ross Mountain is located just south of the city, at an elevation of 1253 feet. Elevations in the Heflin planning area vary from around 900 feet in the southern part

MAP 01 LOCATION

U.S



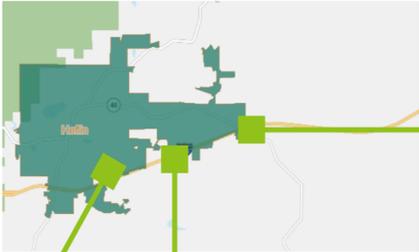
Alabama



Cleburne
County



Heflin



Area
Approx. 10000 Acres



1340 Total
Households

Population



3431

Talladega
National
Forest

32

33

34

35

National Forest Boundary

Heflin City Limits

Township 15 South
Township 16 South

5

4

2

Cahulla Reservoir

11

17

16

15

14

Heflin City Limits

Heflin City Limits

20

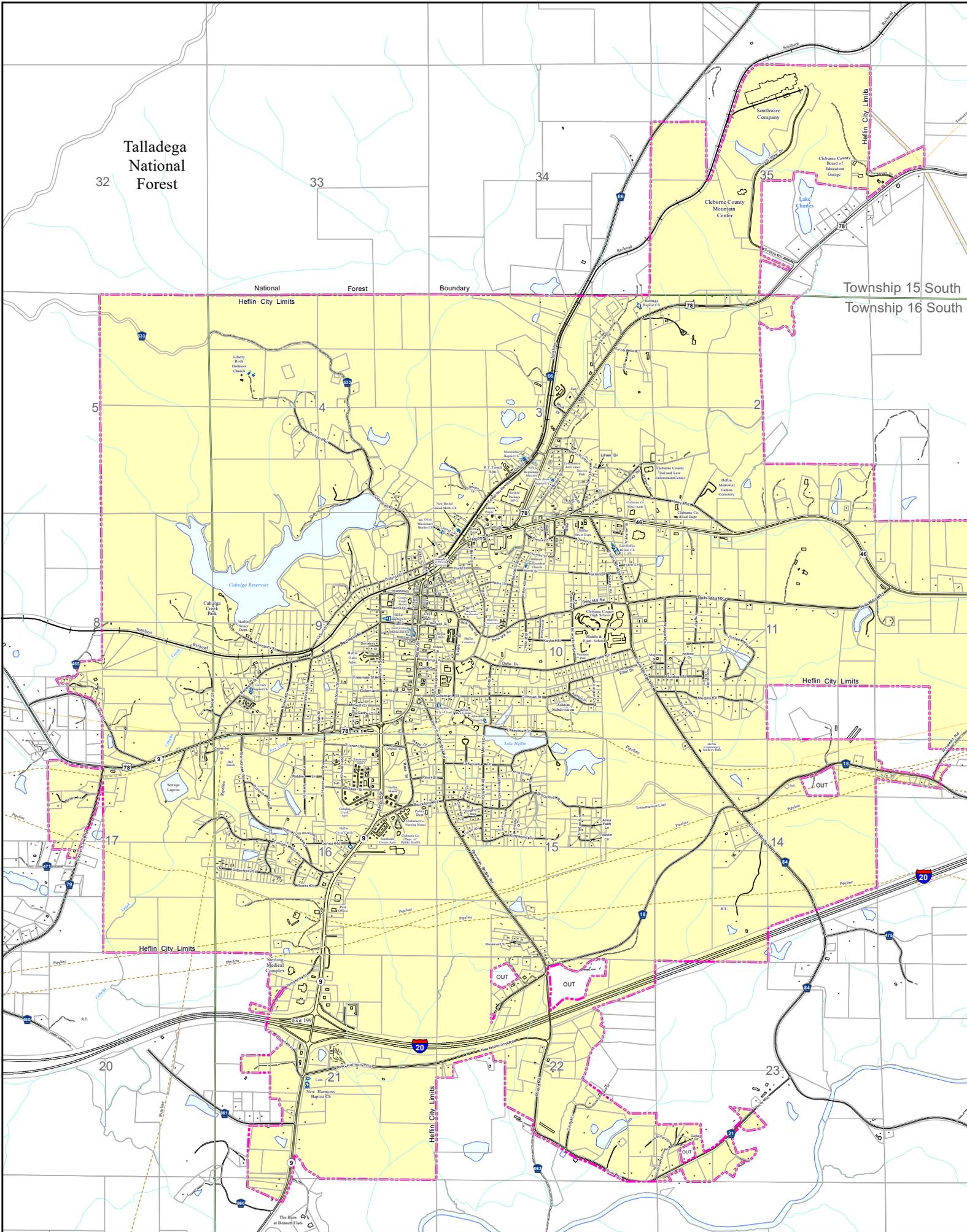
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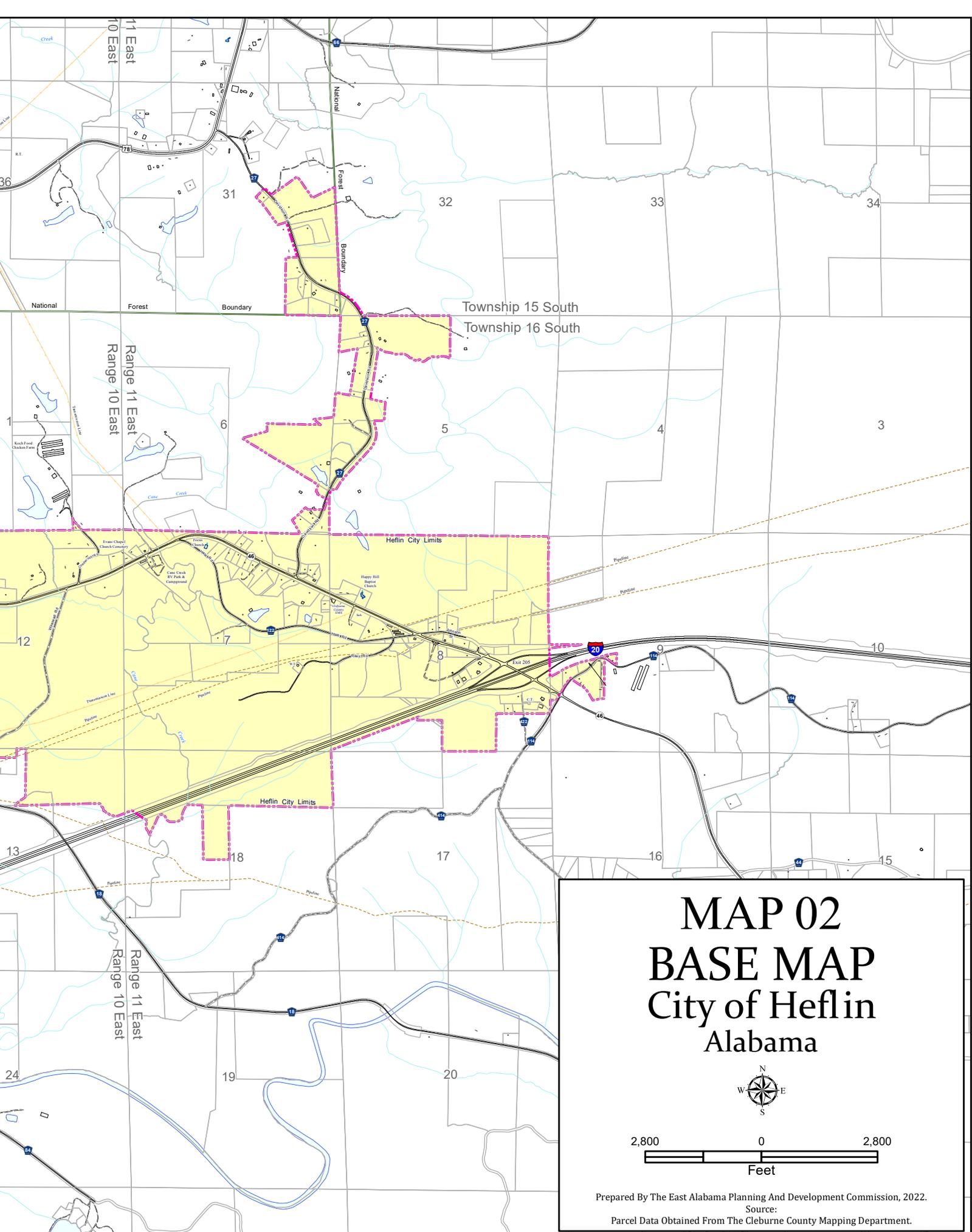
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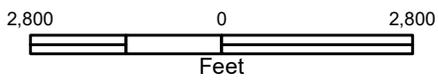
Heflin City Limits

The Home at Broad Run





MAP 02 BASE MAP City of Heflin Alabama



Prepared By The East Alabama Planning And Development Commission, 2022.
Source:
Parcel Data Obtained From The Cleburne County Mapping Department.

of the city and along Highway 9 and Cahulga Creek watershed to 1100-1200 feet in northwestern portion of Heflin. The majority of the city sits at an elevation of 1000 feet. Cahulga Creek flows southerly through the western portion of the city. It forms a beautiful watershed as it flows, where Cahulga Creek Park is located. Town Creek flows from Lake Heflin and along Highway 78, before branching away to join with Cahulga Creek. Heflin waterways are tributaries to the Tallapoosa River. Heflin also abuts the Talladega National Forest, a government-owned nature conservancy covering 392,567 acres. Heflin is located approximately 15 miles from the Alabama-Georgia line, and is nearly equidistant between Atlanta and Birmingham. Heflin's proximity to two major metropolitan areas makes it an attractive locale for commuters and travelers alike.

For more details on Heflin's location in relation to other Alabama communities see Map #1: Location.

General Information

Heflin has a mostly mild and pleasant climate, distinguished with long, hot and muggy summers, and short, cold and rainy winters. Average temperatures vary year-round from 30°F to 89°F, seldom dropping below 21°F or rising above 95°F. Precipitation averages 55 inches annually, with the heaviest precipitation occurring in summer and winter, and relatively dry periods in the fall. Most winter precipitation in the area is rain, as Heflin averages 2 inches of snow per year. Wind direction varies in Heflin throughout the year, with southern winds being the most prevalent. Prevailing winds are, on average, from the south from February to June and November to December, from the east from August to October, and from the north from December to February.

Historical Background

Heflin, like all of Cleburne County, is located on land that once belonged to Creek and Cherokee Indians. The area began to be settled in the 1820s, largely by settlers from Georgia and South Carolina. In 1867, Edwardsville was originally elected the county seat. Cleburne County held an election in 1905 to determine whether Edwardsville or Heflin should be the county seat. Both the election results, and the Alabama Supreme Court ruling that followed, supported Heflin as the county seat.

Heflin was established in 1882 as a station on the railroad line from Atlanta, Georgia, and was incorporated on December 10, 1886. The land the city sits on was originally belonged to the Ross family, the namesake of Heflin's main street. The city itself was named for Dr. Wilson L. Heflin, a doctor to many in the region, and father to an Alabama U.S. Senator.

The Georgia-Pacific Railroad construction was completed through Heflin in 1883, attracting travelers and investors into the area; Heflin thrived from business brought in by the railroad, such as cotton and lumber. In addition, the railroad linked Heflin to both Atlanta and Birmingham, and travelers and commuters would often stop to rest in Heflin. The railroad also brought about improved communications for the town, with The Cleburne News being established in 1911. Two hotels supported travelers in the 1890s, the Summit House and the Edmondson Hotel.

Heflin thrived in the 1890s, well on its way to becoming a trading center for the county. Lumber was a key industry, with estimates at the time of 12 train cars of lumber per day being shipped from the city. Cotton was another important trade, as was huckleberries from the late nineteenth century and into the early twentieth.

A gin was constructed in 1883, as well as a gristmill in 1885. In 1912, electrical lighting was established in Heflin by O.W. Grant; he sought to supply power for his cotton gin and provided power to residents in connection with it. By 1926, Alabama Power was providing these services to the citizens of Heflin. Telephone service was available in the area as early as the 1920s-1930s. The Heflin Telephone Exchange was based in Wright Drug Store; it was purchased by Dr. Leroy Wright to facilitate communications with patients.

As the County Seat of Cleburne County, Heflin has historically held many of the County's amenities. In 1930, this included the Cleburne County Courthouse, County Jail, and Cleburne County High School. Heflin Grammar School also operated on Ross Street during the 1930s-1940s. The High School was constructed around 1936, and the building served as the school until 1984. The building was listed on the National Register of Historic Places in 2018. Cleburne County Courthouse was constructed in 1907 and was listed on the National Register of Historic Places in 1976.

Heflin also had brief chapter of aspiring toward a college for the city. Ross Institute was founded in 1885, receiving a charter from the state and becoming Ross Collegiate. These hopes waned when the institute became Cleburne County Elementary in the early 1900s. Mercantile stores began to pop up during this time as well. Wright Drug Company, which has operated for nearly 120 years, opened in 1902. The Bank of Heflin was founded three years later.

Heflin has also represented a center of commerce for surrounding towns, offering shopping, restaurants, and employment. Mercantile stores began to pop up during the late 1800s. Wright Drug Company, which has operated for nearly 120 years, opened in 1902. The Bank of Heflin was founded three years later. In 1930, Ross Street held many such conveniences, like a Post Office, Drugstores, Banks, Auto Sales, Filling Station, and City Hall.

There were several industries operating in Heflin in the 1930s. These included Fackler Lumber Company, E.D. Giles Gin, A.S. Adams Lumber Company, a grist mill, and Standard Oil Company. The presence of the railroad made Heflin an attractive location for industry. Warehouses, cotton and hay among them, were located along the railroad track. A S.R.R. Passenger Depot provided for commercial travel through the town. In the 1930s-1940s, Central Hotel on Burns Street and the Alexander Hotel provided accommodations for travelers and railroad workers.

By 1940, Fackler Lumber Company and E.D. Giles Gin were defunct. However, a dry-cleaning establishment and a movie theater were added to Ross Street's offerings. Between 1930 and 1940, a fire department had also been constructed alongside City Hall, and R.O. Atkins Planing Mill had been established as a new industry.

Religious organizations have also been a substantial part of Heflin's history. In the 1930s-1940s, the town offered two Baptist churches, Mt. Olive Baptist Church being segregated, an African Methodist Episcopal Church, and a Methodist Church.

Interstate 20 would be constructed in the 1950s, offering another major transportation route; this highway presented a more efficient path to both Atlanta and Birmingham. The construction of the interstate brought about a major shift for business centers in the county. Prior to the interstate's construction, present-day Highway 78 was the major highway, providing a direct route from Atlanta to Birmingham. Highway 78 was leveled out in 1925 and paved in 1933, and city water was made available. An economy for small businesses was built around the highway's route, resulting in thriving

downtown areas in small towns such as Heflin. However, these areas of commerce shifted after the construction of the interstate.

As the city progressed from the 1950s to the 1980s, more city streets were paved, and sewage services were offered. The current town hall building was constructed in 1953; however, all of Heflin's past town hall structures have stood on the same site.

In 2016, Heflin was designated as a community for a main street revitalization program by Main Street Alabama. Heflin Main Street, a nonprofit with the goal to revitalize downtown Heflin, was established. The program's objective is to reinvigorate downtown areas through economic development. In 2020, Heflin Main Street was designated as an Accredited Main Street America program; this status is a high rank of recognition to signify the city's dedication to and success with downtown revitalization. Since 2016, this program has been responsible for over \$12,000,000 in investment in the area and over 3000 citizen volunteer hours.



Figure INTRO-4. Heflin Main Street.

(Source_Heflin Main Street)

CHAPTER II: POPULATION

Population characteristics and trends play a pivotal role in the planning effort. Since people constitute a city, the general population creates a city's identity, distinguishing it from other communities. Changes in population influence land use decisions, economic spending patterns and employment, public services, and needs for public improvements. Furthermore, a clear understanding of existing population characteristics and trends gives guidance to city officials for making the most informed and effective decisions in meeting growth and development needs in a diverse and changing community.

The purpose of this chapter is to gain an understanding of population change and composition in the City of Heflin in order to explore decisions and develop public policies and plans, which will best serve its present and future residents. This chapter examines historic population trends, place of birth, and place of residence. Population composition includes elements such as age, race, and gender distributions, and marital status. Finally, an analytical summary of population findings concludes the chapter.

Population information gathered in this section of the plan was obtained, in large part, from the U.S. Census of Population decennial census for 2000 and 2010. Decennial census data is useful for examining changes to population for such characteristics as historical population trends, age distribution, race, and gender. This information is collected by the census every 10 years and serves as the most accurate and reliable base information for population patterns and trends due to its collection methodology, utilizing 100% count data of the total population. Total population for the years between decennial collection periods, such as 2017, was obtained from the U.S. Census Bureau's Population Estimates Program, which is a separate program from the decennial and uses current data on births, deaths, and migration to calculate population change since the most recent decennial census.

Although Decennial Census information gives a dependable snapshot of the nation's population in 2000 and 2010, for making comparisons over consistent 10 year periods, the Census Bureau, in 2005, in realizing the limitations and shortcomings in using 10 year information, particularly in the latter years of any given decade, established the American Community Survey. The American Community Survey (ACS) is a nation-wide survey which produces estimates every year instead of every ten years in order to provide more up-to-date information on such characteristics as age, race, income, commute time to work, home value and other important data at the local level. In collecting information and providing these estimates, about 3.5 million housing unit addresses are surveyed in the American Community Survey annually.

The ACS produces both single-year estimates and multi-year estimates. Single-year estimates are produced only for geographic areas with a population of 65,000 or more, while multi-year—3-year are produced for geographies with 20,000 or more and 5-year are produced for geographies with less than 20,000. For multi-year estimates data is collected within the timeframes given, yet reported on an annual basis. For the purpose of this plan, the 2013-2017 ACS (5-year estimates) applies since the City of Heflin holds a population of less than 20,000 people. The 2013-2017 ACS in this chapter on population was used, in addition to the decennial, to gather population information on characteristics such as place of birth, place of residence, age distribution, marital status, race, and gender in order to provide a more complete and up-to-date picture of the recent population data and change since 2010. The goal of using both decennial data and ACS in conjunction is to create and

develop a more accurate picture of the community’s population which may be analyzed and better understood.

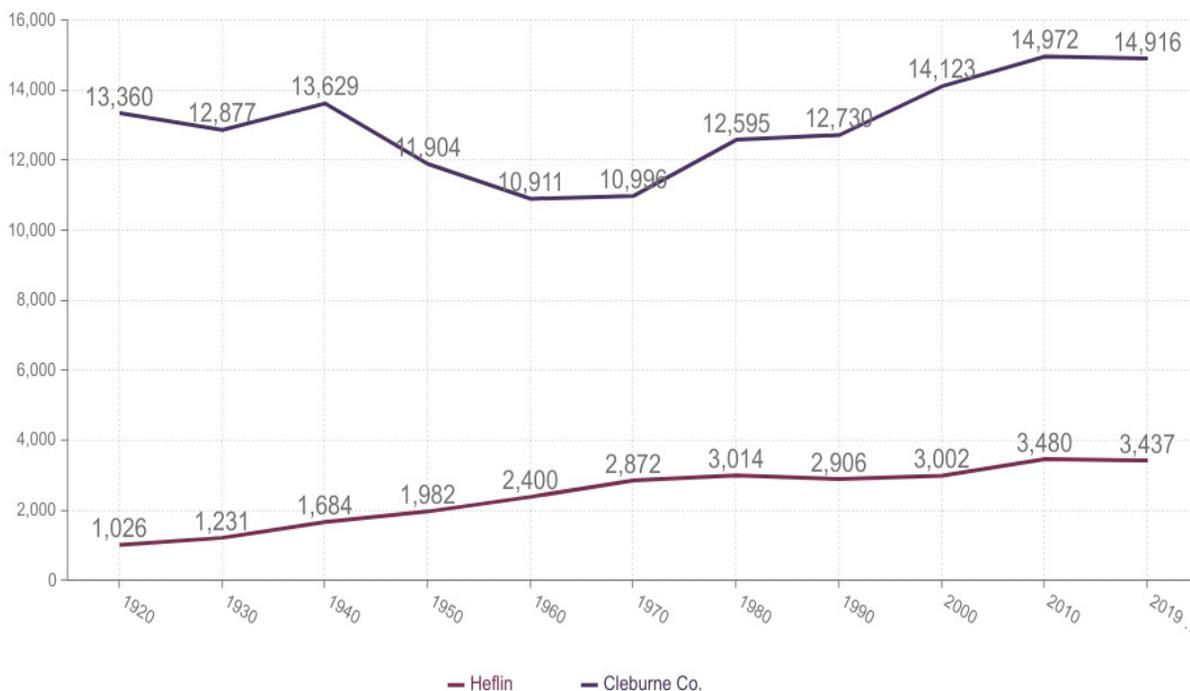
Population Trends

Historic Population Trends

All community populations change to some degree over a given span of time. Historic population trends are useful in showing when and to what degree population has increased, decreased, or stabilized over a given time period. Major trends usually identify and reflect the goals and values of our nation as a whole and how communities respond to changing times and historical events. Although unfit for predicting the future, this information is useful for planning by understanding how and why social and cultural history shaped the city, making it what it is today.

Regarding historic population trends, Heflin has shown, for the most part, continuous and steady growth in population, with only a slight dip in 1990. Estimates for 2019 also report a minor -1.2% decline from the 2010 population. From its founding in 1886, the Census recorded 383 persons in the city in 1890 and in 2019, the city held an estimated population of 3,437. Heflin’s most significant growth occurred between 1900 and 1910, with an 82% climb. The city also grew in population substantially from 1930 to 1950, increasing in population by 37% from 1930 to 1940 and 18% from 1940 to 1950. Such growth could be attributed to the completion of Highway 78 during this time, drawing employment and visitors to the area. The establishment of city water, sewage, and street paving from 1930-1980 also helped the city to fare well. Figure P-1 illustrates historic population trends for Heflin and Cleburne County from 1890 to 2019.

PI: Historic Population, Heflin, AL
Cleburne County



In comparison to Heflin, population trends in Cleburne County showed differing patterns. The county increased most substantially in population from 1970 to 2000, which could also have resulted from infrastructure improvements. From 1920 to 1960, the county saw more decline than growth. However, Cleburne County’s growth post-1960 was most likely due to the construction of Interstate 20 through the area in the 1970’s and 1980’s. Both Alabama and the US, historically, have shown steady and continual increase in population, with the most substantial growth occurring around 1900 to 1920, most likely due to the progressive movement of the 20s and America’s involvement in WWI, which spurred economic development and job growth for the nation. However, following the 20s, the great depression in 1929 lead to a decline in growth as shown from 1930 to 1940. Then from 1940 to 1950 the nation resumed substantial growth with its involvement in WWII.

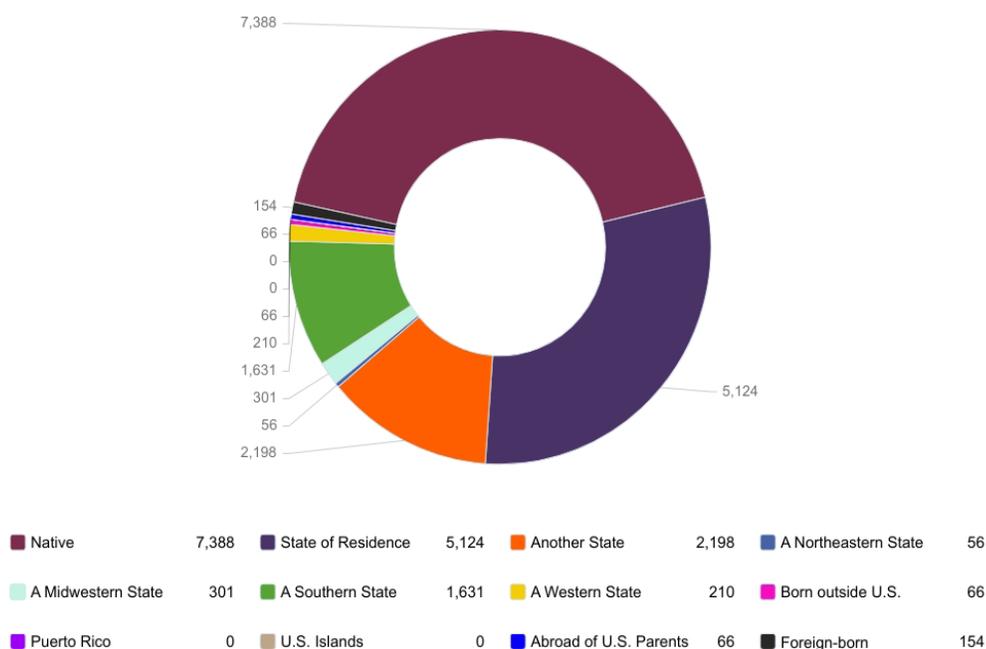
In more recent years, from 2000 to 2019, both Heflin and Cleburne County reported moderate population growth, particularly the city, which increased by 18%. The county grew by 16% during this time while the state showed a 21% growth and the nation 33%. Such growth for Heflin, over 20 years, could be attributed to the growth of nearby metropolitan areas. Table P-1 displays historic population trends for Heflin, Cleburne County, Alabama, and the U.S. from 1890 to 2019.

Place of Birth

Place of birth data is useful in determining population trends through migration patterns in the city’s population. Examination of this data will show if the community is drawing population from other states and other countries or if the population is predominantly Alabama-born.

Place of birth patterns show that the substantial majority (68%) of Heflin residents were born in Alabama or born in another Southern state (21%) indicating minor in-migration from other places around the country or from another country. Interestingly, Heflin also showed a fairly high portion of residents born in a Midwestern state at 4.0%, compared to other regions of the country. The

P2: Place of Birth
Heflin, AL

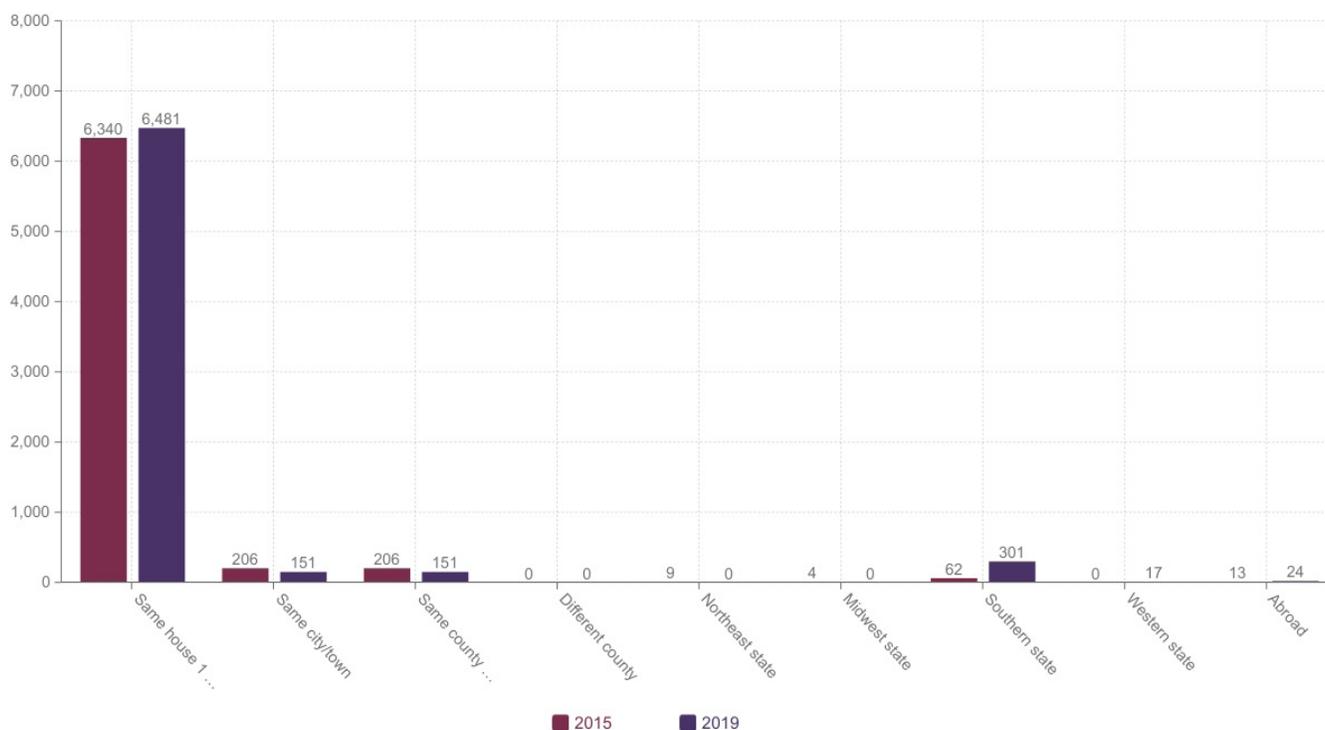


city showed little representation of residents born in other states outside southern and midwestern with 2.7% migrating in from a Western state and 0.7% from a Northeastern state. Residents born outside the U.S. such as in Puerto Rico, the U.S. Island Areas, and abroad accounted for 0.9% of the population and foreign born 2.0%. Figure P-2 illustrates place of birth for the City of Heflin in 2019. For more information, see Table P-2: Place of Birth in Appendix A.

Place of Residence

Place of residence is defined as: The area of residence 1 year prior to the reference date of those who reported moving to a different housing unit (U.S. Census Glossary). This data is useful to determine city migration patterns. Examination of this data will verify if the city has been gaining or losing in population previously living in other states and countries, and if the city’s residents have been fairly stationary or mobile.

P- 3: Place of Residence
Heflin, AL



According to Census data, Heflin residents have been reasonable stationary. Place of residence information shows that in 2015 the considerable majority of residents (87%) remained in their same home 1 year prior, however, in 2019 that figure dropped slightly to 86.5%, indicating some minor migration to another home. Most likely, the majority of these residents moved to another home in the same county as indicated by the rise in county migration from 5% in 2015 to 9% in 2019.

Population Composition

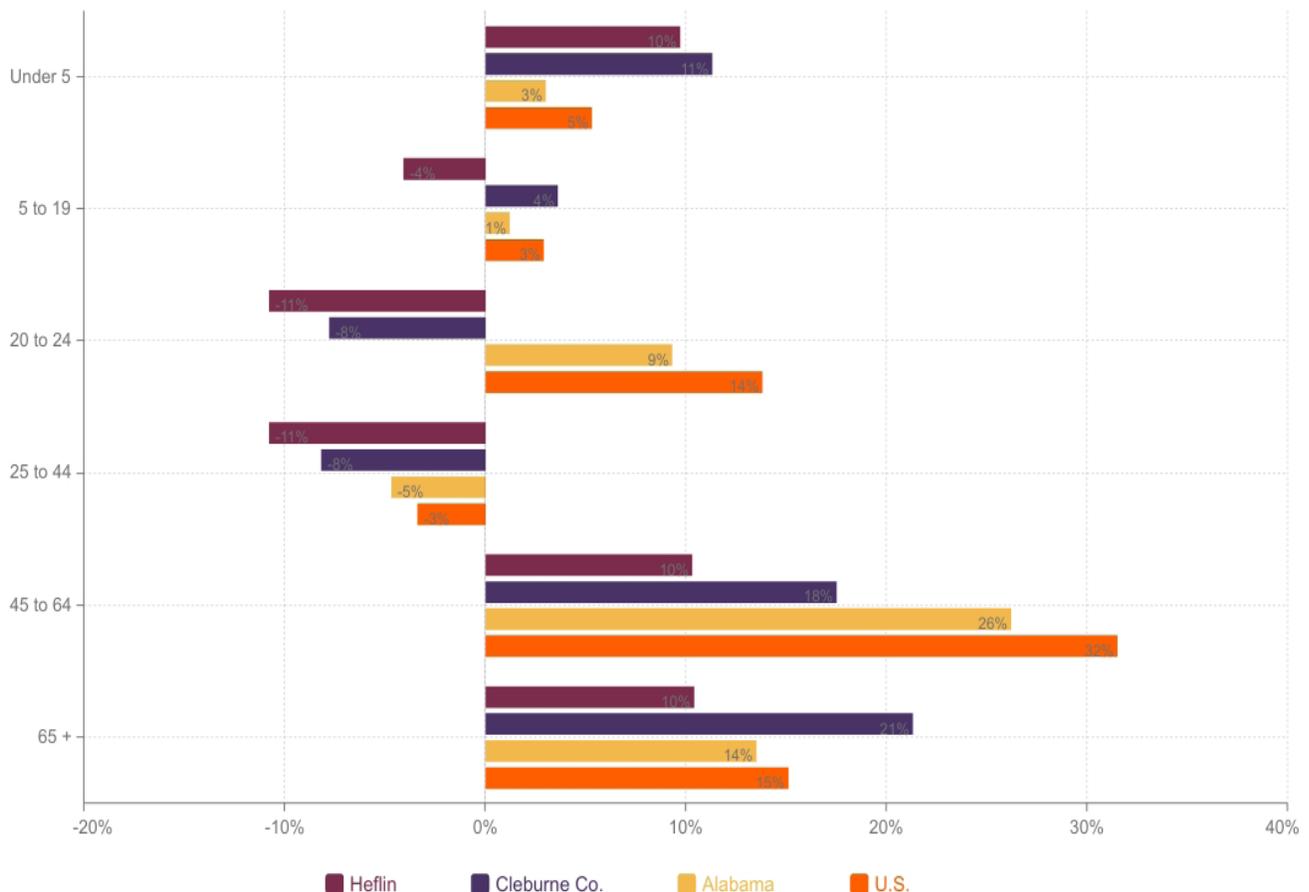
Age Distribution

Age distribution is a critical element in any population study. A community must structure their budget and resources to meet a wide variety of residents' needs. Needs tend to differ significantly from one age group to another, therefore a proper understanding of age distribution in the community is necessary. For the purposes of this study, age distributions are classified as followed: Toddler/Preschool (Less than 5 years in age), Youth/K-12 (5 to 19), Young Adult/College Age (20 to 24), Young Adult/Beginning Worker (25 to 44) Middle Age/Working Adult (45 to 64), and Senior/Retired (65+).

Change in Age Distribution

Heflin showed somewhat similar trends in age distribution compared to Cleburne County, but differed considerably when compared to Alabama and the U.S. In terms of change in age distribution between 2000 and 2010 the city's only increases were in toddler/preschool (less than 5), middle age/working adults (45 to 64), and senior/retired (65+), all of which grew by a moderate 10%. All other age groups declined in population somewhat, with the single largest losses in young adult/college age and young adult/beginning worker, both at -11%. For comparison, Cleburne County showed somewhat similar change, with the exception of youth/k-12 populations, which grew by 3.6%. The county also grew more considerably in middle age (17.5%) and senior (21.3%) populations than the city did at this

P-4 : Percent Change of Age Distribution
Heflin, AL (2000-2010)

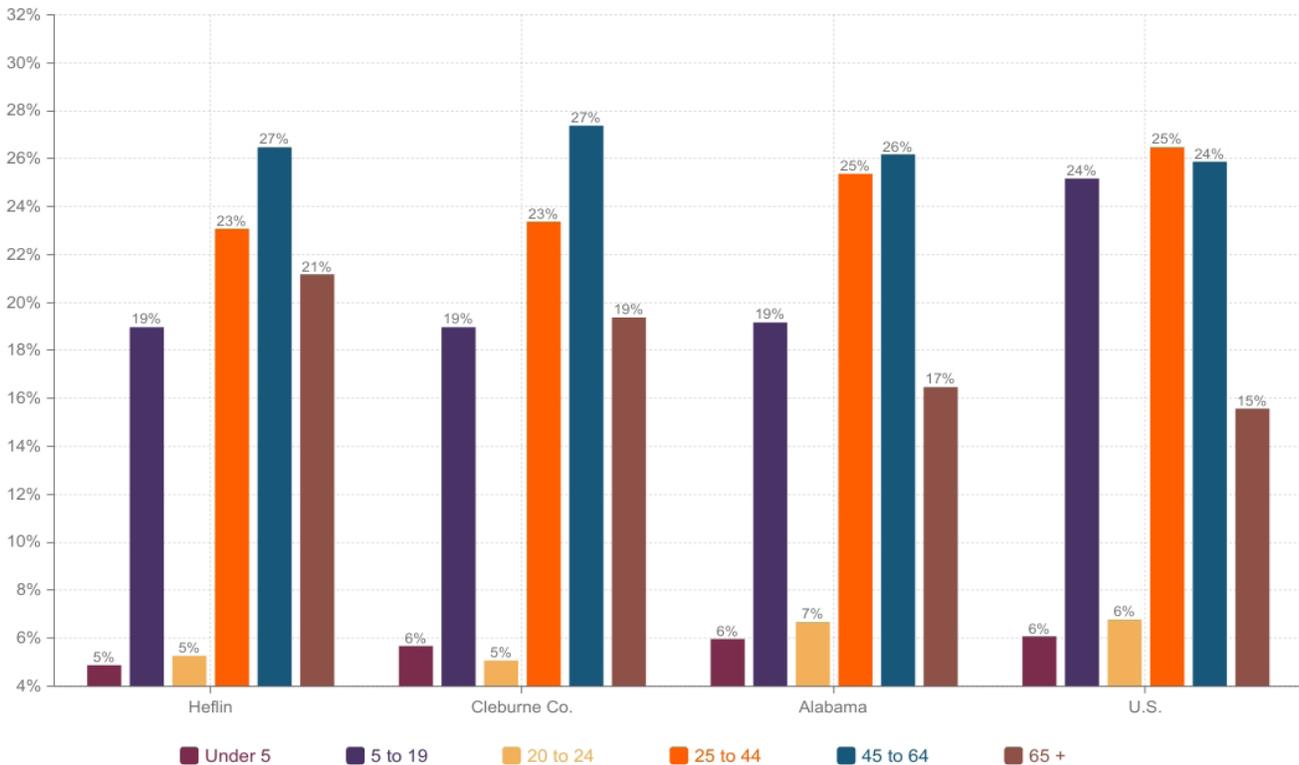


time. Similar to Heflin and Cleburne County, both Alabama and the U.S. showed the single largest gains in middle age/working adults with increases of 26% and 32%, respectively. The county at 21%, state (13%), and nation (15%) also grew more in senior population than the city at 10%. Additionally, the state at 9% and nation at 13% grew in young adult/college age individuals, as the county and city dropped in this age group by -7.8% and -10.8%, respectively. However, the state and nation also lost slightly in young adult/beginning workers, suggesting this age group leaving the state and nation to find employment in other places and in other countries. Information indicates that the city and county have been losing younger populations while the state and nation have been gaining population in these age groups. This could be attributed to young people and their families leaving the community to find employment in other places due to business closings and job losses influenced by foreign competition in business markets. Figure P-4 exhibits percent change in age distribution for Heflin, Cleburne County, Alabama, and the U.S. from 2000 to 2010. From the figure, notice the substantial growth for the city, county, state, and nation in middle age/working adults and the decline in young adult/beginning workers for each geography. For more information see Table P-4: Age Distribution in Appendix A.

Age Distribution

Age distribution for Heflin in 2019 was also examined in the population composition. In 2019, age distribution showed fairly similar representation of age groups compared to Cleburne County, Alabama, and the U.S. Middle age/working adults ranked the single largest age group in the city at 26.5%, however, young adult/beginning worker showed only slightly lower representation at 23.1%. Together, these age groups composed almost half of Heflin’s population at 49%, showing the city to have a good mix of young working adults and older working adults available to the local workforce. The city’s senior age group (21%) reported a slightly larger portion of the population compared to

P- 5: Age Distribution
Heflin, AL (2015-2019)



the county at 19% and the state and nation, both at 16%, suggesting proportionately more people in need of senior services, and indicating that the city needs to account for senior needs as well as needs for younger people. Figure P-5 illustrates age distribution for Heflin, Cleburne County, Alabama, and the U.S. in 2019. For more information see Table P-5: Age Distribution (2015-2019) in Appendix A, which shows data obtained from the 2015-2019 ACS.

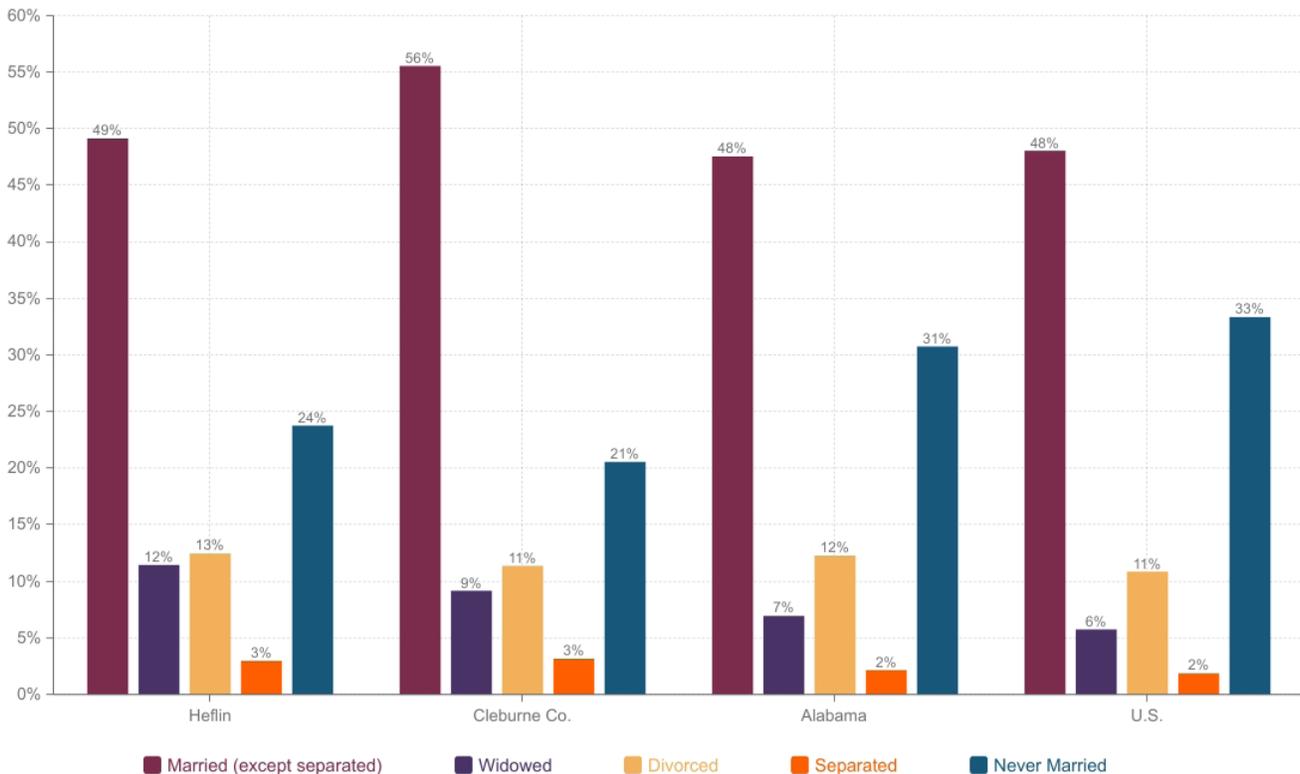
Median Age

Between 2000 and 2010 median age for Heflin rose moderately from 38.2 to 41.3 as did median age for Cleburne County, climbing from 37.6 to 40.6. Alabama median age, however, declined slightly from 37.9 to 35.8 and the U.S. decreased slightly from 35.4 to 35.3 during this time. This information aligns fairly closely with the 2015-2019 ACS data as both Heflin and Cleburne County reported a slightly higher portion of seniors than Alabama and the U.S. The county also showed a slightly higher portion of middle age/working adult (aged 45-64) than the city, state, and nation, which could have contributed to the county’s higher median age in 2010. Since both the city and county hold slightly higher older populations than the state and nation, as well as growing population in the middle age/working adult age group, which are transitioning into the senior population, the city needs to consider plans and policies to meet the needs of seniors and retired persons in addition to the younger, workforce ready, age groups.

Marital Status

Marital status also plays an important role in demographic studies. A thorough understanding of marital status allows a community to determine family needs and develop programs and policy toward

P-6: Marital Status
Heflin, AL (2019)



building stronger families. For purposes of this study, marital status reports for all persons age 15 and older and is organized into 5 categories which are as follows: 1) never married, 2) separated, 3) divorced, 4) widowed, 5) married (except separated). Separated was pulled from “married” status and placed in a separate category.

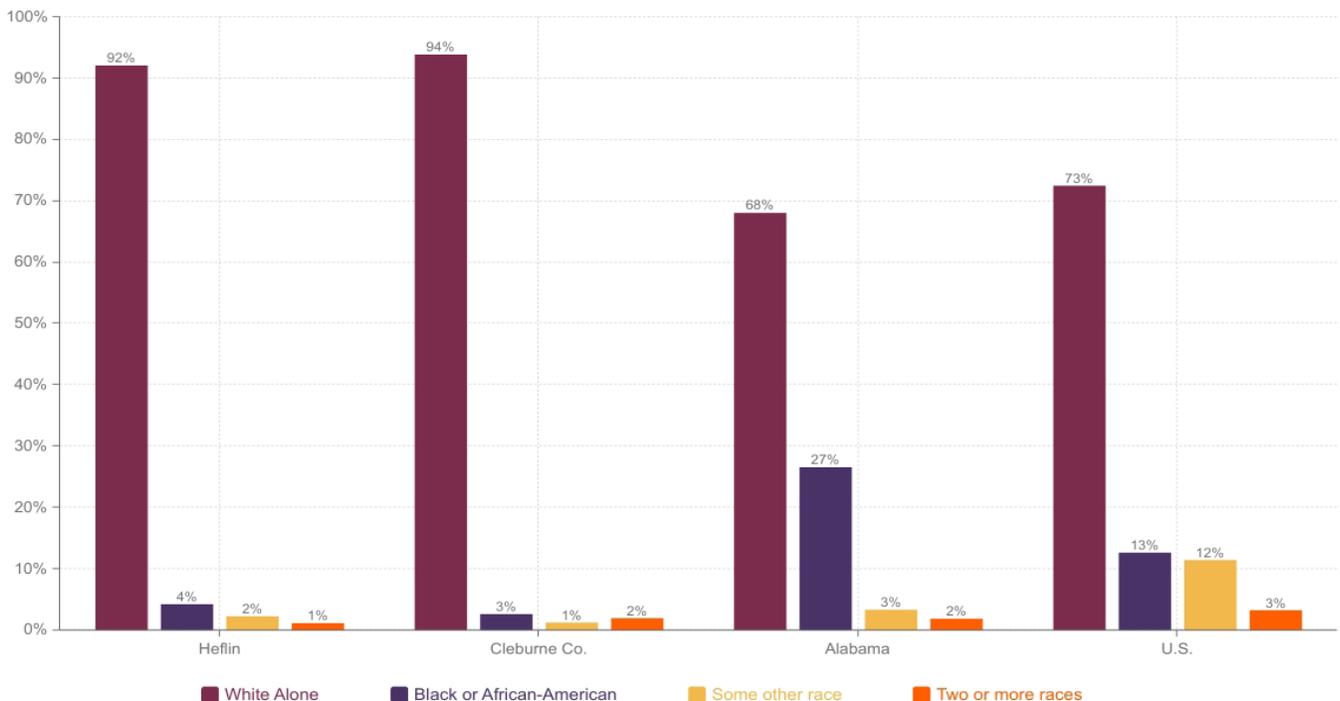
In 2019 Heflin reported somewhat similar portions in marital status compared to Cleburne County, Alabama, and the U.S. Approximately 49% of city residents, and those of the state and nation, both at 48%, were married during this time, while the county at 56% reported a substantially higher portion of married residents. The city also showed somewhat larger representation in widowed residents at 12% compared to the county at 9%, the state at 7% and the nation at 6%. This could be attributed to a higher portion of seniors in the city, as previously discussed. Both the city and county showed a higher proportion of separated residents at 3.0%, than the state or nation, both at 2%. Figure P-6 shows marital status for Heflin, Cleburne County, Alabama, and the U.S. in 2019. Notice the city’s higher portion of widowed persons compared to the county, state, and nation. For more information see Table P-6: Marital Status in Appendix A.

Race Distribution

A general understanding of racial diversity is necessary for a community to better serve its residents. Communities with varying races tend to have differing cultural and ethnic needs, however, these factors can spur greater opportunities for growth within the community.

Data from race distribution for Heflin, in 2019, shows the overwhelming majority (92%) of residents being white, while 4% were black. Only 2% were of some other race and 1.2% two or more races. Cleburne County reported similar findings with 94% white and 3% black. Both Alabama and the U.S. showed somewhat different race distribution from Heflin and Cleburne County with a smaller

P7: Race Distribution
Heflin, AL (2019)



portion of the population being white and higher black representation. The state reported 68% of the population being white and the US showed 73%, while black population recorded 26% and 12%, respectively.

The nation, in turn, showed a somewhat considerably higher portion of other races compared to the city, county, and state, thus indicating more diversity. This information indicates higher race diversity in the state and nation, in terms of white and black populations, compared to the city and county, both of which held higher white population and lower black population. The nation showed significantly more diversity in other races than did the city, county, and state at this time. Figure P-7 illustrates race distribution for Heflin, Cleburne County, Alabama, and the U.S. in 2019. For more information see Table P-7 Race Distribution in Appendix A.

Gender Distribution

In typical American communities females tend to slightly outnumber males, due primarily to higher male mortality rates and longer female life expectancy. Heflin closely followed this pattern for 2010, as well as Cleburne County and Alabama communities, in general. However, both the city and county held a slightly higher portion of females in 2000. Heflin's population, in 2000, comprised 50% male and 50% female and showed very little change in 2010 with 49.6% male and 50.4% female. Cleburne County and Alabama reported similar minor change as the county reported 50.1% male and 49.9% female in 2000 and 49.8% male and 50.2% female in 2010 while Alabama recorded 48% male and 51% female in both years. The U.S. showed a similar distribution with 49% male and 50% female in 2010. For more information consult Table P-8 Gender Distribution for Heflin, Cleburne County, and Alabama between 2000 and 2010 and the U.S. in 2010 for comparative purposes in Appendix A.

Summary of Population Information

Population information for this chapter was obtained from the 2000 and 2010 decennial census and also the 2013-2015 and 2015-2019 American Community Survey in order to examine more recent population trends. Historic population trends for Heflin show that the city has undergone substantial population growth, particularly between 1920 and 1960 which could be attributed to successful employment growth due to the availability of the railroad and Interstate 20. Then from 1970 through present day the city reported only minor population growth along with some decline in a couple decades. Between 1990 and 2019 Heflin grew by a significant 18% and Cleburne County reported a 16% increase, both of which fell short of population growth in Alabama at 21% and the U.S. at 33%. Such loss and stagnation in population could also be due to decline in manufacturing during this time period.

In terms of change in age distribution, between 2000 and 2010 the city's only increases were in toddler/preschool (less than 5), middle age/working adults (45 to 64), and senior/retired (65+), all of which grew by a moderate 10%. All other age groups declined in population somewhat, with the single largest losses in young adult/college age and young adult/beginning worker, both at -11%. Such loss for the city could be due to employment loss, as previously mentioned, forcing younger workers and families to find jobs elsewhere. By a small margin, middle age/working adult was the single largest age group in the city in 2019. For marital status, the city reported a slightly larger portion of widowed persons than the county, state, and nation. In race distribution the city closely followed the county, state, and nation with white being the considerable majority, blacks a distant second and other minorities representing a small fraction of the population. Gender distribution for the city also

reported similar findings, in general, with females slightly outnumbering males.

Analytical Summary

The analytical summary provides a general review of the topics discussed in each chapter followed by a brief assessment of the information.

Historical Population Trends

Regarding historic population trends, Heflin has shown, for the most part, continuous and steady growth in population, with only a slight dip in 1990. Estimates for 2019 also report a minor -1.2% decline from the 2010 population. From its founding in 1886, the Census recorded 383 persons in the city in 1890 and in 2019, the city held an estimated population of 3,437. Heflin's most significant growth occurred between 1900 and 1910, with an 82% climb. The city also grew in population substantially from 1930 to 1950, increasing in population by 37% from 1930 to 1940 and 18% from 1940 to 1950. In more recent years, from 1990 to 2019, both Heflin and Cleburne County reported moderate population growth, particularly the city, which increased by 18%. The county grew by 16% during this time while the state showed a 21% growth and the nation 33%.

Assessment: From Heflin's early history, between 1890 and 1960, the population grew substantially and consistently, mostly due to convenient transportation options such as the railroad and Interstate 20. Then in the latter half of the 20th century to present day, city population declined in a few decades most likely attributed to decline in the city's industries.

Place of Birth

Place of birth patterns show that the substantial majority (68%) of Heflin residents were born in Alabama or born in another Southern state (21%) indicating minor in-migration from other places around the country or from another country. Interestingly, Heflin also showed a fairly high portion of residents born in a Midwestern state at 4.0%, compared to other regions of the country. The city showed little representation of residents born in other states outside southern and midwestern with 2.7% migrating in from a Western state and 0.7% from a Northeastern state.

Assessment: Heflin reported only minor in-migration from other places in the nation or from other countries. The largest portion of in-migration was in residents born in another southern state and those born in a midwestern state.

Place of Residence

According to Census data, Heflin residents have been reasonable stationary. Place of residence information shows that in 2015 the considerable majority of residents (87%) remained in their same home 1 year prior, however, in 2019 that figure dropped slightly to 86.5%, indicating some minor migration to another home. Most likely, the majority of these residents moved to another home in the same county as indicated by the rise in county migration from 5% in 2015 to 9% in 2019.

Assessment: Similar to place of birth, Heflin reported only minor in-migration based on place of residence patterns.

Age Distribution

Change in Age Distribution: In terms of change in age distribution between 2000 and 2010 the city's only increases were in toddler/preschool (less than 5), middle age/working adults (45 to 64), and senior/retired (65+), all of which grew by a moderate 10%. All other age groups declined in population somewhat, with the single largest losses in young adult/college age and young adult/beginning worker, both at -11%. For comparison, Cleburne County showed somewhat similar change, with the exception of youth/k-12 populations, which grew by 3.6%.

Age Distribution: In 2019, age distribution showed fairly similar representation of age groups compared to Cleburne County, Alabama, and the U.S. Middle age/working adults ranked the single largest age group in the city at 26.5%, however, young adult/beginning worker showed only slightly lower representation at 23.1%. Together, these age groups composed almost half of Heflin's population at 49%, showing the city to have a good mix of young working adults and older working adults available to the local workforce.

Median Age: Between 2000 and 2010 median age for Heflin rose moderately from 38.2 to 41.3 as did median age for Cleburne County, climbing from 37.6 to 40.6. Alabama median age, however, declined slightly from 37.9 to 35.8 and the U.S. decreased slightly from 35.4 to 35.3 during this time.

Assessment: Heflin, between 2000 and 2010 declined in every age group with the exception of toddler/preschool (less than 5), middle age/working adults (45 to 64), and senior/retired (65+), all of which grew by a moderate 10%. The city grew most significantly in ages 45-65+, while the county, state, and nation all grew in this age group as well. Middle age/working adult was the largest age group for the city, only slightly outranking young adult/beginning worker in 2015.

Marital Status

In 2019 Heflin reported somewhat similar portions in marital status compared to Cleburne County, Alabama, and the U.S. Approximately 49% of city residents, and those of the state and nation, both at 48%, were married during this time, while the county at 56% reported a substantially higher portion of married residents. The city also showed somewhat larger representation in widowed residents at 12% compared to the county at 9%, the state at 7% and the nation at 6%.

Assessment: In 2015, the city reported a significantly higher portion of widowed persons than the county, state, and nation and a similar portion of married. This could be attributed slightly higher representation of seniors than the state and nation.

Race Distribution

Data from race distribution for Heflin, in 2019, shows the overwhelming majority (92%) of residents being white, while 4% were black. Only 2% were of some other race and 1.2% two or more races. Cleburne County reported similar findings with 94% white and 3% black. Both Alabama and the U.S. showed somewhat different race distribution from Heflin and Cleburne County with a smaller portion of the population being white and higher black representation.

Assessment: Both Heflin and Cleburne County showed similar race distribution with white representing the substantial majority and black a distant second. Both Alabama and the U.S. reported

more representation in races other than black and white, showing slightly more racial diversity.

Gender Distribution

In typical American communities females tend to slightly outnumber males, due primarily to higher male mortality rates and longer female life expectancy. Heflin closely followed this pattern for 2010, as well as Cleburne County and Alabama communities, in general. However, both the city and county held a slightly higher portion of females in 2000. Heflin's population, in 2000, comprised 50% male and 50% female and showed very little change in 2010 with 49.6% male and 50.4% female. Cleburne County and Alabama reported similar minor change as the county reported 50.1% male and 49.9% female in 2000 and 49.8% male and 50.2% female in 2010 while Alabama recorded 48% male and 51% female in both years. The U.S. showed a similar distribution with 49% male and 50% female in 2010.

Assessment: Heflin reported similar gender distribution to Cleburne County, Alabama, and the U.S. with females slightly outnumbering males in 2010.

CHAPTER III: ENVIRONMENTAL FEATURES

The natural landscape and its features play an important role in the development and planned growth of any community. Features such as floodplains, wetlands, threatened or endangered species habitats, steep slopes, sensitive and rocky soils can be a hindrance to development. Other features such as lakes, streams, rivers, mountains, mineral resources, caves, and forests can act as economic catalysts in the form of resource harvesting, recreational opportunities, and/or eco-tourism. Good planning should recognize these benefits natural amenities provide, utilize them to their full extent, and minimize ecological damages in the process. Misguided and unmitigated development on sensitive lands often results in ecological and economic disasters in the form of landslides, sinkholes, and increased flooding. Through prior identification of these hazards and proper guidance of development, many disasters can be avoided, and community enhancements realized. Sensitive lands could be preserved for parks and open space, adding amenities and character to the community. It is in Heflin's best interest to guide and direct what kinds of developments are most suitable for any given area and how much building is feasible. With modern engineering and construction equipment, building in areas once thought impossible are now possible, however, this often is costly and not always the best and most effective option. The natural environment will always be a pivotal factor in development decisions. This chapter examines environmental features, such as soil characteristics, steep slopes, floodplains, water resources, wetlands, wildlife habitats, and threatened and endangered species, in order to identify areas sensitive to development and to give general guidance on assessing their development feasibility.

Overview of Natural Resources and Constraints

The City of Heflin is located in the west central portion of Cleburne County bordering the northeastern part of Talladega National Forest. The city is also located near the southern range of the Appalachian Mountains. This mountain range is the eastern equivalent of the Rocky Mountains and is among Earth's oldest mountains. Most of this area is composed of crystalline rock, which is characterized by its strength and rigidity, being made up entirely of crystalized materials.

Notice on the Environmental constraints map, Map #03, that Talladega National Forest is located adjacent to areas of steep slopes. The mountainous area provides Heflin with many recreation opportunities, including seven different trails. The Heflin Spur of the Pinhoti trail especially highlights the natural heritage and geography of the southern Appalachian range. These beautiful, diverse areas make Heflin a premier destination to explore nature.

According to soil inventory data, Heflin showed substantial environmental constraints throughout the city, the most prevalent of which were steep slopes, flood prone areas, septic restrictive (areas requiring sewer), and floodplains (100 year). The most significant environmental constraint for the city was septic restrictive areas, accounting for approximately 7,006 acres and 69% of the total land area coverage. These areas consist of soils unfit for septic system percolation and drainage and extend extensively throughout the city.

Steep slope areas ranked second to septic restrictive in city area coverage accounting for approximately 1,924 acres and 19% of the total land area. These areas consist of rough, dry soils and are located primarily on the city outskirts surrounding the city in all directions and most extensively in the eastern portion where the city borders the eastern edge of Talladega National Forest. Substantial development in steep slope areas should take necessary precautions in order to prevent erosion and

water run-off which could cause structural instabilities.

Flood prone areas comprised approximately 1,035 acres and 10% of the land area in the city limits. These areas are typically located adjacent to or overlapping floodplains which follow from stream and riverbanks. In general, land deemed as floodplains tend to flood more rapidly and excessively than flood prone areas due to the nature of the soils, low elevations, and close proximity to water bodies. Data pertaining to floodplain areas have been obtained in accordance with FEMA floodplain FIRM (Federal Insurance Rate Maps) maps and flood prone areas as identified by the USDA's National Resources Conservation Service (NRCS) maps. Heflin's flood prone areas and floodplains have formed extensively throughout the city in patterns which follow streams, flowing mostly in and around city lowlands, including the downtown. One-hundred-year floodplains constituted approximately 965 acres and 9% of the total land within the city.

