

## CHAPTER X: GOALS AND OBJECTIVES

### Vision Statement

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

### 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. Sylacauga’s mission statement reads as follows:

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

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

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

“With convenient access to major transportation routes and metro market areas, the City of Sylacauga will prepare for substantial commercial growth, primarily along major highways, such as AL Hwy. 21 and US Hwy. 280 and plan appropriately for residential development in the surrounding areas, in order to manage progress in a positive direction.”

In order to achieve this vision and mission, Sylacauga 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 August, 2015 the East Alabama Regional Planning and Development Commission (EARPDC) and the Sylacauga Planning Commission began work on the Sylacauga Comprehensive Plan Update. The first meeting, conducted on October 29, 2015, was an initial public meeting in which the planning process was introduced and a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis for the community was performed. From this analysis, EARPDC and the planning commission formed a basis in which to identify community needs and in determining goals and objectives. EARPDC and the planning commission then met on a bi-monthly or tri-monthly basis as needed in order to establish and prioritize goals and objectives, determine projects for implementation, and to subsequently generate a future land use plan and map to guide land use and development.

## Goals and Objectives

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

### Definitions

#### Goals

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

#### Objectives

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

## Projects/Strategies

These actions are specifically defined, applicable, practical, and measurable steps to be performed or activated throughout the implementation process. Such projects/strategies are to be understood as viable actions working for goal attainment and thus are substantially more specified than goals and objectives. Projects are defined as actual and tangible “on-the-ground” activities, such as conducting a road repaving project, planting trees in the downtown, installing new water lines, or building/expanding city hall while strategies are specific and measurable tasks, such as hiring a new position on city staff, conducting a survey, purchasing equipment, or creating a downtown revitalization plan. Projects and strategies have been listed in this chapter in order to identify the goals and objectives they support and serve as candidates for consideration, but prioritized as actual planned actions for completion and evaluated accordingly in the Chapter XI: Implementation and Evaluation.

## Rationale

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

## Additional Recommendations

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

## Notation

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

The goals and objectives listed below, in no particular order of priority, as well as their respective strategies and projects have been established by the City of Sylacauga. 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, Sylacauga must utilize the appropriate City departments and local groups to identify existing residential, commercial, and industrial areas with substantial maintenance needs and make plans to provide the appropriate maintenance. The City must also utilize the appropriate departments and groups to determine growth policies, recognize associated opportunities, and direct new development on a course beneficial to the city as a whole.

## Goal 1: Develop a long-range planning for the city.

**Objective 1:** Promote and Enhance Residential Land Use and Development

**Projects and Strategies:**

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

**Objective 2: Promote and Enhance Commercial Land Use and Development**

**Projects and Strategies:**

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

**Objective 3: Promote and Enhance Industrial Land Use and Development**

**Projects and Strategies:**

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

**Objective 4: Promote and Enhance Land Use for Parks and Recreation**

**Projects and Strategies:**

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

**Objective 5: Promote and Enhance Agricultural Land Use and Development**

**Projects and Strategies:**

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

**Objective 6: Promote and Enhance Mixed-Use Development.**

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

**Goal 2: Downtown Revitalization.**

**Objective: Downtown Residential Neighborhood Designations.**

**Projects and Strategies:**

Strategy: Downtown South

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

Strategy: Create Downtown design guidelines for major building renovations, new construction, and new signage.

Strategy: Provide streetscape improvements and pedestrian amenities.



Figure G&O 2: Pedestrian Plaza (NYC DOT)

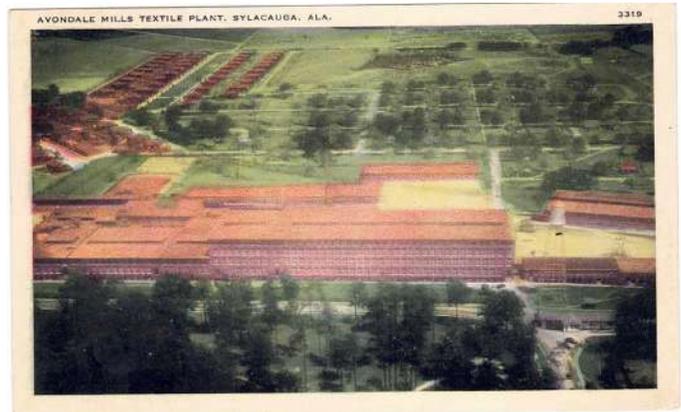
### Goal 3: Avondale Mills Site Reuse.

**Objective:** Adaptive Reuse Overlay District (AROD).

**Projects and Strategies:**

Strategy: Design pedestrian linkages between the mill buildings

Strategy: Create and maintain a comprehensive inventory of buildings, occupancy status, tax title status, and other pertinent information within the AROD



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

**Objective:** Protecting and enjoying community character.

## Transportation

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

### Goal 1: Existing Roadway Improvements

**Objective 1:** Prioritize and Implement Street Paving Projects throughout the Community

**Projects and Strategies:**

Project: Create and implement a Transportation Improvement Plan or Transportation Improvement Implementation Schedule.

