

CITY OF PIEDMONT

COMPREHENSIVE PLAN 2021





CITY OF PIEDMONT COMPREHENSIVE PLAN UPDATE

This document was prepared under the direction of the



PIEDMONT CITY COUNCIL

by the



EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

for additional information:
City Hall - 109 North Center Ave
Piedmont, AL 36272

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For Information Address:
East Alabama Regional Planning and Development Commission
1130 Quintard Avenue, Suite 300
Post Office Box 2186
Anniston, Alabama 36202

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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 Piedmont, Alabama. This document is to be used as a basis for policy and zoning decisions in the community through the year 2030. This study presents recommendations on the general location and extent of residential, commercial, and public land uses needed to serve the city's population. This study also promotes Piedmont as a Trail Town: Trail Towns are welcoming communities along a longdistance trail where trail users can venture off the trail to enjoy the amenities, services and attractions in the nearby town. It is a safe and enjoyable experience for the visitor and positively impacts the local economy. Tactical urbanism includes low-cost, temporary changes to the built environment, usually in cities, intended to improve local neighborhoods and city gathering places.

ACKNOWLEDGEMENTS

CITY OF PIEDMONT

Honorable Mayor Bill Baker

City Council

John Lawrence
Richard Williams
Jubal Feazell
Caleb Pope
Greg South
David Ivey
Terry Kiser

City Clerk

Michelle Franklin

Planning Commission

Floyd Jennings
Bobby Hardin
Greg South
Brandon Carter
Adam Holcomb
Michelle Franklin
Bill Baker
Eddie Blackwelder

Planning & Code Department

Carl Hinton

East Alabama Regional Planning and Development Commission

Shelby Brown, Regional Planner
Rajiv Kumar Myana, Senior Planner
Edwin Harbin, Principal Cartographer
Michael Brewer, GIS Analyst



Mayor Bill Baker



Michelle Franklin - City Clerk

CITY COUNCIL



John Lawrence



Richard Williams



Jubal Feazell



Caleb Pope



Greg South



David Ivey



Terry Kiser

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Chapter I: Introduction

Comprehensive Planning

Comprehensive Planning strives to guide city officials and the general public in making decisions on 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

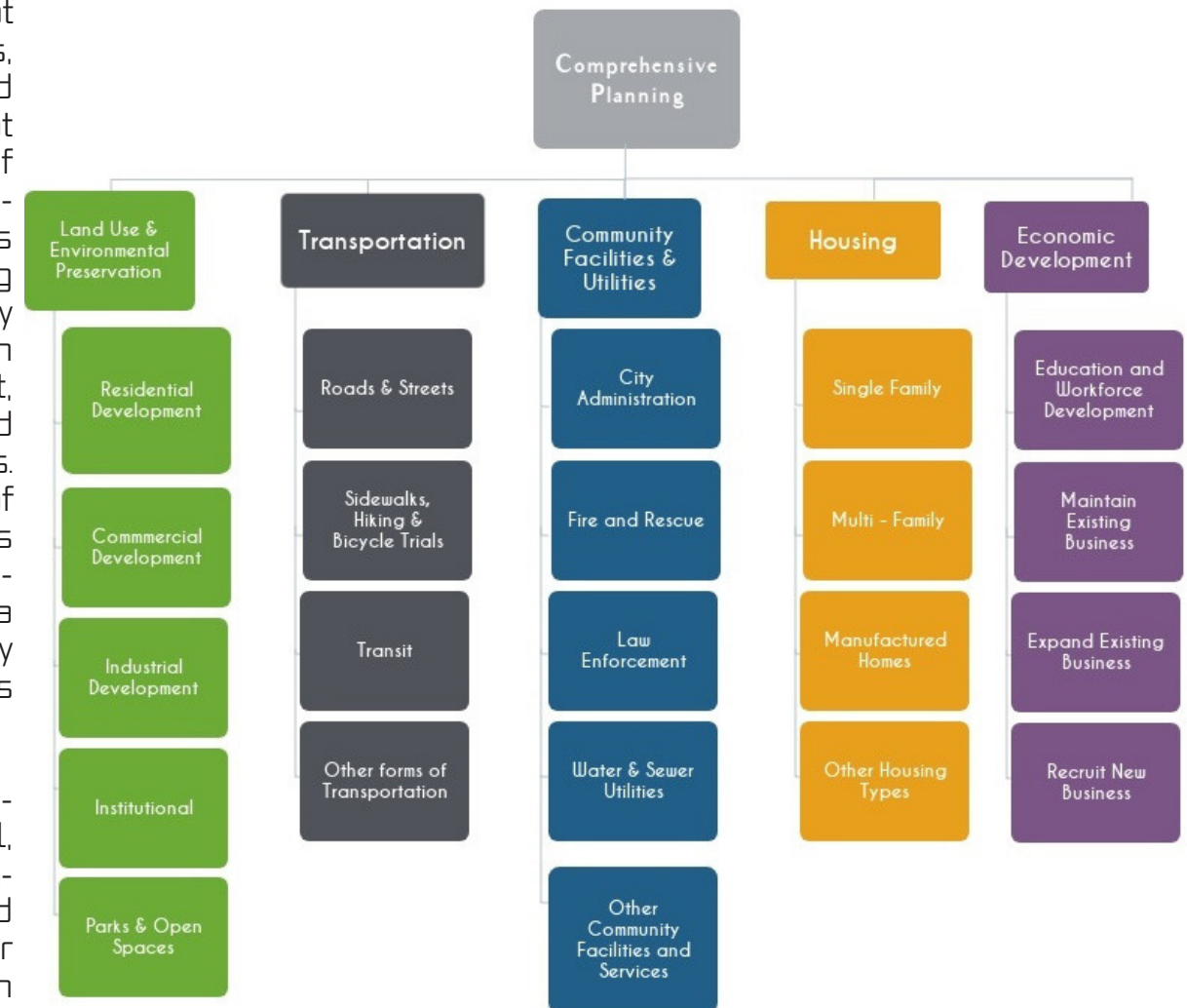


Figure INTRO-1. Comprehensive Plan Elements.

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.

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



Figure INTRO-2. Comprehensive Planning Overlap.

and commuting patterns.

Planning topics are the vitally important parts of the Comprehensive Plan. The Piedmont 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, Trail loop design 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



Figure INTRO-3. Washington, D.C.'s L'Enfant Plan (Image source- over-view.com/

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. 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 2018 the City of Piedmont contracted with the East Alabama Regional Planning and Development Commission (EARPDC) to create a comprehensive plan for Piedmont 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 Piedmont 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 March 31, 2019 in the City of Piedmont City Hall. 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

Piedmont is located in the foothills of the Appalachian Mountain range, with neighboring mountains on the southern and eastern sides of the city. Piedmont is characterized by wide swatches of plains that become rolling and hilly in sections. The area's location near Dugger Mountain, Choccolocco Mountain, and various mountain ridges to the east breaks up the plains. Dugger Mountain is known as Alabama's second highest point. At the outskirts of the city, Dugger Mountain's elevations reach up to 2140 feet. Elevations in the Piedmont planning area vary from around 762 feet in the northeastern part of the city to 1201 feet along Alabama Highway 9's exit from the city. Nances Creek, a tributary of Terrapin Creek, flows southernly along the eastern portion of the city. Terrapin Creek itself runs just to the east and is a tributary to the Coosa River.

Piedmont has a mostly mild climate, distinguished with long, hot and humid summers, and short, cold and rainy winters. Average temperatures vary year-round from 34°F to 89°F, seldom dropping below 21°F or rising above 95°F. Precipitation averages 52 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 Piedmont averages 1 inch of snow per year. Prevailing winds are, on average, from the south in the spring and summer, from the east in the fall, and from the north in the winter.

Historical Background

Piedmont underwent several name changes in its early years. The community was formed in the early 1840s at the cross-point of two post roads. Originally, the area was called Hollow Stump, supposedly due to the hollow tree stump the mailman would use to collect mail. The locality was also briefly known as Griffen's Creek after the Postmaster General based a post office there. In 1848, Major Jacob Forney Dailey moved to the area and purchased land. He renamed the town Cross Plains, due to its location near a plain and the crossing of the two post roads. An official post office for Cross Plains was established in 1851. For a brief time in 1870, the name was changed to Patona, but this was discontinued due to residents' displeasure. Cross Plains was incorporated in 1871. The area's first newspaper, the Cross Plains Democrat, began running one year prior to incorporation. The area was renamed for a final time on July 30, 1888, when it became Piedmont. Piedmont means "foot of the mountains", which residents felt was a more appropriate name due to mountainous and beautiful natural scenery the area has to offer.

Piedmont had schools as early as the 1840s, and a public school as early as 1894, but the public school system was established in 1900. A segregated school began operating as well between 1905 and 1910. The former Piedmont Hotel and grounds were donated by Margaret M. Barber to be used for an institution of high learning, with the stipulation that it be named for her friend, and Temperance writer, Frances E. Willard. Frances E. Willard Public and Boarding School operated between 1900 and 1910, graduating its first class in 1902 and becoming Piedmont Public School by 1917.

Established in 1907, the Piedmont Journal began running as a democratic weekly newspaper; it ran until 2017, as a subsidiary of the Anniston Star in its later years.

Roberts Home Museum and Hotel

Major Jacob Forney Dailey built his daughter, Mary Catherine Daily, a home in the 1880s. At the time of construction, it was the sole home in the area around West Ladiga Street. The home was passed through a couple families before being purchased by the Roberts Family in 1905. The home remained in the family until 1999 when it was donated to the Piedmont First Baptist Church upon the passing of Miss Ruby Roberts. The church voted to demolish the home in 2015, but it was saved by the Piedmont Historical Society with a preservation project. The home now serves as a hotel and museum and was listed as an Alabama Historical Commission 2019 Historic Landmark and Site.



Figure INTRO-4. Roberts Home Museum

Author Rick Bragg

Renowned author Rick Bragg was born in Piedmont. He has authored ten books in addition to his work as a journalist. Many of Bragg's novels dive into his family history in small town Alabama. Bragg is also a Pulitzer Prize winner, garnered from his work at the New York Times.

Railways

In 1868, the Selma, Rome, and Dalton Railroad was constructed through Piedmont; when the line bankrupted, it was purchased in 1881 by the East Tennessee, Virginia, and Georgia Railroad. The line was purchased by its final owner, Southern Railroad, in 1884. Southern Railroad operated this line until 1989. Today, the Southern Railroad Depot is home to the Piedmont Historical Society's Southern Railroad Depot Museum. This museum is an 1867 historic facility registered on both the National and Alabama preservation registries. The museum showcases Piedmont's history, and features a Southern Railroad Caboose, and the original loading dock and cargo cart.

Chief Ladiga Trail also showcases the history of railways in Piedmont. The trail was previously a CSXT rail line and was developed into a recreational trail along the abandoned rail corridor with the rails to trails conversion project. Chief Ladiga Trail, at 33 miles, represents Alabama's first and longest such project.

Religion

Piedmont has enjoyed a rich religious history throughout its lifetime. Present-day First Baptist Church first existed as Cross Plains Baptist Church in 1870. In 1878 the church moved locations and became Piedmont Missionary Baptist Church. In 1905 Piedmont Baptist was legally formed on the corner of Ladiga and Main, where it has remained though the complex has been updated over the years. Cumberland Presbyterian is another longstanding religious group, having existed in the Piedmont area since at least 1905. From at least 1910-1917 a segregated church also operated, Mt. Pleasant Methodist Episcopal Church; the complex also included a segregated school. From 1910-1917, at least five new churches opened in the Piedmont area, showcasing the residential boom taking place in that time period.

Sister City

The first two cities in Alabama history to do so, on April 23, 2019, the City of Fayette and the City of Piedmont became sister cities. The mayors of both Piedmont and Fayette signed proclamations declaring this new standing. Becoming a sister city signifies a mutually beneficial partnership that brings cities and communities together to share ideas and ventures in cultural, business, and educational areas. Delegations from each city visited the other to tour the area and discuss goals and ideas for the future. The cities also acknowledged their similarities in size, geography, demographics, and interests. In addition, business connections were acknowledged, and the City of Piedmont expressed interest in future partnerships for activities benefiting both cities.

Early Business and Industry

In the 1830s, Calhoun County was still largely populated by Native Americans. In 1840, Samuel Morgan owned a store in the Piedmont area. The Morgan family has been an integral part of Piedmont's economy, operating stores in the area for more than 150 years. Piedmont's longest running and most influential industry was the Coosa Manufacturing Company Cotton Mills. Established in 1891 as Coosa Manufacturing Company (Manufacturer of Cotton Yarns), the mill proved to be a lucrative industry and major employer for Piedmont for nearly a century. Between 1894 and 1905, the mill expanded, adding up to four warehouses and an additional building. In 1896, Barlow

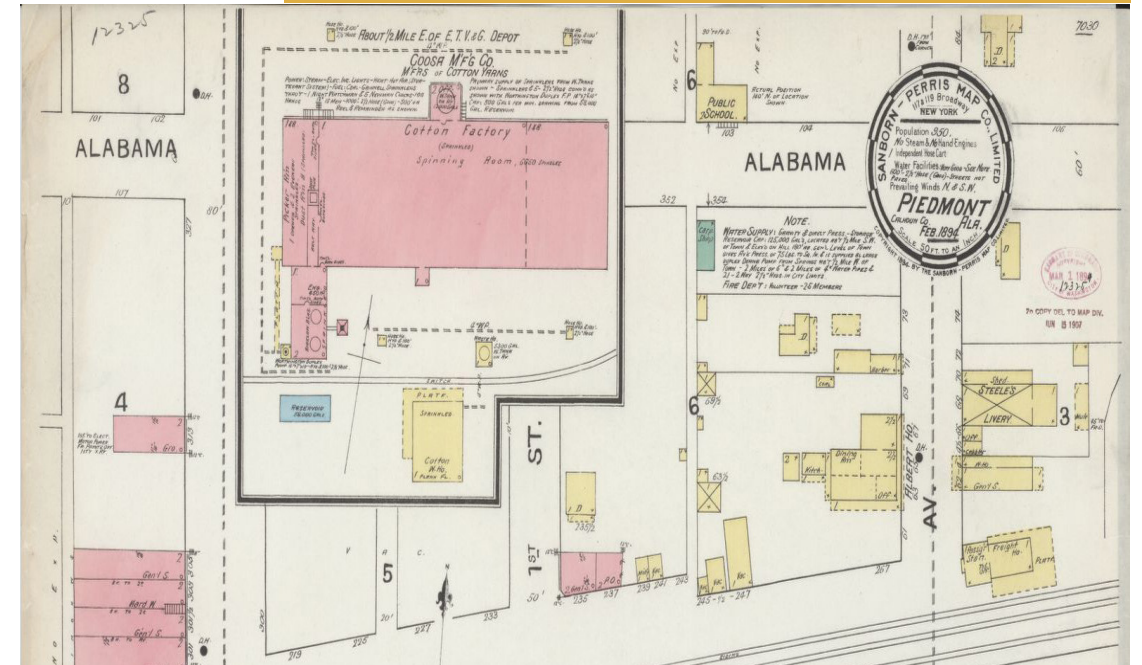


Figure INTRO-5. Coosa Manufacturing Company Cotton Mill - 1894 Sanborn map

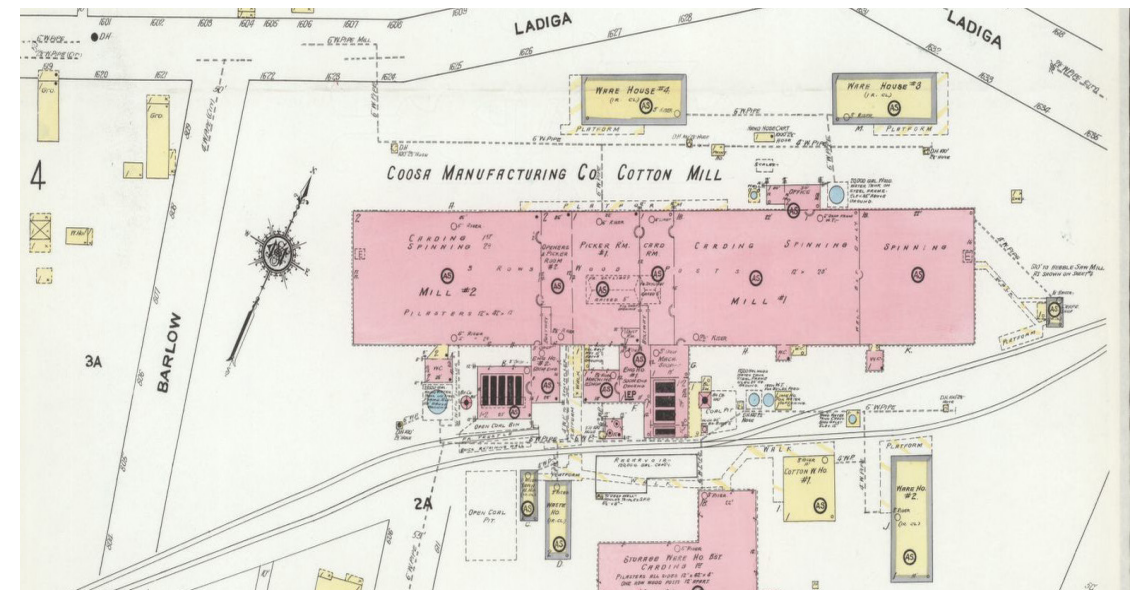


Figure INTRO-6. Coosa Manufacturing Company Cotton Mills - 1910 Sanborn map

and Thatcher Spinner Company were consolidated into the Coosa Manufacturing Company; this gave Piedmont a spinning operation of 15,000 spindles. By 1910, the mill continued its expansion, adding another mill building. By 1917, there was exponentially more growth; as the mill expanded so did the city, seeing a business and residential boom in the 1910s. In the midst of the first world war, business was flourishing, and the mill was reaching its heyday. A mill village was eventually constructed nearby to house its many employees. In 1946, multi-million-dollar expansions and modernizations were implemented in the plants, and by 1951 capacity was at 143,000 spindles. In 1922, the mill became Standard-Coosa Thatcher Textile Company, which it remained until its closure in 1995. The mill's closure heavily impacted employment opportunities in the city. Demolition was scheduled to begin in 2016.

The Piedmont Boom occurred in the 1890s, spurred by the widespread growth and progress across the U.S. This was brought about in part by railroad construction and business development which was experiencing an uptick during this period. An influential location in the boom, the Piedmont Hotel was built in 1880 by Major Samuel A. Belding. He was an investor, drawn in by word of mouth of the rich iron and mineral resources in Alabama; many investors from northern states flocked to Alabama for this reason. The hotel was built on four acres of land northwest of the center of town. The hotel provided a location for economic affairs, as land transactions were often conducted in the hotel lobby. Another hotel was constructed as a result of the boom, the Piedmont Springs Hotel. It was constructed by the Piedmont Land and Development Company, as they recognized Piedmont's mountainous beauty. The hotel was constructed on the north side of the high range of Choccolocco and boasted 36 rooms and 3 stories. There was a dance pavilion, complete with a live orchestra on special occasions. For recreation, the area offered hiking and picnicking. The hotel operated only during the summer season.

Center Avenue has been the heart of downtown business in the city since the 1800s. In 1894, the avenue boasted a restaurant, Steele's Livery, a grocer, drugstore, and carriage repair shop. Other companies in the city at that time included Piedmont Lumber Company and Piedmont Shoe Manufacturing Company. In the 1890s, the Piedmont Electric Light and Generating Company piloted the first electricity in the area via a steam-powered generator. In 1894, it was known as Piedmont Electric Light and Power Company.

By 1910, Center Avenue had expanded operations, now also including restaurants, two liverys, grocers, drugstores, a sewing shop, buggy warehouse, furniture store, hardware store, bank, and Albert House. The existence of carriage and wagon shops shows this form of transportation persisted during this time. A bowling alley and the Dixie Hotel were established between 1905-1910, once again showcasing the city's growth. The Elite Theatre, Piedmont's only movie theater,



Figure INTRO-7. Piedmont Hotel - 1900

Source: Alabama Department of Archives and History

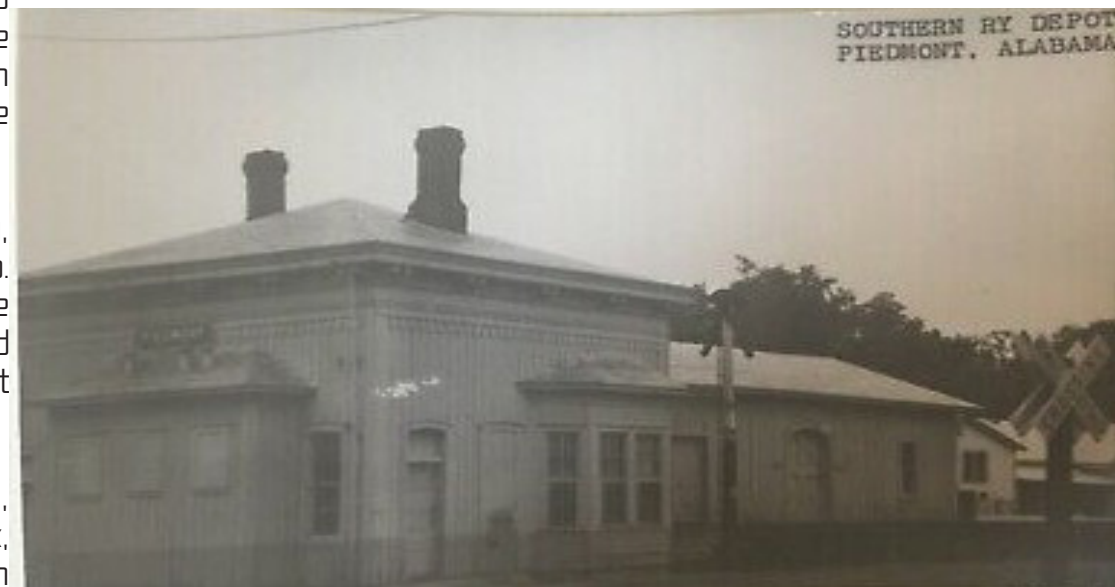


Figure INTRO-8. Piedmont Southern Rail Depot

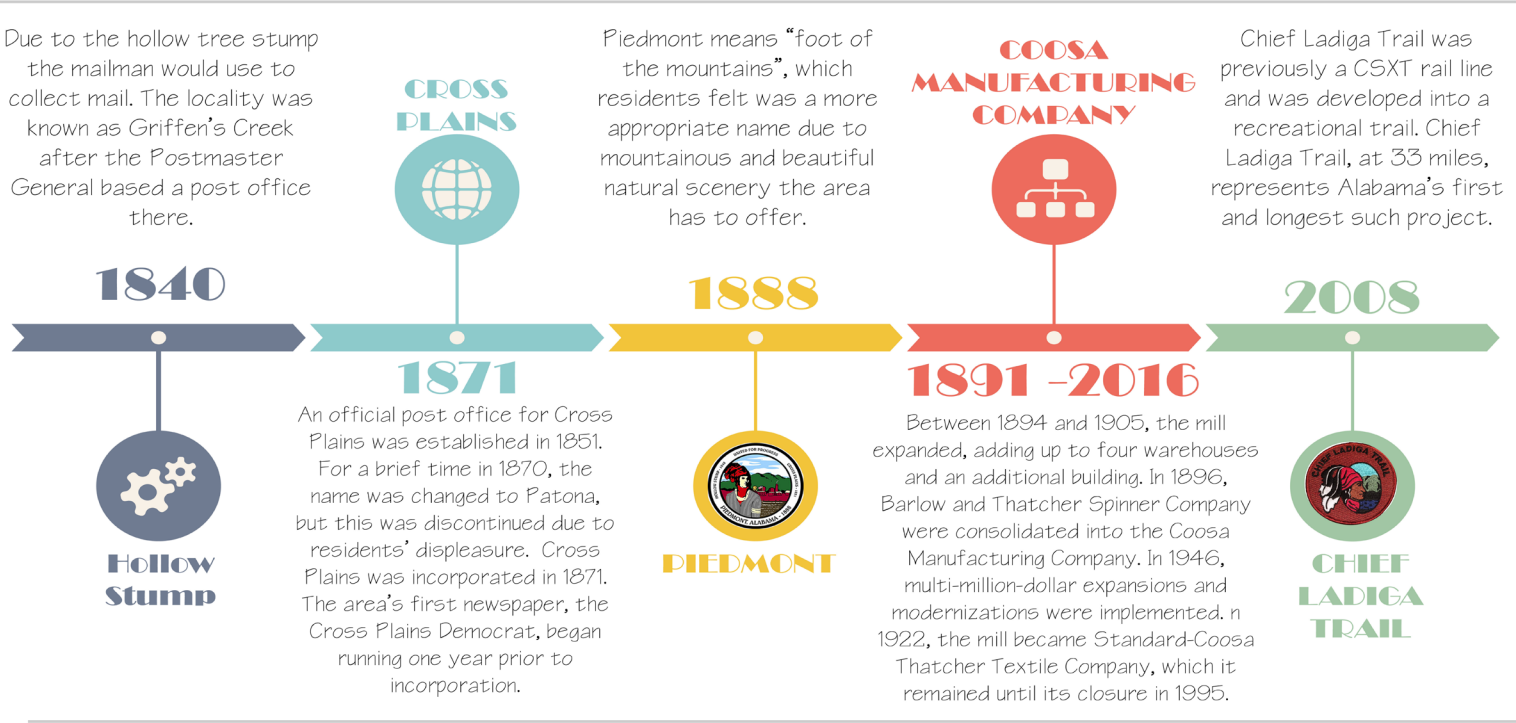
was established in 1912. In 1914 it was renamed to the Princess Theatre. The theater seated 300 guests and operated until 1952. Also operated during this period were a dentist, the J.O. Woold General Store, Piedmont Furniture Company, Piedmont Repair Works, Fruits and Confectionaries- Post Office Block, Moody’s Drug Store, Piedmont Livery Stable, a barbershop, and Fire and Life Insurance. As the city moved toward the 1920s, Center Avenue become more vibrant and occupied, with many more businesses than in previous years. From 1910-1920 the city boasted several other industries, including J.H. Hebble Saw, Planing, Mill, and Ginnery, Piedmont Ginnery Cotton Gin, Southern Turpentine Company Turpentine Distillery, Lime, Cement, & Implement Warehouse, Hardwood Manufacturing Company Rim Bending, and Cedartown Oil Mill Company. By 1921, established industries included the successful cotton mill, two cotton ginneries, and the rim-binding factory.

Ladiga Trail

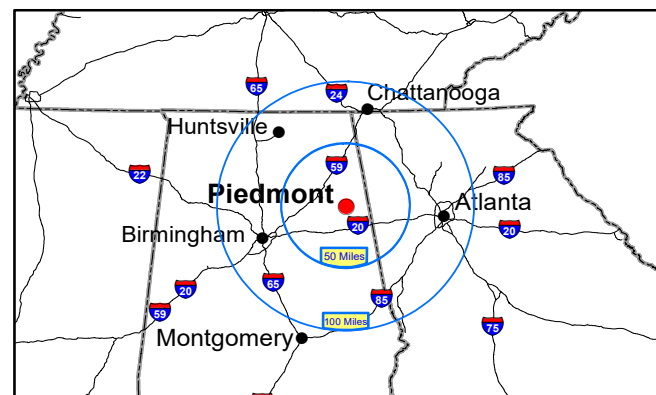
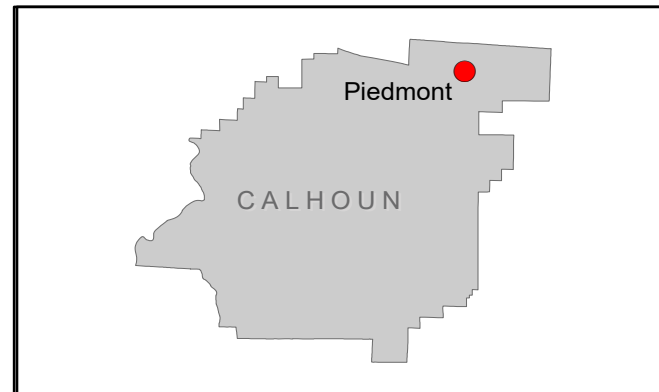
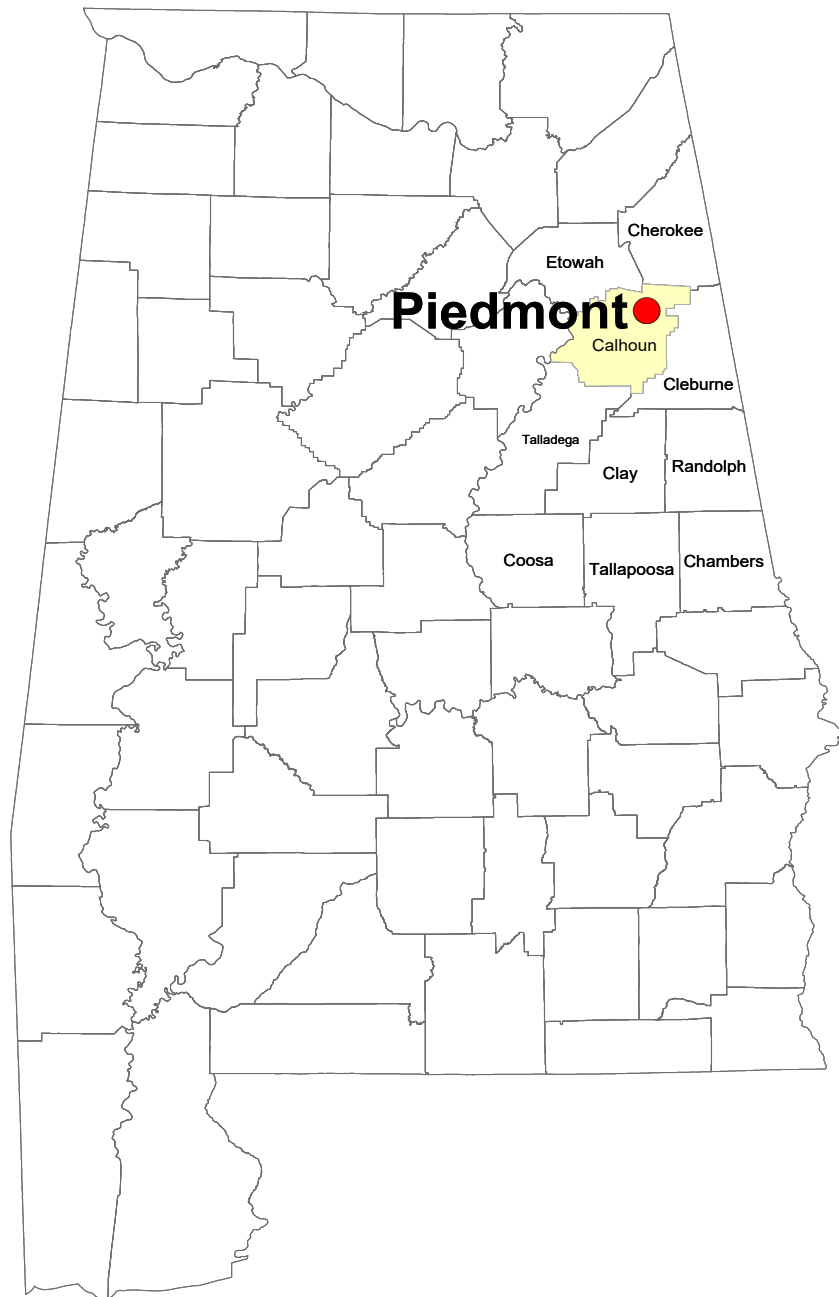
Ladiga Trail is named for Chief Ladiga, a Native American indigenous to the Piedmont area. The Treaty of 24 March 1832 established that every head of a Native American family was to receive a patent to a half a section of land. The Chief Ladiga Trail is a bicycling/hiking trail which extends from Anniston at the southern end north through Weaver, Jacksonville, Piedmont, and ends at the northern reaches of neighboring Cleburne County, which connects the Chief Ladiga to the Silver Comet Trail in Georgia. The Chief Ladiga brings bicycling enthusiasts from all over the U.S. and the world to Piedmont. Annual bicycling events, such as the Cheaha Challenge, provide cultural and recreational opportunities for the community.

Historic Overview

**CITY OF PIEDMONT
HISTORIC OVERVIEW**



In 1868, the Selma, Rome, and Dalton Railroad was constructed through Piedmont. It was purchased in 1881 by the East Tennessee, Virginia, and Georgia Railroad. The line was purchased by its final owner, Southern Railroad, in 1984. Southern Railroad operated this line until 1989.



Map 1

LOCATION MAP

PIEDMONT

ALABAMA



Prepared By The East Alabama Regional Planning And Development Commisssion, 2021.
Data Provided In The Calhoun County Mapping Department.

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 Piedmont 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 2015, 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 2015-2019 ACS (5-year estimates) applies since the City of Piedmont holds a population of less than 20,000 people. The 2015-2019 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

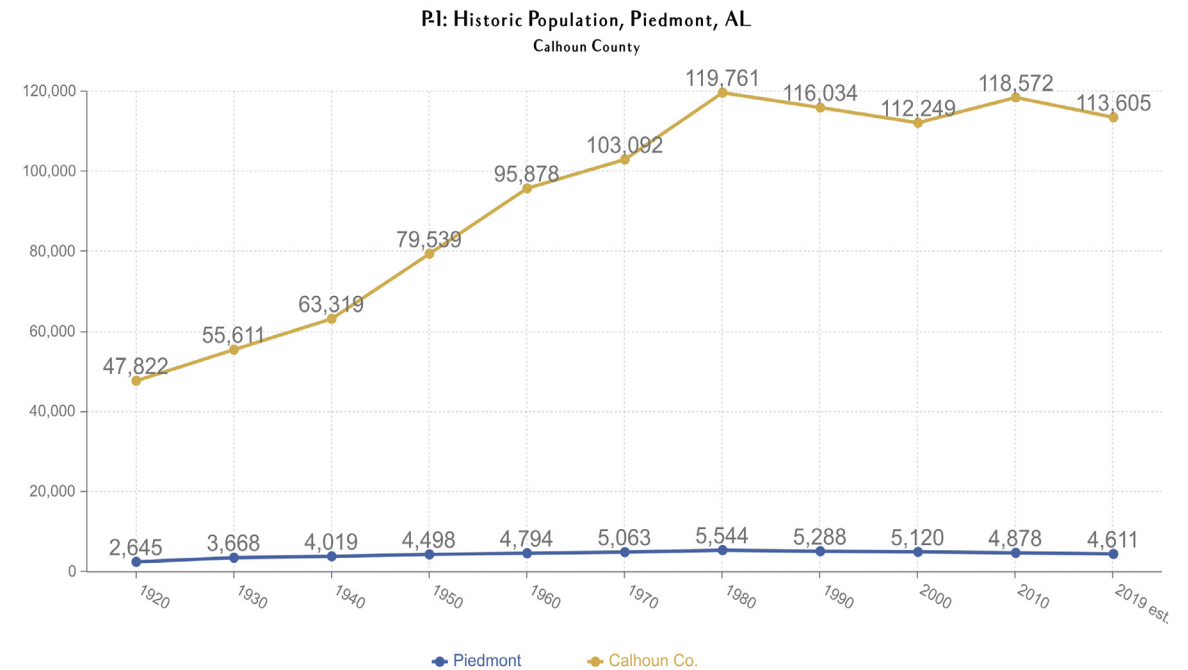
All community populations change to some degree over a given span of time. Historic population trends are useful in showing when and to what degree population has increased, decreased, or stabilized over a given time period. Major trends usually identify and reflect the goals and values of our nation 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, Piedmont has shown, for the most part, static growth patterns since the 1940's. Estimates for 2019 report a -5.5% decrease from the 2010 population. From its founding in 1871, the Census recorded 711 persons in the city in 1890 and in 2019, the city held an estimated population of 4,611. Piedmont's most significant

growth occurred between 1890 and 1900, with a 145% climb. The city also grew in population substantially from 1920 to 1940, increasing in population by 39% from 1920 to 1930 and 10% from 1930 to 1940. Such growth could be attributed to success and growth in the cotton mills at the Standard-Coosa Thatcher Textile Company during this time, drawing employment in the area. The railroad, from its establishment in 1868, also fared well and brought residents and business development to the city. In 1989, the railways ceased operation. Then, in 1995, the Standard-Coosa Thatcher Textile Company shut down its cotton mills, which could have triggered some population loss as shown from 1990 to 2010. Figure P-1 illustrates historic population trends for Piedmont and Calhoun County from 1890 to 2019.