Wetlands, freshwater emergent and freshwater forested/shrub together, covered approximately 34 acres and 0.3% of land within the city limits. Wetlands have numerous definitions; however, the U.S. Fish and Wildlife Service define wetlands as, "wetlands are lands transitional between terrestrial and aquatic systems where the water table is usually at or near the surface or the land is covered by shallow water." This definition implies that a wetland is wet for some period of time, but not necessarily permanently wet. The National Wetlands Inventory, under the U.S. Fish and Wildlife Service, generally describes freshwater emergent wetland (Map Code: PEM) as herbaceous march, fen, swale, and wet meadow. These wetlands are characterized by erect and rooted herbaceous hydrophytes (plants that grow only in water), excluding moss and lichens, with vegetation present for most of the growing season, usually dominated by perennial plants, which die off each year. Freshwater forested/shrub wetland (Map Code: PFO, PSS) is described as forested swamp or wetland shrub bog or wetland. These wetlands are generally denser in plant life than emergent and provide woody vegetation 6 meters tall or taller. Table EF-1 shows environmental features/constraints and distribution for Heflin in 2019.

Table EF-1. Environmental Features: Heflin, 2019

Environmental Feature/Constraint	Acreage	Percent Distribution
Steep Slopes	1,924.90	19%
Flood Prone	1,035.23	10%
Septic Restrictive	7,006.78	69%
Water	123.16	1%
Wetlands (Freshwater Emergent)	11.55	0.1%
Wetlands (Freshwater Forested/ Shrub)	23.37	0.2%
Freshwater Pond	44.98	0.4%
Lake	84.56	1%
Riverine	.57	0.01%
Floodplains (100 yr.)	965.98	10%
Total City Acreage	10,090.07	100%
Source: EARPDC database, 2019		

Soil Characteristics

Proper knowledge and understanding of soil characteristics is useful in determining environmental constraints and land suitability for specified development intensity. Soil types and classifications are extensively numerous and any given community could discover a myriad of samples to categorize. Therefore the scope of this soil characteristics study is to examine only the most commonly associated soil types, distinguishing environmental constraints such as steep slopes, flood prone, septic restrictive (areas requiring sewer), and floodplains and wetlands. Heflin's general soil type for the entire city is classified as Tatum-Tallapoosa-Fruithurst Association—which comprises moderately deep and shallow loamy soils formed in material weathered from slate with slopes ranging from 2 to 65 percent. Specified soil series for the city are classified as the following: 1) Cheaha Series 2) Madison Series, and 3) Mecklenburg Series. The Environmental Constraints Map (Map___) identifies and locates the city's environmental constraints based on these and other soil classifications in order to guide and direct land use and development decisions accordingly. Soil information was made available through the Soil Survey of Cleburne County, 1974. The following highlights list environmental constraints in Heflin along with their associated soil series or classifications, characteristics, and pertaining development limitations:

Steep Slopes—Cheaha Series—consists of moderately deep, well-drained, stony soils on mountains. Slopes range from 15 to 60 percent.

Septic Restrictive—Madison Series—consists of moderately deep, well-drained soils formed in material weathered from mica schist. Permeability is moderate and available water capacity is medium. Slopes range from 2 to 25 percent.

Floodplain and Flood-prone—Mecklenburg Series—constitute moderately deep, well-drained soils on uplands, formed in material weathered from chloritic schist. Soils have slow permeability and low available water capacity. Slopes range from 2 to 10 percent. These areas should be preserved and planned for parks and recreation or low density residential development where feasible.

Steep Slopes

Steep slopes are an environmental constraint worthy of attention. Many slopes have weak or loose soils unfit for development. Modern engineering practices may be able to overcome these obstacles, but not without major costs, significant time, and careful planning. Development along steep slopes also exacerbates storm-water runoff, as paved ground is less capable of absorbing rain and other water based elements. Although criterion for slope development varies, the following general thresholds are used in planning and engineering to determine acceptable and non-acceptable developments:

3 percent

Generally accepted limit for railroads

8 percent

Generally accepted limit for highways, although grades of 6 percent or less are desirable for highways intended to accommodate heavy truck traffic.

10 percent

Generally accepted limit for driveways

15 percent

Point at which engineering costs for most developments become significant and extensive anchoring, soil stabilization, and stormwater management measures must be applied.

25 percent

Generally accepted limit for all development activity.

Heflin has considerable steep slope coverage, as previously discussed, with approximately 1,924 acres and 19% land coverage within the city limits, surrounding the city on all sides, with the most prevalent steep slopes in the western part at the eastern edge of Talladega National Forest. Most of this area should be preserved for parks and recreation, with low density residential development where feasible.

Floodplains

Floodplains are areas highly susceptible to flood conditions occurring during extreme rainfall and should thus be reserved for minimal development. According to the Natural Resources Conservation Service a floodplain is defined as, “the nearly level plain that borders a stream and is subject to inundation under flood stage conditions unless protected artificially.” Buildings constructed in floodplains should be placed on significantly tall foundations or built so as to redirect water flow into more suitable areas of the floodplain. As a general rule, development in floodplains should be avoided so as to allow the floodplain to absorb water and in turn recharge groundwater resources. If properly maintained and preserved floodplains can be a valuable resource. Floodplains are rich in nutrients continually cycled through rivers, streams, and lakes, which makes the land primarily suitable for farming and pastureland. The floodplain, secure in its natural state, serves to protect our drinking water, conserve the beauty of our natural resources, and sustain our local ecosystems.

Floodplains are divided into three zones determined by the Federal Emergency Management Agency (FEMA). According to FEMA, zones for floodplains are specified as followed:

Zone A

Areas of 100-year base flood elevations and flood hazard factors not determined. These areas are of dark color on the FEMA floodplain map.

Zone B

Areas between limits of the 100-year flood and 500-year flood, or certain areas subject to 100 year flooding with average depths less than one (1) foot or where the contributing drainage area is less than one square mile, or areas protected by levees from the base flood. These areas are of a lighter color than Zone A on the floodplain map.

Zone C

Zone C areas are areas of minimal flooding. These areas are not indicated by color on floodplain maps.

Heflin’s 100-year (Zone A) are located primarily along Calhulga Creek and Town Creek, and their tributaries, running through the downtown and central portion of the city. Floodplain acreage constitutes approximately 965 acres of 100-year (9% of the total land area). Floodplains and flood prone

areas are shown on the Environmental Constraints Map (Map# 03) and may overlap each other at particular locales.

Water Resources

Water resources serve a variety of positive functions for the community. A clean and beautiful aquatic environment not only benefits residents environmentally, but also economically. Eco-tourism adds to local revenue and attracts businesses. Developing in a manner that best utilizes this highly valued resource is in the best interest of any community. Overall, quality water resources enhance quality of life. Heflin's primary water resource is Cahulga Creek, located in the northwest area of the city. Other water resources in and surrounding the city include Cane Creek in east Heflin, the Tallapoosa River to the south, and Town Creek and Lake Heflin near the city center. Heflin waterways are tributaries to the Talladega River. Cahulga Creek offers a park and disk golf course, just to the east of Talladega National Forest.

The Alabama Environmental Management Act authorizes the Alabama Department of Environmental Management (ADEM) to establish and enforce water quality standards, regulations and penalties in order to maintain state and federal water quality provisions. From this authorization, the ADEM Administrative Code prohibits the physical, chemical, or biological contamination of state waters through source and non-point source pollution. Point source pollution is defined as pollution originating from a definable source such as a ditch, pipe, concentrated animal feed lot, or container. Non-point source pollution does not originate from a defined source, but can be attributed to agricultural and construction related runoff, and runoff from lawns and gardens.

Wetlands

Since the passage of the Clean Waters Act (CWA) in 1977, wetland preservation has gained in national attention. More than 100 million acres of wetlands in the continental U.S. and Alaska have been preserved. Wetlands function as a vital aquatic system contributing to habitat diversity, flood control, and recharging and cleaning of polluted water. They also provide green space for communities, which drive up neighboring property values. For the purpose of this plan, the U.S. Fish and Wildlife Service defines wetlands as "wetlands are lands transitional between terrestrial and aquatic systems where the water table is usually at or near the surface or the land is covered by shallow water."

Wetlands are protected nationally under Section 404 of the Clean Water Act, which requires permits for the discharging and dredging of defined "wetlands." Section 404 is jointly administered by the Army Corps of Engineers (Corps) and the Environmental Protection Agency (EPA). The Corps administers permits, while the EPA sustains the right to veto any permit issued. Developers should always contact the nearest Corps officials before disturbing considered wetland areas.

Heflin determined wetland areas, such as freshwater emergent wetlands covering 11 acres (0.1%) and freshwater forested/shrub accounting for 23 acres (0.2%) are located in small pockets throughout the city, typically near or overlapping floodplains. For more detail see Map#____: Environmental Constraints.

Wildlife Habitats

Every year millions of people across the U.S. spend time and monetary resources viewing wildlife and enjoying the great outdoors. Nature serves as an escape and refuge from the busy and congested urban environment. Heflin should consider identifying lands sensitive to environmental degradation and work with the Georgia-Alabama Land Trust to adequately reserve and manage land for wildlife preservation. The Georgia-Alabama Land Trust is a non-profit 501 (c)(3) conservation organization dedicated to protecting land for present and future generations by helping private land owners protect land through conservation easements and manage their land through Land Protection and Land Stewardship Programs. Conservation easements allow land owners to set aside or protect areas from encroaching development, protecting valuable farm and forestland, ecologically significant areas, water sources, and natural view-sheds. As of 2017, the Georgia-Alabama Land Trust has safeguarded more than 350,000 acres of open space throughout Alabama and Georgia with more than 560 conservation easements, making the Land Trust the leader in land protection in the southeastern US.

Opportunity exists for wildlife habitat preservation in Heflin. As a planning consideration, Heflin should promote and encourage land and wildlife preservation in order to enhance the city's draw as an outdoor recreational community. Wildlife preservation could be promoted through designation of conservation easements in floodplains, steep slopes, and other areas where development is already substantially limited. Although easements reduce property values and decrease its market value, resource conservation, even on private land, is considered a charitable donation by the IRS and qualifies land owners to take an income tax deduction for as much as the full value of the donation, limited to 50% of the donors adjusted gross income, over the course of 15 years. The conservation value of a particular property depends on the character of the property and the needs of the landowner. An example of such value may include any one or more of the following (According to the Georgia-Alabama Land Trust):

- Maintain and improve water quality
- Perpetuate and foster the growth of healthy forest
- Maintain and improve wildlife habitat and migration corridors
- Protect scenic vistas visible from roads and other public areas
- Ensure that lands are managed so that they are always available for sustainable agriculture and forestry

Threatened and Endangered Species

National environmental policies protect this country's natural resources and amenities. The Endangered Species Act (ESA), passed by Congress in 1973, was established to protect species of plants and animals from extinction. Plants and animals listed as threatened or endangered species by the U.S. Department of Interior are to be protected on both public and private land. Endangered species are defined, according to the ESA, as: "any species which is in danger of extinction throughout all or a significant portion of its range." Threatened species are defined as: "any species that are likely to become endangered in the foreseeable future." Plant and animal species may be placed on the threatened and endangered species list if they meet one or more of the following scientific criterion: (1) current or threatened destruction of habitat, (2) overuse of species for commercial, recreational, scientific, or educational purposes (3) disease or predation, (4) ineffective regulatory mechanisms, and (5) other natural or manmade factors affecting the species' chances of survival. The U.S. Fish and

Wildlife Service (USFWS) is charged with the responsibility of enforcing ESA regulations. Although most forest and lake related activities would not affect endangered species, developers, loggers, and other land-owners should review their plans with the USFWS or the Alabama Department of Natural Resources to verify ESA compliance.

Alabama is an ecologically diverse state with a significant amount of threatened and endangered species. Only the States of California at 282 and Hawaii (502) have more plants and animals than Alabama (143) placed on the threatened and endangered species list. According to the USFWS Alabama Ecological Services Field Station, the latest listing for threatened and endangered species in Cleburne County have been listed as follows

Birds—The Red-cockaded Woodpecker *Picoides borealis* was listed as endangered in Cleburne County as well as in Alabama in general and several other southeastern states. Broadly described, the bird has a longish bill, black barred white with a black crown, nape, and moustachial stripe border white cheeks and side of neck. The male shows a small red mark on the side of nape.

Flowering Plants—Flowering plants reported as endangered in Cleburne County constituted the Tennessee Yellow-eyed grass *Xyris tennesseensis* and the Green Pitcher-plant *Sarracenia oreophila*, while threatened species included Mohr's Barbara's buttons *Marshallia mohrii* and the White Fringeless orchid *Platanthera integrilabia*.

Clams—Clams listed as endangered consisted of the Southern Acornshell *Epioblasma othcaloogensis*, Upland Combshell *Epioblasma metastrata*, Ovate Clubshell mussel *Pleurobema perovatum*, Coosa Moccasinshell mussel *Medionidus parvulus*, Triangular Kidneyshell mussel *Ptychobranthus greenii*, Southern Clubshell mussel *Pleurobema decisum*, Southern Pigtoe *Pleurobema georgianum*. The Fine-lined Pocketbook mussel *Lampsilis altilis* was listed as threatened.

Fish— The Blue Shiner *Cyprinella caerulea* was listed as threatened.

Mammals—Mammals listed as endangered included the Indiana bat *Myotis sodalists*, and the Gray bat *Myotis grisescens*, while the Northern Long-Eared Bat *Myotis septentrionalis* was listed as threatened.

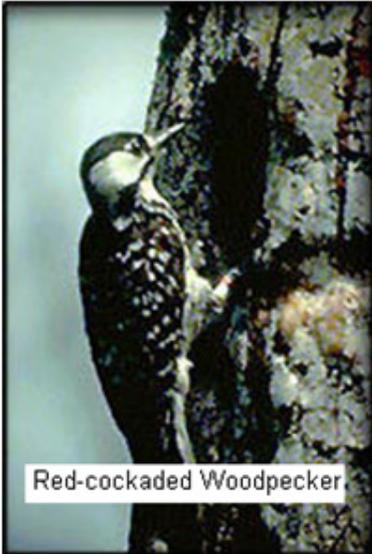
Insects—The Monarch Butterfly *Danaus plexippus* is listed as a candidate species. This means the species is under consideration for official listing, as there is sufficient evidence to support listing.

As a part of policy to preserve the natural environment and inherent species diversity, the town should implement best management practices for forestry, maintained and updated by the Alabama Forestry Commission, taking the above mentioned species into account. These management practices are not regulations, but rather general guidelines for development and construction which best manages environmental protection and impact mitigation.

The Best Management Practices for Forestry guidelines include preservation and maintenance procedures for the following amenities and tactics: 1) Streamside Management Zones, 2) Stream Crossings, 3) Forest Roads, 4) Timber Harvesting, 5) Reforestation/Stand Management, 6) Forest-ed Wetland Management, 7) and Revegetation/Stabilization.



Mohr's Barbara Buttons



Red-cockaded Woodpecker



Indiana bat



White fringeless Orchid



Tennessee Yellow-eyed Grass



Northern Long-eared Bat



Gray bat

Analytical Summary

The analytical summary provides a general review of the topics discussed in each chapter.

Steep Slopes

Heflin has considerable steep slope coverage, as previously discussed, with approximately 1,924 acres and 19% land coverage within the city limits, surrounding the city on all sides, with the most prevalent steep slopes in the western part at the southwestern edge of Talladega National Forest. Most of this area should be preserved for parks and recreation, with low density residential development where feasible.

Floodplains

Heflin's 100-year (Zone A) floodplains are located primarily along Cahulga Creek and Town Creek, and their tributaries, running through the downtown and central portion of the city. Floodplain acreage constitutes 965 acres of 100-year (9% of the total land area).

Flood Prone Areas

Flood prone areas account for approximately 1,035 acres and 10% of the total land area. These areas are typically located adjacent to or overlapping floodplains which follow from stream and riverbanks.

Septic-Restrictive Areas (Areas Requiring Sewer)

Septic restrictive (areas requiring sewer) constraints are the most prevalent environmental constraint in the city, comprising 7,006 acres and 69% of the land area in the city limits. These areas consist of soils unfit for septic system percolation and drainage and extend extensively throughout the city.

Water Resources

Heflin's primary water resource is the Cahulga Creek and Reservoir, a tributary to the Tallapoosa River and located in the northwest area of the city. Other water resources in and surrounding the city include Cane Creek in east Heflin, the Tallapoosa River to the south, and Town Creek and Lake Heflin near the city center. Heflin waterways are tributaries to the Talladega River. Cahulga Creek offers a park and disk golf course, just to the east of Talladega National Forest.

Wetlands

Heflin determined wetland areas, such as freshwater emergent wetlands covering 11 acres (0.1%) and freshwater forested/shrub accounting for 23 acres (0.2%) are located in small pockets throughout the city, typically near or overlapping floodplains.

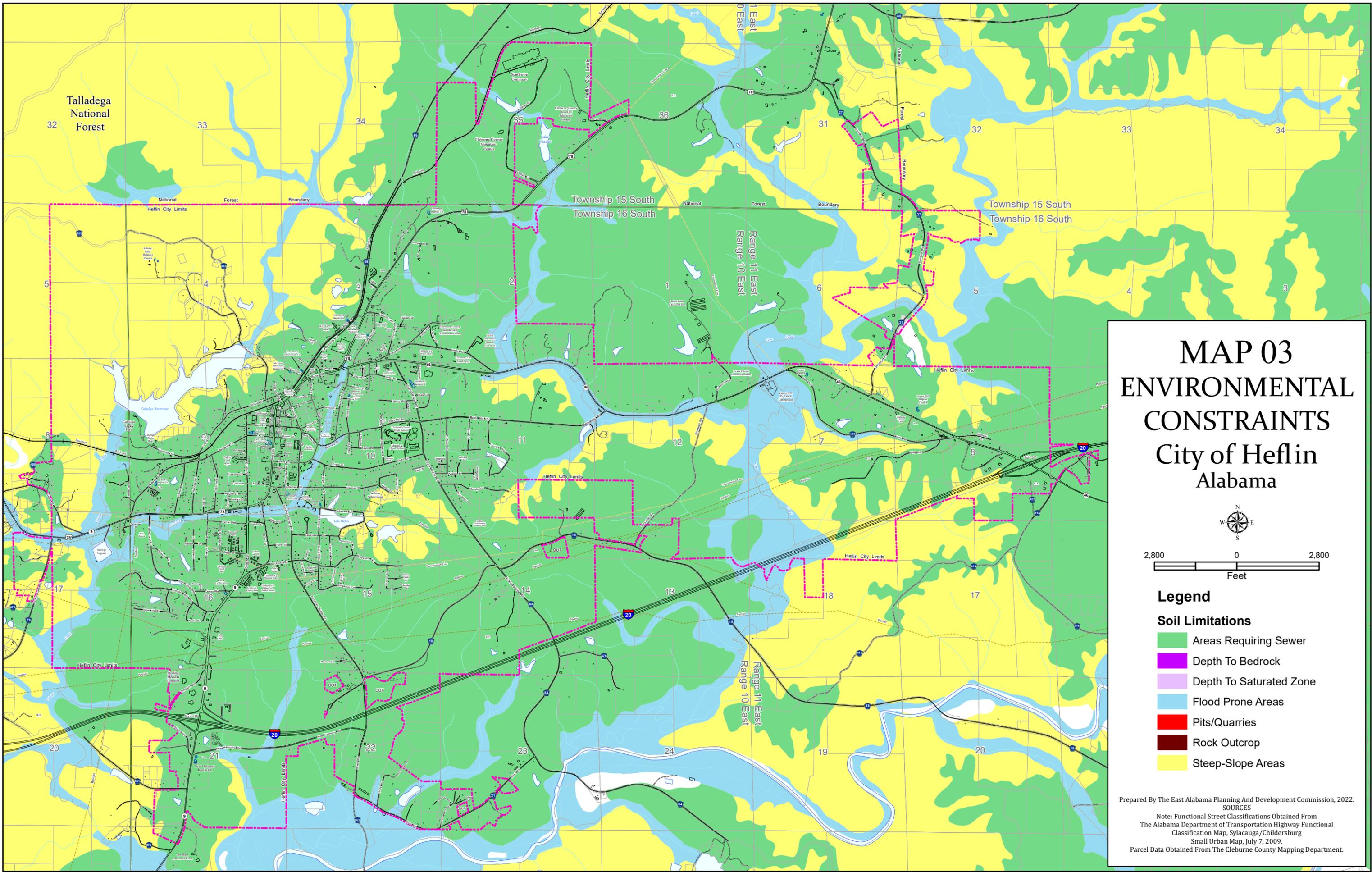
Wildlife Habitats

Opportunity exists for wildlife habitat preservation in Heflin. As a planning consideration, Heflin should promote and encourage land and wildlife preservation in order to enhance the city's draw as an outdoor recreational community. Wildlife preservation could be promoted through designation

of conservation easements in floodplains, steep slopes, and other areas where development is already substantially limited.

Threatened and Endangered Species

There are 18 threatened and endangered species that call Cleburne County home. As a planning consideration, in order to protect and maintain plant and animal species, Heflin could implement Best Management Practices for Forestry. The Best Management Practices for Forestry guidelines include preservation and maintenance procedures for the following amenities and tactics: 1) Streamside Management Zones, 2) Stream Crossings, 3) Forest Roads, 4) Timber Harvesting, 5) Reforestation/Stand Management, 6) Forested Wetland Management, 7) and Revegetation/Stabilization. These practices are regularly maintained and updated by the Alabama Forestry Commission.



MAP 03 ENVIRONMENTAL CONSTRAINTS City of Heflin Alabama

2,800 0 2,800
Feet

Legend

Soil Limitations

- Areas Requiring Sewer
- Depth To Bedrock
- Depth To Saturated Zone
- Flood Prone Areas
- Pits/Quarries
- Rock Outcrop
- Steep-Slope Areas

Prepared By The East Alabama Planning And Development Commission, 2022.
 SOURCES
 Note: Functional Street Classifications Obtained From
 The Alabama Department of Transportation Highway Functional
 Classification Map, Sylacauga/Childersburg
 Small Urban Map, July 7, 2009.
 Parcel Data Obtained From The Cleburne County Mapping Department.

CHAPTER IV: LAND USE

A comprehensive plan must explore existing land use, development trends, and zoning patterns in order to understand how the city has developed, why it developed as it did, and what development will most likely occur given the current trends. A proper understanding of land use, zoning, and development patterns allows officials to make informed decisions affecting the orderly growth and development of their city.

The purpose of the land use chapter is to guide and direct development with the goal of sustaining orderly and coordinated development in accordance to changing needs, presently and in the future. This chapter examines existing land use, zoning patterns, compares existing land use and zoning patterns, and proposes a future land use plan which gives recommendations for coordinating better land use within the city. Maps at the end of this chapter comprise of an Existing Land Use Map (Map 04), which shows land use at present, a Zoning Map (Map 05), which shows present zoning districts, and a Land Use Plan Map (Map#06) which is a conceptual future land use plan meant to be consulted in guiding zoning and development decisions.

Definitions

The following land use categories are described below for use in the Heflin Comprehensive Plan.

Single-Family Residential

Areas intended for a detached residential dwelling unit, other than a mobile home, designed for and occupied by one family only.

Multi-Family Residential

Areas intended for detached residential units containing two or more dwelling units such as duplexes, townhomes, condominiums, dormitories, and apartments.

Manufactured Home Park

Areas intended for mobile homes, in which any plot of ground upon which one or more mobile homes occupied for dwelling purposes are located, regardless of whether or not a charge is made for such accommodations.

Commercial

Areas intended for shopping centers, free-standing stores, service establishments, offices, and in some cases residential uses.

Industrial

Areas intended for manufacturing and research and development facilities.

Public and Semi-Public

Areas intended for public and semi-public uses including city governmental offices, public schools,

churches and cemeteries.

Parks and Recreation

Public areas intended for recreational use including athletic fields, playgrounds, and nature areas.

Agriculture

Areas actively engaged in or suited for farm production under specified conditions.

Undeveloped/Forestry

Includes private and vacated land upon which no development or active use is apparent. Included in this category is roadway, railroad, and utility rights-of-way and forested land, which may or may not be actively engaged in timber production.

Existing Land Use

Existing land use data helps communities determine how a city will develop and what types of development it favors and does not favor. The East Alabama Regional Planning and Development Commission maps and records data on land use in the city limits. Heflin has approximately 10,090 total acres within the city limits, which includes right-of-ways and bodies of water and 9,173 land use acres, which does not include right-of-ways and water. Approximately 6,553 acres in the city are undeveloped leaving room for development as environmental constraints allow. For more detail on existing land use see Map#04: Existing Land Use. Table LU-1 shows existing land use acreage for the City of Heflin in 2021.

Table LU-1. Existing Land Use Acreage: City of Heflin, 2021

Land Use Category	Acres in City	% of Total Land Area	% of Developed Land Area
Agricultural	663.98	7%	25%
Commercial	188.07	2%	7%
Industrial	178.73	2%	7%
Single-Family Residential	1,318.47	13%	50%
Multi-Family Residential	44.30	0.4%	2%
Parks and Recreation	52.12	1%	2%
Public	194.48	2%	7%
Undeveloped	6,533.83	65%	N/A
Total Land Use Area (minus water &ROW)	9,173.98	100%	N/A
Total Developed Land	2,640.14	26%	100%
Total City Acreage	10,090.07	N/A	N/A
Source: EARPDC database, 2021			

Agriculture

Agriculture constitutes a somewhat significantly large portion of the city with 663 acres (7% of the total city land area and 25% of developed land within the city limits). Much of the agricultural land extends to the southern part of the city, following various rivers and streams.

Commercial

Approximately 188 acres (2% of the total land area and 7% of the total developed areas) in Heflin is dedicated to commercial development. The significant majority of this land is located in the downtown near AL Hwy. 46 and along AL Hwy. 9 in the west-central part of the city. Downtown is comprised mostly of small business establishments along AL Hwy. 46 and U.S. Hwy. 78 and various surrounding roads. A substantial goal for the city is to promote and enhance commercial development through small business establishments in the downtown and more intensive commercial use along US Hwy. 9, as environmental constraints, particularly floodplains, allow.

Industrial

Heflin uses about 178 acres for industrial development (2% of the total land area and 7% of the total developed). Much of the city's industrial land is located in the north-central parts of the city, including Spears Remanufacturing, Southwire/Forte, and Rusken Packaging. Other industrial areas are located to the south, and east of the downtown. For example, Colonial Pipeline Co. operates a facility to the east of downtown near Interstate 20. As a general goal the city should strive to promote and encourage industrial development in areas on the outskirts of the city, yet with convenient access to major highways and railways for transport of goods and services.

Residential

Residential land use in the form of single-family housing is spread fairly consistently throughout the city, with the largest concentrations in north-central and south-central sections. Single-family residential is, significantly, the largest and most dominant developed land use with approximately 1,318 acres in the city (23% of the total land use area and 50% of the developed). Multi-family residential comprises a much smaller portion of land use with 44 acres in the city (0.4% of total land use area and 2% developed) and occupies small pockets in the south-central portion of the city, with a few smaller areas used as such in the north-central part, north of Ross Street.

Public/Parks and Recreation

Provision of public land use plays an important role in community services. Heflin's public land use, accounting for 194 acres (2% total land use and 7% of the developed) is spread throughout the city with most of the land serving the city cemeteries, public service facilities, churches, and schools, among various other parcels located in the central/downtown area of the city. Land dedicated to parks and recreation account for a minor 52 acres (1% of the total land area and 2% developed) comprising city parks and recreational ball fields in the central parts of the city.

Undeveloped

The single most dominate land use in the city is undeveloped, consisting of 6,533 acres and 65% of total land use. The majority of this land is located along steep slopes areas in the northwest and

eastern sections of the city. Much of this land could be considered for parks and recreation expansion or agriculture and woodland.

Zoning Patterns

Zoning plays an important role in the growth and development of the city and its citizens. The zoning ordinance is created to promote desirable standards in land use, prevent land use conflicts, and maintain and guide growth and development in accordance to the comprehensive plan and its goals and objectives for the city. A properly prepared zoning ordinance clarifies to property owners what can and cannot be developed on their property, so as not to interfere with the rights and privileges of their neighbors. The city’s zoning ordinance and zoning map (Map#05: Zoning) should be periodically updated to insure it represents the goals, objectives, and policies best suited for the future growth and development of the community as a whole.

The City of Heflin provides approximately 10,090 acres of zoning, which includes rights-of-way, but not bodies of water. The single most dominant zoning district in the city is agriculture (AG) with approximately 4,515 acres, accounting almost half (44%) of the total zoning acreage. Residential zoning for the city, which includes low density, medium density, and high density, comprises over 2,934 acres and a nearly a third (29%) of all zoned areas. The considerable majority of intensive residential zoned areas, such as high density, are situated in the western part of the city. Although much single-family is zoned in the city center, most is located on the outskirts in the north, south, and eastern sections. Industrial zoning is situated on parcels in the northern parts of the city.

Table LU-2. Existing Zoning Acreage: City of Heflin, 2021

Zoning	District Classification	Acres Zoned	% of Total	Acres Zoned	% of Total
AG-1	Agriculture	4,515.805	44.8%	4,515.805	44.8%
R-1	Single Family Residential	1,746.719	17.5%	2,934.853	29.1%
R-2	Single Family Residential (Duplex, Mobile Homes)	1,092.292	10.8%		
R-3	Multi-Family Residential	87.735	0.9%		
MHP	Manufactured Home Park	8.108	0.1%		
CBD	Central Business District	25.978	0.3%	1,787.539	17.7%
GB	General Business	1,753.988	17.4%		
NB	Neighborhood Business	7.574	0.1%		
M	Industrial	852.191	8.4%	852.191	8.4%
Total Zoning		10,090.388	100%	10,090.070	100%
Source: EARPDC database, 2021					

Business zoning classifications include neighborhood business, general business, and central business and constitutes 1,787 acres and 17.7% of the total land area. Most of the business zoned land in the city is located in the city center and downtown area, with the single-largest areas along AL Hwy. 9 and Interstate 20.

Industrial zoning comprises approximately 852 acres (8% of the total zoned land). The considerable majority of this land incorporates general manufacturing along the railroad and Southwire in the northern part of the city.

Existing Land Use and Zoning Patterns

A comparison of land use and zoning is beneficial in determining land use and zoning patterns. Zoning should reflect community needs and guide land use and development throughout the city. Comparing these elements of the plan based on land use acreage totals and total acreage of land zoned for specific purposes is useful in determining current development patterns and directing how the city should grow, namely how much land is available for any particular land use expansion, and how much more land should be zoned or rezoned to accommodate expanding land use, factoring in environmental constraints such as steep slopes, floodplains, wetlands, and septic restrictive areas.

According to EARPDC land use database and city zoning acreage, Heflin shows ample land available, through zoning, for land use expansion, particularly with agriculture and single-family residential land use. Single-family land use shows substantially large acreages zoned for such use in the south-central part of the city, however, development of much of this land is restricted by septic restrictiveness and some areas of steep slopes, particularly along Evans Bridge Road, where convenient road access would otherwise be maintained. Areas to the east and south of the city could be explored for residential expansion outside steep slope and septic restrictive. The slight majority (65%) of land in the city is undeveloped, which could be attributed to extensive coverage of environmental constraints in the northern and eastern sections. Most commercial land use is located in the city center and downtown and could be expanded in this area, however, somewhat extensive floodplains need to be taken into consideration. The city could consider un-zoned land, without constraints, in the northeast portion for annexation, thus opening additional opportunities for business and residential expansion. Although agriculture covers a substantially large portion of land outside the city limits in the northeastern part of the city, only a minor portion has been brought into the city as such use. Most of the land within the city limits, to the north, is zoned for industrial and multi-family residential in order to accommodate residential growth accordingly. Figure LU-1 displays and compares land use acreage for each land use type with acreage total for each zoning district related to their corresponding land use. Notice the substantially larger amount of single-family residential zoning and agricultural zoning compared to their respective land use acreage. This information shows there is land available for expansion with agriculture, residential, commercial, and industrial use, however environmental constraints, such as steep slopes, floodplains, wetlands, and septic restrictive areas must be taken into consideration and properly planned for in terms of land use expansion and future development.

Land Use Plan

As a community grows and expands, a plan for land use and development is critical for guiding the city in a manner that logically and efficiently meets city goals and objectives. The City of Heflin desires to grow in a manner that effectively and efficiently utilizes land and community resources. The future land use plan and accompanying map (See Map#06: Future Land Use Plan) provides general guidance in this directive. This land use plan offers guidance and direction for land use planning based on land use types and also gives some specific recommendations for improving land use in the city.

Planning for Land Use by Type

The following highlights offer general guidance for each land use type in regards to land use planning and development in the city:

Low-Density and Medium-Density: Single-family residential should be promoted as the major residential use throughout the city. The city should utilize potential infill in established neighborhoods, outside of steep slope, wetlands, floodplains, and septic restrictive areas, in order to protect development and increase housing values. Ideally, single-family should be developed somewhat near to and have substantial access to major roadways in order to enhance traffic circulation and highway access in suburban areas. New single-family developments should be built to include sidewalks, at least along one side of the street in order to provide walk-able and safe neighborhood transport for residents and visitors traveling on foot.

High-Density: Multi-family should be promoted and encouraged to locate in the downtown and central part of the city, where development is more intensive and the accompanying infrastructure—such as roads, water, and sewer can sustain higher population densities and higher traffic volumes. Multi-family developments could be promoted as potential infill near established or potential commercial areas in order to provide increased customer base for local business in the central part of the city.

Commercial: Compact commercial development and small business establishment should be promoted in the central and downtown area with larger and more intensive commercial establishments on major highways such as AL Hwy. 9 and Interstate 20.

Industrial: Industrial development should be promoted and encouraged, through zoning and land use planning, to locate on the outskirts of the city where land is more abundant and larger tracts more available. Industrial areas should also be zoned in locations with close proximity to major highways, such as AL Hwy. 9 and Interstate 20 in order to provide industries with convenient access to the type of transportation infrastructure needed to effectively and efficiently deliver large-scale goods and services. Zoning should also be planned to serve industrial sites with railway access in order to offer this form of transport to manufacturing companies.

Public and Semi-public: Adequate expansion land should be reserved for important community facilities such as schools and other city service buildings.

Environmental Constraints: Accommodations for environmental constraints must be taken into consideration in a land use plan. Constraints such as steep slopes should be reserved for parks and recreation or low density residential development where water and sewer is feasible. Wetlands and extreme flood prone areas should also be reserved for parks and recreation and where feasible, low-density residential. Intensive commercial and industrial developments locating in these areas need to first conduct substantial flood hazard mitigation procedures in accordance with ADEM regulations.

Land Use Recommendations

The following is a list of specific recommendations for improving land use and development in Heflin:

Annexations: Annex into the city various spots of unincorporated land in the north-central section, particularly the mill village area. Incorporation of these areas will give the city control over improvement and reuse of particular areas which may be in need of housing rehabilitation and/or demolition. Such areas should be brought in as single family residential or in compliance with current use.

Future annexations for the city should only be considered for areas in which the city is able to extend proper service provisions such as water, sewer, and garbage collection into.

Analytical Summary

The analytical summary provides a general review of the topics discussed in each chapter.

Agriculture

Agriculture constitutes a somewhat significantly large portion of the city with 663 acres (7% of the total city land area and 25% of developed land within the city limits). Much of the agricultural land extends to the southern part of the city, following various rivers and streams.

Commercial

Approximately 188 acres (2% of the total land area and 7% of the total developed areas) in Heflin is dedicated to commercial development. The significant majority of this land is located in the downtown near AL Hwy. 46 and along AL Hwy. 9 in the west-central part of the city. Downtown is comprised mostly of small business establishments along AL Hwy. 46 and U.S. Hwy. 78 and various surrounding roads. A substantial goal for the city is to promote and enhance commercial development through small business establishments in the downtown and more intensive commercial use along US Hwy. 9, as environmental constraints, particularly floodplains, allow.

Industrial

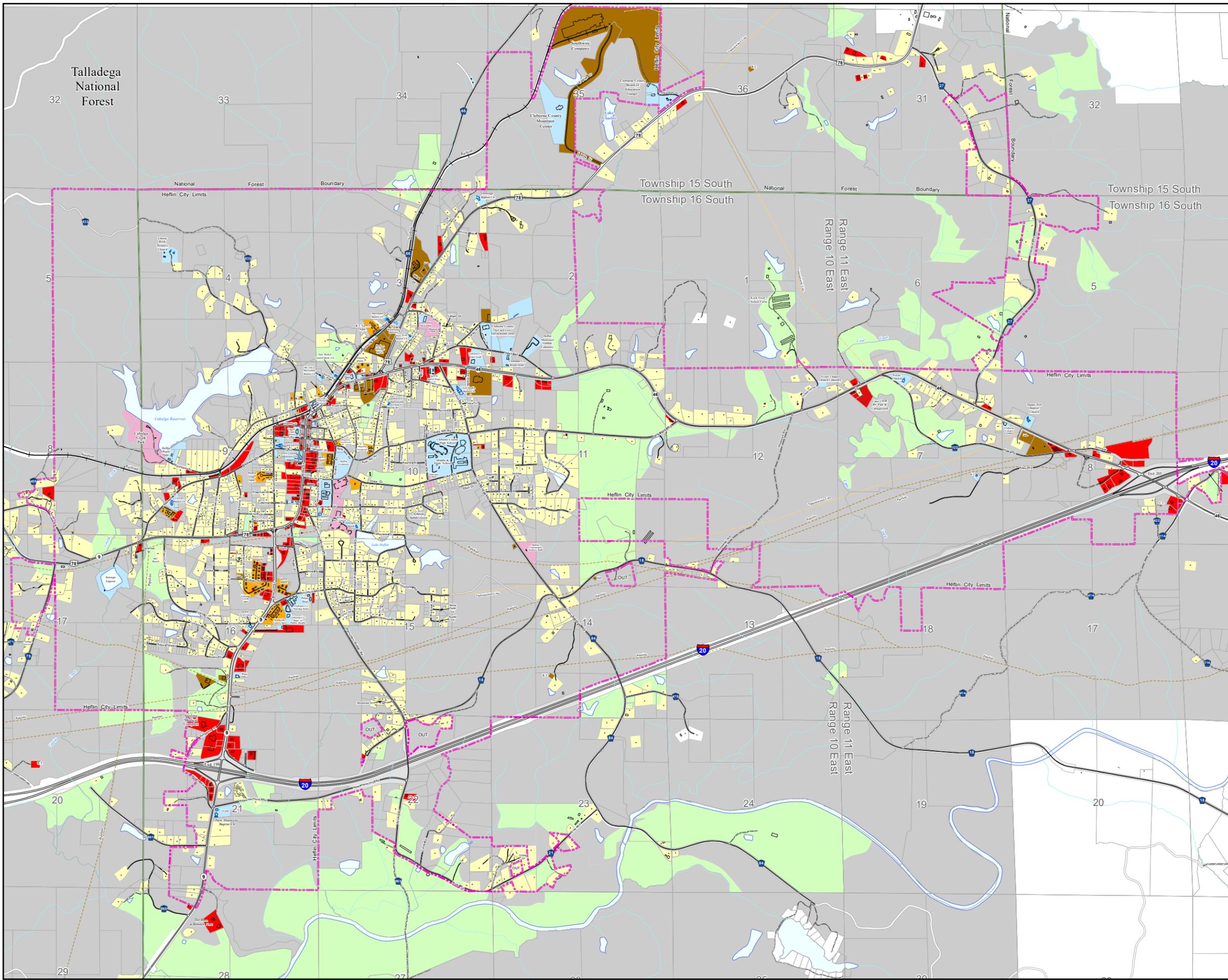
Heflin uses about 178 acres for industrial development (2% of the total land area and 7% of the total developed). Much of the city's industrial land is located in the north-central parts of the city, including Spears Remanufacturing, Southwire/Forte, and Rusken Packaging. Other industrial areas are located to the south, and east of the downtown. For example, Colonial Pipeline Co. operates a facility to the east of downtown near Interstate 20. As a general goal the city should strive to promote and encourage industrial development in areas on the outskirts of the city, yet with convenient access to major highways and railways for transport of goods and services.

Residential

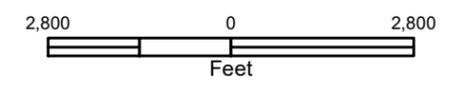
Residential land use in the form of single-family housing is spread fairly consistently throughout the city, with the largest concentrations in north-central and south-central sections. Single-family residential is, significantly, the largest and most dominant developed land use with approximately 1,318 acres in the city (23% of the total land use area and 50% of the developed). Multi-family residential comprises a much smaller portion of land use with 44 acres in the city (0.4% of total land use area and 2% developed) and occupies small pockets in the south-central portion of the city, with a few smaller areas used as such in the north-central part, north of Ross Street

Public/Parks and Recreation

Provision of public land use plays an important role in community services. Heflin's public land use, accounting for 194 acres (2% total land use and 7% of the developed) is spread throughout the city with most of the land serving the city cemeteries, public service facilities, churches, and schools, among various other parcels located in the central/downtown area of the city. Land dedicated to parks and recreation account for a minor 52 acres (1% of the total land area and 2% developed) comprising city parks and recreational ball fields in the central parts of the city.



MAP 04 EXISTING LAND USE City of Heflin Alabama



Legend

- LandUse**
- Agricultural
 - Commercial
 - Industrial
 - Multi-Family Residential
 - Park / Recreation
 - Public-Semi Public
 - Single Family Residential
 - Undeveloped / Vacant

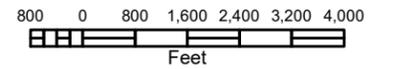
Prepared By The East Alabama Planning And Development Commission, 2022.
Source:
Parcel Data Obtained From The Cleburne County Mapping Department.

Talladega National Forest

Township 15 South
Township 16 South

Township 15 South
Township 16 South

MAP 05 ZONING MAP City of Heflin Alabama



Zones

- AG-1 Agriculture
- CBD Central Business District
- GB General Business
- M Industrial
- MHP Manufactured Home Park
- NB Neighborhood Business
- R-1 Single Family Residential
- R-2 Single Family Residential (Duplex, Mobile Homes)
- R-3 Multi Family Residential
- FHA Flood Hazard Area (100 Year)

ANNEXATION REVISION:
 ORD. # 87-2 MARCH 9, 1987
 ORD. # 93-10 1993
 ORD. # 97-5 MAY 20, 2000
 ORD. # 2000-474 MAY 4, 2000
 ORD. # CR-05-17 MAY 11, 2004
 RESOLUTION # R-03-03 MARCH 11, 2003
 ORD. # 2005 COUNTY RD. 27 JANUARY 25, 2005
 ORD. # 109-2005 JUNE 14, 2005
 ORD. # 111-2005 JULY 12, 2005
 ORD. # 2005-12-134 DECEMBER 13, 2005
 ORD. # 2005-12-131 DECEMBER 13, 2005
 ORD. # 2005-12-134 DECEMBER 13, 2005
 ORD. # 2005-12-134 DECEMBER 13, 2005
 ORD. # 2005-12-131 DECEMBER 13, 2005
 ORD. # 2005-12-131 DECEMBER 13, 2005
 ORD. # 2005-12-134 DECEMBER 13, 2005
 ORD. # 2006-01-10 JANUARY 10, 2006
 ORD. # 2006-06-13 JUNE 16, 2006
 ORD. # 2013-12-17 DECEMBER 17, 2013

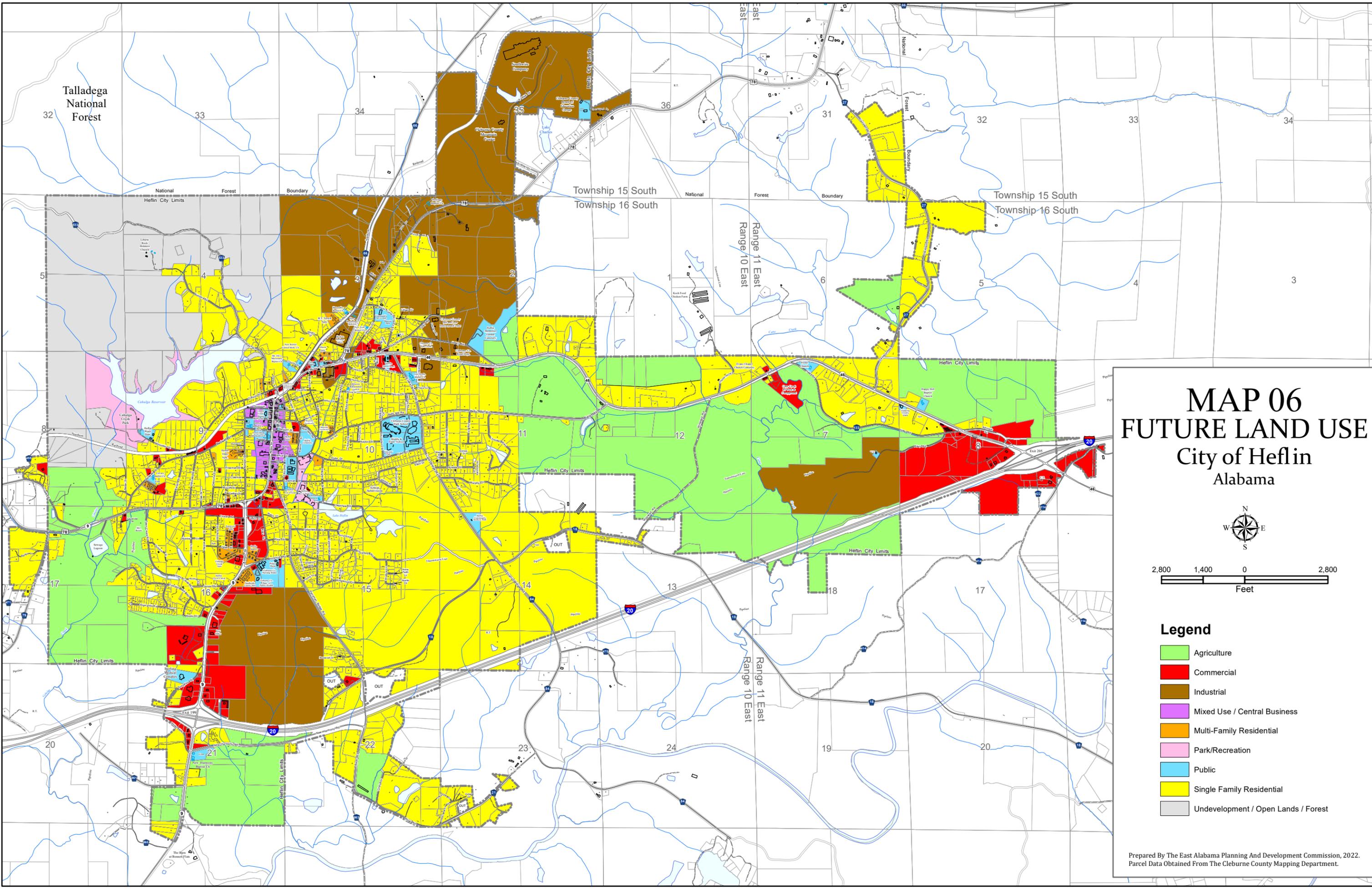
This is the official zoning map of the City of Heflin, Alabama adopted by Ordinance No.2022-1-25 on January 25, 2022, and revised by ordinances as noted under "REVISIONS".

 Robby Brown, Mayor

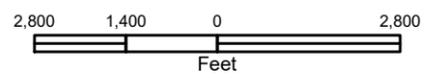
ATTEST:

 Tina Owen, City Clerk

Prepared By The East Alabama Planning And Development Commission, 2022.
 Source:
 Parcel Data Obtained From The Cleburne County Mapping Department.



MAP 06 FUTURE LAND USE City of Heflin Alabama



Legend

- Agriculture
- Commercial
- Industrial
- Mixed Use / Central Business
- Multi-Family Residential
- Park/Recreation
- Public
- Single Family Residential
- Undevelopment / Open Lands / Forest

Prepared By The East Alabama Planning And Development Commission, 2022.
Parcel Data Obtained From The Cleburne County Mapping Department.

CHAPTER V: TRANSPORTATION

Transportation is an essential element and must be carefully planned and developed to best meet the needs of the community. As America continues to grow in population and more people rely on vehicular travel, transportation planning for the automobile will continue to be of major importance. Traffic flow and mobility influences the economic welfare and overall quality of life within a community. Routes with high traffic concentrations need to be identified and properly planned in order to accommodate present conditions and anticipated future growth. Traffic patterns also direct locations for growth and development. Industries and businesses wishing to be made visible and accessible to the public and to their suppliers tend to locate along major traffic routes. A well-planned transportation system should save business and the general population time and money by allowing its users to deliver goods, services, and other resources as efficiently and safely as possible. Therefore, it is important to analyze a city's existing transportation infrastructure and outline efforts for improving its local transportation network.

The purpose of this chapter is to provide information on existing traffic conditions and recommend actions to further enhance the transportation infrastructure within the City of Heflin. Traffic volumes along three major routes through the city, U.S. Hwy. 78, Interstate 20, and AL Hwy 9, have been used to calculate maximum capacity and future growth projections in order to prioritize roadway improvement projects on these routes. Heflin also plans to conduct roadway improvements such as widening and repaving on other streets in the city as well as maintaining and building sidewalks and bicycling trails in order to promote and enhance this alternative form of transportation throughout the community.

Definitions

When studying road transportation it is useful to classify roads and streets according to their function. Road classifications can be used to identify road characteristics and whether or not these roads are eligible for federal funding. The highway functional classification system is organized into a hierarchical structure with interstates exhibiting the highest traffic volumes, followed by arterials—principal and minor, collectors—major and minor, and local roads. The following roadway definitions of the functional classification of roads and streets are described by the Alabama Highway Department of Transportation.

Interstates

Interstates are divided highways with full control of access and grade separation at all intersections. The controlled access inherent in interstates results in high-lane capacities, enabling these roadways to carry up to three times the amount of traffic per lane as arterials. Interstates move traffic at relatively high speeds. The City of Heflin is located within convenient access to an interstate freeway system. Interstate 20, the section traveling to and from Birmingham and Atlanta, passes east to west through the southern part of the city, with two exit entries at exits 199 and 205.

Arterial Streets

Arterial streets are designed to handle large volumes of traffic. Arterials serve primarily as feeders to the interstate system and act as major connectors between land-use concentrations. With a suggested lane width of twelve feet, this class of roadway may be separated by a median. A secondary

purpose of an arterial is to provide some access to adjacent property. The use of a curb lane for parking, loading, and unloading should not be permitted due to interference with the flow of traffic. There are two classifications of arterials: principal and minor. Principal arterial highways connect communities to freeways and expressways while minor arterial highways join with principal arterial highways and collectors. The major federal principal arterial highway traversing through Heflin is U.S. Hwy. 78 while AL Hwy. 9 is the major state principal arterial highway. AL Hwy. 46 is a minor arterial highway.

Collector Streets

Collector streets serve the purpose of collecting and distributing the traffic from the local streets to the arterials. With a suggested lane width of twelve feet, collectors are important for serving adjacent property and loading and unloading goods. Typically, collectors have lower volumes of traffic to accommodate shorter distance trips.

Local Streets

Local streets, designed to provide access to abutting property, are usually no wider than twelve feet. Most residential streets and alleys are considered local streets

Administrative Street Classification

Streets are not classified by function only, but also by which entity owns and maintains them. Through an administrative street classification system, governments are able to identify which entity is responsible for a particular roadway and designate funding for projects accordingly. The Administrative Street classification categories are as follows:

Federal Highways

Federal highways are owned and funded by the U.S. Department of Transportation; the State Department of Transportation coordinates improvements on these roadways. U.S. Hwy. 78 is the federal highway traveling through Heflin.

Other Federal Roads

These roads are owned and maintained by other federal agencies, such as the US Department of the Interior. These roadways include national forest roads and national park service roads.

State Highways

State Highways are owned and maintained by the State Department of Transportation both in unincorporated portions of a county and within municipal corporate boundaries. AL Hwy. 9 and AL Hwy. 46 are the two state routes passing through Heflin.

County Roads

County roads can be divided into two types: (1) roads owned and maintained by the county; and (2) roads owned by the county but maintained by the municipality with county agreement.

Municipal Streets

Municipal streets consist of all other public roads inside city boundaries (excludes private roads). All public roads in Jacksonville not listed in the other classifications fall into this category.

Private Roads

Private roads are not publicly funded but should be considered when planning future municipal street network expansions. This classification includes subdivision roads that have not been dedicated to the city and substantially long, shared driveways.

Traffic Volumes and Capacity

Traffic volumes are useful to determine traffic flow throughout a community, identify areas of high, medium, and low traffic volumes, and how traffic flow has been directed and changed over time. This data can be used to direct where road improvements, property access, and land developments should occur and the extent to which these occurrences should be administered. Traffic volume data was collected from strategically placed traffic counters, which are identified by their mile marker positions. Traffic volumes are measured from Annual Average Daily Traffic (AADT) counts at these positions. Annual Average Daily Traffic is simply an indicator of the number of vehicles traveling on a particular section of roadway on any particular day for a given year.

After AADT is determined, it is compared to practical capacity to check if present volumes can adequately serve the public or not. Capacities are calculated by ALDOT using three data inputs: functional classification, number of lanes, and type of developments adjacent to the roadway. The Calhoun County Area Transportation Plan 2025 Update Plan provides a list of functional highway classifications and their respective maximum capacities.

In order to determine how many more vehicles a particular portion of roadway can adequately serve the formula V/C (V = Traffic Volume and C = Traffic Capacity) is calculated to produce a ratio. If the ratio is less than 1 then capacity is adequate for that road and improvements are not mandatory. However, if the ratio is 1 or more than 1 then capacity is surpassing or has surpassed the maximum number of vehicles the road is designed to properly serve. For example, a rural principal arterial in an undeveloped area may adequately serve up to 32,500 vehicles per day. Should the AADT be 25,000 then: V/C calculates as 0.76. Next: $100 - 0.76 = 0.24\%$ capacity available.

Another method used to determine if present volumes are adequate or not is to compare traffic volumes along a road type with Level of Service (LOS). The Alabama Department of Transportation has provided definitions for LOS, which are as follows:

Level of Service A	Free traffic flow
Level of Service B	Stable traffic flow
Level of Service C	Stable traffic flow
Level of Service D	High-density stable traffic flow
Level of Service E	Capacity level traffic flow
Level of Service F	Forced or breakdown traffic flow

Ideal traffic flow is Service level A, but B and C permit adequate traffic flow as well. Service level D is high-density stable traffic flow. When traffic volumes reach level D, plans to accommodate higher

traffic volumes should be taken into consideration. Plans to accommodate more traffic are mandatory should traffic volumes meet or exceed levels E and F.

Traffic conditions in Heflin indicate LOS A continuously on U.S. Hwy. 78 extending northeast and southwest through the city and LOS A on AL Hwy. 9 traversing south and west from the downtown area while Interstate 20 reported LOS B along the route and LOS A at exits 199 and 205.

US Hwy. 78 (SR 4)

Federal Highway 78 is a major roadway extending through Heflin, connecting the community to the Cities of Oxford, Lincoln, and Pell City and Interstate 459, approximately 70 miles to the west. Extending east the route links Heflin with Edwardsville, Fruithurst, and Tallapoosa, and the State of Georgia, as well as Interstate 285, which connects the three major interstate highways to Atlanta: I-20, I-75, and I-85. The Federal Highway Administration classifies routes that pass through communities with a population of 5,000 or more as urban (FHWA Functional Classification Guidelines, Section II). Heflin does not satisfy this requirement and is therefore classified as a 2-lane undivided rural principal arterial throughout much of its length in the city and widens to a 4-lane undivided rural principal arterial where AL Hwy 46 meets U.S. 78 until the connection to AL Hwy. 9. Table T-1 (Source: ALDOT website: *Traffic Data, Statewide Traffic Volume Map*) shows AADT volumes for U.S. Hwy. 78 in the City of Heflin and the periphery from 2015 to 2020, 2020 Level of Service, and traffic count stations (For locations of traffic counts see Map _____ Transportation Plan.

According to the Alabama Department of Transportation approved roadway capacities, maximum capacity for a 4-lane undivided principal arterial highway is set at 31,000 AADT, and maximum capacity for a 2-lane undivided principal arterial highway is set at 17,800. This information indicates that present traffic volumes between 2,327 and 8,427 AADT could increase substantially before reaching maximum capacity. Traffic volumes at two locations on U.S. Hwy. 78 at the northern outskirts of the city indicate minor increase at 2% and 0.3%. Traffic volumes declined somewhat considerably throughout the route with the most significant decreases in the southern part of the city. These sections of the route reported somewhat considerable decreases of 14% and 5%. U.S. Hwy. 78 shows LOS A throughout the city and its periphery. As traffic counts are decreasing along most of the route,

Table T-1. Traffic Volumes, U.S. Hwy. 78: City of Heflin

Station	Location of Traffic Count	2015	2016	2017	2018	2019	2020	# Change	% Change	LOS
814	U.S. 78 North of CR 27	2400	2500	2520	2561	2473	2441	41	2%	A
514	U.S. 78 East of Emergency Lane	2320	2380	2400	2447	2363	2327	7	0.3%	A
513	U.S. 78 North of Turner Drive	3030	3130	3150	3197	3017	2965	-65	-2%	A
512	U.S. 78 East of Oxford Street	5790	5910	5910	5957	5651	5528	-262	-5%	A
511	U.S. 78 South of Brandt Street	9790	9990	9390	9437	8992	8427	-1363	-14%	A
510	U.S. 78 West of Oak Street	4610	4700	4770	4817	4289	4429	-181	-4%	A
509	U.S. 78 North of CR 472	4460	4550	4600	4647	4258	4335	-125	-3%	A
508	U.S. 78 West of SR 281	4480	4570	4520	4567	3917	4341	-139	-3%	A

substantial improvements do not need consideration for the near future.

AL Hwy. 9

Alabama Highway 9 runs from the Florida state line to the City of Montgomery, through Heflin and ends at the Georgia state line. The route is classified as a 2-lane undivided rural principal arterial throughout its length in rural areas and the City of Heflin. This highway serves as one of Heflin’s main connections to other communities such as Centre, Cedar Bluff, and Piedmont to the north and Ashland, Lineville, Wetumpka, and Montgomery to the south. The route also links the city to U.S. Hwy. 431 at Hollis Crossroads and Interstate 85 in Montgomery. Table T-2 (*Source: ALDOT website: Traffic Data, Statewide Traffic Volume Map*) shows AADT volumes for AL Hwy. 9 in the City of Heflin and the periphery from 2015 to 2020 as well as accompanying LOS for each station location.

Station	Location of Traffic Count	2015	2016	2017	2018	2019	2020	# Change	% Change	LOS
507	AL 9 south of U.S. 78	6400	6990	7350	7495	7495	7830	1430	22%	A
506	AL 9 north of I-20	6230	7500	7500	7645	7939	7884	1654	27%	A
505	AL 9 north of CR 13	4120	4140	4200	4324	4338	4250	130	3%	A
504	AL 9 north of CR 19	3550	3610	3550	3618	3627	3551	1	0.03%	A
806	AL 9 south of Talladega National Forest	2380	2470	2400	2520	2589	2495	115	5%	A

According to ALDOT traffic counts for AL Hwy. 9 in Heflin, traffic volumes increased throughout the route with the most significant increase in the southwestern part of the city near the interchange with U.S. Hwy. 78. These sections of the route reported considerable increases of 22% and 27%. Maximum capacity for a 2-lane undivided principal arterial is 17,800 AADT, which means that with traffic counts in the city ranging from 2,495 to 7,884 AADT traffic volumes could double before capacities would be reached. Despite the trend of increase in traffic volumes, due to the considerable volume increase which would be needed to reach maximum capacity AL Hwy. 9 should not be needing significant improvements in Heflin in the near future. The route through the city also shows LOS A, free flow, further indicating that significant improvements in the near future should not be needed; however, the section of the route just prior to merging with U.S. Hwy. 78 is approaching LOS B

Interstate 20

Interstate 20 extends approximately 215 miles from the Mississippi state line to the Georgia state line through Alabama. This route connects Heflin to major cities and metropolitan areas such as Birmingham and Atlanta. The road is classified as a 4-lane divided urban freeway in its route near Heflin. Table T-3 (*Source: ALDOT website: Traffic Data, Statewide Traffic Volume Map*) exhibits AADT volumes for Interstate 20 in Heflin and the city periphery from 2015 to 2020.

According to the Alabama Department of Transportation approved roadway capacities, maximum capacity for a 4-lane divided urban freeway is 68,000, indicating that with traffic counts ranging from 833 to 39,198 the road could sustain one third volume increases before capacity would be reached. ALDOT traffic counts along this route, near the city, decreased by a considerable -10% and by a

significant -16%; such decline could be attributed to reduced travel due to the COVID-19 pandemic. Given this information and Levels of Service A and B, free flow and stable traffic volumes, throughout I-20, the city should not need to consider improvements on this route in the near future.