**Objective 2:** Promote and Enhance Transportation throughout the City by Means of Improving Traffic Flow and Safety

**Projects and Strategies:**

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

### Goal 2: 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.

- Tie all sidewalks that are incomplete in the proposed DTB
- Sidewalks on James Payton Blvd
- 511 Old Birmingham Hwy
- 4th Street
- Avondale Ave

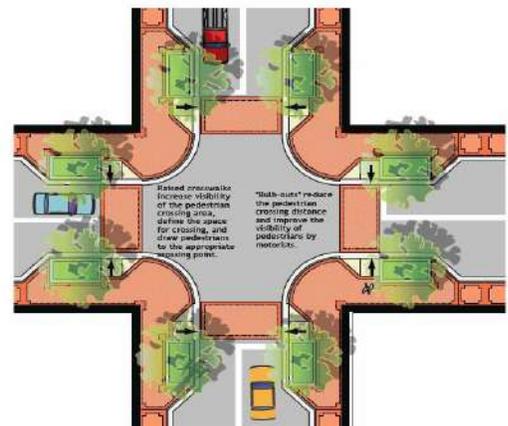


Figure G&O 3: Traffic Calming (DTRMP 2017)

**Projects and Strategies:**

The City should incorporate elevated crosswalks constructed by brick pavers at all intersections for the pedestrian zone in the downtown historic district. Pedestrian and street lighting play an important role in enhancing the pedestrian experience and greatly improves the quality and safety of streets and public spaces.



Figure G&O 4: Gateways (DTRMP 2017)

In addition to streetscapes, the Downtown Business District contains several opportunities for the creation of gateways. These opportunities include the areas of transition into the Downtown core, as well as the entrances into specific neighborhoods. Gateways at these particular locations can be utilized to create a sense of arrival into Downtown.

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

**Project:** “Bike lanes down James Payton to Old Birmingham highway, primarily for safety issues, but easy access from 3 major apt complexes to shopping centers ...” (Input from surveys)

- Extend towards Mc Donald’s and the downtown area
- Highway 21 - Off Street Path
- DTB - Shared use path
- Bike Lanes from Noble Park/ High school to the Lake.



**Additional Recommendation:** Concerning road repaving, Sylacauga 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](http://www.strongroads.info)

## Community Facilities | Parks and Recreation

The City of Sylacauga strives to provide quality community facilities and services for residents and visitors to the city. In order to promote and enhance important community facilities and services, the City needs to determine and meet priority maintenance for existing facilities and service needs and identify future priority facilities and services needed for growth and expansion. Community facilities element have been organized into different sections listed as follows: 1) Public Safety—Law Enforcement and Fire and Rescue, 2) Educational Facilities and Services, 3) B.B. Comer Memorial

Library, 4) Housing Authority, 5) Parks and Recreation, 6) Senior Center, 7) Street and Sanitation, 8) Wastewater Treatment Plant, 9) Utilities—which includes water, sewer, gas, and internet provision.

## **Goal 1: Enhance quality of life.**

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

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

**Objective 2:** 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

**Objective 5:** Enhance Library Programs and Technologies to Meet Increased Demands

**Objective 6:** Make Needed Repairs and Renovations to Buildings that are under Sylacauga Housing Authority (SHA)

**Projects and Strategies:**

Strategy: Develop the ideas of community gardens for the residents of SHA

**Objective 7:** Maintain and Improve Parks and Recreation Facilities

**Projects and Strategies:**

Strategy: Develop and increase use of city parks by hosting movie nights to attract citizens.

**Objective 8:** Make Building Improvements to the Senior Center

**Objective 9:** Improve and Enhance Street and Sanitation Services throughout the City

**Objective 10:** Maintain Facilities and Services at the J.E. Ham and Fairmont Wastewater Treatment Plants

**Objective 11:** Maintain Adequate Facilities, Staff, and Inventory for the Water Department

**Objective 12:** Maintain Adequate Facilities, Staff, and Inventory for the Sewer Department

**Additional Recommendation:** For new sewer lines Sylacauga 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.

**Objective 13:** Maintain Adequate Facilities, Staff, and Inventory for the Gas Department

**Objective 14:** Maintain and Expand Internet Service Where Needed

## 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 complimentary 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.



Figure G&O 5: ADU (ADU Economics by Tiffany Hill)

### Goal 1: Encourage residential growth

**Objective:** Promote Sylacauga by providing a wide range of housing options.

**Projects and Strategies:**

Project: Conduct a detailed neighborhood housing study and identify neighborhoods and homes in need of significant improvements.

Project: Establish a Housing Improvement Plan for the city.

Strategy: Develop more mixed-use housing.