In comparison to Piedmont, population trends in Calhoun County showed differing patterns. The county increased most substantially in population from 1940 to 1960 and then declined slightly from 1980 to 1990. Calhoun County's success and growth was most likely due to the operations of Fort McClellan during World War II, located just outside Anniston, which was one of the largest U.S. Army Installations. During this time period, approximately half a million troops trained at the fort. In addition, Anniston Army Depot was opened in 1941. The fort was closed in 1995, but many found homes in Calhoun County and continued to contribute to the county's growth. Both Alabama and the U.S., 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 1920s 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 1990 to 2019, both Piedmont and Calhoun County reported minor population decline, particularly the city, which dropped by -13.4%. The county fell by 2% during this time while the state showed a 20% growth and the nation 29%. Such small growth for Piedmont, over nearly 30 years, could be attributed to jobs loss in the cotton industry, which had historically been the city's major industry. Table P-1 displays historic population trends for Piedmont, Calhoun County, Alabama, and the U.S. from 1890 to 2019.

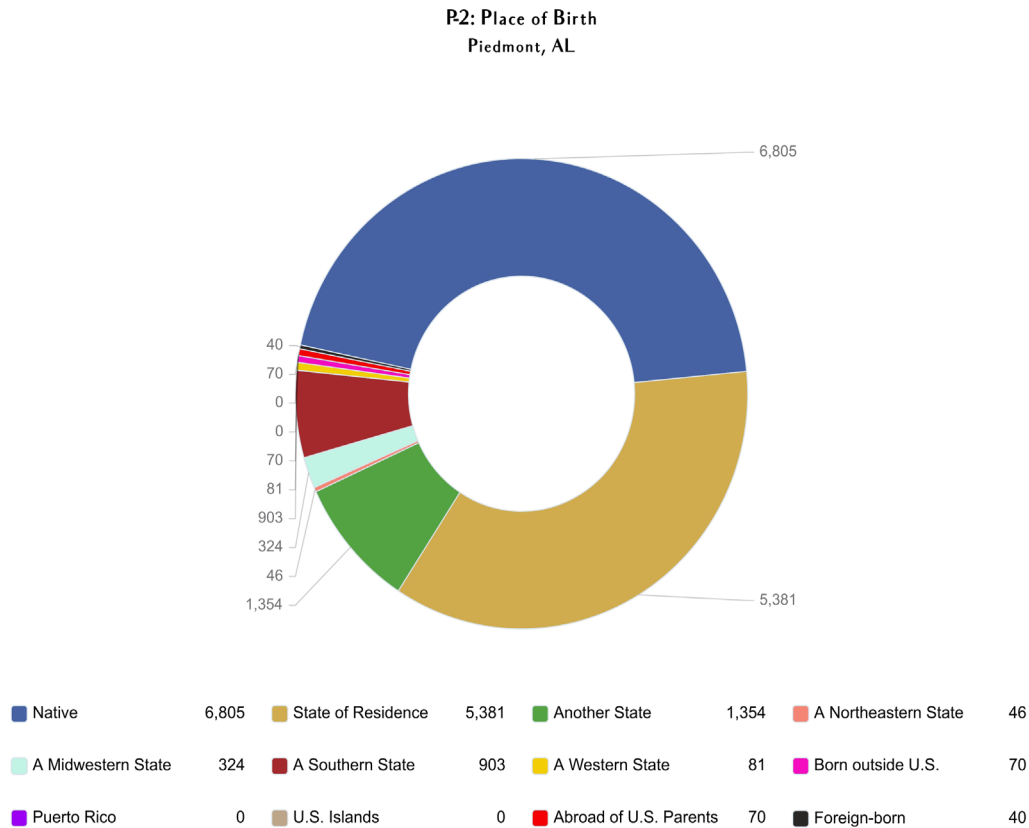


Year	Piedmont	% Change	Calhoun Co.	% Change	Alabama	% Change	US	% Change
1890	711	N/A	33,835	N/A	1,513,401	N/A	62,979,766	N/A
1900	1,745	145.4%	34,874	3.1%	1,828,697	20.8%	76,212,168	21.0%
1910	2,226	27.6%	39,115	12.2%	2,138,093	16.9%	92,228,531	21.0%
1920	2,645	18.8%	47,822	22.3%	2,348,174	9.8%	106,021,568	15.0%
1930	3,668	38.7%	55,611	16.3%	2,646,248	12.7%	123,202,660	16.2%
1940	4,019	9.6%	63,319	13.9%	2,832,961	7.1%	132,165,129	7.3%
1950	4,498	11.9%	79,539	25.6%	3,061,743	8.1%	151,325,798	14.5%
1960	4,794	6.6%	95,878	20.5%	3,266,740	6.7%	179,323,175	18.5%
1970	5,063	5.6%	103,092	7.5%	3,444,165	5.4%	203,211,926	13.3%
1980	5,544	9.5%	119,761	16.2%	3,893,888	13.1%	226,545,805	11.5%
1990	5,288	-4.6%	116,034	-3.1%	4,040,587	3.8%	248,709,873	9.8%
2000	5,120	-3.2%	112,249	-3.3%	4,447,100	10.1%	281,421,906	13.2%
2010	4,878	-4.7%	118,572	5.6%	4,779,745	7.5%	308,745,538	9.7%
2019 (Est)	4,611	-5.5%	113,605	-4.2%	4,903,185	2.6%	328,239,523	6.3%

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

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.



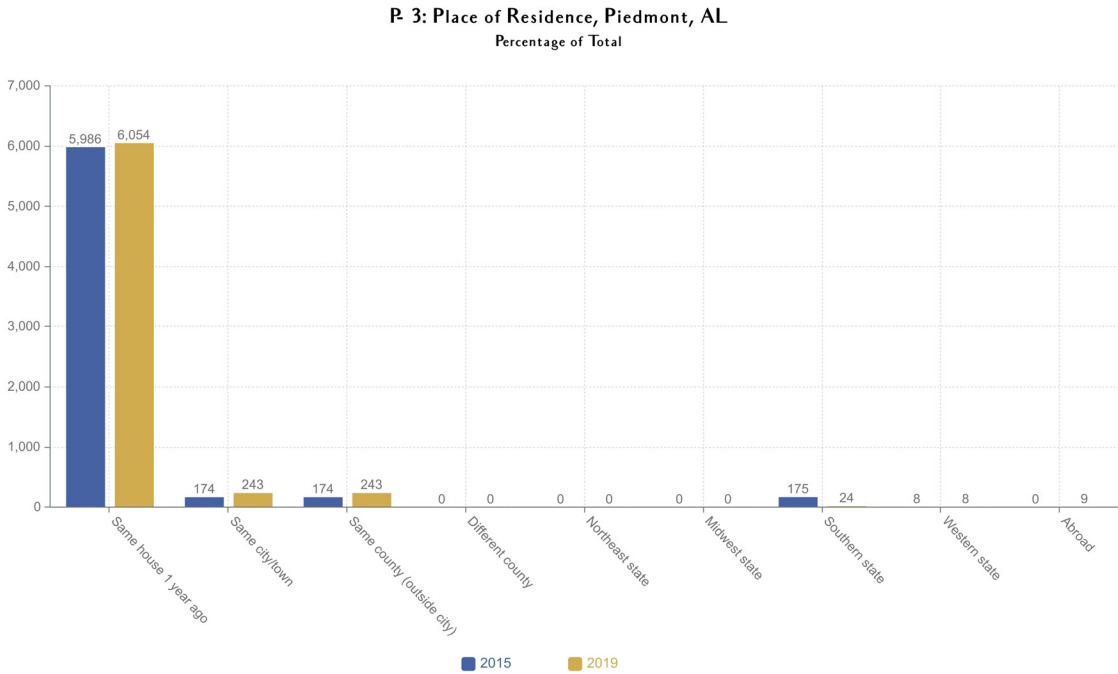
Place of birth patterns show that the substantial majority (78.6%) of Piedmont residents were born in Alabama or born in a Southern state (86.7%) indicating minor in-migration from other places around the country or from another country. Interestingly, Piedmont also showed a fairly high portion of residents born in a Midwestern state at 24%, compared to other regions of the country. The city showed little representation of residents born in other states outside southern and western with 6% migrating in from a Western state and 3.4% from a Northeastern state. Residents born outside the U.S. such as in Puerto Rico, the

U.S. Island Areas, and abroad accounted for 1.0% of the population and foreign born 0.6%. Figure P-2 illustrates place of birth for the City of Piedmont 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.

According to Census data, Piedmont residents have been reasonably stationary. Place of residence information shows that in 2015 the considerable majority of residents (86%) remained in their same home 1 year prior; and, in 2019 that figure increased slightly to 91%, indicating the majority of residents remained in place. Overall, migratory patterns show very minor mobility of residents transitioning to another home in the timeframe from 2015 to 2019. This information coincides



also with population estimates for 2019 which report a minor -5.5% population decline for the city from 2010 to 2019, as previously discussed. Figure P-3 illustrates place of residence for the City of Piedmont from 2015 to 2019. From the chart notice the slight uptick in the portion of residents living in the same home from 2009 to 2015. For more information, see Table P-3: Place of Residence in Appendix A.

Population Composition

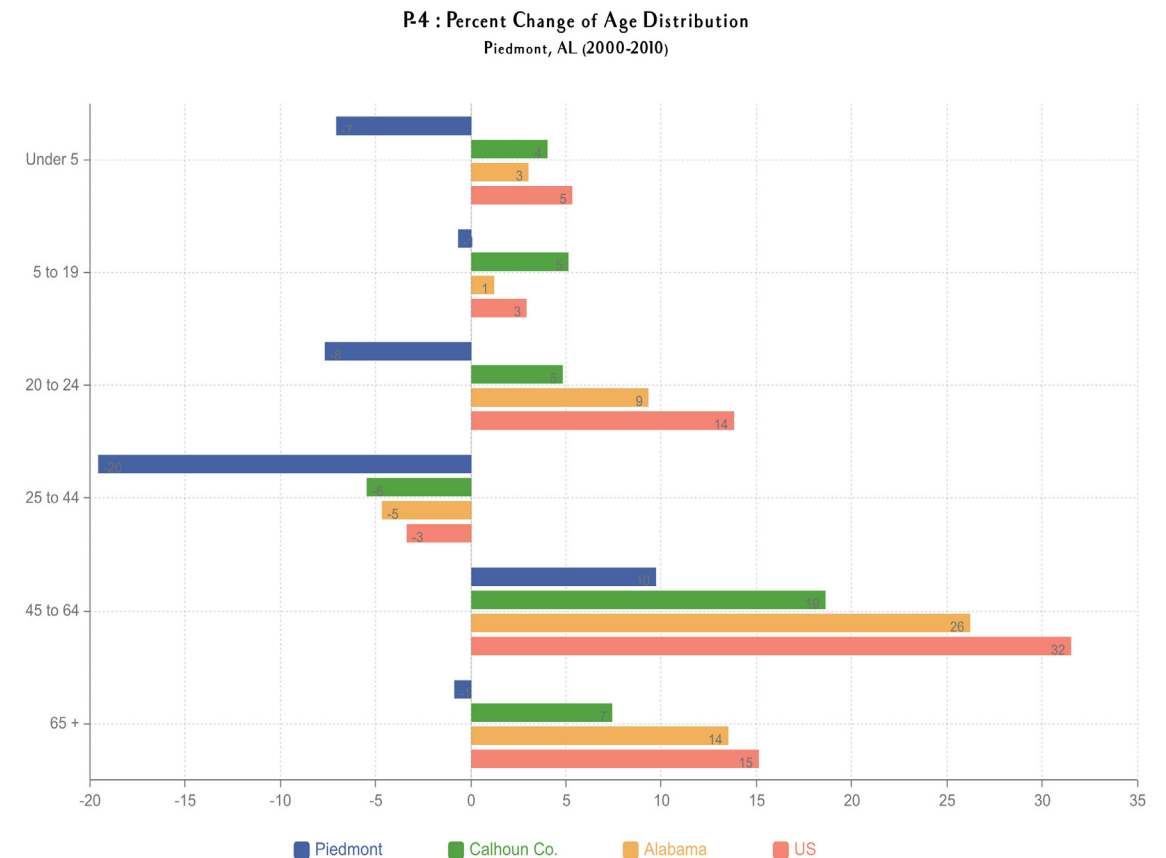
Age Distribution

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

Piedmont showed differing trends in age distribution compared to Calhoun County, Alabama, and the U.S. In terms of change in age distribution between 2000 and 2010 the city's only increase was in middle age/working adults (45 to 64), a population which grew by a slight 10%. All other age groups declined in population somewhat, with the single largest loss in young adults/beginning workers (-19.6%), followed by young adults/college age at -7.7%. For comparison, Calhoun County showed population increases in all categories, with the exception of young adults/beginning workers, which fell by -5.5%. The county's largest gain was in the middle age/working adult category, which grew by 18.6%. Similar to Piedmont and Calhoun County, both Alabama and the U.S. showed the single largest gains in middle age/working adults with increases of 26.2% and 32%, respectively. The county at 74%, state (13%), and nation (15%) also grew in senior population while the city lost seniors at -0.9%. Additionally, the county at 4.8%, the state at 8% and nation at 13% grew in young adult/college age individuals, as the city dropped in this age group by -7.7%. 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 has been losing younger populations while the county, 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 Piedmont, Calhoun 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 Piedmont in 2019 was also examined in the population composition. In 2019, age distribution showed somewhat similar representation of age groups compared to Calhoun County, Alabama, and the U.S. Middle age/working adults ranked the single largest age group in the city at 30.2%, however, young adult/beginning worker showed only slightly lower representation at 21.3%. Together, these age groups composed over half of Piedmont’s population at 51.5%, showing the city to have a good mix of young working adults and older working adults available to the local workforce. The city’s youth age group (19.2%) reported a slightly larger portion of the population compared to the county at 18.8%, but was on par with the state, also at 19.2%. The nation has the highest percentage of this age group at 25.2%, suggesting proportionately more people in the school system and preparing for college and workforce training in the nation as a whole. Senior population for the city and county also represented a slightly higher portion of the population at 19% compared to the state and nation, both at 16%, indicating that the city needs to account for senior needs as well as needs for younger people. Figure P-5 illustrates age distribution for Piedmont, Calhoun 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

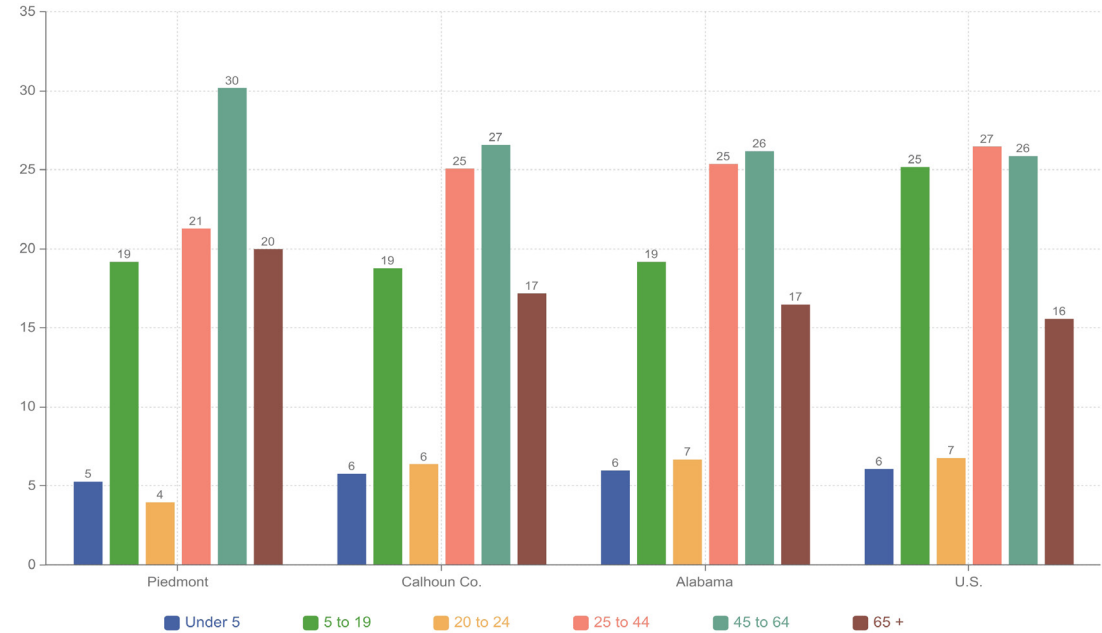
Between 2000 and 2010 median age for Piedmont rose slightly from 39 to 41.1 as did median age for Calhoun County, climbing from 37.3 to 38.2. Alabama median age, however, declined slightly from 37.9 to 35.8 and the U.S. increased from 35.3 to 37.2 during this time. This information aligns fairly closely with the 2015-2019 ACS data as both Piedmont and Calhoun County reported a slightly higher portion of seniors than Alabama and the U.S. The city also showed a slightly higher portion of middle age/working adult (aged 45-64) than the county, state, and nation, which could have contributed to Piedmont’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 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.

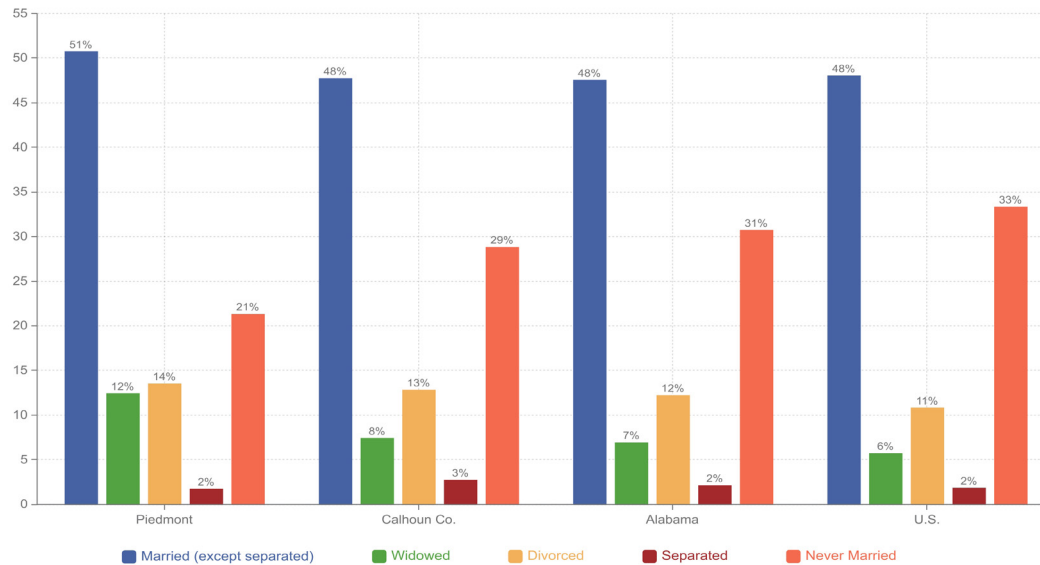
In 2019, Piedmont reported somewhat similar portions in marital status compared to Calhoun County, Alabama, and the U.S. Approximately 51% of city residents, during this time, were married, while the county, state, and nation, all at 48%, reported a somewhat lower portion of married residents. The city also showed somewhat larger representation in widowed residents at 12% compared to the county and state, both at 7% and the nation at 5%. This could be attributed to a higher portion of seniors in the city, as previously discussed. The city also showed lower representation in residents who had never married at 21% in comparison to the county (29%), state (31%), and nation at 33%, which

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



could be due to the city holding a lower portion of youth population, as discussed in the previous section as well. Figure P-6 shows marital status for Piedmont, Calhoun County, Alabama, and the U.S. in 2019. Notice the city's lower portion of persons who had never married and the higher portion of married compared to the county, state, and nation. For more information see Table P-6: Marital Status in Appendix A.

P6: Marital Status
Piedmont, AL (2019)



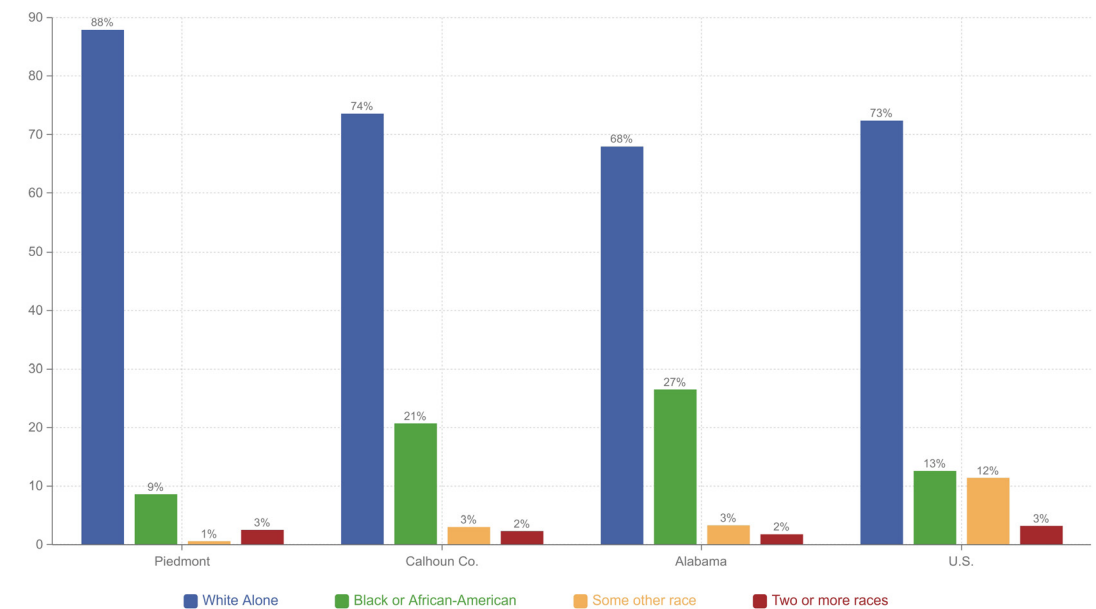
Race Distribution

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 Piedmont, in 2019, shows the substantial majority (88%) of residents being white, while 8.7% were black. Only 0.7% were of some other race and 2.6% of two or more races. Calhoun County and Alabama reported somewhat similar findings with 73.7% and 68.1% white and 20.8% and 26.6% black, respectively. The U.S. showed a more diverse race distribution with a

substantially larger portion of the population being some other race or two or more races and smaller black representation than the county or state. The state reported 68% of the population being white and the US showed 73%, while black population recorded 26% and 12%, respectively. This information indicates slightly higher race diversity in the state and nation compared to the city and county, both of which held higher white population and lower minority populations. 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 Piedmont, Calhoun County, Alabama, and the U.S. in 2019. For more information see Table P-7 Race Distribution in Appendix A.

P7: Race Distribution
Piedmont, AL (2019)



Gender Distribution

In typical American communities, females tend to slightly outnumber males, due primarily to higher male mortality rates and longer female life expectancy. Piedmont closely followed this pattern, as well as Calhoun County, Alabama communities, and the U.S., in general. Piedmont's population, in 2000, comprised 48.1% male and 51.9% female and showed very little change in 2010 with



48.6% male and 51.4% female. Calhoun County and Alabama reported similar minor change as the county reported 47.6% male and 52.4% female in 2000 and 48.2% male and 51.8% female in 2010 while Alabama recorded 48% male and 51% female in both years. The U.S. showed a slightly smaller gap with 49% male and 50% female in 2010. For more information consult Table P-8 Gender Distribution for Piedmont, Calhoun 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 2011-2015 and 2015-2019 American Community Survey in order to examine more recent population trends. Historic population trends for Piedmont show that the city has undergone a stagnancy in population growth, particularly since the 1990’s, which could be attributed to the closure of the cotton mill, historically the city’s major industry. From 1990 through present day the city has reported mostly static population trends, along with some decline in each decade. Between 1990 and 2019 Piedmont’s population fell by -13% and Calhoun County reported a -2% decrease, both of which fell substantially short of population growth in Alabama at 20% and the U.S. at 29%. Such loss and stagnation in population could also be due to the railway ceasing operation in 1989.

In terms of age distribution, Piedmont, between 2000 and 2010 lost in every age group examined with the exception of middle age/working adult, which grew by 9.7%. 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

moderate 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, which could account for the minor loss in senior population. In race distribution, the city followed the county, state, and nation with white being the considerable majority, blacks a distant second and other minorities representing a smaller fraction of the population. Gender distribution for the city also reported similar findings 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, Piedmont has shown, for the most part, static population trends, with steady declines beginning in the 1990’s. Estimates for 2019 report a moderate -5.5% decline from the 2010 population. From its founding in 1871, the Census recorded 711 persons in the city in 1890 and in 2019, the city held an estimated population of 4,611. Piedmont’s most significant growth occurred between 1890 and 1900, with a 145% climb. The city also grew in population substantially from 1920 to 1940, increasing in population by 39% from 1920 to 1930 and 10% from 1930 to 1940. In more recent years, from 1990 to 2019, Piedmont reported population decline, which decreased by -13%. The county decreased by -2% during this time while the state showed a 20% growth and the nation 29%.

Assessment: From Piedmont’s early history, between 1890 and 1960, the population grew substantially and consistently, mostly due to employment in cotton milling, manufacturing, and the railway. Then in the latter half of the 20th century to present day, city population leveled off and declined, most likely attributed to decline in the city’s most substantial industries.

Place of Birth

Place of birth patterns show that the substantial majority (78.6%) of Piedmont residents were born in Alabama or born in a Southern state (66.7%) indicating minor in-migration from other places around the country or from another country. Interestingly, Piedmont also showed a fairly high portion of residents born in a Midwestern state at 24%, compared to other regions of the country. The city showed little representation of residents born in other states outside southern and western with 6% migrating in from a Western state and 3.4% from a Northeastern state. Residents born outside the U.S. such as in Puerto Rico, the U.S. Island Areas, and abroad accounted for 1.0% of the population and foreign born 0.6%.

Assessment: Piedmont 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, Piedmont residents have been reasonably stationary. Place of residence information shows that in 2015 the considerable majority of residents (86%) remained in their same home 1 year prior; and, in 2019 that figure increased slightly

to 91%, indicating the majority of residents remained in place.

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

Age Distribution

Change in Age Distribution: Piedmont showed differing trends in age distribution compared to Calhoun County, Alabama, and the U.S. In terms of change in age distribution between 2000 and 2010 the city's only increase was in middle age/working adults (45 to 64), a population which grew by a slight 10%. All other age groups declined in population somewhat, with the single largest loss in young adults/beginning workers (-19.6%), followed by young adults/college age at -7.7%. For comparison, Calhoun County showed population increases in all categories, with the exception of young adults/beginning workers, which fell by -5.5%.

Age Distribution: Age distribution for Piedmont in 2019 was also examined in the population composition. In 2019, age distribution showed somewhat similar representation of age groups compared to Calhoun County, Alabama, and the U.S. Middle age/working adults ranked the single largest age group in the city at 30.2%, however, young adult/beginning worker showed only slightly lower representation at 21.3%. Together, these age groups composed over half of Piedmont's population at 51.5%, 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

Piedmont rose slightly from 39 to 41.1 as did median age for Calhoun County, climbing from 37.3 to 38.2. Alabama median age, however, declined slightly from 37.9 to 35.8 and the U.S. increased from 35.3 to 37.2 during this time.

Assessment: Piedmont, between 2000 and 2010, declined in every age group with the exception of middle age/working adult, which grew by 9.7%. The city lost senior population, while the county, state, and nation all grew in this age group. Middle age/working adult was the largest age group for the city, only slightly outranking young adult/beginning worker in 2019. Such loss could be attributed to decline and closings in the city's major industries, as previously discussed.

Marital Status

In 2019, Piedmont reported somewhat similar portions in marital status compared to Calhoun County, Alabama, and the U.S. Approximately 51% of city residents, during this time, were married, while the county, state, and nation, all at 48%, reported a somewhat lower portion of married residents. The city also showed somewhat larger representation in widowed residents at 12% compared to the county and state, both at 7% and the nation at 5%.

Assessment: In 2019, the city reported a higher portion of married persons than the county, state, and nation and a slightly higher portion of widowed. This could be attributed slightly higher representation of seniors than the state and nation.

Race Distribution

Data from race distribution for Piedmont, in 2019, shows the substantial majority (88%) of residents

being white, while 8.7% were black. Only 0.7% were of some other race and 2.6% of two or more races. Calhoun County and Alabama reported somewhat similar findings with 73.7% and 68.1% white and 20.8% and 26.6% black, respectively. The U.S. showed a more diverse race distribution with a substantially larger portion of the population being some other race or two or more races and smaller black representation than the county or state.

Assessment: Both Piedmont and Calhoun County showed similar race distribution with white representing the substantial majority and black a distant second.

Gender Distribution

In typical American communities, females tend to slightly outnumber males, due primarily to higher male mortality rates and longer female life expectancy. Piedmont closely followed this pattern, as well as Calhoun County, Alabama communities, and the U.S., in general. Piedmont's population, in 2000, comprised 48.1% male and 51.9% female and showed very little change in 2010 with 48.6% male and 51.4% female. Calhoun County and Alabama reported similar minor change as the county reported 47.6% male and 52.4% female in 2000 and 48.2% male and 51.8% female in 2010 while Alabama recorded 48% male and 51% female in both years. The U.S. showed a slightly smaller gap with 49% male and 50% female in 2010.

Assessment: Piedmont reported similar gender distribution to Calhoun County, Alabama, and the U.S. with females slightly outnumbering males.

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 Piedmont'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 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

Piedmont is located in the northeastern portion of Calhoun County, on the borders of Cherokee County to the north, and Cleburne County to the east. The Choccolocco Mountains and Talladega National Forest also border Piedmont to the south and offer opportunities for hiking, biking, and camping. The Dugger Mountain Wilderness (approximately 9,300 acres) comprises the northern portion of Talladega National Forest near the city. Dugger Mountain is one of the last intact roadless areas in Alabama's National Forests, due primarily to excessively steep and restricted conditions for timber harvesting. As a naturally preserved area, the Wilderness is home to a wide diversity of plant and animal species, some of which are newly discovered.

Weiss Lake, located approximately 20 miles to the north of Piedmont, and the adjacent City of Cedar Bluff have been boasted as the "Crappie Capital of the World". The lake itself consists of 30,200 acres and 450 miles of shoreline and is enjoyed by many for recreational fishing and water sports.

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, floodplains, wetlands, weak soils, and areas unfit for septic systems in the city. Piedmont's land area is generally composed of five broad soil series classifications: 1) Stendal Series, 2) Purdy Series, 3) Montevallo Series, 4) Monongahela Series, and 5) Cumberland Series. The Environmental Constraints Map (Map #3) identifies and locates Piedmont'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 Calhoun County, 1961. The following highlights list environmental constraints in Piedmont along with their associated soil series, characteristics, and pertaining development limitations:

- **Steep Slope—Stendal Series.** Series is characterized as stony, rough land formed by general alluvium (mud, sand, and other sediments deposited by streams) washed chiefly from sandstone and shale. Soil material is generally shallow over bedrock with high runoff and slow infiltration. Slopes are generally about 25% or more. Due primarily to steep slopes and dry, rocky land, Stendal soils are highly unsuited for intensive development. Most of this land should be reserved for agriculture and low residential development.
- **Floodplains/Wetlands—Purdy Series.** Soils developed from old general alluvium washed from soils derived mainly from sandstone and shale. Series is characterized as poorly drained and strongly acidic with slow runoff and infiltration. Slopes range from 0 to 2 percent. As a general planning guideline, development in floodplains and wetlands should be

minimized. Poor drainage and slow runoff causes instability in soils and rapid flooding. This land should be reserved for agriculture, parks and recreation, and low density residential development with measures for flood mitigation.

- **Septic Restrictive—Montevallo Series.** These soils are formed in the residuum of inter-bedded shale and fine-grained sandstone or limestone and are characterized by low fertility and supply of organic matter. Erosion is a serious hazard with these soil types, making them unsuitable to cultivation. Slopes range from 2 to 10 percent. Land is suitable to a wide range of development and is probably the most permissive environmental constraint. Due to high erosion potential and low absorption these areas are deemed unfit for septic systems.

- **Open Pit Mining—Monongahela Series.** Soils formed in alluvium that has washed from soils derived mainly from sandstone and shale and to a lesser extent from limestone and other material. Soil consists of poorly drained, coarse material with slow permeability. Runoff and infiltration are medium. Slopes range from 2 to 6 percent. Development allowances in these areas are more permissive than in steep slopes and floodplains, however, due to poor drainage and slow permeability, higher intensity developments such as commercial and industrial should be either restricted or restrained.

Piedmont's fifth soil series is the Cumberland Series. This soil series does not impose an environmental constraint, but is the most prominent soil classification located in the central portion of the city. The Cumberland Series consists of deep, well-drained,

productive soils, adequately suited for a wide range of development. Depths to the bedrock range from three feet to 20 feet or more. Slopes range generally from 2 to 6 percent.

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.

Piedmont has many steep slopes. Most of the land bordering Piedmont to the south and west are mountainous, prohibiting many development accommodations. Steep slopes usually have slopes of 15 percent or more, making development expensive, time consuming, and risky.

Floodplains

Floodplains are areas highly susceptible to flood conditions occurring during extreme rainfall and should thus be reserved for minimal development. 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.

Piedmont exhibits extensive floodplain areas throughout the city, particularly on the western and eastern ends. As development continues into these areas strategies and plans for flood mitigation must be developed and implemented as needed. Flood prone areas shown on the Environmental Constraints map (Map#3) are identified as Zone A or Zone B but not specifically shown in their respective zones, rather these zones are illustrated as all encompassing flood zone areas.

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 through tourism, recreation, and increased real-estate values. Overall, quality water resources enhance quality of life. Developing in a manner that best utilizes this highly valued resource is in the best interest of any community. Piedmont’s primary water resource is the Ladiga Creek, running through the city. Piedmont’s Water Utilities Board monitors the Ladiga Creek for impurities annually. For more information see Utilities in the previous community facilities chapter.

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 Water 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. There currently is no solid definition of a wetland. Environments such as ponds, bogs, marshes, swamps, estuaries, or bottomland forest could be considered wetlands, however, identification can also be based on hydrology, soil conditions, and vegetation types. Such a broad understanding has lead to the protection of many normally “dry” lands as wetland in numerous preservation efforts.

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.

Piedmont exhibits determined wetland areas throughout the city, but primarily along Ladiga Creek and Nances Creek.