Table T-3. Traffic Volumes, Interstate 20: City of Heflin

Station	Location of Traffic Count	2015	2016	2017	2018	2019	2020	# Change	% Change	LOS
808	I-20 east of CR 62	37,880	40,270	47,080	44,625	41,411	34,228	-3,652	-10%	B
1308	I-20 exit 205 west of SR 46	1,260	1,280	1,210	1,264	1,197	1,134	-126	-10%	A
1309	I-20 exit 205 east of SR 46	970	980	990	906	879	833	-137	-14%	A
1310	I-20 exit 205 east of SR 46	1,140	1,160	1,060	1,301	1,396	1,322	182	16%	A
1311	I-20 exit 205 west of SR 46	1,060	1,080	1,090	1,541	1,477	1,399	339	32%	A
807	I-20 west of CR 18	41,110	43,700	44,700	35,015	41,619	34,400	-6,710	-16%	B
1304	I-20 exit 199 west of SR 9	1,430	1,450	1,460	1,865	1,660	1,573	143	10%	A
1305	I-20 exit 199 east of SR 9	1,340	1,360	1,290	1,203	1,223	1,136	-204	-15%	A
1306	I-20 exit 199 east of Almon St.	1,240	1,260	1,270	1,286	1,154	1,093	-147	-12%	A
1307	I-20 exit 199 west of Almon St.	1,650	1,670	1,680	2,029	1,882	1,783	133	8%	A
1318	I-20 east of AL 281	36,230	38,510	38,510	36,420	43,259	39,198	2,968	8%	B

Traffic Projections

Traffic projections are used to give an indication of future traffic counts given current conditions occurring at the same rate for the same span of time. It is important to remember that these projections are not used to predict future traffic volumes. They only provide an expectation of what could happen if current trends and conditions remain the same. An example of how traffic count projections are calculated for a 5-year period is shown below based on the first station on U.S. Hwy. 78:

1. Calculate the difference between the traffic volumes in the past 5 years.
2020 AADT is 1,814 - 2015 AADT is 1,610. $1,814 - 1,610 = 204$.
2. Second, the difference is divided by the earliest AADT examined, which is 2015 data.
Difference is 204 / AADT 2015 is 1,610. $204 / 1,610 = .1267$ or 12.7%, which is the growth rate for the 5-year period.
3. Third, the growth rate is multiplied by the traffic volume of the most recent year.
Growth rate is 12.7% x 1,814 AADT 2020. $.1267 \times 1,814 = 230$. This calculation produces the estimated increase over the next 5-year period, which is 230.
4. Lastly, the estimated increase and the most recent AADT are summed.
Estimated increase 230 + 1,814 AADT 2020. $230 + 1,814 = 2,044$. This calculation gives us

the projected traffic count on this section of road for 2025, which is 2,044.

Heflin traffic projections from 2025 to 2029 show only minor changes in traffic volumes. Most traffic count locations show continued LOS A, free flow traffic, and the slight majority of count stations reported loss in traffic volumes, indicating no need for significant roadway improvements in the near future. U.S. Hwy. 78, at the location South of Brandt Street showed a somewhat substantial drop in traffic volumes, thus projecting lower traffic volumes and maintaining LOS A. AL Hwy. 9 showed substantial increases in traffic volumes, with the location just south of U.S. Hwy. 78 and the location north of I-20 increasing to LOS B and C, respectively. Interstate 20 had one location with a considerable increase, east of AL 281, which climbed to LOS C. Table T-4 displays AADT along Heflin's major routes from 2015 to 2020 and projects traffic volumes for 2025 and 2029 and LOS for 2029.

Highway Access Management

Highway access management plays an important role in transportation efficiency, management, and safety. Many communities and other developed areas throughout the country have neglected proper access management standards, resulting in mismanaged and unnecessary traffic congestion and gridlock at major intersections. As development continues along Heflin's major roadways the city would benefit substantially from logical and practical highway access management guidelines, serving to ease access and enhance traffic flow at important intersections and other access points along the city's major highway. Once established, these guidelines could be used to create a practical set of access management regulations to be included in the city's zoning ordinance and implemented through lawful enforcement of zoning codes.

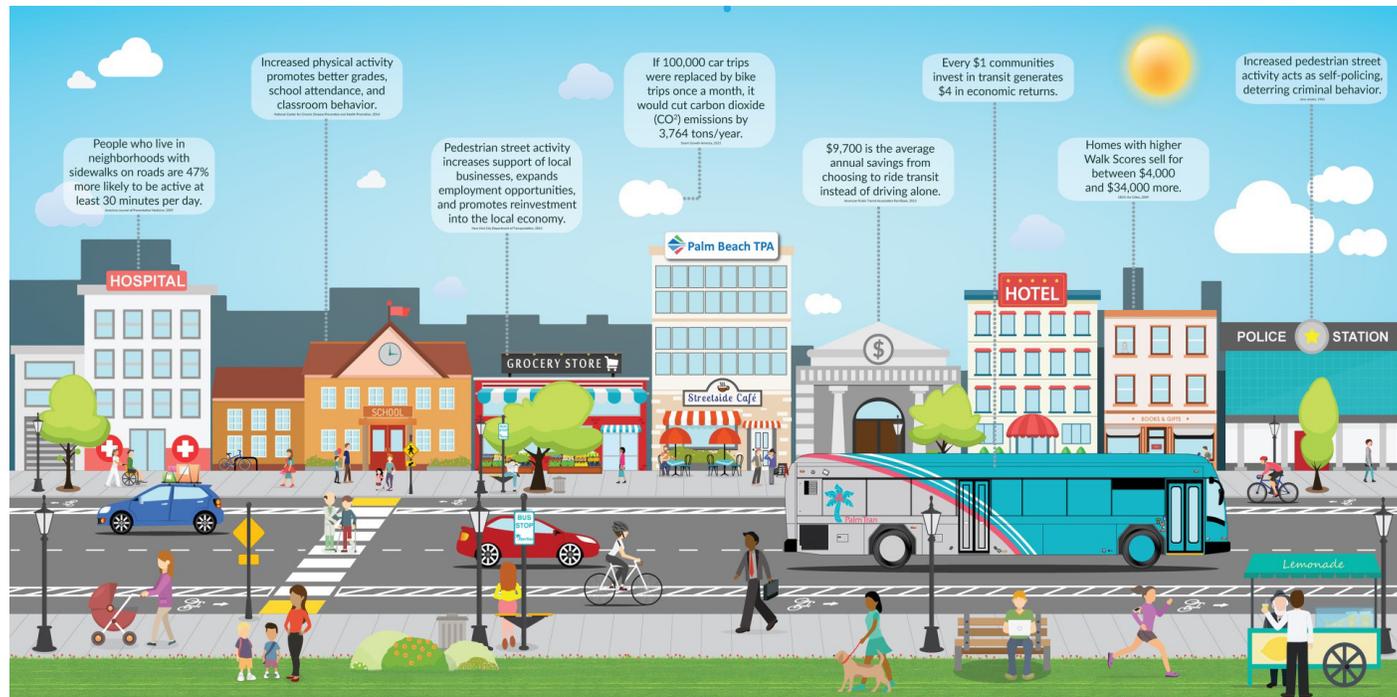
The basic purpose of highway access management is to improve traffic flow along the highway while maintaining efficient, adequate, and safe vehicular accessibility. Highway access management guidelines included herein Comprehensive Plan format must not be enforced as law, but are useful in providing basic direction and guidance in establishing practical and effective highway access. These guidelines and subsequent diagrams, selected from the Alabama Department of Transportation Highway Access Management Guidelines manual, are listed as follows: 1) Placement of Commercial Activity Centers, 2) Corner Parcel Access, 3) Throat Length, 4) Grid Pattern Connectivity, 5) Connectivity in Local Neighborhoods, 6) Frontage Roads.

Placement of Commercial Activity Centers

As a common pattern in commercial development, commercial activity centers tend to locate around major street corners and intersections. These commercial activity centers, also known as commercial nodes, begin with a location at the corners of intersections and can significantly inhibit traffic flow and access if all four corners are developed with entrance and exit points. In planning for proper access management, this practice should be avoided. Commercial property should be promoted and encouraged to develop as commercial activity centers at only one corner of the intersection, undivided by the major intersection instead of on all four corners and spread out along the highway. This type of access management permits more highway frontage due to proper separation and distance from the major intersection, creating better traffic circulation throughout the commercial area along with greater flexibility in site design and fewer potential access problems at the intersection. Although commercial developments tends to favor close and convenient proximity to the intersection, along with higher visibility to incoming traffic, the placement of commercial nodes better prepares the community and business areas for more manageable and sustained growth in the future.

Complete streets

Complete streets are an infrastructure policy approach that seek to provide an inclusive and safe traveling area for citizens, regardless of ability, age, or transportation mode. This can include traveling by car or motorcycle, bicycle, walking, public transportation, or taxiing. Complete streets make all the travel options viable and safe for the community, and carefully considers travel options for children, the elderly, and handicapped populations.



Source: Palm Beach TPA <https://www.palmbeachtpa.org/CompleteStreets>

Three areas will be examined to consider the viability and benefits of complete streets in Heflin, Alabama.

Desoto, Missouri developed a complete streets ordinance for the city to facilitate healthier and safer transportation options for its citizens. The ordinance states that “the City of De Soto will design, build and maintain streets in a manner that accommodates safe and contiguous travel for all users- seniors, persons with disabilities, children, pedestrians, cyclists and cars.” In Desoto, the complete streets approach highly promotes walkability in the community and has been made a priority. Prioritizing a complete streets approach through an ordinance shows commitment to the approach and can make follow-through easier to accomplish.

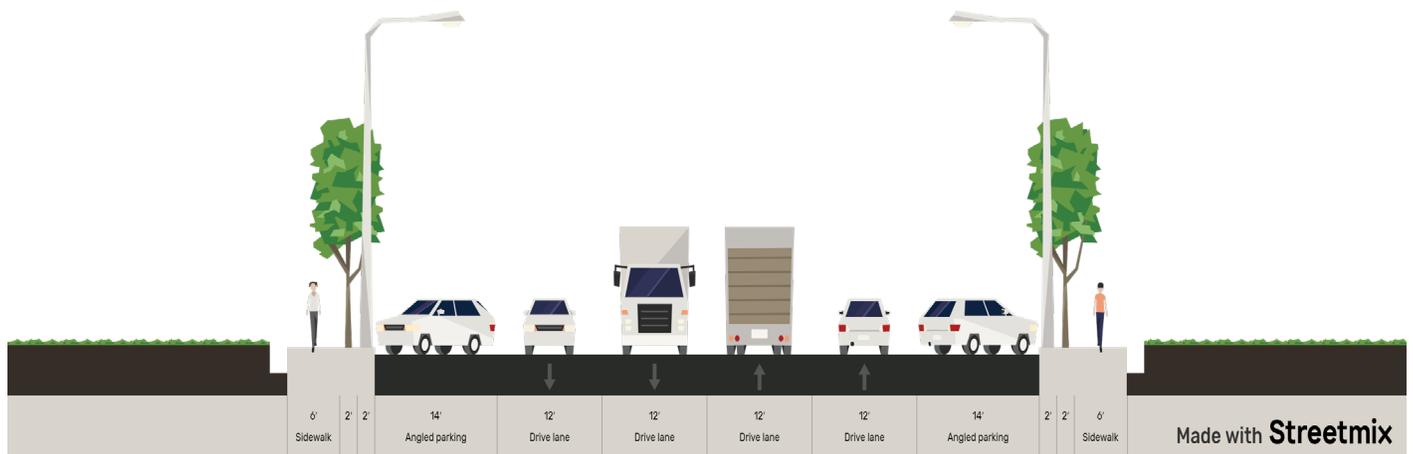
Willow Creek, California also applies complete street principles to its community. Willow Creek holds many natural and recreation attractions, similar to Heflin, such as Six Rivers Natural Forest and hiking trails. Willow Creek implements complete street principles such as pedestrian crossings, bike lanes, sidewalks, and clearly delineated lane markings to make their area safer and more walkable. This makes travel in the city easier for recreation visitors, especially bicyclists and hikers. With the Complete Streets Act of 2008, California law requires its cities and counties to adopt plans to safely serve all those who use the roadways, including public transportation, pedestrians, bicyclists, motorists, children and the elderly, and the disabled. With a population of 4,907, Willow Creek is a smaller city than Heflin, at 7,821 citizens, meaning that implementing similar complete street tactics

is realistic for a city Heflin's size.

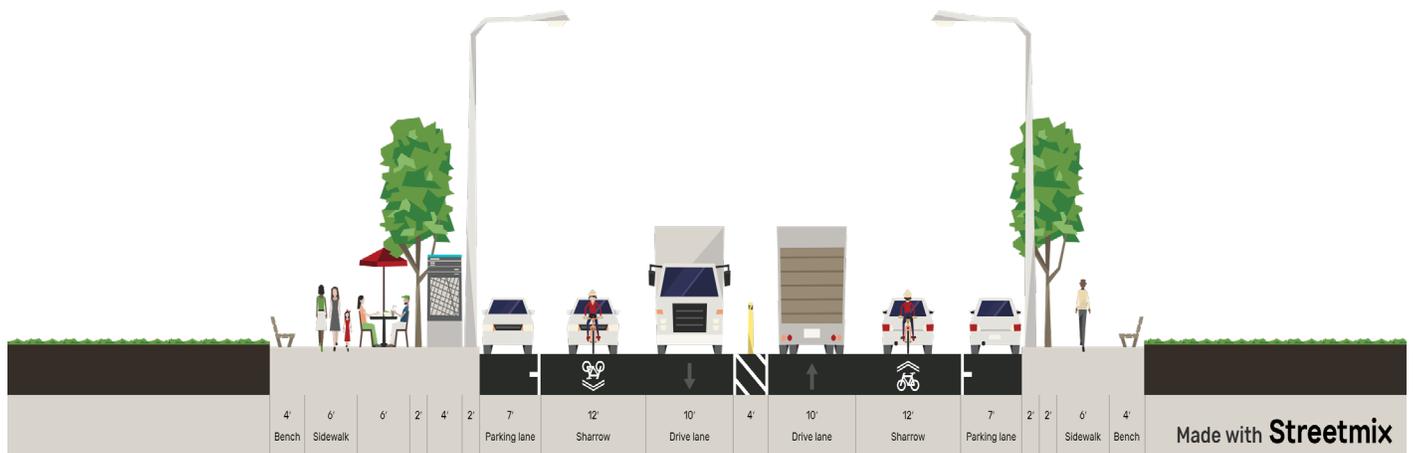
Holtville is another California City that utilizes complete street policies. Holtville created a Complete Streets Plan to delineate current conditions, how they could be improved, and implementation tactics for the program. Holtville, at 8,167 citizens, has an only slightly higher population than Heflin at 7,821. According to the plan, its objective is "to move and connect people, schools, and businesses by enhancing the built environment for people who ride a bike, walk and use transit to create safer, healthier, and a more economically prosperous and connected community." Holtville also cites lower maintenance costs and economic vitality as other attractive motives to reconfigure and repurpose wide roadways into pedestrian and bicycle friendly areas. Complete street approaches utilized by Holtville include sidewalks and walking paths, two-stage crossings, curb extensions, clearly marked crossings, improved safety designs, bike lanes, enhanced signage, and landscape buffering between motorists and other travel options.

The cities examined are of a size with Heflin and have comparable recreation opportunities in their community. These examples exhibit techniques Heflin could feasibly consider implementing for a complete streets approach: to make the city a safer place for citizens and visitors, regardless of method of transportation.

Ross St



Ross St (Complete Street)



Transportation Plan

As a growing and thriving community, Heflin needs to plan for effective and efficient transportation. The primary form of transportation throughout the City of Heflin is personal vehicular with most traffic generation along the two main routes, U.S. Hwy. 78 and Interstate 20. AL Hwy. 9 has also been included in this report. According to ALDOT traffic counts U.S. Hwy. 280 reported some gains in traffic volumes at the southeastern part of the city and traffic volume loss in the western area. AL Hwy. 9 showed traffic volume growth along the route in the city while Interstate 20 recorded volume loss along the majority of the route

Although, as shown in traffic volume information, there is little need for street widening improvements in the immediate future, Heflin should create and implement a plan to improve and enhance local roadways which are not owned and maintained through state or federal jurisdiction, namely local and collector streets.

Paving/Repaving Projects

As a part of Heflin’s transportation plan, the city should consider maintaining existing roadways through properly planned paving and re-paving projects. In order to properly maintain existing roadway infrastructure, the following paving/repaving projects in the city should be considered, in no particular order :

1. _____
2. _____
3. _____

New Road Projects

In addition to re-paving a city needs an efficient and effective traffic circulation on its roadway network. Although major improvements to the road system should not be needed in the immediate future, the city should consider better linking its roadways in order to increase road access thus opening more areas to development, and improve traffic flow. .

Analytical Summary

The analytical summary provides a general review of the topics discussed in each chapter and sets forth broad recommendations.

Traffic Volumes and Capacity

U.S. Hwy. 78

Traffic Capacity and Assessment: According to the Alabama Department of Transportation approved roadway capacities, maximum capacity for a 4-lane undivided principal arterial highway is set at 31,000 AADT, and maximum capacity for a 2-lane undivided principal arterial highway is set at 17,800. This information indicates that present traffic volumes between 2,327 and 8,427 AADT could increase substantially before reaching maximum capacity. U.S. Hwy. 78 shows LOS A throughout the city and its periphery.

Recommendations: No improvements needed in the near future.

AL Hwy. 9

Traffic Capacity and Assessment: Maximum capacity for a 2-lane undivided principal arterial is 17,800 AADT, which means that with traffic counts in the city ranging from 2,495 to 7,884 AADT traffic volumes could double before capacities would be reached. The route through the city shows LOS A, free flow, further indicating that significant improvements in the near future should not be needed; however, the section of the route just prior to merging with U.S. Hwy. 78 is approaching LOS B.

Recommendations: No improvements needed in the near future.

I-20

Traffic Capacity and Assessment: According to the Alabama Department of Transportation approved roadway capacities, maximum capacity for a 4-lane divided urban freeway is 68,000, indicating that with traffic counts ranging from 833 to 39,198 the road could sustain one third volume increases before capacity would be reached. Given this information and Levels of Service A and B, free flow and stable traffic volumes, throughout I-20, the city should not need to consider improvements on this route in the near future.

Recommendations: No improvements needed in the near future.

Talladega National Forest

32

33

34

35

R.T.

36

National Forest Boundary

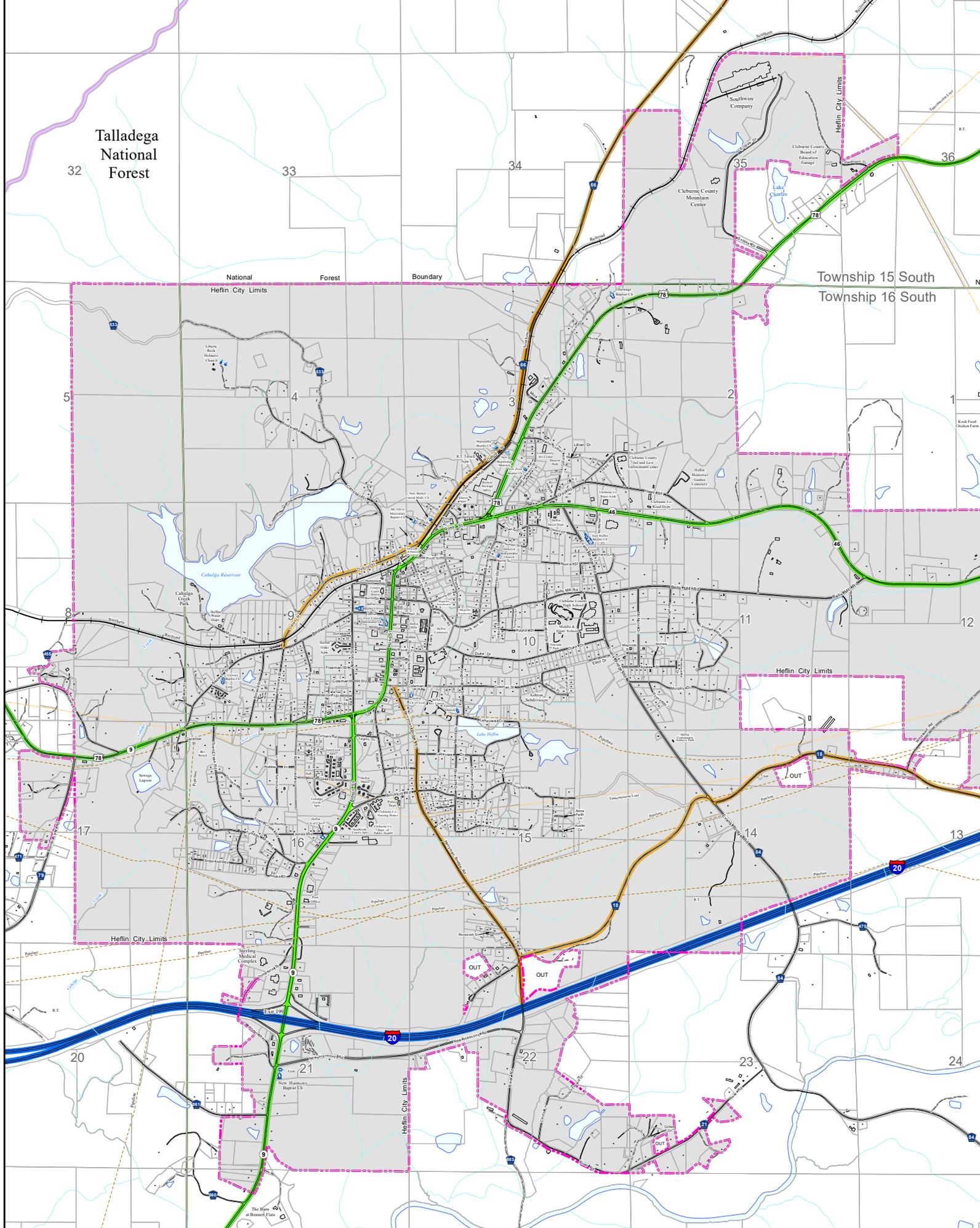
Township 15 South
Township 16 South

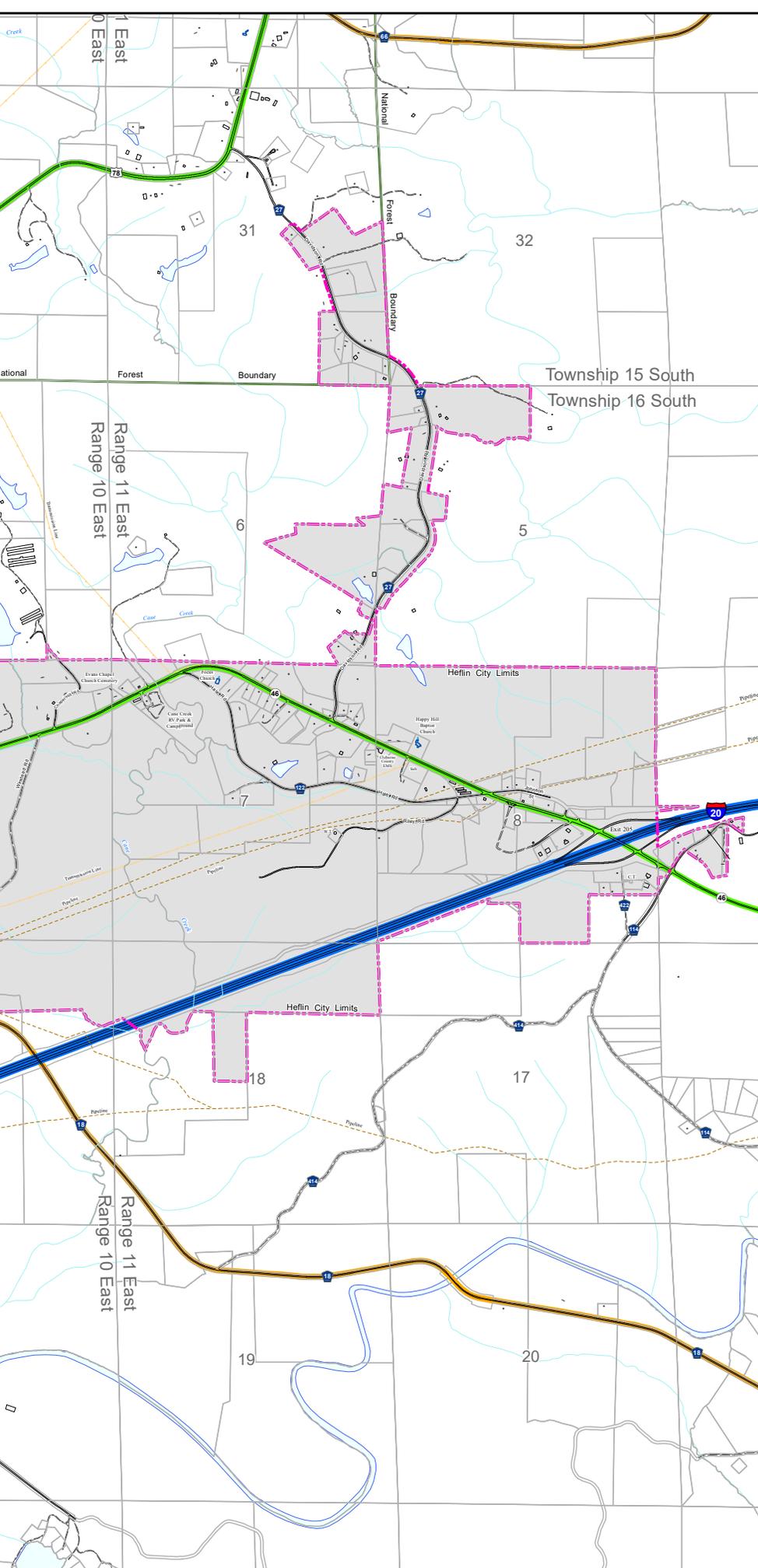
Heflin City Limits

Heflin City Limits

Heflin City Limits

Heflin City Limits

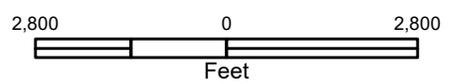




MAP 07

TRANSPORTATION PLAN

City of Heflin Alabama



Legend

HFC Line LEGEND

HFC Class

- Interstate
- Urban Interstate
- Rural Interstate
- Principal Arterial
- Urban Principal Arterial
- Rural Principal Arterial
- Minor Arterial
- Rural Minor Arterial
- Urban Minor Arterial
- Major Collector
- Rural Major Collector
- Minor Collector
- Rural Minor Collector
- Collector

Prepared By The East Alabama Planning And Development Commission, 2021.
 SOURCES
 Note: Functional Street Classifications Obtained From
 The Alabama Department of Transportation Highway Functional
 Classification Map, Sylacauga/Childersburg
 Small Urban Map, July 7, 2009.
 Parcel Data Obtained From The Cleburne County Mapping Department.

CHAPTER VI: COMMUNITY FACILITIES

Community facilities are crucial to the planning effort, affecting growth and development throughout the city. Accessibility to community facilities and the extent to which they serve the community has direct influence on land use patterns and development trends within the city. Properties with direct access to utilities such as municipal water, sewer, and gas can develop at reduced costs and safely support greater developments than properties in more remote and unserviceable areas. Also, a city creates additional opportunities for growth and development by upgrading and extending their services to other areas of the city. Community facilities must have plans for conducting continued maintenance while ensuring quality service, meeting the needs of a diverse and changing population. A total of eleven community facilities have been identified and discussed in this chapter. These include: city administration, law enforcement, fire and rescue, education, public library, housing authority, parks and recreation, senior center, street and sanitation, wastewater treatment plant, and utilities such as water, sewer, gas, and internet provision.

The purpose of this chapter is to inventory existing community facilities and services, assess their capacity to serve existing and future needs, and suggest improvements and expansions for meeting these needs. In order to determine current community facility goals and needs, surveys were distributed to facility and department leaders and collected by the Heflin City Administration. This chapter reviews these findings in context and as a needs summation in the analytical summary at the end of the chapter.

City Administration

City administration for the City of Heflin oversees the daily tasks and functions needed to operate and maintain city-owned public facilities and services throughout the community. Offices located in Heflin City Hall include the following:

- City Clerk's Office (Administrative and Finance)
- Public/Common space (Lobby)
- Mayor's Office and Mayor/Council Conference Room
- Human Resources Director Office
- Main Street Director & Economic Developer Office

City Hall is used for a variety of city functions such as City Council meetings, held twice per month, and public hearings in the Council Chambers as well as special meetings as the need arises. The municipal building is not currently adequate for the city administration's needs. Heflin City Hall has no room for growth. Each month the Planning and Zoning Board conducts regular meetings in the Mayor/Council Conference Room and holds public hearings when applicable. Industrial Board meetings are also held monthly at City Hall. The Board of Adjustments holds meetings when necessary.

The City of Heflin oversees several organizational entities and makes appointments for leadership roles. As the leading body for the city, City Council appoints members for the following boards, commissions, and authorities: Industrial Board, and Board of Adjustments. The Mayor appoints members for the Planning and Zoning Board. All other boards, commission, councils, committees, or authorities subsequently listed are owned and operated by their respective entities.

City Council

Heflin's city government consists of five council members and the mayor. Elected officials serve 4-year terms, elected at the same time and running consecutively. In addition to determining the city budget, City Council also makes decisions regarding city departments. An Ordinance or Resolution must have the Mayor's signature to be adopted. Should the Mayor decide not to sign an Ordinance or Resolution the council may still adopt it with a second vote. The role of the City Clerk is to arrange the council's agenda for meeting, determine rules of order, keep records of meetings, and sit in on budget meetings. Council meetings are conducted in City Hall at 6:00 PM every 2nd and 4th Tuesday of each month. Council work sessions are scheduled on the 2nd Tuesday of each month at 5:30.

Planning and Zoning Board

Heflin's Planning and Zoning Board's primary directive is to serve the community by promoting and guiding development in accordance with city policy and plans. The commission gives final approval or denial of subdivision plats and other development plans and makes recommendations for rezoning to the city council. The Planning and Zoning Board is a 9-member board - 1 council member and mayor, 1 city administrative, and 6 members appointed by the Mayor and City Council. Each member serves a 6-year term with the exception of elected officials who serve until the expiration date of their elected term and the administrative person appointed by the Mayor and Council. In addition, the Planning Commission may elect members currently serving within the Commission as Chairman (to serve for 1 year), Chairman Pro-tempore (1 year), and Secretary (to serve at the pleasure of the Commission). Meetings are held on the second Monday of each month at 6:00 P.M. in City Hall.

Board of Adjustment and Appeals

The purpose of the Heflin Board of Adjustment is to hear requests for administrative appeal, interpret zoning boundaries, and grant or deny variances and special exceptions. The City of Heflin Board of Adjustments is comprised of 5 regular members and two Supernumerary members. Appointments are made by City Council unless the Council delegates the authority to the Mayor. The Board meets as needed at City Hall and all meetings are open to the public.

Industrial Development Board

The City of Heflin's Industrial Development Board's main purpose is to support the economic growth and development of the City of Heflin and Cleburne County, Alabama. This is facilitated by providing resources to new and existing companies looking to expand. The Board's mission is to attract and assist new industry, retail business, and other positive economic development projects to the community as well as provide support to existing businesses. The board consists of seven citizens appointed by the City's mayor; members serve staggered six-year terms. The Board meets monthly at City Hall.

Water Works & Sewer Board

The Water Works and Sewer Board of Heflin was incorporated in 1951 and is managed by five board members appointed by the Heflin City Council and Mayor. The Board meets on the third Monday of each month at the WWSB offices located at 1219 Almon Street, Suite F, Heflin, AL.

Housing Authority

The Housing Authority consists of a five-member board. The Heflin Housing Authority provides affordable housing for low-income tenants through the Public Housing Program. The Housing Authority currently offers one public housing apartment complex: Southside Courts at 2 Brimer Circle.

City Administration Needs

Heflin City Administration proposed needs include the following:

- Increase in revenue
- Increase in staff
- Increase in equipment

The City of Heflin is actively working to add more revenue generating businesses to Heflin. In the past six months, two businesses have been secured that will help increase the City's budget. By increasing the budget, the city will be able to improve roads, parks, and day-to-day operations.

Public Safety

Law Enforcement

Heflin's Police Department was founded with the goal to serve the citizens of Heflin in relation to criminal law and to keep them safe. The police department is currently located at 242 Brockford Road, and detainees are housed at Cleburne County Jail. Department staff currently consists of 11 full-time officers from the rank of Chief to Patrol Officer, which includes the Chief, a Major, a Captain, and 2 Sergeants. The department also employs an Administrative Clerk and 2 part-time certified officers. The current ratio of residents to officers is approximately 1 officer per 363 residents. The national average for cities of fewer than 10,000 residents is 3.5 officers per 1,000 residents, which places Heflin at slightly below average. The department would need to employ 14 full-time officers to meet the national average. In the department's professional opinion, 15 full-time certified officers would allow for shift coverage in the event of another officer taking vacation, training, or sick time without creating undue overtime.

Emergency calls are dispatched and managed through a central dispatch system under the control of the Cleburne County Commission; a dispatch fee is paid for their services, also provided to two other law enforcement agencies in the county, as well as Fire and EMS. The department also has access to an E-911 system. Heflin's police jurisdiction extends 1.5 miles outside the corporate limits. At present there are no plans to expand the police jurisdiction.

Drug crimes and domestic violence are the most prevalent crimes in Heflin. The city has a proactive police department that through traffic enforcement along with investigations leading to search warrants are combatting the drug problem as well as can be expected. Being a smaller agency, the Heflin Police Department seizes more narcotics than many agencies much larger in size. In the department's professional opinion, little progress is made in the overall picture of the drug problem due to the high recidivism rate of drug users and light sentences upon conviction. Domestic violence crimes are dealt with on a primarily reactive basis as there is no way to predict when and where it will occur.

The Heflin Police Department currently owns and maintains the following vehicles:

1-2020 Dodge 1500, 2-2019 Chevy Tahoes, 1-2013 Chevy Impala, 3-2013 Chevy Tahoes, 1-2008 Ford Crown Victoria, 1-2019 Dodge Durango, 1-2013 Dodge Charger. 1-2008 Mercury Grand Marquis, 1-2007 Ford Explorer, and 1-1998 Ford Crown Victoria.

The department has one new vehicle ordered and plans to upgrade the fleet as funding becomes available; firearms, computers, and handheld radios were recently updated.

Programs in which the police department is involved include the following:

- Government 1033- the department is able to procure government equipment at no cost to the city. The program has been utilized to receive vehicles and heavy equipment, as well as firearms.
- DEA Prescription Takeback- Helped recover 109 pounds of prescription medication that could have been potentially abused.
- OCEDEF and stop traffic enforcement programs with the state and federal agencies

Equipment needs for the police department include:

- Personnel
- Training
- Equipment

The department strives to make the workplace environment where officers want to work thus retaining quality officers once time and money has been invested in them. Equipment level complacency is a fluid concept. As new technology provides new tools to work with, the department would certainly be interested and implement them as finances allow. Training is also influenced by financial concerns. The State of Alabama requires that officers receive 12 hours of Continuing Education Units (CEU's) a year. All officers complete this training to maintain their certification, but training classes are limited to cost and location. As funding improves, the department would like to offer officers the ability to travel to classes that suit their individual policing style.

Fire and Rescue

The Heflin Fire Department was founded in 1955 with the mission to protect the life and property of the citizens and visitors of the City of Heflin. The fire department is a volunteer department with department staff currently comprising 30 volunteer firefighters, six of which have completed paramedic training. In the department's opinion, there is currently enough personnel to adequately serve the community. Other services offered by the fire department, besides fire protection, include fire prevention and community education.

Emergency calls are handled and dispatched by the Cleburne County Dispatch, with the fire department being paged by voice and active 911 application. Fire department jurisdiction encompasses approximately 67 square miles for primary coverage.

Current vehicles used by Heflin Fire Department include:

- 1-Heavy Rescue Truck
- 1-Light Rescue Truck
- 3-Pumpers

- 1-Command Vehicle
- 1-Brush Truck
- 4-Vehicle Extrication Tools
- 20-SCBAs
- 35-Sets Turnout Gear

The department is planning to purchase the following equipment and vehicles:

- A 3000-gallon tanker through AFG Grant (June 2021)
- Extrication Tools through Firehouse Subs Grant (July 2021)
- Rescue airbags through CSX Grant (August 2021)

The fire department should work with the city to create fire protection and prevention efficiency and effectiveness is based on criteria, classified into a rating system, developed by the International Standards Organization's (ISO) Public Protection Classification Program (PPCP). This rating system ranks approximately 44,000 fire department jurisdictions across the country on a scale of 1 to 10. A rating of 1 signifies exemplary fire protection while a 10 indicates that the department does not meet minimum ISO standards and stronger measures must be taken. The ISO defines any property within 1,000 feet of a hydrant as "city" and any property further than 1,000 feet from a hydrant as "rural". Thus a dual rating is assigned with the first rating being the city rating (area with hydrants) and the second the rural rating (area without hydrants). ISO criteria are based on three major evaluated categories which include:

- Fire alarms—communications center, telephone service, emergency listings in phone book, and dispatch circuits,
- Fire department—type and extent of fire personnel training, number of people in training, emergency response time, maintenance and testing of fire-fighting equipment,
- Water supply—available water supply exceeding daily consumption, components of water supply system such as pumps, storage, and filtration, water flow rate, fire hydrant condition, maintenance, and distribution.

These ISO measures, through the PPCP, give communities an objective approach in evaluating fire suppression services by establishing country-wide standards that help its departments plan and budget for facilities, equipment, training, water infrastructure, and emergency communication. In addition to mitigating fire damage and loss of lives, an improved ISO rating benefits the community through reduced insurance premiums to homeowners and businesses, saving of taxpayer dollars, and in enhancing an overall prestige component to the community and its fire department. Heflin's Fire Department ISO rating was 4, which is an average score for a city the size of Heflin. Factors involved in this rating included good response times, adequate equipment, and quality firefighters, dispatch, and water supply. According to professional opinion, the most important item the fire department could do to improve ISO is to become a full-time department.

The Heflin Fire Department identified three items needed to provide better services to the community. These include the following:

- Improved training facilities
- Replacement of old equipment and apparatuses
- Become full-time

The department actively applies for grants to replace equipment and is working to build better training props. At this time, it is not cost effective to spend the budget on full-time personnel.

Educational Facilities

Educational facilities and services play a major role in community development by preparing and training individuals and youth for the competitive workforce and life-long learning.

The Heflin School System’s first graduating class was in 1907. The mission of Heflin City Schools is to empower and equip all students for global success.

In overview, Heflin provides three schools within the city—Cleburne County Elementary School, Cleburne County Middle School, and Cleburne County High School. Table CF-1 displays educational facilities for schools in the City of Heflin in 2021.

Table CF-1. Educational Facilities: Heflin City Schools, Heflin, AL, 2021

School District	Teachers Available		# Students	# Classrooms	Programs				
	Full	Part			Band Room	Gym	Career Tech	Media Center	Technology
Cleburne County Elementary	24	3	357	19		1		1	1
Cleburne County High	31	1	573	33	1	1	1	1	1

The teacher/student ratio is 15:1 for lower grades and 20/1 for higher grades at Cleburne County Elementary, and 18:1 for Cleburne County High. The schools cite this as an adequate ratio, but also state that a lower ration is always preferable. Both schools are accredited by the Alabama Department of Education.

School-wide programs for Cleburne County High School include: Band, Athletics, Agriculture, Family and Consumer Science, Ambassador Program, Student Government, and several clubs.

School-wide programs for Cleburne County Elementary include: Gifted Program, Special Education, Intervention, Counseling, Free Meals, After-School Program, and Speech.

The elementary school is in need of the following renovations and replacements:

- The elementary building was built in 1961, and for its age is well-maintained. Repairs are made as needed, and upgrades are installed in a timely manner.

The Heflin City Schools identified three improvements needed to provide students with a better education and prepare them for today’s workforce. These are listed as follows:

- Additional Staffing

- Expanded Educational Opportunities
- Mental Health and Social Work Counselors in the school

The School Board works to provide the school system with as much funding as possible to recruit, hire, and retain staff. This in turn allows schools to expand educational offerings. The school board and system staff work with outside agencies to provide mental health and social services to our students when possible.

Lucile Morgan Library

The Lucile Morgan Public Library was established on November 11, 1963. The library is a part of the Cheaha Regional Library System and the American Public Library Service and is funded by the Cleburne County Commission.

The library collection offers approximately 14,362 volumes, 1 newspaper, 325 audio tapes, and 1,026 video DVDs. Average monthly circulation is approximately 1,000 items. However, a library card is not required to use the computers or attend the programs, and there has been substantial increase in such attendance. Presently, the library serves 5,909 registered/active card holders. Library staff currently comprises 3 part-time and 1 volunteer.

Programs and services offered by the library comprise 4-5 programs each month for all ages, such as Storytime, teen socials, book walks, and informational programs for adults.

The library has a set of goals it hopes to accomplish in the next five years:

- Expand audio books catalogues for juveniles
- Implement a book shop/coffee shop for raising funds
- New comfortable seating for in-house reading
- Outdoor tables/benches/chairs
- Updated Library sign
- Exterior lighting
- Complete indoor painting
- New website
- Online newsletter and calendar of events
- Expand library staff and hours of operation, including Saturdays

The Lucile Morgan Public Library identified three improvements needed to provide better library services to the community. These are listed as follows:

Extend our hours of operation. We currently do not have enough funding to pay the staff for more hours. The Community has expressed earlier and later hours would better serve the working patrons. In order to that, additional salary expenses are needed. Currently, the County is the only source of funding. If the City could partner on the library, this goal could become a reality.

- A meeting/reading area.
- Expand juvenile audio books to serve those with autism or hearing impaired

Parks and Recreation

The Heflin Parks and Recreation Department offers a wide array of opportunities for parks and recreation to the community. The mission of the Parks and Recreation Department is to allow children an opportunity to have fun, participate, and learn the fundamental skills of each sport while stressing the importance of sportsmanship and respect. The department aims to enhance the quality of life by providing safe, well-maintained parks and public places, preserving open spaces, and caring for people; therefore, strengthening the bonds of the community as a whole.

The City of Heflin provides the following facilities and services to the community:

- Baseball Fields
- City Football Field
- Heflin Recreation Center (youth sports programs, Senior Center location)
- City of Heflin Armory (full stage, dressing room area, kitchen, and various meeting areas)
- Heflin Community Arts Center (ballet, cub scouts, girl scouts, GED classes through Gadsden State Community College, after-school programs, painting, quilting, and a boardroom and ballroom with kitchen access)

Event space plays an important role in the community's offering to the public. Rental space is available at the Senior Center, Recreation Center, Armory, Arts Center, football fields, and baseball fields.

Present staff consists of 4 employees. Staff currently consists of 1 Director (oversees all functions of the recreation department), 1 Office Manager (oversees all rentals and handles deposits and transactions), and 2 Recreation Assistants (cut grass, oversee facilities, line off fields for gameplay, manage games at night).

Parks and Recreation programs include organized sports programs such as youth tackle football, flag football, soccer, cheer, volleyball, basketball, wrestling, dance line, baseball, and softball. Adult programs are also offered such as softball and flag football. More specialized programs include the fitness exercise programs offered at the Armory and Heflin Recreation Center such as Yoga, Pound Fit, Boot Camp, Pop Pilates, and a Senior fitness class. A variety of camps are also offered throughout the year which include: Kayak Adventure Camp, Webb Concrete Fort Building, Wild Wednesdays, art camp, backyard ball camp, dance camps, Missoula Children's Theatre, disc golf, archery camp, and a summer camp at the Heflin Community Arts Center for ages 5 and up.

Heflin owns and maintains 4 city recreational facilities, listed as follows:

- **McIntyre Park**—comprises 1 acre, located on Coleman Street, offering playground equipment, a pavilion, batting cages, public restrooms, and basketball courts.
- **Deacon Park**—sited on 1 acre, located on M.L.K. Jr. Drive, providing playground equipment, a walking track, a pavilion, public restrooms, and basketball courts.
- **Cahulga Creek Park**—Heflin's largest recreational area, consists of 70 acres, located along Mountain Street, offering a disc golf course, a Passport to Fitness Trail, a Pinhoti Trailhead spur, a fishing pier, 2 pavilions, an outdoor education classroom, public restrooms, a boat ramp, and a dog park.
- **Heflin Community Archery Park**—Located at Evans Bridge Road, providing both adult and youth level targets.

The Heflin Parks and Recreation Department identified three improvements needed to provide better

recreational services to the community. These are listed as follows:

- Additional staffing
- Updates to current facilities
- Additional adult sports leagues

Senior Center

Located at the Recreation Center on Coleman Street, the Heflin Senior Center was established in the early 1970's with the goal to provide a place for seniors to gather, socialize, exercise, and participate in activities. The Center also aims to provide seniors a nutritious meal, with meals being served Monday through Friday. The Senior Center Bus is available for pick-up within the city limits.

Currently, 13 meals are served daily at the center, and the cost of a meal is 75¢. Seniors must be 60 years or older to participate in this program. In addition, 17 homebound meals are delivered to local seniors daily. The same cost and participation conditions apply to homebound seniors. There is currently a waiting list to join this program.

Various activities are offered along with health-related information. Activities offered by the center include a walking track, puzzles, bingo, dominoes, and penny auctions.

The Heflin Senior Center identified improvements needed to provide better recreational services to the community. The Center hopes to find grants to help fund the program and its improvements. These are listed as follows:

- Additional staffing
- New Senior bus
- Tankless hot water heater and commercial size sink

Street Department and City Maintenance

The City of Heflin Street Department was established on March 15, 2021 to maintain City mechanical systems in city buildings to ensure a comfortable, safe work environment. The Street Department conducts all street cleaning and maintenance and offers additional refuse services such as disposal of deceased animals and blowing off of streets and side walls. The Department also maintains all mechanical, electrical, and plumbing systems and the structure of city buildings. Solid waste disposal for the city is provided by Republic Services and is taken to Republic Services Landfill.

Types of services the Street Department provides to the city include the following:

- Limb and Leaf Pick-up
- Street Maintenance
- Street Sign Installation
- City Rights-Of-Way Maintenance
- Flag Displays and Holiday Decorations
- Street and Traffic Light Maintenance
- Garbage Can Requests
- Animal Control
- Beautification

The Street Department's most pressing needs are a street sweeper, side arm bush hog, and a dump truck, which they hope to acquire through grant funding.

Heflin Water and Sewer Treatment Plant

Heflin's wastewater is handled through one wastewater treatment plant. Heflin Water and Sewer Treatment Plant was established in 1961 to provide modern sanitary sewage treatment service for the community. The plant utilizes an aerated lagoon, which sufficiently handles flow and treatment needs. The lagoon has a capacity of 600,000 gallons per day, which is sufficient for handling flow without overload; average daily flow is approximately 200,000 galls per day, which is almost a third of capacity. Treated effluent from the plant flows to Tallapoosa River. The facility is in compliance with ADEM (Alabama Department of Environmental Management) standards, with no significant environmental issues. The Board is currently exploring adding UV disinfection to the plant. Staff serving is comprised of three part-time staff, including 1 Operator and 2 Field Techs.

The Heflin Water Works and Sewer Board identified three items needed to better serve the community, which are listed as follows:

- Add UV disinfection
- Remove sludge from the lagoon
- SCADA at the WWTP

Utilities

The Heflin Water Works and Sewer Board was established in 1951 with the goal to supply good, clean drinking water to the residents and businesses of the City of Heflin. The Board provides water and sewer services to the community and is managed by five Board Members appointed by the Heflin City Council.

Water Utilities

Heflin water utilities currently provide water services to approximately 150 commercial establishments, 1,300 residential customers, and 1 industry, which includes customers outside the city limits but in the general service area. Water sources serving the city include the Heflin Water Treatment Plant and a connection with Cleburne County Water Authority and hold a combined capacity of approximately 1.25 million gallons per day, which is adequate in meeting demand.

The city's water system has been determined to provide adequate service in sustaining needs. Water line size of 6 inches is, in general, the minimum required line diameter for general use and fire protection in areas zoned for agriculture and single-family residential, while water lines 8 inches lines, or larger, are usually required in multi-family and commercial areas. Twelve inches diameter is generally the minimum

size required for light industrial and 16 inches for heavy industry. Water piping for the city broadly consists of approximately 338,280 linear feet, ranging in size from 2-inch to 12-inch diameter lines, spread out in wide array throughout the city as needed. Large diameter lines such as 12 inches or higher are used to serve industries located off of Interstate 20, while smaller lines of 6 inches or less serve small and compact residential areas in and around the downtown. There is a proposed expansion to the city's water system to be able to serve the industrial park. Table CF-3 displays water line size and distribution for Heflin in 2021. Water line size and locations are shown on Map#8: Water

Utilities.

Table CF-2. Heflin: Water Line Size and Distribution 2021

Water Line Size (Inches Diameter)	System-wide (feet)	City Only (feet)
Less than 2-inch	287	287
2-inch	50,044	48,284
4-inch	7,895	7,895
6-inch	275,768	236,295
8-inch	22,084	22,064
10-inch	10,806	10,806
12-inch	12,649	12,649
Total	379,534	338,280
Riverine	.57	0.01%
Source: EARPDC database, 2021		

The city’s water treatment plant uses a sedimentation, filtration, flocculation, and chlorine system to prepare potable water for customers. Average daily use for the water system is around 300,000 gallons per day with an average monthly residential water bill of \$32.00 currently. Last year’s average water rate was \$3.31 per 1,000 gallons, with a \$22 base; the rate has remained fairly stable in the past five years, with some increases. Storage capacity is 1.25 million gallons, which provides adequate storage for the public. In terms of fire protection, the city has installed 240 fire hydrants throughout the community, covering 1,100 of the city’s housing units, thus giving adequate protection to residents.

Recent improvements to water utilities include the installation of variable frequency drives on the high service pumps, the addition of SCADA to control and monitor the system, and the rebuilding of one of the high service pumps. SCADA was installed using USDA loan/grant money, and the Board funded the other improvements.

The Heflin Water Works and Sewer Board identified three items needed to provide better water services to the community, which are listed as follows:

- Update of the water treatment plant
- Replacement of the aging distribution lines
- Increase service capacity around the industrial park

Sewer Utilities

The Heflin Water Works and Sewer Board provides sewer services to approximately 700 residential customers, 50 commercial establishments, and 1 industry.

Heflin’s sewer system comprises approximately 152,415 linear feet of sewer lines sized 8 inches or less to 16 inches diameter, extending throughout the city. Sewer line size of 6 inches is the generally accepted minimum standard diameter for private land use. Eight-inch lines are acceptable for public land use, while 12 inches and above should support light to moderate industry. Heavy industry may require 16-inch diameter line. Almost all of Heflin’s sewer system consists of mains 6 inches or larger, which means the city provides adequate sewer service throughout the community. There is a proposed plan to expand the city’s sewer system to be able to serve the entire industrial park. Table CF-4 displays sewer line size and distribution for Heflin in 2021. Sewer line size and location is shown on Map #9: Sewer Utilities.

Table CF-2. Heflin: Sewer Line Size and Distribution 2021

Sewer Line Size (Inches Diameter)	System-Wide (Feet)	City Only (Feet)
8 inch or less	142,572	138,496
10 inch	2,875	2,875
12 inch	1,212	1,212
15 inch	2,773	2,733
16 inch	2,542	2,542
Pressurized Main- 16” (From the treatment facility)	18,702	4,558
Total	170,636	152,415
Source: EARPDC database, 2021		

Heflin’s sewage utilities provide adequate service to the community. Capacity is 600,000 gallons per day with an average daily flow of 200,000 gallons per day, which has been deemed acceptable to meet needs. The average monthly residential sewer bill is presently \$25.00 and has remained fairly stable, with small increases over the last five years. Effluent is treated and discharged into Tallapoosa River in the southern part of the city. The treatment plant is currently in compliance with ADEM (Alabama Department of Environmental Management) standards for sewage treatment and discharge.

Heflin Water and Sewer Board identified three improvements needed to provide better sewer services to the community. These include the following:

- Replace aging pipes
- Add UV disinfection
- Remove sludge from the lagoon

Analytical Summary

This analytical summary outlines the top needs determined by each community facility department/organization in the City of Heflin in 2021. Results were based on the 2021 Community Facilities Survey distributed and collected by the Heflin Planning and Zoning Board.

City Administration

- Increase in revenue
- Increase in staff
- Increase in equipment

The City of Heflin is actively working to add more revenue generating businesses to Heflin. In the past six months, two businesses have been secured that will help increase the City's budget. By increasing the budget, the city will be able to improve roads, parks, and day-to-day operations.

Law Enforcement

- Personnel
- Training
- Equipment

The department strives to make the workplace environment where officers want to work thus retaining quality officers once time and money has been invested in them. Equipment level complacency is a fluid concept. As new technology provides new tools to work with, the department would certainly be interested and implement them as finances allow. Training is also influenced by financial concerns. The State of Alabama requires that officers receive 12 hours of Continuing Education Units (CEU's) a year. All officers complete this training to maintain their certification, but training classes are limited to cost and location. As funding improves, the department would like to offer officers the ability to travel to classes that suit their individual policing style.

Fire and Rescue

- Improved training facilities
- Replacement of old equipment and apparatuses
- Become full-time

The department actively applies for grants to replace equipment and is working to build better training props. At this time, it is not cost effective to spend the budget on full-time personnel.

Education

- Additional Staffing
- Expanded Educational Opportunities
- Mental Health and Social Work Counselors in the school

The School Board works to provide the school system with as much funding as possible to recruit, hire, and retain staff. This in turn allows schools to expand educational offerings. The school board and system staff work with outside agencies to provide mental health and social services to our

students when possible.

Lucile Morgan Public Library

- Extend our hours of operation. We currently do not have enough funding to pay the staff for more hours. The Community has expressed earlier and later hours would better serve the working patrons. In order to that, additional salary expenses are needed. Currently, the County is the only source of funding. If the City could partner on the library, this goal could become a reality.
- A meeting/reading area.
- Expand juvenile audio books to serve those with autism or hearing impaired

Parks and Recreation and Senior Center

- Additional staffing
- Updates to current facilities
- Additional adult sports leagues

Street and Sanitation

Note: The Street Department does have needs for new equipment, however, these needs will be determined and prioritized based on the city's equipment replacement schedule for all city departments.

- Street sweeper
- Side arm bush hog
- Dump truck

Utilities - Water Utilities

- Update of the water treatment plant
- Replacement of the aging distribution lines
- Increase service capacity around the industrial park

Sewer Utilities

- Replace aging pipes
- Add UV disinfection
- Remove sludge from the lagoon

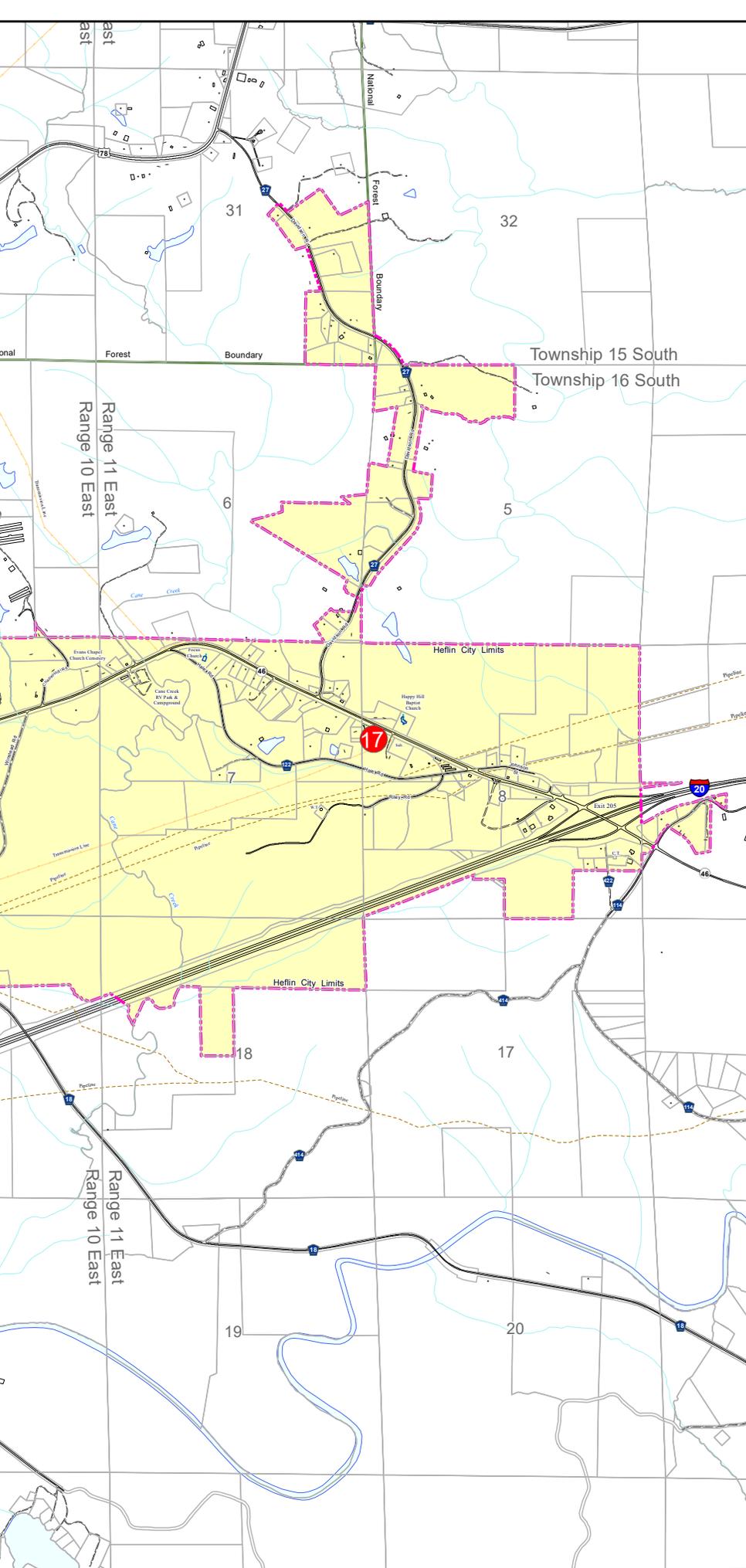
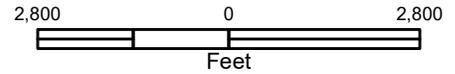
MAP 08

COMMUNITY FACILITIES

MAP

City of Heflin

Alabama



- 1** City Hall
- 2** Police Department
- 3** Cheaha Regional Library / Cleburne Co. Library
- 4** Post Office
- 5** Heflin Elementary / Middle School
- 6** Heflin High School
- 7** Heflin Recreation Center
- 8** Cleburne Co. of Human Resources
- 9** Veterans Memorial Park
- 10** Cahulga Creek Park
- 11** Sterling Medical Complex
- 12** Deacon Park
- 13** Cleburne Co. Board of Education Garage
- 14** Cleburne County Mountain Center
- 15** Heflin Street Dept.
- 16** Heflin Water Department
- 17** Cleburne County EMS
- 18** Fire Department
- 19** Cleburne Co. Road Dept.
- 20** Cleburne Co. Water Auth.
- 21** Community Art Center
- 22** Heflin Community Archery Park
- 23** Heflin City Park
- 24** Cleburne County Jail and Law Enforcement Center
- 25** Cleburne Co. Dept. of Public Health

Talladega National Forest

32

33

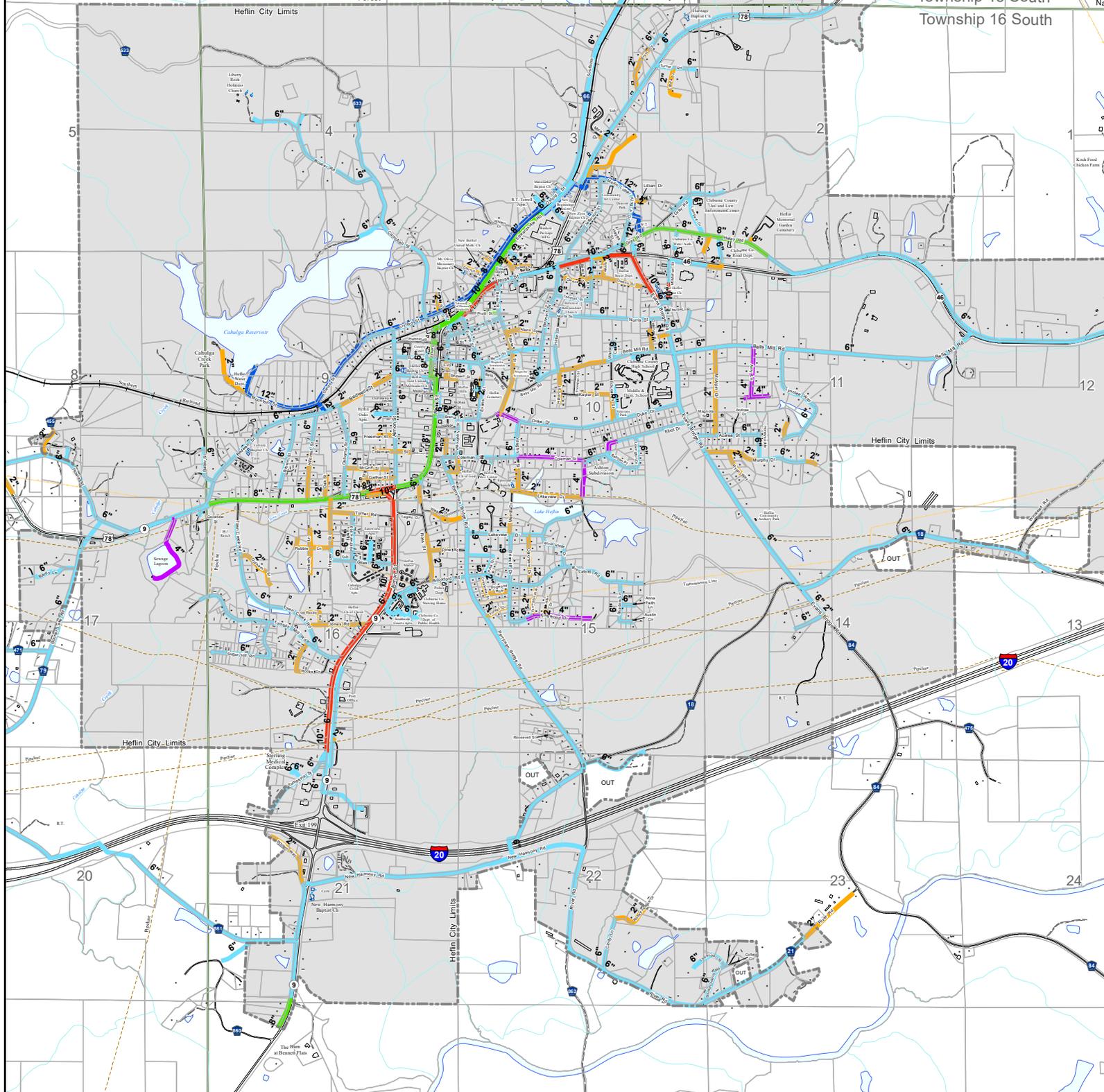
34

35

36

National Forest Boundary
Heflin City Limits

Township 15 South
Township 16 South



Liberty Hill
Holston Church

Cahulga Reservoir

Sheriff's
Station

Signaling
Machinery
Complex

The Hills
at Bonnet Flats

Southwire
Company

Cleburne County
Mountain
Center

Cleburne County
Board of
Education
Campus

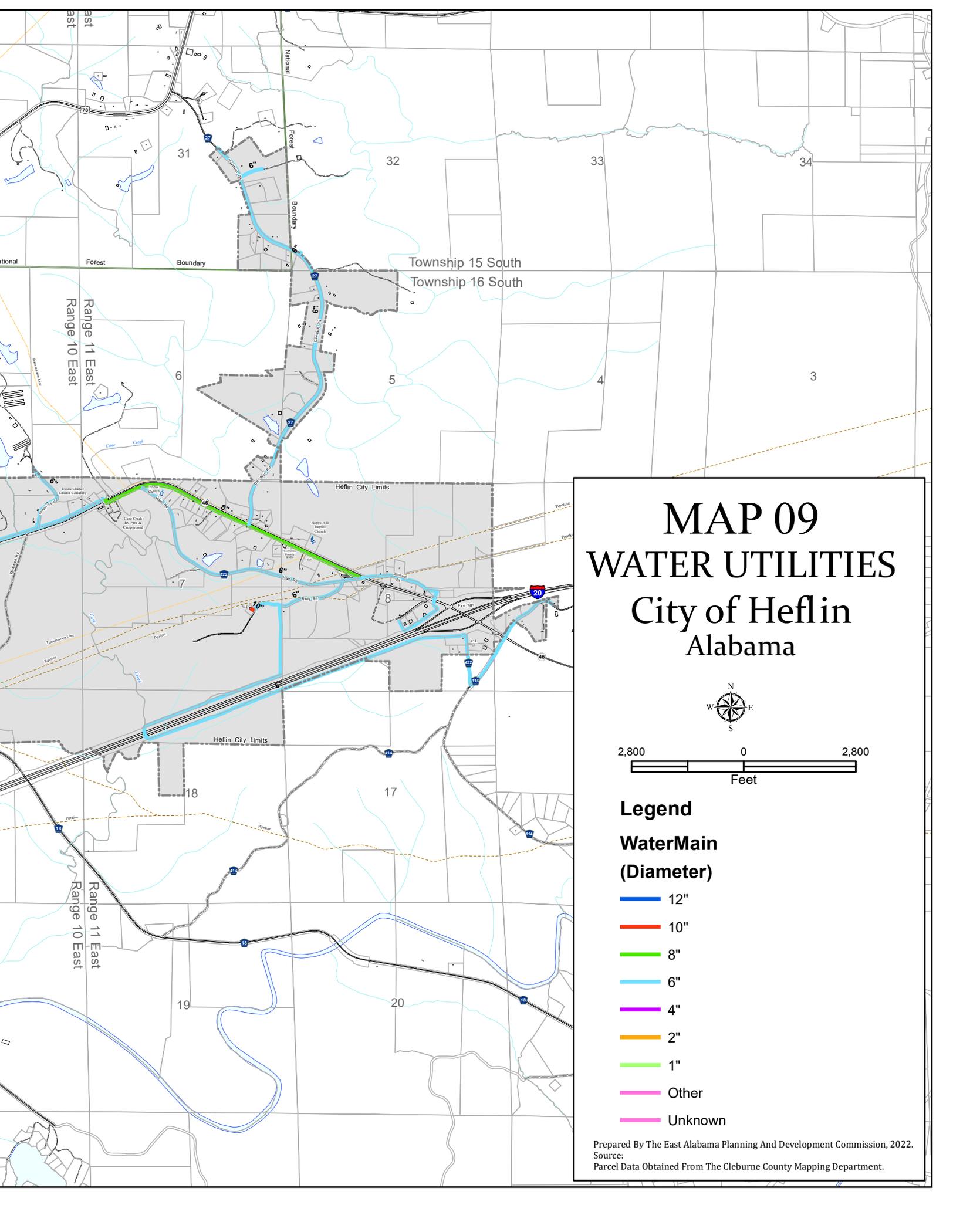
Cleburne County
Judicial and Law
Administration Center

Public
Safety
Center

Public
Safety
Center

Public
Safety
Center

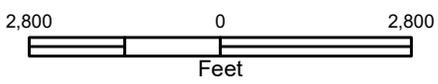
Public
Safety
Center



MAP 09

WATER UTILITIES

City of Heflin Alabama



Legend

WaterMain (Diameter)

- 12"
- 10"
- 8"
- 6"
- 4"
- 2"
- 1"
- Other
- Unknown

Prepared By The East Alabama Planning And Development Commission, 2022.
 Source:
 Parcel Data Obtained From The Cleburne County Mapping Department.