**Goal 2: Provide multi- family housing with no income cap**

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

**Projects and Strategies:**

Strategy: Identify housing needs pertaining to housing conditions, type, value, and affordability and make plans and policies to promote and encourage the kind of housing most needed throughout the community.

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

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

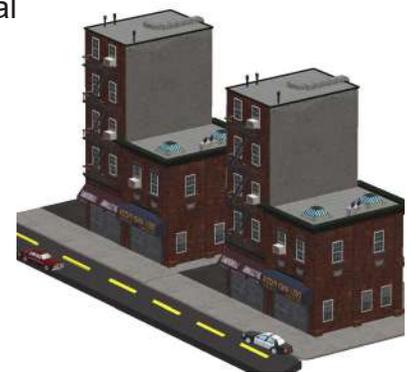


Figure G&O 6: Downtown Mixed-Use Lofts

**Goal 3: Senior-Citizen housing with no income cap.**

**Projects and Strategies:**

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

Strategy: Plan for and build new housing developments in areas close to or adjacent land designated for parks and recreation or downtown areas to create walkable streets.

**Economic Development**

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

**Goal 1: Enhance tourism in and around the city.**

**Objective 1:** Develop available natural and historic resources.

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

**Projects and Strategies:**

Project: Conduct an inventory and assessment of downtown historic buildings and natural resources around the Lake Howard to attract tourists.

Project: Create and implement a Lake development plan.

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

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

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

Strategy: Support establishment of a downtown recreational/cultural area which connects with Blue Bell Creameries.

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

**Projects and Strategies:**

Strategy: Create a signage illuminating the downtown area.

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

Project: Conduct a Mainstreet Day Arts and Craft Fair and display Marble sculptures in the downtown area.

**Goal 2: Promote Incubator business opportunities.**

**Objective:** To establish more businesses in the city.

**Projects and Strategies:**

Strategy: Conduct a feasible study with the help of a consultant or Regional Planning Commission.

Strategy: Provide incentives (i.e. tax reductions, and reduced start-up fees) for new businesses to locate in the community.

Strategy: Create a downtown merchant association.

**Goal 3: Promote Marble Festival and improve the sports complex to host more seasonal competitions.**

**Objective:** Encourage the younger generation and improve facilities to draw more visitors to the city.

**Projects and Strategies:**

Strategy: Conduct Marble Festival (City Level) in the downtown area during the weekends (Pedestrian Zone).

Strategy: Develop the sports complex as a one-stop multi-purpose facility for the residents.



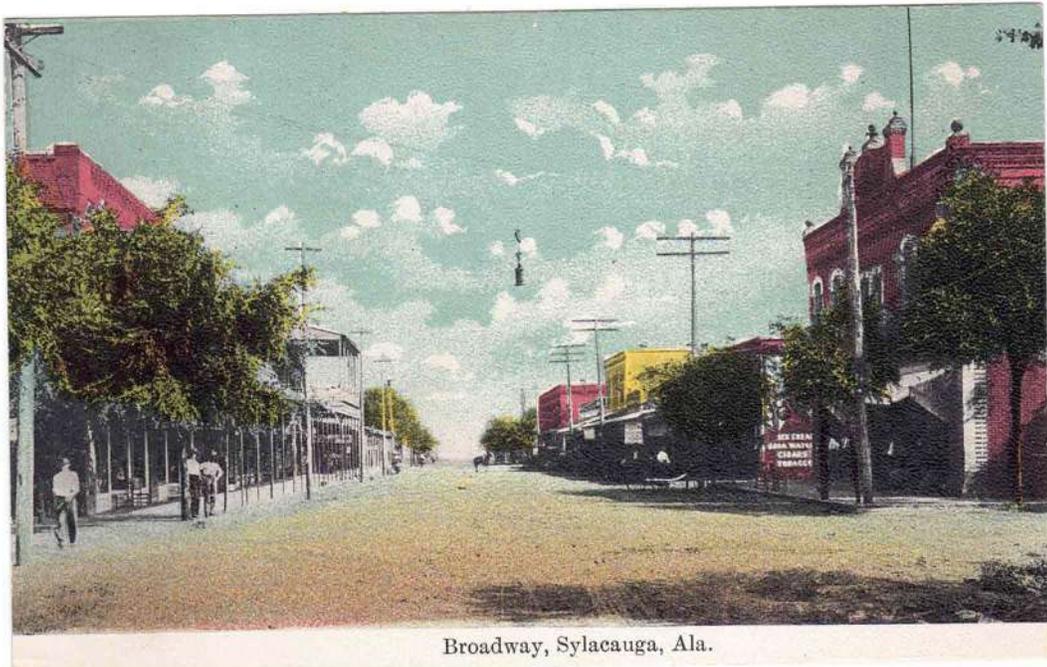
Figure G&O 7: Marble Festival 2019 (Jon Hall)



Figure G&O 8: Pedestrian Plaza (NYC DOT)



Figure G&O 9: Marble Festival 2019 (Jon Hall)



Broadway, Sylacauga, Ala.

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