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. The city should consider identifying lands sensitive to environmental degradation and working with the Alabama Land Trust to adequately

reserve and manage land for wildlife preservation. The Alabama Land Trust is a cooperative organization that helps landowners protect and manage their land through Land Protection and Land Stewardship Programs and has protected over 3,560 acres in Alabama in 2005 alone. These programs allow landowners, through the use of conservation easements, to set aside or protect areas from encroaching development, protecting valuable farm and forestland, ecologically significant areas, water sources, and natural viewsheds.

With an abundance of natural mountain wilderness land Piedmont should consider planning for wildlife preservation in order to promote environmental protection and enhance the city's lure as an outdoor recreational community.

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 criteria: (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.

Calhoun County is host to a variety of plant and animal species. A broad diversity of organisms contributes significantly to the welfare of a fragile and balanced ecosystem. There are numerous (131) threatened and endangered species in Alabama; approximately 18 species make Calhoun County and surrounding areas their home. Information on threatened and endangered species in Piedmont was collected USFWS-ECOS Updated: Mar 12, 2021. The following categories identify plants and animals listed as threatened and endangered species by the USFWS: For more information see Table E1: List of Threatened and Endangered Species.

Aviary Animals

Gray Bat—A small, uniformly dark gray bat which lives in caves usually located within one mile of a river or reservoir. Gray bats are insect eaters and often hunt and feed over water. These animals can be adversely effected by forestry operations if their roosting sites are disturbed or if their wooded corridor to a body of water, which provides them protection at night,

is removed. Wooded corridors should be preserved and the use of herbicides and pesticides carefully controlled and monitored near roosting and foraging sites.

Red-Cockaded Woodpecker—A small black and white woodpecker (with no visible red markings). The Red-Cockaded woodpecker is the only species of its kind in Alabama to inhabit living pine trees and lives in small colonies or clusters one to ten acres in size. These animals feed on mites, insects, and larvae underneath loose tree bark. Since the Red-Cockaded requires large old (at least 65 years) pines to inhabit, these species do not occur in many places. If such places are identified, by a professional biologist, then the U.S. Fish and Wildlife Service or the Alabama Department of Conservation should be consulted for best management practices.

Fish

Pygmy Sculpin—A greenish, yellow fish with black stripes and spots. Calhoun County is the only county in Alabama with observed and recorded species of this kind. For best conservation methods see Alabama's Best Management Practices for Forestry.

Blue Shiner—A silvery blue fish. Species is known to occur in Alabama only in Calhoun, Cherokee, Dekalb, and Coosa Counties. For best conservation methods see Alabama's Best Management Practices for Forestry.

Snails and Mussels

There are approximately 28 species of freshwater mussels and 42 aquatic snails on the threatened or endangered species list for Alabama. Nine of these

water creatures dwell in Calhoun County waters. These include the Fine-lined pocket Mussel, Coosa Moccasinshell Mussel, Southern Pigtoe Mussel, Tulotoma Snail, and the Painted Rock Snail. For conservation methods see Alabama’s Best Management Practices for Forestry.

Plants

Mohr’s Barbara Buttons—A small pink flower produced in several heads in a branched arrangement. The plant grows in moist to wet woodlands near shale-bedded streams. Mechanical site preparations, clear-cutting, and herbicides could be very disruptive to populations. Species is known to occur in Calhoun, Etowah, Cherokee, and Bibb Counties. For conservation methods see Alabama’s Best Management Practices for Forestry.

Tennessee Yellow-eyed grass—Species grows in association with ferns, willows, buttonbrush, and bulrushes on the banks of small streams. Site preparations, clear-cutting, and herbicides may adversely effect this plant. For conservation methods see Alabama’s Best Management Practices for Forestry.

As a part of policy to preserve the natural environment and inherent species diversity, Piedmont 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 legal regulations, but rather general guidelines for development and construction which best manages environmental protection and impact mitigation. Best Management Practices for Forestry include preservation and maintenance procedures

of the following: 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.

Analytical Summary

The analytical summary provides a general review of the topics discussed in each chapter and sets forth broad recommendations. Environmental constraints pose significant limitations and to development and thus proper planning and mitigation measures must be carefully considered. The topics indicated below describe these considerations and offer opportunities for more effective and efficient land use.

Soil Characteristics

▪ Piedmont’s land area is generally composed of five broad soil series classifications: 1) Stendal Series—Steep slopes, 2) Purdy Series—floodplains, 3) Montevallo Series—areas requiring sewer, 4) Monongahela Series—open pit mining, and 5) Cumberland Series—no significant development restrictions.

Steep Slopes

▪ Piedmont has many steep slopes. Most of the land bordering Piedmont to the south and west are mountainous, prohibiting many development accommodations. Steep slopes usually have slopes of 15 percent or more, making development expensive, time consuming, and risky. Much of this land could be used for agriculture and low density residential.

Floodplains

▪ Piedmont exhibits extensive floodplain areas throughout the city, particularly on the western and eastern ends. As development continues into these areas strategies and plans for flood mitigation must be developed and implemented as needed. Much of this land could be used for agriculture and low density residential.

Water Resources

▪ Piedmont’s primary water resource is the Ladiga Creek, running through the city. Piedmont’s Water Utilities Board monitors the Ladiga Creek for impurities annually.

Wetlands

▪ Piedmont exhibits determined wetland areas throughout the city, but primarily along Ladiga Creek and Nances Creek. These areas should be identified and preserved entirely as wetlands in their natural state.

Wildlife Habitats

▪ With an abundance of natural mountain wilderness land Piedmont should consider planning for wildlife preservation in order to promote environmental protection and enhance the city’s lure as an outdoor recreational community.

Threatened and Endangered Species

▪ As a part of policy to preserve the natural environment and inherent species diversity, Piedmont 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 legal regulations, but rather general guidelines for

development and construction which best manages environmental protection and impact mitigation. Best Management Practices for Forestry include preservation and maintenance procedures of the following: 1) Streamside Management Zones, 2) Stream Crossings, 3) Forest Roads, 4) Timber Harvesting, 5) Reforestation/Stand Management, 6) Forested Wetland Management, 7) and Re-vegetation/Stabilization.

Table E1: List of Threatened and Endangered Species.

COMNAME	SCINAME	POP	STATUS	FAMILY
Finelined pocketbook	Lampsilis altilis	Wherever found	Threatened	Unionidae
Blue shiner	Cyprinella caerulea	Wherever found	Threatened	Cyprinidae
Purple Cat's paw (=Purple Cat's paw pearlymussel)	Epioblasma obliquata obliquata	Wherever found; Except where listed as Experimental Populations	Endangered	Unionidae
Southern acornshell	Epioblasma othcaloogensis	Wherever found	Endangered	Unionidae
Upland combshell	Epioblasma metastriata	Wherever found	Endangered	Unionidae
Ovate clubshell	Pleurobema perovatum	Wherever found	Endangered	Unionidae
Southern clubshell	Pleurobema decisum	Wherever found	Endangered	Unionidae
Triangular Kidneyshell	Ptychobranthus greenii	Wherever found	Endangered	Unionidae
Coosa moccasinshell	Medionidus parvulus	Wherever found	Endangered	Unionidae
Southern pigtoe	Pleurobema georgianum	Wherever found	Endangered	Unionidae
Indiana bat	Myotis sodalis	Wherever found	Endangered	Vespertilionidae
Gray bat	Myotis grisescens	Wherever found	Endangered	Vespertilionidae
Red-cockaded woodpecker	Picoides borealis	Wherever found	Endangered	Picidae

White fringeless orchid	Platanthera integrilabia	-	Threatened	Orchidaceae
Mohr's Barbara's buttons	Marshallia mohrii	Wherever found	Threatened	Asteraceae
Green pitcher-plant	Sarracenia oreophila	Wherever found	Endangered	Sarraceniaceae
Tennessee yellow-eyed grass	Xyris tennesseensis	Wherever found	Endangered	Xyridaceae
Alabama leather flower	Clematis socialis	Wherever found	Endangered	Ranunculaceae

Source - USFWS-ECOS Updated: Mar 12, 2021



Tulotoma Snail

Source: L. J. Davenport, Samford University
David M. Frings, Samford University
<http://encyclopediaofalabama.org/article/h-3265>



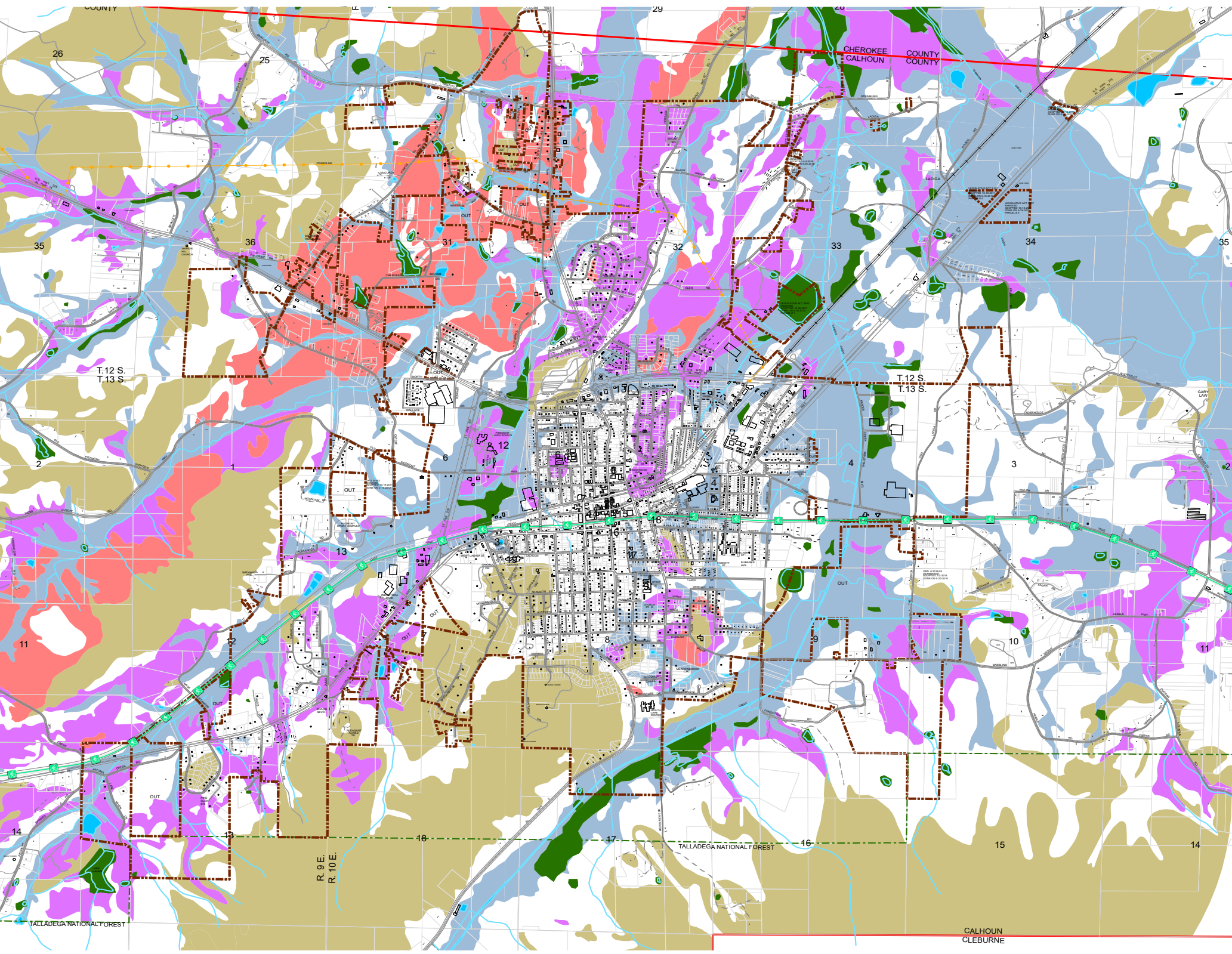
Red-cockaded Woodpecker

Source: Morgan Meeker, Auburn University
<http://encyclopediaofalabama.org/article/h-4155>



Gray bat

Source: Photo courtesy of James D. Kiser
<http://encyclopediaofalabama.org/article/m-9322>



Map 3

ENVIRONMENTAL CONSTRAINTS

PIEDMONT

ALABAMA



Scale 1:30,000

LEGEND

- STEEP-SLOPE AREAS
- FLOOD PRONE AREAS
- AREAS REQUIRING SEWER
- OPEN PIT MINING
- WETLANDS



Prepared By The East Alabama Regional Planning And Development Commission, 2021.
Data Provided In The Calhoun County Mapping Department.

CHAPTER IV. LAND USE AND DEVELOPMENT

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. The future land use plan and accompanying Future Land Use Plan Map (Map#6) is a conceptual future plan to be used in guiding zoning and development decisions. It is not intended to be used as a zoning map or even to reflect similarities to districts on the Zoning Map (Map#5), rather it is to be used as a conceptual vision for the community's future.

Definitions

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

Single-Family Residential

Areas intended for detached homes designed to house one family, including manufactured homes on individual lots.

Multi-Family Residential

Areas intended for structures that contain two or more independent housing units, including duplexes, townhouses, and apartment buildings.

Manufactured Home Park

Areas intended for manufactured homes not on individual lots.

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. Piedmont has approximately 6,195 total acres within the city limits, which includes right-of-ways and bodies of water. Approximately 2,458 acres in the city are undeveloped leaving room for development as environmental constraints allow. For more detail on existing land use see Map#4: Existing Land Use. Table LU-1 shows existing land use acreage for the City of Piedmont in 2020.



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

Land Use Category	Acres in City	% of Total Land Area	% of Developed Land Area
Agricultural	1,194.00	21.6%	38.9%
Commercial	148.18	2.6%	3.9%
Industrial	151.55	0.9%	1.6%
Single-Family Residential	1,194.05	2.7%	4.8%
Multi-Family Residential	47.76	2.7%	4.9%
Parks and Recreation	124.06	2.2%	4.0%
Public	206.94	3.7%	6.7%
Undeveloped	2,458.20	44.5%	N/A
Total Land Use Area (minus water &ROW)	5,524.74	100.0%	N/A
Total Developed Land	3,066.54	55.5%	100.0%
Total City Acreage	6,194.69	N/A	N/A

Source: EARPDC database, 2021.

Agricultural

Agriculture constitutes a significantly large portion of the city with 1,194 acres (22% of the total land use area and 39% of developed land within the city limits). Agricultural land surrounds the city, following various water sources and Chief Ladiga Trail.

Commercial

Approximately 148 acres (3% of the total land use area and 5% of the total developed areas) in Piedmont is dedicated to commercial development. Much of this land is located in the downtown near Ladiga Street and along U.S. Hwy. 278 in the east-central part of the city. Downtown is comprised mostly of small business establishments along East and West Ladiga Street and Memorial Drive 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 U.S. Hwy. 278 and State Route 200, as environmental constraints, particularly floodplains, allow.

Industrial

Piedmont utilizes about 152 acres for industrial development (3% of the total land area and 5% of the total developed). Much of the city’s industrial land incorporates land used for manufacturing, including Bennett Lumber, for wholesale and lumber treatment and manufacturing, to the immediate south of U.S. Hwy. 278. Other industrial areas are located in the east, west, and center part of the city. For example, CVG (Commercial Vehicle Group) operates a facility that manufactures truck seats for heavy-duty trucks to the east of downtown. Additionally, Industrial Resin Recycling and Ladiga Sportswear are located just to the west of downtown. The Historic Coosa Thatcher Cotton Mill land, where the plant was closed in 1995, is located in an industrial area to the near east of downtown. Garcy (retail display showcase manufacturing) and Plaza Cotton Storage are situated in an industrial area to the south of U.S. Hwy. 278, in the eastern part of the city. 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 comprises a significant portion of the land use area with approximately 1,194 acres in the city (22% of the total land use area and 39% of the developed). Multi-family residential comprises a considerably smaller portion of land use with 48 acres in the city (1% of total land use area and 2% developed) and occupies small pockets in the north-central portion of the city, with a few smaller areas used as such in the south-central part, south of Ladiga Street.

Public/Parks and Recreation

Provision of public land use plays an important role in community services. Piedmont’s public land use, accounting for 207 acres (4% total land use and 7% of the developed) is spread throughout the city with most of the land serving the Sports Complex, Civic Center, Housing Authority, cemeteries, medical facilities, churches, and schools, among various other parcels located across the city, with concentrations in central parts of Piedmont. Land dedicated to parks and recreation account for 124 acres (2% of the total land area and 4% developed) comprising city parks in central parts of the city.

Undeveloped

The single most dominate land use in the city is undeveloped, consisting of 2,458 acres and 45% of total land use. The majority of this land is located along the outskirts of the city, with large concentrations in the north and west parts 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#5: 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. Table LU-2 shows city zoning classifications and the amount of acreage used for each zone in 2021.

The City of Piedmont provides approximately 5,446 acres of zoning, which includes rights-of-way, but not bodies of water. The total city limits incorporate 6,194 acres, which includes rights-of-ways and bodies of water. The single most dominant zoning district in the city is agricultural (AG) with approximately 1,810 acres, accounting approximately a third (33%) of the total zoning acreage. Residential zoning for the city, which includes single-family, multi-family, manufactured, and duplex, comprises over 2,699 acres and nearly half (49%) of all zoned areas. The considerable majority of intensive residential zoned areas, such as single family and duplex residential and multi-family, are situated in the central part of the city. Although some single-family is zoned in the city center, most is located in the southern sections, with a large vein running to the north as well. Manufactured zones are situated in the eastern portions of the city, with one small pocket in the southwest corner.

Business zoning classifications include neighborhood business, central business, and highway commercial districts and constitutes 506 acres and 9.3% of the total zoning 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 U.S. Hwy. 278. AL Highway 21 and AL Highway 9 also have several areas of highway commercial use across their routes.

Manufacturing/Industrial zoning comprises light manufacturing and general manufacturing with approximately 430 acres (8% of the total zoned land). All manufacturing usage is incorporated south of U.S. Highway 278.

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.

Table LU-2. Zoning Acreage: City of Piedmont, 2021					
Zoning	District Classification	Acres Zoned	% of Total	Acres Zoned	% of Total
AG	Agriculture District	1,810.03	33.2%	1,813.03	33.2%
RR	Rural Residential District	774.22	14.2%	2,699.09	49.6%
R-1	Single Family Residential District	1,622.92	29.8%		
R-2	Single Family and Duplex Residential District	120.06	2.2%		
R-3	Multi-Family Residential District	104.30	1.9%		
MHP	Manufactured Home Residential District	77.59	1.4%		
B-1	Neighborhood Business District	7.08	0.1%	506.86	9.3%
B-2	Central Business District	45.47	0.8%		
HC	Highway Commercial District	454.31	8.3%		
M-1	Light Manufacturing District	110.71	2.0%	430.45	7.9%
M-2	General Manufacturing District	319.74	5.9%		
City Limits		6,194.69	100.0%	6,194.69	100.0%
Total Zoning		5,446.44	87.9%	5,446.44	87.9%

Source: EARPDC database, 2021.

According to EARPDC land use database and city zoning acreage, Piedmont shows more than ample land available, through zoning, for land use expansion, particularly with commercial and residential land use. The nearly half (45%) of the land in the city is undeveloped, which could be attributed to extensive coverage of environmental constraints in the northern and southern sections. Most commercial land use is located in the city center and along U.S. Highway 278 and could be expanded in this area, however, floodplains along the highway need to be taken into consideration. The city could consider un-zoned land, without constraints, in the central portion for annexation, thus opening additional opportunities for business and residential expansion. 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.

Future 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 Piedmont 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#6: 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:

Single-family: 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 walkable and safe neighborhood transport for residents and visitors traveling on foot.

Multi-family: 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. 21, AL Hwy. 9, and US Hwy. 278.

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. 21, AL Hwy. 9, and US Hwy. 278 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 Piedmont:

Annexations: Annex into the city various spots of unincorporated land in the southern and northern outskirts. 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 significantly large portion of the city with 1,194 acres (22% of the total land use area and 39% of developed land within the city limits). Agricultural land surrounds the city, following various water sources and Chief Ladiga Trail.

Commercial

Approximately 148 acres (3% of the total land use area and 5% of the total developed areas) in Piedmont is dedicated to commercial development. Much of this land is located in the downtown near Ladiga Street and along U.S. Hwy. 278 in the east-central part of the city.

Industrial

Piedmont utilizes about 152 acres for industrial development (3% of the total land

area and 5% of the total developed). Much of the city's industrial land incorporates land used for manufacturing, including Ben-nett Lumber, for wholesale and lumber treatment and manufacturing, to the immediate south of U.S. Hwy. 278.

Residential

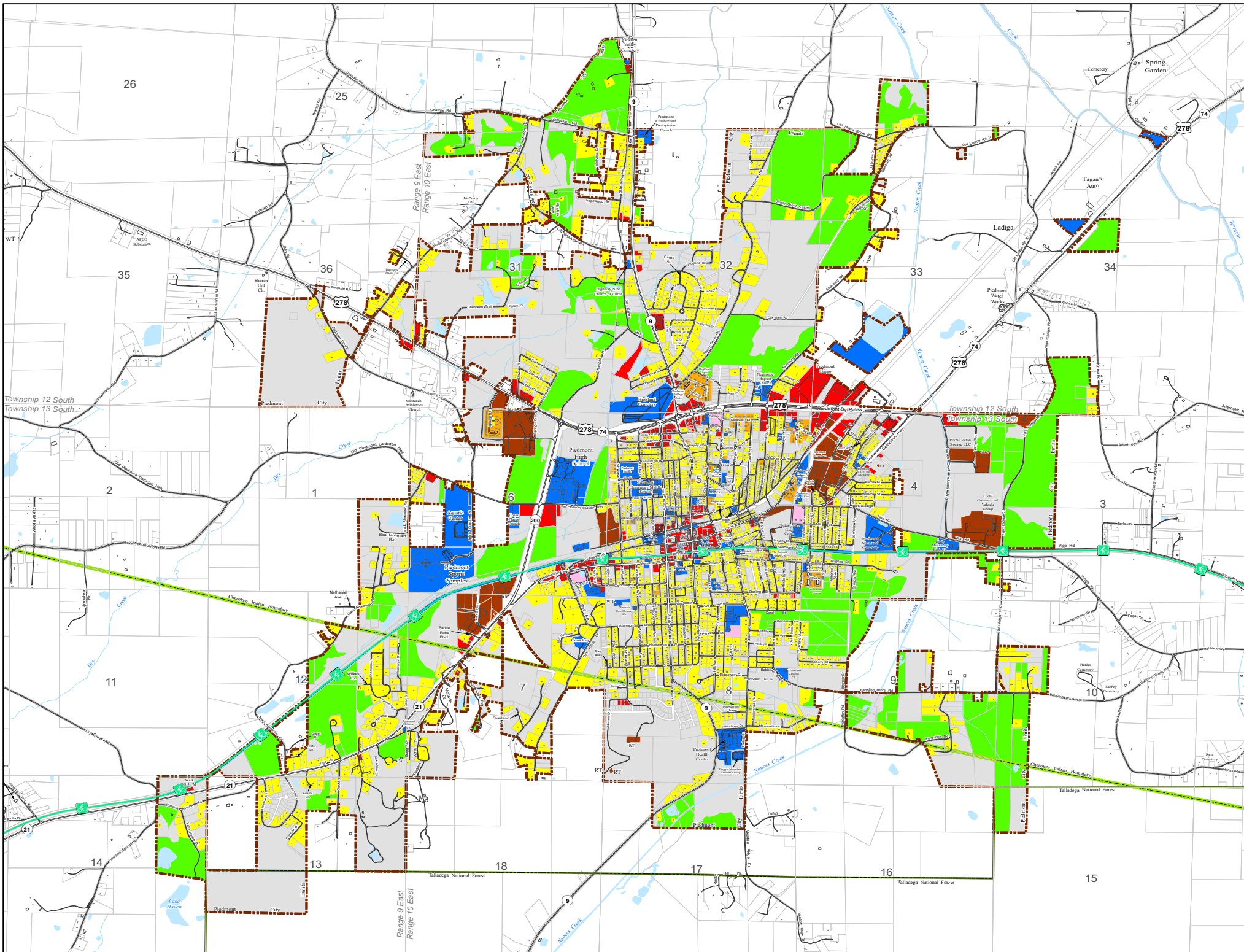
Residential land use in the form of single-family housing is spread fairly consistently throughout the city, with the largest concentrations in north-central and south-central sections. Single-family residential comprises a significant portion of the land use area with approximately 1,194 acres in the city (22% of the total land use area and 39% of the developed). Multi-family residential comprises a considerably smaller portion of land use with 48 acres in the city (1% of total land use area and 2% developed) and occupies small pockets in the north-central portion of the city, with a few smaller areas used as such in the south-central part, south of Ladiga Street.

Public/Parks and Recreation

Provision of public land use plays an important role in community services. Piedmont's public land use, accounting for 207 acres (4% total land use and 7% of the developed) is spread throughout the city with most of the land serving the Sports Complex, Civic Center, Housing Authority, cemeteries, medical facilities, churches, and schools, among various other parcels located across the city, with concentrations in central parts of Piedmont. Land dedicated to parks and recreation account for 124 acres (2% of the total land area and 4% developed) comprising city parks in central parts of the city.

Undeveloped

The single most dominate land use in the city is undeveloped, consisting of 2,458 acres and 45% of total land use. The majority of this land is located along the outskirts of the city, with large concentrations in the north and west parts of the city. Much of this land could be considered for parks and recreation expansion or agriculture and woodland.



Map 4

Existing Landuse

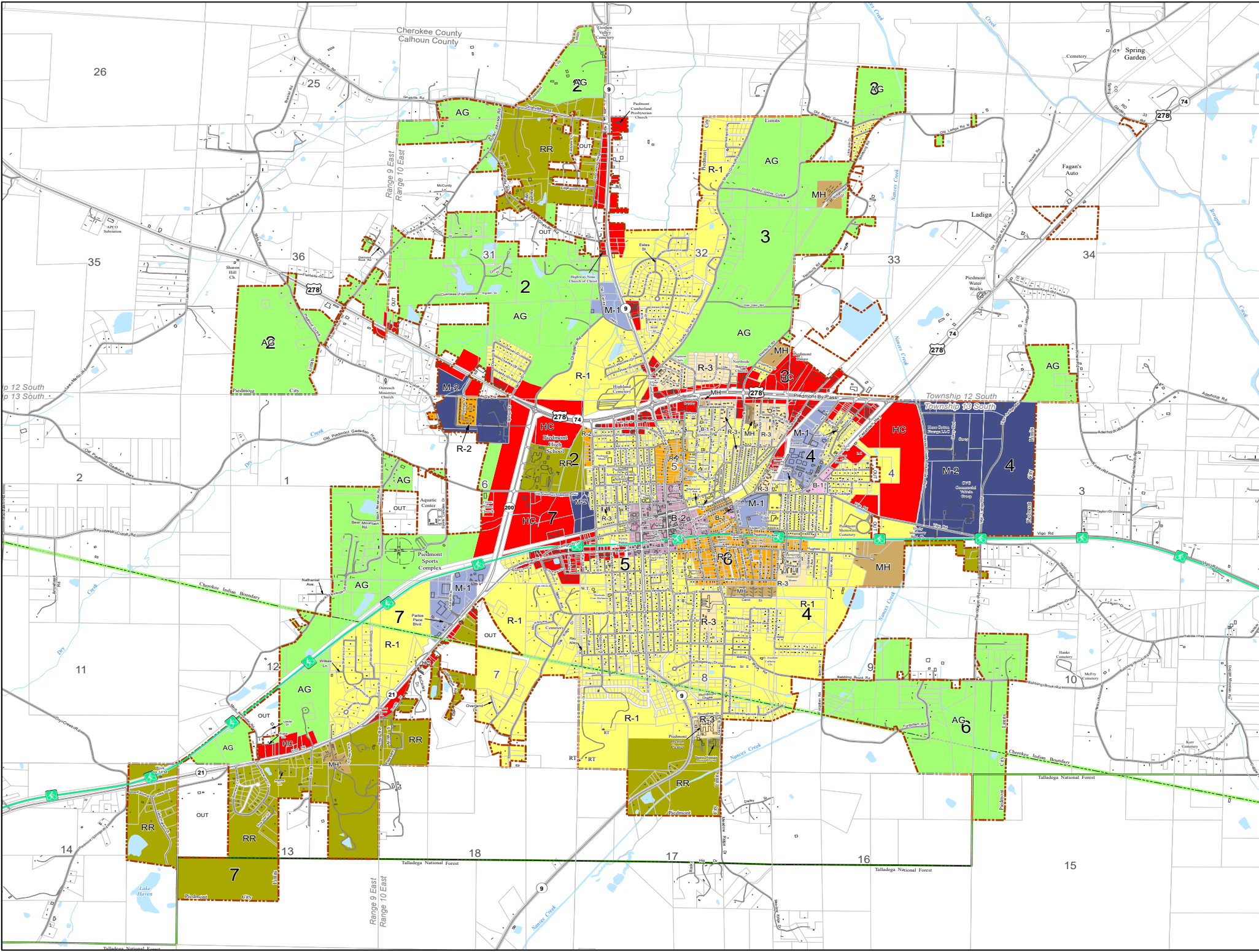
PIEDMONT

ALABAMA

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



Prepared By The East Alabama Regional Planning And Development Commission, 2021.
Data Provided In The Calhoun County Mapping Department.



Map 5

Zoning Map

PIEDMONT

ALABAMA

Zoning

- | | |
|-----|-----|
| AG | MH |
| B-1 | R-1 |
| B-2 | R-2 |
| HC | R-3 |
| M-1 | RR |
| M-2 | |

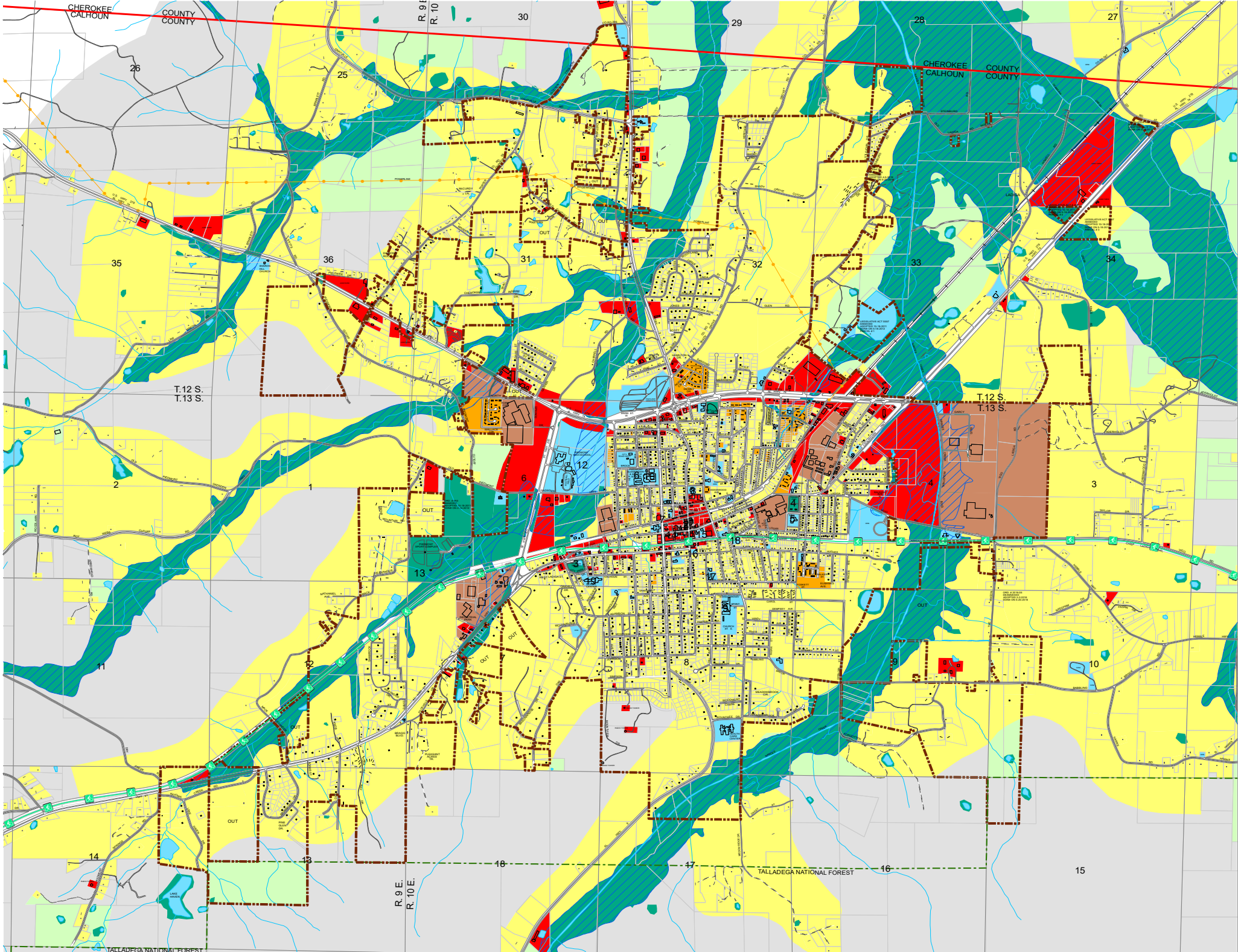


Scale 1:30,000

2,600 1,300 0 2,600

Feet

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Data Provided In The Calhoun County Mapping Department.



Map 6

FUTURE LAND USE PLAN

PIEDMONT

ALABAMA



Scale 1:30,000

LEGEND

- AGRICULTURAL
- COMMERCIAL
- INDUSTRIAL
- MULTI-FAMILY RESIDENTIAL
- PARK / RECREATIONAL/ GREENWAYS
- PUBLIC
- SINGLE FAMILY RESIDENTIAL
- UNDEVELOPED / VACANT / WOODLAND
- FLOOD HAZARD

CHIEF LADIGA TRAIL



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Data Provided In The Calhoun 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 Piedmont. Traffic volumes along major routes through the city, US Hwy. 278, AL Hwy. 21, 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. Piedmont also plans to conduct roadway improvements such as maintaining and sidewalks in order to promote and enhance this alternative

form of transportation throughout the community and increase traffic to and from Ladiga Trail.

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 Piedmont is located with somewhat distant access to an interstate freeway system. Interstate 65, the section traveling to and from Birmingham and Montgomery, is located approximately 80 miles to the west, while Interstate 20, running east to Atlanta and west to Birmingham is accessible about 30 miles to the south. Interstate 59, traveling from Chattanooga, Tennessee past Birmingham, Alabama, is located about 35 miles to the west.

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 Piedmont is U.S. Hwy. 278 while AL Hwy. 21 is the major state principal arterial highway. AL Hwy. 9 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. 278 is the only federal route passing through Piedmont.

Other Federal Roads

These roads are owned and maintained by other federal agencies, such as the U.S. Department of the Interior. Examples of these roadways include national forest roads and national park service roads. There are no federal roads of this sort in Piedmont.

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. 21 and AL Hwy. 9 are the two state routes passing through Piedmont.

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 roads in Piedmont not listed in the other classifications fall into this category. The major municipal routes traversing through the city are Main Street, which runs north and south, and Ladiga Street, which runs east and west.

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. 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

AADT 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 Piedmont indicate LOS A continuously on AL Hwy. 21 extending southwest through the city and LOS A on AL Hwy. 9 traversing north-south while US Hwy. 278 reported LOS A consistently as it travels through the city.