Talladega
National
Forest

32

33

34

36

outh
outh

National Forest Boundary

Heflin City Limits

Township 15 South

Township 16 South

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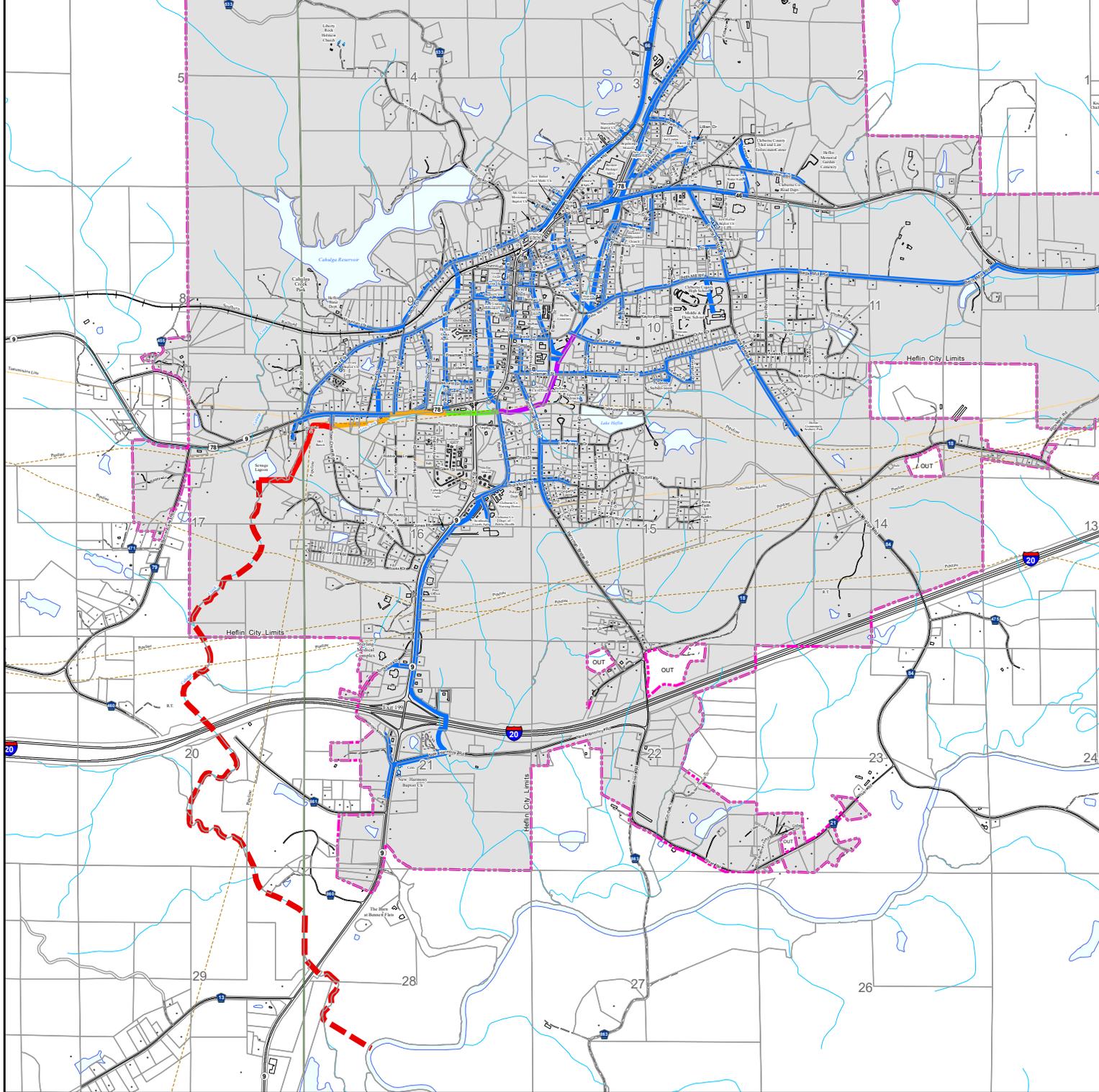
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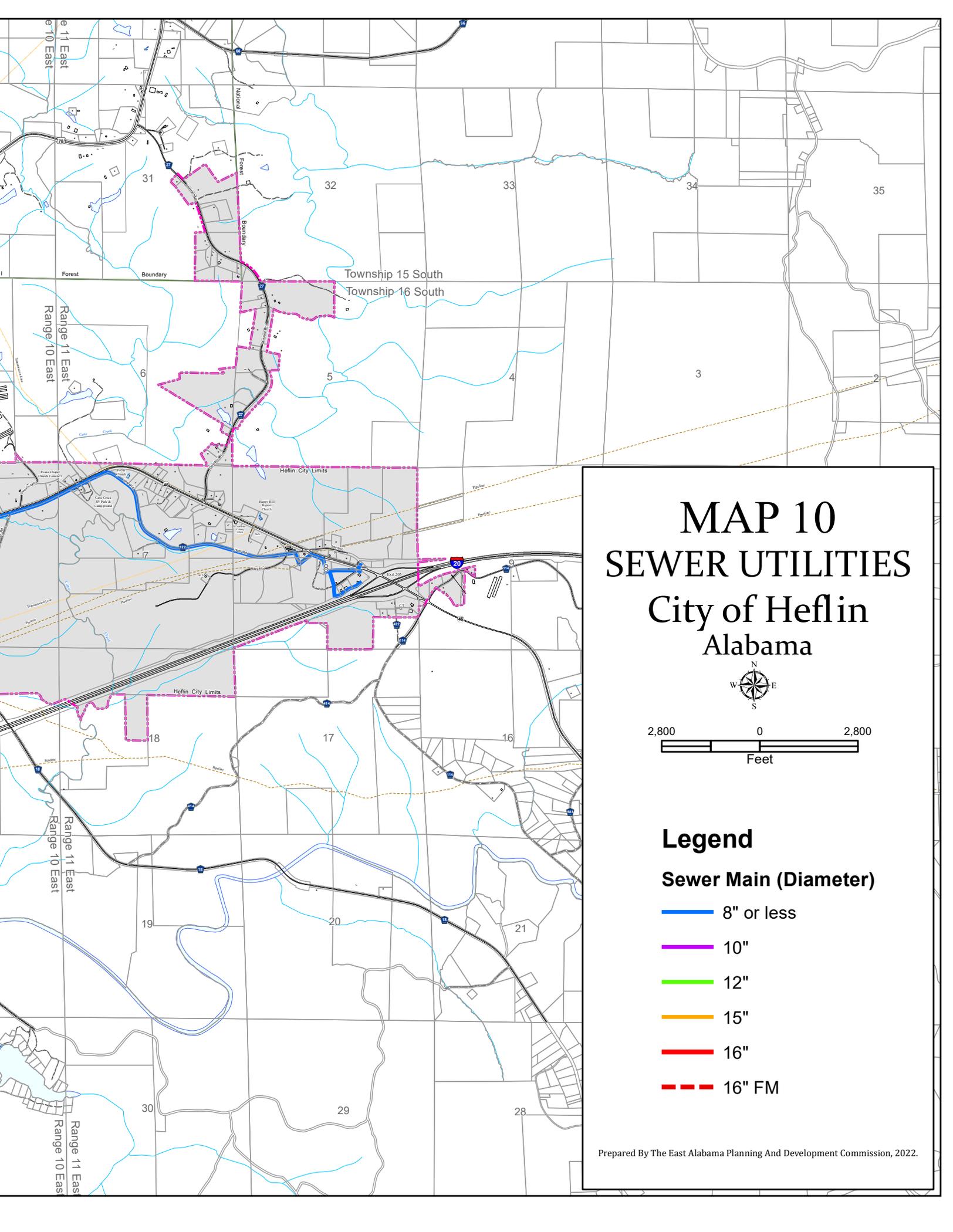
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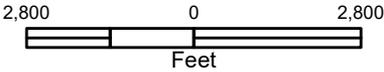




MAP 10

SEWER UTILITIES

City of Heflin Alabama



Legend

Sewer Main (Diameter)

- 8" or less
- 10"
- 12"
- 15"
- 16"
- - - 16" FM

CHAPTER VII: HOUSING

Housing is one of the most fundamental topics in relation to community needs. In order for a community to grow and prosper there must be a diverse and satisfactory amount of quality housing available. A housing examination is useful in determining housing types, existing housing conditions, availability, and affordability, in order to identify and meet housing needs. As a community grows and develops the need for quality, safe, and affordable housing, increases, along with the need for a variety of housing type options to meet the demands of residents in different stages of life and with changing preferences.

Some common benefits and impacts of properly planned housing improvements and development include the following:

Economic Impact—Economic developers and workforce employers seek communities from which to draw their labor force. Employment from new home construction and improved housing creates economic ripples throughout the community. According to the National Association of Home Builders (NAHB), in their analysis of the broad impact of new construction, the building of 1,000 average single-family homes generates approximately:

- 2,970 full-time jobs
- \$162 million in wages
- \$118 million in business income, and
- \$111 million in taxes and revenue for state, local, and federal governments.

Community Health—Home is where we spend most of our lives. For most Americans, the home represents a place of safety, security, and shelter where families come together to live. According to the Robert Wood Johnson Foundation, Commission to Build a Healthier America, September 2008 article on housing and health, most Americans spend about 90% of their time indoors, and an estimated two-thirds of that time is spent in the home. Potential health risks in association with poor housing conditions needs to be properly assessed and addressed in neighborhoods of concern.

Reductions in Foreclosure—According to the US Department of Housing and Urban Development, households who pay more than 30% of their annual income on housing costs are considered cost burdened and might have substantial difficulty affording basic necessities such as food, clothing, transportation, and medical care. HUD estimates approximately 12 million renter and homeowner households paying more than 50% of their annual income on housing costs. In order to alleviate housing burdens HUD provides grants to states and local governments to fund building, buying, and rehabilitating housing for rent or ownership and also provides direct rental assistance to low-income families who qualify. Reducing foreclosures by providing affordable housing and housing assistance, in a community will, in effect:

- Stabilize neighborhood housing value,
- Enhance tax collections,
- Increase utility revenues,
- Mitigate health and security hazards in association with empty structures,
- Lessen court and legal expenses in connection with demolition, and
- Provide for more attractive and enduring housing developments

Environmental Conservation—Quality housing with increased energy efficiencies preserves the environment by driving down demand for energy from power plants and other power facilities, thus

lessening the amount of waste byproduct generated from power production. According to the Environmental Protection Agency (EPA) of the total energy production in the US, about 40% is used to generate electricity while the U.S. Energy Information Administration estimated 37% of electrical consumption used in the residential sector, as of December 2014.

The City of Heflin recognizes the benefits of quality, safe, and affordable housing, as well as housing needs, and has taken action to address concerns. This chapter examines the city’s housing inventory in characteristics such as units by type, tenure and occupancy status, vacancy status, and household size. The chapter also examines housing conditions with housing stock age and physical conditions. An analysis of housing value and affordability along with an analytical summary round out the study.

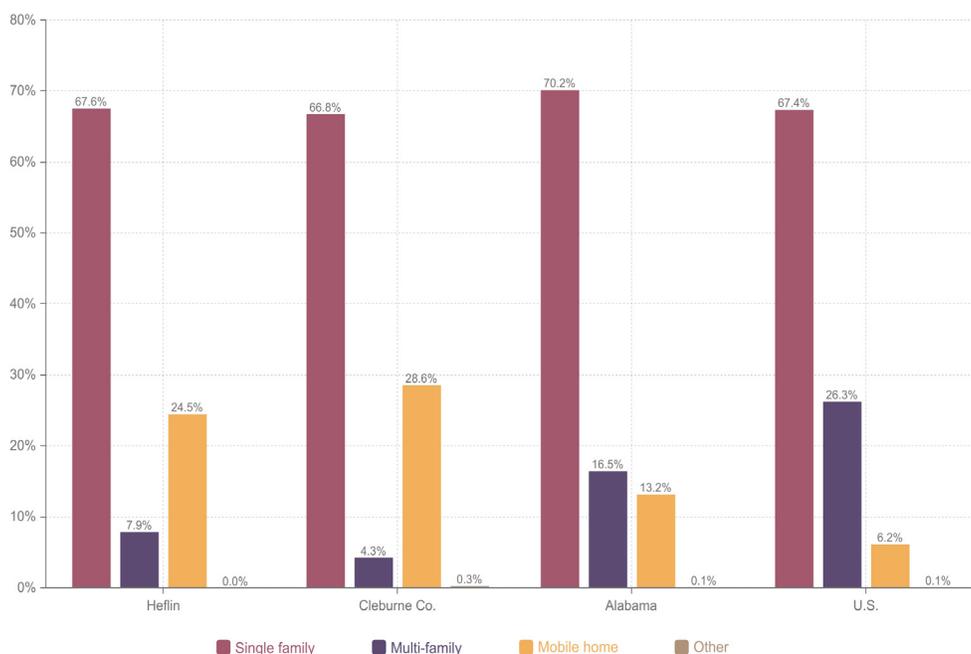
Housing information was collected and examined using the U.S. 2000 Census and U.S. 2010 Census as well as the 2011-2015 and 2015-2019 American Community Survey (ACS) for more recent data analysis. Decennial Census and American Community Survey data were examined for tenure and occupancy, vacancy status, household size, housing value, and rental costs, while housing unit type, housing stock age, owner-occupied affordability, and renter-occupied affordability only used ACS information. The city’s physical housing conditions were obtained from a special EARPCD observational survey conducted in 2021.

Housing Inventory

Units by Type

Housing comes in many forms and styles, each aiming to satisfy a wide range of people with changing demands and needs. A community that champions a variety of housing types has an advantage in that it provides many housing options with which to choose from, thus attracting more people. An examination of unit types reveals the most common and least common housing options available, expressing trends in housing development. Heflin housing consists of the following types: 1) Single-family—one unit attached or detached structures housing one family, primarily a house 2) Multi-family—contains two or more units within one structure with one family per unit; these include apartments, town homes, and duplexes, 3) Mobile home—a transportable structure which is two hundred fifty-six or more square feet, when installed, to be used as a dwelling with or without a foundation, 4) Other—any living accommodations occupied as a housing unit that does not fit the previous types,

H-1. Housing Unit Types, Heflin, AL (2019)



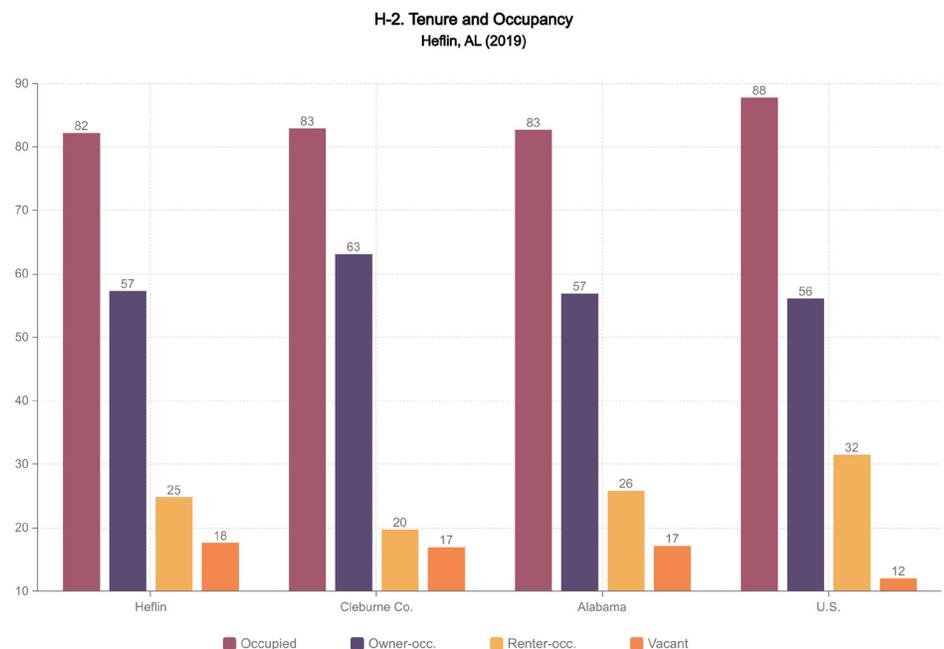
such as houseboats, railroad cars, campers, and vans.

Heflin showed slightly different trends in housing unit types compared to Cleburne County, Alabama, and the U.S. Between 2015 and 2019 the city increased in single-family homes by a moderate 13% while the county increased by 4% and both the state and nation grew by 3%. During this time both Heflin and Cleburne County also increased in mobile homes by 10%, while both Alabama and the U.S. reported less than 1% growth in this housing unit type. On the other hand, the city and county declined in multi-family units by a considerable -38% and -35% respectively, while the state and nation grew by 4%. This information indicates a city and county trend away from multi-family housing and an increase in mobile homes and single-family housing, while the state and nation reported the opposite with an increase in all unit types, though the highest increases were in “other” unit types.

The substantial majority of housing units in Heflin, in 2019, was single-family, accounting for 68% of all units, which was similar to Cleburne County, showing 67%, Alabama 70%, and the U.S. at 67%. Also in 2019, the city reported a larger portion of multi-family units at 8%, compared to the county at 4%. However, the state and nation showed considerably more multi-family units at 17% and 23%, respectively. This information indicates that Heflin held lower than average representation in multi-family housing compared to Alabama and the U.S. and similar portions compared to Cleburne County. Although Heflin increased in mobile home development to a greater degree than Cleburne County, Alabama, and the U.S., the city still held a smaller portion of mobile homes at 25% compared to the county (29%). The city showed significantly higher portions of mobile homes in comparison to the state (13%) and nation at 6%. Figure H-1 illustrates housing unit types for Heflin, Cleburne County, Alabama, and the U.S. in 2019 in accordance with 2015-2019 American Community Survey. The figure shows the city with a considerably larger portion of mobile homes compared to the state and nation and substantially smaller representation in multi-family housing. For more information consult Tables H-1 & H-2: Housing Unit Types for both the U.S. 2000 and 2010 Census and 2011-2015 and 2015-2019 ACS in Appendix C.

Tenure and Occupancy Status

Housing occupancy and ownership patterns change as a result of the housing market and population growth or decline. A study of housing ownership patterns is useful in analyzing housing needs and guiding policies toward better housing development. The Census Bureau recognizes tenure as referring to the distinction between owner-occupied and renter-occupied housing units while occupancy is defined as a housing unit classified as occupied if it is the usual place of residence of the person or



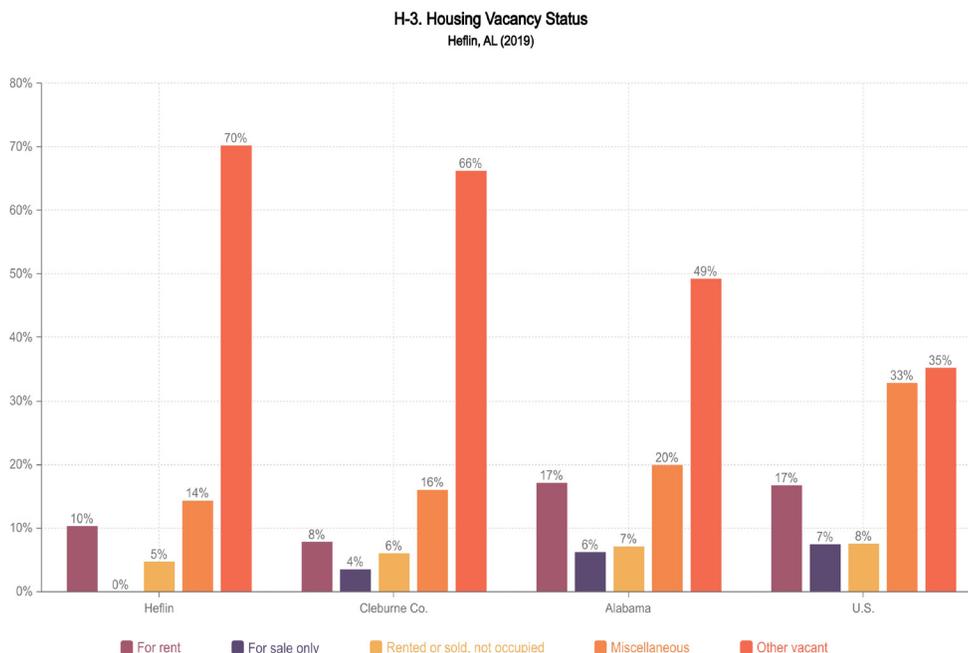
group of people living in it at the time of enumeration—that is when the Census counts were made. A housing unit is vacant if no one is living in it at the time of enumeration unless its occupants are only temporarily absent. Units temporarily occupied at the time of enumeration entirely by people who have a usual residence elsewhere are also classified as vacant.

Tenure and occupancy for Heflin showed somewhat similar trends compared to Cleburne County, and differing trends to Alabama and the U.S. Between 2015 and 2019 the city increased in occupied units by a minor 0.5% while the county dropped by -1.7%, the state increased by 1%, and the nation by 3% in occupancy. Vacancies for Heflin, during this time, increased by a considerable 34%, while Cleburne County showed an increase of 27%. Alabama and the U.S. grew less significantly in vacancies from 2015-2019, seeing increases of 10% and 2%, respectively. This information indicates slightly less occupancy and more vacancies in the city and county, compared to the state and nation. Also, at this time the city grew in renter-occupied housing by a significant 19% while the county (4%), state (0.7%), and nation (3%) grew slightly in this tenure, indicating a city trend toward renter occupied housing and a move away from owner occupied housing.

Heflin showed somewhat similar portions in tenure compared to Cleburne County, Alabama, and the U.S. In 2019, owner-occupied housing comprised approximately 57% of the city’s housing stock, while the county reported 63%, the state 57%, and the nation 56%. Renter-occupied housing in the city, at 25%, constituted similar representation to the state (26%) which was somewhat lower than the nation at 31%. Cleburne County had the lowest renter-occupied representation at 20%. This information indicates that, in 2019, renter-occupancy was less popular as a tenure option in the city, county, and state than in the nation. Figure H-2 displays tenure and occupancy for Heflin, Cleburne County, Alabama, and the U.S. in 2019. Notice the slightly larger portion of vacant housing in the city, compared to the county, state, and nation. For more information see Table H-3: Tenure and Occupancy (2000-2010) and Table H-4: Tenure and Occupancy (American Community Survey).

Vacancy Status

Vacancy status is useful in determining how vacant housing has been utilized. A housing unit is vacant if no one is living in it at the time of enumeration, unless its occupants are only temporarily absent. Units temporarily occupied at the time of enumeration entirely by people who have a usual residence elsewhere are also classified as vacant. Occupants classified as having a “usual residence elsewhere” are counted at the address of their usual place of residence. Therefore, vacancies can be



occupied houses for rent, sale, or for seasonal or recreational use only.

Five basic categories were selected to identify how vacant housing was being used, these included: 1) for sale only units, 2) for rent only units, 3) rented or sold, but not occupied, 4) miscellaneous—this includes units used for seasonal, recreational, occasional use, or migrant workers, 5) other—which entails other non-specified uses.

In terms of vacancy status, Heflin exhibited significantly different trends compared to Cleburne County, Alabama, and the U.S. From 2015 to 2019, the city increased, overall, in vacancies by 34%, which was considerably higher growth than the county (27%), state (10%), and nation 2%. Of these vacancies, the city increased in homes for sale only by 0%, while the county grew by 50%, the state declined by -26% and the nation fell by -16%. Heflin decreased in vacant homes used for miscellaneous purposes by -40%, as Cleburne County fell -27% in this vacancy status, Alabama declined -5%, and the U.S. showed a minor 2% increase. Furthermore, the city climbed in vacant homes used for rent only by a considerable 141%, which was also substantially higher than the county which grew by 44% and the state, which grew by 14%. The nation fell in this category by a moderate 5%. This information indicates a trend of more growth in city homes available for rent only than in the county, state, and nation during this time.

Heflin displayed somewhat different patterns in vacancy status compared to Cleburne County, Alabama, and the U.S. In 2019, the city's most prevalent vacancy status was other vacant at 70%, which was comparable to the county at 66%, but higher than the state (49%), and nation at 35%. However, Heflin, during this time, held a considerably lower portion of for sale only vacancies at 0% in contrast to Cleburne County (4%), Alabama (6%), and the U.S., at 8%. The city also recorded somewhat smaller representation in miscellaneous vacancies at 14%, in comparison to the state (20%) and nation (33%), and a slightly smaller portion compared to the county at 16%. This information indicates proportionately more city homes available for other vacant uses and less vacancies used for miscellaneous and for sale only purposes compared to the county, state, and nation. This could be attributed to less residents looking to sell their home as opposed to using it for seasonal, part-time, or recreational uses. Figure H-3 displays vacancy status for Heflin, Cleburne County, Alabama, and the U.S. in 2019. The figure illustrates the city's nonexistent portion of vacancies for sale only and larger portion of other vacant uses in contrast to the county, state, and nation. For more information see Table H-5: Vacancy Status (U.S. Census 2000 and 2010) and Table H-6: Vacancy Status (American Community Survey 2011-2015 & 2015-2019).

Household Size

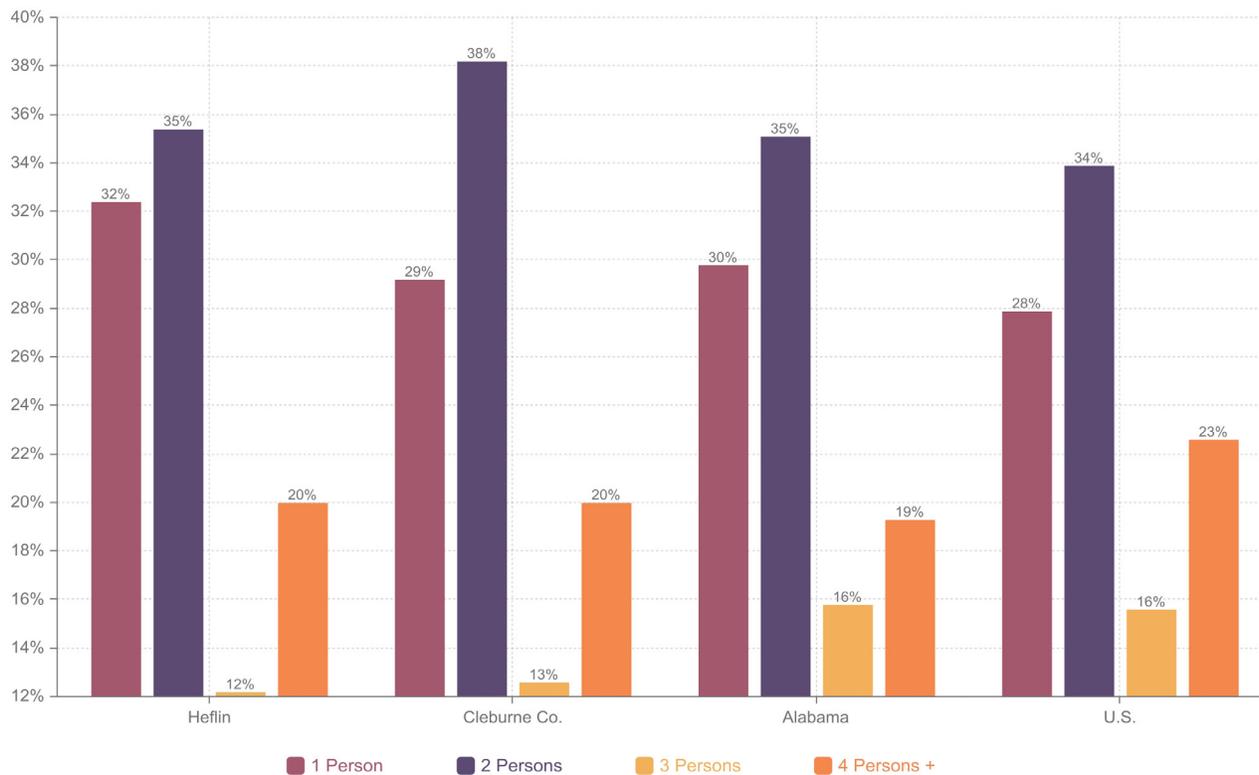
Household size is a useful measure in determining how housing is being utilized and in meeting household needs. Generally speaking, a community with fewer individuals per household could best utilize housing by building smaller or more compact housing than a community with larger households and vice-versa. For the purposes of a household size study, four household sizes were examined which include the following: 1 person households, 2 person households, 3 person households, and households occupied by 4 or more persons. For more information, particularly on households holding 5 persons or more, see Table H-7 Household Size with figures from the 2000 and 2010 Decennial Census. In order to analyze more recent information on household size only 2011-2015 and 2015-2019 American Community Survey information is examined in this report.

Heflin reported modestly different trends in household size compared to Cleburne County, Alabama,

and the U.S. Between 2015 and 2019, the city increased in 1 person households by 5%, while the county increased in 1 person households by 8% and state and nation by 4%. The city also increased in 2 person households by 10% while the county grew by 6%, the state by 1%, and the nation climbed by 4%. In terms of decline in household size, Heflin decreased in households with 3 persons by (-13%) while Cleburne County fell by (-25%), Alabama declined in this household size by (-3%) and the U.S. showed a minor 2% increase. The city also declined in households with 4 or more persons, falling by 9%, as did the county (-10%) and state (-1%). The nation, however, experienced 2% growth in this category. This information indicates that while Heflin, Cleburne County, and Alabama grew in households of smaller size, they experienced declined in households of a larger size. Meanwhile, the nation showed a different trend, increasing in both households of smaller size and in households of larger size. Such trend for growth in smaller household size could be attributed to the city holding a high portion of single-family and owner-occupied housing, as previously discussed.

Although growth city trends in household size differed significantly from the county, state, and nation, representation in household size showed similar results. In 2019, Heflin’s single most prevalent household size was 2-person, accounting for 35% of all households, which was the same as Alabama’s (35%) and was similar to Cleburne County at 38%, and the U.S. at 33%. Heflin and Cleburne County reported approximately 12% of households with 3 persons, while both Alabama and the U.S. showed slightly more at 16%. This information indicates that the city and county, during this time, held only a slightly smaller portion of households of larger size compared to the state and nation. However, the nation surpassed the city, county, and state in households with 4 or more persons, indicating larger households at the national level. Figure H-4 illustrates household size for Heflin, Cleburne County, Alabama, and the U.S. in 2019. Notice from the chart the slightly higher representation of 1 person households for the city as compared to the county, state, and nation. For more information from the American Community Survey see Table H-8 Household Size (ACS 2015 & 2019).

H-4. Household Size
Heflin, AL (2019)



Average household size for Heflin, in 2019, at 2.54 indicates the city holding smaller households than Cleburne County at 2.60, similar size households compared to Alabama at 2.55 and significantly smaller households compared to the U.S. at 2.62. For more information from the American Community Survey see Table H-8 Household Size (ACS 2015 & 2019).

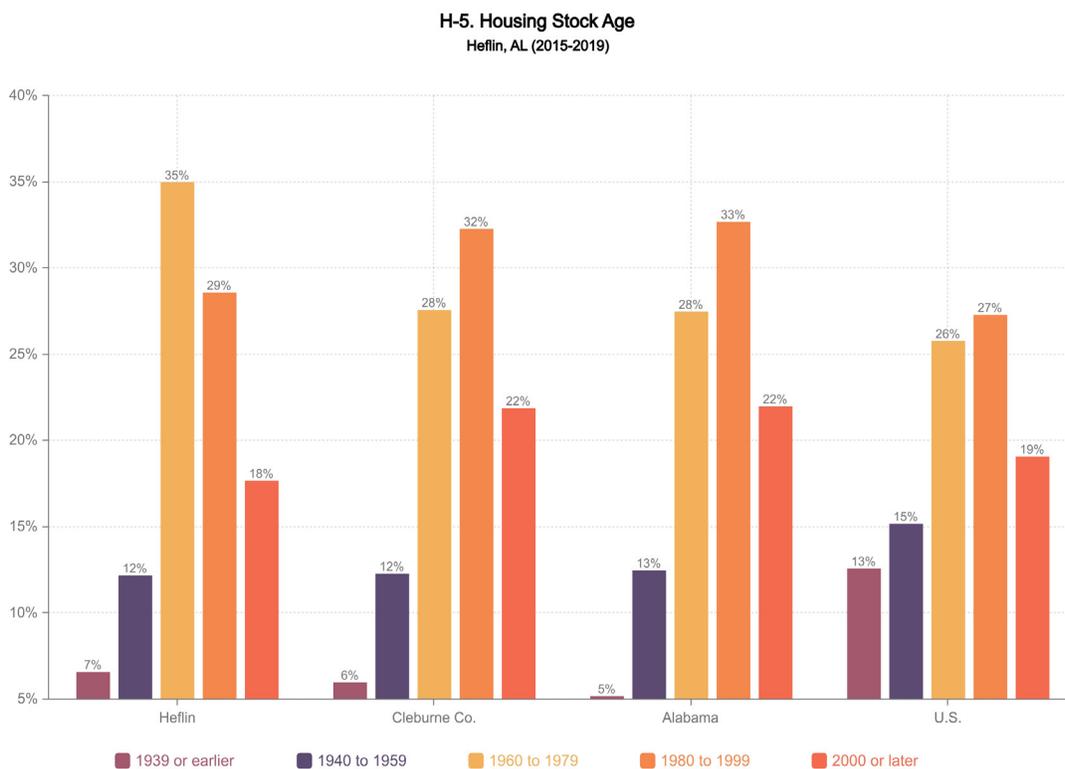
Housing Conditions

Housing Stock Age

Housing stock age is a good indicator of current housing conditions and needs. A thorough examination of housing age can be used to assess probable housing conditions and needs for improvements within the community. In general, older homes, homes aged 40 years or older, show signs of wear and more improvements and/or more significant improvements might be needed to provide adequate living conditions for occupants. Therefore, homes predating 1980 should require significant attention and homes built prior to 1960 special attention. New homes have been identified as homes built post-1999. Information for housing stock age was obtained from the 2015-2019 American Community Survey.

Heflin is a relatively old and historic city and as such the city holds a somewhat larger portion of older homes compared to other communities in Cleburne County and Alabama, and a similar portion compared to the U.S. According to the 2015-2019 American Community Survey, Heflin and the U.S. had a median year structure built of 1978, while Cleburne County and Alabama showed 1983. In terms of housing stock age, the American Community Survey showed that approximately 54% of homes in the city and nation were built prior to 1980, as the county and state (45%) recorded somewhat less. However, approximately 18% of city, county, and state homes were built prior to 1960, while the nation recorded slightly more at 28%. The city reported approximately 18% of homes built post-1999 while the county, state, and nation exhibited a larger portion of newer homes at 22% for the county and state and 19% for the nation. Figure H-5 illustrates housing stock age for Heflin, Cleburne County, Alabama, and the U.S. in 2019.

Notice on the chart the substantially larger portion of city homes



built between 1960 and 1979 compared to the county, state, and nation. Also notice the smaller portion of city homes built post-1980 compared to the county, state, and nation. Since older homes tend to require more work updating and general maintenance, the city could, as a planning consideration, conduct a housing assessment and explore means of housing improvement and preservation. Such planning would seek to provide quality housing in older neighborhoods and other areas throughout the community where housing improvements might be needed. For more information see Table H-9: Housing Stock Age in Appendix C.

Physical Housing Conditions

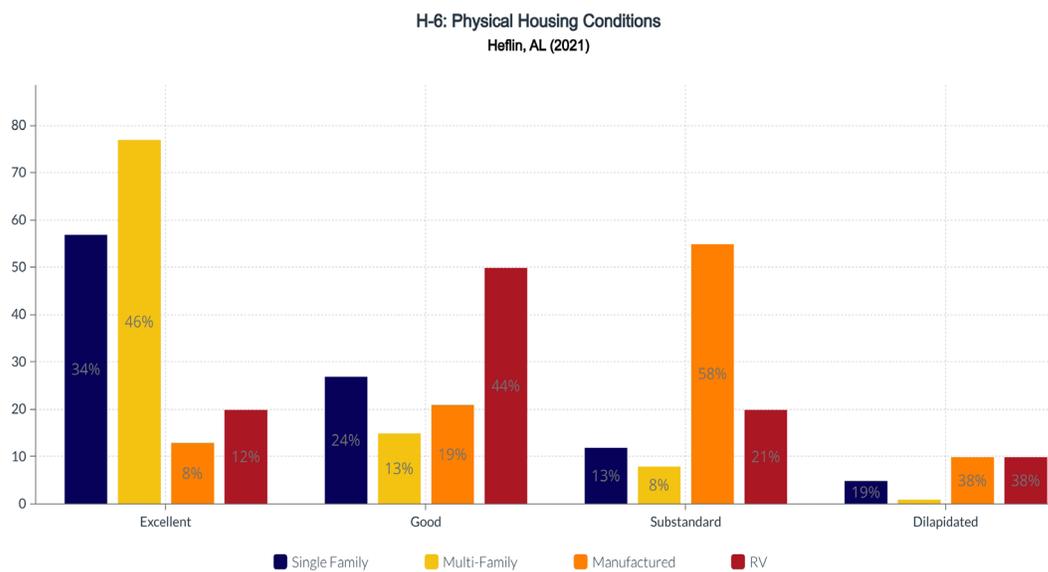
Quality physical housing conditions play an important role in serving the general population and in attracting new people to the community. This section of the plan examines physical housing conditions based on outside physical aesthetic appearance and apparent structural stability. In 2021, EARPDC cartography staff conducted a survey of the city to inventory housing improvement needs (See Maps 4A and 4B: Housing Conditions) based on four pre-determined criteria: 1) excellent condition, 2) good condition, 3) substandard, and 4) dilapidated. These criteria are described as follows:

Excellent conditions- overall quality and workmanship is above average. The units exhibit highly maintained features.

Good conditions—units need no work, all painted areas are painted, roof is straight with no sags, good shingles or other roof material, gutters attached and in good functional shape, all siding or brick is intact and properly maintained. Windows have screens or storm windows. No rotten doors and windows in place, shingles in good condition. No rotten or missing shutters. All doors are in good shape. Foundations are full and not cracked or sagging.

Substandard conditions—units may show one or many improvements needed. Roofs are sagging and/or curled with missing shingles, rotten or missing trim or siding, cracks in brick or foundation, piles of trash, unkempt yards, cluttered appearance. These units are wide ranging from almost sound condition to nearly dilapidated.

Dilapidated—units are neglected and could be vacant, abandoned, or burned and not repaired. These units exhibit many obvious defects and could be deemed “unlivable” and not habitable. Disclaimer: The results of the housing conditions survey have been based solely on a general “visibility” survey conducted by EARPDC cartography staff for use in this Comprehen-



sive Plan. Therefore, the information and findings of this survey cannot be considered as an actual and completely accurate assessment of city housing conditions. Additional assessment of homes, conducted by a professionally trained and certified building inspector, would be necessary to determine conformance to City Code. Rather, this information is meant to be used as a “foundational” first step in identifying individual homes, neighborhoods, and other areas of the city which may require further and more detailed assessment as to housing condition improvements and needs.

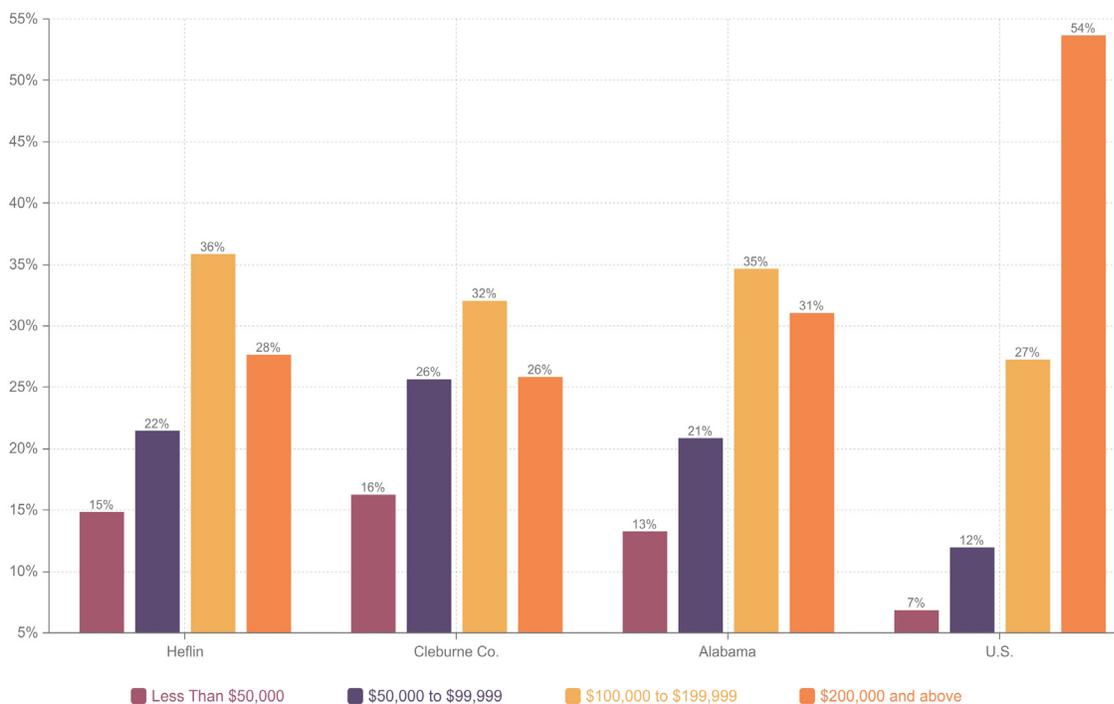
According to the EARPDC housing conditions survey, conducted in 2021, Heflin had 1,576 home units surveyed, of which 1,029 (65%) were single-family, 295 (19%) were multi-family, 242 (15%) were manufactured units, and 10 (1%) were Recreational Vehicles (RVs). The survey showed approximately 54% (the slight majority) of the total units in excellent condition, 24% in good condition, 18% in substandard condition, and 5% dilapidated. Manufactured units reported the most need for improvements with 134 (55%) units in substandard condition and 24 (10%) dilapidated. Single family also recorded need with 12% in substandard condition. Table H-10 displays housing conditions in Heflin based on the 2021 EARPDC survey. As a planning consideration, the city should examine a more detailed assessment of housing conditions and make improvement plans accordingly. For more information see Table H-10: Physical Housing Conditions in Appendix C and Maps _____ Housing Conditions at the end of this chapter.

Housing Value

Housing value is a critical element of a comprehensive housing study. Every community desires housing with high resale value and growing equity. The information provided focuses chiefly on housing value for owner-occupied housing, being the primary form of housing in the community. Heflin recognizes the need to promote and encourage quality housing development and has been active in preparing for such growth.

Heflin showed somewhat different trends in housing value compared to Cleburne County, Alabama, and the U.S. From 2015 to 2019, the city decreased in homes valued less than \$50 K by a significant -44%, while the county also declined by -37%, the state by -16%, and the nation by -21%. Also, during this time, the city

H-7. Housing Value (Owner-occupied)
Heflin, AL (2019)



grew by a moderate 15% in homes valued at \$200 K and above as the county dropped by -3%, the state grew by 22%, and the nation by 24% in this housing value category. This information indicates that, in terms of housing value, the city decreased in homes with lesser value and increased in homes of higher value. Meanwhile, the county, state, and nation also decreased in homes of lesser value, and the state and nation increased in homes of higher value.

Aligning with decline in homes valued less than \$50 K, Heflin showed somewhat small representation in this value category at only 15%, which was slightly less than Cleburne County, accounting for 16% of its housing stock. Alabama showed a smaller portion of homes valued less than \$50 K at 13% and the U.S. reported somewhat substantially less at 7%. In 2019, Heflin exhibited significant representation of higher valued homes with approximately 64% being valued at \$100 K or above, which was a moderately higher portion than Cleburne County at 55%, similar representation with Alabama (66%) yet considerably lower representation than the U.S. at 81%. This information indicates that due to decline in lower valued homes, the city exceeded the county in the portion of high value homes, remained on par with the state, yet fell short of the nation. Figure H-7 exhibits housing value for Heflin, Cleburne County, Alabama, and the U.S. in 2019. See from the chart that the city's substantial portion of homes valued at \$100 K or above. For more information see Table H-11: Housing Value of Owner-occupied units (2000 and 2010 Decennial Census) and Table H-12: Housing Value of Owner-occupied units (2011-2015 & 2015-2019 American Community Survey).

Median housing value (MHV) was also examined. Between 2015 and 2019 Heflin's MHV grew from \$109,800 to \$124,000 which nearly double Cleburne County's growth, with an increase from \$108,000 to \$116,500. Heflin's MHV was somewhat considerably lower than Alabama which climbed from \$125,500 to \$142,700 and substantially lower than the U.S. which grew from \$178,600 to \$217,500 during this time. Such an increase in housing value in the U.S. could be attributed to recovery in the housing market at the national scale since 2009.

Housing Affordability

Heflin recognizes the need to establish and maintain housing, which is affordable and suitable to its residents. According to the Alabama Housing Finance Authority, the generally accepted affordability standard for housing cost is no more than 30 percent of household income. The city's housing substantially satisfies this requirement. Housing affordability is examined through changes in contract rent, gross rent, and housing value. Contract rent is, as described in the 2010 Census, "The monthly rent agreed to or contracted for, regardless of any furnishings, utilities, fees, meals, or services that may be included". Gross rent is also defined in the 2010 Census as, "The amount of the contract rent plus the estimated average monthly cost of utilities (electricity, gas, and water and sewer) and fuels (oil, coal, kerosene, wood, etc.)".

Housing affordability is also determined through owner-occupied and renter-occupied monthly owner costs as a percentage of household income, which this section on affordability also examines.

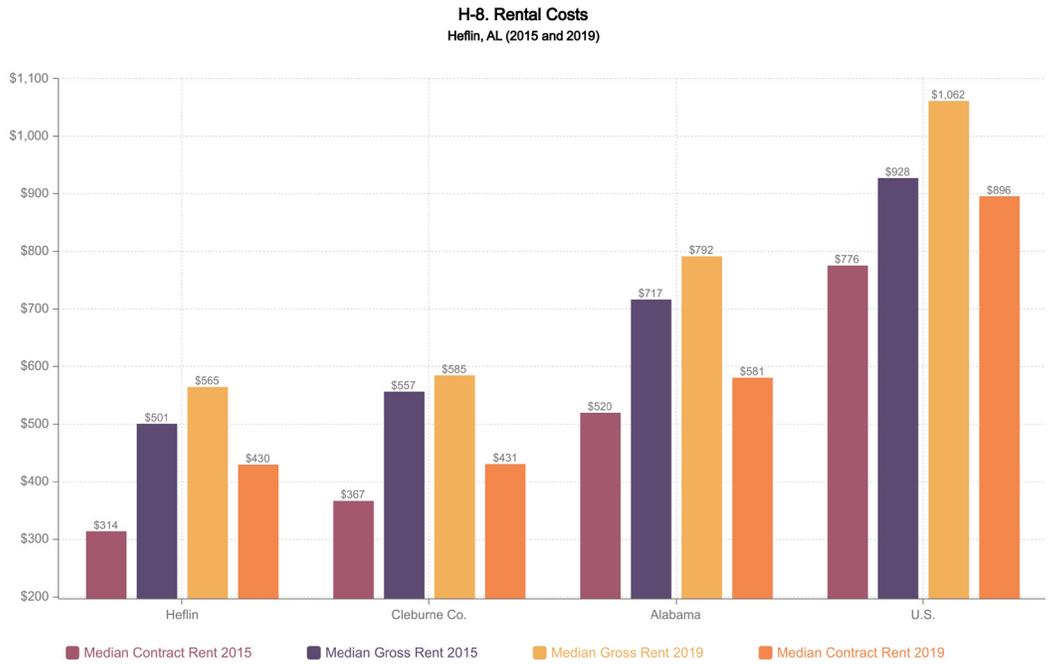
Rental Costs

In determining affordability for renters in a community, an examination of rental costs plays an important role. Rental cost information for this section was collected and analyzed through American Community Survey figures for median contract rent and median gross rent. The information gath-

ered shows that Heflin displayed somewhat similar rental costs to Cleburne County, but considerably lower costs compared to Alabama and the U.S.

In terms of contract rent, between 2015 and 2019, the city increased in median contract rent significantly from \$314 to \$430, while the county grew from \$367 to \$431. The state increased in median contract rent from \$520 to \$581 and the nation grew from \$776 to \$896.

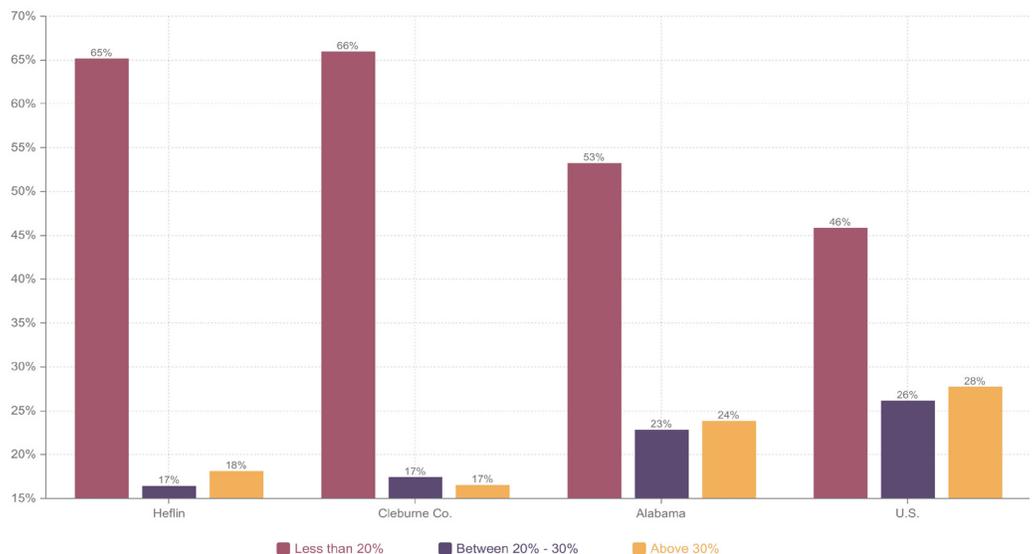
For gross rent, between 2015 and 2019, the city grew less considerably from \$501 to \$565, while the county climbed from \$557 to \$585. The state increased from \$717 to \$792 and the nation from \$928 to \$1,062. This information indicates that city rental costs, overall, were slightly lower than those in the county and considerably lower than those in the state and nation. Figure H-8 illustrates median contract rent and median gross rent for Heflin, Cleburne County, Alabama, and the U.S. in 2015 and 2019. Notice in the chart rental costs for the city and county being fairly comparable, but the state and nation showing substantially higher costs in 2015 and 2019. Such low rental costs for the city and county compared to the state and nation could be attributed to city and county households earning smaller incomes, which tends to be the situation in rural communities, as opposed to state and nation households earning higher incomes in more densely populated urban areas. For more information see Tables H-13 and H-14 Rental Costs in Appendix C.



Affordability of Owner-occupied Housing

Affordability of owner-occupied housing is vitally important in maintaining housing occupancy and population growth within the community. The relative affordability of owner-occupied housing was determined by examining selected monthly owner costs

H-9. Housing Affordability Monthly Owner Costs as a Percentage of Household Income Heflin, AL (2019)



as a percentage of household income. As a common goal, communities should strive to make housing more affordable to their residents without sacrificing structural quality, working facilities, and aesthetic appeal.

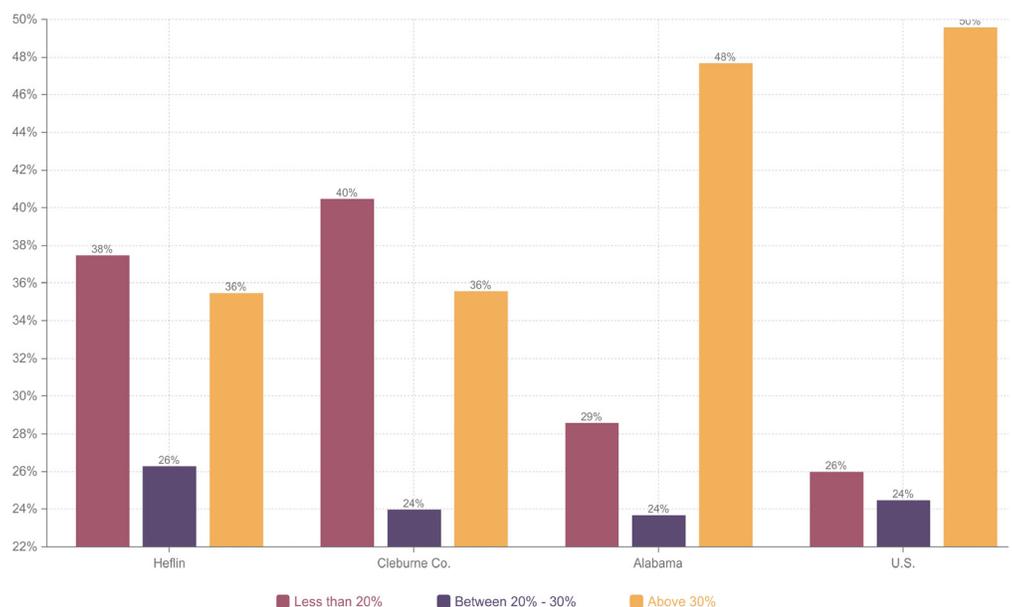
Although housing value ranked relatively high, Heflin and Cleburne County housing affordability of owner-occupied homes also rated high compared to Alabama and the U.S. In 2019, approximately 82% of city households spent less than 30% of their household income on housing costs as the county reported somewhat more affordability at 84%. The state reported 76% and the nation 72% in this category. Furthermore, the city ranked well in the higher affordability categories with approximately 65% of households spending less than 20% of their household income on housing costs while the county reported 66%, the state 53%, and the nation 46%. This information indicates that in 2019 Heflin’s owner-occupied housing was comparable to owner-occupied housing in the county, somewhat more affordable than the state and substantially more affordable than the nation. Figure H-9 illustrates monthly owner costs as a percentage of household income for Heflin, Cleburne County, Alabama, and the U.S. in 2019. Notice in the chart the high affordability in the city and county, particularly in the category less than 20%, compared to the state and nation. For more information see Table H-15: Selected Monthly Owner Costs as a Percentage of Household Income in Appendix C.