AL Hwy. 21

Alabama Highway 21 runs from Piedmont, through the City of Sylacauga in Southern Talladega County, and ends at the Florida state line in Escambia County. The route is classified as a 2-lane undivided rural principal arterial throughout its length in rural areas and then widens to a 4-lane undivided urban principal arterial in the Cities of Sylacauga, Talladega, Oxford, Anniston, and Jacksonville. This highway serves as Piedmont's main connection to other communities such as Talladega, Oxford, Anniston, Jacksonville, and Sylacauga, Rockford, and Montgomery to the south. The route also links the city to Interstate 20 in Oxford. Table T-1 shows AADT volumes for AL Hwy. 21 in the City of Piedmont and the periphery from 2014 to 2019 as well as accompanying LOS for each station location.

Station	Location of Traffic Count	2014	2015	2016	2017	2018	2019	# Change	% Change	LOS
668	At Pioneer Church	4,770	4,780	4,900	5,050	5,100	5,100	330	6.9%	A
807	At Plainview Church	4,630	4,630	4,750	4,650	4,650	4,928	298	6.4%	A
808	BTW 5th and Ray Ave	3,330	3,330	3,410	2,990	3,045	3,085	-245	-7.4%	A
820	N. of Railroad	3,230	3,340	3,630	3,590	3,590	3,626	396	12.3%	A
821	BTW. Old Gadsden Rd and US 278	3,750	3,920	4,420	4,250	3,716	3,673	-77	-2.1%	A

Source: ALDOT website: Traffic Data, Statewide Traffic Volume Map.

According to ALDOT traffic counts for AL Hwy. 21 in Piedmont, traffic volumes increased somewhat throughout the route with the most significant increases in the west central part of the city near the interchange with US Hwy. 278. The of the route north of the railroad reported a moderate increase of 6.9%. Maximum capacity for a 2-lane undivided urban principal arterial is 17,800 AADT, which means that with traffic counts in the city ranging from 4,928 AADT in the southern

portion to 3,673 AADT in the northern part traffic volumes could triple before capacities would be reached. Given the slight trend of growth in traffic volumes and the considerable volume increase which would be needed to reach maximum capacity AL Hwy. 21 should not be needing significant improvements in Piedmont 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.

US Hwy. 278 (AL Hwy. 74)

Federal Highway 278 is a major highway extending through Piedmont, connecting the community to the Cities of Gadsden and Cullman and Interstates 59 and 65. Extending east the route links Piedmont with Cedartown, Georgia, and the Atlanta metro area, as well as Interstate 20, which connects Birmingham, AL to Atlanta, GA. The Federal Highway Administration classifies routes that travel through communities with a population of 5,000 or more as urban (FHWA Functional Classification Guidelines, Section II). Piedmont satisfies this requirement and is therefore classified as a 4-lane divided urban principal arterial throughout its length in the city. Table T-2 shows AADT volumes for US Hwy. 278 in the City of Piedmont and the periphery from 2014 to 2019, 2019 Level of Service, and traffic count stations (For locations of traffic counts see Map 7 Transportation Network.

Station	Location of Traffic Count	2014	2015	2016	2017	2018	2019	# Change	% Change	LOS
813	BTW Haslam Str and Taylor Str	8,140	8,140	8,500	6,000	5,889	4,216	-3,924	-48.21%	A
810	E. of Ladiga Str	4,180	4,190	4,490	4,430	4,335	4,414	234	5.60%	A
660	At North 5th Ave.	7,230	7,230	7,550	7,550	7,006	7,006	-224	-3.10%	A
659	W. of AL 21	4,080	4,560	4,740	4,750	4,433	4,433	353	8.65%	A

Source: ALDOT website: Traffic Data, Statewide Traffic Volume Map.

According to the Alabama Department of Transportation approved roadway capacities, maximum capacity for a 4-lane divided urban principal arterial highway is set at 33,900 AADT, indicating that present traffic volumes between 4,216 and 7,006 AADT could increase substantially before reaching maximum capacity. Traffic volumes at two locations on US Hwy. 278 at the periphery of the city indicate slight increase at 5% and 8%, but nothing to warrant needed improvements in the immediate future. Traffic volumes at the other two stations examined show somewhat considerable decline, with the location near Taylor Street showing a 48% drop. Traffic counts are low compared to capacity, with traffic congestion

along US Hwy. 278 not appearing to be a major concern for the city and, therefore, substantial improvements do not need consideration for the near future.

AL Hwy. 9

Alabama Highway 9, one of the longest highways in the state, extends approximately 273 miles from the Florida state line to the Georgia state line. The road is classified as a 2-lane undivided urban arterial in and near Piedmont, connecting the city to Cedar Bluff in the north, and Lineville, Ashland, and Montgomery to the south. Table T-3 exhibits AADT volumes for AL Hwy. 9 in Piedmont and the city periphery from 2014 to 2019.

Table T-3. Traffic Volumes, AL Highway 9: City of Piedmont										
Station	Location of Traffic Count	2014	2015	2016	2017	2018	2019	# Change	% Change	LOS
816	N. of Ladiga	4,200	4,200	4,600	4,450	3,829	3,868	-332	-7.9%	A
817	BTW Salvage and Galey	4,200	4,220	4,890	4,750	4,044	4,085	-115	-2.7%	A
818	N. of Grove Rd.	5,920	5,920	6,190	6,190	6,190	6,253	333	5.6%	A
819	N. of James St.	4,580	4,580	4,840	4,790	4,157	4,199	-381	-8.3%	A
822	BTW Vanderbilt and Calhoun	4,410	4,410	4,750	3,330	3,375	3,409	-1,001	-22.7%	A

Source: ALDOT website: Traffic Data, Statewide Traffic Volume Map.

According to the Alabama Department of Transportation approved roadway capacities, maximum capacity for a 2-lane undivided minor arterial roadway is 17,800, indicating that with traffic counts ranging from 3,409 to 6,253 the road could sustain double volume increases before capacity would be reached. ALDOT traffic counts along this route, near the city, decreased considerably, most notably by -8% near James Street and by a significant -22% near Vanderbilt. Given this information and Level of Service A, free flow traffic volumes, throughout AL Hwy. 9, the city should not need to consider improvements on this route in the near future.

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 between Haslam Street and Taylor Street along U.S. Hwy 278 is shown below:

1. Calculate the difference between the traffic volumes in the past 5 years. 2014 AADT is 8,140 - 2019 AADT is 6,537. $8,140 - 6,537 = -1,603$.
2. Second, the difference is divided by the earliest AADT examined, which is 2014 data. Difference is 1,603/ AADT 2014 is 8,140. $1,603 / 8,140 = .196$ or -19.6%, 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 $-19.6 \times 6,537$ AADT 2019. $-.196 \times 6,537 = -1287.3$. This calculation produces the estimated change over the next 5-year period, which is -1287.3.
4. Lastly, the estimated change and the most recent AADT are summed. Estimated change $-1287.3 + 6,537$ AADT 2019. $-1287.3 + 6,537 = 5,250$. This calculation gives us the projected traffic count on this section of road for 2024, which is 5,250.

Should Piedmont traffic increase at a rate similar to that between 2014 and 2024, there would be little need for road development and expansion. Level of Service would still be at free flow. U.S. Hwy. 278, as a 4-lane divided principal arterial, is the most used road in Piedmont. Projections indicate AADT to decrease in 2024, leaving it substantially short of the full capacity. All major roads in Piedmont fall substantially short of capacity, even with projected AADT volumes. This information indicates that the sections of these routes in Piedmont are highly underutilized. Piedmont should not be concerned with significant road

Table T-4. Traffic Projections: City of Piedmont, 2014-2029						
Roadway	Location of Traffic Count	2014	2019	2024	2029	LOS
U.S. Hwy. 278	BTW Haslam Str and Taylor Str (813)	8,140	6,537	5,250	4,216	A
	E. of Ladiga Str (810)	4,180	4,257	4,335	4,414	A
	At North 5 th Ave. (660)	7,230	7,006	6,789	6,579	A
	W. of AL 21 (659)	4,080	4,433	4,817	5,234	A
AL Hwy. 9	N. of James St (819)	4,580	4,199	3,850	3,530	A
	BTW Vanderbilt and Calhoun (822)	4,410	3,409	2,635	2,037	A
	N. of Ladiga (816)	4,200	3,868	3,562	3,280	A
	BTW Salvage and Galey (817)	4,200	4,085	3,973	3,864	A
	N. of Grove rd. (818)	5,920	6,253	6,605	6,977	A
AL Hwy. 21	At Pioneer Church (668)	4,770	5,100	5,453	5,830	A
	At Plainview Church (807)	4,630	4,928	5,245	5,582	A
	BTW 5th and Ray Ave (808)	3,330	3,085	2,858	2,648	A
	N. of Railroad (820)	3,230	3,626	4,071	4,571	A
	BTW. Old Gadsden Rd and US 278 (821)	3,750	3,673	3,598	3,525	A

improvements through expansion, rather the city should focus development in areas where highway infrastructure best allows and maintain highway access. Table T-4 displays AADT along Piedmont's major routes for 2014 and 2019 and gives projections and Level of Service for 2024 and 2029.

Transportation Plan

As a part of its transportation plan, Piedmont should focus transportation designated resources into alternative transportation modes, such as bicycling and pedestrian, throughout the downtown, and in enhancing accessibility to the Chief Ladiga Trail. The city could create a bicycle and pedestrian improvement plan to enhance this mode of travel throughout the downtown and the community as a whole.

Highway Access Management

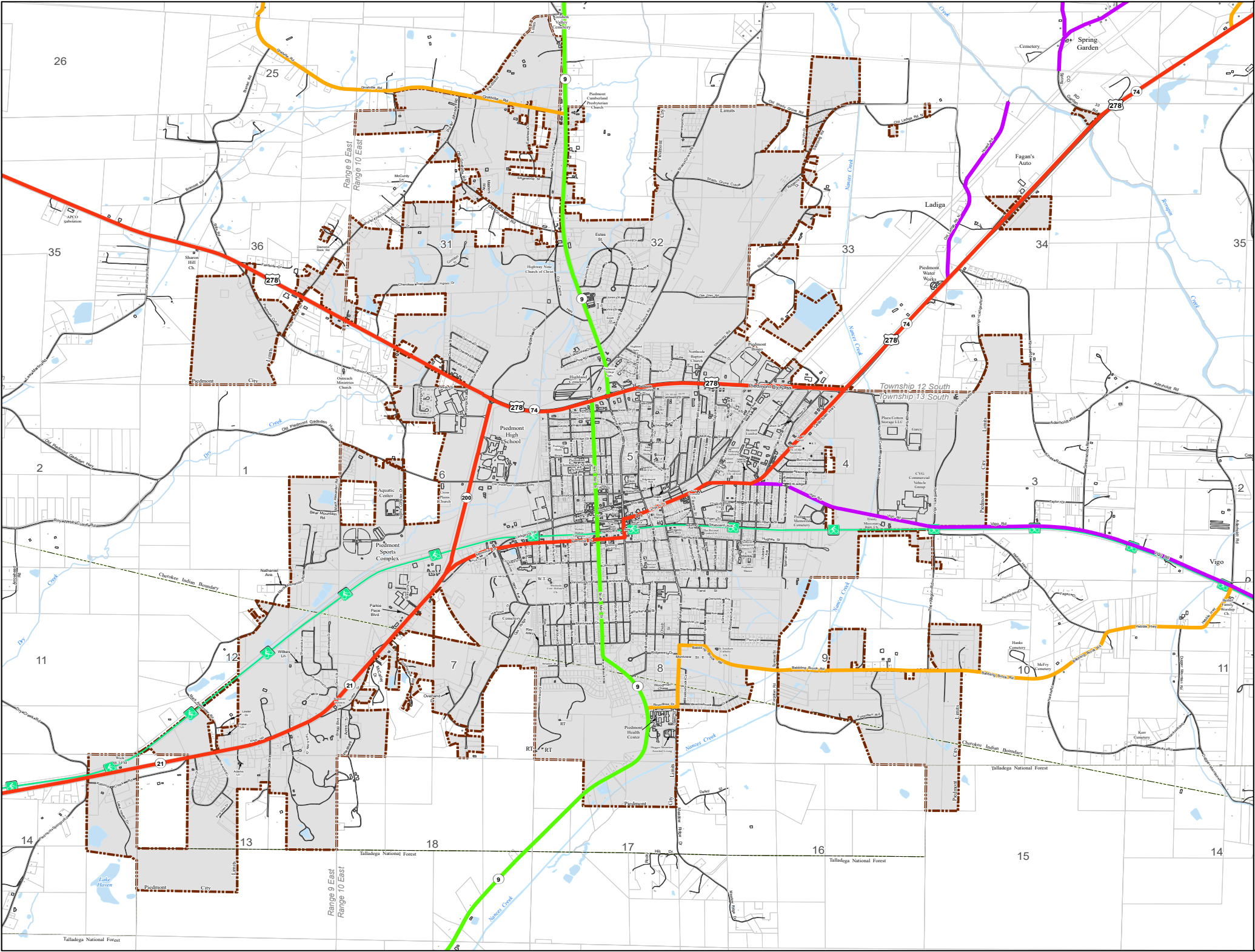
Highway access management plays an important role in transportation efficiency, management, and safety. Many communities and other developed areas throughout the country have neglected proper access management standards, resulting in mismanaged and unnecessary traffic congestion and gridlock at major intersections. As development continues along Sylacauga'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. Paving/Repaving Projects

As a part of Piedmont'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 (For locations of paving/repaving projects see Map 8 Transportation Networkz):

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____



Map 7

TRANSPORTATION NETWORK

PIEDMONT

ALABAMA

- Legend**
- Principal Arterial
 - Rural Principal Arterial
 - Minor Arterial
 - Rural Minor Arterial
 - Major Collector
 - Rural Major Collector
 - Minor Collector
 - Rural Minor Collector



Prepared By The East Alabama Regional Planning And Development Commission, 2021.
Data Provided In The Calhoun 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 power 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 eight community facilities have been identified and discussed in this chapter. These include: city administration, fire department, law enforcement, education, public library, parks and recreation, housing authority, and utilities.

The purpose 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 city clerk. This chapter reviews these findings in text and as a summation in the analytical summary at the end of the chapter.

City Administration

City administration for the City of Piedmont oversees the daily tasks and functions needed to operate and maintain city-owned public facilities and services throughout the community. The mission of the City of Piedmont is to provide economical delivery of quality services created and designed in response to the needs of its citizens rather than by habit or tradition. Offices located in Piedmont City Hall include the following:

- Property Manager
- IT Department
- Administrative Assistant
- Finance
- Mayor
- City Clerk
- Revenue
- Payroll
- Calhoun County Annex (License Renewal, Tags, Property Tax)

The city's municipal government is responsible for the financial operations of the city, with all departments connecting to the office. The municipal building was recently renovated and is adequate for the city administration's needs.

The City of Piedmont 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: Commercial Development Board and Industrial Development Board. The Mayor appoints members for the Planning Commission. All other boards, commission, councils, committees, or authorities subsequently listed are owned and

operated by their respective entities.

City Council

Piedmont's city government consists of seven council members and the Mayor. Elected officials serve 4-year terms, not staggered. 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 the City Council Chambers located at 312 N. Center Avenue. City Council meets the first and third Tuesday of each month. Work session begins at 5:30 and council meeting begins immediately following the work session.

Planning Commission

Piedmont's Planning Commission'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 city council. Commission representation consists of nine (9) members, seven (7) of which are appointed by the Mayor and approved by City Council, one (1) City Zoning Official, and the Mayor or the Mayor's designee. Terms are served in staggered one to six-year duration for the members appointed by the

Mayor while the Mayor and City Zoning Official serve during the Mayor’s tenure. 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).

Zoning Board of Adjustments

The purpose of the Piedmont Board of Adjustment is to hear appeals from decisions of municipal, administrative officials relating to the application of municipal zoning regulations, to grant or deny variances and special exception uses permitted on appeal. Member composition includes five (5) members. Appointments are made by City Council unless the Council delegates the authority to the Mayor.

Industrial Development Board

The main directive of the Piedmont Industrial Development Board is to serve as the supporting link between business, government, and the local community in the maintenance and growth of the community’s industrial sector. Additionally, the Board strives to provide attractive financing opportunities for existing and potential industry and offer attractive building sites and access for industrial expansion. Board members must be qualified electors and taxpayers of the municipality. Should a local Chamber of Commerce exist at the time of election members must be chosen from the Chamber, unless deemed unsuitable or unavailable. No board member may be a member of the municipal governing body or of the county, or state, or a city employee. A minimum of seven members is required. The Board meets when

called.

Library Board

The purpose of the Library Board of the City of Piedmont is to manage and operate the Piedmont Public Library in serving its mission. A total of five (5) members serve.

Piedmont City Board of Education

The Piedmont City Board of Education meets at 8:00 a.m. on the second Monday of each month. The board consists of 6 members, including the Superintendent and a Board President.

Housing Authority Board

The Piedmont Housing Authority oversees the Public Housing Program. The board consists of five members.

Other boards include:

- Cemetery Board, consisting of five members
- Personnel Board, consisting of three members
- Piedmont Healthcare Authority, consisting of five members
- Pass Board and Advisors, consisting of nine members
- Water, Gas, and Sewer Board, consisting of three members
- Parks and Recreation board, consisting of five members
- Juvenile Healthcare Board, consisting of four members
- Public Utilities Board, consisting of five members

- Commercial Development Board, consisting of five members

Public Safety

Law Enforcement

Piedmont’s Police Department was founded with the goal to provide dedicated service to preserve life, safeguard property, enforce the law and bring to justice those who violate the law, and enhance the quality of life. Both the police department and jail are located at 121 West Ladiga Street. Department staff currently consists of 15 full-time staff which includes 1 administrator, 6 dispatchers, and 6 supervisors. Two of the officers are School Resource Officers. The current ratio of residents to officers is approximately 1000 to 1.75. According to the department, more staff is needed to place them closer to the national average of 2.4 officers per 1,000 residents.

Emergency calls are dispatched and managed through the Police Department phone system; the department also receives some calls from E-911. Piedmont’s police jurisdiction extends 1.5 miles outside the corporate limits. At present there are no plans to expand the police jurisdiction.

The most frequent crimes in Piedmont are property crimes related to drug use. The police department is combatting these crimes by consistently making drug arrests. Over the past five years, Piedmont has seen a 40-50% drop in property crimes, and these crimes continue to decline.

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

2- 2019 Dodge Chargers, 3- 2015 Dodge Chargers, 2- 2012 Ford Interceptor SUV's, 1- 2010 Dodge Charger, and 3- 2008 Dodge Chargers.

Two new patrol cars are in the budget, and the department recently updated its laptops.

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

- School Resource Program- a new program for the city.

Needs for the police department include:

- New patrol cars (The department is currently spending \$40-45,000 yearly in repairs on police vehicles. It is the police chief's professional opinion that this need can be met by leasing 4 patrol-ready cars immediately.)
- Narcotics Unit dedicated solely to the City of Piedmont. (This may involve hiring at least 2 new officers.)
- Update of the department with CAD (Computer Aided Dispatch).

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

Fire and Rescue

The Piedmont Fire Department was founded in 1893 with the mission to serve and save life, property, and the environment within the Piedmont Fire District. The department will accomplish this through safety training, fire prevention education, fire suppression,

and inspection services. All calls will be responded to in a safe, effective, and timely manner to provide assistance for situations including fire, medical, rescue, hazardous materials, and other natural or man-made disasters.

The fire department is a combination department with paid and volunteer members. Department staff currently comprises 7 full-time, 8 part-time, and 7 volunteer firefighters. According to National Fire Protection Association (NFPA) and International Organization for Standardization (ISO) guidelines, the fire department presently does not have enough personnel to adequately serve the community. In the department's opinion, an additional 2-3 full-time firefighters are needed at the least. There are currently 8 EMT's on the department, and six part-time firefighters offer paramedic services. These part-time employees completed paramedic training through their full-time positions with other departments that run full-time medical programs. Other services offered by the fire department, besides fire protection, include traffic details, fire prevention education, limited medical response, wildland, coronavirus decontamination response, and man-made or natural disaster response.

Emergency calls are handled through the local emergency number, Calhoun County 911, or by walk-ins to the fire or police departments. Calls are dispatched by the Piedmont Police Department Dispatchers. The fire department jurisdiction encompasses approximately 41 square miles for primary coverage. If mutual coverage aid is included, then nearly 50 square miles are covered. Primary coverage from the Fire Department extending outward boundaries include

Highway 278 West and Kimberly Road, Highway 278 East/Highway 9 North/Gnatville Road to the Cherokee County Line, Highway 9 South to Cameron Road, and Highway 21 South to Valley Lane (approximately one miles of the 4 lane). When discussing neighboring territory, the department has automatic mutual aid for structure fires with Spring Garden, Ellisville, Mt. Weisner, White Plains, and Borden Springs Volunteer Fire Department for prescribed areas.

Current vehicles used by the Piedmont Fire Department include:

- 1996 KME Pumper
- 1996 Ford F550 Brush Truck
- 2000 HME Tanker
- 2004 E-One Pumper
- 2006 E-One Pumper
- 2011 Chevrolet Service Truck
- 2018 E-One Ladder Truck
- 2020 Chevrolet Chief's Truck

The department is planning to purchase some radios within the coming months. Current radios are beginning to break down, and are no longer carried by the Motorola Company, necessitating a new model.

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

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 communities through reduced insurance premiums to home owners and businesses, saving of taxpayer dollars, and in enhancing an overall prestige component to the community and its fire department. Piedmont's Fire Department ISO rating was 4, which is an average score for a city the size of Piedmont. Factors involved in this rating included fire department equipment, manpower, training, dispatch capabilities, water supply, and territory. According to professional opinion, the most important items the fire department could do to improve ISO is to have more paid personnel on the department, have a training facility, and have fire service dispatchers and a computer aided dispatch system.

The Piedmont Fire Department identified three items needed to provide better

services to the community. These include the following:

1. Manpower- The department has included two new hires in the 2020-2021 budget, but in reality, three additional hires would better fill needs. Advertisements for potential volunteer members to apply for the department have also been posted.
2. Dispatchers- It would be beneficial to have fire service trained dispatchers operating in a computer aided dispatch center, with multiple dispatchers operating at one time.
3. Training- A facility that could be used for live fire training is needed.



Figure CF-1: Piedmont Fire Department

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 Piedmont School System was founded in 1900. The vision of the Piedmont City School District is to maximize the potential of all students in becoming productive and responsible citizens through rigorous and engaging instructional practices and effective administrative leadership.

- Education is a key component to success in life
- High standards and high expectations lead to high achievement
- Safe, caring, learning communities are vital for continuous improvement
- Qualified, dedicated, innovative, and student-centered employees equal student success
- All students deserve respect and equal educational opportunities
- Stakeholder partnerships maximize student achievement
- Our schools provide quality instructional programs and enriching extracurricular experiences
- Respect for diversity will lead to a stronger society
- Our schools value integrity, open communication, shared responsibility, innovation, and accountability
- Education is a lifelong journey

In overview, the Piedmont City School District provides three schools within Piedmont—Piedmont Elementary School, Piedmont Middle School, and Piedmont High School.

The teacher/student ratio is 14:1 for Piedmont Elementary School, 20:1 for Piedmont Middle School and 18:1 for Piedmont High School. Piedmont Elementary School and Piedmont Middle School are Title I Schoolwide schools. Piedmont City School District is also a one-to-one device district and provides home internet. The school system is accredited by the Alabama Department of Education. Piedmont City School District is also one of ten charter members of the Digital Promise League of Innovative Schools. The League of Innovative Schools was created by Congress to transform teaching and learning in America's public schools through the innovative use of technology.

The schools are in need of the following renovations and replacements:

- Roof replacement scheduled for K-8 Schools and Board of Education (\$1.6 million)
- HVAC replacement needed at PHS (\$250,000)
- FEW and PMS need interior renovation. (\$750,000)
- Possible new PMS in 5-10 years (\$10-12 million)

The Piedmont City School District identified three improvements needed to provide students with a better education and prepare them for today's workforce. These are listed as follows:

1. Additional revenue for more instructional staff members
2. Additional revenue for more instructional programs
3. Additional revenue to expand the career tech programs

Note: In order to raise more revenue, the school board and school leadership will continue to lobby local and state officials.



Figure CF-2: Memorial Park

Piedmont Public Library

The Piedmont Public Library was established in 1968. The mission of the library is to initiate a quality system of providing books and services to the citizens of Piedmont and the surrounding areas. The library is a part of the Calhoun County Library System and is municipally funded, serving the City of Piedmont. Additional funding for the library is generated from state aid each year, which is decided by a percentage per capita, and through fines and copies. Capital is placed in a bank account controlled by the library board.

- Additional revenue for more instructional staff members
- Additional revenue for more instructional programs
- Additional revenue to expand the career tech programs.

The library collection offers approximately 16,121 volumes, 10 periodicals, 2 newspapers, 260 audio CDs, 39,396 e-books, 412 video DVDs, 7,398 audio downloads, and 658 video downloads. Average monthly circulation is approximately 1,365 items. Presently, the library serves 1,981 registered/active card holders. Inactive members are removed after five years to ensure active membership is up to date. On average, 50 new patrons are added every year, a number that has remained steady. Library staff currently comprises 2 full-time, 1 part-time, and 2 volunteers. Around 10 volunteers are normally utilized via the local Housing Authority, but restrictions were placed due to the COVID-19 pandemic.

Programs and services offered by the library include the following:

- Adult Book Clubs (2)—comprised of one club meeting weekly on Tuesdays at 11:00 AM, and one club meeting monthly (every four weeks) at 5:30 PM
- First Baptist Preschool Story Time—held weekly on Friday at 8:45 AM
- Library Story and Crafts—held weekly on Friday at 11:00 AM
- Medicare Seminars—monthly, dates and times vary
- Summer Reading Program—events daily at 11:00 AM through the months of June and July

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

1. The most pressing need is space. The library does not currently have the facilities to accommodate the large numbers that attend programs; building grants

are sought after to build a space specifically for meetings and special events. This could also provide for room rentals, which would bring in revenue for the city.

2. Remodeling to provide better access for handicapped patrons is also greatly needed, as the facility was built before ADA guidelines became required. The bathroom in particular is not very accessible.

3. Additional and updated technology, in the form of laptops/tablets and screens for meeting and events are also needed. Many rely on the library for any technology they receive, and more mobile screens could help more people.



Figure CF-3: Piedmont Aquatic Center

Parks and Recreation

The Piedmont Parks and Recreation Department offers a wide array of opportunities for parks and recreation to the community. The Recreation Board was established in the 1950's. In 1980, the City founded a Recreation Department. The mission of the Parks and Recreation Department is to offer quality recreational activities for all age groups within the community. The department strives to offer activities that enhance the quality of life.

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

- Piedmont Civic Center— space for meetings and events, classes, basketball, tennis, weight rooms, pickleball, and office space
- Aquatic Center—swimming, swim classes, swim parties, water aerobics

Present staff consists of 12 employees or more depending on the season (seasonal lifeguards). Staff currently consists of 1 Director, 1 Sports Program Supervisor, 1 Aquatic Center Manager, 2 Welcome Center Staff, 2 Maintenance Staff, 3 Civic Center Staff, 2 Senior Nutrition Program Staff, and 12 lifeguards (on a seasonal basis).

Parks and Recreation programs include organized sports programs such as youth softball, baseball, basketball, football, cheer and soccer and adult pickleball. More specialized programs include the Chief Ladiga Half Marathon, the Piedmont Road Race (Cycling), cycling time trials events, Ladiga Cruise Ride, and baseball/softball tournaments.

Piedmont owns and maintains 3 city recreational facilities, listed as follows:

- Veteran's Memorial Park—comprises 4 acres, located on Memorial Drive, offering a ¼ mile walking track, a playground and swing set, a skate park, a basketball court, 2 pavilions, and Veteran memorials.
- Chief Ladiga Trail—13 miles of recreational trail crossing through Piedmont, located in Calhoun County, providing a paved trail for walking, biking, running, and similar activities.
- Piedmont Sports Complex—Piedmont's largest recreational area, consists of 73 acres, located along Complex Road, offering a golf driving range, Piedmont Aquatic Center, Piedmont Scout Building, a pavilion, a maintenance building,

athletic fields, 2 batting cages, and a press box/concession building.

The Piedmont Parks and Recreation Department also has several planned areas for expansion/improvement to the city's recreational facilities, listed as follows:

- Complex lighting— 1-3 years (\$375,000)
- Chief Ladiga Trail Improvements— including new asphalt and signage (1-5 years, \$300,000)
- Civic Center gym improvements— 1-3 years (\$125,000)

The Piedmont Parks and Recreation Department identified three improvements needed to provide better recreational services to the community. These are listed as follows:

1. Additional funding
2. Additional staffing
3. Improvement/expansion of current facilities

In the department's professional opinion, these needs could be met through the following methods: generating more revenue, increasing population, bringing new business to the community, increasing participation in programs, pursuing new programs to offer, maintaining program affordability, and involving surrounding communities.



Figure CF-4: Clyde H. Pike Civic Center

Public Works and Street Maintenance Department

The Piedmont Public Works and Street Maintenance Department conducts all street cleaning and maintenance within budget parameters and offers additional refuse services such as limb and junk pick-up. Solid waste disposal for the city is provided by the City of Piedmont and is taken to Three Corners Landfill.

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

- Streets/Roads/Alleys - Maintenance, repair, construction
- Curbs And Gutters - Maintenance, repair, removal, new installation
- Drainage - Ditch, maintenance, pipe installation
- Regulatory Signs - Maintenance and installations
- Sidewalks - Maintenance, new installations
- Street Marking/Painting - Regulatory markings at intersections and curbs
- Right-Of-Ways - Maintenance, mowing, repairs
- City Vehicle Maintenance - Service, repairs, fueling (all departments)
- Grass/Brush Cutting - R.O.W.'s, ditches, medians, city properties' limb removal
- Leaf collection/removal
- Brush/Trash Pickup
- Special Project Assistance
- Assist Electrical Department - Tree maintenance and removals
- Assist Parks & Recreation Dept. - Parks & complex maintenance/ repairs
- Assist Maintenance Dept. - Large projects
- Assist City Schools - Maintenance, mowing, special projects
- Industrial Development - Construction, renovation, miscellaneous
- Parking Lot Maintenance
- Highland Cemetery Maintenance - Roads, trash, brush, trees
- Cross Plains Cemetery Maintenance

The Public Works and Street Maintenance Department's most pressing need is new and updated equipment in order to provide better street maintenance and waste collection and disposal services to the community.

Piedmont Water Filtration Plant

Piedmont's wastewater is handled through one wastewater treatment plant.

Piedmont Water Filtration Plant was established in 1992 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 is situated 26 acres and has a capacity of 2.5 MDG, which is sufficient for handling flow without overload; average daily flow is approximately 1.1 MDG, which is almost 50% of capacity. Treated effluent from Piedmont Water Filtration Plant flows to Nances Creek. The average monthly residential sewer bill is \$18.25, and the latest yearly average sewer rate was \$8.25 base; this has remained fairly stable in the past five years. The facility is in compliance with ADEM (Alabama Department of Environmental Management) standards. There are currently no plans to update plants in the near future. Staff serving is comprised of a Chief Plant Operator and one part time staff.



Figure CF-5: Downtown Piedmont

Utilities

The Piedmont Water and Sewer Board was established in approximately 1980 with the goal to serve customers in the city and in rural areas outside the city in the service area. The Board provides water, sewer, and gas to the community.

Water Utilities

Piedmont water utilities currently provide water services to approximately 255 commercial establishments, 2,455 residential customers, and 10 industries, which includes customers outside the city limits but in the general service area. Water sources serving the city include the Piedmont Water Filtration Plant, Well #1, and Ladiga Creek and hold a combined capacity of approximately 2.53 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 688,525 linear feet, ranging in size from 2-inch to 16-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 US Hwy. 278, while smaller lines of 6 inches or less serve small and compact residential areas in and around the downtown. There are presently no plans to replace or extend water lines in the city.

The city's water treatment plant uses a sedimentation, filtration and chlorine system to prepare potable water for customers. Average daily use for the water system is around 441,000 gallons per day with an average monthly residential water bill of \$25.00 currently. Storage capacity for treatment plant water tanks is 2.5 million gallons, which provides adequate storage for the public. There are currently no near future plans to modify or improve the water treatment plant at this time. In terms of fire protection, the city has installed 390 fire hydrants throughout the community, covering 2800 of the city's housing units, thus giving adequate protection to residents. Table CF-3 displays water line size

and distribution for Piedmont in 2021. Water line size and locations are shown on Map#9: Water Utilities.

Table CF-3. Piedmont: Water Line Size and Distribution 2021

Water Line Size (Inches Diameter)	Linear Distance (Feet)
unknown	5,602
Less than 2 inch	13,013
2 inch	54,443
3 inch	26,516
4 inch	18,236
5.5 inch	2,007
6 inch	391,857
8 inch	62,276
10 inch	83,720
12 inch	27,608
16 inch	3,247
Total	688,525

Source: EARPDC database, 2021.

Sewer Utilities

The Piedmont Utilities Board provides sewer services to approximately 1,312 residential customers, 203 commercial establishments, and 9 industries.

Piedmont's sewer system comprises approximately 215,356 linear feet of sewer lines sized 2 inches to 24 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 (82%) of Piedmont's sewer system consists of mains 6 inches or larger, which means the city provides adequate sewer service throughout the community. Presently there are no plans to replace or extend the city's sewer system. Table CF-4 displays sewer line size and distribution for Piedmont in 2021. Sewer line size and location is shown on Map#10:

Sewer Utilities.

Table CF-4. Piedmont: Sewer Line Size and Distribution 2021	
Sewer Line Size (Inches Diameter)	Linear Distance (Feet)
Unknown Diameter	32,607
2 inch	219
4 inch	7,327
6 inch	44,635
8 inch	106,314
10 inch	7,973
12 inch	6,396
15 inch	8,103
24 inch	1,782
Total	215,356

Source: EARPDC database, 2021.

Piedmont’s sewer treatment plant provides adequate service to the community. Capacity for the plant is 2.5 million gallons per day with an average daily flow of 1.1 million gallons per day, which has been deemed acceptable to meet needs. The average monthly residential sewer bill is presently \$18.25 and has remained fairly stable. Storage capacity for the wastewater treatment plant is 2.5 million gallons per day, which is also acceptable in meeting needs. Effluent is treated and discharged into Nances Creek in the eastern part of the city. The treatment plant is currently in compliance with ADEM (Alabama Department of Environmental Management) standards for sewage treatment and discharge.

Gas Utilities

The Piedmont Utilities Board provides gas services for residents inside the city limits and extends outside to the general service area, as opposed to water and sewer service. The city’s gas system serves approximately 1,350 residential customers.

Piedmont’s gas system comprises approximately 411,028 linear feet of sewer lines sized 0.75 inches to 6 inches diameter, extending throughout the city. As a

general rule, gas line size needed for specific uses is determined by the distance from the nearest meter to the appliance use, since gas pressure diminishes over distance. Most residential uses require lines ½ inches diameter in typical service lines while commercial may require 1-inch lines. Heavy industry may require 6-inch lines depending on line distribution and the use involved. This information suggests adequate gas line service for both light residential uses and larger industrial throughout the city. Table CF-5 shows gas line size and distribution in

Table CF-5. Piedmont: Gas Line Size and Distribution 2021	
Gas Line Size (Inches Diameter)	Linear Distance (Feet)
Unknown diameter	8,514
0.75 inch	1,048
1 inch	11,777
1.25 inch	4,892
2 inch	210,963
2.25 inch	18,366
3 inch	38,894
4 inch	42,494
6 inch	74,079
Total	411,028

Source: EARPDC database, 2017.

Piedmont in 2021. For gas line size and location see Map#11: Gas Utilities.

The Piedmont Utilities Board identified improvements needed to provide better gas services to the community. These improvements are listed as follows:

- 1. Continue to replace cast iron gas mains in system by replacing at least one mile per year.