Affordability of Renter-occupied Housing

Renting has often been an attractive alternative to owning a home. Home ownership is generally more expensive and houses often require greater maintenance than apartments, town homes, or condominiums. Although home ownership, nationally, is much more popular and highly regarded, renter-occupied housing is needed to meet the needs of a diverse population, requiring a variety of housing choices.

Similar to owner-occupied affordability, Heflin also showed comparable renter-occupied housing affordability to Cleburne County, and substantially higher renter-occupied housing affordability compared to Alabama and the U.S. In 2019, the city and county recorded approximately 64% of renter-occupied households spending less than 30% of their household income on housing costs, while the state reported 52%, and the nation 51%. Furthermore, in 2019, approximately 38% of renter-occupied households in the city spent less than 20% of their household income on housing costs, as the county reported 41%, the state 29%, and the nation 26%. Figure H-10 examines gross rent as a percentage of household income for

H-10. Housing Affordability Gross Rent as a Percentage of Household Income
Heflin, AL (2019)



Heflin, Cleburne County, Alabama, and the U.S. in 2019. Notice from the chart the considerably smaller portion of renter-occupied households in the city and county spending more than 30% of their household income on housing costs compared to the state and nation. For more information see Table H-16: Gross Rent as a Percentage of Household Income in Appendix C.

Analytical Summary

The analytical summary provides a statistical review of the information discussed in each chapter and analyzes the data through a general assessment.

Units by Type

The substantial majority of housing units in Heflin, in 2019, was single-family, accounting for 68% of all units, which was similar to Cleburne County, showing 67%, Alabama 70%, and the U.S. at 67%. Also in 2019, the city reported a larger portion of multi-family units at 8%, compared to the county at 4%. However, the state and nation showed considerably more multi-family units at 17% and 23%, respectively. This information indicates that Heflin held lower than average representation in multi-family housing compared to Alabama and the U.S. and similar portions compared to Cleburne County. Although Heflin increased in mobile home development to a greater degree than Cleburne County, Alabama, and the U.S., the city still held a smaller portion of mobile homes at 25% compared to the county (29%). The city showed significantly higher portions of mobile homes in comparison to the state (13%) and nation at 6%.

Assessment: Heflin and Cleburne County exhibited a high portion of single-family homes and mobile homes and small representation of multi-family homes compared to Alabama and the U.S.

Tenure and Occupancy

Heflin showed somewhat similar portions in tenure compared to Cleburne County, Alabama, and the U.S. In 2019, owner-occupied housing comprised approximately 57% of the city's housing stock, while the county reported 63%, the state 57%, and the nation 56%. Renter-occupied housing in the city, at 25%, constituted similar representation to the state (26%) which was somewhat lower than the nation at 31%. Cleburne County had the lowest renter-occupied representation at 20%.

Assessment: Heflin showed comparable occupancy status with Cleburne County, Alabama, and the U.S. and somewhat lower representation in renter-occupied housing compared to the state and nation.

Vacancy Status

Heflin displayed somewhat different patterns in vacancy status compared to Cleburne County, Alabama, and the U.S. In 2019, the city's most prevalent vacancy status was other vacant at 70%, which was comparable to the county at 66%, but higher than the state (49%), and nation at 35%. However, Heflin, during this time, held a considerably lower portion of for sale only vacancies at 0% in contrast to Cleburne County (4%), Alabama (6%), and the U.S., at 8%. The city also recorded somewhat smaller representation in miscellaneous vacancies at 14%, in comparison to the state (20%) and nation (33%), and a slightly smaller portion compared to the county at 16%. This information indicates proportionately more city homes available for other vacant uses and less vacancies used for

miscellaneous and for sale only purposes compared to the county, state, and nation. This could be attributed to less residents looking to sell their home as opposed to using it for seasonal, part-time, or recreational uses.

Assessment: Heflin reported considerably more vacant homes for other uses and less miscellaneous and sale only compared to Cleburne County, Alabama, and the U.S.

Household Size

In 2019, Heflin's single most prevalent household size was 2-person, accounting for 35% of all households, which was the same as Alabama's (35%) and was similar to Cleburne County at 38%, and the U.S. at 33%. Heflin and Cleburne County reported approximately 12% of households with 3 persons, while both Alabama and the U.S. showed slightly more at 16%. This information indicates that the city and county, during this time, held only a slightly smaller portion of households of larger size compared to the state and nation. However, the nation surpassed the city, county, and state in households with 4 or more persons, indicating larger households at the national level.

Assessment: Heflin recorded fairly comparable household size with Cleburne County, Alabama, and the U.S. in 2019.

Housing Stock Age

In terms of housing stock age, the American Community Survey showed that approximately 54% of homes in the city and nation were built prior to 1980, as the county and state (45%) recorded somewhat less. However, approximately 18% of city, county, and state homes were built prior to 1960, while the nation recorded slightly more at 28%. The city reported approximately 18% of homes built post-1999 while the county, state, and nation exhibited a larger portion of newer homes at 22% for the county and state and 19% for the nation.

Assessment: In 2019, Heflin held a similar portion of older homes compared to Cleburne County and Alabama and moderately fewer older homes compared to the U.S.

Physical Conditions

According to the EARPDC housing conditions survey, conducted in 2021, Heflin had 1,576 home units surveyed, of which 1,029 (65%) were single-family, 295 (19%) were multi-family, 242 (15%) were manufactured units, and 10 (1%) were Recreational Vehicles (RVs). The survey showed approximately 54% (the slight majority) of the total units in excellent condition, 24% in good condition, 18% in substandard condition, and 5% dilapidated. Manufactured units reported the most need for improvements with 134 (55%) units in substandard condition and 24 (10%) dilapidated. Single family also recorded need with 12% in substandard condition.

Assessment: Survey results from the EARPDC housing conditions survey shows nearly a quarter of Heflin's housing units in a various state of deterioration with manufactured homes displaying the greatest need for improvements.

Housing Value

Aligning with decline in homes valued less than \$50 K, Heflin showed somewhat small representa-

tion in this value category at only 15%, which was slightly less than Cleburne County, accounting for 16% of its housing stock. Alabama showed a smaller portion of homes valued less than \$50 K at 13% and the U.S. reported somewhat substantially less at 7%. In 2019, Heflin exhibited significant representation of higher valued homes with approximately 64% being valued at \$100 K or above, which was a moderately higher portion than Cleburne County at 55%, similar representation with Alabama (66%) yet considerably lower representation than the U.S. at 81%.

Assessment: Heflin showed moderately higher housing value compared to Cleburne County, comparable value to Alabama, and significantly lower value than the U.S.

Housing Affordability

In terms of contract rent, between 2015 and 2019, the city increased in median contract rent significantly from \$314 to \$430, while the county grew from \$367 to \$431. The state increased in median contract rent from \$520 to \$581 and the nation grew from \$776 to \$896. For gross rent, between 2015 and 2019, the city grew less considerably from \$501 to \$565, while the county climbed from \$557 to \$585. The state increased from \$717 to \$792 and the nation from \$928 to \$1,062. This information indicates that city rental costs, overall, were slightly lower than those in the county and considerably lower than those in the state and nation.

Assessment: Heflin reported lower costs of contract rent and gross rent compared to Cleburne County, and substantially lower rent compared to Alabama and the U.S.

Affordability of Owner-occupied Housing

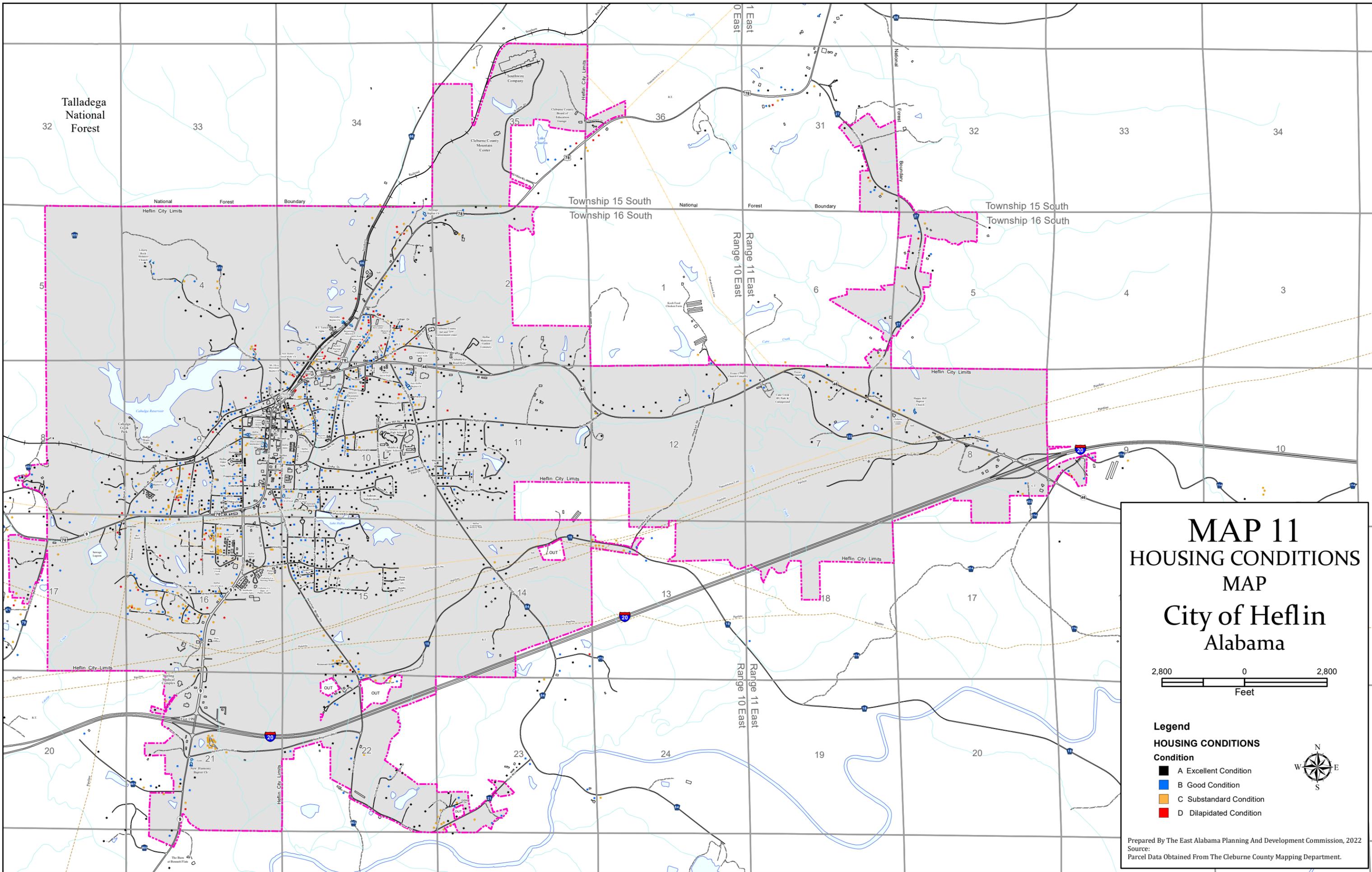
In 2019, approximately 82% of city households spent less than 30% of their household income on housing costs as the county reported somewhat more affordability at 84%. The state reported 76% and the nation 72% in this category. Furthermore, the city ranked well in the higher affordability categories with approximately 65% of households spending less than 20% of their household income on housing costs while the county reported 66%, the state 53%, and the nation 46%.

Assessment: Heflin showed comparable owner-occupied affordability to Cleburne County and substantially higher owner-occupied affordability compared to Alabama and the U.S. in 2019.

Affordability of Renter-occupied Housing

In 2019, the city and county recorded approximately 64% of renter-occupied households spending less than 30% of their household income on housing costs, while the state reported 52%, and the nation 51%. Furthermore, in 2019, approximately 38% of renter-occupied households in the city spent less than 20% of their household income on housing costs, as the county reported 41%, the state 29%, and the nation 26%.

Assessment: Heflin showed comparable renter-occupied affordability to Cleburne County and substantially higher renter-occupied affordability compared to Alabama and the U.S. in 2019.



Talladega National Forest

Township 15 South
Township 16 South

Township 15 South
Township 16 South

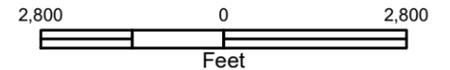
MAP 11

HOUSING CONDITIONS

MAP

City of Heflin

Alabama



- Legend**
- HOUSING CONDITIONS**
- Condition**
- A Excellent Condition
 - B Good Condition
 - C Substandard Condition
 - D Dilapidated Condition



Prepared By The East Alabama Planning And Development Commission, 2022
Source:
Parcel Data Obtained From The Cleburne County Mapping Department.

CHAPTER VIII: ECONOMY

The economy directly affects a community's growth and prosperity. The state of the local economy i.e. how well it creates and maintains employment opportunities, handles production, and distributes goods and services greatly influences population, housing, transportation, and land use. Therefore, a clear understanding of the local economy is a vital factor for community growth and development as well as a sustainable comprehensive planning effort. The City of Heflin desires to grow and prosper in economic development, drawing in new small businesses while maintaining and expanding present business establishments.

This chapter of the comprehensive plan examines the following economy related characteristics: educational attainment, income, commuting patterns, labor force participation and unemployment, occupational status, industrial composition, and poverty. These characteristics for the city shall be compared to those of the county, state, and nation in order to establish a foundation for comparison. Economic information for this chapter has been obtained entirely from the 2011-2015 and 2015-2019 American Community Survey, which has been used to provide economic trend information and analysis. The previous chapter on population introduces and discusses the American Community Survey—that is how and when data is collected and its uses for the plan. The chapter also reports results from a business owners survey, which was sent to and collected from business owners in the city and gives guidance for sustainable economic development for businesses and for the community as a whole. An analytical summary of economic information is included at the end of this chapter.

Education

Education is a vital factor for initiating community growth and economic development. A high quality education system prepares and empowers individuals within the community to be productive, successful leaders in their respective fields of training and expertise. This, in turn, qualifies individuals for greater earning potential, allowing more money to be reinvested into the community, building the local economy.

Educational Attainment

Heflin showed fairly high educational attainment compared to Cleburne County, Alabama, and the U.S. Between 2015 and 2019 the city increased in recipients of either a bachelor's degree or a graduate/professional degree by a combined 70%, while the county reported 51%, the state 22%, and the nation 26%. Also, during this time, the city increased in the portion of residents having received either a bachelor's degree or a graduate/professional degree from 13% to 17% while the county recorded 11% and 15%, respectively, indicating that the portion of city residents holding higher educational attainment outranked the county. In 2019, both Alabama at 25% and the U.S. at 32% reported higher attainment than Heflin and Cleburne County

While Heflin showed somewhat significant growth in recipients of higher attainment degrees, the city also reported significant decline in residents with lower attainment such as those categorized in 9th to 12th grade, with no diploma or experiencing some college, but having no college degree with a combined drop of -28%. Meanwhile Cleburne County also decreased in residents in these categories by -22% as Alabama reported -8% and the U.S. -5%. than the state and nation.

E-1: Percent Change in Education Attainment
 Heflin, AL (2015-2019)

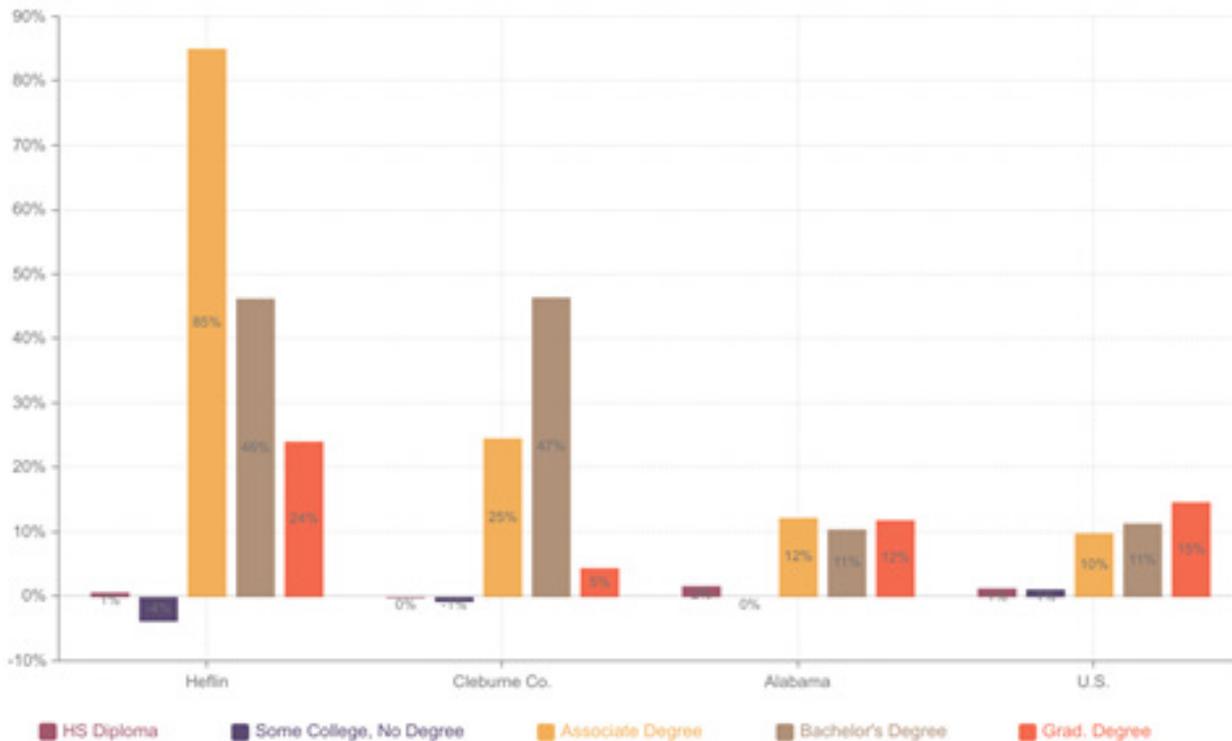


Figure E-1 illustrates educational attainment for Heflin, Cleburne County, Alabama, and the U.S. in 2019. Notice in the chart that the city showed slightly higher attainment than the county, state, and nation. For more information see Table E-1: Educational Attainment in Appendix A.

Trends from this information indicate a stagnancy or decline in persons having received lower educational attainment, such as recipients of a high school diploma only or some college experience but no degree, and an increase in recipients of higher attainment such as a bachelor’s degree or higher, suggesting that many people with lower attainment could be leaving the community to find employment elsewhere while people with higher attainment may be moving in to find work. As a planning consideration, local businesses should work with schools and regional colleges to assure that when students graduate, they have employment opportunities in the community and can be placed in jobs immediately after graduation.

Income

Monetary income is a primary factor in determining a community’s wealth and prosperity. Higher incomes promote a higher standard of living and more return investment into the community, while lower incomes suggest lower standards and less investment. Therefore, a comprehensive economic study requires a thorough understanding of community income.

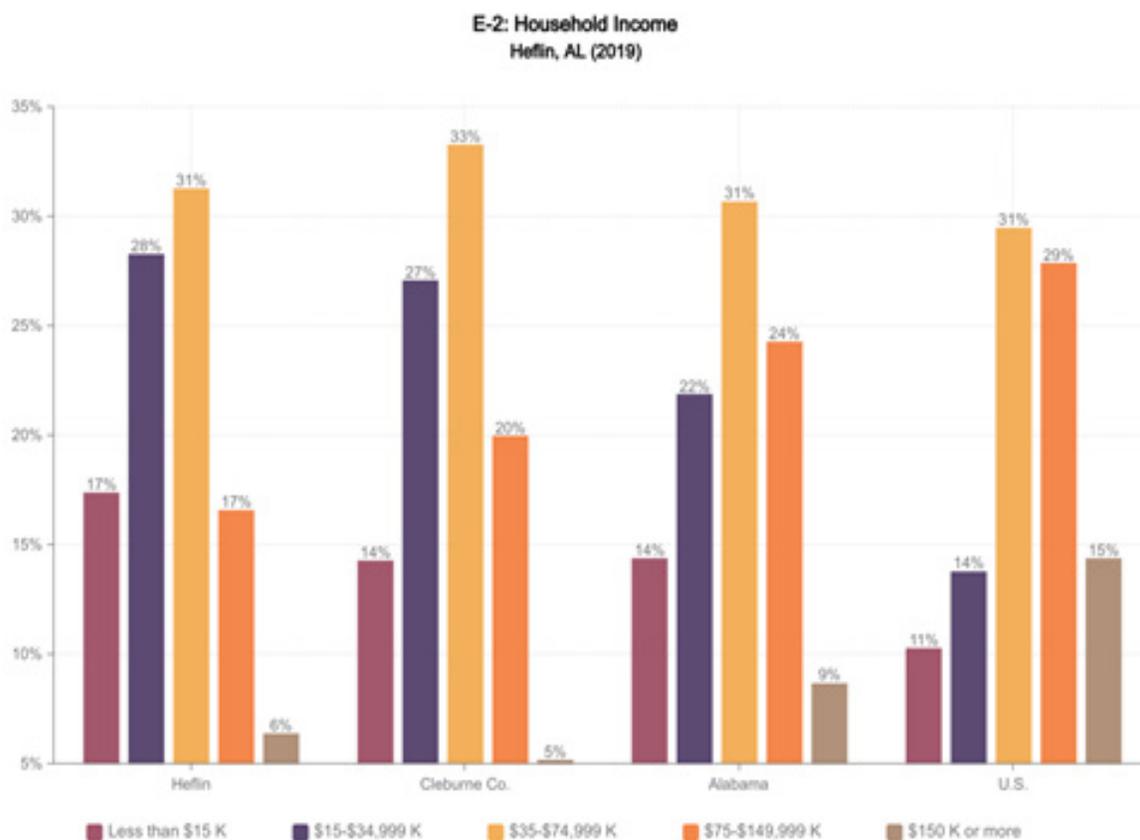
Household Income

Household income (HHI) is the most basic and generalized variable in measuring income. A household is considered a dwelling unit in which one or more individuals live. Therefore, the household income is the accumulation of all income generated within a specified household. Median household

income (MHI), which is characterized as the exact middle (median) point of household incomes collected, has been examined as the primary focal point.

Heflin, with household income, ranked slightly low compared to Cleburne County and considerably low contrasted to Alabama and the U.S. Between 2015 and 2019, the city decreased in households earning between \$15 K and \$34,999 K by a minor -0.7% while the county dropped in this category by -7%, the state declined by -9%, and the nation by -31%. Heflin also decreased somewhat substantially in households earning less than \$15 K by -26%, as Cleburne County (-25%) and Alabama and the U.S. (-14%) all declined less significantly in this group. Households earning \$150,000 K or more showed a considerable increase of 131% in Heflin, while Cleburne County had a 107%, Alabama 45%, and the U.S. 44%. This information indicates that Heflin showed similar patterns to the county, state, and nation, with less considerable decline in lower income households and a more significant increase in higher income homes.

In 2019, the city showed nearly half of households at 46% earning less than \$35 K per year, while



the county reported 42%. Meanwhile, the state showed 36% earning less than \$35 K in 2019, as the nation reported 24%. Similarly, in 2019, both Heflin (23%) and Cleburne County (25%) reported smaller portions of households in higher earning brackets compared to Alabama and the U.S., with the state showing 33% and the nation 42% in this category. Figure E-2 displays household income for Heflin, Cleburne County, Alabama, and the U.S. in 2019. Notice from the chart that the city held a significantly lower portion of higher income households compared to the county, state, and nation.

Furthermore, median household income reflects Heflin households with slightly lower income compared to Cleburne County, but considerably lower than Alabama and the U.S. Between 2015 and

2019 Heflin median household income increased from \$33,931 to \$40,430 as did Cleburne County, growing from \$38,056 to \$44,741. Such growth in income could be attributed to an increase in households with higher incomes, as previously discussed. Meanwhile, Alabama increased in median household income from \$43,623 to \$50,536 and the U.S. reported a climb from \$53,899 to \$62,843. For more detail see Table E-2: Household Income Distribution in Appendix B.

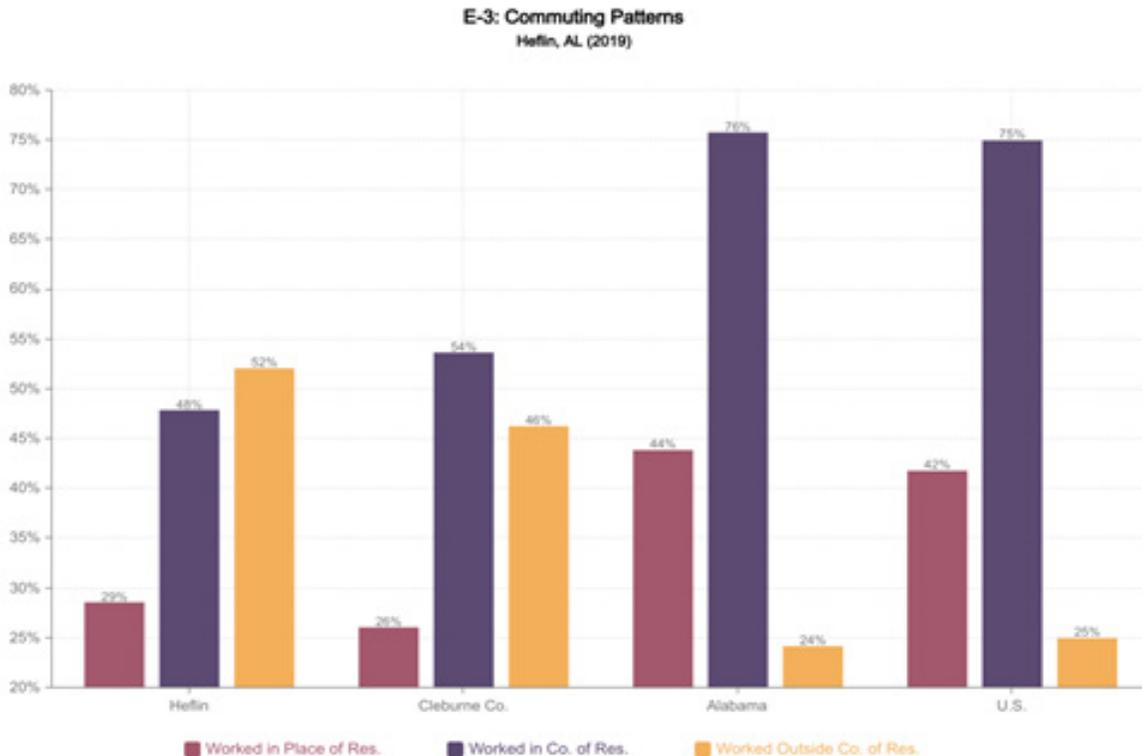
As a planning consideration and as a means of increasing income, Heflin should strive to attract businesses and schools by marketing its room for growth to such companies and institutions, which would, in turn bring in high-paying jobs and grow the local economy. Additionally, the city holds significant potential for new firms with its location with convenient access to major roadways and railroads and reasonable proximity to major cities and metro areas such as Birmingham, Anniston, Oxford, and Atlanta

Commuting Patterns

Commuting patterns can be used to gauge how far away people in a community live from their place of work and how much time was spent in transition to and from home and the workplace. These patterns are useful in recognizing places for job development and retention as well as alleviating long commuting time and travel distances in the city and its surrounding municipalities, thus advancing the local economy. This section of the economy chapter will examine such commuting information as place of work, commuting travel time, and means of transportation to give a complete picture of commuting within the City of Heflin and provide suggestions for improving travel to and from work.

Place of Work

Place of work was the major component in understanding commuting patterns with the two variables examined being those residents (workers 16 and older) who live in their place of residence (town)



and work in their respective town along with those who live in the town, but commute outside the town to work, whether their work is in the same county or outside the county.

In terms of commuting patterns, Heflin rated slightly worse in comparison to Cleburne County, and considerably worse than Alabama, and the U.S. Between 2015 and 2019 Heflin remained steady in commuters living and working in the city at 29%, however, in 2019, the city showed a similar portion of commuters working in their place of residence compared to the county at 26% and a significantly smaller portion compared to the state (44%) and nation at 42%. Additionally, Heflin showed a slightly smaller portion (48%) of commuters who live and work in the city or in Cleburne County in contrast to those who live in somewhere else in the county and work and live in their respective community or somewhere else in the same county at 54%. Both Alabama at 76% and the U.S. at 75% reported substantially higher county commuting trends than Heflin in 2019. This information indicates that proportionately more commuters in Heflin seek employment opportunities out-of-county than those in Cleburne County, Alabama, and the U.S. and that the city has not been adequately providing jobs for resident workers. Figure E-3 displays commuting patterns in the form of work in place of residence for Heflin, Cleburne County, Alabama, and the U.S. in 2019. Notice from the chart the city holding a substantially higher portion of commuters working outside their county of residence (52%) while the county (46%), state (24%), and nation at 25% showed less commuters working outside their respective counties. For more information see Table E-3 Commuting Patterns in Appendix B.

Travel Time to Work

Travel time to work is an important factor in determining commuting patterns. The amount of time a typical driver spends on the road gives some indication of access to employment opportunities from any given community. In alignment with place of work information Heflin commuters reported slightly lower commute times compared to Cleburne County, and higher commute times than Alabama and the U.S. Mean travel time to work information for Heflin, between 2015 and 2019, records average travel time increasing from 26.5 minutes to 28.0 minutes while Cleburne County grew from 33.3 minutes to 34.0 minutes, and Alabama climbed slightly from 24.4 to 24.9. The U.S. reported a minor increase from 25.9 minutes to 26.9 for comparison. This information further indicates slightly longer distances traveled for city and county commuters than for the average commuter in the state and nation. Figure E-4 displays commuting means in the form of mean travel time to work in minutes for Heflin, Cleburne County, Alabama, and the U.S. in 2015 and 2019. Notice from the chart the county's high commute times in comparison to the city, state, and nation. As a planning consideration, Heflin should continue to promote and encourage new small businesses to locate in the community, and expand existing, in order to spur economic development and provide commuters with more opportunities to live and work in the city, thus strengthening the local economy.

Labor Force Participation and Unemployment

Labor force participation is based on how many individuals ages 16 and over are a part of the labor force, and if they are employed or unemployed as civilian or armed forces. Businesses desiring to relocate or expand search for communities with a strong labor force in which to draw qualified employment. To do this they must estimate approximately how many candidates are available to fill positions required to perform necessary company operations. Therefore, a proper understanding of a community's labor force is critical to a comprehensive planning effort.

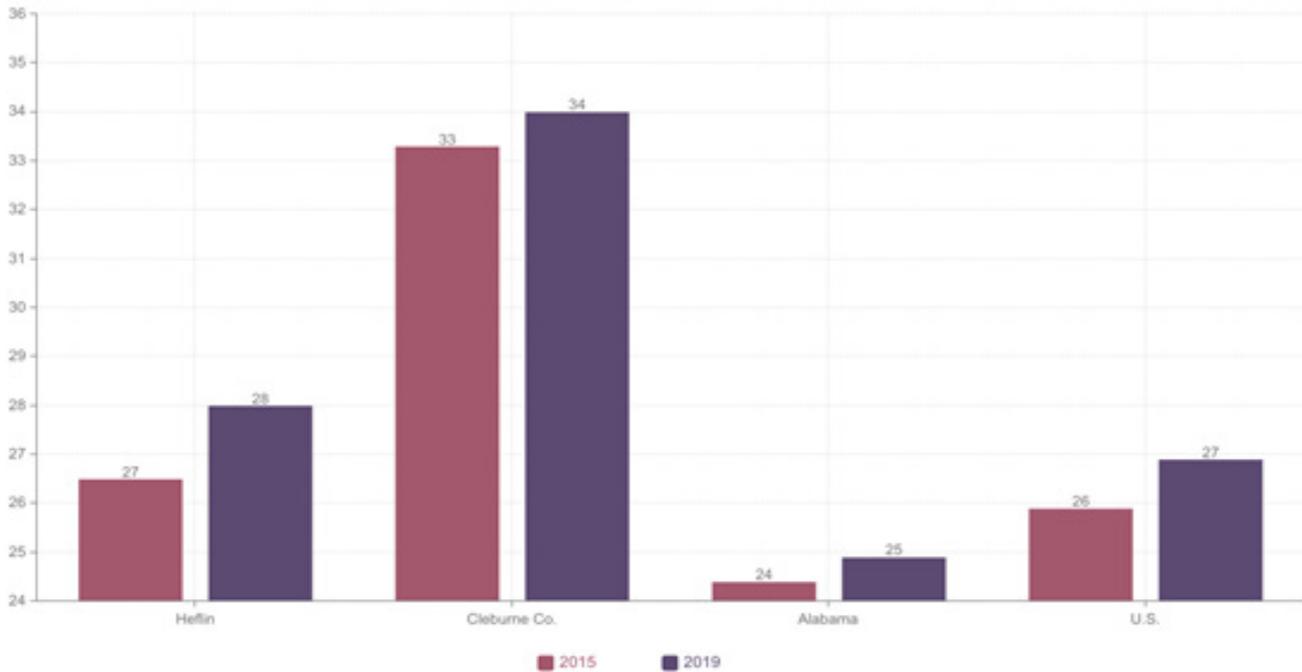
While labor force participation examines the total number of people aged 16 and older who are available

in the workforce, unemployment focuses on those individuals who are eligible, yet are currently not employed in the civilian workforce. For the purposes of this study, unemployment trends are not based on the unemployment rate, since armed forces is not accounted for, but rather the portion of persons ready for civilian labor force work. This information is useful in understanding the town’s employment patterns in relation to county, state, and national trends and in establishing priorities for employment in the community.

Labor Force Participation

Concerning Heflin’s labor force, the city ranked comparably to Cleburne County, but poorly compared to Alabama and the U.S. Between 2015 and 2019 the city’s labor force dropped by -6%, while the county decreased by -8%, the state remained the same at 0% change, and the nation grew by 3%.

E-4: Commuting Means, Heflin, AL (2015-2019)
Mean Travel Time to Work (Minutes)



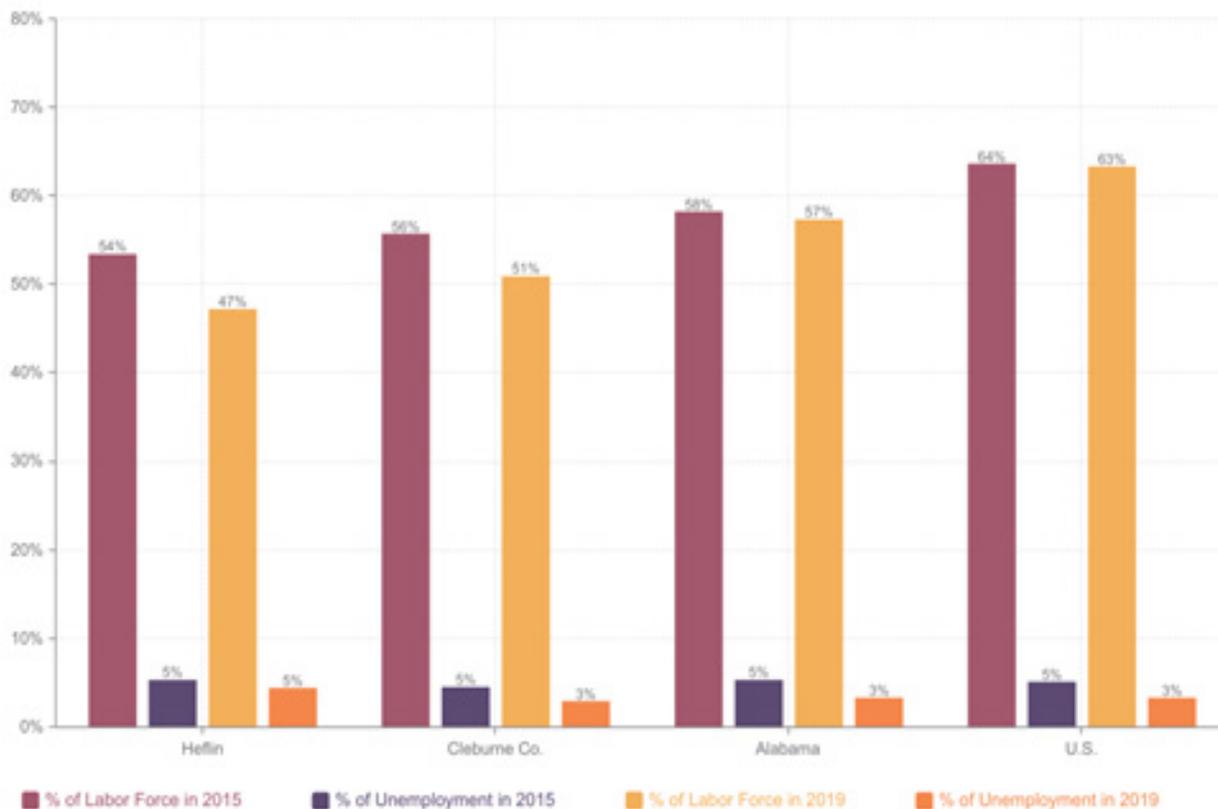
Heflin’s civilian labor force also dropped by -7%, as Cleburne County declined by -8%, Alabama again showed no change, and the U.S grew by 3%. Also, between 2015 and 2019 the portion of the city’s population, age 16 and older, in the labor force decreased from 54% to 47% while the county dropped slightly from 56% to 51%, the state declined from 58% to 57%, as did the nation from 64% to 63%. This information indicates that the city remained competitive and on par with labor force participation in the county but fell short of the state and nation. Figure E-5 illustrates labor force participation and unemployment for Heflin, Cleburne County, Alabama, and the U.S. in 2015 and 2019. Notice in the chart that the city decreased the most substantially in labor force participation, outranked by the county, state, and nation.

Unemployment

Heflin also ranked poorly in unemployment in comparison to Cleburne County, Alabama, and the U.S. From 2015 to 2019 the city decreased in unemployment by -17%, while the county dropped by

-35%, the state by -37%, and the nation by -35%. During this time Heflin decreased in the portion of unemployed people in the civilian labor force from 5% to 4%, as Cleburne County fell from 5% to 3%, and Alabama and the U.S. from 5% to 3%. This information indicates that the city, at this time, held a larger portion of unemployed persons in the labor force than did the county, state, and nation. For more information see Table E-4 Labor Force Participation in Appendix B.

E-5: Labor Force Participation and Unemployment
Heflin, AL (2015-2019)



Occupational Status

Every economically viable community has a variety of occupations through which services are performed and money is circulated. A study of occupational status shows what kind of labor is being utilized in a community. This information is useful for determining where job opportunities exist and where job growth is most or least likely to occur. Occupation describes the kind of work a person does on the job. For people working two or more occupations during the reference week data was collected the occupation in which the employee worked the greatest number of hours was accounted as the person's occupation.

In order to categorize occupations, occupational status has been divided into 5 categories, which include: 1) Management / Business Related—which constitutes business and financial operators and specialists, architects, engineers, legal occupations, computer specialists, social services, and technical healthcare occupations, 2) Services—consisting of healthcare support, firefighting and law enforcement, ground and building maintenance, hotel and food accommodation, arts, entertainment, education, recreation, and personal care services, 3) Sales / Office—sales and related, and administrative, 4) Natural Resources / Construction—which includes fishing, farming, and forestry operations, construction trade workers, extraction workers, and supervisors, 5) Production /

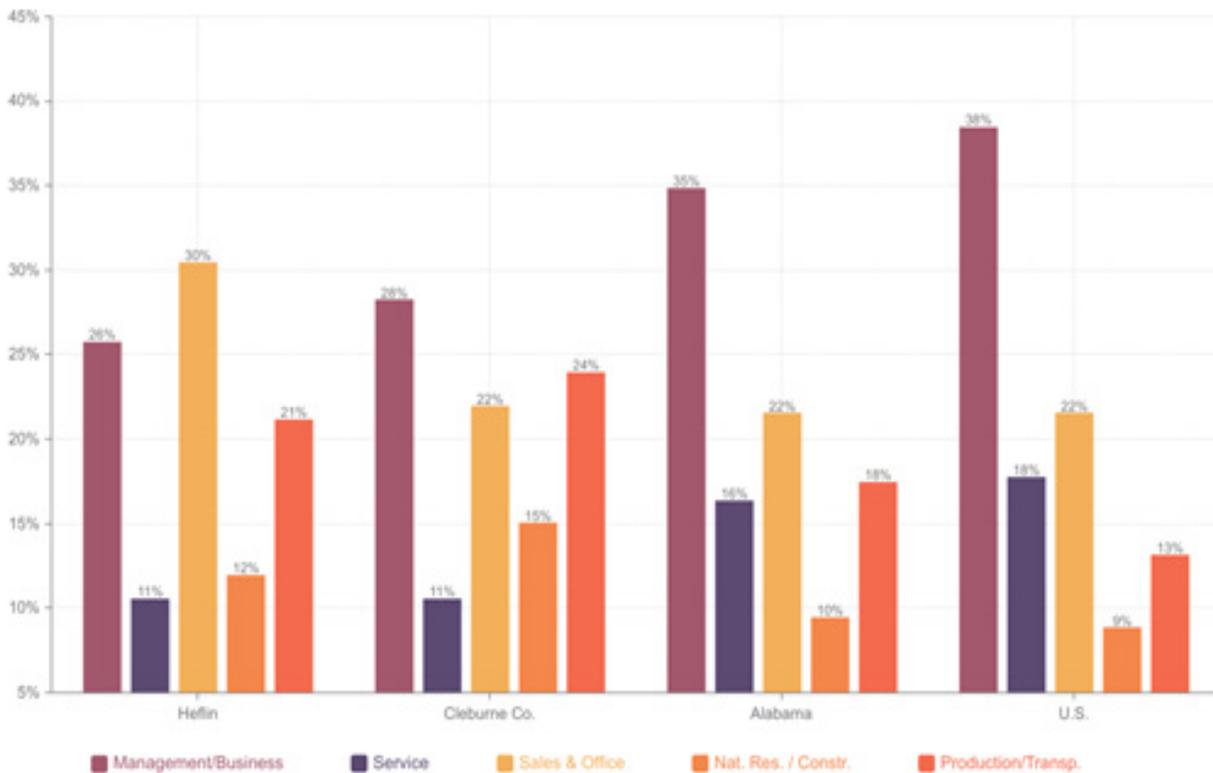
Transportation—production occupations, transportation and moving occupations, aircraft and traffic control operations, motor vehicle operators, rail, water, and other transportation related occupations.

Heflin showed a few somewhat differing trends in occupational status compared to Cleburne County, Alabama, and the U.S. Between 2015 and 2019, the city’s largest increase in occupations was in Production/Transportation which grew by 15% while the county also increased in Production/Transportation by 9%. The state increased in this occupation by 14% and the nation 16%. The city, at this time, also reported considerable decline in Service-related professions at -33% as did the county at -15%. The state and nation, however, at 1% and 4%, respectively showed slight increases. This information indicates a slight transition into Production/Transportation and decline from Service-related jobs.

In 2019, Heflin reported similar occupation status with Cleburne County, but somewhat differing occupation status from Alabama and the U.S. At this time, however, the city exceeded the county, state, and nation in the portion of Sales and Office related jobs at 30% compared to the Cleburne County, Alabama, and the U.S., all at 22%. Heflin and Cleburne County also showed a slightly higher portion of Production/Transportation professions at 21% and 24%, respectively, than Alabama at 18% and the U.S. at 13%.

Cleburne County showed slightly higher representation in Natural Resources/Construction occupations at 15% than Heflin at 12% and a moderately higher portion than both Alabama and the U.S. at 10% and 9%, respectively. This information indicates a proportionately larger portion of blue-collar jobs at the city and county level than in the state and nation, which, subsequently hold a larger portion

E-6: Occupational Status
Heflin, AL (2019)



of white collar. Figure E-6 displays occupational status for Heflin, Cleburne County, Alabama, and the

U.S. in 2019. Notice from the chart the city and county’s larger portion of Production/Transportation related professions and the significantly larger representation of Management/Business in the state and nation. For more information see Table E-5 Occupational Status in Appendix B.

Industrial Composition

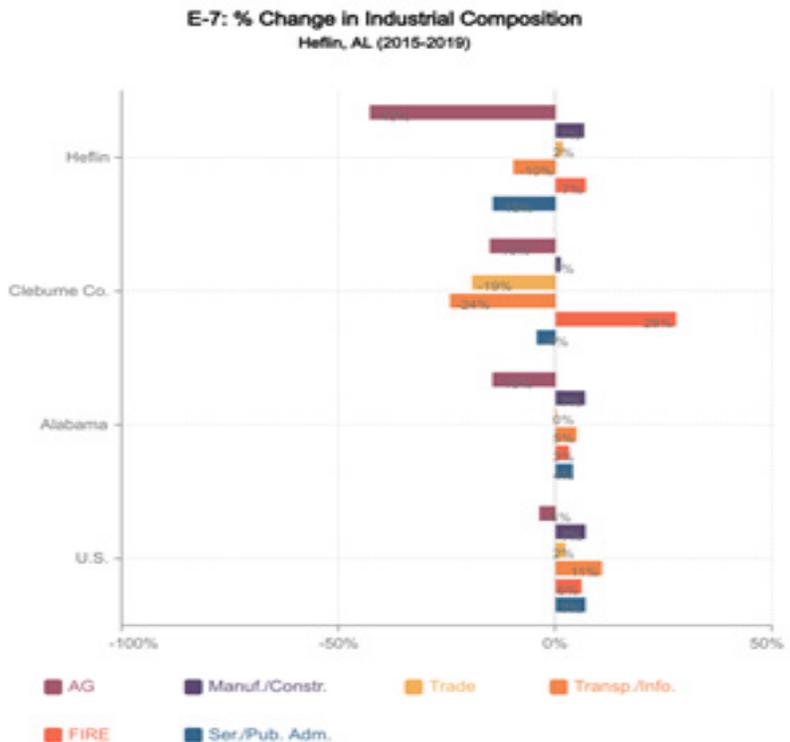
Any economically prosperous community will have a diverse and changing economic base, offering a variety of job opportunities and services to its population. As markets change and demand for specified goods and services increase or decrease, industrial sectors will vary in size and in their influence on the overall industrial composition and economic welfare of the community; therefore, a proper examination of industrial composition and trends is necessary to plan for economic development and opportunities. This section of the economy chapter focuses on industrial composition and changes by industry employment.

For categorization purposes, industries have been separated into 6 industrial sectors, which include: 1) Agriculture—consisting of such industries as agriculture, forestry, fishing, hunting, and mining, 2) Manufacturing/Construction, 3) Retail and Wholesale Trade, 4) Transportation/Information—including warehousing, utilities, and communications 5) FIRE (Finance, Insurance, Real-Estate), 6) Services/Public Administration—which entails professional, scientific, administrative, waste management, arts, education, healthcare and social assistance, food accommodation, and other services.

Change in Industry

Heflin, according to the American Community Survey, recorded somewhat considerable changes in industry. From 2015 to 2019, the city declined in half the industrial sectors with the greatest growth being in Manufacturing/Construction and Fire, which both increased by 7%. Comparatively, the county increased in these sectors by 1% and 28%, the state by 7% and 3%, and the nation by 7% and 6%.

Heflin’s most significant change was in Agriculture, which declined by -43% while both Cleburne County and Alabama dropped in this industry by -15% and the U.S. fell by -4%. Services/Public Administration also showed moderate loss in the city, dropping employment by -15% while the county at -5% reported significantly less decrease. Alabama and the U.S. grew in this industry by 4% and 7%, respectively. Overall, during this time, both Heflin and Cleburne County accounted for a -6% drop in industry while both Alabama at 4% and the U.S. at 6%, showed all around minor growth. Figure E-7 displays percent change in industry for Heflin, Cleburne County, Alabama, and the U.S. between 2015 and 2019. Notice in the chart that the city lost more employment than it gained, with its most

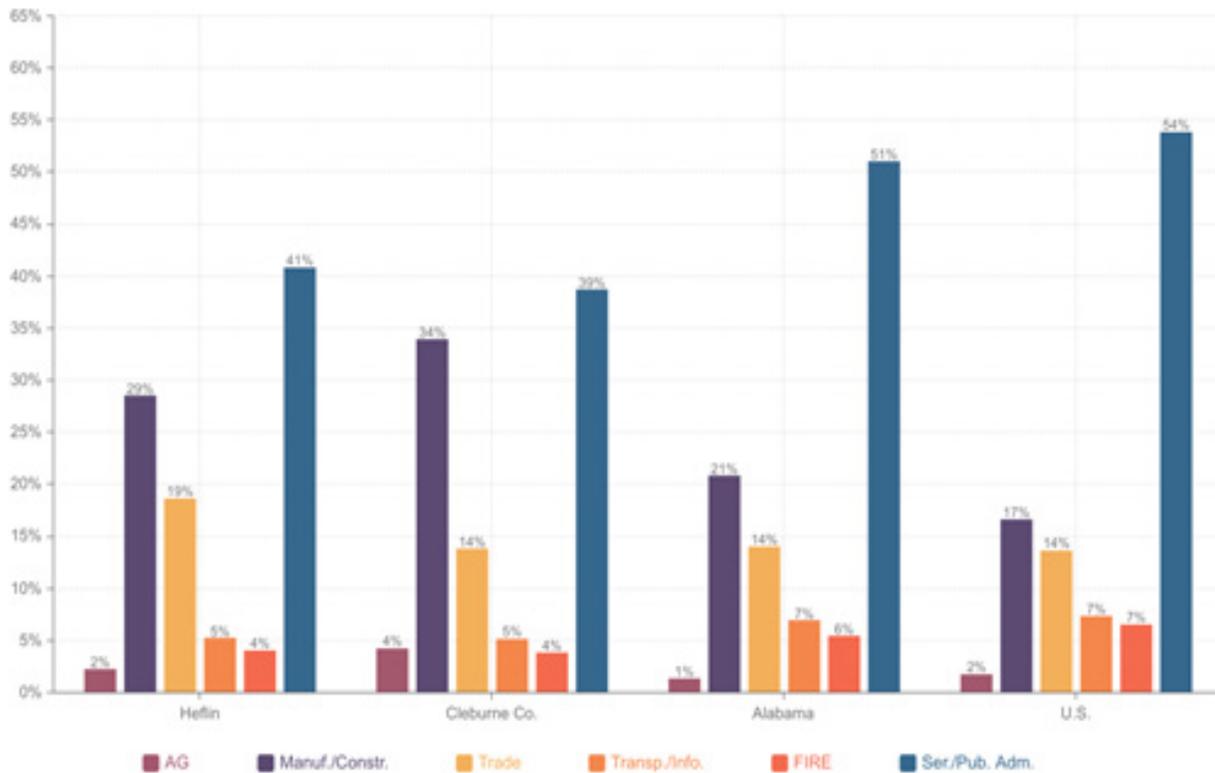


significant loss in Agriculture.

Industrial Composition

In terms of industrial composition, Heflin showed somewhat similar trends with Cleburne County, but somewhat differing trends with Alabama and the U.S. In 2019, the city’s single largest industrial sector was in Services/Public Administration, accounting for close to half (41%) of the economy while the county at 39% reported similar representation. The state and nation showed slightly higher representation in Services/Public Administration at 51% and 54%, respectively. Heflin’s second most prevalent industry was in Manufacturing/Construction, comprising 29% of the city’s industry, which was slightly larger than Alabama’s portion at 21% and somewhat substantially larger than the U.S.

E-8: Industrial Composition
Heflin, AL (2019)



at 17%.

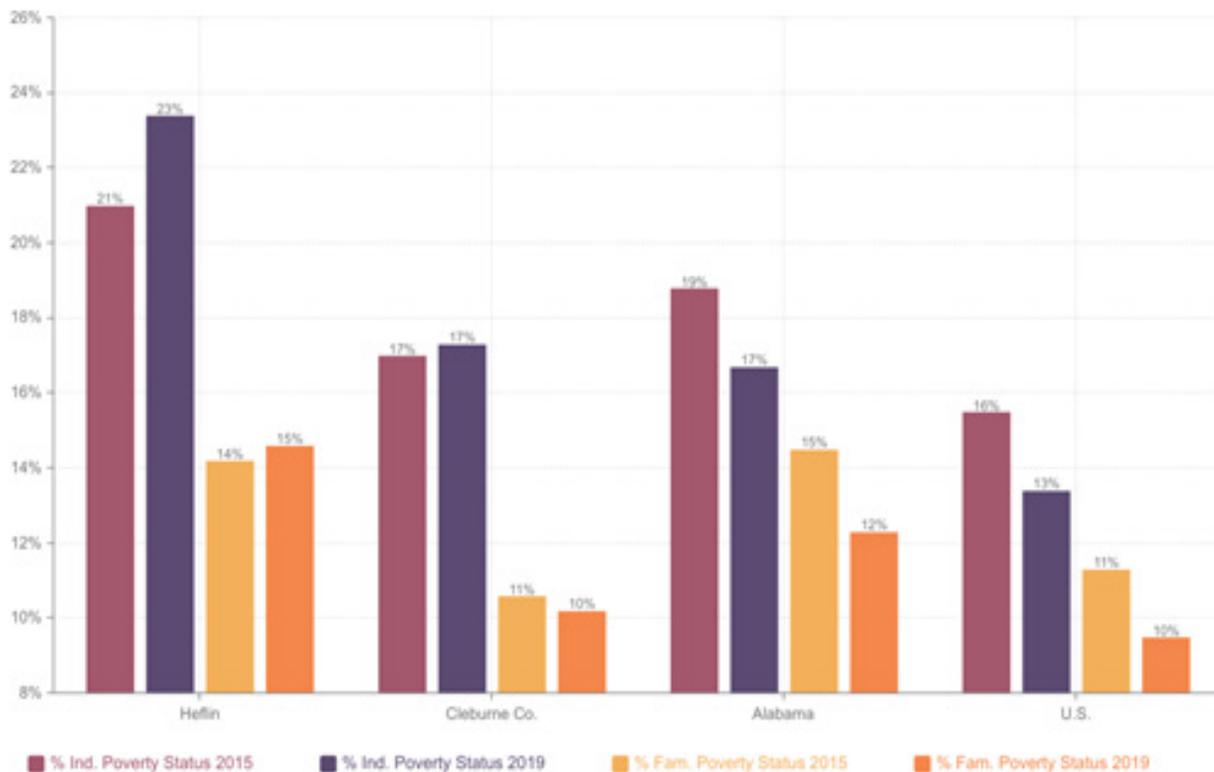
Cleburne County with 34% reported slightly more manufacturing and construction related jobs than Heflin, Alabama, and the U.S., which could be attributed to workers employed at L.E. Bell Construction and Southwire. As previously discussed, this information indicates the city and county holding less white collar and more blue-collar jobs than the state and nation. Figure E-8 illustrates industrial composition for Heflin, Cleburne County, Alabama, and the U.S. in 2019. Notice from the chart the somewhat significantly larger portion of Manufacturing/Construction related industries compared to the state and nation. Also notice the smaller portion of Services/Public Administration related jobs in the county, compared to the city, state, and nation. For more information see Table E-6 Industrial Composition in Appendix B

Poverty Status

Poverty status shows the economic welfare of a community and can be used to assess a community’s need for public assistance. According to the U.S. Census glossary, poverty is measured in accordance with monetary income, excluding capital gains or losses, taxes, non-cash benefits, and whether or not a person lives in a family or non-family household, compared to the selected poverty threshold, which varies based on family size and composition. People who cannot be included in poverty studies include: unrelated individuals under 15, and people in institutional group quarters, college dormitories, military barracks, and living conditions without conventional housing and who are not in shelters. According to the Census Bureau, the 2019 poverty threshold for a single person was annual earnings of \$13,011, for two persons—\$16,521, three persons—\$20,335, and 4 persons—\$26,172.

In terms of poverty, Heflin rated higher than average compared to Cleburne County, Alabama, and the U.S. Between 2015 and 2019, the city increased in individual poverty from 21% of the total population to 24%, while the county maintained 17%, the state dropped from 19% to 17%, and the nation from 16% to 13%.

E-9: % Individual Poverty Status
Heflin, AL (2015 and 2019)



The city showed the only increase in family poverty, during this time, growing from 14% to 15%, as the county dropped from 11% to 10%, the state from 15% to 12%, and the nation from 11% to 10%. Another significant trend in the city, in 2019, was the poverty status of related children under 18 years old reporting 38%, while the county recorded 26%, the state 20%, and nation 15%. This information indicates that the city held overall higher poverty rates than the county, state, and nation for both in-

dividuals and families. Figure E-9 displays poverty status for individuals for Heflin, Cleburne County, Alabama, and the U.S. in 2015 and 2019. Notice from the chart the city's increase in the portion of individuals and families in poverty compared to the county, state, and nation. For more information see Table E-7. Poverty Status in Appendix B.

Analytical Summary

The analytical summary provides a general review of the topics discussed in each chapter and gives a broad assessment of the information provided.

Education—Educational Attainment

Between 2015 and 2019 the city increased in recipients of either a bachelor's degree or a graduate/professional degree by a combined 70%, while the county reported 51%, the state 22%, and the nation 26%. Also, during this time, the city increased in the portion of residents having received either a bachelor's degree or a graduate/professional degree from 13% to 17% while the county recorded 11% and 15%, respectively, indicating that the portion of city residents holding higher educational attainment outranked the county. In 2019, both Alabama at 25% and the U.S. at 32% reported higher attainment than Heflin and Cleburne County.

Assessment: Heflin reported slightly higher educational attainment than Cleburne County, Alabama, and the U.S.

Income—Household Income

Between 2015 and 2019, the city decreased in households earning between \$15 K and \$34,999 K by a minor -0.7% while the county dropped in this category by -7%, the state declined by -9%, and the nation by -31%. Heflin also decreased somewhat substantially in households earning less than \$15 K by -26%, as Cleburne County (-25%) and Alabama and the U.S. (-14%) all declined less significantly in this group. Households earning \$150,000 K or more showed a considerable increase of 131% in Heflin, while Cleburne County had a 107%, Alabama 45%, and the U.S. 44%. This information indicates that Heflin showed similar patterns to the county, state, and nation, with less considerable decline in lower income households and a more significant increase in higher income homes.

In 2019, the city showed nearly half of households at 46% earning less than \$35 K per year, while the county reported 42%. Meanwhile, the state showed 36% earning less than \$35 K in 2019, as the nation reported 24%. Similarly, in 2019, both Heflin (23%) and Cleburne County (25%) reported smaller portions of households in higher earning brackets compared to Alabama and the U.S., with the state showing 33% and the nation 42% in this category.

Median Household Income:

Between 2015 and 2019 Heflin median household income increased from \$33,931 to \$40,430 as did Cleburne County, growing from \$38,056 to \$44,741. Such growth in income could be attributed to an increase in households with higher incomes, as previously discussed. Meanwhile, Alabama increased in median household income from \$43,623 to \$50,536 and the U.S. reported a climb from \$53,899 to \$62,843.

Assessment: Household income, for Heflin, overall rated slightly lower than Cleburne County, and considerably lower than Alabama and the U.S.

Commuting Patterns

Place of Work: Between 2015 and 2019 Heflin remained steady in commuters living and working in the city at 29%, however, in 2019, the city showed a similar portion of commuters working in their place of residence compared to the county at 26% and a significantly smaller portion compared to the state (44%) and nation at 42%. Additionally, Heflin showed a slightly smaller portion (48%) of commuters who live and work in the city or in Cleburne County in contrast to those who live in somewhere else in the county and work and live in their respective community or somewhere else in the same county at 54%. Both Alabama at 76% and the U.S. at 75% reported substantially higher county commuting trends than Heflin in 2019.

Travel Time to Work:

Mean travel time to work information for Heflin, between 2015 and 2019, records average travel time increasing from 26.5 minutes to 28.0 minutes while Cleburne County grew from 33.3 minutes to 34.0 minutes, and Alabama climbed slightly from 24.4 to 24.9. The U.S. reported a minor increase from 25.9 minutes to 26.9 for comparison.

Assessment: Heflin ranked higher than Cleburne County in commuting, but poorly compared to the state and the nation, reporting proportionately fewer commuters living and working in their place of residence compared to commuters in Alabama and the U.S.

Labor Force Participation and Unemployment

Labor Force Participation: Between 2015 and 2019 the city's labor force dropped by -6%, while the county decreased by -8%, the state remained the same at 0% change, and the nation grew by 3%. Heflin's civilian labor force also dropped by -7%, as Cleburne County declined by -8%, Alabama again showed no change, and the U.S grew by 3%. Also, between 2015 and 2019 the portion of the city's population, age 16 and older, in the labor force decreased from 54% to 47% while the county dropped slightly from 56% to 51%, the state declined from 58% to 57%, as did the nation from 64% to 63%.