Note: The Board has been meeting these needs through operating and system in a safe, efficient way, and by providing sufficient funds during budgeting.

Analytical Summary

This analytical summary outlines the top needs determined by each community facility department/organization in the City of Piedmont in 2020. Results were based on the 2020 Community Facilities Survey distributed and collected by the Piedmont Planning Commission.

Law Enforcement

- New patrol cars [The department is currently spending \$40-45,000 yearly in repairs on police vehicles. It is the police chief's professional opinion that this need can be met by leasing 4 patrol-ready cars immediately.]
- Narcotics Unit dedicated solely to the City of Piedmont. [This may involve hiring at least 2 new officers.]
- Update of the department with CAD [Computer Aided Dispatch].

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

Fire and Rescue

- Manpower- The department has included two new hires in the 2020-2021 budget, but in reality, three additional hires would better fill needs. Advertisements for potential volunteer members to apply for the department have also been posted.
- Dispatchers- It would be beneficial to have fire service trained dispatchers operating in a computer aided dispatch center, with multiple dispatchers operating at one time.
- Training- A facility that could be used for live fire training is needed.

Education

- Additional revenue for more instructional staff members
- Additional revenue for more instructional programs
- Additional revenue to expand the career tech programs

Piedmont Public Library

- The most pressing need is space. The library does not currently have the facilities to accommodate the large numbers that attend programs; building grants are sought after to build a space specifically for meetings and special events.

This could also provide for room rentals, which would bring in revenue for the city.

- Remodeling to provide better access for handicapped patrons is also greatly needed, as the facility was built before ADA guidelines became required. The bathroom in particular is not very accessible.
- Additional and updated technology, in the form of laptops/tablets and screens for meeting and events are also needed. Many rely on the library for any technology they receive, and more mobile screens could help more people.

Parks and Recreation

- Additional funding
- Additional staffing
- Improvement/expansion of current facilities

Street and Sanitation

- The most pressing need is new and updated equipment in order to provide better street maintenance and waste collection and disposal services to the community.

Utilities

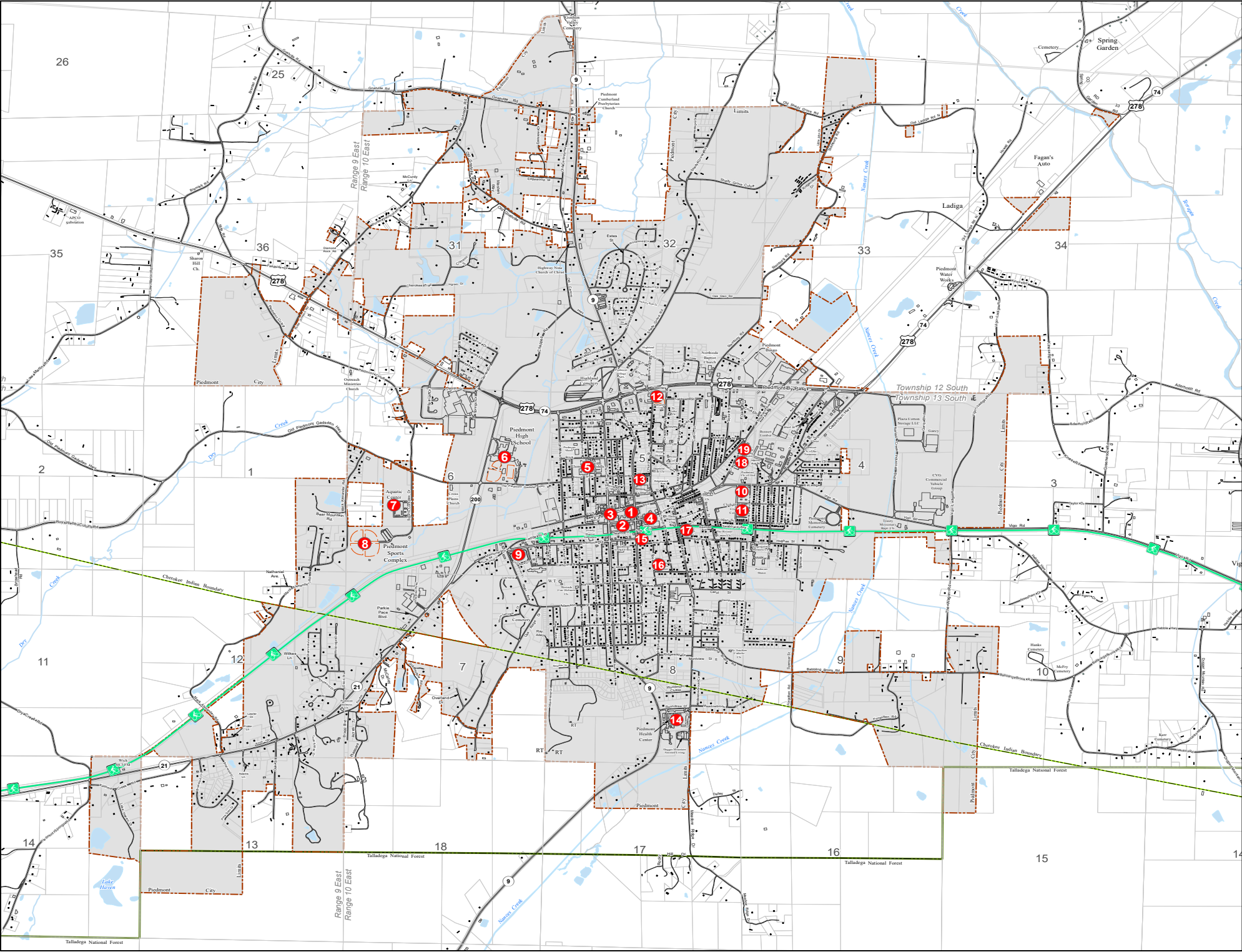
- Continue to replace cast iron gas mains in system by replacing at least one mile per year.

Map 8
COMMUNITY FACILITIES
PIEDMONT
ALABAMA

- 1 City Hall
- 2 Police Department
- 3 Library
- 4 Post Office
- 5 Piedmont Elementary / Middle School
- 6 Piedmont High School
- 7 Aquatic Center
- 8 Piedmont Sports Complex
- 9 Veterans Memorial Park
- 10 Fagan Park
- 11 Clyde H. Pike Civic Center
- 12 Bethune Community Center
- 12 Municipal Court & Fire Department
- 13 Piedmont Health Center
- 14 Water / Gas / Sewer Center (Offices)
- 15 Water / Gas / Sewer Center (Superintendent Office and Service Center)
- 17 Eubanks Welcome Center
- 18 Senior Center
- 19 Piedmont Housing Authority



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Data Provided In The Calhoun County Mapping Department.

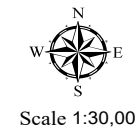


Map 9

WATER SYSTEM

PIEDMONT

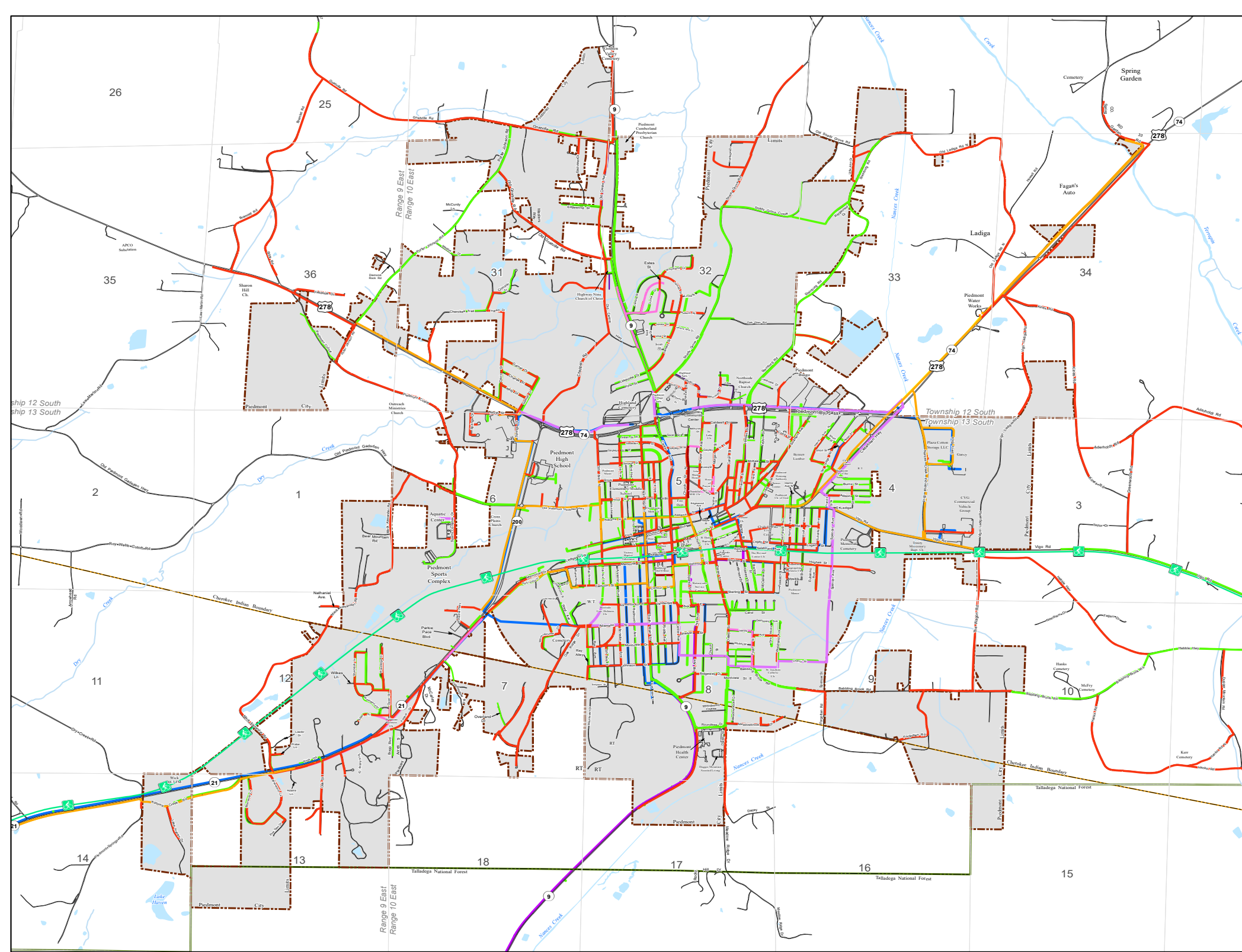
ALABAMA

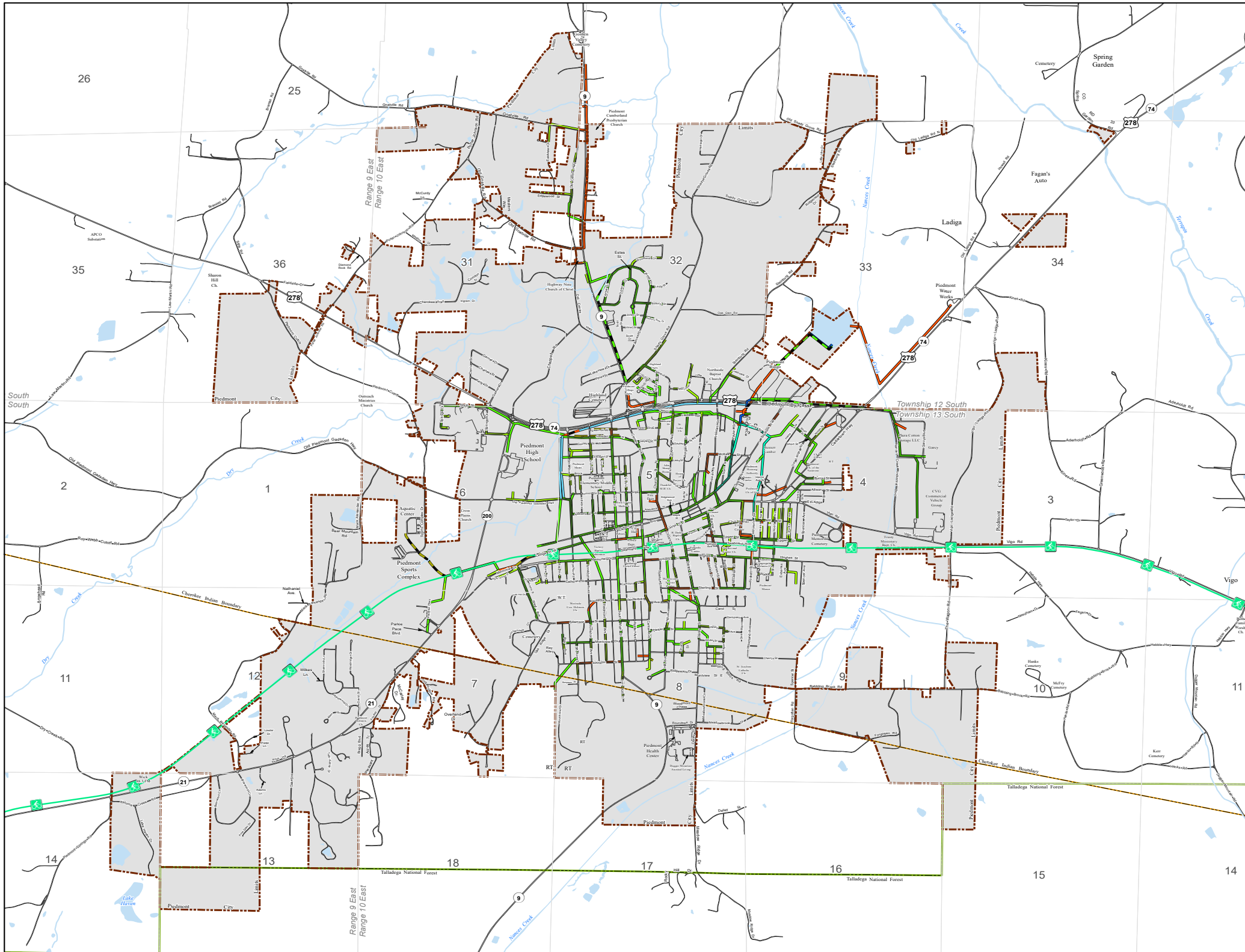


- Legend**
- Diameter
- 2" or Less
 - 4"
 - 5.5"
 - 6"
 - 8"
 - 10"
 - 12"
 - 16"



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Data Provided In The Calhoun County Mapping Department.





Map 10

SEWER SYSTEM

PIEDMONT

ALABAMA



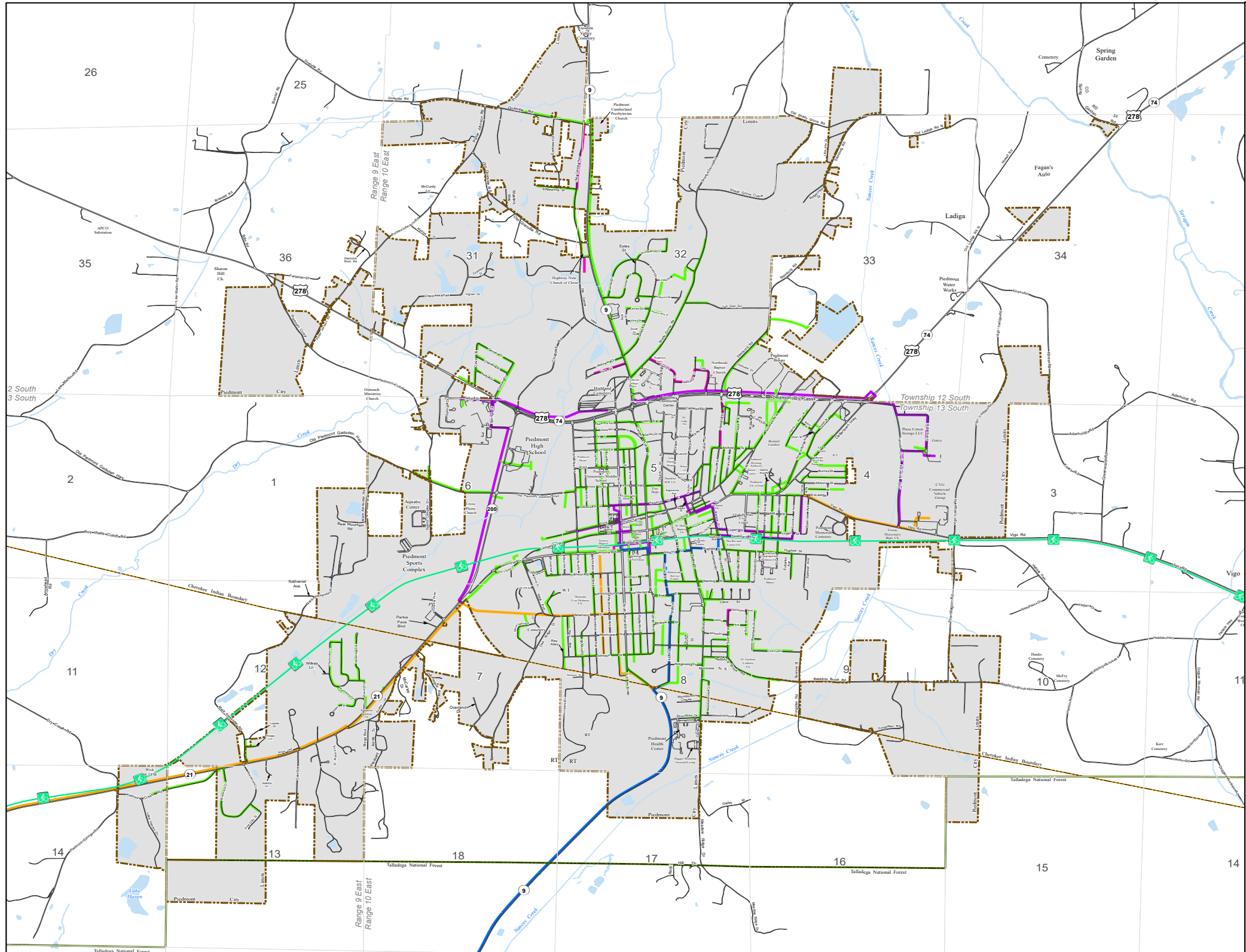
Scale 1:30,000

Legend

- Diameter, Line Type**
- Unknown, Gravity Main
 - Unknown, Pressurized Main
 - 2", Pressurized Main
 - 4", Gravity Main
 - 4", Pressurized Main
 - 6", Gravity Main
 - 8", Pressurized Main
 - 8", Gravity Main
 - 10", Gravity Main
 - 12", Gravity Main
 - 15", Gravity Main
 - 24", Gravity Main



Prepared By The East Alabama Regional Planning And Development Commission, 2021.
Data Provided In The Calhoun County Mapping Department.



Map 11

GAS SYSTEM

PIEDMONT

ALABAMA



Scale 1:30,000

Legend

- Diameter
- 2.5" or Less
 - 3"
 - 4"
 - 6"
 - Unknown



Prepared By The East Alabama Regional Planning And Development Commission, 2021.
Data Provided In The Calhoun County Mapping Department.

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:

1. 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.

2. 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.

3. Reductions in Foreclosure—According to the U.S. Department of Housing and Urban Development (HUD), 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 are 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 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

4. 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 U.S., 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 Piedmont 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 EARPDC observational survey conducted in 2019.

Housing Inventory

Units by Type

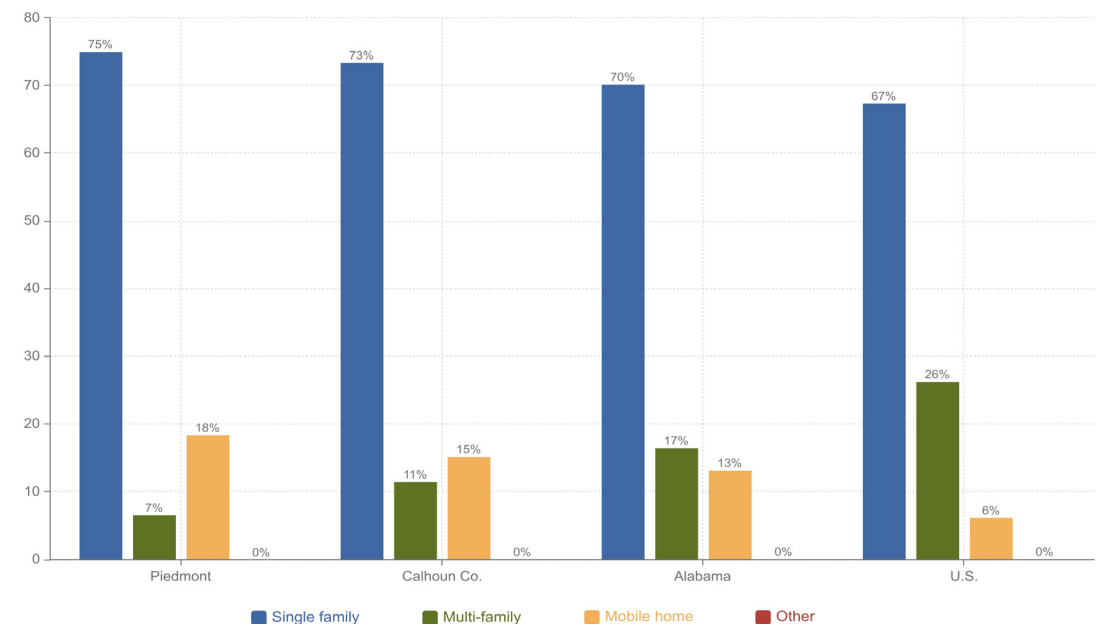
Housing comes in many forms and styles, each aiming to satisfy a wide range of people with changing demands and needs. A community that champions a variety of housing types has an advantage in that it provides many housing options with which to choose from, thus attracting more people. An examination of unit types reveals the most common and least common housing options available, expressing trends in housing development. Piedmont 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, such as houseboats, railroad cars, campers, and vans.

Piedmont showed slightly different trends in housing unit types compared to Calhoun County, Alabama, and the U.S. Between 2015 and 2019, the city declined in single-family homes by a minor -1.6%, while both the county and state increased by 1.4% and 2.5%, respectively, and the nation 3%. During this time Piedmont also decreased in multi-family homes by a significant -21%, while Calhoun County reported a -11% decline, Alabama a 4% incline, and the U.S. grew by 4% in this housing unit type. On the other hand, the city grew in mobile home units by a somewhat considerable 9% while the county increased by 8%, the state by 0.5%, and the nation by 0.2%. This information indicates a city and county trend away from multi-family housing and an increase in mobile homes, while the county, state, and nation reported differing trends with an increase in multi-family and an only minor increase in mobile home development, during this time.

The substantial majority of housing units in Piedmont, in 2019, was single-family, accounting for 75% of all units, which was similar to Calhoun County, showing 73%, Alabama 70%, and the U.S. at 67%. Also, in 2019, the city reported a substantially

smaller portion of multi-family units at 6%, compared to the county and state which showed 11% and 16%, respectively. The nation recorded 26% of its housing units as multi-family. This information indicates that Piedmont held lower than average representation in multi-family housing compared to Calhoun County and Alabama and significantly lower portions compared to the U.S. Piedmont increased in mobile home development to a greater degree than Calhoun County, Alabama, and the U.S., and the city also held a higher portion of mobile homes at 18% compared to the county (15%) and state (13%). The city showed significantly higher portions of mobile homes in comparison to the nation at 6%. Figure H-1 illustrates housing unit types for Piedmont, Calhoun County, Alabama, and the U.S. in 2019 in accordance with 2015-2019 American Community Survey. The figure shows the city with a smaller portion of multi-family housing compared to the county and state and larger representation in mobile homes. 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.

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





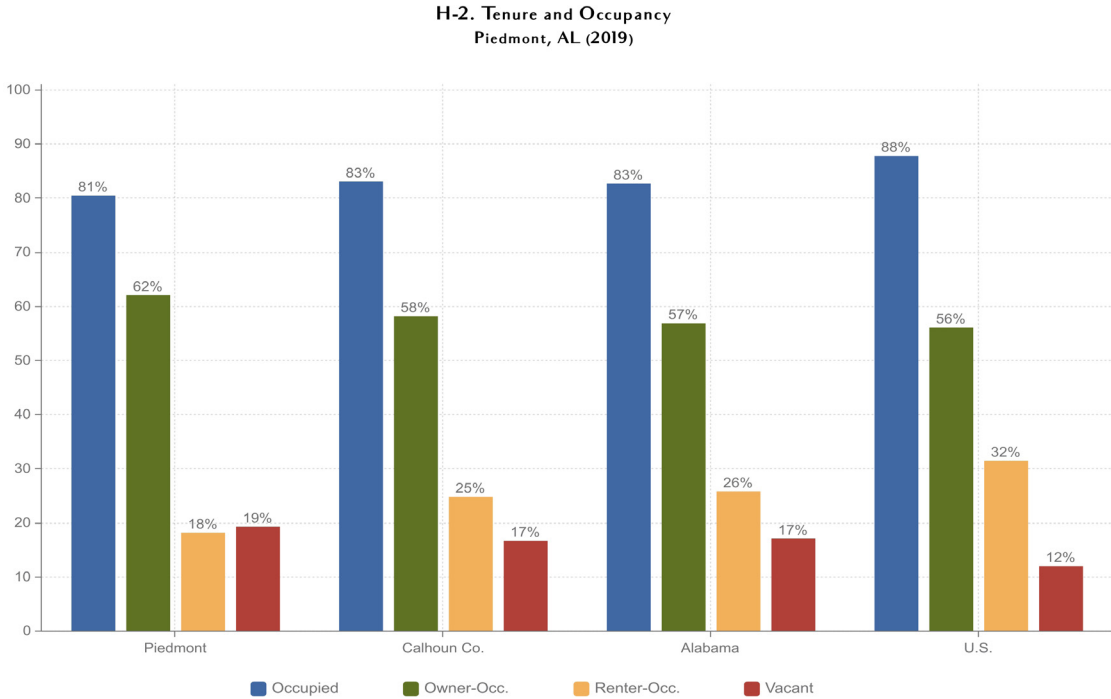
Tenure and Occupancy Status

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 Piedmont showed somewhat similar trends compared to Calhoun County, Alabama, and the U.S. Between 2015 and 2019, the city increased in occupied units by a minor 0.6% while the county declined by -1.2%, the state grew by 1%, and the nation by 3% in occupancy. Vacancies for Piedmont, during this time, decreased by a moderate 8%, while Calhoun County and Alabama showed growth of 10%, as did the U.S. by 1.5%. This information indicates less vacancy and more occupancy in the city, compared to the county, state, and nation. Also at this time the city declined in renter-occupied housing by a moderate -8.5%, as did the county by -4.5%, while the state [0.7%], and nation [3%] modestly grew in this tenure, indicating a city trend away from renter occupied housing and a small move toward ownership.

Piedmont showed somewhat different portions in tenure compared to Calhoun County and Alabama, and the U.S. In 2019, owner-occupied housing comprised approximately 62% of the city’s housing stock, while the county reported 58%, the state 57%, and the nation a slightly smaller portion at 56%. Renter-occupied housing in the city at 18%, constituted significantly smaller representation than to the county [24%], state at 25%, and nation at 31%. This information indicates that, in 2019, renter-occupancy was less popular as a tenure option in the city and county than in the state and nation. Figure H-2 displays tenure and occupancy for Piedmont, Calhoun County, Alabama, and the U.S. in 2019. Notice the somewhat smaller portion of renter-housing in the city and county, compared

to the state and nation. Such minor representation of renter-occupied housing in the city and county could be attributed to the smaller portion of multi-family housing as discussed in the previous section, examining units by type. For more information see Table H-: 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.

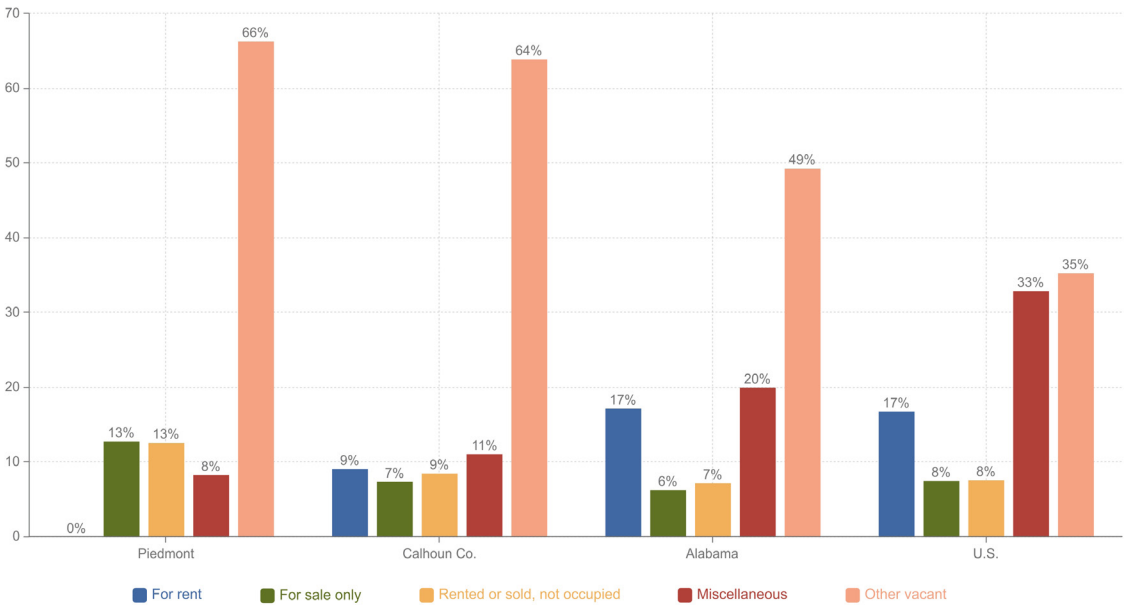
Five basic categories were selected to identify how vacant housing was being used, these included: 1) for sale only units, 2) for rent only units, 3) rented or

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, Piedmont exhibited somewhat different trends compared to Calhoun County, Alabama, and the U.S. From 2015 to 2019, the city decreased, overall, in vacancies by -8%, which was moderately lower than the county and state, which increased by 10%, and nation by 1.5%. Of these vacancies, the city decreased in homes for sale by -5.5%, while the county fell by -31%, the state -26% and the nation declined by -15%. The city also saw a dramatic decrease in vacant homes for rent by -100%; the nation also saw a decline of -5%, while the county and state grew by 36% and 13%, respectively. Piedmont largest increase was in vacant homes used for miscellaneous purposes by 28%, as Calhoun County also climbed by 39% in this vacancy status, Alabama fell by -5%, and the U.S. grew by a minor 2%.

Piedmont displayed somewhat different patterns in vacancy status compared to Calhoun County, Alabama, and the U.S. In 2019, the city's most prevalent vacancy status was other vacant at 66%, which was comparable to the county at 63%, state (49%), and nation at 35%. However, Piedmont, during this time, held a fairly larger portion of for sale only vacancies at 12% in contrast to Calhoun County and the nation, both at 7%, and Alabama (6%). The city also recorded substantially smaller representation in miscellaneous vacancies at 8%, in comparison to the state (20%) and nation (32%), and a slightly smaller portion compared to the county at 11%. This information indicates proportionately more city homes as other vacant and less vacancies used for miscellaneous purposes compared to the county, state, and nation. Figure H-3 displays vacancy status for Piedmont, Calhoun County, Alabama, and the U.S. in 2019. The figure illustrates the city's nonexistent portion of vacancies for rent only and higher portion of miscellaneous uses in contrast to the county, state, and nation. For more information see Table H-5: Vacancy Status (US Census 2000 and 2010) and Table H-6: Vacancy Status (American Community Survey 2011-2015 & 2015-2019).

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

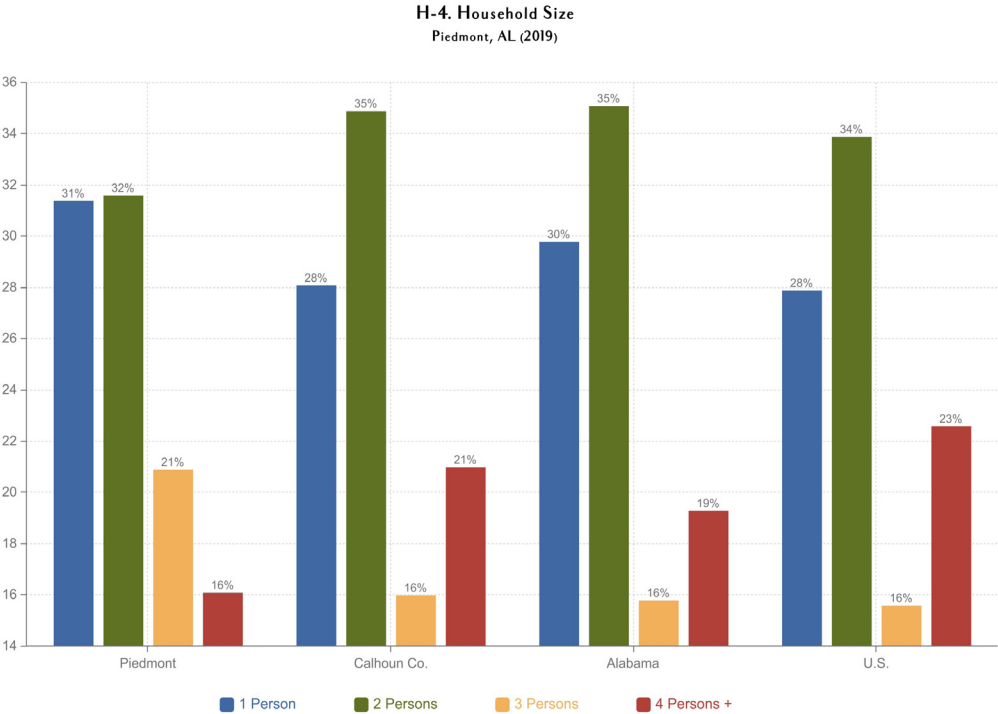


Household Size

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.

Piedmont reported substantially different trends in household size compared to Calhoun County, Alabama, and the U.S. Between 2015 and 2019, the city grew in 1 person households by 2%, as did both the state and nation by 4%. In contrast, the county saw a minor -0.2% drop in 1 person households. The city's only decline was in 2 person households by -5% while the county fell by -1.8%, the state grew by 1%, and the nation climbed by 4%. In terms of growth in household

size, Piedmont increased in households with 4 persons by 2.6% while Calhoun County grew by 6%, Alabama declined in this household size by -0.9% and the U.S. showed a minor 1.9% increase. This information indicates that while Piedmont declined or showed little growth in households of smaller size, the city grew in households of a larger size. Meanwhile the state and nation showed the opposite trend, increasing in households of smaller size and decreasing or showing minor growth in households of larger size.



Although growth city trends in household size differed significantly from the county, state, and nation, representation in household size showed similar results. In 2019, Piedmont’s most prevalent household size was 2-person, accounting for 31.6% of all households; however, 1 person households were nearly equal at 31.4%. This was similar to Calhoun County and Alabama, both at 35% of 2-person households, and the U.S. at 34%. Piedmont and Calhoun County reported approximately 37% of households with 3 or more persons, while Alabama showed slightly less at 35% and the US recorded 38%. This information

indicates that the city, during this time, held only a slightly larger portion of households of larger size compared to state, and similar size compared to the county and nation. However, the nation surpassed the city in households with 4 or more persons, indicating larger households at the national level. Figure H-4 illustrates household size for Piedmont, Calhoun County, Alabama, and the U.S. in 2019. Notice from the chart the moderately higher representation of 3 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).

Average household size for Piedmont, in 2019, at 2.33 indicates the city holding smaller households than Calhoun County at 2.50, Alabama at 2.55 and fairly 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

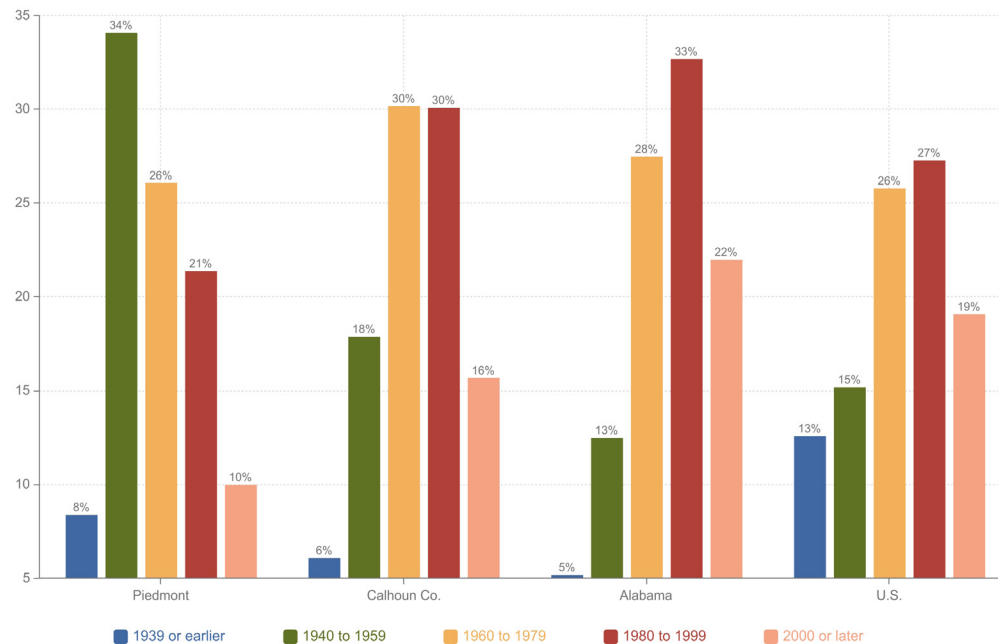
Housing Stock Age

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.

Piedmont 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 Calhoun County, Alabama, and the U.S. According to the 2015-2019 American Community Survey, Piedmont’s median year structure built was 1966, while Calhoun County showed 1978, Alabama 1983, and the U.S. 1978. In terms of housing stock age, the American Community Survey showed that approximately 69% of city homes were built prior to 1980, as the county (54%), state (45%), and nation (53%) recorded

considerably less. Furthermore, approximately 42% of city homes were built prior to 1960, while both the county and state recorded substantially less at 24% and 17%, respectively, and the nation at 28%. The city reported approximately 10% of homes built post-1999 while the county, state, and nation exhibited a larger portion of newer homes at 15%, 22%, and 19%, respectively. Figure H-5 illustrates housing stock age for Piedmont, Calhoun County, Alabama, and the U.S. in 2019.

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



Notice on the chart the substantially larger portion of city homes built between 1940 and 1959 compared to the county, state, and nation. Also notice the significantly 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-8: 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 Comprehensive 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.

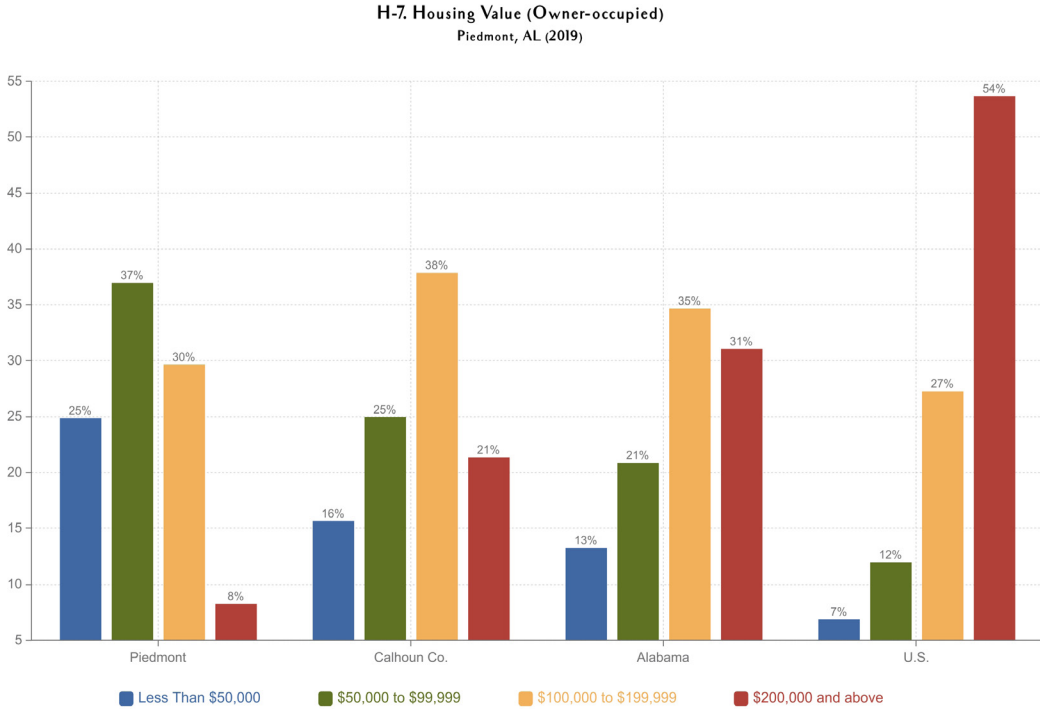
According the EARPDC housing conditions survey, conducted in 2021, Piedmont had 2,379 home units surveyed, of which 1,889 (79%) were single-family, 335 (14%) were multi-family, and 155 (7%) were manufactured units. The survey showed approximately 31% of the total units in excellent condition, 39% in good condition, 27% in substandard condition, and 2% dilapidated. Manufactured units reported the most need for improvements with 83 (54%) units in substandard condition and 13 (8%) dilapidated. Single family also recorded need with 29% in substandard condition. Table H-10 displays housing conditions in Piedmont 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 Map:12 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. Piedmont recognizes the need to promote and encourage quality housing development and has been active in preparing for such growth.

Piedmont showed considerably different trends in housing value compared to Calhoun County, Alabama, and the U.S. From 2015 to 2019, the city increased in homes valued less than \$50 K by a somewhat significant 4%, while the county declined by -17%, the state by -16%, and the nation by -21%. Also, during this time, the city declined by -13% in homes valued at \$200 K and above as the county increased by 30%, the state grew by 21%, and the nation by 24% in this housing value category. This information indicates that, in terms of housing value, the city increased in homes with lesser value and decreased in homes of higher

value. Meanwhile, the county, state, and nation increased in homes of greater value and decreased in homes of lower value.



In addition to growth in homes valued less than \$50 K, Piedmont showed moderate representation in this value category at 24%, which was fairly higher than Calhoun County, accounting for 15% of its housing stock. Similar to the county, Alabama showed the portion of homes valued less than \$50 K at 13% and the U.S. reported somewhat substantially less at 6%. In 2019, Piedmont exhibited middling representation of higher valued homes with approximately 38% being valued at \$100 K or above, which was a substantially lower portion than Calhoun County at 53%, and Alabama (65%), yet considerably lower representation than the U.S. at 81%. This information indicates that along with growth in lower valued homes, the city also fell short of the county, state, and nation in the portion of high value homes. Figure H-7 exhibits housing value for Piedmont, Calhoun County, Alabama, and the U.S. in 2019. See from the chart that the city’s insubstantial 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 Piedmont’s MHV dropped from \$81,400 to \$79,700, which was moderately lower than Calhoun County with an increase from \$105,900 to \$118,000. Piedmont’s MHV was 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.

Housing Affordability

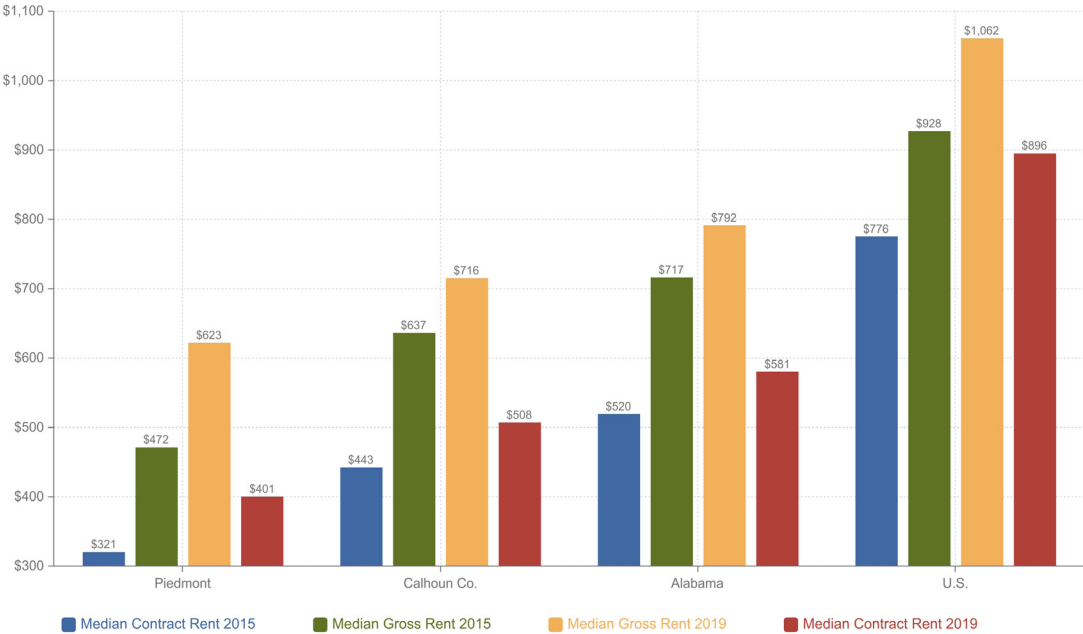
Piedmont recognizes the need to establish and maintain housing, which is affordable and suitable to its residents. According to the Alabama Housing Finance Authority, the generally accepted affordability standard for housing cost is no more than 30 percent of household income. The city’s housing substantially 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 gathered shows that Piedmont displayed somewhat lower rental costs to Calhoun County, but considerably lower costs compared to Alabama and the U.S.

H-8. Rental Costs
Piedmont, AL (2015 and 2019)



In terms of contract rent, between 2015 and 2019, the city increased in median contract rent slightly from \$321 to \$401, while the county grew less substantially from \$443 to \$508. 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 more significantly from \$472 to \$623, while the county climbed from \$637 to \$716. 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 Piedmont, Calhoun County, Alabama, and the U.S. in 2015 and 2019. Notice in the chart rental costs for the city and county being nearly 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

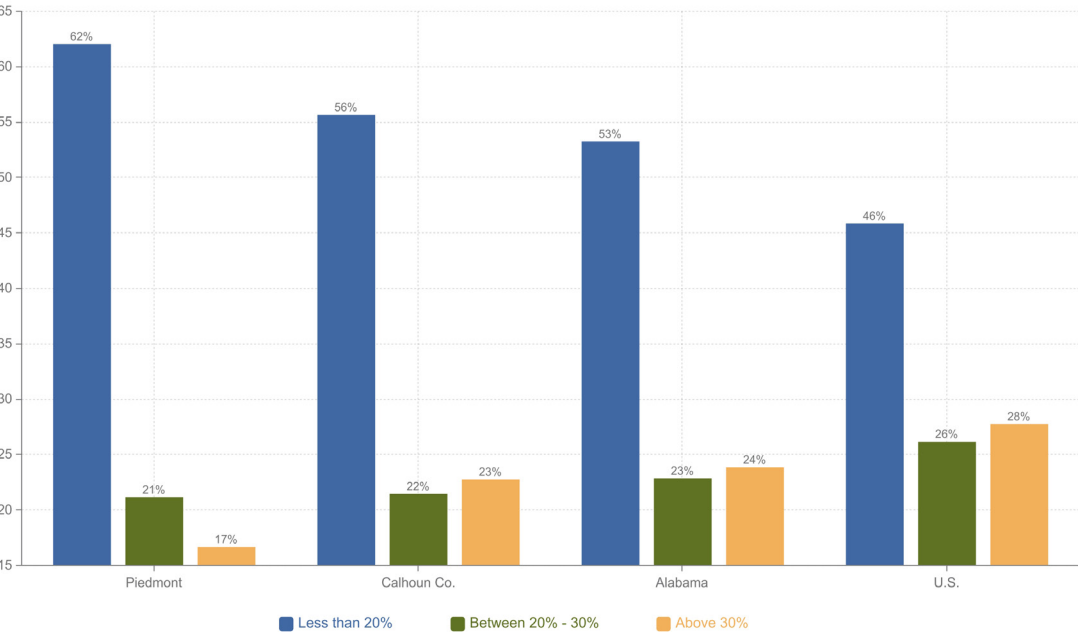
Affordability of owner-occupied housing is vitally important in maintaining housing occupancy and population growth within the community. The relative affordability of owner-occupied housing was determined by examining selected monthly owner costs as a percentage of household income. As a common goal, 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 low, Piedmont housing affordability of owner-occupied homes also rated high compared to Calhoun County, Alabama, and the U.S. In 2019, approximately 83% of city households spent less than 30% of their household income on housing costs as the county reported somewhat

owner-occupied housing was considerably more affordable than 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 Piedmont, Calhoun County, Alabama, and the U.S. in 2019. Notice in the chart the high affordability in the city, particularly in the category between 20% and 30%, compared to the county, 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

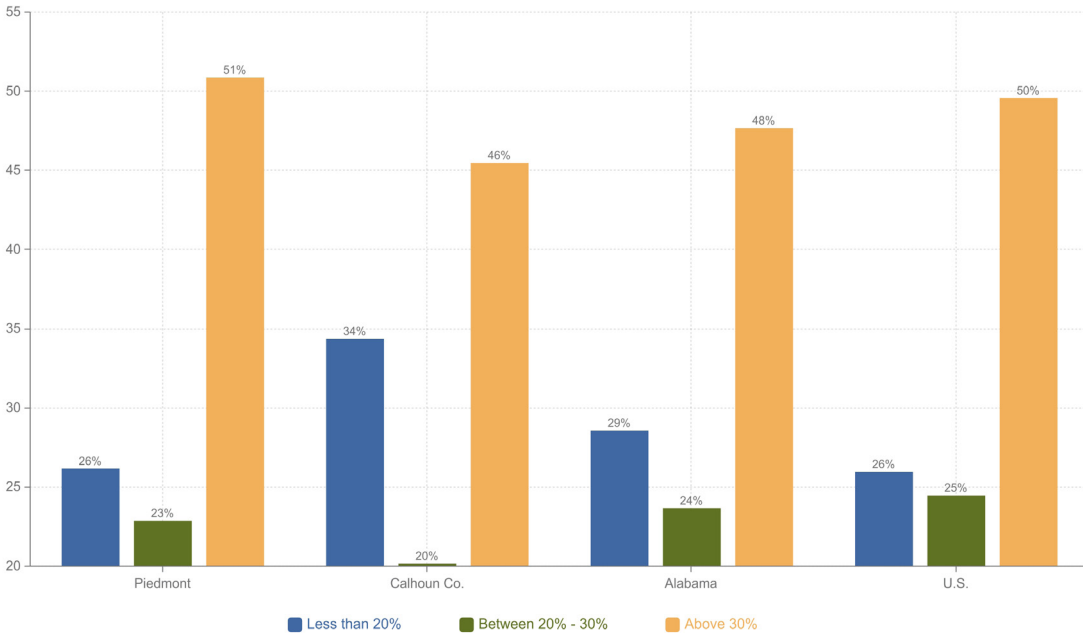
Renting has often been an attractive alternative to owning a home. Home ownership is generally more expensive, and houses often require greater maintenance than apartments, town homes, or condominiums. Although home ownership, nationally, is much more popular and highly regarded, renter-occupied housing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

H9. Housing Affordability Monthly Owner Costs as a Percentage of Household Income
Piedmont, AL (2019)



considerably less affordability at 77%. The state reported 76% and the nation 72% in this category. Furthermore, the city ranked well in the higher affordability categories with approximately 62% of households spending less than 20% of their household income on housing costs while the county reported 55%, the state 53%, and the nation 45%. This information indicates that in 2019 Piedmont’s

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



In contrast to owner-occupied affordability, Piedmont showed lower renter-occupied housing affordability compared to Calhoun County, Alabama, and the U.S. In 2019, the city recorded approximately 49% of renter-occupied households spending less than 30% of their household income on housing costs, while the county reported 54%, the state 52%, and the nation 50%. Furthermore, in 2019, approximately 26% of renter-occupied households in the city spent less than 20% of their household income on housing costs, as the county reported 34%, the state 28%, and the nation 26%. Figure H-10 examines gross rent as a percentage of household income for Piedmont, Calhoun County, Alabama, and the U.S. in 2019. Notice from the chart the higher portion of renter-occupied households in the city spending more than 30% of their household income on housing costs compared to the county, 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 Piedmont, in 2019, was single-family, accounting for 75% of all units, which was similar to Calhoun County, showing 73%, Alabama 70%, and the U.S. at 67%. Also, in 2019, the city reported a substantially smaller portion of multi-family units at 6%, compared to the county and state which showed 11% and 16%, respectively. The nation recorded 26% of its housing units as multi-family. This information indicates that Piedmont held lower than average representation in multi-family housing compared to Calhoun County and Alabama and significantly lower portions compared to the U.S. Piedmont increased in mobile home development to a greater degree than Calhoun County, Alabama, and the U.S., and the city also held a higher portion of mobile homes at 18% compared to the county (15%) and state (13%). The city showed significantly higher portions of mobile homes in comparison to the nation at 6%.

Assessment: Piedmont exhibited a high portion of single-family homes and mobile homes and small representation of multi-family compared to Calhoun

County, Alabama, and the U.S.

Tenure and Occupancy

Piedmont showed somewhat different portions in tenure compared to Calhoun County and Alabama, and the U.S. In 2019, owner-occupied housing comprised approximately 62% of the city's housing stock, while the county reported 58%, the state 57%, and the nation a slightly smaller portion at 56%. Renter-occupied housing in the city at 18% constituted significantly smaller representation than to the county (24%), state at 25%, and nation at 31%. This information indicates that, in 2019, renter-occupancy was less popular as a tenure option in the city and county than in the state and nation.

Assessment: Piedmont showed differing occupancy status with Calhoun County, Alabama, and the U.S. and somewhat substantially lower representation in renter-occupied housing compared to the county, state, and nation.

Vacancy Status

Piedmont displayed somewhat different patterns in vacancy status compared to Calhoun County, Alabama, and the U.S. In 2019, the city's most prevalent vacancy status was other vacant at 66%, which was comparable to the county at 63%, state (49%), and nation at 35%. However, Piedmont, during this time, held a fairly larger portion of for sale only vacancies at 12% in contrast to Calhoun County and the nation, both at 7%, and Alabama (6%). The city also recorded substantially smaller representation in miscellaneous vacancies at 8%, in comparison to the state (20%) and nation (32%), and a slightly smaller portion compared to the county at 11%. This information indicates proportionately more city homes as other vacant and less vacancies used for miscellaneous purposes compared to the county, state, and nation. Figure H-3 displays vacancy status for Piedmont, Calhoun County, Alabama, and the U.S. in 2019. The figure illustrates the city's nonexistent portion of vacancies for rent only and higher portion of miscellaneous uses in contrast to the county, state, and nation.

Assessment: Piedmont reported moderately more vacant homes for sale only and less miscellaneous and for rent or compared to Calhoun County, Alabama, and the U.S.

Household Size

In 2019, Piedmont's most prevalent household size was 2-person, accounting for 31.6% of all households; however, 1 person households were nearly equal at 31.4%. This was similar to Calhoun County and Alabama, both at 35% of 2-person households, and the U.S. at 34%. Piedmont and Calhoun County reported approximately 37% of households with 3 or more persons, while Alabama showed slightly less at 35% and the US recorded 38%. This information indicates that the city, during this time, held only a slightly larger portion of households of larger size compared to state, and similar size compared to the county and nation. However, the nation surpassed the city in households with 4 or more persons, indicating larger households at the national level.

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

Housing Stock Age

In terms of housing stock age, the American Community Survey showed that approximately 69% of city homes were built prior to 1980, as the county (54%), state (45%), and nation (53%) recorded considerably less. Furthermore, approximately 42% of city homes were built prior to 1960, while both the county and state recorded substantially less at 24% and 17%, respectively, and the nation at 28%. The city reported approximately 10% of homes built post-1999 while the county, state, and nation exhibited a larger portion of newer homes at 15%, 22%, and 19%, respectively.

Assessment: In 2019, Piedmont held a considerably larger portion of older homes compared to Calhoun County, Alabama, and the U.S.

Physical Conditions

Piedmont had 2,379 home units surveyed, of which 1,889 (79%) were single-family, 335 (14%) were multi-family, and 155 (7%) were manufactured units. The survey showed approximately 31% of the total units in excellent condition, 39% in good condition, 27% in substandard condition, and 2% dilapidated. Manufactured units reported the most need for improvements with 83 (54%) units in substandard condition and 13 (8%) dilapidated. Single family also recorded need with 29% in substandard condition.

Assessment: Survey results from the EARPDC housing conditions survey shows approximately 30% of Piedmont's housing units in substandard or dilapidated conditions with manufactured homes displaying the greatest need for improvements.

Housing Value

Piedmont showed moderate representation in homes valued at less than \$50,000 at 24%, which was fairly higher than Calhoun County, accounting for 15% of its housing stock. Similar to the county, Alabama showed the portion of homes valued less than \$50 K at 13% and the U.S. reported somewhat substantially less at 6%. In 2019, Piedmont exhibited middling representation of higher valued homes with approximately 38% being valued at \$100 K or above, which was a substantially lower portion than Calhoun County at 53%, and Alabama (65%), yet considerably lower representation than the U.S. at 81%. This information indicates that along with growth in lower valued homes, the city also fell short of the county, state, and nation in the portion of high value homes.

Assessment: Piedmont showed substantially lower housing value compared to Calhoun County, somewhat significantly lower value than to Alabama, and significantly lower value than the U.S.

Rental Costs

In terms of contract rent, between 2015 and 2019, the city increased in median contract rent slightly from \$321 to \$401, while the county grew less substantially from \$443 to \$508. 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 more significantly from \$472 to \$623, while the county climbed from \$637 to \$716. 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: Piedmont reported lower cost of contract rent and gross rent compared to Calhoun County, and substantially lower rent compared to Alabama and the U.S.

Affordability of Owner-occupied Housing

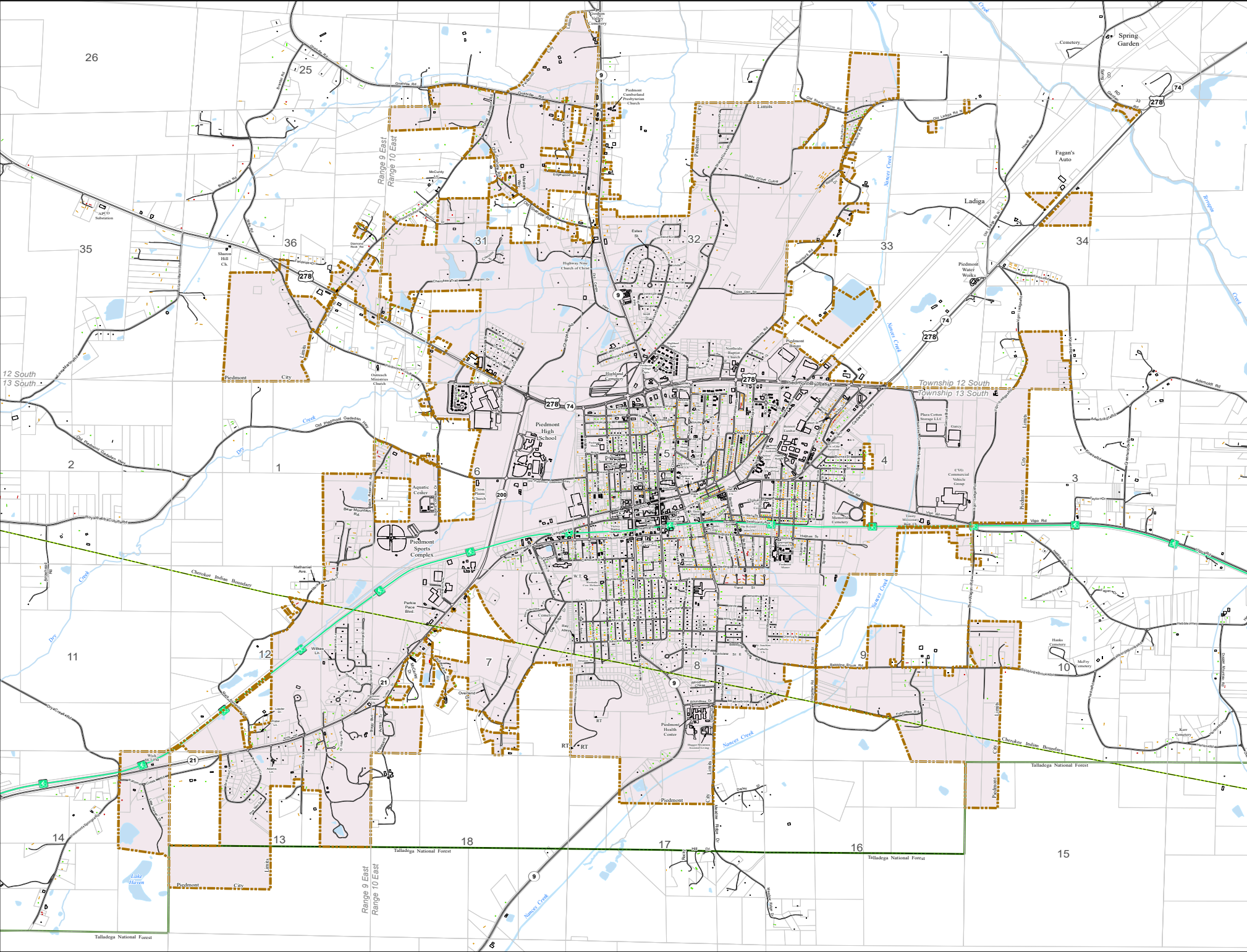
In 2019, approximately 83% of city households spent less than 30% of their household income on housing costs as the county reported somewhat considerably less affordability at 77%. The state reported 76% and the nation 72% in this category. Furthermore, the city ranked well in the higher affordability categories with approximately 62% of households spending less than 20% of their household income on housing costs while the county reported 55%, the state 53%, and the nation 45%. This information indicates that in 2019 Piedmont's owner-occupied housing was considerably more affordable than owner-occupied housing in the county, somewhat more affordable than the state and substantially more affordable than the nation.

Assessment: Piedmont showed substantially higher owner-occupied affordability compared to Calhoun County, Alabama, and the U.S. in 2019.

Affordability of Renter-occupied Housing

In 2019, the city recorded approximately 49% of renter-occupied households spending less than 30% of their household income on housing costs, while the county reported 54%, the state 52%, and the nation 50%. Furthermore, in 2019, approximately 26% of renter-occupied households in the city spent less than 20% of their household income on housing costs, as the county reported 34%, the state 28%, and the nation 26%.

Assessment: Piedmont showed somewhat lower renter-occupied affordability compared to Calhoun County, Alabama, and the U.S. in 2019.



Map 12

HOUSING CONDITIONS

PIEDMONT

ALABAMA

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



Prepared By The East Alabama Regional Planning And Development Commission, 2021.
Data Provided In The Calhoun 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 Piedmont 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. 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.

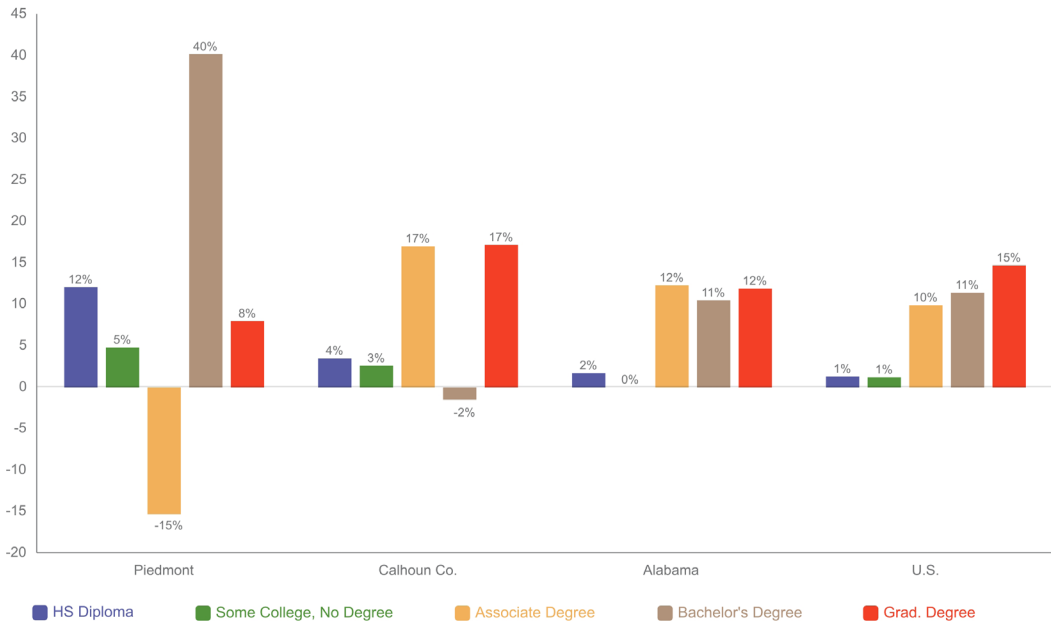
Educational Attainment

Piedmont showed somewhat comparable educational attainment compared to Calhoun 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 48%, while the county reported 15%, the state 22%, and the nation 26%. However, during this time, the city increased in the portion of residents having received either a bachelor's degree or a graduate/professional degree from 11% to 13% while the county recorded 17% and 18%, respectively, indicating that the portion of county residents holding higher educational attainment outranked the city. In 2019, both Alabama at 25% and the U.S. at 32% reported higher attainment than Piedmont and Calhoun County.

While Piedmont showed somewhat significant growth in recipients of higher attainment degrees, the city also reported decline in residents with lower attainment such as those having 9th to 12th grade, no diploma experiencing a drop of drop of -32%. Calhoun County also decreased in this category by -21% as Alabama reported -7% and the U.S. -5%.

E1: Percent Change in Education Attainment
Piedmont, AL (2015-2019)



E-1 illustrates educational attainment for Piedmont, Calhoun County, Alabama,



and the U.S. in 2019. Notice in the chart city’s growth in those receiving bachelor’s degrees. For more information see Table E-1: Educational Attainment in Appendix A.

Trends from this information indicate a decline in persons having received lower educational attainment, such as less than a high school diploma, 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

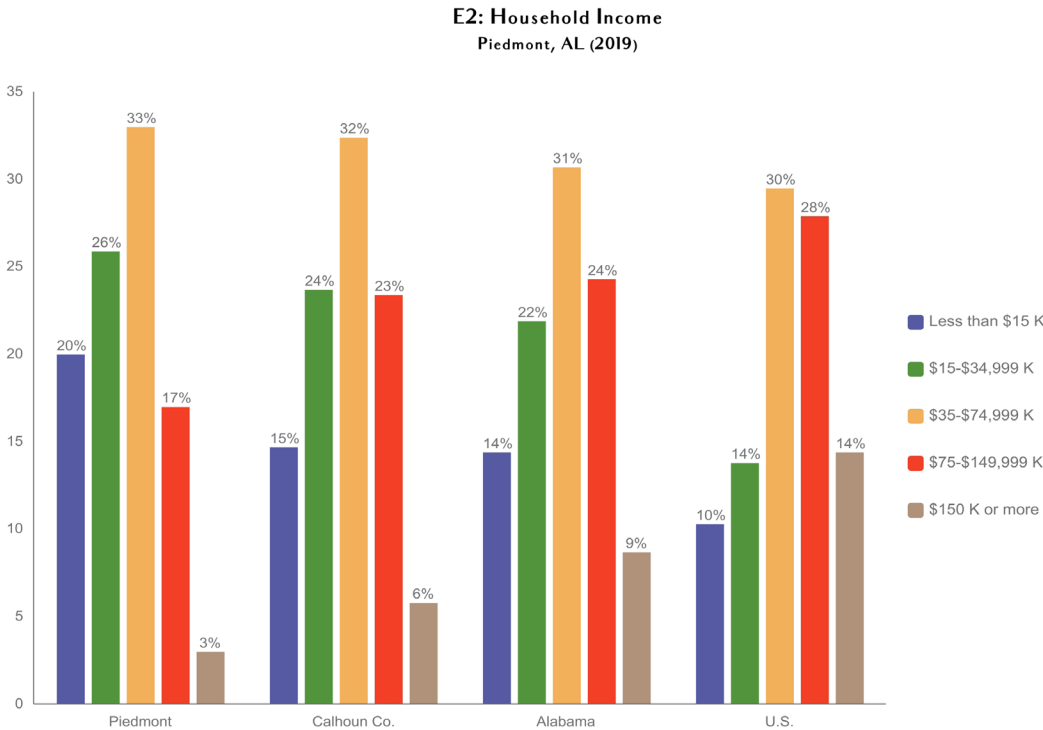
Monetary income is a primary factor in determining a community’s wealth and prosperity. Higher incomes promote a higher standard of living and more return investment into the community, while lower incomes suggest lower standards and less investment. Therefore, a comprehensive economic study requires 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 monetary amount of household incomes collected and has been examined as the primary focal point.

Piedmont, with household income, ranked slightly low compared to Calhoun County and considerably low contrasted to Alabama and the U.S. Between 2015 and 2019, the city increased in households earning between \$15 K and \$34,999 K by 4% while the county declined in this category by -7%, the state fell by -9%, and the nation decreased by -31%. However, Piedmont decreased substantially in households earning less than \$15 K by -30%, as did Calhoun County [-19%],

and both Alabama and the U.S. [-14%]. This information indicates that while the county, state, and nation were declining in lower income households the city was somewhat increasing.



In 2015, the city showed the slight majority of households at 53% earning less than \$35 K per year, which fell to 46% in 2019, while the county reported 43% in 2015 and 38% in 2019. Meanwhile, the state showed 41% earning less than \$35 K in 2015 and 36% in 2019 as the nation reported 33% and 24%, respectively. In addition, in 2019, both Piedmont (20%) and Calhoun County (29%) reported smaller portions of households in higher earning brackets compared to Alabama and the U.S. regarding households earning \$75 K or more while the state showed 33% and the nation 42% in this category. Figure E-2 displays household income for Piedmont, Calhoun County, Alabama, and the U.S. in 2019. Notice from the chart that the city held a higher portion of low-income households compared to the county, state, and nation.

Furthermore, median household income reflects Piedmont households with moderately lower income compared to Calhoun County, but considerably lower than Alabama and the U.S. Between 2015 and 2019 Piedmont median household income increased from \$32,110 to \$37,996 as did Calhoun County, climbing from \$41,703 to \$47,255. Such growth in income could be attributed to 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 \$53,889 to \$62,843. For more detail see Table E-2: Household Income in Appendix B.