Unemployment: From 2015 to 2019 the city decreased in unemployment by -17%, while the county dropped by -35%, the state by -37%, and the nation by -35%. During this time Heflin decreased in the portion of unemployed people in the civilian labor force from 5% to 4%, as Cleburne County fell from 5% to 3%, and Alabama and the U.S. from 5% to 3%.

Assessment: Heflin's labor force participation and unemployment ranked similarly with Cleburne County, and poorly compared to Alabama and the U.S.

Occupational Status

Between 2015 and 2019, the city's largest increase in occupations was in Production/Transportation which grew by 15% while the county also increased in Production/Transportation by 9%. The state increased in this occupation by 14% and the nation 16%. The city, at this time, also reported con-

siderable decline in Service-related professions at -33% as did the county at -15%. The state and nation, however, at 1% and 4%, respectively showed slight increases. This information indicates a slight transition into Production/Transportation and decline from Service-related jobs.

In 2019, Heflin reported similar occupation status with Cleburne County, but somewhat differing occupation status from Alabama and the U.S. At this time, however, the city exceeded the county, state, and nation in the portion of Sales and Office related jobs at 31% compared to the Cleburne County, Alabama, and the U.S., all at 22%. Heflin and Cleburne County also showed a slightly higher portion of Production/Transportation professions at 21% and 24%, respectively, than Alabama at 18% and the U.S. at 13%. Cleburne County showed slightly higher representation in Natural Resources/Construction occupations at 15% than Heflin at 12% and a moderately higher portion than both Alabama and the U.S. at 10% and 9%, respectively.

Assessment: Both Heflin and Cleburne County reported higher portions of Production and Transportation related occupations and lower portions of Management and Business occupations compared to Alabama and the U.S. indicating more blue-collar occupations than white collar.

Industrial Composition

Change in Industry (2015-2019): From 2015 to 2019, the city declined in half the industrial sectors with the greatest growth being in Manufacturing/Construction and Fire, which both increased by 7%. Comparatively, the county increased in these sectors by 1% and 28%, the state by 7% and 3%, and the nation by 7% and 6%. Heflin's most significant change was in Agriculture, which declined by -43% while both Cleburne County and Alabama dropped in this industry by -15% and the U.S. fell by -4%. Services/Public Administration also showed moderate loss in the city, dropping employment by -15% while the county at -5% reported significantly less decrease. Alabama and the U.S. grew in this industry by 4% and 7%, respectively. Overall, during this time, both Heflin and Cleburne County accounted for a -6% drop in industry while both Alabama at 4% and the U.S. at 6%, showed all around minor growth.

Industrial Composition 2019: In 2019, the city's single largest industrial sector was in Services/Public Administration, accounting for close to half (41%) of the economy while the county at 39% reported similar representation. The state and nation showed slightly higher representation in Services/Public Administration at 51% and 54%, respectively. Heflin's second most prevalent industry was in Manufacturing/Construction, comprising 29% of the city's industry, which was slightly larger than Alabama's portion at 21% and somewhat substantially larger than the U.S. at 17%. Cleburne County with 34% reported slightly more manufacturing and construction related jobs than Heflin, Alabama, and the U.S., which could be attributed to workers employed at L.E. Bell Construction and Southwire.

Assessment: Both Heflin and Cleburne County showed higher portions of manufacturing related professions and less service/public administration and FIRE compared to Alabama and the U.S., indicating more blue-collar jobs and less white collar than the state and nation.

Poverty Status

Individual Poverty: Between 2015 and 2019, the city increased in individual poverty from 21% of the total population to 24%, while the county maintained 17%, the state dropped from 19% to 17%, and the nation from 16% to 13%.

Family Poverty: The city showed the only increase in family poverty, during this time, growing from 14% to 15%, as the county dropped from 11% to 10%, the state from 15% to 12%, and the nation from 11% to 10%.

Assessment: Heflin reported higher poverty levels, in individuals and families, than in Cleburne County, Alabama, and the U.S.

Sustainable Economic Development

Sustainability, along with sustained growth and expansion, is the ultimate goal of economic development. Any company—from the smallest start-up to the largest conglomerate—desires to maintain, grow, and prosper in local, regional, national, and world markets. Similarly, all communities—even cities and towns which desire to keep the status quo—strive to provide the necessary infrastructure, services, and policies to existing businesses and draw in companies which would benefit and compliment current productivity and enhance economic well-being.

This section of the economy chapter examines sustainability and offers step-by-step guidance for businesses and communities to understand and practice “sustainable growth” strategies, in the form of seven fundamental practices. Consequently, these seven fundamental practices may be utilized by both businesses and communities through various similar and different means.

Sustainable Economic Development—For Businesses

Sustainable business growth and development is the goal for any business. Companies desire to grow and expand in a way which creates increased value with customers yet does not exhaust finite resources at their disposal. What is sustainable growth and how does a company achieve it for long-term productive means? According to Inc.com Sustainable Growth Encyclopedia their definition of sustainable growth is simply: “the realistically attainable growth that a company could maintain without running into problems.” If a business grows too quickly it may find it difficult to fund the growth, yet if the business grows too slowly or not at all it may stagnate and die. As to how a company may achieve long-term sustainability and productivity, according to an article in fastcompany.com, 7-fundamentals of sustainable business growth, there are seven universal fundamentals which may apply, even though circumstances may differ from time to time. These seven fundamentals are listed as follow and in no particular order:

1. **Authentic Purpose:** Purpose is something that every company needs to understand and take action on. The purpose, “why we do what we do” is central to the company’s core being. Having a strong purpose drives growth and profitability. In order to achieve sustainable success a company must have a purpose and make their purpose well known to employees. The company must also continuously reexamine their purpose. An authentic and inspiring purpose allows for:

- A constant, consistent sense of focus,
- A strong emotional engagement both within the company and with its customers and partners, and
- Continuous pragmatic innovation.

When a company has a clear vision its easier to create products and services of value.

For example, here are a few takes from Apple Computers vision statement:

- We believe we exist to make great products.
- We believe in the simple, not the complex.

- We participate only in markets where we can make a significant contribution.
 - We believe in saying no to thousands of projects, so that we can really focus on the few that are truly important and meaningful to us.
 - We don't settle for anything less than excellent in every group in the company.
 - We have the self-honesty to admit when we're wrong and the courage to change.
- 2. A Powerful Brand:** In order to maintain a scalable and connect with customers a company must create a powerful brand. A powerful brand will make special attachments that link customers to a business and keep them returning. The following are some general guidelines:
- A company should choose a target audience. The surest road to product failure is to try to be all things to all people.
 - A company should make their audience feel an emotional attachment to the brand which is grounded in confidence.
 - A simple, inspirational message is far more influential than a complex one which highlights too many products, features, functions, or ideas.
 - A company should have a marketing plan—which may entail creating compelling content for publisher and social media sites in order to generate awareness among target customer bases. According to marketer Marc Gobe, author of *Emotional Branding* and principal of d/g worldwide, emotional branding has three things in common—and he uses Apple Computers for examples:
 - Projection of a humanistic corporate culture and strong humanitarian ethics. Apple's founding was based on power to the people through technology and education.
 - A company should have a unique visual and verbal vocabulary expressed in product design and advertising—that is its products and advertising need to be clearly and un-mistakenly recognizable. Apple, as well as Target and Wal-Mart portray this uniqueness in their marketing.
 - A company should establish and maintain a “heartfelt connection” with its customers. In Apple's case, the product is designed around people—for example, the iPod brings emotional and sensory experience to computing. Apple's design is people-driven.

3. Partnership and Collaboration—should be considered once a company has a purpose and branding. A business should strive to form partnerships and collaborate with other companies which would benefit from and use their products and services, forming a mutual relationship for increased productivity and growth. Such companies, under partnership and collaboration, could provide assistance and guidance in areas such as design, sales, finance, legal services, and banking which may be available at little to no cost. Companies should also strive to learn from and form relationships with existing and potential competitors in order to enhance their products and services. No company should continuously try to “do things on their own” partnerships are often keys to success.

4. Customer Retention: Oftentimes companies do not realize the value in present customers, compared with attaining new customers in terms of costs involved. According to Emmet and Mark Murphy in their book *Leading on the Edge of Chaos*, acquiring new customers may cost an organization around five times more than retaining current ones. They site that, in fact, a 2% increase in customer retention can have the same effect as decreasing a company's cost by 10%. In addition, reducing customer defection rates by just 5% could increase profitability by 25% to 130% depending on the industry. Furthermore, the U.S. Chamber of Commerce and the U.S Small Business Administration site the following information:

- The average business in the U.S. loses around 50% of its customer base every five years.
- Companies are four times more likely to do business with an existing customer than a new customer.
- The likelihood of selling to an existing customer is 60-70%, whereas it's just 5-20% for a new customer.

5. Community (Economic Ecosystems): In terms of community, the business environment could be viewed as an economic ecosystem with many organizations and individuals that interact in countless ways. Ecosystems encourage companies to evolve capabilities in order to compete in their respective markets. Economic ecosystems or communities are crucial to sustainable growth because they provide the structure that surrounds and supports the businesses within them. In order to form a business which will be sustainable and thrive, there must be community support or high potential community support for products and services offered. A plant cannot grow without good and properly maintained soil.

6. Repeatable Sales—are needed to create sustainability. Unique products and branding is important, but not enough for a business to be sustainable beyond the immediate future. A repeatable sales process, one that can be successfully deployed again and again at an even greater scale, is needed to create a scalable business. According to Fast Company a business has created a scalable sales model when:

- A business can add new hires at the same productivity level as the entrepreneur or the sales leader.
- A business can increase the sources of their customer leads on a consistent basis.
- A business has a sales conversion rate and revenue that can be consistently forecast.
- The cost to acquire a new customer is significantly less than the amount you can earn from the customer over time.
- Customers get the right products in the right place at the right time.

A repeatable sales model builds the platform to scale, but it can take a lot of experimentation and research to find a platform that is sustainable over time.

7. Flexible, Adaptive Leadership—is needed to continue a successful business and mold to changing circumstances and times. A company's leaders, whether they be entrepreneurs, managers, or business owners must lead by properly directing and managing continuously changing and evolving company needs at every stage of development and growth. Such leadership requires introspection, self-awareness, and a keen sense of long term and short term strategy. A truly adaptive and flexible style of leadership comes from being mindful in and in understanding worker needs—from the needs of the base worker to top management officials. This in turn allows workers to create value within the company. The most sustainable way to create value is to continuously invest in company capabilities, both in individuals and as an organization.

Sustainable Economic Development—For Communities

Sustainable business growth and development for towns and cities, fundamentally, also follows the same guidance and direction for individual business growth and sustainability as previously discussed. For sustainable economic community development, a city/town needs to establish, develop, and maintain:

- A purpose for driving economic development (vision and mission),
- A branding of business to connect with residents and visitors,
- Partnerships and collaboration with businesses to provide guidance, services, and promotion of business,
- A plan/policy to retain and possibly expand existing business as first priority, before recruiting new business,
- An understanding of and utilization of the entire community or economic ecosystem (even entities outside the city in the county and in the larger regional area) in order to promote and

enhance business growth and development,

- A means of continually providing adequate and efficient facilities and services to a growing and changing community over time.
- Flexible and adaptive leadership which strives to meet continuously changing and evolving city needs—from the needs of base workers to top company officials.

The following describes in more detail how cities and towns could address these guiding principles for community-wide economic development:

1. Authentic Purpose—is the guiding light “so to speak” for economic development. The purpose for a community to strive for sustainable economic development should be explained in the vision and mission statements of the comprehensive plan or economic development plan. Such purpose could be stated, in general terms, to be economically competitive with other nearby communities and to increase revenue—which in turn provides avenues of funding for more and better community facilities and services to the public, thus drawing in more businesses and resident population. However, the purpose could go much deeper. For example, the City of Asheville, NC recently (2016) completed their Strategic Operating Plan/Vision 2036 in which they outlined the City Council’s 2036 vision as follows: Asheville is a great place to live because we care about people, we invest in our city, and we celebrate our natural and cultural heritage. Our city is for everyone. Our urban environment and locally-based economy supports workers, entrepreneurs, and business owners, families and tourists, and people of all ages. Cultural diversity and social and economic equity are evident in all that we do. Our neighborhoods are strong, participation in civic life is widespread, and collaborative partnerships and the foundation of our success.” Notice the major focal points which are similar to the guiding business principals mentioned prior such as—caring about people, celebrating natural and cultural heritage, a local-based economy, strong neighborhoods, and collaborative partnerships as the foundation of success. Success for a community in economic development and in keeping a sustainable economy is dependent on a wide variety of factors, which figure into the equation, and must be considered as playing important roles. Asheville NC maintains 8 things that make them special, in addition to economic development, listed as follows:

- A diverse community,
- A well-planned and livable community,
- A clean and healthy environment,
- Quality affordable housing,
- Transportation and accessibility,
- Thriving local economy,
- Connected and engaged community,

2. A Powerful Brand: Similar to individual business, communities should brand themselves in order to create powerful connections and relations, in marketing their offerings, to residents and visitors—who may be potential residents. Branding for a community could also be through vision and mission statements by focusing time and efforts on connecting with resident desires and needs. For example, Asheville NC brand could be found in their vision statement as, “we care about people”. Such brand or motto can be shown in the previously discussed things that make the city special, namely diversity, planning for a livable community, a clean and healthy environment, affordable housing, thriving local economy, connected and engaged community, and by being a “smart” city.

3. Partnership and Collaboration: Communities may seek advice, guidance, direction, and assistance with economic development by developing partnerships and collaborating with businesses, neighborhoods, educational institutions, and other entities within the city that would provide mutual

benefit through such type of relationship and interaction. A city should also consider what other communities have done to build partnerships and improve collaboration in striving to promote and enhance economic development in their own community. Much business collaboration may be conducted through the local Chamber of Commerce, however, other sources and avenues may also be available and/or opportunities realized and established. For example, in 2010 the City of Asheville, the Asheville Chamber of Commerce, Buncombe County (the county in which Asheville resides) and nearly 80 local investors and organizations worked together to establish a 5-year economic development plan around five strategic target clusters—1) Advanced Manufacturing, 2) Science and Technology, 3) Healthcare, 4) Arts and Culture, and 5) Entrepreneurship to create their own AVL 5X5 strategic plan. The plan, since, 2015 surpassed its goal to add 5,000 new jobs and \$500 million in capital investment within the 5 clusters, due to each agency working together on a common vision and doing their share of the work.

4. Business Retention: While businesses have customers they want to retain and attract new customers to their business, towns and cities have businesses and companies they want to retain as well as attract in new business. Business retention and expansion is one of the major economic development priorities in towns and cities and possibly their single largest priority because job growth and expansion is such a vital component for community success. When a business is lost in a community, the community loses as well. Towns and cities may assist local companies with business retention by paying careful attention to business needs within their community and taking necessary actions for their continuance. This is often done through provision of community infrastructure (water, sewer, and roads) and services such as law enforcement, fire protection, street maintenance, and garbage pick-up. However, many companies, particularly in internet technology and telecommunication, demand high-speed broadband infrastructure, just as much as water and sewer to run their business. Since business retention plays such a vital role in economic development, municipal governments should work and coordinate with their local businesses, utility boards, educational institutions, and local chamber of commerce to develop plans and policies to meet business needs both presently and in the future.

5. Community Ecosystems—incorporate the complex and diversified workings of all entities within a community which must be considered both on an individual level and as a whole. This is due to the fact that, as previously described with comprehensive planning, each entity plays an important role within the larger framework of the community (for more detail see Chapter I: Introduction). Economic development is influenced by quality of life assets and issues. For example, new businesses seeking to expand or locate might not only be searching for a city with the necessary infrastructure and services, but also one that provides good healthcare for their residents and opportunities for recreation.

6. Facilitation of Growth and Development: Similar to sustainable business growth and development, a city should not take on more projects and services than present resources allow, or without a plan to pay back debt involved. Communities should make plans and policies to prioritize the most important projects and properly weigh out the pros and cons of potential projects and services provided. The city, ideally, should be able to duplicate projects and services on a larger scale, provided increases from revenue as developments are established. A city should never rely completely on bonds or loans, to bail out of debt should potential projects not be completed, but should establish funds to assure that growth and development can be sustained from present revenue or reserves.

7. Flexible and Adaptive Leadership—is also needed to assure community needs are met in a continuously growing and changing environment, both for business and for the city as a whole.

Similar to leadership exemplified in business, a government leader needs to properly direct and manage city resources in a way that meets the needs of government owned and operated entities and pays close attention employee priorities, from the base worker to department leadership.

RECAST CITY

Recast City is a national consulting firm that works with real estate developers, city, county and other civic leaders, and business owners to integrate manufacturing space for small-scale producers into redevelopment projects. We build the startup community for small manufacturers and makers in the city - across industries of textiles, electronics, wood, metal and other materials. EARPDC partnered with Main Street Alabama, Heflin Main Street and Recast City to develop Heflin Boost report.

In the Heflin Boost, the local team worked with Recast City to 1) understand the assets and challenges of the city for small product businesses, 2) identify ways to bring this new business type into storefronts and connect them to property owners, 3) develop a set of actions to support these small businesses and others like them, all to establish Heflin as a distinct destination for small-scale manufacturing businesses and their fans.

Next Steps

The City of Heflin is primed to create a special downtown that reflects its distinct and growing energy in a way that is unique to the city. The opportunity is right now – main street is attracting new businesses and visitors are heading out to the national and state parks again. Now is the time to purposefully lead toward an inclusive vision with young families, long-term residents, and visitors from the region all charmed by downtown Heflin. With a comprehensive effort across these four areas of action, the city can create a great place that families will call home for generations and where local product businesses will thrive. For more information see Recast Boost report in Appendix B.

CHAPTER IX: STRATEGIC PLANNING

Strategic planning has many broad definitions and applications and may be used at discretion in a wide variety of organization fields and practices to formulate the goals, objectives, strategies, and projects needed in achieving a desired end result or state. The term “strategic” according to Webster’s Dictionary is, “skill in managing or planning” and the related term “stratify” means “to form in layers or strata”. Together these definitions emphasize a skilled planning and management process conducted through a series of steps, or layers, which build upon each other.

Origin and History of Strategic Planning

The term “strategic” is derived from the Greek word “Strategos” which literally means “General of the army” or the art of the general. In traditional Greek society, on an annual basis, each of the ten ancient Greek tribes elected a Strategos to serve as its leader in war council and in combat. The Strategos would give “strategic” advice to the political ruler about managing battles to win wars rather than “tactical” advice about managing troops. Most of the leaders the Greeks elected eventually rose to positions of substantial power such as politicians or generals of the tribes. In time the job of the Strategos would also include civil magisterial duties largely due to their status as elected officials.

Strategy, in relation to war, is also seen throughout history and around the world. For example, a famous treatise called the “Art of War” authored by Sun Tzu, a legendary Chinese General, around the second century B.C. is considered by many strategists as one of the great masterpieces of strategy. In “Art of War” the goal is to win. Winning is good and losing is bad. Strategies for war were used in the Mediterranean during the time of the Roman Empire when the great Carthaginian General Hannibal, during the First Punic War (264 to 241 B.C.) led an invasion to defeat and capture the City of Rome. Hannibal’s goal was to defeat Rome while his strategy to do this was to bring hidden strengths against the weakness of his enemy at the point of attack. The hidden strength Hannibal initiated and executed was to cross the Alps (mountains to the north of Rome) when his enemy did not believe he could and attack by surprise from that direction. In forming strategy, the general is responsible for multiple units that must work together to win the battle and the war. The way the general adds value to the battle is by providing high level orchestration and vision, that is, he can see what the field commanders cannot see. Great generals think about the whole and they work together to create all the necessary pieces, even sacrificing some pieces when necessary in order to assure that the overall goal is achieved. From its military roots, strategic planning has always been aimed at the “big picture” such as “winning the war” with the focus on results or outcomes rather than on products or outputs. For strategic planning the main focus should remain on outcomes and secondly a method or strategy to achieve the envisioned outcomes. In more recent endeavors, strategic planning has been associated much more with businesses at competition with each other rather than with countries at war and the resulting affects being business gain or loss rather than saving or losing human lives. In the early 1920s, Harvard Business School developed the Harvard Policy Model which defined “strategy” as a pattern of purposes and policies defining the company and its business. From this model and definition a business firm weaves purposes and policies in a pattern that unites company resources, management, market information, and social obligations. However, by the late 1950s this focus shifted away from organizational policy and structure toward risk management, industry growth, and market share, which was called the “portfolio model”. In the late 1950s and early 1960s strategic planning commenced in the public sector when the U.S. Department of Defense began seeking better and more useful means to plan for long-term needs and at the same time achieve cost savings. The result was the advent of the Planning-Programming-Budgeting-System (PPBS) which

used strategic planning to improve federal government operations by establishing long-range planning goals and objectives in regards to projected budgets and appropriations. Many states (as well as local governments) followed suit with this new strategic planning approach as a means to create a long-term plan to guide city improvements and growth and development in a manner consistent with a clearly defined mission and accompanying goals, objectives, and strategies. Since the late 1950s various states have been involved in state-wide strategic planning. In 1997 the Council of State Governments examined models of state-wide strategic planning efforts in Utah, Oregon, Minnesota, Florida, Texas, Connecticut, Pennsylvania, Kentucky, and Michigan and found that each state's strategic planning process contained unique characteristics. For example, Oregon created a model called "Oregon Benchmarks" in 1989 through a process involving hundreds of citizens and policy makers to develop a multi-year strategic plan along with an Oregon Progress Board to maintain, revise, and oversee implementation of the plan well into the future. As another example, Minnesota produced a significant 30-year state-wide strategic plan in 1991 titled "Minnesota Milestones" involving input from thousands of citizens and also monitored, in this instance, by the Minnesota Planning Division. The plan contains a vision for the state along with goals and milestones to measure progress. The plan is based on realistic ideas such as: 1) What gets measured tends to get done, 2) If you don't measure results, you can't tell success from failure, 3) If you can't recognize success, you can't reward it, and 4) If you can't recognize failure you can't learn from it.

Today strategic planning is conducted for many organizations, agencies, companies, and levels of government. However, in order for a plan to truly be "strategic" the original meaning and focus must not be missed, that is the sight must remain on the "big picture" to attain an outcome (win the war) and not on "tactics" (managing troops), those pieces involved in getting there.

Strategic Planning—"an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy." Wikipedia.

Strategic Planning—"a systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them." BusinessDictionary.com

Strategic Planning—"is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment." Balanced Scorecard Institute.

One common thread in the definitions is that strategic planning is a process, sequence of steps, or activity used to meet a common goal or vision. The strategic planning strategy may be useful to an organization or agency in order to "connect the dots" for achieving an end result where the lines themselves are unclear, as Henry Mintzberg, an internationally renowned academic and author on business and management states about strategy formation. Mintzberg explains that strategic planning, "dot connecting" is an inherently creative activity, which cannot be systematized. In other words, strategic planning can assist in coordinating planning efforts and measure progress on strategic goals, but it must occur "around" the strategy formation process rather than within it, as systemization dictates. Systemization is a rigid and unyielding framework which must be based entirely in the system operated in. The strategic planning process must provide a framework in which to work, but it also must be flexible enough to adequately respond to and accommodate changes of

ideas or functionality which may often occur. This “around” type of strategic planning shall be further described and exemplified later in this chapter.

Strategic Planning Process

The purpose of this chapter is to provide guidance and direction through the strategic planning process. The Comprehensive Plan then uses this strategic planning to formulate the goals, objectives, strategies, and projects needed to achieve a community vision of the city’s desired future, which are described and discussed in the subsequent chapters. The strategic planning process is organized into a series of five steps which constitute the following:

- **Inventory and Analysis**—gathering Census data and building a City Profile on population, economic, and housing information, conducting community surveys, mapping, and receiving public views and opinions on assets and issues affecting community growth and development.
- **Visioning Process**—Establishment of a community approved “Vision Statement” and “Mission Statement”. The vision statement is conceptually an ideal future state for a community, while the mission statement describes what the community is doing to achieve the vision and why it is doing it.
- **Goals and Objectives**—Establishment of goals, objectives, strategies, and projects which agree with, support, and advance the community vision and mission. Goals and objectives should be prioritized at this stage as well.
- **Implementation**—Establishment of implementation tables which lists specific projects and strategies along Stages with their respective timeframes for completion. The implementation portion also identifies implementing agencies, potential partners and funding sources, and discusses past efforts in working toward project and strategy completion. Project prioritization should also be conducted at this stage.
- **Evaluation**—Establishment of action plan/evaluation tables listing projects and strategies along with their respective completion status. Evaluation should be conducted during the planning process and updated periodically after the plan is complete.

Figure illustrates the strategic planning process “connecting dots” through all the stages involved. The process begins with inventory and concludes with evaluation, however, final evaluation may also proceed, full circle, to the beginning inventory and analysis as evaluation may reveal a need for more recent and updated information about the community.

Along with the stages involved, the strategic planning process acknowledges the need to inquire of necessary information to determine what is being searched for and to focus efforts. Therefore, specific questions have been posed at each stage, tailored to gather the information and ideas needed at every point and in the subsequent stages of the process, thus keeping with “skilled planning”



and building upon or “stratifying” upon previous work. The following lists the stages of the strategic planning process and questions posed at each stage.

1. Inventory and Analysis—Where Are We Now?
2. Visioning Process—Where Do We Want to Be?
3. Goals and Objectives—How Will We Get There?
4. Implementation—How Will We Get There? (Same as Goals and Objectives)
5. Evaluation—How Will We Measure Progress?

Figure SPP-3 displays the strategic planning process stages along with inquiries at each stage and the tasks involved at each stage. Notice how these stages build upon each other in a “stratifying” fashion. This chapter on strategic planning shall provide a review of the information already collected and analyzed in the Inventory and Analysis (Chapters on Population, Economy, Housing, Community Facilities, Transportation, and Land Use) section of the plan, with a discussion of the most significant findings in the community, and then proceed with establishing Vision and Mission Statements for the community. This shall answer the questions: Where Are We Now? And Where Do We Want to Be? The remaining questions and stages shall be discussed in the following Chapters (Goals and Objectives, Implementation, and Evaluation).



Strategic planning may function reasonably well in the previously described method, however, Mintzberg explains that strategic planning cannot be systematized and that it must occur “around” the strategy formation process rather than within it. Thus, planning may occur at various different stages at once in order to provide more flexibility for ideas and functionality throughout. For example, a community may have established community projects and strategies for implementation before its goals and objectives and vision and mission statements are created. This may be allowed, however, the goals, objectives, strategies, and projects must be in agreement with and serve to advance the vision and mission statements established altogether at the end. Ideally, the strategic planning process should be conducted sequentially along the stages given, however, the final product of the strategic plan is what counts, not necessarily the process itself.

Inventory and Analysis

The purpose of the inventory and analysis stage is to collect and analyze data and community input in order to establish a foundation upon which the plan shall make informed decisions for goals, objectives, strategies, and projects, and form benchmarks upon which community progress is measured. Products produced in this beginning phase include the following:

- SWOT Analysis
- Significant Findings from US Census and ACS
- Heflin 2015-2019 Community Survey Results
- Summary of Community Survey Results

SWOT Analysis

The Heflin SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis was conducted at the initial public hearing in September of 2020. Heflin city council, the Planning Commission, and residents were in attendance to offer their views and opinions of the city’s strengths, weaknesses, opportunities and threats. Figure SP-4 shows the results of the SWOT Analysis from this meeting.

Significant strengths and opportunities discussed at the meeting was good location with the city being situated along US Hwy. 78 and Interstate 20 and also with reasonably close proximity to major metro markets such as Birmingham, Atlanta, and Anniston/Oxford. Natural resources and amenities are a major strength in Heflin since the city is adjacent to Cheaha and the city is located in the foothills of Talladega National Forest, which offers an abundance of opportunity for hiking, camping, and fishing. Quality schools were rated as a significant strength along with community facilities, parks and recreation, churches, and community outreach programs. Heflin is also the county seat of Cleburne County and promotes strong public safety through their Fire and EMS programs. Participants in the SWOT Analysis overall expressed a major strength being a spirit of volunteerism and a sense of community, which opens opportunities for building upon available human resources. People felt a willingness to re-invest in their community. Re-investment could spark opportunities such as the establishment of a downtown entertainment district which would bring more people to the downtown and increase business in the downtown area. The city could also seek opportunities to identify new sites for industrial development, particularly along the major highways such as AL Hwy 46 and Interstate 20.

Weaknesses and threats to Heflin were also discussed. Participants in the SWOT Analysis felt a considerable weakness was a lack of employment opportunities and competitive pay. In relation to workforce development and employment, residents felt another significant weakness was that many workers lived in the city but commuted to work in other communities. Threats to the community were perceived as lack of new infrastructure, lack of middle housing, and illegal drug use.



S STRENGTHS

- People
- Sense of Identity
- Young people coming back
- Location (Interstate) - Well Connected
- Natural Resources - Trail, Pinhoti, Canoe, Cheaha
- 75% National forest
- School system (National Blue Ribbon Schools Program)
- School Spirit/Town support of school
- Community facilities
- Parks & Recreation
- Main Street



W WEAKNESSES

- Topography
- Industry
- Jobs
- Revenue is restricted to fewer business
- City doesn't own large property
- Infrastructure
- No mid-range housing
- State highway cuts through
- Railroad
- Lack of resources for families below the poverty line



O OPPORTUNITIES

- Outdoor opportunities
- Outfitter located in town
- Recreation
- Parks
- Highway 2 exits (more commercial along highway)
- Hiking
- Hostel
- Recreation business
- SPUR
- Arts theatre (Group)



T THREATS

- Revenue is consolidated in one sector
- If business is closed everything is gone (Southwire)
- State highway Shopping local (No stores)
- Geographic distance from hospitals
- Too few first responders
- Railway through town
- Transient criminals via I20
- Pipeline issues

CHAPTER X: GOALS AND OBJECTIVES

Vision Statement

For any community to thrive and prosper there needs to be a vision for the future. A vision is the collective understanding of the ideal future of where a community wants to go and what it wants to be. Heflin has a vision of growing and prospering as a successful Alabama community. This vision can be expressed and encompassed in a city approved vision statement which reads as follows: “A Sustainable City”

Mission Statement

The mission statement describes what the city is doing to attain the established vision and why it is doing that. A mission statement is more action-oriented than a vision statement and, as the mission is exercised, should result in an achieved vision. Heflin’s mission statement reads as follows:

“The City of Heflin promotes and maintains itself as an attractive, successful, and highly sustainable Alabama community offering a safe and friendly environment where residents live, work, learn, play, and invest in the local economy.”

“The city will commit resources to preserving its historical and cultural heritage and natural amenities as well as promoting and enhancing quality education, skilled workforce development, and important community facilities and services in order to compete in the larger regional economy and provide a higher quality of life for residents and visitors to the city.”

“Heflin will strive to preserve the historic character of the downtown and promote and encourage the downtown area as a convenient and attractive place to live, work, learn, shop, play, and invest resources in.”

In order to achieve this vision and mission, Heflin needs to establish appropriate goals and objectives, a means of attaining those goals and objectives, and a methodology to evaluate progress. This chapter identifies goals, objectives, strategies, and projects for planning and guiding city improvements, growth, and expansion. Since the city possesses limited resources for improvements, not every goal, objective, strategy, and project in this chapter of the Comprehensive Plan may be accomplished, rather the overall purpose of this chapter is to list and describe practical and achievable planning guidance and principals for properly maintaining city resources and preparing the community for future growth and development. The following implementation chapter lists and describes specific projects and strategies which the city plans to pursue and accomplish within given timeframes for completion along with a discussion of implementing agencies and potential partners and funding sources for further assistance.

Goal-Setting Process

In February, 2020 the East Alabama Regional Planning and Development Commission (EARPDC) and the Heflin Planning Commission began work on the Heflin Comprehensive Plan Update. The first meeting, conducted on September, 2020, was an initial public meeting in which the planning process was introduced and a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis for the

community was performed. From this analysis, EARPDC and the planning commission formed a basis in which to identify community needs and in determining goals and objectives. EARPDC and the planning commission then met on a bi-monthly or tri-monthly basis as needed in order to establish and prioritize goals and objectives, determine projects for implementation, and to subsequently generate a future land use plan and map to guide land use and development.

Goals and Objectives

The primary directive of the comprehensive plan is the formation of goals and objectives for city improvement, growth, and expansion, and the development of a plan in which to accomplish them. The purpose of this chapter, and the subsequent implementation chapter, is to provide a methodological planning roadmap with practical applications for attaining established city goals and objectives. The following definitions provide a framework through which goals and objectives can be achieved and evaluated.

Definitions

Goals

Goals in this chapter have been identified with the purpose of promoting community vision, through considerably broad-based perspectives. The definition of a “goal” in accordance with businessdictionary.com is, “an observable and measurable end result having one or more objectives to be achieved with a more or less fixed timeframe.”

Objectives

Objectives define, in more specified terms, how goals are to be accomplished. The definition of objectives as described by businessdictionary.com is, “A specific result that a person or system aims to achieve within a time frame and with available resources.” As a general understanding, objectives are basic tools that underlie all planning and strategic activities and serve as a basis for creating policy and evaluating performance. While goals are often broad-based in nature, objectives are more specific and easier to measure. Goals usually have long-term and possibly continuous timeframes, while objectives function as a series of smaller, shorter-term steps needed along the way toward goal completion and continuation. For example, a common goal in planning might be to enhance economic development throughout the community, while an objective for this goal may be to redevelop the downtown. Although downtown redevelopment by itself will not enhance economic development throughout the community, it does serve in making progress toward the goal of enhancing economic development on a community-wide scale. Goals express broad actions directed at the community level, while objectives express more specific actions, addressing how to attain the goal and directed at specific places, organizations, or other entities within the city. In other words, goals answer the question of what is going to be done, while objectives answer who is going to do it and how. Objectives may also address where the goal shall be accomplished, if applicable, and when the goal shall begin and be completed as to a particular timeframe.

Projects/Strategies

These actions are specifically defined, applicable, practical, and measurable steps to be performed or activated throughout the implementation process. Such projects/strategies are to be understood as viable actions working for goal attainment and thus are substantially more specified than goals

and objectives. Projects are defined as actual and tangible “on-the-ground” activities, such as conducting a road repaving project, planting trees in the downtown, installing new water lines, or building/expanding city hall while strategies are specific and measurable tasks, such as hiring a new position on city staff, conducting a survey, purchasing equipment, or creating a downtown revitalization plan. Projects and strategies have been listed in this chapter in order to identify the goals and objectives they support and serve as candidates for consideration, but prioritized as actual planned actions for completion and evaluated accordingly in the Chapter XI: Implementation and Evaluation.

Rationale

The rationale or importance for any given goals, objectives, strategies, and projects is explained under the subheading entitled as such. Rationale can be justified through significant findings in statistical analysis, community survey, or as an established community priority.

Additional Recommendations

Additional recommendations are advocated as useful and complementary implementation tools which may enhance projects and strategies.

Notation

Additional notes which describe and/or explain current work and progress in relation to a specific strategy or project.

The goals and objectives listed below, in no particular order of priority, as well as their respective strategies and projects have been established by the City of Heflin. However, due to limited human and financial resources, the town acknowledges that not all the goals, objectives, projects, and strategies listed in this section may be realized and implemented, but could be should circumstances permit. Therefore, the next chapter on implementation will draw, from this chapter, the projects and strategies that the town submits to plan for and implement accordingly.

Land Use and Zoning

In order to promote and enhance planning and zoning, Heflin must utilize the appropriate City departments and local groups to identify existing residential, commercial, and industrial areas with substantial maintenance needs and make plans to provide the appropriate maintenance. The City must also utilize the appropriate departments and groups to determine growth policies, recognize associated opportunities, and direct new development on a course beneficial to the city as a whole.

Goal 1: Promote and Enhance Planning and Zoning by Utilizing City Departments and Local Groups to Identify and Meet Land Use and Zoning Needs and Establish Policies and Plans to Benefit the Community.

Objective 1: Promote and Enhance Residential Land Use and Development

Projects and Strategies:

Strategy: Designate land for residential development on the Future Land Use Plan Map in the Comprehensive Plan and plan city growth accordingly.

Objective 2: Promote and Enhance Commercial Land Use and Development

Projects and Strategies:

Strategy: Designate land for commercial development on the Future Land Use Plan Map in the Comprehensive Plan and plan city growth accordingly.

Objective 3: Promote and Enhance Industrial Land Use and Development

Projects and Strategies:

Strategy: Designate land for industrial use on the Future Land Use Plan Map in the Comprehensive Plan and plan city growth accordingly.

Goal 2: Sense of Place.

Objective: Enhance the Sense of Place throughout Heflin.

Projects and Strategies:

Strategy: Examine opportunities in the downtown area.

Strategy: Improve pedestrian connections from Downtown to other key features.

Strategy: Provide streetscape improvements and pedestrian amenities.

Project: Work on Mural Project.

Goal 3: Mixed-Use.

Objective: Establish a mix of uses within walking distance of residential neighborhoods that will enhance opportunities for small group interaction throughout Heflin.

Projects and Strategies:

Strategy: Encourage small businesses that enhance existing neighborhoods and employment centers.

Strategy: Enhance pedestrian connections between residences, commercial centers, public facilities, amenities and green spaces.

Importance: In Heflin's goal to bring residential growth, the City created a (residential loft apartment) zoning for commercial districts in the downtown and promoted a wide range of missing middle housing. This zoning allows residential loft apartments to be built and used directly on top of established businesses in the downtown area. Such mixed-use development has been established to bring more residents to the downtown area, giving them the option of living within convenient walking access to downtown restaurants, shopping, and other activities provided in this area.

Goal 4: Public Space.

Objective: Enhance formal public spaces of community interaction in Heflin that support the city's role as a center of urban vitality.

Strategy: Increase both passive and active recreational opportunities for Heflin residents.

Transportation

In order to promote and enhance transportation, Heflin needs to provide basic maintenance of existing streets and highways. The City needs to plan for and prioritize road maintenance projects throughout the city in accordance to needs and available funding.

Goal 1: Complete Streets.

Objective: Increase safe, convenient, and pleasant accommodations for pedestrians, bicyclists and People with disabilities that improve quality of life within the community and within Individual neighborhoods.

Projects and Strategies:

Project: Provide convenient and safe pedestrian connections within 1/4 miles of all commercial and employment centers, transit routes, schools and parks.

Strategy: Provide design features on roadways, such as street trees within buffers, street furniture and sidewalk widths that improve the safety and comfort level of all users

Objective: Promote and Enhance Transportation throughout the City by Means of Improving Traffic Flow and Safety

Projects and Strategies:

Project: Schedule proper timings for trains to resolve the traffic issue.

Goal 2: Sustainable Transportation Infrastructure.

Objective: Develop a sustainable Transportation infrastructure by designing, constructing, installing, using, and maintaining the City's transportation assets and equipment.

Projects and Strategies:

Strategy: The City should incorporate Bioswales and Permeable Paving for parking in the downtown and commercial centres. Pedestrian and street lighting play an important role in enhancing the pedestrian experience and greatly improves the quality and safety of streets and public spaces.

Goal 3: Promote and Enhance Transportation throughout the City by Properly Maintaining Existing Roadways.

Objective: Improve and/or Install Bike lanes Where Needed.

Project: Improving alternative forms of transportation, such as Walking and/or Bicycling.

Additional Recommendation: Concerning road repaving, Heflin could use a new and innovative road paving technique called Full-Depth Reclamation (FDR), in which existing worn out asphalt is recycled back into base material along with Portland Cement to create a new roadway base. With FDR, there is no need for hauling in new aggregate or hauling out old material for disposal, thus greatly reducing transportation and disposal work and enhancing cost effectiveness. This cost effectiveness leads to the ability to create a greater area of dependable and stable roadbed for the same amount of money as traditional asphalt patching. As an additional incentive, the recycled base produced is stronger, more uniform, and more moisture resistant than the original base, resulting in a longer and lower maintenance life cycle than traditional patch and overlay. FDR with cement, as the project proposes, adds approximately 5 more years to the roads life cycle than would traditional asphalt patching. The FDR technique is typically the best option for all road repaving projects in which more than 20% of the base and subgrade below the pavement are seriously damaged and cannot be rehabilitated with simple asphalt overlay.

For more information on full-depth reclamation contact: www.strongroads.info

Community Facilities | Parks and Recreation

The City of Heflin strives to provide quality community facilities and services for residents and visitors to the city. In order to promote and enhance important community facilities and services, the City needs to determine and meet priority maintenance for existing facilities and service needs and identify future priority facilities and services needed for growth and expansion. Community facilities element have been organized into different sections listed as follows: 1) Public Safety—Law Enforcement and Fire and Rescue, 2) Educational Facilities and Services, 3) Lucile Morgan Public Library, 4) Parks and Recreation, 5) Senior Center, 6) Street Department and City Maintenance, 7) Heflin Water and Sewer Treatment Plant, 9) Utilities—which includes water, and sewer.

Goal 1: Enhance Quality of Life.

Objective 1: Maintain and Manage Police Department Vehicles and Equipment.

Notation: In order to purchase this equipment, the department should work with City to create and implement an equipment replacement schedule and budget and allocate financial resources accordingly.

Objective 2: Continue to provide excellent fire protection service.

Objective 3: Secure adequate facility space, equipment and staff for the police department and its operations to continue providing safety and protection to city residents.

Objective 4: Maintain and Improve Parks and Recreation Facilities.

Projects and Strategies:

Strategy: Promote Heflin Spur, Birding Trail, Canoe Trail, Wine Trail by hosting events and programs for all age groups.

Goal 2: Recreation and Entertainment.

Objective 1: Provide more city parks throughout the city along with funding and volunteers to offer development and maintenance.

Objective 2: Host outdoor events/ movie nights in the parks/amphitheater.

Goal 3: Promote and Enhance Community Facilities and Services in a Manner which Maintains Existing Facilities and Services and Prepares the City for Future Growth and Expansion.

Objective 1: Maintain and Improve utilities within the city limits and consider future landuse in expansion.

Objective 2: Improve and Enhance Senior Citizen Facilities and Programs.

Objective 3: Improve and Enhance Healthcare Services.

Additional Recommendation: For new sewer lines Heflin could use high density Polyethylene pipe (HDPE). High density Polyethylene pipe line provides significant benefits to the community. Unlike conventional cast iron piping, which is highly susceptible to corrosion, abrasion, and rusting over time, particularly along joints and fittings, HDPE is highly resistant to corrosion, abrasion, and rust.

HDPE also maintains structural strength better than cast iron under external pressures which may otherwise cause the pipe to crack or fracture. These characteristics of HDPE piping attribute to lower maintenance, substantially reducing the likelihood of water leaks and breaks. Also, the smoothness of the inner and outer pipe walls significantly lowers buildup of scum and sedimentation, creating better flow performance throughout the system. Furthermore, HDPE is cheaper and easier to install than other types of piping, such as cast iron, GRP, and PVC, because it is highly flexible and easily bends around obstructive objects as needed, thus reducing the necessity for joints and fittings.

Housing

Housing is a vitally important element in every community in meeting resident needs. A well-planned community will have a variety and substantial mix of housing choices available such as single-family, multi-family, and manufactured homes, maintained in good condition, as well as quality affordable housing. The City shall also make plans and policies to preserve housing values and increase its housing stock in appropriate residential areas.

Accessory dwelling units ADU:

Accessory dwelling units are allowed in certain situations to:

- Create new housing units while respecting the look and scale of single-dwelling development;
- Increase the housing stock of existing neighborhoods in a manner that is less intense than alternatives;
- Allow more efficient use of existing housing stock and infrastructure;
- Provide a mix of housing that responds to changing family needs and smaller households;
- Provide a means for residents, particularly seniors, single parents, and families with grown children, to remain in their homes and neighborhoods, and obtain extra income, security, companionship and services; and
- Provide a broader range of accessible and more affordable housing.

Goal 1: Maintain and Strengthen the City's Existing Housing Stock.

Objective: Preserve and improve the quality and quantity of the existing housing stock through the renovation, rehabilitation and/or expansion of existing units as a means of enhancing neighborhood stability..

Projects and Strategies:

Project: Create Tax Relief programs to accommodate the housing needs of low-income households, seniors and those with disabilities.

Project: Establish a Housing Improvement Plan for the city.

Strategy: Home Improvement Program that provides tax exemptions as an incentive for residents to renovate or expand the size of their residences.

Goal 2: Promote and Encourage New Housing Development in Strategic Areas Well Suited for Residential Growth.

Objective: Create More Housing Choices in Order to Meet the Needs of a Diverse and Changing Population and Support for Low, Medium, and High-Density Housing Development.

Projects and Strategies:

Strategy: Identify housing needs pertaining to housing conditions, type, value, and affordability and

make plans and policies to promote and encourage the kind of housing most needed throughout the community.

Strategy: Conduct an assessment of housing in close proximity to needed infrastructure and create a plan to build new homes near current supportive infrastructure or where necessary water and sewer service lines and roads are planned for.

Strategy: Plan for and build new housing developments in areas close to or adjacent to land designated as or the future development of, parks and recreation, bicycle and hiking trails, environmental preservation, and other low-impact uses complimentary to residential development.

Strategy: Encourage creation of new, onsite affordable housing as part of rezoning.

Goal 3: Provide Incentives.

Objective: Expedite permit process and/or establish a series of incentives to create new affordable housing.

Projects and Strategies:

Strategy: Encourage the rehabilitation of historical properties (Mixed-Use).

Strategy: Incorporate affordable units throughout the City.

Goal 4: Use Sustainability principles.

Objective: Offering a wide range of choices that are integrated and balanced across the city to meet multiple goals including: Increased sustainability, walkability, bikeability, and use of public transit, sustained local commerce.

Projects and Strategies:

Strategy: Encourage the incorporation of green sustainable principles (e.g. LEED) in all housing development to the maximum extent feasible both as a way to be more sustainable and to lower housing costs.

Economic Development

The City of Heflin desires economic growth and prosperity, strengthening existing businesses while attracting new business to the community. The city strives to grow economically and promote and enhance economic development in the downtown area as well as along major roadways throughout the community.

Goal 1: Enhance Tourism In and around the City.

Objective 1: Develop available natural and historic resources.

Rationale: Promoting and encouraging the maintenance and enhancement of the city's natural and historic resources is of vital importance for local economic development.

Projects and Strategies:

Project: Create and implement a downtown beautification and/or street scape improvement plan.

Strategy: Create a pedestrian zone in the downtown historic district during the weekends to host events/shopping for the residents.

Strategy: Work with a Main Street Program and implement Heflin Boost.

Objective 2: Increase the city's appeal through urban design and beautification enhancements.

Projects and Strategies:

Strategy: Create a signage illuminating the downtown area.

Strategy: Conduct an inventory and assessment of existing infrastructure, such as sidewalks, streetlights to determine needed repairs and upgrades.

Goal 2: Maintain and Strengthen Existing Business throughout the Community.

Objective: City to maintain and strengthen existing business by providing and maintaining an attractive, healthy, and thriving business environment.

Projects and Strategies:

Strategy: Create a downtown merchant association and prepare for quality, accessible, and sustainable business management along major highway commercial corridors.

Goal 3: Promote and Encourage Expansion of Existing Business in the Community and Provide a Means for Proper and Efficient Business Growth and Development.

Objective: Develop plans and policies to make new business location and start-ups convenient, affordable.

Projects and Strategies:

Strategy: Use the tool kit developed by the Main Street Heflin.

CHAPTER XI: IMPLEMENTATION & EVALUATION

In the previous chapter, goals, objectives, strategies, and projects have been presented and described for planning guidance and consideration in forming public policy and plans for the next 10 years. Goals, objectives, strategies, and projects originate from good planning principles and practices, however, attributable to the community's limited resources and time constraints, not every single goal and objective, along with their respective projects and strategies will be implemented and realized. Therefore, implementation, as this chapter presents, strives to identify and select projects and strategies from the goals and objectives which are important to the city and which the city plans to effectively implement. The tables in this chapter list the projects and strategies that the city plans to implement along with timeframes within which the city plans to conduct and complete each project/strategy. These timeframes are as follows: Immediate, Short-term, Mid-term, Long-term, and Future Consideration. The tables also show the years each timeframe encompasses. Some projects/strategies may incorporate multiple timeframes through which they will be conducted and finalized.

The purpose of this chapter is to identify some of the optional strategies and resources at the disposal of local governments to implement the general recommendations of this plan. The proposed implementation schedules are intended to serve as a general organizational strategy for plan implementation. Although specific timeframes are identified for each recommended action, actual implementation may occur under different time frames and under varying methodologies, as may be dictated by financial constraints or competing needs and priorities. This chapter also provides action plans/evaluation tables to assist city administration in tracking project progress toward completion on a yearly basis.

Successful implementation spans the work of many people often requires the cooperative action of multiple entities, some of which may have varying degrees of commitment to and responsibility for the success of the planning effort. Other common obstacles to successful plan implementation include funding constraints, insufficient access to needed technical support and resources, and conflicting interpretations of problems and needs. All of these impediments, to some degree, are relevant to comprehensive planning implementation.

This comprehensive plan acknowledges that the City of Heflin has limited resources and competing planning priorities. However, city administration has sufficient technical expertise and capacity to react quickly to the complex issues affecting the city. This plan also recognizes that the city must depend upon the cooperation of other independent boards and agencies to implement those aspects of the plan that the city cannot directly control. Heflin must respond to a wide range of changing needs, all of which must be considered when determining priorities for local action. It is difficult to foresee the critical issues that will arise tomorrow, but the comprehensive plan is useful in guiding and directing policy toward a more sustainable community. The city must retain the ability to establish its own priorities in any given year to satisfy its own needs. As a result, full implementation of this plan will not happen quickly and may take longer to achieve than initially expected.

City Administration

The City of Heflin has a full-time Mayor and full-time support staff to handle the city's daily administrative needs. The administrative staff can use the comprehensive plan as a general guide for coordinating expansion of the city's public facilities and services to address future growth needs. However, it must be recognized that, due to the city's relatively small size and lack of large, stable

sources of revenue, the administrative staff's capacity to fully monitor and implement the plan is somewhat constrained. Support and assistance from every level of city government will be needed to ensure that the policies and programs recommended by this plan are fully implemented. The city can also seek assistance from support agencies-such as the Alabama Department of Economic and Community Affairs, the East Alabama Regional Planning and Development Commission, and USDA Rural Development-for technical assistance in implementing the goals and objectives of the plan.

Codes and Ordinances

Basic local development codes include zoning ordinances, subdivision regulations, and building codes. These codes and regulations help local governments manage growth and development and are important local tools to support plan implementation efforts. Local governments can and do adopt other special ordinances to address specific community needs, but such ordinances may require special legislation to implement. This section discusses in detail those development codes that municipalities are authorized to adopt and implement under existing state law.

Zoning

Zoning ordinances are adopted by local governments to control the location, intensity, and character of land uses in the community. They also help communities prevent conflicts between neighboring property owners resulting from land development activities, and they help protect the public from any excessive environmental impacts that may result from private development activities. Local governments derive their zoning powers from the state through the Code of Alabama (Title 11, Chapter 52, Article 4). The primary purpose of local zoning ordinances is to promote public health, safety, and general welfare by fostering coordinated land development in accordance with the comprehensive plan. Adopting a zoning ordinance is an effective means of implementing land use and development recommendations contained in the comprehensive plan. Generally speaking, zoning ordinances adopted by local governments must be prepared in accordance with a comprehensive plan, as required under Title 11, Chapter 52, Section 72 of the Code of Alabama, 1975.

Subdivision Regulations

While zoning ordinances control the nature and intensity of land uses, subdivision regulations govern the manner by which land is divided in preparation for development. Subdivision regulations contain standards for subdivision design, lot layout, and the placement and construction of public facilities within subdivisions. Although most subdivisions in small communities are residential in nature, the regulations should be developed to also address commercial or industrial subdivisions.

Municipal governments in Alabama are authorized to adopt and enforce subdivision regulations under Title 11, Chapter 52, Section 31 of the Code of Alabama, 1975. The Code further authorizes cities to enforce their local subdivision regulations within a planning jurisdiction in the surrounding unincorporated areas, up to five miles beyond the city limits. In the East Alabama region, many municipalities exercising their extraterritorial subdivision powers do so only within their police jurisdiction boundaries, which may be either 1.5 or 3 miles from the city limits.

Building Codes

Local building codes establish basic minimum construction standards for buildings, including homes and commercial and industrial buildings. The purpose of a building code is to ensure quality develop-

ment and protect public safety. By adopting building codes, local governments can require developers and contractors to secure building permits before undertaking construction activities. Applicants for building permits also can be required to provide evidence that they have received County Health Department approval for on-site septic systems, thereby providing an effective mechanism to ensure compliance with local health regulations. Cities and counties in Alabama are authorized, under Title 41, Chapter 9, Section 166 of the Code of Alabama, 1975, to adopt minimum building standards that have been adopted by the Alabama Building Commission.

Partnerships, Financing, and other Resources

Financial constraints and planning assistance can be some of the greatest obstacles to plan implementation in smaller communities. Many communities must wait for funding to become available in its entirety before a plan or project can be implemented and have no expertise or guidance in planning. Heflin must actively continue its efforts to secure outside financial support and assistance for plan implementation in order to meet its goals and objectives to prepare for growth and development and to promote its community vision for the future. A number of financial assistance and partnership sources exist to help small communities in terms of planning and development. The most significant sources are listed as follows:

1. Alabama Department of Economic and Community Affairs (ADECA): The Alabama Department of Economic and Community Affairs was created in 1983 by the Alabama Legislature as an arm of the Governor's Office, created to streamline and professionalize the management of a number of federally funded programs administered by the state. Consolidating numerous agencies into a single department considerably reduced administrative costs and ensured more effective and efficient implementation and enforcement of federal requirements for monitoring, reporting, and auditing. ADECA is composed of seven divisions and various support sections constituting—1) Communications and Information, 2) Community and Economic Development, 3) Energy, 4) Law Enforcement and Traffic Safety, 5) Office of Water Resources, 6) Surplus Property, and 7) Support Sections. One of the most widely used ADECA divisions, by communities, is Community and Economic Development. The Community and Economic Development Division provides the following program areas:

- Community Development Programs—probably the most well-known program is the Community Development Block Grant Program (CDBG) which provides funding to improve communities in various areas through the following funds:
 - Competitive Fund—which provides funding for projects such as water and sewer line rehabilitation and extension, housing rehabilitation, neighborhood and downcity revitalization, street and drainage improvements.
 - Community Enhancement Fund—which provides funding assistance for fire protection, senior citizen centers, community centers, Boys & Girls clubs, and recreational facilities.
 - Planning Fund—provides funding to eligible communities to conduct planning activities to promote orderly growth, regional development, and revitalization efforts.
 - Economic Development Fund—provides funding to all eligible communities for projects that support the creation and retention of jobs.
 - *Note:* Communities seeking funding assistance through the CDBG Program should demonstrate 51% low to moderate income (LMI) in the community for planning grants and 51% LMI for project areas pertaining to proposed projects.
- Community Service Block Grants—assists low-income Alabama residents in gaining employment, education, and many other skills.
- Appalachian Regional Commission (ARC)—seeks to fund projects and programs to create new

jobs, spur economic development, build roads and infrastructure, advance education and promote wellness in central and north Alabama.

- Community Stabilization Program—established to provide funding assistance with the purpose of stabilizing communities that have suffered from foreclosures and abandonment.
- Disaster Recovery—funds which may be allocated after federally declared disasters and used for activities such as replacement or repair of infrastructure and housing damage resulting from the declared disaster.
- Alabama Enterprise Zones—provides tax incentives to corporations, partnerships, and proprietorships that locate or expand within designated Enterprise Zones.
- Recreational Trails Program (RTP)—provides funding assistance to federal agencies, states, local governments and nonprofit organizations for the development and improvement of recreational trails.
- Alabama Advantage—provides information for people looking to relocate or retire in Alabama.
- Emergency Shelter Grant Program—grant funding is used to upgrade existing homeless facilities and domestic abuse shelters.
- Land & Water Conservation Fund (LWCF)—administers grants funding walking and exercise trails, playgrounds, tennis and basketball courts, soccer fields, baseball and softball diamonds, and other outdoor areas that improve communities.
- Delta Regional Authority (DRA)—strives to improve many aspects of communities in 20 Alabama counties of the Delta Region area of the state.

2.Connecting ALABAMA: Connecting ALABAMA is a multi-year initiative promoting the availability and adoption of broadband Internet access throughout the state. The initiative seeks to identify and leverage all available funding sources for both demand and supply side programs. Demand-side initiatives are designed to advance healthcare, education, agriculture, and other economic development opportunities and may require non-traditional funding, while supply-side initiatives for infrastructure development and service delivery in rural areas may require non-commercial sources of funding such as government and foundation grants. The Connecting ALABAMA website at: www.connectingalabama.gov contains a link to the Federal Funding Manual which serves as a guide to federal programs useful to communities seeking federal funds to deploy, use, or benefit from telecommunications networks and technologies. Other grant opportunities for the advancement and financing of telecommunication infrastructure and technology include:

- USDA’s Rural Utilities Service—which provides programs to finance rural America’s telecommunications infrastructure.
- The Distance Learning and Telemedicine Program (DLT)—which utilizes loans and grants and loan/grant combinations to meet educational and health care needs in rural areas throughout the country.
- The Community Connect Grant Program—offers financial assistance to eligible applicants to install and expand broadband in unserved areas with the goals of enhancing public safety services and fostering economic growth.

3.Alabama Power Company Economic and Community Development: Alabama Power provides reliable electricity supply, at competitive prices, to approximately 1.4 million homes, businesses, and industries in the southern two-thirds of Alabama. The Alabama Power Company, through their department of Economic and Community Development provides services for economic development in the following areas 1) Building and Site Evaluation, 2) Labor Force Analysis, 3) Electrical Services, 4) Transportation/Logistics Analysis, and 5) Alabama Tax and Incentive Analysis. The department also offers services in community development through the following programs: 1) Advantage Site Program, 2) Industrial Site Development Program (ISDP), 3) Speculative Building Program, and 4) ACE (Alabama Communities of Excellence) Program, which uses strategic community planning in

forming goals and plans for the community's future.

4.The Economic Development Administration (EDA): EDA, established under the Public Works and Economic Development Act of 1965, was formed to help communities generate jobs, retain existing jobs, and stimulate industrial and commercial growth in economically distressed areas of the United States. In continuing its mission, EDA operates on the principal that distressed communities must be empowered to develop and implement their own economic development strategies. The communities in the East Alabama Region are recognized by EDA as part of an Economic Development District, which enables them to receive EDA grant funding for infrastructure improvements, which support projects used to create new local jobs. Investment programs provided by EDA include the following: Public Works and Economic Development Program, Economic Adjustment Assistance Program, Research and National Technical Assistance, Local Technical Assistance, Planning Program, University Center Economic Development Program, Trade Adjustment Assistance for Firms Program.

5.The East Alabama Regional Planning and Development Commission (EARPDC): EARPDC offers revolving loan funds to provide gap financing for local businesses. The Commission provides matching funds to member governments that use the commission's services for planning projects, such as the preparation of comprehensive plans, strategic plans, land use plans, housing studies, zoning ordinances, and subdivision regulations as well as mapping services. The Commission also offers grant writing and administration services to member governments to secure funding for a wide variety of community projects and for community planning.

6.The Alabama Department of Transportation (ALDOT): which constructs new highways, offers special Transportation Enhancement Grants through the Intermodal Surface Transportation Efficiency Act, and runs a Safety Management Program.

7.The Alabama Historical Commission (AHC): which provides special grants to restore local historic buildings and structures and assists in surveying historic properties and preparing applications for inclusion in the National Historic Register.

8.The Alabama Department of Environmental Management (ADEM): which helps finance public water extensions through a special low-interest loan fund and finances special water and sewer demonstration projects.

9.The Small Business Administration (SBA): which provides technical assistance to entrepreneurs in rural areas through the local Small Business Development Centers.

10.US Department of Agriculture Rural Development (USDA): which offers a range of grant and loan programs to help finance housing improvement projects, economic development initiatives, infrastructure improvement projects, and city jail expansions and construction.

11.The local Community Action Agencies, which conduct a wide range of programs to assist low and moderate income households throughout the rural areas, in such areas as heating assistance, Head Start, and weatherization programs.

12.The local Chamber of Commerce (Chamber) and Industrial Development Authorities (IDA), which sponsor and finance economic development efforts and initiatives within their jurisdictions.

13. Alabama Power, the Tennessee Valley Authority (TVA): and the Rural Electric Cooperatives (REC), which finance and provide technical assistance for a wide range of local economic development initiatives.

14. Rural Alabama Initiative (RAI): is a grant program, funded by the Alabama Cooperative Extension System and administered through the Economic and Community Development Institute (ECDI). ECDI has the mission to improve the quality of life of Alabama citizens by promoting continuing economic and community development policy and practice through communication, education, research, and community assistance. Through RAI the Institute provides a mechanism for rural communities to attain monetary assistance for community development goals. The main goal of RAI is to assist communities that seek economic prosperity and a better quality of life.

15. The Environmental Protection Agency (EPA): offers grant and technical assistance to small communities through a variety of environmental preservation, protection, and education programs, fellowships, and research associateships. Grant programs administered under EPA include: The Brownfields Grant Program, Environmental Education Grants Program, Environmental Information Exchange Network Grant Program, Environmental Justice Grants Program, Environmental Justice through Pollution Prevention Program, National Center for Environmental Research, Pollution Prevention Incentives for States, Water Grants, and Watershed Funding.

16. Federal Emergency Management Agency (FEMA): provides grants and technical assistance to small communities through a variety of emergency management, prevention, and education programs. Grant programs administered under FEMA include: The Buffer Zone Protection Program, Emergency Management Performance Grant, Homeland Security Grant Program, Intercity Bus Security Grant Program, Operation Stonegarden, Port Security Grant Program, Regional Catastrophic Preparedness Grant Program, Transit Security Grant Program, Trucking Security Grant Program, Urban Areas Security Initiative (UASI) Non-profit Security Grant Program.

17. Alabama Clean Water Partnership (ACWP): Alabama has more rivers, lakes, and groundwater than any other place in the country and is the richest state in the US in terms of water. Approximately 10% of all water in the US flows within the state's borders. The Alabama Clean Water Partnership is a statewide 501 (c) (3) non-profit organization comprised of a diverse and inclusive coalition of public-private interest groups and individuals working together to improve, protect, and preserve water resources and aquatic ecosystems in the state. The main purpose of the ACWP is to "make connections" in linking individuals, companies, organizations, and governing bodies in order to educate the public about the importance of clean water and to assist in projects to protect and preserve Alabama's water resources and aquatic ecosystems. This purpose is accomplished through efforts to improve communication and information sharing as well as appropriate coordination and collaboration. The ACWP, on their website, inquires "Do you know of a stream that needs help?" this link brings up an ACWP Stream Nomination Form through which an applicant may submit a stream for consideration. Each nomination is added to a priority list that will assist in directing attention and resources to Alabama watersheds. The ACWP also provides the services of one statewide coordinator and facilitators for each of the ten river basins in the state. Each facilitator coordinates basin meetings and projects in their respective basins while the coordinator supports the facilitators and transfers information between the basins.

18. The US Census Bureau: The Census provides substantial statistical information and to com-

munities, counties, states, and the nation at large. The most significant and widely used data tools provided by the Census Bureau is the Decennial Census—which provides 100% count information and is updated every 10 years—and the American Community Survey which provides estimate information and is updated every year for all municipalities with a one year survey period for each municipality with population over 65 K in population, a 3 year period for municipalities with between 20 K and 65 K and a 5 year period for all cities in the nation. Another significant tool offered by the Census is the Census Business Builder: Small Business Edition. The Builder is an interactive tool which allows small business owners a way to easily navigate and use key demographic and economic data to help guide research into opening a new business or expand their existing. Key features of the Census Business Builder include:

- Easy to use menus to select the owners type of business and potential business location
- An interactive map that allows selection of the area to explore for business opportunities, including comparisons to neighboring areas.
- Dynamically generated business county and city-level reports (including trend charts) that can be easily incorporated into a business plan and used for further research.

19. Alabama League of Municipalities (ALM): assists municipalities in Alabama in funding local projects and purchases. This organization has established the AM Fund, administered by the Alabama Municipal Funding Corporation, to provide low-cost, tax-exempt financing to Alabama communities. Municipalities borrow from the AM Fund at a low tax-exempt interest rate to fund almost any municipal project and equipment purchase. Goals determined through the administration of AM Fund incorporate the following:

- Share issuance costs that reduce individual borrower's costs
- Participate in bond issues of sufficient size to enable the borrowers to achieve attractive interest rates
- Minimize staff time by using straightforward loan documentation

Heflin should continue to explore project-financing opportunities with all of these entities when undertaking projects to implement this comprehensive plan. The city should also consider developing public-private partnerships. Of course, outside financing usually will not cover all of the costs associated with a project. The city must be prepared to provide local matching funds, where needed to leverage outside grants, to cost share with private partnerships, and to undertake projects that cannot be funded by outside sources.

Implementation Schedule

As previously mentioned, due to limited resources and time constraints, not all the goals, objectives, strategies, and projects outlined in this plan shall be realized. Therefore, the city must effectively identify and prioritize the most important, impactful, and feasible projects and strategies in Chapter X: Goals and Objectives and then incorporate such projects and strategies into an implementation plan. One way to form an implementation plan is to create an implementation schedule. The implementation schedule lists strategies and projects to be undertaken as Immediate (1-2 years), Short-term (3-5 years), Mid-term (6-9 years), Long-term (10 to 20 years), and Future Consideration (over 20 years). The schedule formulates a specified timeframe within which each project and strategy should be undertaken, establish which local entity is responsible for carrying out the activity, and identify potential partners and funding resources (PP & FS) in implementing respective strategies and projects. Although these projects are primarily assigned to Heflin, the city should consult and work with outside entities to secure funding and guidance with planning and implementation efforts. Implementation

schedules have been created for land use and zoning, transportation, and community facility related projects and strategies listed as follows:

#	Action	Page #	Priority	Time Frame	Potential Partners
Land Use					
Goal 1: Promote and enhance planning and zoning by utilizing city departments and local groups to identify and meet Land Use and Zoning needs and establish policies and plans to benefit the community.					
1	Promote and Enhance Residential Land Use and Development.	130	High	Ongoing	Planning Commission, City Council, Board of Adjustments, Mayor
2	Designate land for commercial development on the Future Land Use Plan Map in the Comprehensive Plan and plan city growth accordingly.	130	High	Ongoing	Planning Commission, City Council, Mayor, Industrial Board, Main Street, Chamber of Commerce
3	Designate land for industrial use on the Future Land Use Plan Map in the Comprehensive Plan and plan city growth accordingly.	131	High	Short-term	Planning Commission, City Council, Mayor, Board of Adjustments, Industrial Board, Chamber of Commerce
Goal 2: Sense of place					
1	Enhance the sense of place throughout Heflin (Downtown, mural art, etc.)	131	Medium	Short-term	Main Street, Mayor & City Council, Art Council
Goal 3: Mixed Use					
1	Establish a mix of uses within walking distances of residences that will enhance opportunities for interaction in Heflin (ex.-pedestrian connections)	131	Low	Long-term	Mayor & City Council, Planning Commission, Board of Adjustments, Street Department, ALDOT
Goal 4: Public Space					
1	Enhance formal public spaces of community interaction in Heflin that support the city's role as a center of urban vitality (i.e.,	131	Medium	Short-term	Parks and Recreation Department, Mayor & City Council, Main Street, Chamber of

#	Action	Page #	Priority	Time Frame	Potential Partners
	increase recreational opportunities)				Commerce, Board of Adjustments, Planning Commission
Transportation					
Goal 1: Complete Streets					
1	Increase safe, convenient, and pleasant routes for pedestrians, bicyclists, and persons with disabilities that improve quality of life (i.e., pedestrian connections, street furniture, street buffering)	131	Medium	Long-term	Planning Commission, City Council, Mayor, ALDOT, Street Department, Main Street
Goal 2: Sustainable transportation infrastructure					
1	Develop a sustainable transportation infrastructure by designing, constructing, installing, using, and maintaining the city's assets and equipment	132	Medium	Short-term	Planning Commission, City Council, ALDOT, Mayor, Street Department
Goal 3: Promote and enhance transportation throughout the city by properly maintaining existing roadways.					
1	Identify safety concerns and issues from the general public, improve and/or install sidewalks	132	Medium	Short-term	Planning Commission, City Council, Street Department, ALDOT, Mayor, Heflin Police
Community Facilities Parks and Recreation					
Goal 1: Enhance the quality of life.					
1	Continue to provide excellent fire protection service	133	High	Ongoing	Fire Department, Cleburne County EMA
2	Secure adequate facility space, equipment, and staff for the police department to continue providing safety and protection to city residents	133	High	Ongoing	Mayor & City Council, EARPDC
Goal 2: Recreation and Entertainment					
1	Provide more city parks throughout the city along with funding and volunteers to offer development and maintenance.	133	Medium	Long-term	Parks & Recreation, Planning Commission, Mayor & City Council, Heflin Main Street

#	Action	Page #	Priority	Time Frame	Potential Partners
2	Host outdoor events/movie nights in the parks/amphitheater	133	Medium	Short-term	Parks and Recreation Department, Heflin Main Street
Goal 3: Promote and enhance community facilities and Services in a manner which maintains existing facilities and Services and prepares the city for future growth and Expansion.					
1	Improve and Enhance City Administration	133	High	Short-term	Mayor & City Council
2	Improve and Enhance Public Safety	133	Medium	Short-term	Police and Fire Departments, ALDOT, Hospital Board, Sheriff's Department, Street Department, EMA
3	Improve and Enhance Parks and Recreation.	133	Medium	Short-term	PARD, City Council & Mayor
4	Improve and Enhance Senior Citizen Facilities and Programs.	133	Medium	Short-term	Mayor & City Council, EARPDC, PARD
5	Improve and Enhance Healthcare Services	133	Low	Long-term	AL Dept. of Public Health, EARPDC, Hospital Board
Housing					
Goal 1: Maintain and strengthen the city's existing housing stock					
1	Preserve and improve the quality and quantity of the existing housing stock through the renovation, rehabilitation and/or expansion of existing units (ex. Tax relief for low income, home improvement program with tax exemptions)	134	Medium	Short-term	USDA, AL Dept. of Revenue, Heflin Housing Authority

#	Action	Page #	Priority	Time Frame	Potential Partners
Goal 2: Promote and encourage new housing development in Strategic areas well suited for residential growth.					
1	Promote housing options to accommodate both renters and owners at all price points, including workforce housing	134	Low	Long-term	USDA, Planning Commission, Mayor & City Council, Zoning Board of Adjustments, Local Realtors
Goal 3: Provide incentives					
1	Establish a series of incentives to create new housing	135	Low	Long-term	Mayor & City Council, Planning Commission, Zoning Board of Adjustment, USDA
Goal 4: Use sustainability principles					
1	Offering a wide range of choices that are integrated and balanced across the city to meet multiple goals including increased sustainability, walkability, bike ability, and public transit	135	Medium	Short-term	Main Street Heflin, Mayor & City Council, Planning Commission, Zoning Board of Adjustments, EARPDC, Street Department, ALDOT
2	Encourage the incorporation of green sustainable principles (e.g., LEED) in all housing development as much as possible to increase	135	Low	Long-term	Mayor & City Council, Planning Commission, Zoning Board of

#	Action	Page #	Priority	Time Frame	Potential Partners
	sustainability and lower housing costs				Adjustments, USDA, Heflin Main Street, EARPDC
Economic Development					
Goal 1: Enhance tourism in and around the city					
1	Develop the available natural and historic resources.	135	Medium	Short-term	Planning Commission, Mayor & City Council, Zoning Board of Adjustments, Heflin Main Street, Historical Society, Local Philanthropies
2	Make the city more beautiful (Illumination, Gateways).	135	Medium	Short-term	Planning Commission, Mayor & City Council, Zoning Board of Adjustments, Main Street, Street Department, Volunteers, ADECA
Goal 2: Maintain and Strengthen Existing Business throughout the Community.					
1	Expand Commercial and Industrial Zoning Districts	136	Low	Long-term	Planning Commission, Mayor & City Council, Zoning Board of Adjustments, County Commissioners, Industrial Board, Chamber of Commerce
Goal 3: Promote and Encourage Expansion of Existing Business in the Community and Provide a Means for Proper and Efficient Business Growth and Development.					
1	Develop Plans and Policies to Make New Business Location and Start-ups Convenient, Affordable. Strategy: Provide incentives (i.e. tax reductions, and reduced start-up fees)	136	Medium	Short-term	Planning Commission, Mayor & City Council, Chamber of Commerce, Main Street
2	Implement the recommendations toolkit from Downtown and Economic Development Opportunity (Recast Boost Report)	136	Medium	Short-term	EARPDC, Heflin Main Street

Plan Adoption and Amendment

According to Title 11, Chapter 52, Section 8 of the Code of Alabama, 1975, the municipal planning commission is authorized to prepare and adopt a local comprehensive plan. The comprehensive plan can be adopted by resolution in whole or in successive chapters or elements, as provided in Title 11, Chapter 52, section 10 of the Code of Alabama, 1975. However, prior to adoption or disapproval of the plan by the planning commission, the planning commission or the town council must publish notice of and conduct a public hearing to solicit comments on the proposed plan from concerned citizens. State law does not specify the format to be used for notification or conduct of the required public hearing. However, common sense dictates that the hearing should be notified and conducted in accordance with the standard procedures used by the planning commission or town council, as may be applicable.

Once the plan has been adopted in accordance with state law, the planning commission is empowered to assume additional administrative authorities. These authorities are specified in Title 11, Chapter 52, Section 11 of the Code of Alabama, 1975. According to this statute, no street, square, public building or structure, park or other public way, ground or open space, or public utility can be constructed or authorized in the community without approval by the planning commission. The planning commission must review the proposed community facility improvement for consistency with the adopted comprehensive plan. If the planning commission determines that the proposed improvement is not consistent with the plan, it may disapprove the improvement. Such a vote can be overturned by a two-thirds majority vote of all town council members.

As this provision of Alabama law illustrates, the comprehensive plan is an important document. It serves as a legal support for local zoning authority, and it governs the expansion of public facilities and infrastructure in the community. Therefore, it is important to remember that the adoption of a comprehensive plan document is not the end of the planning process. It is merely the beginning of an ongoing dedicated planning effort. The local government must be committed to a plan monitoring, review, and implementation effort if the plan is to achieve its stated objectives. In addition, the plan should be reviewed and revised periodically in response to growth and changing conditions in the community. While Alabama law does not prescribe a revision schedule for local government comprehensive plans, communities should update the plan at least once every ten years to incorporate more recent data from the latest U.S. Census. New census data is needed to determine growth and population trends used by the plan. More frequent updates should be conducted if the community experiences rapid growth or change, or if the community proposes to undertake a significant public investment to stimulate future growth or change.

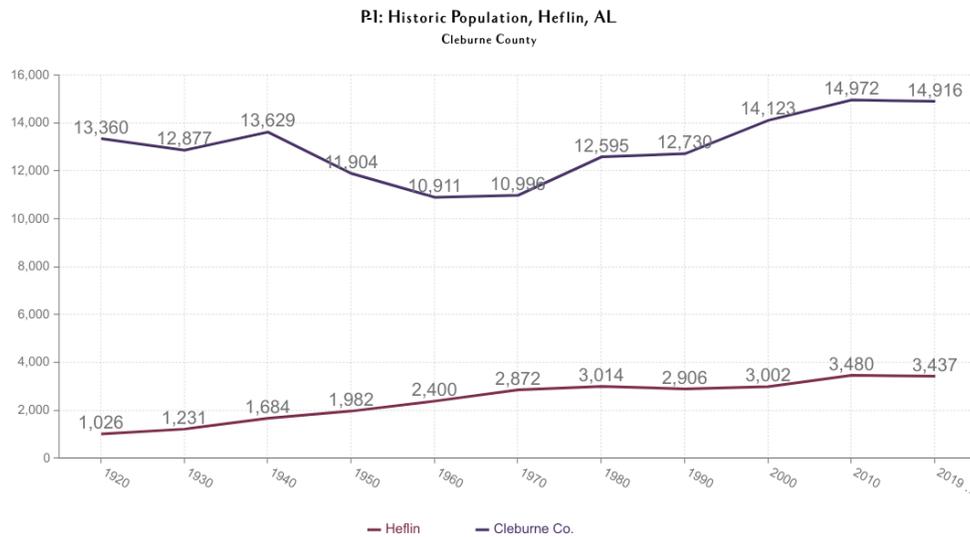
Appendices

Heflin Population

Historic Population Trends

Year	Heflin	% Change	Cleburne Co.	% Change	Alabama	% Change	U.S.	% Change
1890	383	N/A	13,218	N/A	1,513,401	N/A	62,979,766	N/A
1900	460	20.1%	13,206	-0.1%	1,828,697	20.8%	76,212,168	21.0%
1910	839	82.4%	13,385	1.4%	2,138,093	16.9%	92,228,531	21.0%
1920	1,026	22.3%	13,360	-0.2%	2,348,174	9.8%	106,021,568	15.0%
1930	1,231	20.0%	12,877	-3.6%	2,646,248	12.7%	123,202,660	16.2%
1940	1,684	36.8%	13,629	5.8%	2,832,961	7.1%	132,165,129	7.3%
1950	1,982	17.7%	11,904	-12.7%	3,061,743	8.1%	151,325,798	14.5%
1960	2,400	21.1%	10,911	-8.3%	3,266,740	6.7%	179,323,175	18.5%
1970	2,872	19.7%	10,996	0.8%	3,444,165	5.4%	203,211,926	13.3%
1980	3,014	4.9%	12,595	14.5%	3,893,888	13.1%	226,545,805	11.5%
1990	2,906	-3.6%	12,730	1.1%	4,040,587	3.8%	248,709,873	9.8%
2000	3,002	3.3%	14,123	10.9%	4,447,100	10.1%	281,421,906	13.2%
2010	3,480	15.9%	14,972	6.0%	4,779,745	7.5%	308,745,538	9.7%
2019 (Est)	3,437	-1.2%	14,916	-0.4%	4,903,185	2.6%	328,239,523	6.3%

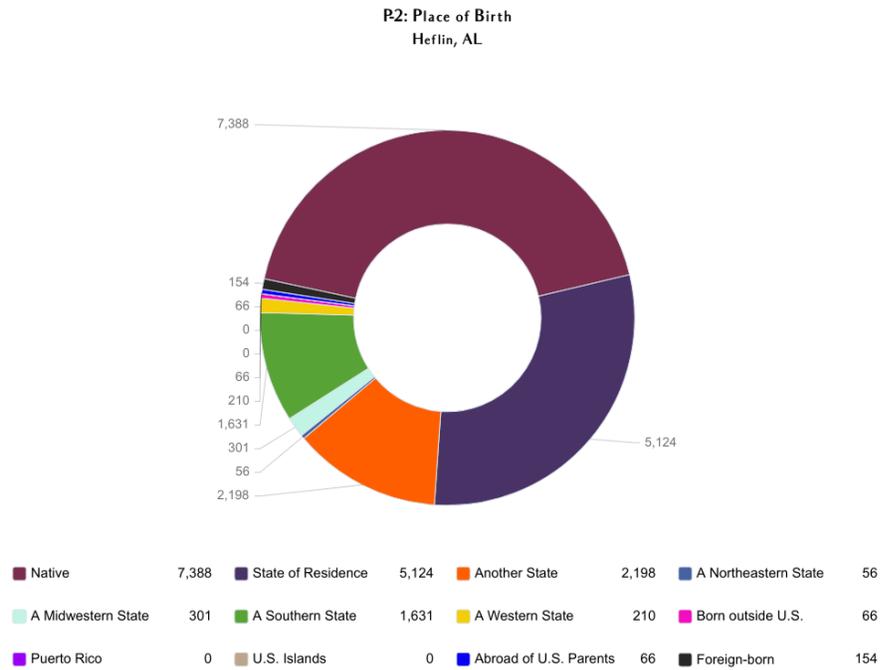
Source: U.S. Census of Population, SF 1



Place of Birth

Table P-2. Place of Birth: City of Heflin, 2019 ACS		
Born in	2019	% of Total
Native	7,388	98.0%
State of Residence	5,124	67.9%
Another State	2,198	29.8%
A Northeastern State	56	2.5%
A Midwestern State	301	13.7%
A Southern State	1,631	74.2%
A Western State	210	9.6%
Born outside U.S.	66	0.9%
Puerto Rico	0	0%
U.S. Islands	0	0%
Abroad of U.S. Parents	66	0.9%
Foreign-born	154	2.0%
Total	7,542	100.0%

Source: 2015-2019 American Community Survey

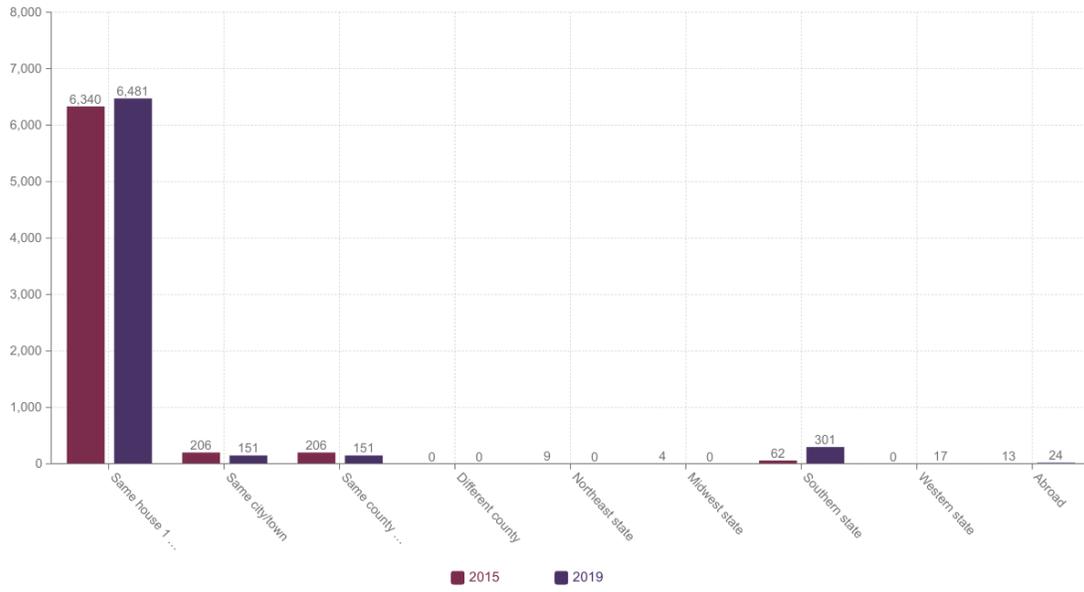


Place of Residence

Table P-3. Place of Residence: City of Heflin, AL						
Resided in	2015	% of Total	2019	% of Total	#Change	%Change
Same house 1 year ago	6,340	87.0%	6,481	86.5%	141	2.2%
Different house in U.S. 1 year ago	934	12.8%	990	13.2%	56	6.0%
Same city or town:	206	22.1%	151	15.3%	-55	-26.7%
Same county	206	100.0%	151	100.0%	-55	-26.7%
Different county (same state)	0	0.0%	0	0.0%	0	0.0%
Elsewhere:	728	77.9%	839	84.7%	111	15.2%
Same county	381	52.3%	195	23.2%	-186	-48.8%
Different county:	347	47.7%	644	76.8%	297	85.6%
Same state	272	78.4%	326	50.6%	54	19.9%
Different state:	75	21.6%	318	49.4%	243	324.0%
Northeast	9	12.0%	0	0.0%	-9	-100.0%
Midwest	4	5.3%	0	0.0%	-4	0.0%
South	62	82.7%	301	94.7%	239	385.5%
West	0	0.0%	17	5.3%	17	100.0%
Abroad 1 year ago	13	0.2%	24	0.3%	11	84.6%
Puerto Rico	0	0.0%	0	0.0%	0	0.0%
U.S. Island Areas	0	0.0%	0	0.0%	0	0.0%
Foreign country	13	100.0%	24	100.0%	11	84.6%
Total	7,287	100.0%	7,495	100.0%	208	2.9%

Source: 2011-2015 and 2015-2019 American Community Survey

B: Place of Residence
Heflin, AL



Age Distribution

Table P-4. Age Distribution: Heflin, Cleburne County, Alabama, U.S.												
Age Group	Heflin			Cleburne County			Alabama			U.S.		
	2000	2010	% Change	2000	2010	% Change	2000	2010	%Change	2000	2010	% Change
Less than 5	423	464	9.7%	843	938	11.3%	295,992	304,957	3.0%	19,046,754	20,201,362	6.1%
% of Total	5.6%	6.1%		6.0%	6.3%		6.7%	6.4%		6.8%	6.5%	
5 to 19	1,545	1,482	-4.1%	2,913	3,019	3.6%	960,177	971,355	1.2%	61,137,533	63,066,194	3.2%
% of Total	20.3%	19.4%		20.6%	20.2%		21.6%	20.3%		21.7%	20.4%	
20 to 24	461	411	-10.8%	834	769	-7.8%	306,865	335,322	9.3%	19,025,980	21,585,999	13.5%
% of Total	6.1%	5.4%		5.9%	5.1%		6.9%	7.0%		6.8%	7.0%	
25 to 44	2,074	1,851	-10.8%	4,013	3,685	-8.2%	1,288,527	1,228,423	-4.7%	85,482,828	82,134,554	-3.9%
% of Total	27.3%	24.3%		28.4%	24.6%		29.0%	25.7%		30.4%	26.6%	
45 to 64	1,944	2,145	10.3%	3,573	4,200	17.5%	1,015,741	1,281,887	26.2%	61,749,389	81,489,445	32.0%
% of Total	25.6%	28.1%		25.3%	28.1%		22.8%	26.8%		21.9%	26.4%	
65+	1,149	1,268	10.4%	1,947	2,361	21.3%	579,798	657,792	13.5%	34,978,972	40,267,984	15.1%
% of Total	15.1%	16.6%		13.8%	15.8%		13.0%	13.8%		12.4%	13.0%	
Total	7,596	7,621	0.3%	14,123	14,972	6.0%	4,447,100	4,779,736	7.5%	281,421,906	308,745,538	9.7%
Median Age	38.2	41.3	8.1%	37.6	40.6	8.0%	37.9	35.8	-5.5%	35.4	35.3	-0.3%

Source: U.S. Census of Population, SF 1

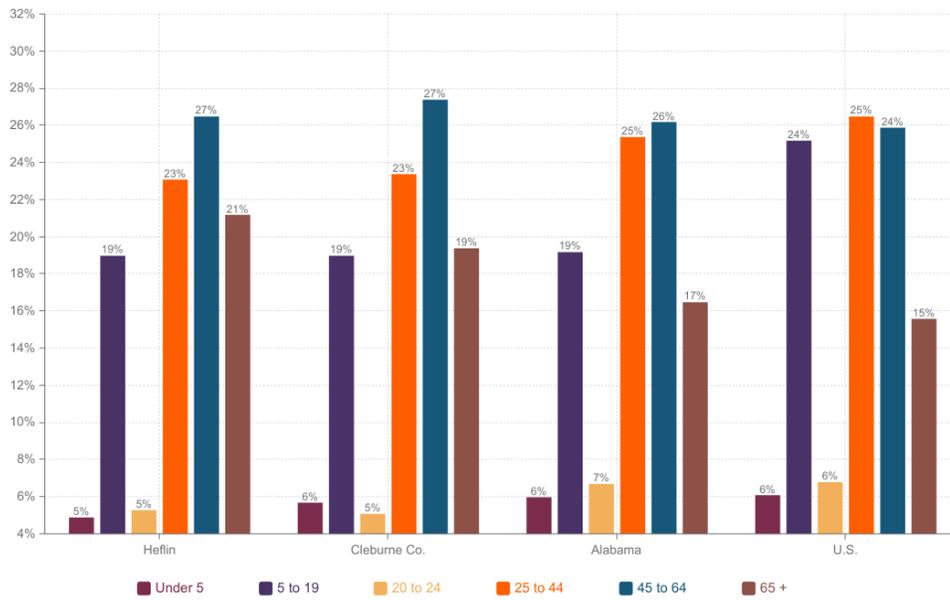
Table P-5. Age Distribution: Heflin, AL (2015-2019 ACS)				
Age Status	Heflin	Cleburne Co.	Alabama	U.S.
Under 5	4.9%	5.7%	6.0%	6.1%
5 to 19	19%	19.0%	19.2%	25.2%
20 to 24	5.3%	5.1%	6.7%	6.8%
25 to 44	23.1%	23.4%	25.4%	26.5%
45 to 64	26.5%	27.4%	26.2%	25.9%
65 +	21.2%	19.4%	16.5%	15.6%

Source: 2015-2019 American Community Survey

P-4 : Percent Change of Age Distribution
 Heflin, AL (2000-2010)



P-5: Age Distribution
 Heflin, AL (2015-2019)

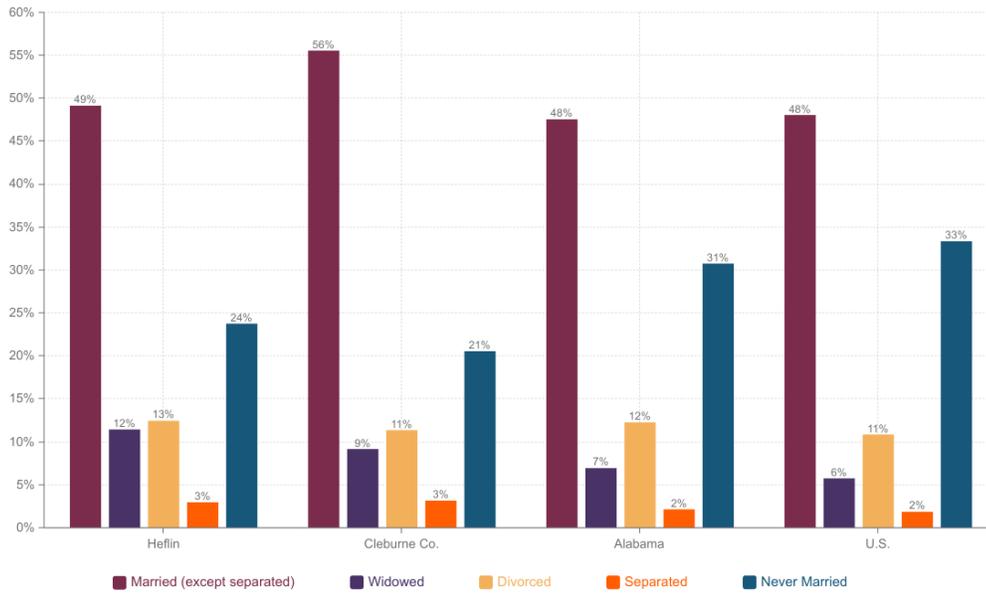


Marital Status

Table P-6. Marital Status (pop. 15 and over): Heflin, AL								
Marital Status	Heflin		Cleburne County		Alabama		U.S.	
	2015	2019	2015	2019	2015	2019	2015	2019
Married (except separated)	50.2%	49.2%	56.7%	55.6%	48.2%	47.6%	48.2%	48.1%
Widowed	9.2%	11.5%	8.3%	9.2%	7.1%	7.0%	5.9%	5.8%
Divorced	15.0%	12.5%	12.5%	11.4%	12.5%	12.3%	11.0%	10.9%
Separated	2.7%	3.0%	3.0%	3.2%	2.5%	2.2%	2.1%	1.9%
Never Married	22.9%	23.8%	19.6%	20.6%	29.8%	30.8%	32.8%	33.4%

Source: 2011-2015 and 2015-2019 American Community Survey

P-6: Marital Status
Heflin, AL (2019)

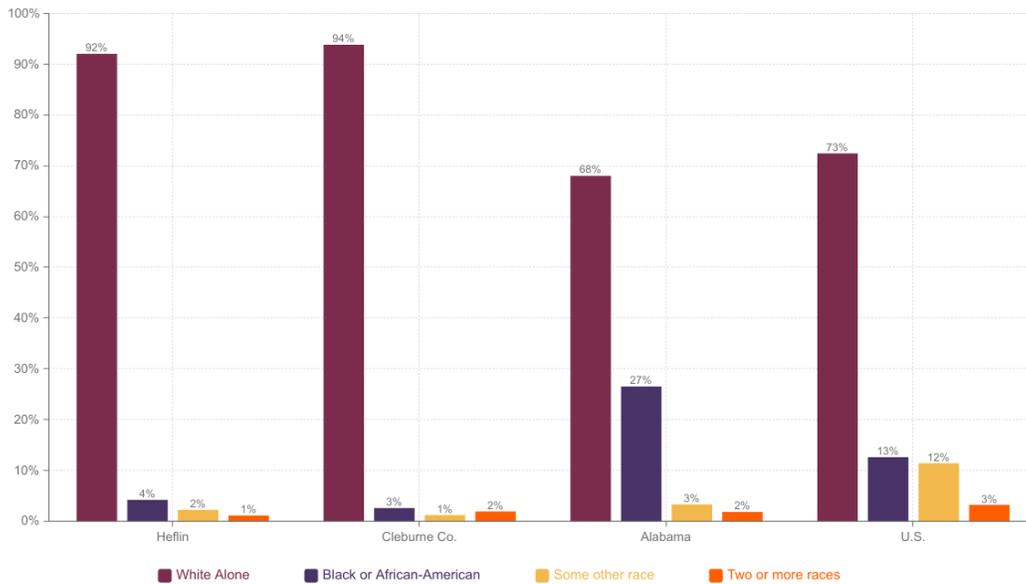


Race Distribution

Table P-7. Race Distribution: Heflin, AL 2015-2019 ACS				
Race	Heflin	Cleburne Co.	Alabama	U.S.
White Alone	6,943	14,000	3,320,247	235,377,662
% of Total	92.1%	93.9%	68.1%	72.5%
Black or African American	327	410	1,299,048	41,234,642
% of Total	4.3%	2.7%	26.6%	12.7%
Some other race	177	198	164,735	37,321,589
% of Total	2.3%	1.3%	3.4%	11.5%
Two or more races	91	291	92,220	10,763,902
% of Total	1.2%	2.0%	1.9%	3.3%
Totals	7,542	14,916	4,876,250	324,697,795

Source: 2015-2019 American Community Survey

P7: Race Distribution
Heflin, AL (2019)



Gender Distribution

Table P-8. Gender Distribution: Heflin, AL										
Gender	Heflin			Cleburne County			Alabama			U.S.
	2000	2010	%Change	2000	2010	%Change	2000	2010	%Change	2010
Male	3,800	3,778	-0.6%	7,076	7,453	5.3%	2,144,463	2,320,188	8.2%	151,781,326
% of Total	50.0%	49.6%		50.1%	49.8%		48.2%	48.5%		49.2%
Female	3,796	3,843	1.24%	7,047	7,519	6.7%	2,302,637	2,459,548	6.8%	156,964,212
% of Total	50.0%	50.4%		49.9%	50.2%		51.8%	51.5%		50.8%
Total	7,596	7,621	0.3%	14,123	14,972	6.0%	4,447,100	4,779,736	7.5%	308,745,538

Source: U.S. Census of Population, SF 1

Heflin Housing

Housing Unit Types

Table H-1. Housing Unit Types: Heflin, AL (U.S. Census)

Housing Types	Heflin			Cleburne County			Alabama			U.S.
	2000	2010	%Change	2000	2010	%Change	2000	2010	%Change	2010
Single-family	1,926	2,155	11.9%	3,600	4,405	22.4%	1,338,832	1,486,000	11.0%	85,899,738
% of Total	63.8%	63.5%		64.4%	66.1%		68.2%	69.4%		67.3%
Multi-family	217	342	57.6%	217	355	63.6%	300,569	341,633	13.7%	33,057,700
% of Total	7.2%	10.1%		3.9%	5.3%		15.3%	16.0%		25.9%
Mobile home	858	898	4.7%	1,756	1,909	8.7%	319,212	310,721	-2.7%	8,639,239
% of Total	28.4%	26.5%		31.4%	28.6%		16.3%	14.5%		6.8%
Other	17	0	-100.0%	17	0	-100.0%	5,098	1,616	-68.3%	103,035
% of Total	0.6%	0.0%		0.3%	0.0%		0.3%	0.1%		0.1%
Total Units	3,018	3,395	12.5%	5,590	6,669	19.3%	1,963,711	2,139,970	9.0%	127,699,712

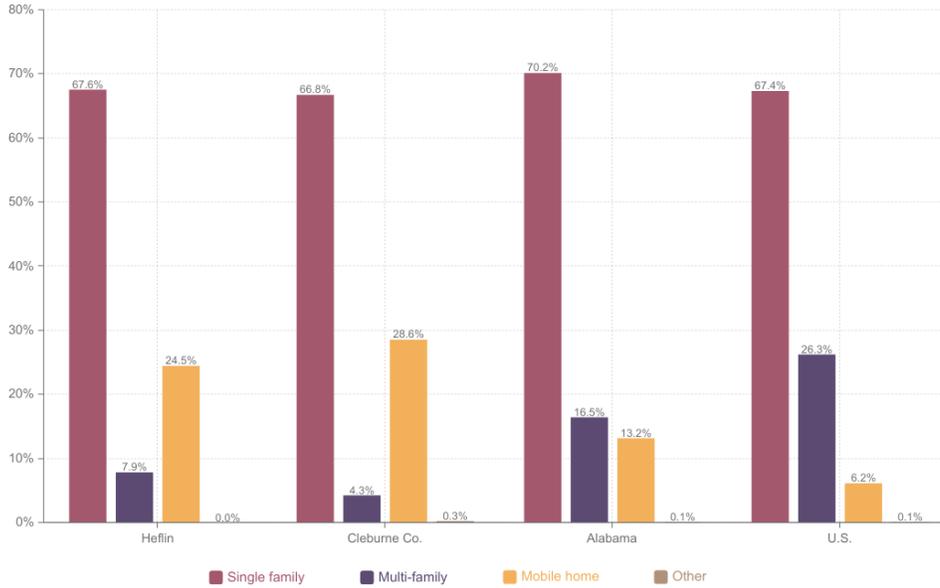
Source: U.S. Census of Population, SF 3

Table H-2. Housing Unit Types: Heflin, AL (American Community Survey)

Housing Types	Heflin			Cleburne County			Alabama			U.S.		
	2015	2019	%Change	2015	2019	%Change	2015	2019	%Change	2015	2019	%Change
Single-family	2,104	2,381	13.2%	4,407	4,572	3.7%	1,543,733	1,581,912	2.5%	89,951,211	92,693,327	3.0%
% of Total	62.8%	67.6%		65.9%	66.8%		70.2%	70.2%		67.5%	67.4%	
Multi-family	449	280	-37.6%	447	291	-34.9%	356,380	371,544	4.3%	34,811,233	36,114,707	3.7%
% of Total	13.4%	7.9%		6.7%	4.3%		16.2%	16.5%		26.1%	26.3%	
Mobile home	787	863	9.7%	1,797	1,960	9.1%	297,217	298,781	0.5%	8,478,334	8,495,408	0.2%
% of Total	23.5%	24.5%		26.9%	28.6%		13.5%	13.2%		6.4%	6.2%	
Other	12	0	N/A	12	21	75.0%	1,999	2,789	39.5%	111,062	125,544	13.0%
% of Total	0.4%	0.0%		0.2%	0.3%		0.1%	0.1%		0.1%	0.1%	
Total Units	3,352	3,524	5.1%	6,692	6,844	2.3%	2,199,329	2,255,026	2.5%	133,351,840	137,428,986	3.1%

Source: 2015-2019 American Community Survey

H-1. Housing Unit Types, Heflin, AL (2019)



Tenure and Occupancy

Table H-3. Tenure and Occupancy: Heflin, AL (U.S. Census)

Tenure & Occupancy	Heflin			Cleburne County			Alabama			U.S.
	2000	2010	%Change	2000	2010	%Change	2000	2010	%Change	2010
Occupied	3,018	2,915	-3.4%	5,590	5,397	-3.5%	1,737,080	1,883,791	8.4%	116,716,292
% of Total	90.9%	85.9%		90.3%	80.9%		88.5%	86.7%		88.6%
Owner-occupied	1,246	2,127	70.7%	2,122	4,041	90.4%	1,258,686	1,312,589	4.3%	75,986,074
% of Total	37.5%	62.7%		34.3%	60.6%		72.5%	69.7%		65.1%
Renter-occupied	621	788	26.9%	986	1,356	37.5%	478,394	571,202	19.4%	40,730,218
% of Total	18.7%	23.2%		15.9%	20.3%		27.5%	30.3%		34.9%
Vacant	302	480	58.9%	599	1,272	112.4%	226,631	288,062	27.1%	14,988,438
% of Total	9.1%	14.1%		9.7%	19.1%		11.5%	13.3%		11.4%
Total Units	3,320	3395	2.3%	6,189	6,669	7.8%	1,963,711	2,171,853	10.6%	131,704,730

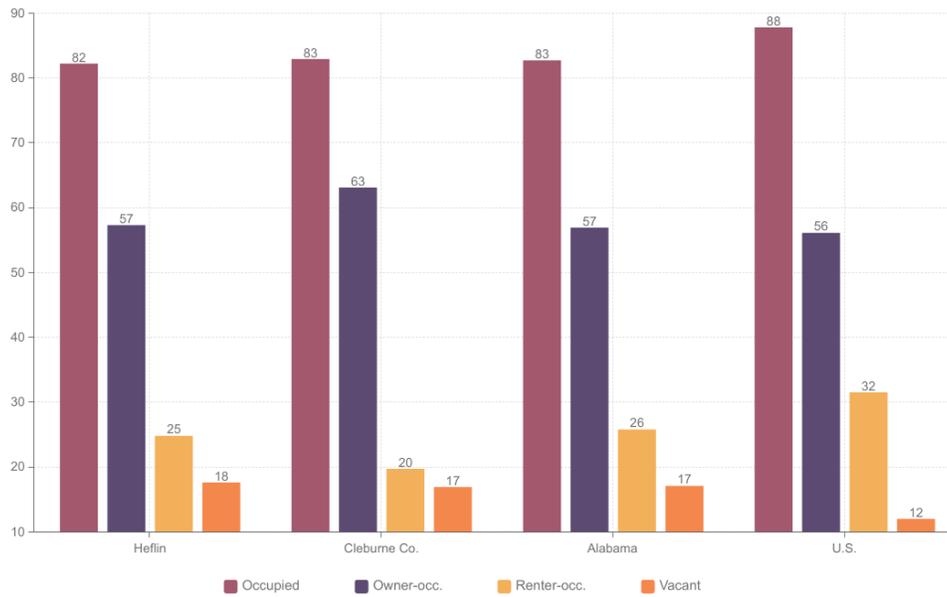
Source: U.S. Census of Population, SF 1

Table H-4. Tenure and Occupancy: Heflin, AL (2015-2019 American Community Survey)

Tenure & Occupancy	Heflin			Cleburne County			Alabama			U.S.		
	2015	2019	%Change	2015	2019	%Change	2015	2019	%Change	2015	2019	% Change
Occupied	2,886	2,901	0.5%	5,776	5,680	-1.7%	1,848,325	1,867,893	1.1%	116,926,305	120,756,048	3.3%
% of Total	86.1%	82.3%		82.6%	83.0%		84.0%	82.8%		87.7%	87.9%	
Owner-occupied	2,147	2,022	-5.8%	4,470	4,324	-3.3%	1,269,145	1,284,748	1.2%	74,712,091	77,274,381	3.4%
% of Total	64.1%	57.4%		63.9%	63.2%		57.7%	57.0%		56.0%	56.2%	
Renter-occupied	739	879	18.9%	1,306	1,356	3.8%	579,180	583,145	0.7%	42,214,214	43,481,667	3.0%
% of Total	22.0%	24.9%		18.7%	19.8%		26.3%	25.9%		31.7%	31.6%	
Vacant	466	623	33.7%	916	1,164	27.1%	351,004	387,133	10.3%	16,425,535	16,672,938	1.5%
% of Total	13.9%	17.7%		13.1%	17.0%		16.0%	17.2%		12.3%	12.1%	
Total Units	3,352	3,524	5.1%	6,992	6,844	-2.1%	2,199,329	2,255,026	2.5%	133,351,840	137,428,986	3.1%

Source: 2015-2019 American Community Survey

**H-2. Tenure and Occupancy
Heflin, AL (2019)**



Vacancy Status

Table H-5. Housing Vacancy: Heflin, AL (U.S. Census 2000 & 2010)

Vacancy Status	Heflin			Cleburne County			Alabama			U.S.
	2000	2010	% Change	2000	2010	% Change	2000	2010	% Change	2010
For rent, only	74	64	-13.5%	133	82	-38.3%	64,037	79,265	23.8%	4,137,567
% of Total	24.5%	13.3%		22.2%	6.4%		28.3%	27.5%		27.6%
For sale, only	36	94	161.1%	63	127	101.6%	31,121	35,903	15.4%	1,896,796
% of Total	11.9%	19.6%		10.5%	10.0%		13.7%	12.5%		12.7%
Rented or sold, not occupied	34	0	-100.0%	93	21	-77.4%	18,507	12,988	-29.8%	627,857
% of Total	11.3%	0.0%		15.5%	1.7%		8.2%	4.5%		4.2%
Miscellaneous	29	56	93.1%	75	179	138.7%	54,593	63,890	17.0%	4,649,298
% of Total	9.6%	11.7%		12.5%	14.1%		24.1%	22.2%		31.0%
Other Vacant	129	266	106.2%	235	863	267.2%	58,373	96,016	64.5%	3,676,920
% of Total	42.7%	55.4%		39.2%	67.8%		25.8%	33.3%		24.5%
Total Vacant	302	480	58.9%	599	1,272	112.4%	226,631	288,062	27.1%	14,988,438

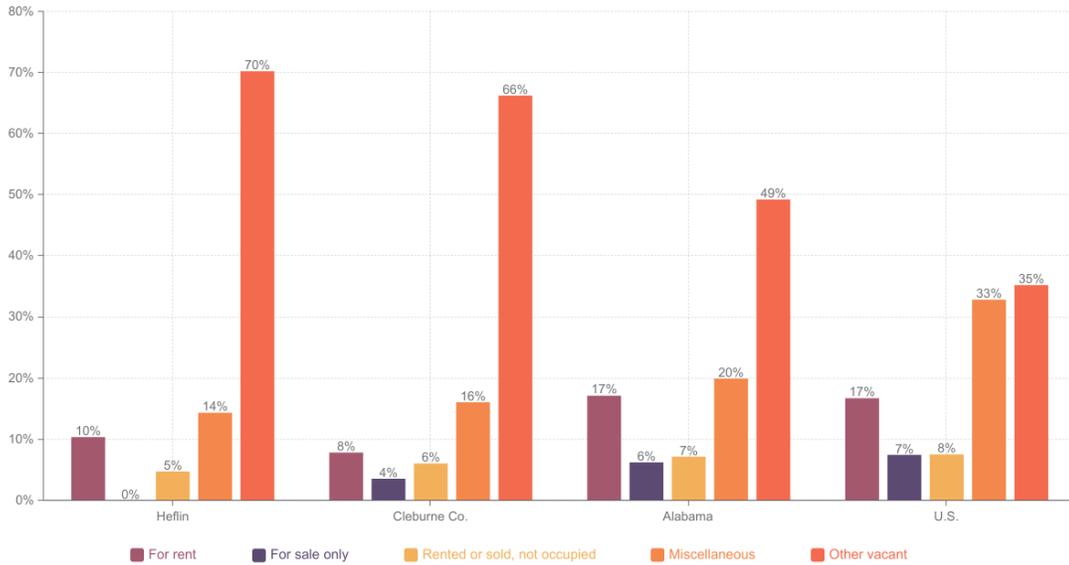
Source: U.S. Census of Population, SF 1

Table H-6. Housing Vacancy: Heflin, AL (American Community Survey 2015-2019)

Vacancy Status	Heflin			Cleburne County			Alabama			U.S.		
	2015	2019	% Change	2015	2019	% Change	2015	2019	% Change	2015	2019	% Change
For rent, only	27	65	140.7%	64	92	43.8%	58,464	66,416	13.6%	2,949,366	2,793,023	-5.3%
% of Total	5.8%	10.4%		7.0%	7.9%		16.7%	17.2%		18.0%	16.8%	
For sale, only	0	0	0.0%	28	42	50.0%	33,089	24,454	-26.1%	1,492,691	1,257,737	-15.7%
% of Total	0.0%	0.0%		3.1%	3.6%		9.4%	6.3%		9.1%	7.5%	
Rented or sold, not occupied	12	30	150.0%	46	71	54.3%	26,351	27,836	5.6%	1,244,535	1,259,693	1.2%
% of Total	2.6%	4.8%		5.0%	6.1%		7.5%	7.2%		7.6%	7.6%	
Miscellaneous	151	90	-40.4%	256	187	-27.0%	81,867	77,445	-5.4%	5,364,605	5,478,438	2.1%
% of Total	32.4%	14.4%		27.9%	16.1%		23.3%	20.0%		32.7%	32.9%	
Other Vacant	276	438	58.7%	522	772	47.9%	151,233	190,982	26.3%	5,374,338	5,884,047	9.5%
% of Total	59.2%	70.3%		57.0%	66.3%		43.1%	49.3%		32.7%	35.3%	
Total Vacant	466	623	33.7%	916	1,164	27.1%	351,004	387,133	10.3%	16,425,535	16,672,938	1.5%

Source: 2015-2019 American Community Survey

H-3. Housing Vacancy Status
Heflin, AL (2019)



Household Size

Table H-7. Household Size: Heflin, AL (2000 and 2010 Decennial Census)

Household Size	Heflin			Cleburne County			Alabama			U.S.
	2000	2010	% Change	2000	2010	% Change	2000	2010	% Change	2010
1 Person	727	796	9.5%	1,283	1,480	15.4%	453,927	516,696	13.8%	16,453,569
% of Total	24.1%	26.3%		23.0%	25.1%		26.1%	27.4%		21.7%
2 Persons	1,059	1,108	4.6%	1,977	2,105	6.5%	579,355	632,291	9.1%	27,618,605
% of Total	35.1%	36.6%		35.4%	35.7%		33.4%	33.6%		36.3%
3 Persons	581	466	-19.8%	1,096	980	-10.6%	315,083	322,941	2.5%	12,517,563
% of Total	19.3%	15.4%		19.6%	16.6%		18.1%	17.1%		16.5%
4 Persons	447	398	-11.0%	853	779	-8.7%	245,005	245,326	0.1%	10,998,793
% of Total	14.8%	13.2%		15.3%	13.2%		14.1%	13.0%		14.5%
5 Persons or more	204	256	25.5%	141	547	287.9%	143,710	166,537	15.9%	8,397,544
% of Total	6.8%	8.5%		2.5%	9.3%		8.3%	8.8%		11.1%
Total Households	3,018	3,024	0.2%	5,590	5,891	5.4%	1,737,080	1,883,791	8.4%	75,986,074

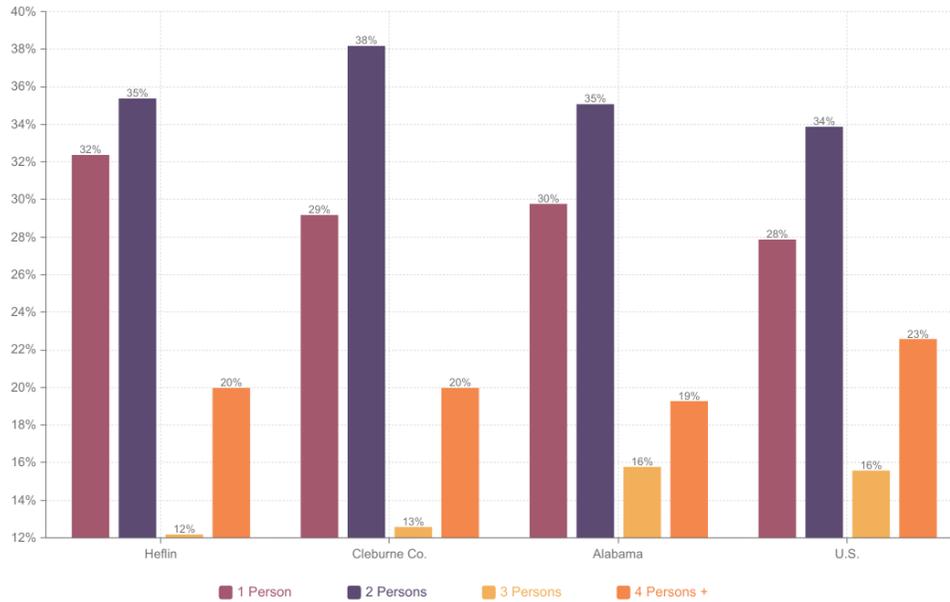
Source: U.S. Census of Population, SF 1

Table H-8. Household Size: Heflin, AL 2019

HH Size	Heflin	Cleburne Co.	Alabama	U.S.
1 Person	32.4%	29.2%	29.8%	27.9%
2 Persons	35.4%	38.2%	35.1%	33.9%
3 Persons	12.2%	12.6%	15.8%	15.6%
4 Persons +	20.0%	20.0%	19.3%	22.6%

Source: 2015-2019 American Community Survey

**H-4. Household Size
Heflin, AL (2019)**



Housing Stock Age

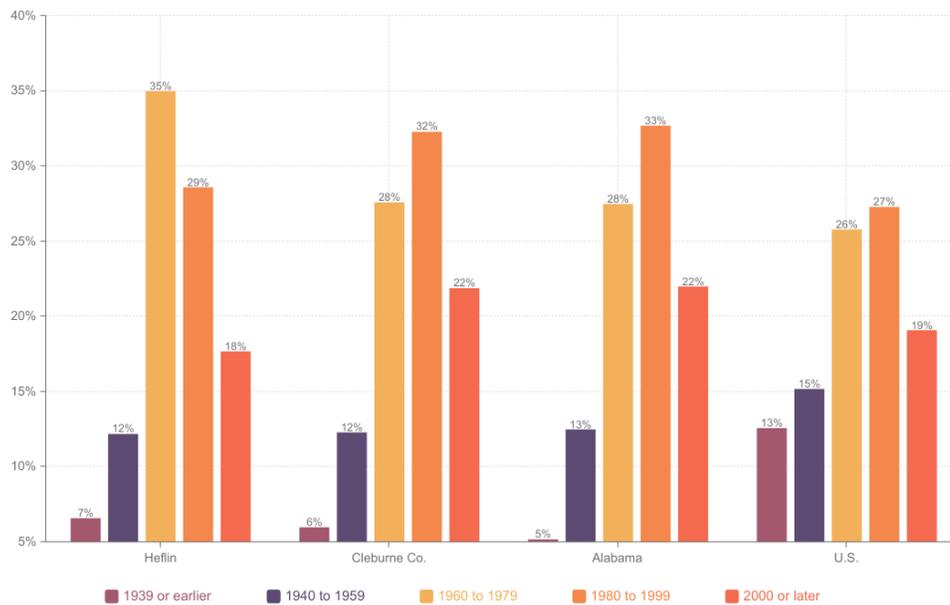
Table H-9. Housing Stock Age: Heflin, AL 2019

Housing Stock	Heflin		Cleburne County		Alabama		U.S.	
	Number	%Change	Number	%Change	Number	%Change	Number	%Change
1939 or earlier	231	N/A	409	N/A	116,692	N/A	17,329,130	N/A
% of Total	6.6%		6.0%		5.2%		12.6%	
1940 to 1959	429	85.7%	840	105.4%	282,454	142.1%	20,890,746	20.6%
% of Total	12.2%		12.3%		12.5%		15.2%	
1960 to 1979	1,232	187.2%	1,890	125.0%	620,905	119.8%	35,404,384	69.5%
% of Total	35.0%		27.6%		27.5%		25.8%	

1980 to 1999	1,009	-18.1%	2,209	16.9%	737,958	18.9%	37,527,914	6.0%
% of Total	28.6%		32.3%		32.7%		27.3%	
2000 to 2014 or later	623	-38.3%	1,496	-32.3%	497,017	-32.6%	26,276,812	-30.0%
% of Total	17.7%		21.9%		22.0%		19.1%	
Total Units	3,524		6,844		2,255,026		137,428,986	
Median Year Structure Built	1978		1983		1983		1978	

Source: 2015-2019 American Community Survey

H-5. Housing Stock Age
Heflin, AL (2015-2019)



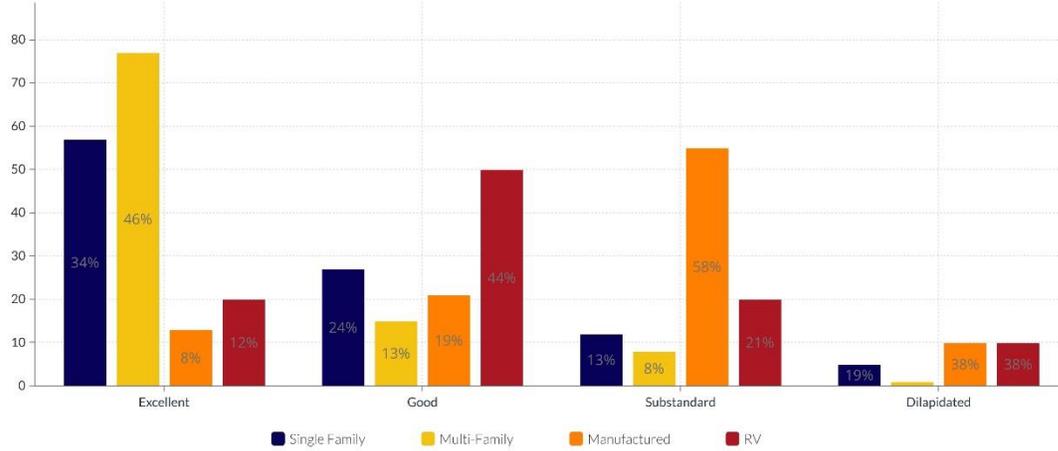
Physical Housing Conditions

Table H-10. Physical Housing Conditions: Heflin, AL 2021

Housing Conditions	Single Family		Multi-Family		Manufactured		RV		Totals	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Excellent	584	57%	226	77%	32	13%	2	20%	844	54%
Good	276	27%	44	15%	52	21%	5	50%	377	24%
Substandard	120	12%	23	8%	134	55%	2	20%	279	18%
Dilapidated	49	5%	2	1%	24	10%	1	10%	76	5%
Total	1,029	100%	295	100%	242	100%	10	100%	1,576	100%

Source: EARPDC Heflin housing inventory

H-6: Physical Housing Conditions
Heflin, AL (2021)



Housing Value

Table H-11. Housing Value of Owner-occupied Units: Heflin, AL

Housing Value	Heflin			Cleburne County			Alabama			U.S.
	2000	2010	%Change	2000	2010	%Change	2000	2010	%Change	2010
Less Than \$50,000	978	794	-18.8%	1,826	705	-61.4%	176,187	217,761	23.6%	6,203,294
% of Total	41.5%	37.3%		40.6%	16.3%		19.2%	16.8%		
\$50,000 to \$99,999	856	568	-33.6%	1,602	1,112	-30.6%	392,400	335,324	-14.5%	11,301,615
% of Total	36.3%	26.7%		35.6%	25.7%		42.7%	25.9%		
\$100,000 to \$199,999	413	427	3.4%	801	1,388	73.3%	264,879	439,418	65.9%	22,669,355
% of Total	17.5%	20.1%		17.8%	32.1%		28.8%	33.9%		
\$200,000 and above	111	338	204.5%	267	1,119	319.1%	85,104	302,817	255.8%	35,915,386
% of Total	4.7%	15.9%		5.9%	25.9%		9.3%	23.4%		
Total Units	2,358	2,127	-9.8%	4,496	4,324	-3.8%	918,570	1,295,320	41.0%	76,089,650
Median Value (dollars)	\$61,600	\$73,300	19.0%	\$62,100	\$116,500	87.6%	\$85,100	\$117,600	38.2%	\$188,400

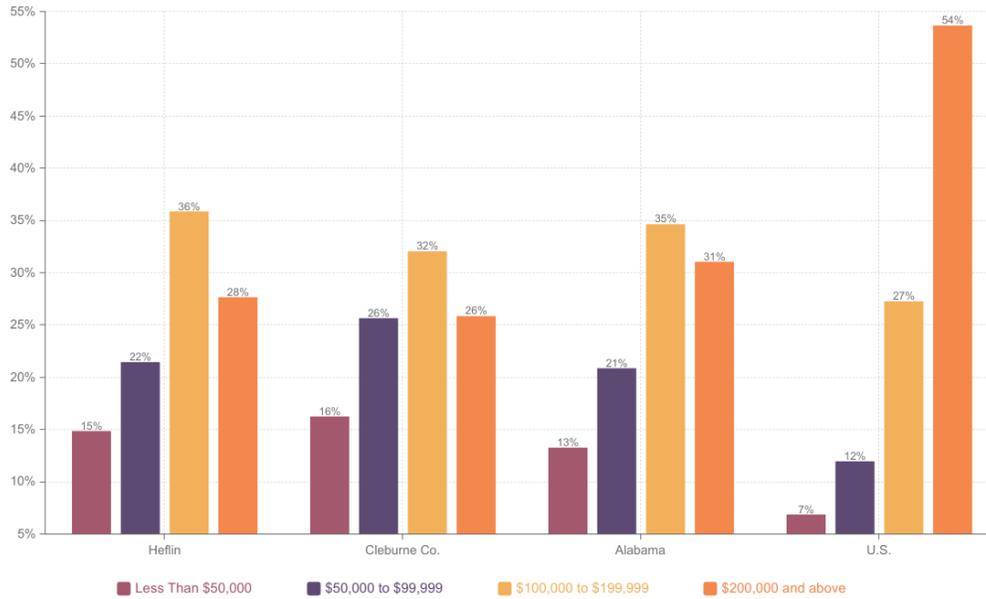
Source: U.S. Census of Population, SF 3

Table H-13. Housing Value, Owner-occupied Housing Units: Heflin, AL 2019

Housing Value	Heflin		Cleburne County		Alabama		US	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Less Than \$50,000	301	14.9%	705	16.3%	170,298	13.3%	5,335,889	6.9%
\$50,000 to \$99,999	435	21.5%	1,112	25.7%	268,326	20.9%	9,308,841	12.0%
\$100,000 to \$199,999	726	35.9%	1,388	32.1%	445,974	34.7%	21,098,097	27.3%
\$200,000 and above	560	27.7%	1,119	25.9%	400,150	31.1%	41,531,554	53.7%
Total Units	2,022	100.0%	4,324	100.0%	1,284,748	100.0%	77,274,381	100.0%
Median Value (dollars)	\$124,000.00	N/A	\$116,500.00	N/A	\$142,700.00	N/A	\$217,500.00	N/A