As a planning consideration and as a means of increasing income, Piedmont should strive to attract technology business and training schools by marketing its high bandwidth infrastructure 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 technology firms due to its location with convenient access to major roadways and reasonable proximity to institutions of higher education such as Jacksonville State University and metropolitan areas such as Birmingham, Anniston, and Atlanta.

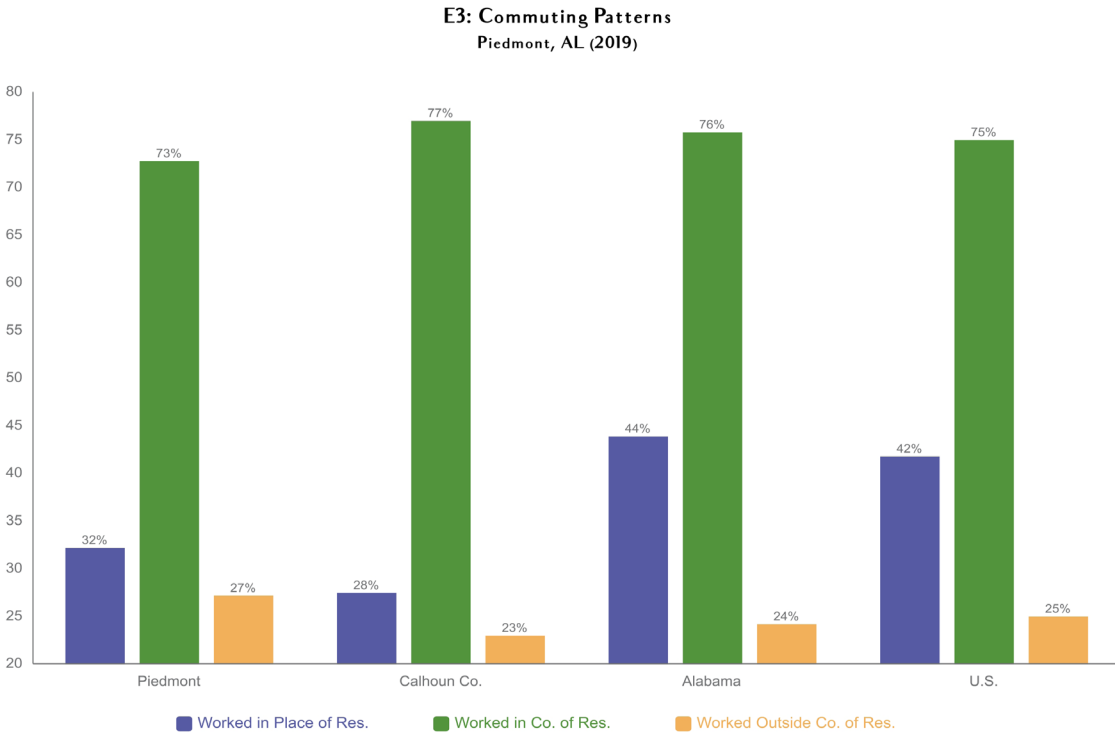
Commuting Patterns

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 Piedmont 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, Piedmont rated slightly better in comparison to Calhoun County, and lower than Alabama, and the U.S. Between 2015 and 2019 Piedmont increased slightly in commuters living and working in the city from 28% to 32%, however, in 2019, the city showed a larger portion of commuters working in their place of residence compared to the county at 27% and a smaller portion compared to the state (43%) and nation at 41%. Additionally, In 2019, Piedmont also showed a slightly smaller portion (72%) of commuters who live and work in the city or in Calhoun 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 77%. Both Alabama and the U.S. at 75% reported similar county commuting trends to Piedmont in 2019. This information indicates that proportionately more commuters in Calhoun County seek employment opportunities out-of-county than those in Piedmont, 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 Piedmont, Calhoun County, Alabama, and the U.S. in 2015 and 2019. Notice from the chart the city holding a slightly higher portion (32%) of commuters working in their place of residence compared to the county at 28%. 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 drive spends on the road gives some indication of access to employment opportunities from any given community. In alignment with place of work information, Piedmont commuters reported slightly higher commute times compared to Calhoun County, Alabama, and the U.S. Mean travel time to work information for Piedmont, between 2015 and 2019, records average travel time slightly decreasing from 29.8 minutes to 29.6 minutes while Calhoun County grew from 24.1 minutes to 25, and Alabama a slight climb from 24.4 to 24.9. The U.S. reported a moderate increase from 25.9 minutes to 26.9 for comparison. This information further indicates slightly longer distances traveled for city commuters than for the average commuter in the county, state, and nation. As a planning consideration, Piedmont 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

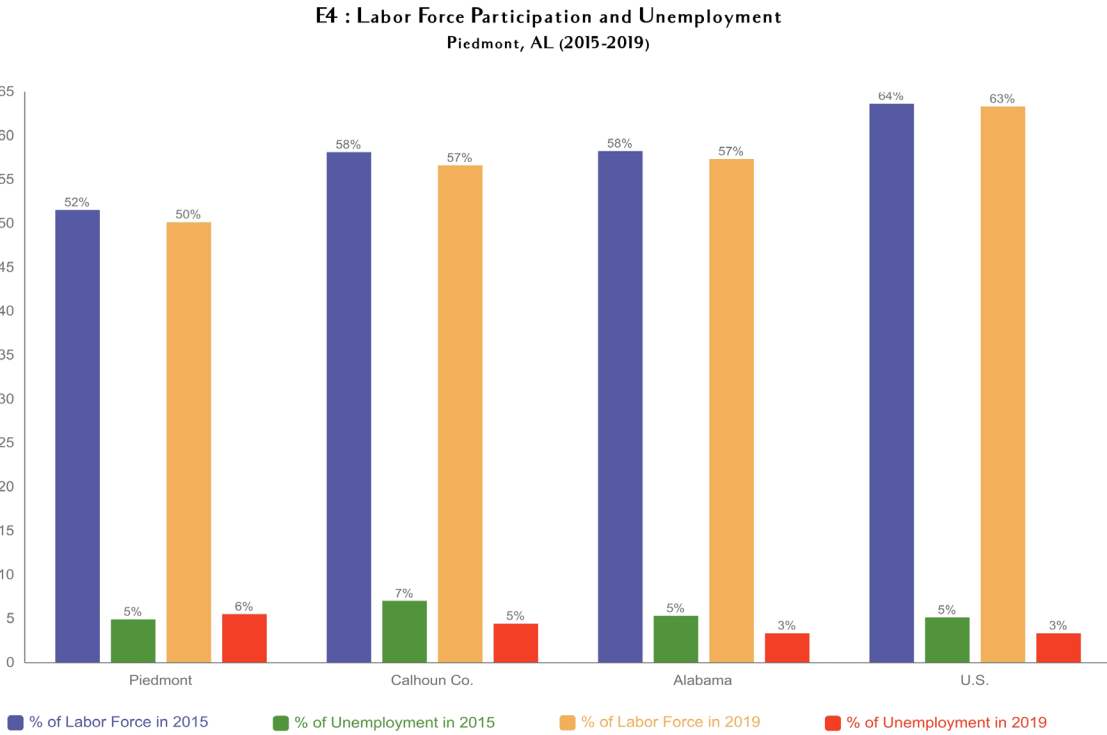
Labor force participation is based on how many individuals ages 16 and over are a part of the labor force, and if they are employed or unemployed as civilian or armed forces. Businesses desiring to relocate or expand search for communities with a strong labor force in which to draw qualified employment. 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 Piedmont's labor force, the city ranked slightly lower than Calhoun County, Alabama, and the U.S. Between 2015 and 2019, both the city and county's labor force declined by -2%, while the state decreased by -1% and the nation -0.5%. Piedmont's civilian labor force also declined by a slight 0.5%, as Calhoun County dropped by -3%, Alabama remained the same, and the U.S. grew 2%. Also between 2015 and 2019 the portion of the city's population, age 16 and older, in the labor force decreased slightly 51% to 50% while the county dropped slightly



from 58% to 56%, the state declined from 58% to 57%, as the nation remained the same at 63%.

This information indicates that the city largely remained competitive and on par with labor force participation in the county but fell somewhat short of the state and nation. Figure E-4 illustrates labor force participation and unemployment for Piedmont, Calhoun County, Alabama, and the U.S. in 2015 and 2019. However, the city increased in unemployment to a substantially greater degree than the county, state, and nation during this time.

Unemployment

Although Piedmont rated fairly well in labor force participation, the city ranked high in unemployment in comparison to Calhoun County, Alabama, and the U.S. From 2015 to 2019 the city increased in unemployment by 12%, while the county, state and nation declined considerably, by -37% for the county and state, and -35% for the nation. During this time Piedmont increased in the portion of unemployed people in the civilian labor force from 5% to 5.6%, as Calhoun County dropped from 7% to 5%, 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 and Unemployment in Appendix B.

Occupational Status

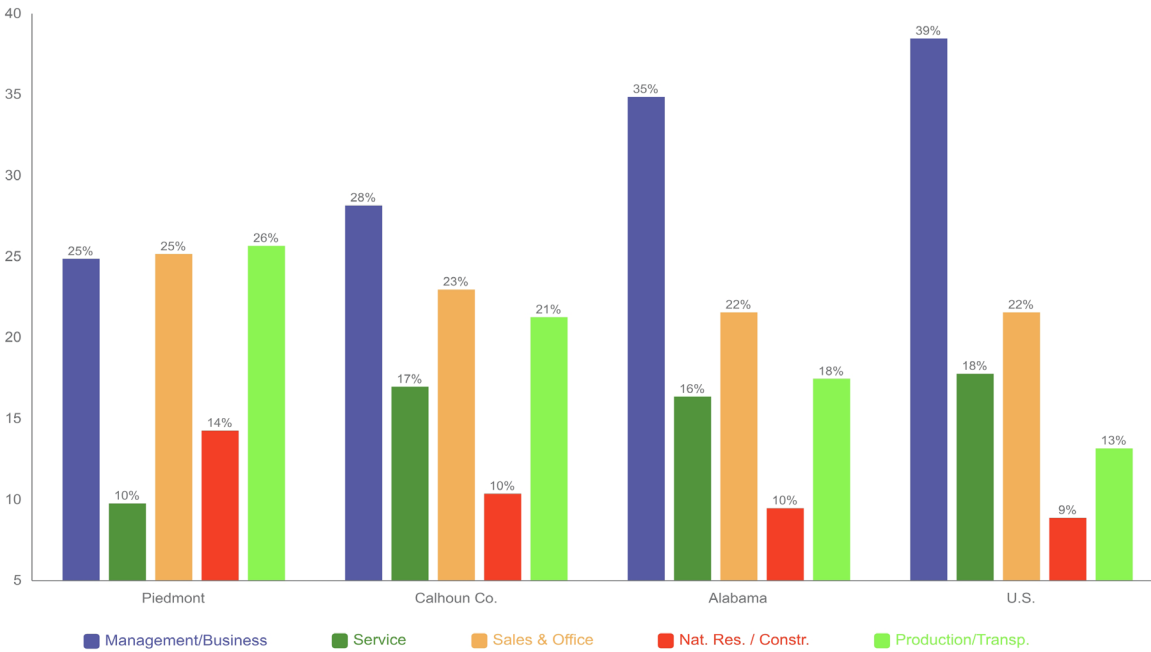
Every economically viable community has a variety of occupations through which services are performed and money is circulated. A study of occupational status shows what kind of labor is being utilized in a community. This information is useful for determining where job opportunities exist and where job 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.

Piedmont showed a few somewhat differing trends in occupational status compared to Calhoun County, Alabama, and the U.S. Between 2015 and 2019, the city's largest increase in occupations was in Natural Resources/Construction, which grew by 29% while the county and state declined in this category by -0.1%. The nation also saw an increase of 5% in Natural Resources/Construction. The city,

E5: Occupational Status
Piedmont, AL (2019)





at this time, also reported considerable decline in Services related professions at -35% as did the county at -3%, while both the state and nation at 1% and 4%, respectively showed slight increases. This information indicates a slight transition into Natural Resources/Construction and decline from Services related jobs.

In 2019, Piedmont reported somewhat similar occupation status with Calhoun County, Alabama, and the U.S. At this time, however, the city slightly exceeded the county in the portion of Production/Transportation related jobs at 26% compared to the county's 21% as well as the state at 17%, and the nation at 13%. Piedmont also showed a slightly higher portion of Natural Resources/Construction professions at 14% than Calhoun County at 10% while both Alabama and the U.S. reported 9%. Calhoun County, Alabama, and the U.S. showed moderately higher representation in Services occupations at approximately 17% than Piedmont at 10%. 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 of white collar. Figure E-5 displays occupational status for Piedmont, Calhoun 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

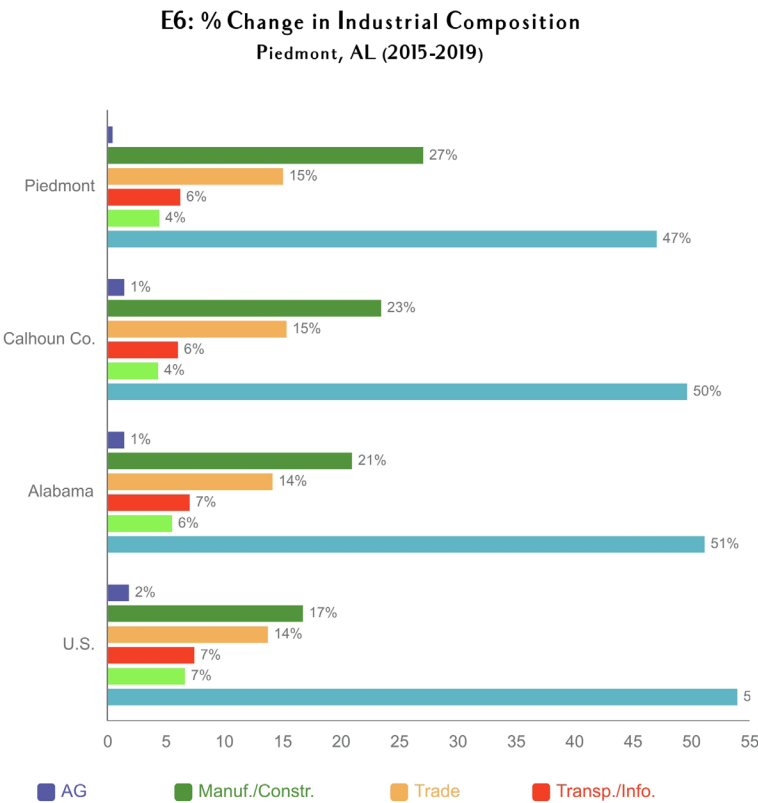
Any economically prosperous community will have a diverse and changing economic base, offering a variety of job opportunities and services to its population. As markets change and demand for specified goods and services increase or decrease, industrial sectors will vary in size and in their influence 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

Piedmont, 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 Retail/Wholesale Trade seeing the largest increase at 19%. Comparatively, the county increased in this sector by 9%, the state by a minor 0.3%, and the nation by 2%. Such growth for the city in Retail/Wholesale Trade could be attributed to new businesses locating near U.S. Hwy. 278 in the commercial corridor.



Piedmont’s most significant change was in Agriculture, which declined by -76% while Calhoun County grew this industry by 98% and both Alabama and the U.S. declined by -14% and -4%, respectively. Transportation/Information also showed considerable loss in the city, dropping employment by -16% while the county at -2% reported significantly less decrease and the state and nation grew by 4% and 10%, respectively. Overall, during this time, Piedmont accounted for a -2% drop in industry while Calhoun County at 1%, Alabama at 3% and the U.S. at 6%, showed all around minor growth. Figure E-6 displays percent change in industry for Piedmont, Calhoun County, Alabama, and the U.S. between 2015 and 2019.

Industrial Composition

In terms of industrial composition, Piedmont showed similar trends with Calhoun County, Alabama, and the U.S. In 2019, the city’s single largest industrial sector was in Services/Public Administration, accounting for nearly half (47%) of the economy while both the county at 49%, state at 51%, and nation at 54% reported

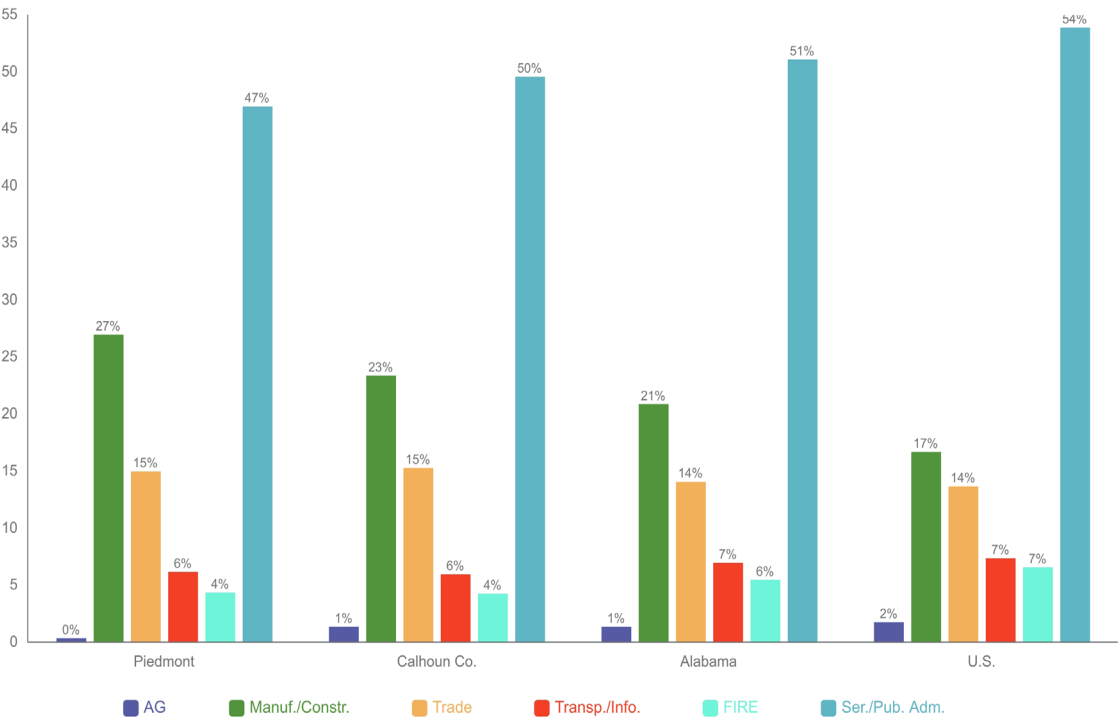
similar representation. Piedmont’s second most prevalent industry was in Manufacturing/Construction, comprising 27% of the city’s industry, which was slightly larger than Calhoun County’s portion at 23%, Alabama at 21%, and somewhat substantially larger than the nation at 16%. As previously discussed, this information indicates the city and county holding less white-collar and more blue-collar jobs than the state and nation. Figure E-7 illustrates industrial composition for Piedmont, Calhoun County, Alabama, and the U.S. in 2019. Notice from the chart the larger portion of Manufacturing/Construction related industries compared to the county, state, and nation. Also notice the slightly smaller portion of Services/Public Administration related jobs in the city, compared to the county, state, and, nation. For more information see Table E-8 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 an annual earnings of \$13,011, for two persons—\$16,521, three persons—\$20,335, and 4 persons—\$26,172.

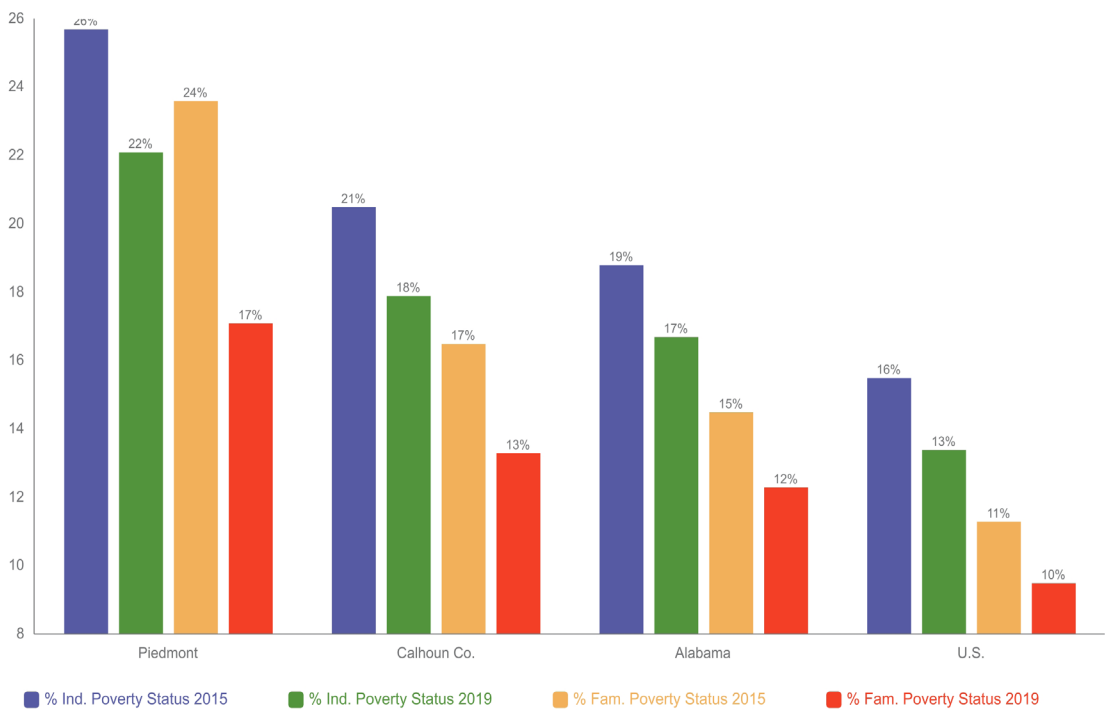
In terms of poverty, Piedmont rated higher than average compared to Calhoun County, Alabama, and the U.S. Between 2015 and 2019, the city decreased in individual poverty from 25% of the total population to 22%, while the county dropped from 20% to 17%, the state declined from 18% to 16%, and the nation from 15% to 13%. The city showed an even more significant decrease in family poverty, during this time, falling from 24% to 17%, as the county decreased from 16% to 13%, the state from 14% to 12%, and the nation from 11% to 9%. Another significant trend in the city, in 2019, was the poverty status of related children

E7: Industrial Composition
Piedmont, AL (2019)



under 18 years old reporting 29%, while the county recorded 22%, 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 individuals and families. Figure E-8 displays poverty status for individuals for Piedmont, Calhoun County, Alabama, and the U.S. in 2015 and 2019. Notice from the chart the city's higher 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.

E-8: % Individual Poverty Status
Piedmont, AL (2015 and 2019)



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 48%, while the county reported 15%, the state 22%, and the nation 26%. However, during this time, the city increased in the portion of residents having received either a bachelor’s degree or a graduate/professional degree from 11% to 13% while the county recorded 17% and 18%, respectively, indicating that the portion of county residents holding higher educational attainment outranked the city. In 2019, both Alabama at 25% and the U.S. at 32% reported higher attainment than Piedmont and Calhoun County.

Assessment: Piedmont reported slightly lower educational attainment than Calhoun County, but significantly lower attainment compared to Alabama and the U.S.

Income—Household Income

Between 2015 and 2019, the city increased in households earning between \$15 K and \$34,999 K by 4% while the county declined in this category by -7%, the state fell by -9%, and the nation decreased by -31%. However, Piedmont decreased substantially in households earning less than \$15 K by -30%, as did Calhoun County (-19%), and both Alabama and the U.S. (-14%). This information indicates that while the county, state, and nation were declining in lower income households the city was somewhat increasing.

In 2015, the city showed the slight majority of households at 53% earning less than \$35 K per year, which fell to 46% in 2019, while the county reported 43% in 2015 and 38% in 2019. Meanwhile, the state showed 41% earning less than \$35 K in 2015 and 36% in 2019 as the nation reported 33% and 24%, respectively. In addition, in 2019, both Piedmont (20%) and Calhoun County (29%) reported smaller portions of households in higher earning brackets compared to Alabama and the U.S. regarding households earning \$75 K or more while the state showed 33% and the nation 42% in this category.

Median Household Income: Between 2015 and 2019 Piedmont median household income increased from \$32,110 to \$37,996 as did Calhoun County, climbing from \$41,703 to \$47,255. Such growth in income could be attributed to 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 \$53,889 to \$62,843.

Assessment: Household income, for Piedmont, overall rated moderately lower than Calhoun County, and considerably lower than Alabama and the U.S.

Commuting Patterns

Place of Work: Between 2015 and 2019 Piedmont increased slightly in commuters living and working in the city from 28% to 32%, however, in 2019, the city showed a larger portion of commuters working in their place of residence compared to the county at 27% and a smaller portion compared to the state (43%) and nation at 41%. Additionally, In 2019, Piedmont also showed a slightly smaller portion (72%) of commuters who live and work in the city or in Calhoun 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 77%. Both Alabama and the U.S. at 75% reported similar county commuting trends to Piedmont in 2019. This information indicates that proportionately more commuters in Calhoun County seek employment opportunities out-of-county than those in Piedmont, Alabama, and the U.S. and that the city has not been adequately providing jobs for resident workers.

Travel Time to Work: Mean travel time to work information for Piedmont, between 2015 and 2019, records average travel time slightly decreasing from 29.8 minutes to 29.6 minutes while Calhoun County grew from 24.1 minutes to 25, and Alabama a slight climb from 24.4 to 24.9. The U.S. reported a moderate increase from 25.9 minutes to 26.9 for comparison.

Assessment: Piedmont ranked low in commuting, reporting proportionately fewer commuters living and working in their place of residence compared to commuters in Calhoun County, Alabama, and the U.S.

Labor Force Participation and Unemployment

Labor Force Participation: Between 2015 and 2019, both the city and county's labor force declined by -2%, while the state decreased by -1% and the nation -0.5%. Piedmont's civilian labor force also declined by a slight -0.5%, as Calhoun County dropped by -3%, Alabama remained the same, and the U.S. grew 2%. Also between 2015 and 2019 the portion of the city's population, age 16 and older, in the labor force decreased slightly 51% to 50% while the county dropped slightly from 58% to 56%, the state declined from 58% to 57%, as the nation remained the same at 63%.

Unemployment: From 2015 to 2019 the city increased in unemployment by 12%, while the county, state and nation declined considerably, by -37% for the county and state, and -35% for the nation. During this time Piedmont increased in the portion of unemployed people in the civilian labor force from 5% to 5.6%, as Calhoun County dropped from 7% to 5%, and Alabama and the U.S. from 5% to 3%.

Assessment: Piedmont's labor force participation ranked fairly lower than Calhoun County, Alabama, and the US. Furthermore, unemployment ranked considerably lower in the city compared to the county, state, and nation.

Occupational Status

Between 2015 and 2019, the city's largest increase in occupations was in Natural Resources/Construction, which grew by 29% while the county and state declined in this category by -0.1%. The nation also saw an increase of 5% in Natural Resources/Construction. The city, at this time, also reported considerable decline in Services related professions at -35% as did the county at -3%, while both the state and nation at 1% and 4%, respectively showed slight increases.

In 2019, Piedmont reported somewhat similar occupation status with Calhoun County, Alabama, and the U.S. At this time, however, the city slightly exceeded the county in the portion of Production/Transportation related jobs at 26% compared to the county's 21% as well as the state at 17%, and the nation at 13%. Piedmont also showed a slightly higher portion of Natural Resources/Construction professions at 14% than Calhoun County at 10% while both Alabama and the U.S. reported 9%. Calhoun County, Alabama, and the U.S. showed moderately higher representation in Services occupations at approximately 17% than Piedmont at 10%.

Assessment: Both Piedmont and Calhoun 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 Retail/Wholesale Trade seeing the largest increase at 19%. Comparatively, the county increased in this sector by 9%, the state by a minor 0.3%, and the nation by 2%.

Industrial Composition 2019: In terms of industrial composition, Piedmont showed similar trends with Calhoun County, Alabama, and the U.S. In 2019, the city's single largest industrial sector was in Services/Public Administration, accounting for nearly half (47%) of the economy while both the county at 49%, state at 51%, and nation at 54% reported similar representation. Piedmont's second most prevalent industry was in Manufacturing/Construction, comprising 27% of the city's industry, which was slightly larger than Calhoun County's portion at 23%, Alabama at 21%, and somewhat substantially larger than the nation at 16%.

Assessment: Both Piedmont and Calhoun County showed slightly higher portions of manufacturing related professions 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 decreased in individual poverty from 25% of the total population to 22%, while the county dropped from 20% to 17%, the state declined from 18% to 16%, and the nation from 15% to 13%.

Family Poverty: The city showed an even more significant decrease in family poverty, during this time, falling from 24% to 17%, as the county decreased from 16% to 13%, the state from 14% to 12%, and the nation from 11% to 9%.

Assessment: Piedmont reported higher poverty levels, in individuals and families,

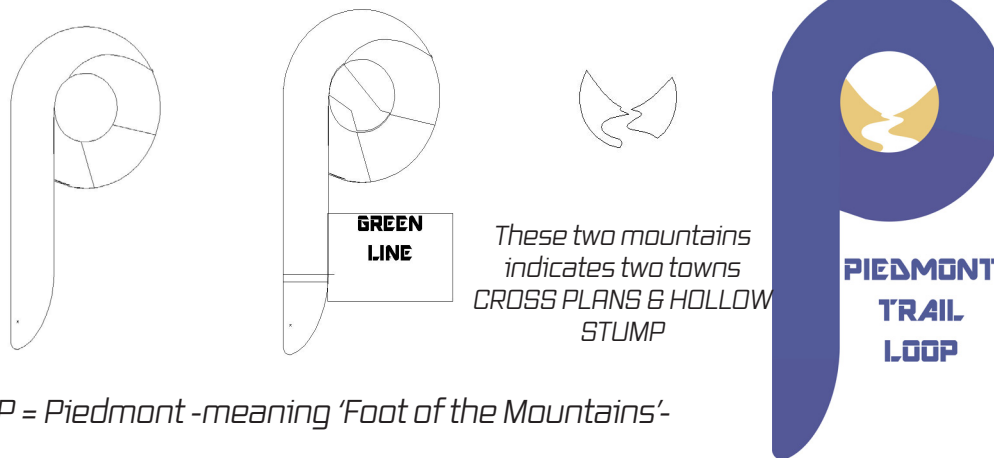
CHAPTER IX: TRAIL LOOP

PIEDMONT TRAIL LOOP

The Piedmont Trail Loop will be approximately 2,070 linear feet in length, and 5 feet in width, in the downtown to offer public recreational opportunities such as walking, bicycling, and similar activities. Additional trailside components include signage and site furnishings such as benches and lighting. This loop starts from the visitor center on the Chief Ladiga Trail and crosses South Church Street to downtown. The loop goes through the historic downtown and several attractions such as Roberts Home 'Night In The Museum,' the Art Alley, and Piedmont Historical Society Southern Railroad Depot Museum. This loop further extends to the gazebo (Plaza) located on N Centre Avenue and connects back to the Chief Ladiga Trail at S Center Ave.

The proposed project takes the Tactical Urbanism approach. "Tactical Urbanism is an approach to neighborhood building that uses short-term, low-cost, and scalable interventions and policies to catalyze long term change."¹ The City of Piedmont is a small community trying to achieve their goals using flexible and short-term projects to advance long-term goals related to street safety, public space, and more.

As a part of branding and designing the loop the Piedmont City Council approved a new logo.



Letter P = Piedmont -meaning 'Foot of the Mountains'-



 Proposed Trail Loop
 Chief Ladiga Trail

Chief Ladiga Trail is a rails to trail conversion project. The trail stretches through Calhoun and Cleburne Counties, with populations of 114,618 and 14,916, respectively, according to ACS 2019. The trail runs for 33 miles and is Alabama's first rail trail project. The trail was connected with the Silver Comet Trail, at the Alabama-Georgia state line, in 2008, and this connection extends the length into a 90-mile paved path. The Silver Comet Trail ends just west of Atlanta, and Ladiga Trail begins in Anniston, only 60 miles from Birmingham. This proximity to major metropolitan areas draw visitors to the trail.

Transitioning to a Trail Town can help Piedmont leverage the trail as an economic asset to the town. Trail towns strive to be trail-friendly; this means catering to visitors and making it easier for them to explore and patronize the town's businesses.

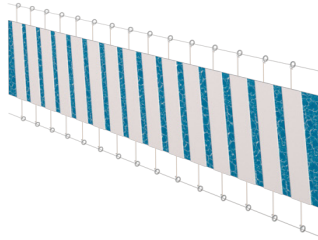
Attractions around the loop



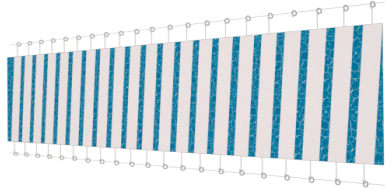
Signages



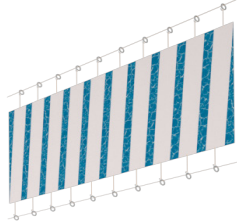
**PIEDMONT
TRAIL
LOOP**



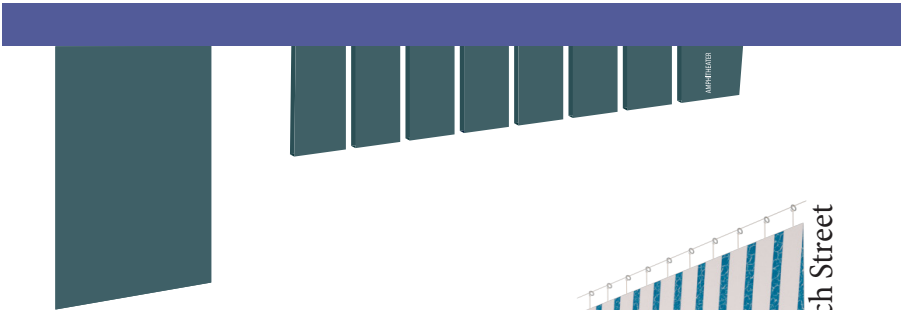
Dailey Street



S Center Ave



S Church Street



S Center Ave

S Church Street

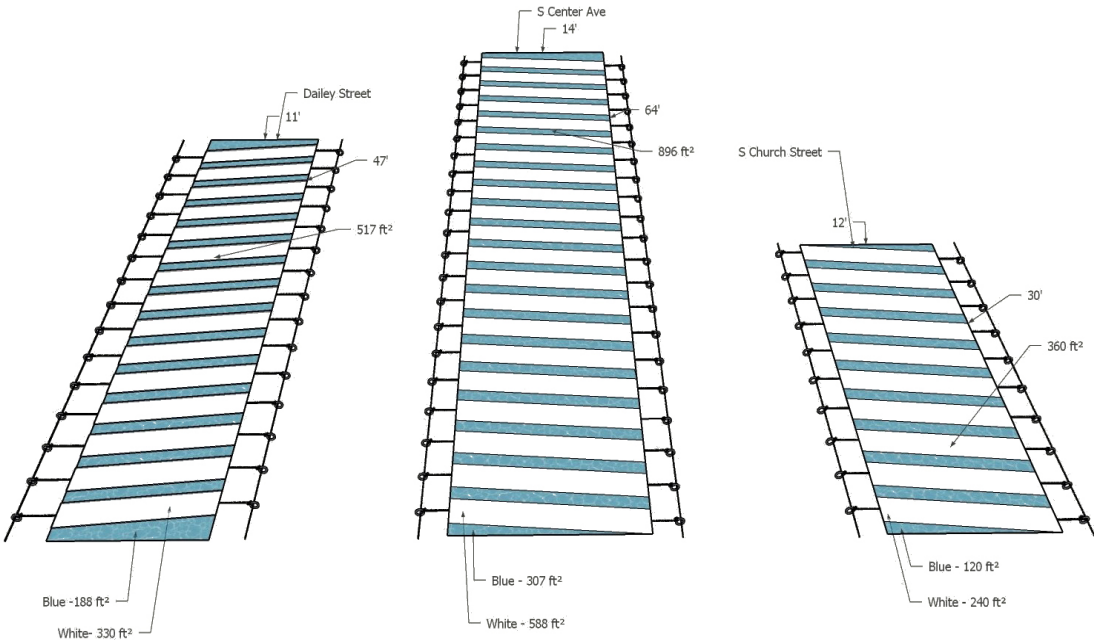
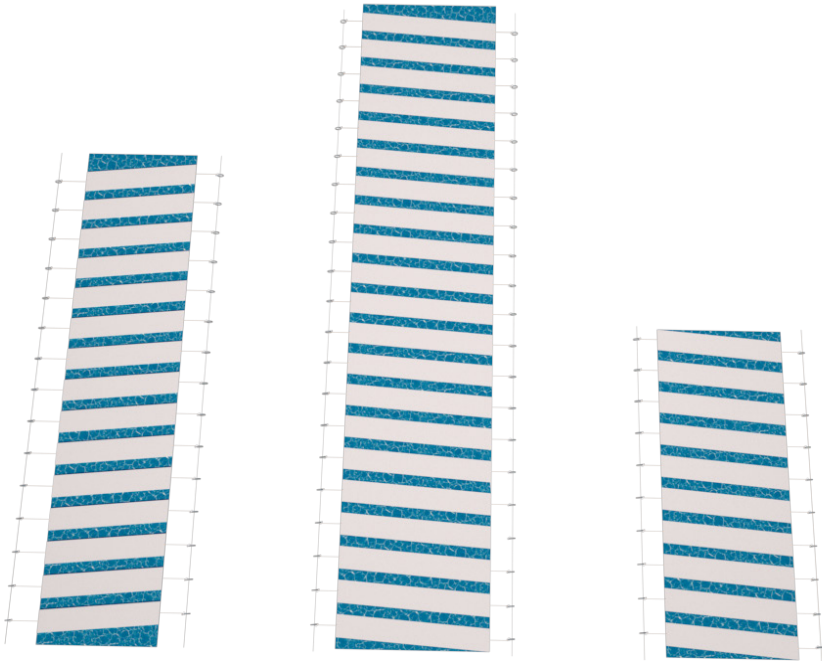
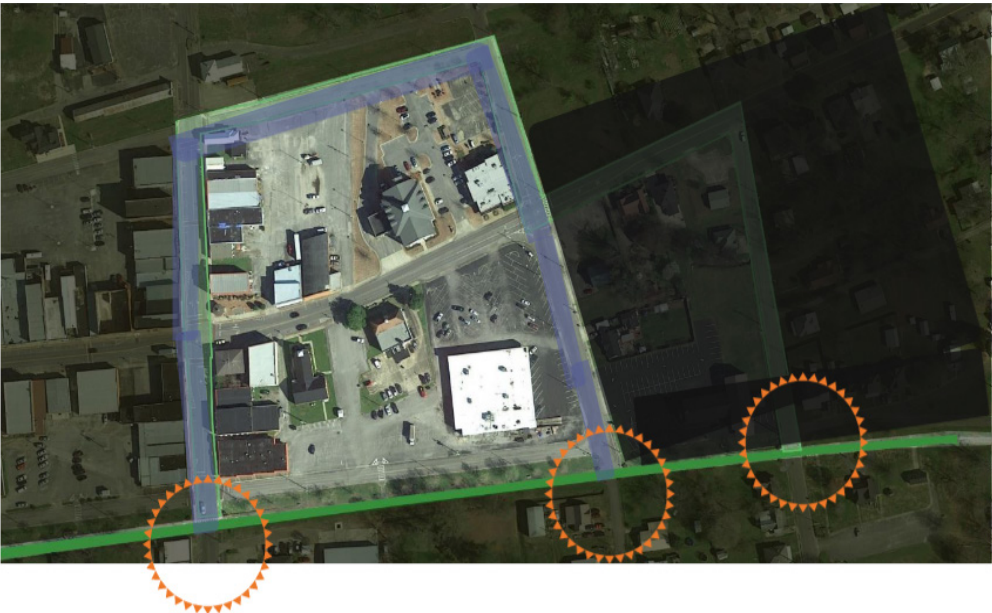
Dailey Street

Signage Mock-up

Asphalt Art

The East Alabama Regional Planning and Development Commission (EARPOC) funded a pilot project as a part of the tactical urbanism project to paint three crosswalks on the Chief Ladiga Trail. The project’s idea is to direct visitors to downtown businesses and points of interest within the city. The colorful crosswalks provide a safe crossing for the trail users by creating a visual intervention on roadways. These relatively low-cost, scalable projects can make an immediate positive impact. The crosswalk also welcomes the trail users to the loop and further to the downtown, where they can eat, shop, and explore what piedmont offers. The project’s goal was to slow motorists down, further the purposes of the city’s trail loop plan. The trail loop - asphalt art route, will provide a safe pedestrian walkway for the users to walk around the downtown.

To make this project happen, the EARPOC team, City’s Parks and Recreation Department began coordinating the efforts months before the installation. These colorful crossings will create an identity, encourage pedestrian activity, and improve the public’s perception. The EARPOC team identifies three crosswalks; One closer to the visitor center as a gateway and two further down on the actual trail loop. The team measured the three crossings, and they designed the artwork. The total area was 1773 sq. ft. The design was presented to the city council for approval and was passed unanimously.



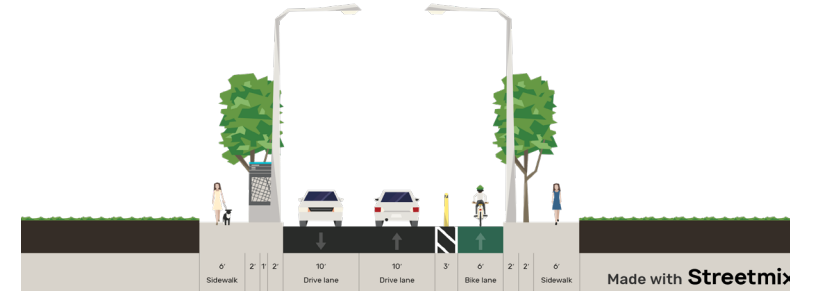


Before



Rendering

S Church Street



Street section for Trail Loop

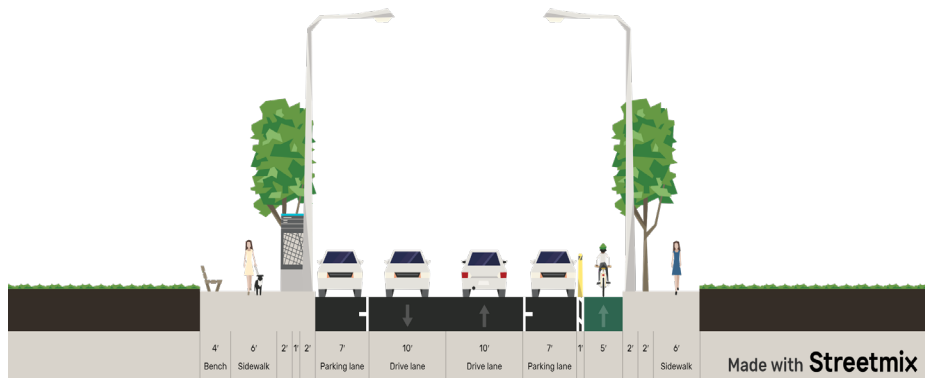
Open for the trail users



EARPDC & Street Department painting the crosswalks



N Center Ave



Street section for Trail Loop



Chief Ladiga Trail



Case Study 1: The Gandy Dancer State Trail

The Gandy Dancer State Trail is a 98-mile rails-to-trail project that runs through many scenic areas in both Minnesota and Wisconsin. The trail is divided into two segments: Northern and Southern. Its proximity to the Minneapolis area aids in drawing visitors. Rails to trails conservancy projects seek to reuse and convert former railroad corridors into recreational trails. Visitors to the trail can walk and bicycle, in addition to snowmobiling in the winter months. The segment of the trail that runs through Wisconsin, the Southern segment, is 47 miles long. Burnett and Polk Counties, where portions of the trail are located, have populations of 15,289 and 43,438 respectively, according to ACS 2019 estimates. It is estimated that Gandy Dancer State Trail draws around 46,400 visitors per year, who on average spend \$118 on their trip (Kazmierski et al., 2009). The trail has been called “the most user-friendly trail in the Midwest” due to availability of resources such as lodging and restaurants (Kazmierski et al., 2009). Visitors come across a town or campground every five miles on the trail, providing visitors with many opportunities to rest and refuel. In addition, a trail commission is utilized to manage the trail, coordinate between state, county, and communities, and determine issues and strategies for improvement.

Collecting data from trail users can show where the trail can improve. *Trails and their gateway communities: A case study of recreational use compatibility and economic impacts* recommended improving connections between towns on the trail and offering bike shops and similar businesses convenient for trail users. Trail users who were a part of this study rated trail and community services, such as trail characteristics and gateways communities, as important. Also noted as important were clean drinking water and public spaces, environmental conditions, restrooms, signage, and local restaurants to rest and refuel (Kazmierski et al., 2009). The study concluded that trails could have a massive economic impact on surrounding communities if leveraged and maintained correctly.

Chief Ladiga Trail is a rails to trail conversion project similar to the Gandy Dancer State Trail. The trail stretches through Calhoun and Cleburne Counties, with populations of 114,618 and 14,916, respectively, according to ACS 2019. The trail runs for 33 miles and is Alabama’s first rail trail project. The trail was connected with the Silver Comet Trail, at the Alabama-Georgia state line, in 2008, and this

connection extends the length into a 90-mile paved path. The Silver Comet Trail ends just west of Atlanta, and Ladiga Trail begins in Anniston, only 60 miles from Birmingham. This proximity to major metropolitan areas can help draw visitors to the trail.

Transitioning to a Trail Town can help Piedmont leverage the trail as an economic asset to the town. Trail towns strive to be trail-friendly; this means catering to visitors and making it easier for them to explore and patronize the town’s businesses. One user-friendly option is improving signage to gateway communities, and restaurants and other businesses. Trail towns can also add fountains or bottle filling stations, as access to clean water is a concern for visitors. The town could also partner with other communities on the trail to make gateways attractive, inviting, and informative on what the surrounding area has to offer. Community involvement, in the form of “clean up days” to maintain and improve the environmental conditions of the trail, also acts to promote the trail and increase community investment.

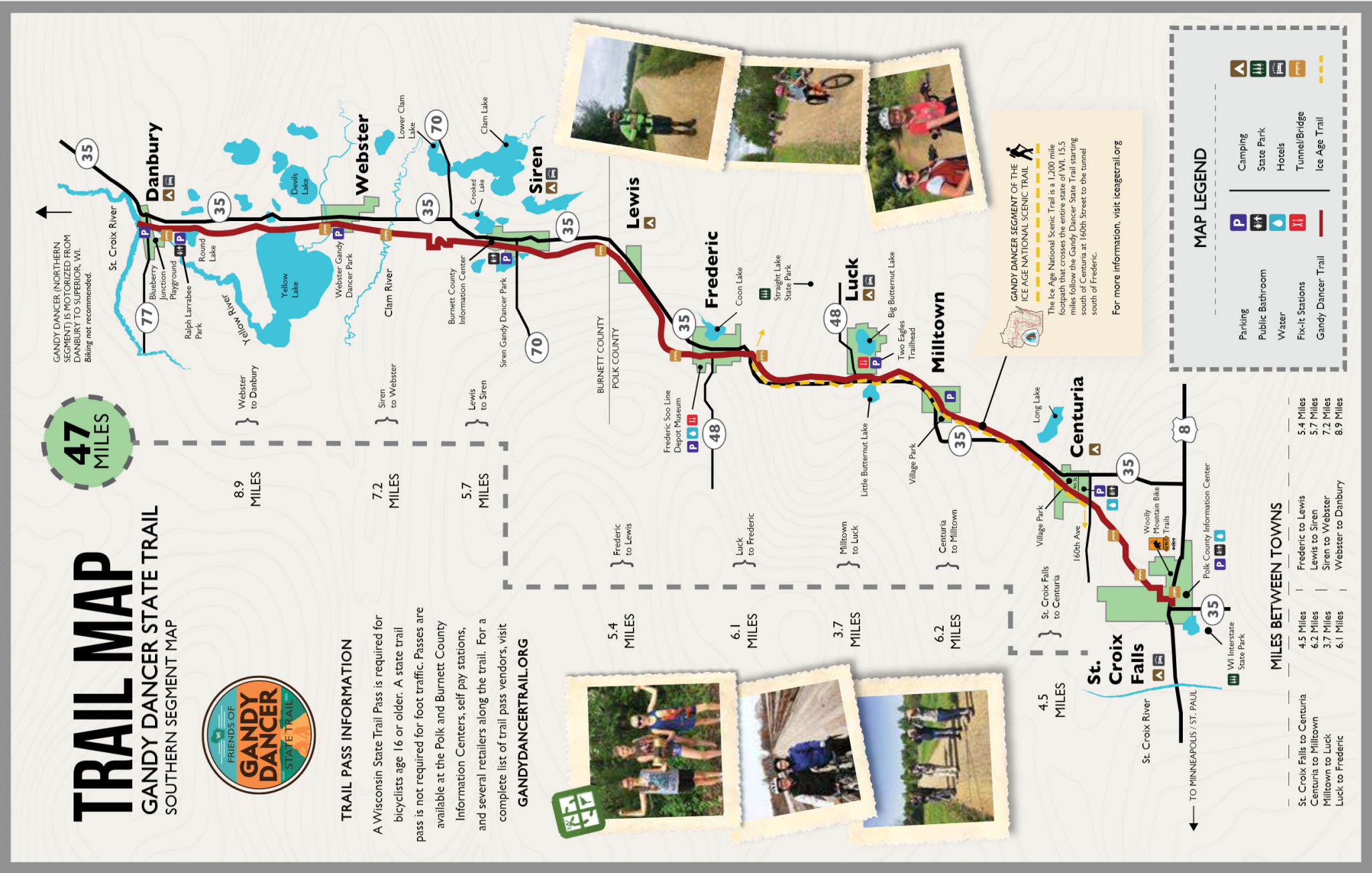
Sources

Kazmierski, B., M. Kornmann, D. Marcouiller, and J. Prey. 2009. *Trails and their gateway communities: A case study of recreational use compatibility and economic impacts*. Madison, WI: University of Wisconsin Division of Cooperative Extension Publication #G3880.

Image Source: (next page)

<https://widnr.widen.net/view/pdf/tfgrx8tdyy/Gandy-Dancer-State-Trail-Map-Southern-Segment.pdf?t.download=true&u=cgj4gi>

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Trail Map Showing information on what the surrounding areas has to offer

Case Study 2: Crystal River, Florida

Located in the heart of Florida’s Nature Coast, Crystal River is a city in Citrus County Florida, proclaimed to be the “Manatee Capital of the World”. In fact, the Crystal River National Wildlife Refuge is the only such refuge in the U.S. devoted to protecting manatees’ habitats. According to the American Community Survey 2019, the city has a population of 3,129. The City boasts several other nearby natural attractions, including Kings Bay, Three Sisters Springs, Crystal River Preserve State Park, and Crystal River Archaeological State Park. Fishing and kayaking are some activities popular with visitors. The tourism surrounding Crystal River’s outdoor offerings is the fastest growing contributor to their economy. Crystal River is a valuable case to consider when examining areas that successfully promote local recreation and tourism.

Crystal River also partners with the other cities in the county and Citrus County Visitors Bureau to maintain a website on the area. The website advertises events to be held, activities and amenities in the area, and planning tips and FAQs. In addition, it shows current weather conditions in the top right corner. A form on the website provides a way to be mailed a printed visitors’ planning guide, and maps are readily available of the area, including online and print versions. Citrus County Visitors Bureau also maintains a visitors’ center. The visitors center is an opportunity to welcome guests while also promoting the city’s attractions. The city has used its natural attractions to its advantage by thorough advertising and facilitating ways to make locating and accessing their area straightforward.

Three Sisters Spring, one of the city’s most popular areas, can only be accessed through The Three Sisters Spring Center; the spring is a segment of the Crystal River National Wildlife Refuge. Though parking is only available for handicapped guests, there is a variety of transportation options, including shuttle service, walking, and bicycling. Crystal River facilitates travel around the area with the Crystal River Trolley; there are four stops: Three Sisters Springs, Hunter Spring Park, South Citrus Avenue, and Heritage Village. Signage and available maps clearly delineate trolley stops. Trolleys depart every 30 minutes, making them easily accessible to visitors. The city also allows the use of golf carts on municipal streets, providing another convenient way to travel across the city. Signage across the city makes travel easier for those new to the city, no matter the method

of transportation.

According to Citrus County Chronicle, after implementing advertising techniques such as these, Crystal River saw an 8.2% increase in tourists from 2017 to 2018, with 531,900 tourists visiting during that period. The area saw some slight decreases in tourism from 2018-2019, with this being the first drop in five years. Downturn during this time could be attributed to the red tide algae bloom, which discouraged tourists from visiting. Going into 2020, the area was seeing a 1.6% increase.

Crystal River utilizes several tactics to promote tourism: partnerships with the county and surrounding communities, wide dissemination of information and maps, visitor centers, and festivals and events dedicated to city features, such as manatees. The City of Piedmont is of similar size, with 4,811 citizens according to ACS 2019, and boasts several natural attractions including Chief Ladiga Trail, the Pinhoti Trail, Terrapin Creek, and the Duggar Mountain Wilderness.

Piedmont could adopt many of the same strategies to promote tourism and increase the number of visitors. Partnerships with Calhoun County, which contains many beautiful natural attractions, and with nearby communities, such as Cedar Bluff and Weiss Lake, could be mutually beneficial for the entire region. Increased signage and maps would show visitors their way around the city, and how to get to destinations such as Terrapin Creek or Duggar Mountain. Those passing through the city may be unaware of the nearby attractions. Most importantly, the City could create resources for visitors that show everything Piedmont has to offer in one location; currently, it takes several internet searches to find all the trails, outdoor areas, and creeks and rivers available in the area. Advertising all that Piedmont has to offer can help increase tourism; showing that the city is an attractive outdoor destination will promote Piedmont to travelers who were previously unaware.

Sources

<https://www.discovercrystalriverfl.com/>

About

Between Nov. 15th - March 31st each year, manatee sanctuaries are in effect, prohibiting boating and limiting swimming access only to a designated part of the main spring.. This is to provide **peace and safety to the hundreds of manatees** that arrive to Crystal River each year.

Kayaking and swimming is allowed in the springs during **spring and summer months**, but water access is not permitted through the refuge.

Please be respectful of the vegetation and wildlife at this sensitive habitat. We hope you enjoy the boardwalk and nature trails, and don't forget to pick up a **wildlife guide** from the Center or front gate!

"In every walk with nature one receives far more than he seeks."
- John Muir

Three Sisters Springs

SPRING MAP LEGEND

1. PRETTY SISTER
2. BIG SISTER
3. LITTLE SISTER
4. IDIOTS DELIGHT I
5. IDIOTS DELIGHT II
6. MAGNOLIA SPRINGS
7. TROLLEY STOP

How it came to be...

There was a time when the future of Three Sisters Springs was uncertain. There was a plan to develop the land surrounding the springs and building condominiums while bottling the spring water for commercial purposes.

Thankfully, this 57-acre parcel of land was purchased in 2010 with funds from the Florida Community Trust, the City of Crystal River, U.S. Fish & Wildlife Service, Southwest Florida Water Management District (SWFWMD), as well as many community members and non-profit groups. The City and SWFWMD jointly own the land, and it is managed by USFWS under the Crystal River National Wildlife Refuge Complex.

Trolley tours depart every 30 minutes. The latest schedule can be found on our website, or by texting which trolley stop you are located to 352-586-5093.

1
Three Sisters Springs
57 Acre Wildlife Refuge with boardwalk, pavilion and various nature trails.

2
Hunter Springs Park
City park with a beach, swimming area, spring access, boardwalk, playground and kayak launch.

3
South Citrus Avenue
Local restaurants, stores and Crystal Heritage Museum.

4
Heritage Village
Local restaurants, cafes, boutiques and stores.

Signage and mapsshowing visitors their way around the city

Image Source: https://www.crystalriverfl.org/sites/default/files/fileattachments/three_sisters_springs/page/3351/inside-2.jpg <https://www.threesistersspringsvisitor.org/sisters/page/trolley-information>

CHAPTER X: 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.

Inventory and Analysis—Where Are We Now?

Visioning Process—Where Do We Want to Be?

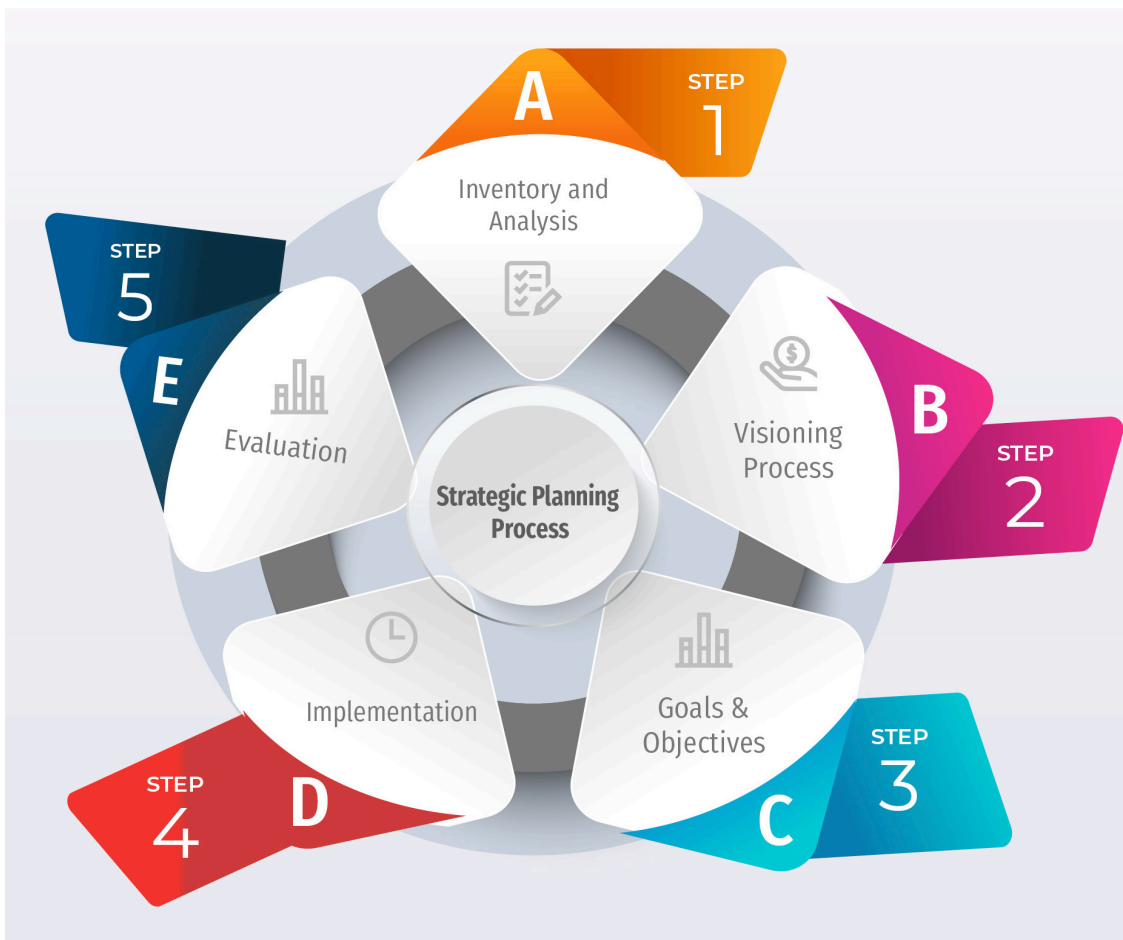
Goals and Objectives—How Will We Get There?

Implementation—How Will We Get There? (Same as Goals and Objectives)

Evaluation—How Will We Measure Progress?

Figure below 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


SWOT Analysis

The Piedmont SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis was conducted at the initial public hearing in June of 2019. Piedmont 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 below shows the results of the SWOT Analysis from this meeting.




STRENGTHS

- School systems
- Highway 9
- Location
- Chief Ladiga Trail
- Pinhoti Trail
- Scenic views
- Downtown and its businesses
- Gun shop
- Gazebo
- Welcome Centre
- Roberts Home Museum
- Out-of-state travelers
- Abatement officer

WEAKNESSES

- Dilapidated buildings
- Empty buildings in downtown
- Local marketing and newspapers
- Maintenance of sidewalks in the trail area
- No Bike lanes in downtown




OPPORTUNITIES

- Workforce
- Available buildings
- Mixed-Use
- Bed & Breakfast
- Bike lanes
- RV Park
- Lunch-serving restaurants
- Retail establishments




THREATS

- Drug Use

CHAPTER XI: 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. The City of Piedmont has a vision of growing and prospering as a successful Trail Town in Alabama. Trail Towns are welcoming communities along a long distance trail where trail users can venture off the trail to enjoy the amenities, services and attractions in the nearby town. It is a safe and enjoyable experience for the visitor and positively impacts the local economy.

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. Piedmont's mission statement reads as follows:

"The City of Piedmont promotes and maintains itself as an attractive, successful, Trail community in Alabama offering a safe and friendly environment. The city takes the Tactical Urbanism approach. *"Tactical Urbanism is an approach to neighborhood building that uses short-term, low-cost, and scalable interventions and policies to catalyze long term change."*² The City of Piedmont is a small community trying to achieve their goals using flexible and short-term projects to advance long-term goals related to street safety, public space, and more.

In order to achieve this vision and mission, Piedmont 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 2019, the East Alabama Regional Planning and Development Commission (EARPDC) and the Piedmont Planning Commission began work on the Piedmont Comprehensive Plan Update. The first meeting, conducted on June 2019, 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-weekly or 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](https://www.businessdictionary.com/definition/goal.html) 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 XII: 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 Piedmont. However, due to limited human and financial resources, the city 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 city submits to plan for and implement accordingly.

Land Use and Zoning

In order to promote and enhance planning and zoning, Piedmont 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.

LU 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: 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.

LU 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.

LU 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.

LU 4: Consider land development and preservation techniques that address local needs.

Objective 1: Protecting and enjoying community character.

Objective 2: Provide more housing options.

Transportation

In order to promote and enhance transportation, Piedmont 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.

T1: Promote and enhance Transportation by means of creating and improving alternative forms of transportation, such as Walking and/or Bicycling.

Objective: Improve and/or install sidewalks where needed.

T2: Promote and enhance Transportation throughout the City by means of improving traffic flow and safety and Improve and Enhance Bicycle and Pedestrian Routes.

T3: Promote and enhance Transportation throughout the City by properly maintaining existing roadways.

T 4: Promote the Trail Loop for locals and the visitors.

Objective: Work on the short term and long term goals of the proposed loop.

Additional Recommendation: Concerning road repaving, Piedmont 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 Piedmont 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.

CFPR 1: Enhance the 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: Recruit and train Fire Department Staff.

Objective 3: Establish plans and improvements based on the City Schools Strategic Plan

Objective 4: Make needed repairs to the Library Building to build a space specifically for meetings and special events.

Objective 5: Enhance library programs and technologies to meet increased demands and remodel to provide better access as per ADA guidelines.

Objective 6: Improve and enhance Street and Sanitation services throughout the City.

Objective 7: Maintain and Improve Parks and Recreation Facilities.

CFPR 2: Recreation and Entertainment.

Objective : Create a pedestrian zone in the downtown around gazebo during the weekends to host events/shopping for the residents.

Strategy: Work with a Main Street Program to develop a unique identity for the city.

CFPR 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.

CFPR 4: Designate the downtown area as a Historic District on the State Register.

Additional Recommendation: For new sewer lines Piedmont 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. The following policies are proposed:

- Promote the development of a variety of housing options by preserving and increasing high-quality housing opportunities that are suitable for a mix of ages, incomes and household types.
- Encourage the incorporation of affordable, and work force housing into new development and redevelopment where feasible.
- Maintain the quality, safety, and unique character of the City's housing stock.
- Preserve and strengthen the community's neighborhoods to maintain a high-quality of life for residents.
- Encourage housing development and redevelopment that is complementary to and enhances the character of the City's established neighborhoods.

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.

H1: Maintain and strengthen the City's existing housing stock and provide attractive, safe, stable, and affordable housing throughout the community.

H2 : Promote and encourage new housing development in strategic areas well suited for residential growth.

Objective 1: Create more housing choices in order to meet the needs of a diverse and changing population.

Objective 2: Identify and inventory residential areas with proper zoning and infrastructure support for low, medium, and high density housing development

Economic Development

The City of Piedmont 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.

ED 1: Maintain and strengthen existing business throughout the community.

ED 2 : Promote and encourage expansion of existing business in the community and provide a means for proper and efficient business growth and development.

ED 3 : Attract and recruit new business to the community and provide proper and efficient methods to accommodate and expand new enterprises.

ED 4 : Enhance the tourism in and around the city with the help of Trail loop.



CHAPTER XII: 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 Piedmont 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. Piedmont 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 Piedmont has a part-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 development 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. Piedmont 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 downtown 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 associate-ships. 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 communities, 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 thorough 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

Piedmont 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 XI: 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 On-going (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 Piedmont, 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: (see page 106)



#	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.	97	High	Ongoing	Planning Commission, City Council, EARPDC, NEAPA
Goal 2: Promote and enhance Commercial Land Use and Development					
1	Designate land for commercial development on the Future Land Use Plan Map in the Comprehensive Plan and plan city growth accordingly.	97	High	Long-term	Planning Commission, City Council, CDA, EARPDC, ALDOT, Private Investors, County
Goal 3: Promote and enhance Industrial Land Use and Development					
1	Designate land for industrial use on the Future Land Use Plan Map in the Comprehensive Plan and plan city growth accordingly.	97	Medium	Long-term	Planning Commission, City Council, City Attorney, NEAPA, County
Goal 4: Consider land development and preservation techniques that address local needs.					
1	Protecting and enjoying community character. (Promote and Enhance Land Use for Parks and Recreation)	97	High	Ongoing	Planning Commission, City Council, Historical Commission, Tree Commission, Beautification Coalition, Alabama Commission on Aging, PARD, Community Stakeholders, County, EARPDC, Clubs
2	Provide more housing options.	97	Medium	Long-term	Planning Commission, City Council, Private Investors
Transportation					
Goal 1: Promote and enhance transportation by means of creating and improving alternative forms of transportation, such as walking and/or bicycling					
1	Improve and/or install sidewalks where needed.	97	Medium	Long-term	Planning Commission, City Council, Public Works Construction Department, County Road Department, ALDOT, County Commission
Goal 2: Promote and enhance Transportation throughout the City by means of improving traffic flow and safety and Improve and Enhance Bicycle and Pedestrian Routes.					
1	Continue to improve sidewalks and Establish pedestrian/bicycle loop for City Parks	97	Medium	On-going	Planning Commission, City Council, Public Works Construction Department, County Road Department, ALDOT, EARPDC, NEAPA, County Commission, Street Department, PARD

#	Action	Page #	Priority	Time Frame	Potential Partners
2	Identify Safety Concerns and Issues from the General Public.	97	High	Ongoing	Planning Commission, City Council, Street Department, Community, County
Goal 3: Promote and enhance transportation throughout the city by properly maintaining existing roadways.					
1	Improve Streets and Roadway Conditions through Paving and/or Repaving Projects.	97	High	Short-term	Planning Commission, City Council, Street Department, ADA ACT Consultants, County, Maintenance Dept.
Goal 4: Promote the Trail Loop for locals and the visitors					
1	Work on the short term and long-term goals of the proposed loop.	97	High	Ongoing	NEAPA, City Council, County Commission, Street Department, EARPDC, PARD
Community Facilities Parks and Recreation					
Goal 1: Enhance the quality of life.					
1	Increase police patrols in the community.	98	High	Ongoing	Planning Commission, City Council, Police & Fire Department, Federal partners, independent study
2	Improve quality of health in the community.	98	High	Ongoing	Planning Commission, City Council, County, rural healthcare agencies
Goal 2: Recreation and Entertainment					
1	Provide more city parks throughout the city along with funding and volunteers to offer development and maintenance.	98	Medium	Long-term	Parks & Recreation, Planning Commission, City Council, County
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	98	Medium	Short-term	City Council, Community Stakeholders
2	Improve and Enhance Public Safety	98	High	Ongoing	Police and Fire Departments, City Council, Federal Partners, Independent Study
3	Improve and Enhance Parks and Recreation.	98	Medium	Short-term	PARD, City Council, County, Private Sponsors

#	Action	Page #	Priority	Time Frame	Potential Partners
4	Improve and Enhance Senior Citizen Facilities and Programs.	98	High	Ongoing	Alabama Commission on Aging, City Council, EARPDC, PARD, NEAPA
5	Improve and Enhance Healthcare Services	98	High	Ongoing	City Council, County Commission, EARPDC, Planning Commission, Private Investors, Rural Healthcare Agencies
Goal 4: Designate the downtown area as a Historic District on the State Register.					
1	Create Downtown Historic District	98	High	Ongoing	City Council, EARPDC, Planning Commission, AHC
Housing					
Goal 1: Maintain and strengthen the city's existing housing Stock and provide attractive, safe, stable, and affordable Housing throughout the community.					
1	Promote Piedmont by providing a wide range of housing options.	98	Medium	Long-term	Housing Authority, Planning Commission, City Council, Private Investors
Goal 2: Promote and encourage new housing development in Strategic areas well suited for residential growth.					
1	Create More Housing Choices in Order to Meet the Needs of a Diverse and Changing Population. (ADU, Tiny Homes etc..)	98	Medium	Long-term	Planning Commission, City Council, Private Investors
2	Identify and Inventory Residential Areas with Proper Zoning and Infrastructure Support for Low, Medium, and High-Density Housing Development	98	Low	Long-term	Planning Commission, City Council
Economic Development					
Goal 1: Maintain and strengthen existing business throughout The community.					
1	City to Maintain and Strengthen Existing Business by Providing and Maintaining an Attractive, Healthy, and Thriving Business Environment.	99	High	Ongoing	Planning Commission, City Council, Chamber of Commerce,

#	Action	Page #	Priority	Time Frame	Potential Partners
2	City to Prepare for Quality, Accessible, and Sustainable Business Management along the Highway Commercial Corridors	99	High	Ongoing	Planning Commission, City Council, Street Department, ALDOT, County, NEAPA
Goal 2: Promote and encourage expansion of existing Business in the community and provide a means for proper And efficient business growth and development.					
1	Expand Commercial and Industrial Zoning Districts	99	Medium	Long-term	Planning Commission, City Council, Chamber of Commerce, Downtown Business, CDA, EARPDC
Goal 3: Attract and recruit new business to the community And provide proper and efficient methods to accommodate And expand new enterprises.					
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)	99	High	Long-term	Parks & Recreation, Planning Commission, City Council,
Goal 4: Promote the proposed Trail loop to enhance the tourism in and around the city.					
1	Develop the available natural and historic resources.	99	High	Ongoing	Planning Commission, City Council, EARPDC, County, State
2	Make the city more beautiful (Illumination, Gateways).	99	High	Ongoing	Planning Commission, City Council, EARPDC, County, State

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 city 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 city 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 city 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