Source: 2015-2019 American Community Survey

**H-7. Housing Value (Owner-occupied)
Heflin, AL (2019)**



Rental Costs

Table H-13. Rental Costs: Heflin, AL (2000 and 2010 Decennial Census)

Ownership Status	Heflin		Cleburne Co.		Alabama		U.S.
	2000	2010	2000	2010	2000	2010	2010
Median Contract Rent	\$273	\$343	\$272	\$353	\$339	\$452	\$699
Median Gross Rent	\$373	\$511	\$378	\$557	\$447	\$644	\$841

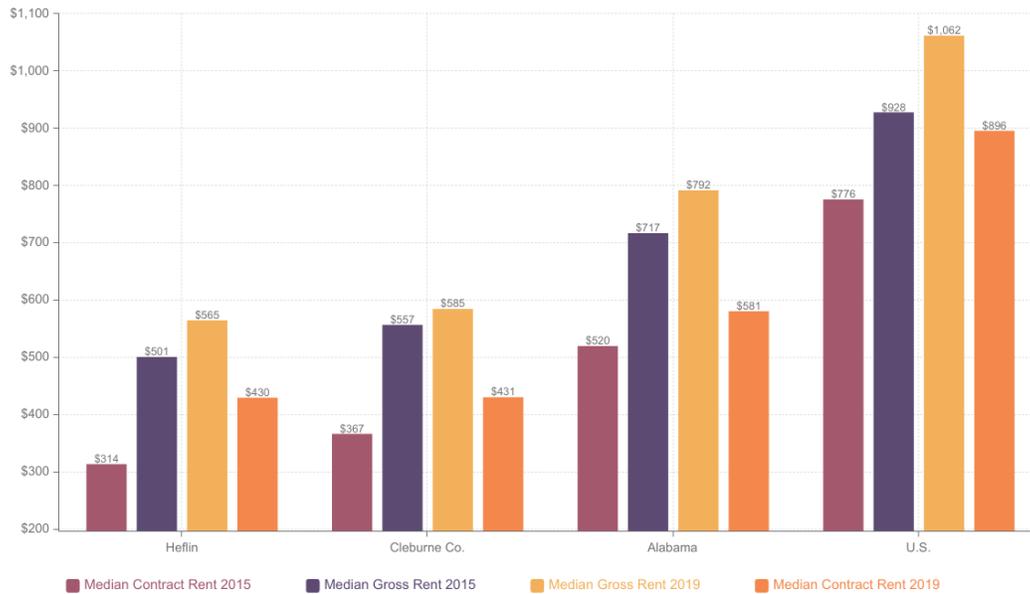
Source: U.S. Census of Population, SF 3

Table H-14. Rental Costs: Heflin, AL 2015 & 2019

Ownership Status	Heflin		Cleburne Co.		Alabama		U.S.	
	2015	2019	2015	2019	2015	2019	2015	2019
Median Contract Rent	\$314	\$430	\$367	\$431	\$520	\$581	\$776	\$896
Median Gross Rent	\$501	\$565	\$557	\$585	\$717	\$792	\$928	\$1,062

Source: 2011-2015 and 2015-2019 American Community Survey

H-8. Rental Costs
Heflin, AL (2015 and 2019)



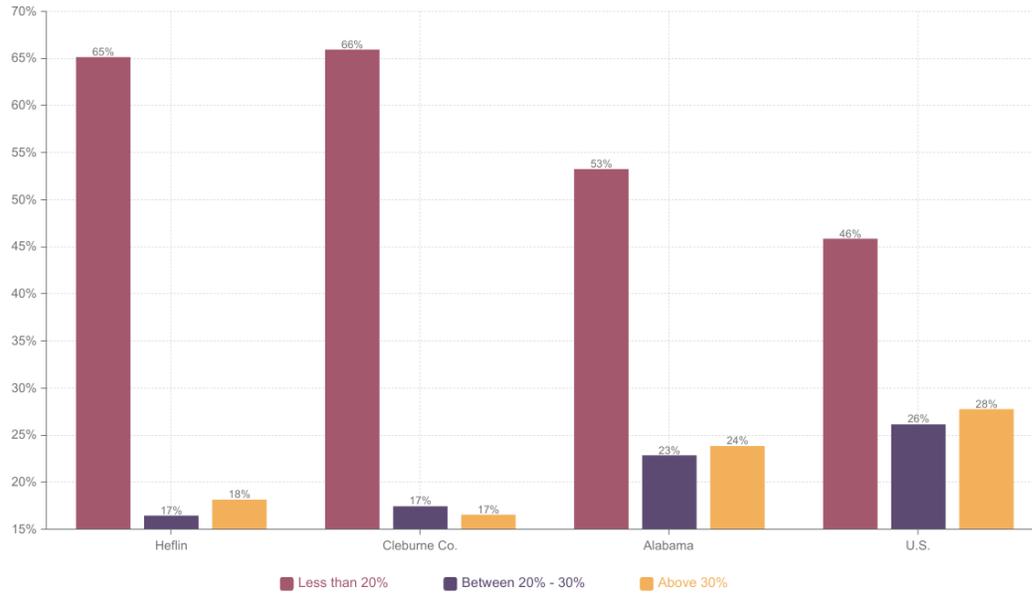
Owner-occupied Housing Affordability

Table H-15. Selected Monthly Owner Costs as a Percentage of Household Income: Heflin, AL 2019

Percent of Income	Heflin	Cleburne Co.	Alabama	U.S.
Less than 20%	65.2%	66.0%	53.3%	45.9%
Between 20% - 30%	16.5%	17.5%	22.9%	26.2%
30% and above	18.2%	16.6%	23.9%	27.8%

Source: 2015-2019 American Community Survey

H-9. Housing Affordability Monthly Owner Costs as a Percentage of Household Income
Heflin, AL (2019)

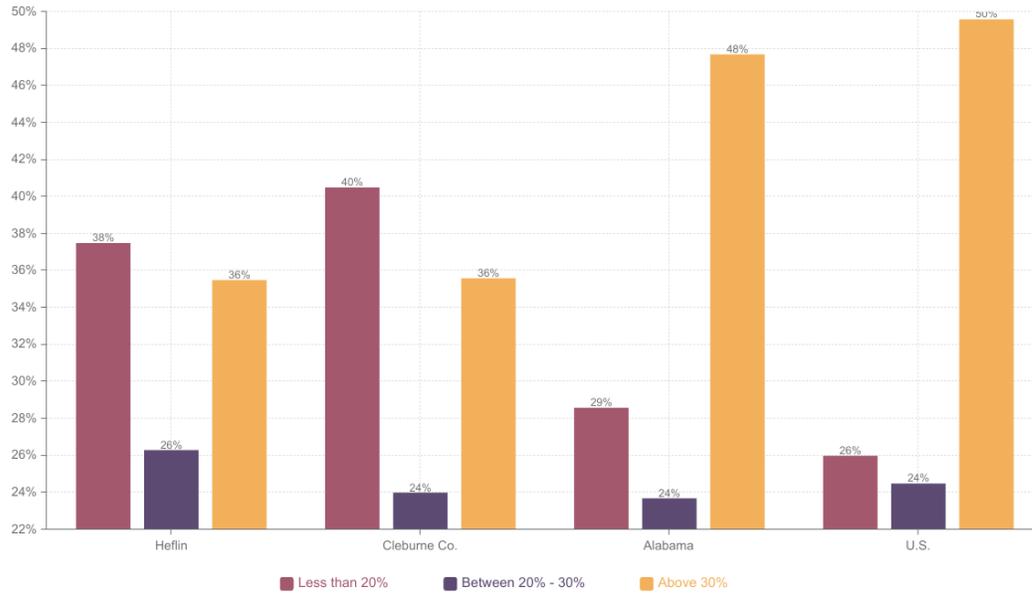


Renter-occupied Housing Affordability

Percent of Income	Heflin	Cleburne Co.	Alabama	U.S.
Less than 20%	37.5%	40.5%	28.6%	26.0%
Between 20% - 29%	26.3%	24.0%	23.7%	24.5%
30% and Above	35.5%	35.6%	47.7%	49.6%

Source: 2015-2019 American Community Survey

H-10. Housing Affordability Gross Rent as a Percentage of Household Income
Heflin, AL (2019)



ST-3. Summary Table: Housing Information, Heflin, AL (2015-2019 ACS)

Geography	Heflin	Cleburne Co.	Alabama	U.S.
% Occupied units	82.3%	83.0%	82.8%	87.9%
% Owner-occupied	57.4%	63.2%	57.0%	56.2%
% Renter-occupied	24.9%	19.8%	25.9%	31.6%
% Vacant units	17.7%	17.0%	17.2%	12.1%
Homeowner vacancy rate	0.0%	1.0%	1.8%	1.6%
Rental vacancy rate	6.7%	6.1%	10.0%	6.0%
% homes built prior 1980	53.7%	45.9%	45.2%	53.6%
% homes built post 2010	3.0%	4.9%	6.2%	5.2%
Median value (dollars)	\$124,000	\$116,500	\$142,700	\$217,500
Median monthly owner costs (dollars)	\$588	\$549	\$1,186	\$1,595
Median gross rent (dollars)	\$565	\$585	\$792	\$1,062
Affordability Owner-occ. Below 30%	81.7%	83.5%	76.2%	72.1%
Affordability Renter-occ. Below 30%	63.8%	64.5%	52.3%	50.5%

Source: 2015-2019 American Community Survey

LEGEND (Compared to City)

Higher than 10% or \$10,000 above means the city does meet par

Between 10% and -10% or +\$0-\$9,999 means the city meets par

Lower than 10% or -\$10,000 below means the city exceeds par

Note: median monthly owner costs and gross rent are based on the city being either plus or minus \$100 in comparison.

Note: Homeowner Vacancy rate is red due to the city having 0% rental vacancy.

Heflin Economy

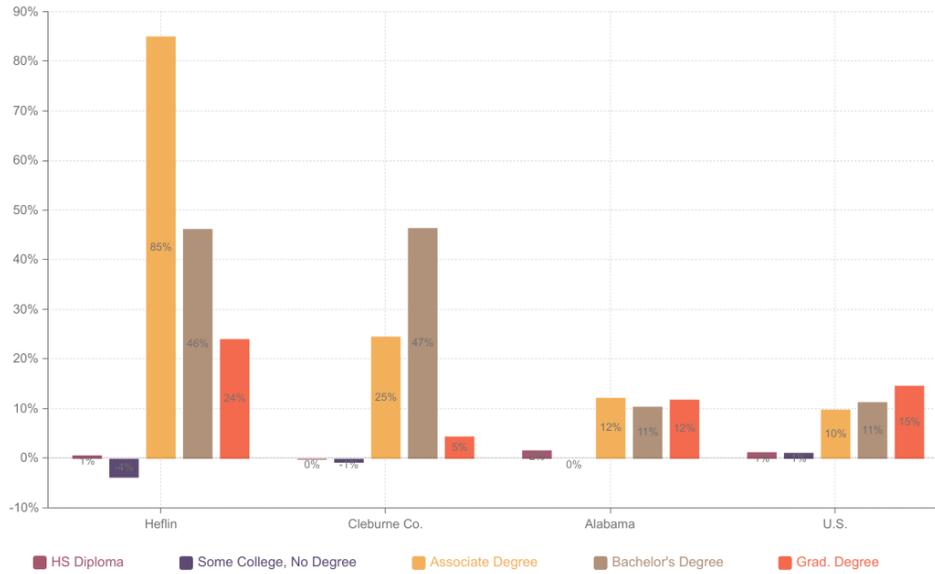
Educational Attainment

Table E-1. Educational Attainment: Heflin, AL

Educational Level	Heflin			Cleburne County			Alabama			U.S.		
	2015	2019	%Change	2015	2019	%Change	2015	2019	%Change	2015	2019	%Change
Less Than 9th Grade	397	479	20.7%	680	691	1.6%	166,885	142,999	-14.3%	12,093,869	11,284,290	-6.7%
% of Total Pop. 25 Years +	7.8%	9.0%		6.5%	6.6%		5.2%	4.3%		5.7%	5.1%	
9th to 12th Grade, No Diploma	920	696	-24.3%	1,910	1,507	-21.1%	343,006	315,923	-7.9%	16,135,225	15,187,971	-5.9%
% of Total Pop. 25 Years +	18.0%	13.0%		18.3%	14.4%		10.6%	9.5%		7.6%	6.9%	
High School Graduate	1,750	1,763	0.7%	3,988	3,980	-0.2%	1,005,295	1,022,839	1.7%	58,722,528	59,472,748	1.3%
% of Total Pop. 25 Years +	34.2%	33.1%		38.3%	38.0%		31.0%	30.8%		27.8%	27.0%	
Some College, No Degree	1,223	1,177	-3.8%	2,105	2,089	-0.8%	711,180	711,028	-0.02%	44,529,161	45,044,698	1.2%
% of Total Pop. 25 Years +	23.9%	22.1%		20.2%	19.9%		22.0%	21.4%		21.1%	20.4%	
Associate Degree	181	335	85.1%	480	598	24.6%	251,335	282,316	12.3%	17,029,467	18,712,207	9.9%
% of Total Pop. 25 Years +	3.5%	6.3%		4.6%	5.7%		7.8%	8.5%		8.1%	8.5%	
Bachelor's Degree	354	518	46.3%	721	1,056	46.5%	478,812	529,178	10.5%	39,166,047	43,646,104	11.4%
% of Total Pop. 25 Years +	6.9%	9.7%		6.9%	10.1%		14.8%	15.9%		18.5%	19.8%	
Graduate or Professional	295	366	24.1%	536	560	4.5%	282,838	316,594	11.9%	23,786,225	27,274,058	14.7%
% of Total Pop. 25 Years +	5.8%	6.9%		5.1%	5.3%		8.7%	9.5%		11.2%	12.4%	
Number of Persons 25 Years and Over	5,120	5,334	4.2%	10,420	10,481	0.6%	3,239,351	3,320,877	2.5%	211,462,522	220,622,076	4.3%
% of Persons 25 Years and Over	70.0%	70.8%	1.1%	69.5%	70.3%	1.2%	67.0%	68.0%	1.5%	67.0%	68.0%	1.5%

Source: 2011-2015 and 2015-2019 American Community Survey

E-1: Percent Change in Education Attainment
Heflin, AL (2015-2019)



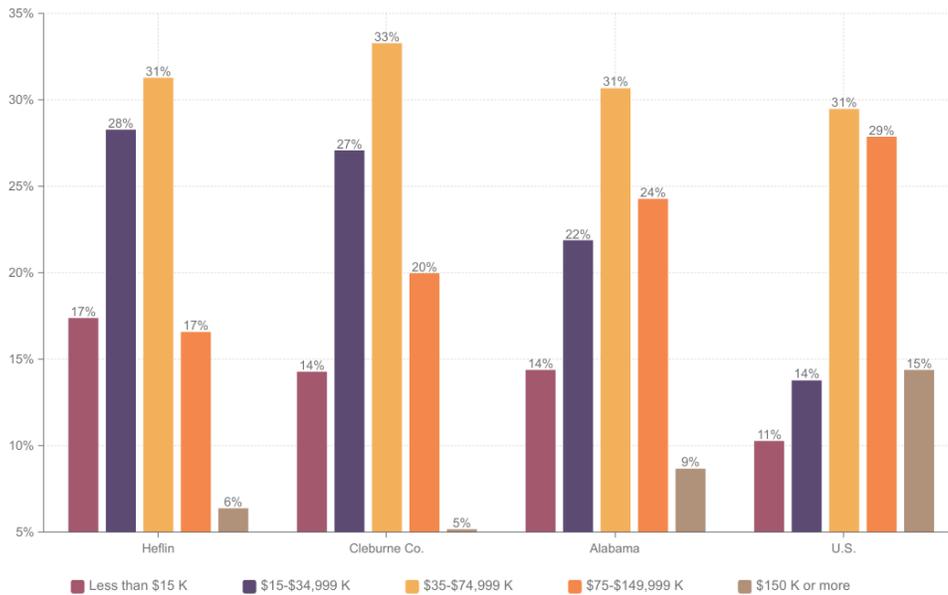
Household Income

Table E-2. Household Income Distribution: Heflin, AL

Income Level	Heflin			Cleburne County			Alabama			U.S.		
	2015	2019	%Change	2015	2019	%Change	2015	2019	%Change	2015	2019	%Change
Less than \$15 K	681	504	-26.0%	1,080	812	-24.8%	312,367	268,188	-14%	14,615,788	12,492,454	-14.5%
% of Total	23.6%	17.4%		18.7%	14.3%		16.9%	14.4%		12.5%	10.3%	
\$15 - \$34,999 K	828	822	-0.7%	1,658	1,540	-7.1%	450,991	409,857	-9%	24,203,745	16,638,708	-31.3%
% of Total	28.7%	28.3%		28.7%	27.1%		24.4%	21.9%		20.7%	13.8%	
\$35 - \$74,999 K	802	907	13.1%	1,848	1,894	2.5%	580,374	573,638	-1%	36,481,007	35,671,935	-2.2%
% of Total	27.8%	31.3%		32.0%	33.3%		31.4%	30.7%		31.2%	29.5%	
\$75 - \$149,999 K	488	481	-1.4%	1,040	1,136	9.2%	393,693	453,206	15%	29,465,429	33,661,428	14.2%
% of Total	16.9%	16.6%		18.0%	20.0%		21.3%	24.3%		25.2%	27.9%	
\$150,000 or more	81	187	130.9%	144	298	106.9%	112,748	163,004	45%	12,160,336	17,437,953	43.4%
% of Total	2.8%	6.4%		2.5%	5.2%		6.1%	8.7%		10.4%	14.4%	
Total Households	2,886	2,901	0.5%	5,776	5,680	-1.7%	1,848,325	1,867,893	1%	116,926,305	120,756,048	3.3%
Median HH Income	\$33,931	\$40,430	19.2%	\$38,056	\$44,741	17.6%	\$43,623	\$50,536	16%	\$53,889	\$62,843	16.6%

Source: 2011-2015 and 2015-2019 American Community Survey

E-2: Household Income
Heflin, AL (2019)



Commuting Means

Table E-3. Commuting Means (pop. 16 years and over): Heflin, AL 2015

Commuting Means	Heflin		Cleburne County		Alabama		U.S.	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Vehicle (drove alone)	2,152	81.0%	4,535	77.6%	1,705,107	85.4%	109,733,354	76.4%
Vehicle (carpooled)	444	16.7%	1,035	17.7%	183,150	9.2%	13,575,283	9.5%
Public Transportation (excluding taxicab)	0	0.0%	5	0.1%	8,452	0.4%	7,362,038	5.1%
Walked	0	0.0%	13	0.2%	22,288	1.1%	3,998,629	2.8%
Other means (including taxicab)	49	1.8%	59	1.0%	20,807	1.0%	2,599,130	1.8%
Worked at Home	12	0.5%	196	3.4%	55,668	2.8%	6,352,737	4.4%
Total	2,657	100.0%	5,843	100.0%	1,995,472	100.0%	143,621,171	100.0%
Mean Travel Time to Work (Minutes)	26.5	x	33.3	x	24.4	x	25.9	x

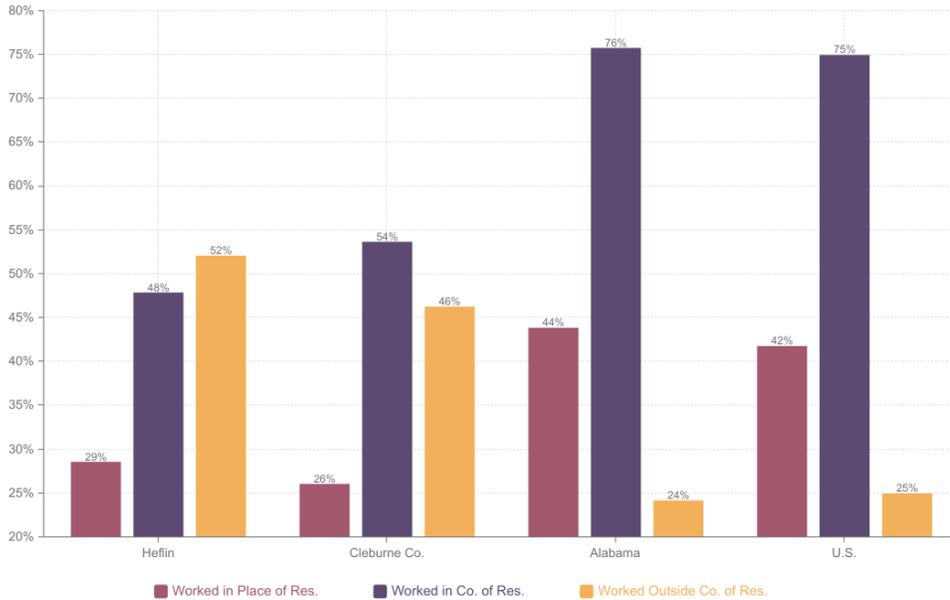
Source: 2011-2015 American Community Survey

Table E-4. Commuting Means (pop. 16 years and over): Heflin, AL 2019

Commuting Means	Heflin		Cleburne County		Alabama		U.S.	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Vehicle (drove alone)	2,045	83.7%	4,591	84.6%	1,776,620	85.7%	116,584,507	76.3%
Vehicle (carpooled)	333	13.6%	607	11.2%	176,668	8.5%	13,763,532	9.0%
Public Transportation (excluding taxi cab)	0	0.0%	0	0.0%	6,927	0.3%	7,641,160	5.0%
Walked	9	0.4%	37	0.7%	23,376	1.1%	4,073,891	2.7%
Other means (including taxi cab)	0	0.0%	8	0.1%	20,316	1.0%	2,774,115	1.8%
Worked at Home	57	2.3%	182	3.4%	69,165	3.3%	7,898,576	5.2%
Total	2,444	100.0%	5,425	100.0%	2,073,072	100.0%	152,735,781	100.0%
Mean Travel Time to Work (Minutes)	28.0	x	34.0	x	24.9	x	26.9	x

Source: 2015-2019 American Community Survey

E-3: Commuting Patterns
Heflin, AL (2019)



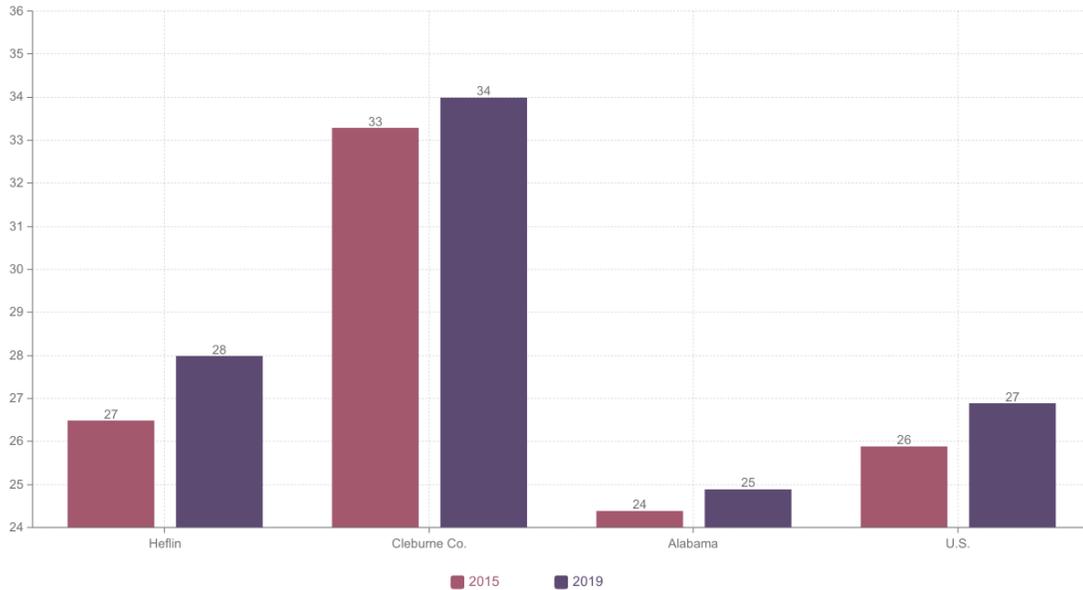
Place of Work

Table E-3. Commuting Patterns: Commuting (pop. 16 and over) Heflin, AL

Commuting Patterns	Heflin		Cleburne County		Alabama		U.S.	
	2015	2019	2015	2019	2015	2019	2015	2019
Worked in Place of Res.	395	361	434	412	586,519	608,309	45,151,051	48,101,203
% of Total	28.6%	28.6%	25.5%	26.1%	44.4%	43.9%	42.0%	41.8%
Worked outside Place of Res.	987	901	1,268	1,164	735,016	777,233	62,242,805	66,898,206
% of Total	71.4%	71.4%	74.5%	73.9%	55.6%	56.1%	58.0%	58.2%
Total	1,382	1,262	1,702	1,576	1,321,535	1,385,542	107,393,856	114,999,409
Worked in County of Res.	976	934	1,910	1,662	1,450,267	1,500,747	103,991,263	110,334,054
% of Total	43.2%	47.9%	53.7%	53.7%	76.2%	75.8%	75.3%	75.0%
Worked outside County of Res.	1,281	1,015	1,647	1,434	453,632	478,799	34,200,371	36,739,453
% of Total	56.8%	52.1%	46.3%	46.3%	23.8%	24.2%	24.7%	25.0%
Total	2,257	1,949	3,557	3,096	1,903,899	1,979,546	138,191,634	147,073,507
Mean Travel Time to Work	26.5	28.0	33.3	34.0	24.4	24.9	25.9	26.9

Source: 2011-2015 and 2015-2019 American Community Survey

E-4: Commuting Means, Heflin, AL (2015-2019)
Mean Travel Time to Work (Minutes)



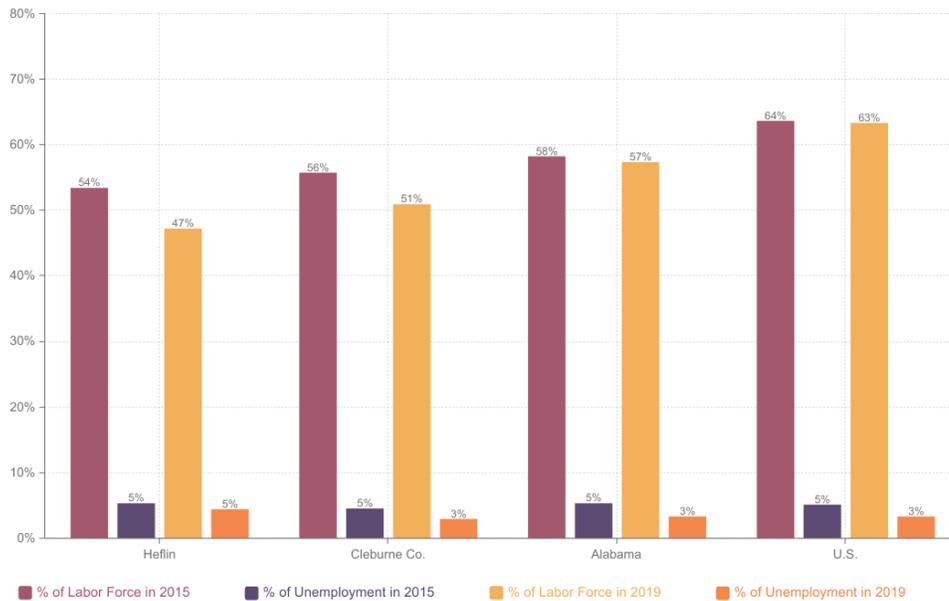
Labor Force Participation and Unemployment

Table E-4. Labor Force Participation (Population 16 and over): Heflin, AL

Labor Classification	Heflin			Cleburne County			Alabama			U.S.		
	2015	2019	%Change	2015	2019	%Change	2015	2019	%Change	2015	2019	%Change
Total Persons 16+	5,779	6,116	5.8%	11,860	11,942	0.7%	3,846,845	3,907,144	1.6%	251,221,309	259,662,880	3.4%
In Labor Force	3,089	2,892	-6.4%	6,614	6,088	-8.0%	2,242,401	2,242,785	0.0%	159,913,288	164,629,492	2.9%
% in Labor Force	53.5%	47.3%	-11.6%	55.8%	51.0%	-8.6%	58.3%	57.4%	-1.5%	63.7%	63.4%	-0.5%
Armed Forces	0	20	0.0%	0	20	N/A	12,979	13,306	2.5%	1,015,464	1,073,907	5.8%
% in Armed Forces	0.0%	0.3%	0.3%	0.0%	0.2%	0.2%	0.3%	0.3%	0.0%	0.4%	0.4%	0.0%
Civilian Labor Force	3,089	2,872	-7.0%	6,614	6,068	-8.3%	2,229,422	2,229,479	0.0%	158,897,824	163,555,585	2.9%
Employed	2,776	2,597	-6.4%	6,065	5,707	-5.9%	2,022,325	2,097,384	3.7%	145,747,779	154,842,185	6.2%
Unemployed	313	275	-12.1%	549	361	-34.2%	207,097	132,095	-36.2%	13,150,045	8,713,400	-33.7%
% Unemployed	5.4%	4.5%	-16.7%	4.6%	3.0%	-34.8%	5.4%	3.4%	-37.0%	5.2%	3.4%	-34.6%
Not in Labor Force	2,690	3,224	19.9%	5,246	5,854	11.6%	1,604,444	1,664,359	3.7%	91,308,021	95,033,388	4.1%

Source: 2011-2015 and 2015-2019 American Community Survey

E-5: Labor Force Participation and Unemployment
Heflin, AL (2015-2019)



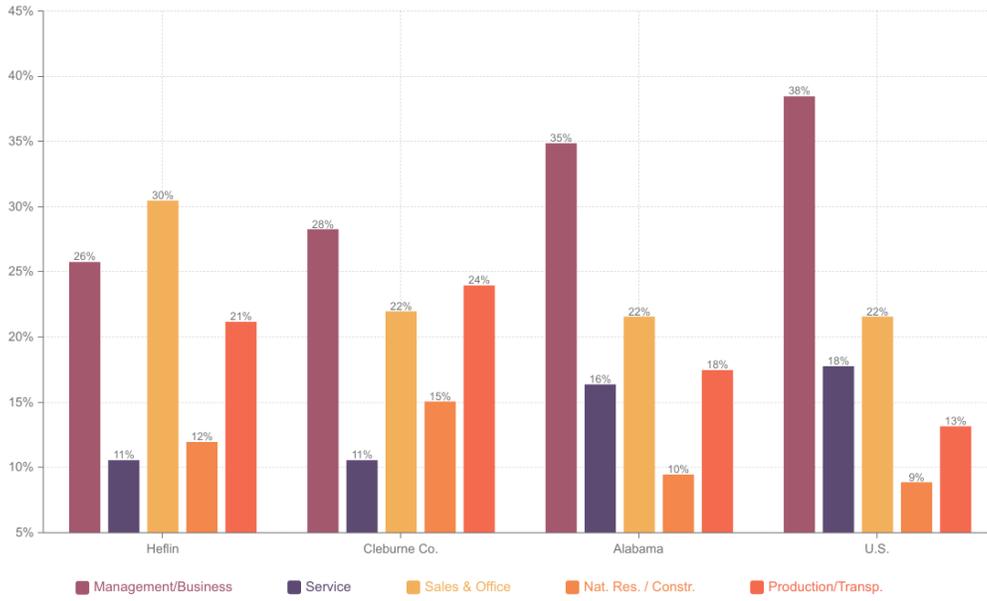
Occupational Status

Table E-5. Occupational Status: Heflin, AL

Occupational Status	Heflin			Cleburne County			Alabama			U.S.		
	2015	2019	% Change	2015	2019	% Change	2015	2019	% Change	2015	2019	% Change
Management / Business	836	671	-19.7%	1,751	1,617	-7.7%	673,400	732,741	8.8%	53,433,469	59,647,283	11.6%
% of Total	30.1%	25.8%		28.9%	28.3%		33.3%	34.9%		36.7%	38.5%	
Service	411	274	-33.3%	707	603	-14.7%	339,082	342,936	1.14%	26,446,906	27,489,501	3.9%
% of Total	14.8%	10.6%		11.7%	10.6%		16.8%	16.4%		18.1%	17.8%	
Sales and Office	743	791	6.5%	1,404	1,256	-10.54%	488,066	453,834	-7.0%	35,098,693	33,491,626	-4.6%
% of Total	26.8%	30.5%		23.1%	22.0%		24.1%	21.6%		24.1%	21.6%	
Nat. Resources / Construction	308	311	1.0%	948	859	-9.4%	200,200	199,991	-0.1%	13,038,579	13,713,796	5.2%
% of Total	11.1%	12.0%		15.6%	15.1%		9.9%	9.5%		8.9%	8.9%	
Production / Transportation	478	550	15.1%	1,255	1,372	9.3%	321,577	367,882	14.4%	17,730,132	20,499,979	15.6%
% of Total	17.2%	21.2%		20.7%	24.0%		15.9%	17.5%		12.2%	13.2%	
Total	2,776	2,597	-6.4%	6,065	5,707	-5.9%	2,022,325	2,097,384	3.7%	145,747,779	154,842,185	6.2%

Source: 2011-2015 and 2015-2019 American Community Survey

E-6: Occupational Status
Heflin, AL (2019)



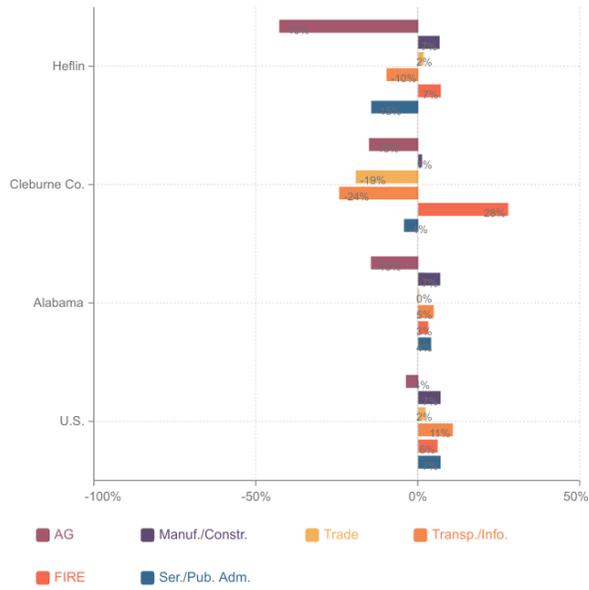
Industrial Composition

Table E-6. Industrial Composition: Heflin, AL

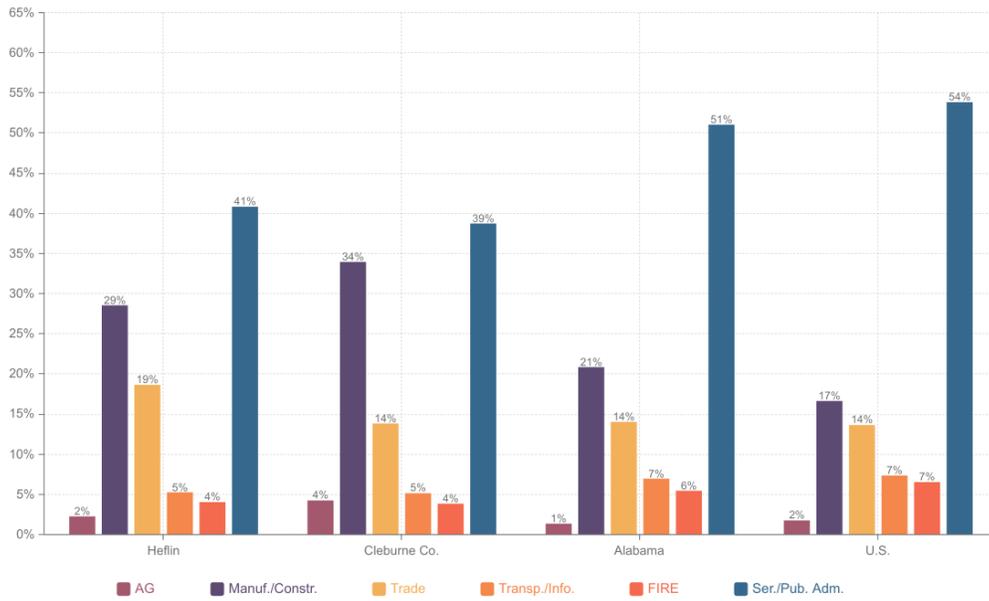
Industry	Heflin			Cleburne County			Alabama			U.S.		
	2015	2019	% Change	2015	2019	% Change	2015	2019	% Change	2015	2019	% Change
Agriculture	105	60	-42.9%	290	246	-15.2%	34,153	29,183	-14.6%	2,852,402	2,743,687	-3.8%
% of Total	3.8%	2.3%		4.8%	4.3%		1.7%	1.4%		2.0%	1.8%	
Manufacturing/ Construction	697	743	6.6%	1,915	1,938	1.2%	411,236	439,141	6.8%	24,198,651	25,859,062	6.9%
% of Total	25.1%	28.6%		31.6%	34.0%		20.3%	20.9%		16.6%	16.7%	
Retail/Wholesale Trade	478	486	1.7%	982	792	-19.3%	294,429	295,390	0.3%	20,804,569	21,283,575	2.30%
% of Total	17.2%	18.7%		16.2%	13.9%		14.6%	14.1%		14.3%	13.7%	
Transportation /Info.	153	138	-9.8%	389	294	-24.4%	139,642	146,277	4.8%	10,320,206	11,419,824	10.7%
% of Total	5.5%	5.3%		6.4%	5.2%		6.9%	7.0%		7.1%	7.4%	
FIRE	100	107	7.0%	176	225	27.8%	112,398	115,842	3.1%	9,578,175	10,151,206	6.0%
% of Total	3.6%	4.1%		2.9%	3.9%		5.6%	5.5%		6.6%	6.6%	
Services/Public Administration	1,243	1,063	-14.5%	2,313	2,212	-4.4%	1,030,467	1,071,551	4.0%	77,993,776	83,384,831	6.9%
% of Total	44.8%	40.9%		38.1%	38.8%		51.0%	51.1%		53.5%	53.9%	
Total	2,776	2,597	-6.4%	6,065	5,707	-5.9%	2,022,325	2,097,384	3.7%	145,747,779	154,842,185	6.2%

Source: 2011-2015 and 2015-2019 American Community Survey

E-7: % Change in Industrial Composition
Heflin, AL (2015-2019)



E-8: Industrial Composition
Heflin, AL (2019)



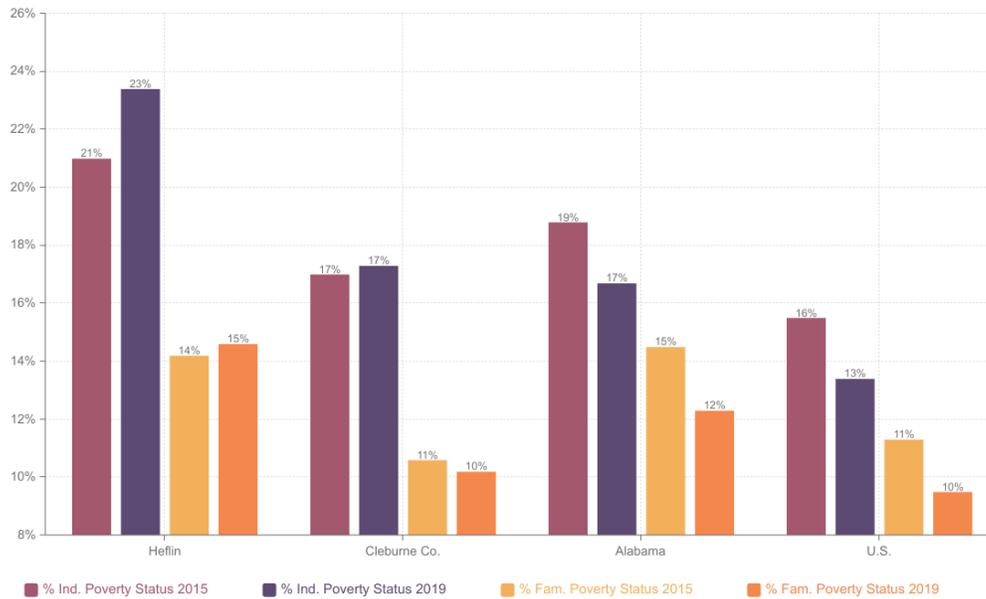
Poverty Status

Table E-7. Poverty Status (Percent of Total): Heflin, AL

Poverty Status	Heflin		Cleburne County		Alabama		U.S.	
	2015	2019	2015	2019	2015	2019	2015	2019
Individuals 18 years and older	32.0%	33.1%	26.6%	27.3%	28.3%	26.1%	23.9%	21.9%
Individuals 65 years and older	13.7%	11.5%	11.7%	12.0%	10.7%	10.2%	9.4%	9.3%
Related children under 18 years	32.5%	38.2%	26.1%	26.0%	23.3%	20.0%	18.0%	15.1%
Related children 5 to 17 years old	31.2%	30.9%	20.4%	19.3%	20.2%	17.3%	15.2%	12.9%
Unrelated individuals 15 years and older	39.3%	43.0%	38.7%	38.0%	31.8%	30.5%	26.9%	24.9%
Total Individuals below poverty level	21.0%	23.4%	17.0%	17.3%	18.8%	16.7%	15.5%	13.4%
Total families below poverty level	14.2%	14.6%	10.6%	10.2%	14.5%	12.3%	11.3%	9.5%

Source: 2011-2015 and 2015-2019 American Community Survey

E-9: % Individual Poverty Status
Heflin, AL (2015 and 2019)



RECAST BOOST REPORT

Heflin, AL

April 2021

Current Situation & Urgency

Downtown Heflin, Alabama is a small-town main street that where the community has been working hard for a number of years to attract people and active businesses and create a lively destination for residents and others in the region. A number of new retail businesses have been attracted to downtown, but the historic Main Street still has a number of vacancies, dilapidated buildings, and businesses that do not help build foot traffic.

But Heflin's Main Street and city leadership, business owners, and citizens already understand the chance to create a stronger place that brings a diversity of business types and owners into the center of the city and they recognize that small-scale manufacturing businesses can help achieve this outcome. Over the last few years, a public investment of about \$75,000 leveraged over \$17 million in private investment and over 3,000 volunteer hours. The potential to build on recent successes and continue to bring downtown back to life excites residents and leaders alike.

If the downtown cannot continue to reposition itself in the region, the city is likely to lose people who appreciate the downtown, lose people who believe in this community, and lose hope of being more than a place near other destinations.

In the Heflin Boost, the local team worked with Recast City to 1) understand the assets and challenges of the city for small product businesses, 2) identify ways to bring this new business type into storefronts and connect them to property owners, 3) develop a set of actions to support these small businesses and others like them, all to establish Heflin as a distinct destination for small-scale manufacturing businesses and their fans.

Downtown and Economic Development Opportunity

A strategy that focuses on small-scale manufacturing will bring energy and new development back to downtown.

Small-scale manufacturing businesses, and space for this business type in a neighborhood, are missing tools to create thriving neighborhood centers and downtowns. This type of business produces tangible goods (for example - hot sauce, handbags, or hardware) with one to fifty employees - a size that fits into the fabric of the neighborhood and storefronts. These businesses provide a number of benefits to a city and the neighborhood:

- Business ownership is open to anyone with an entrepreneurial spirit and the ability to make something - college and advanced degree not required.
- The skill to create comes from every population in the city - allowing us to build an inclusive community of business owners and have more people build wealth for their families.
- Employees at these businesses make, on average, 50-100% more than their service or retail counterparts, allowing more people to move out of poverty and into the middle class.
- The businesses are locally owned, meaning they typically invest their revenue back into the community and hire from within it.
- They are often native to e-commerce which means that they bring revenue into the city from the rest of the country (and possibly internationally) from online sales.

- They help a city or a neighborhood stand out and remain unique even as a place is built up and changes.

These kinds of businesses will be an essential resource to build up the business presence in downtown, build foot traffic, and brand downtown as a place to be, stroll, and linger with family.

Vision for Downtown

Heflin residents, business owners, and elected officials universally envision a downtown that has more energy, more foot traffic, and more thriving businesses. In interviews with community members a number of dominant themes came out in conversation. These include:

- People walking around downtown, stopping in for dinner, see some live music, lingering to pop into local shops, see something special, and visit with friends.
- Local shops sell products to outdoor recreation tourists coming to the natural areas nearby.
- A downtown with good paying jobs and people who pop out during lunch to get food and do a little shopping.
- Older historic buildings are valued, restored, and full of local businesses.
- Young families move back, bring their jobs, or launch new businesses downtown, building on the strong sense of family in town.
- The civic pride of Heflin is clear in downtown and the strong community feeling of ownership helped bring downtown to life.
- Programming downtown draws people from as wide as Atlanta and Birmingham, and also entertains local teens and brings local residents together.
- More shops for people to wander – both locals and visitors – that are distinctly Heflin creations.
- A place where everyone feels like family and feels like they are included in downtown.

This combination of visions all come together in the way the city pursues future development, what businesses occupy downtown's storefronts, the programming hosted downtown, and the diversity of individuals who participate and lead those pieces.

Heflin Assets and Challenges

We know that creating a strong local economy in a thriving downtown takes a number of different elements. The place needs adequate and well-maintained space for small businesses, welcoming property owners, programming to attract customers to the area, and assistance for business owners to stabilize and grow their enterprises.

As a starting point to understand how Heflin can achieve the vision set out by its residents and business owners, Recast City worked with the team to understand what works and what might be challenging for small businesses and real estate development in town.

Heflin Assets

A number of Heflin assets came through in the interviews and small group discussions. People are proud of the community and see many good pieces coming together in the past few years, including:

- Young families are starting to move back to area, put down roots, and open businesses.
- The city is at the gateway to a number of different natural areas with a significant number of visitors.
- The historic buildings downtown are unique and beautiful.
- There is a strong sense of community and civic pride among the people who live in town.
- Heflin Main Street and the city are very supportive of new businesses in downtown and have built the momentum of success over the past five years. As one business owner said, “They actually want to help you.”
- There are a number of successful legacy businesses downtown that draw people in from throughout the region.

- Nearby interstate exists means there is easy access into town.
- Vendor mall is a great incubator for small product businesses.
- Residents want to support local businesses and be a part of their success.

Property and business owners noted that they located in the city because of the wonderful community feeling, the support from the city, and their dream of being part of downtown. People see it on the rise. This is a great opportunity to take hold of and build on.

Heflin Challenges

While these assets are wonderful opportunities for the city and its downtown to build a thriving place with extraordinary local businesses, a number of challenges came up in the interviews and small group discussions that are essential to address. Some of these issues may be resolved with small, quick solutions and others will be bigger, long-term projects to fix. The primary challenges that came up include:

- There is a significant amount of deferred maintenance on the existing tenant spaces and buildings in downtown Heflin. A number of distant property owners are neglecting the upkeep of their buildings. They are not investing in updates to the façade or in maintaining the interior. Historic buildings are not getting the investment they need to maintain their unique facades. These vacant storefronts are depressing the property values of and attraction to neighboring spaces.
- Downtown businesses do not keep consistent store hours and nearly everything is closed after 5pm. Local residents and visitors have nothing to draw them downtown in the evening. This means that any kind of food and beverage business downtown feels high risk and will need to brand and market itself to be THE evening destination.
- People are used to traveling to neighboring towns, like Oxford, for a night out and other needs. Their perception of downtown Heflin is one of a sleepy place, with no reason to stop in.
- Many business owners are not sufficiently prepared to open and run a profitable business that will grow in downtown over the long-term. This means that many

businesses open and quickly close in downtown, leaving a new vacant space. Additionally, local business owners who might consider purchasing downtown property do not understand the financing options and tax incentives available to them.

- Although there are a number of large anchor businesses in the county, none of them are involved in the success of downtown Heflin, its product businesses, or building a broader local supply chain.
- There is limited small business support programming in town. Business owners get strong one-on-one assistance from Heflin Main Street, but there is no established training or scale up program to help businesses create more stable revenue sources and grow.
- The Heflin trade school is not plugged into opportunities with local producers – both to train high school graduates to create products but also to provide an entrepreneurship curriculum.
- The city and county are home to a significant low-income population and aging population. This means that local product businesses will need to grow based on bringing more good-paying jobs to the city and bringing revenues in from the region and nation.
- Many local business owners are not aware of existing incentives and programs available to them to finance build out of space, new equipment, or to purchase a commercial building.
- The wide street in downtown and the truck traffic discourage people from walking around downtown. With two lanes of traffic in each direction, the street often feels hazardous to cross and traffic comes through quickly.

These assets and challenges are important considerations as we develop plans for the future of downtown Heflin – both to build on the assets already working for the city and to address the most important challenges to create a thriving downtown for the community.

Recommendations for Action for Heflin's Main Street

By bringing small-scale product businesses into the economic and real estate strategy, Heflin can create a completely unique way to attract new business and entrepreneurs, fill vacant buildings, build an inclusive and diverse community of business owners, increase strong middle-income jobs, and increase property values. This, in turn, will increase the resiliency of the local business community, showcase the hidden gems of the community, and make a place that people love.

There are essential elements of success that are core to this work:

- Establish clear outcomes
- Target land use policy and real estate initiatives
- Focus business development support
- Promote and brand the successes
- Incubate more ideas



The community has a clear outcome that came through in the small group discussions and interviews: a downtown that has families and neighbors out on the sidewalk, storefronts filled with unique businesses, programming that brings together the local community and the visitors from the region, and a diversity of business owners that shows off the distinctiveness of Heflin.

Now we need to get the other elements in line for implementation. All of the recommendations below are actions the community can choose to take. Consider both immediate actions that can build the momentum and good-will alongside the bigger or more difficult actions that might take more time. Every community needs the short-term wins – people can't wait for change. They need the support and opportunity now.

1. Target Land Use Policy and Real Estate Initiatives

Communities benefit from zoning, land uses, and road design that support downtown, small businesses, and small-scale production. The goal is to create an outcome where small product businesses, with retail and production space in a storefront, can be located alongside retail, restaurants and other uses. These new tenants will bring a new business type to properties and create a unique destination for downtown Heflin.

- **Adopt a vacant property ordinance.** Property owners have a right to fill their storefront with the business of their choosing. But when landlords choose to leave storefronts vacant for extended periods of time, they depress the rest of the property values and sales tax revenue on that block. Many cities have [adopted ordinances](#) that penalize property owners with a fee if they leave their space vacant for extended periods of time without renovation or construction taking place. Heflin has a responsibility to the community and to property owners to protect their investment and require landlords to be good stewards of the community.
- **Create real estate ownership opportunities for strong local businesses.** Local ownership of the storefronts is a great way to ensure that as the city grows and prospers, so do local residents. The city can work with select business owners to become property owners now so that they can benefit from future downtown investments and secure the cost of their space for the long-term. The regional [revolving loan fund](#) (4-7% loan rates) and local banks may be great partners for this. The [Pittsburgh program](#) is a model worth considering as well.
- **Create a popup shop program.** Many startup producers are looking for low-cost ways to build out their brand and attract customers both onsite and online. Popup shop programs can help bring visibility to these businesses, showcase community support for them, and attract new tenants to vacant spaces along main street. Popup programs can be single spaces or it can be a combination of spaces in a coordinated brand and promotional period. The [St'artUp317 model](#) from Indianapolis and [Pop-Up Connect](#) in Los Angeles may serve as good examples to customize to Heflin at a smaller scale with 5-6 shops at a time.

- **Provide a community training for residents and business owners interested in purchasing commercial buildings** around downtown. Share information from the Incremental Development Alliance or other training content that help people understand the full cost of purchasing and renovating a property. Help people understand financing methods to renovate existing buildings, including information on historic preservation tax credits, the regional revolving loan fund, and other low-cost capital.
- **Partner with a storefront owner to launch an incubator space for small producers.** This could be promoted to residents who usually produce their goods at home but are interested in growing into their own storefront and learning about how to run a retail with production space in town. The training and storefront model from [Shop Local Rockville](#) is a strong place to start.
- **Support existing product businesses in downtown to open retail frontage** as part of their production space. A number of growing product businesses are located downtown. These businesses draw customers and fans from a regional and national base. Small retail frontages for these businesses – with openings or windows to the production area – could be an additional draw for their fans to stop into Heflin.
- **Consider a matching grant for storefront interior build out costs** to bring spaces up to code or to make improvements for retail frontage users. Similar to the façade matching grant, this program can help address some of the costs property and business owners face to open a space. This program would need to require a signed lease with a retail frontage business to qualify for the funding to ensure that it is going toward build out costs. [Longmont, CO](#) has a similar model to turn service business spaces back to retail.
- **Redesign the road to be more main street and less throughway.** The main road going through downtown is too wide and too fast for a main street. The section of the road as it goes through downtown Heflin should be reduced to a simple lane in each direction with a planted divider down the middle. This will slow traffic, create a more people-friendly crossing space, and make the downtown much more attractive for people to wander shops, sit outside at a restaurant, or just linger in town. This is consistent with the option recommended in the US Highway 78 Safety and Operations Planning Study from November 2019 (Streetscape examples in the appendix).

2. Focus Business Development Support

Small businesses thrive and grow when they have the right support. Lessons from the tech sector show that business owners are more likely to succeed when they have the right training and access to mentors who can guide them through both growth opportunities and challenging times. Heflin has the opportunity to bring this kind of support to existing and new small businesses, with a specific focus on support for small-scale manufacturing businesses to help them grow around Main Street.

- **Create a startup program for local small businesses.** Offer a broader startup training program for residents, and others in the region, who are interested in starting a business. This can be aimed at part-time product businesses to help them build more sustainable revenues and profit for their business. This kind of program helps more people understand how to create a product-market fit, price their goods correctly from the start, and set up their baseline systems effectively for a small business. The program can be modelled on the curriculum from [CO.STARTERS](#) or something in-state. The most effective program should be created with target audiences in mind, and with their involvement, to make sure the program meets their needs. Consider a program similar to the one in [Marion, NC](#) that matches program graduates with grants to support rent or build out of a space on main street.
- **Create the cool business owner meet-up.** A growing number of local business owners are drawn to downtown Heflin. They are the energy that will attract other entrepreneurs to the city and encourage more people to open up storefronts in the city. Work with this crew of owners to start an [informal meet-up](#) or mentorship program to help them connect, share lessons learned, and identify local business needs from the city. Mentorship is a key ingredient for successful small business growth, and the community commitment shown by so many local business owners is a great step toward that kind of support.
- **Promote micro-storefronts for restaurants or a brewery tap room.** Some redeveloping areas are widely successful creating 700-800 square foot spaces for small restaurants or pubs. This small footprint space means that the business has

lower expenses and can turn a profit faster to sustain themselves in that space. A [community development corporation in Cincinnati](#) used this method to quickly fill their target development area with interesting food choices – at low risk to the business and property owner.

- **Partner with the regional Small Business Development Center (SBDC) to host monthly office hours in Heflin.** By bringing this resource into town, the city and main street leadership can help connect new business owners with the support that the SBDC can offer. Staff from the SBDC can help new business owners create business plans, understand their business financing, look at their market potential and many other aspects to help owners understand how to be profitable.
- **Consider launching a Heflin Main Street micro-loan program.** This local fund could be launched by applied for a grant from the [Rural Microenterprise Assistance Program](#) from USDA. These resources could be used for small loans within the community to help business owners get low-cost loans for equipment, expand their real estate, or buy property.
- **Provide trainings for community members interested in online product sales.** E-commerce means that local businesses can bring in revenue from throughout the region and nation. This can help families get out of poverty, help small businesses grow, and bring needed revenues to the community. The [Etsy Craft Entrepreneurship](#) curriculum is one training that helps people start online product businesses and is worth a consideration. This kind of program can help the vendor mall businesses grow and reach wider audiences too.

3. Promote & Brand the Successes

Creating a great place is wonderful, but people also need to know about it. People who live in the community, but don't frequent downtown yet, and people in the broader region all need to know about what is going on in Heflin. The intent is to make the city stand out for the vision we established at the start – a mix of community places, alongside events and businesses that also draw families and visitors from the region. The city can lead this effort to promote downtown, but also partner with key entities to expand that reach to more people.

- **Create a social media partnership with local business owners.** The city can bring in a consultant to create content specific to downtown businesses, offer trainings to them to refine their own social media outreach, and promote this new content through the city’s platforms too. Include this in the existing main street branding, a new Made in Heflin brand, or broader promotional work as well.
- **Launch a Family Fridays event throughout the summer months** to bring the community together, provide maker education and fun to children in the community, and promote local producers. This can be modeled on “[First Friday](#)” programs in other communities with live music outdoors along main street, food vendors, artisan tables, and activities for children and teens. This programming can be promoted to the surrounding towns and visitors to the national and state parks nearby through social media.
- **Work with downtown retail to stay open consistent hours for downtown events.** Family Fridays and other events might take place in the evening but are great opportunities to drive foot traffic into downtown storefronts. Heflin Main Street should work with storefront businesses to agree to stay open late for community events so more people can shop while also joining in the festivities.
- **Consider adding additional artisan vendors to the farmer’s market weekly or monthly** to give more local business owners a low-risk way to test out products before major investments. Work with the farmer’s market community to promote it on social media heavily during major tourism seasons.

4. Incubate More Ideas

Heflin is full of creative people with plenty of business ideas. The goal is to make it more straightforward for those people to take hold of their dream and make it a reality in downtown. A number of ideas came up in conversations that are too good to pass up and are shared here as a way to inspire more community entrepreneurs who believe in making downtown Heflin the great place it can be.

- **Create a brewery cooperative.** Bring together people from Heflin and the surrounding towns to be small dollar investors in a brewery, similar to [Burlington](#)

[Beer Works](#). This can be adapted to a smaller model similar to the [Lake Anne Brew House](#) which is a tap room only in a micro-storefront space.

- **Launch a Made in Heflin store to promote a one-stop shop to buy gifts and local goods in downtown Heflin.** This would be a curated set of items and would be even more successful with an e-commerce site that would promote Heflin products throughout the state and nationally. This could be a way to help more local businesses create an online presence and grow their revenues from in-person only.
- **Start a dog park with coffee and beer.** This [model](#) is popping up all over the country and could be a wonderful gathering place for the community and may even attract dog-loving visitors from throughout the region. Heflin can create its own twist on this and make it a true family gathering place as well.
- **Invest in a shared woodshop space for local woodworkers.** A number of people interviewed are doing woodwork at home and in their own space. A [shared woodshop](#) could be a wonderful attraction for the community and a way to purposefully grow and support this business sector. The city could invest in a space with a set of tools that most woodworkers do not have at home but that they can access for a membership or fee. This will allow them to cost-effectively grow their business and potentially create space to train youth to join this sector.

Next Steps

The City of Heflin is primed to create a special downtown that reflects its distinct and growing energy in a way that is unique to the city. The opportunity is right now – main street is attracting new businesses and visitors are heading out to the national and state parks again. Now is the time to purposefully lead toward an inclusive vision with young families, long-term residents, and visitors from the region all charmed by downtown Heflin. With a comprehensive effort across these four areas of action, the city can create a great place that families will call home for generations and where local product businesses will thrive.

APPENDIX

Highway Streetscape through Downtown Anderson, SC



RECAST CITY

Recast City is a national consulting firm that works with real estate developers, city, county and other civic leaders, and business owners to integrate manufacturing space for small-scale producers into redevelopment projects. We build the startup community for small manufacturers and makers in the city - across industries of textiles, electronics, wood, metal and other materials.

Recast City brings together small-scale manufacturers and community developers to strengthen our neighborhoods, build value in our real estate, and create more job opportunities for residents.

We help landowners, developers, and city leaders understand this growing business sector and how to incorporate it into real estate products. We help maker industry entrepreneurs and small manufacturing business owners get the support and exposure they need. And we help communities create more good paying jobs for our local residents.

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