

envision connect

NEW ALBANY, MS

TANGLEFOOT TRAIL
NEW ALBANY
MISSISSIPPI

Investment Catalyst
Strategy

envision connect



**MISSISSIPPI
MAIN STREET**
ASSOCIATION





NEW ALBANY, MS

Acknowledgments

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NEW ALBANY, MISSISSIPPI

TABLE OF CONTENTS

INTRODUCTION	1
What is Envision - Connect?	1
The Envision - Connect Strategy	2
Guiding Concepts	3
A. Community Catalysts	3
B. Community Linkages and Connectivity	4
BACKGROUND AND CONTEXT	5
Historic Snapshot	5
A. Basic Population Dynamics	6
Vitality Indicators	6
B. Commuter Flows	8
C. Retail Context	8
D. Downtown Occupancy	12
Strategic Considerations	14
IDENTIFYING CATALYSTS AND CONNECTIONS	15
Strategy Development and Focus Group Engagement	15
NEW ALBANY'S STRATEGY	21
Framework Organization	21
Core Catalysts	25
Connection Catalysts	32
Catalyst Sites	38



IMPLEMENTATION	43
Overview	43
Capital Investment Resources	43
Risk Mitigation & Development Policy	43
Next Steps	44
APPENDIX	54
Capital Sources Catalogue	54



INTRODUCTION

WHAT IS ENVISION - CONNECT?

Envision-Connect is an initiative of the Mississippi Main Street Association which seeks to provide targeted planning and design resources to a select group of Mississippi Main Street communities. The work is funded by the USDA and is carried out with specified parameters explicitly related to public facilities. Public facilities are broadly defined as those which provide “an essential community facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area, and does not include private, commercial, or business undertakings.” Examples of public facilities include:

- Health care facilities such as hospitals, medical clinics, dental clinics, nursing homes or assisted living facilities;
- Public facilities such as town halls, courthouses, airport hangars or street improvements;
- Community support services such as childcare centers, community centers, fairgrounds, or transitional housing;
- Public safety services such as fire departments, police stations, prisons, police vehicles, fire trucks, public works vehicles, or equipment;
- Educational services such as museums, libraries, or private schools;
- Utility services such as tele-medicine or distance learning equipment;
- Local food systems such as community gardens, food pantries, and community kitchens; and
- Food banks, food hubs, or greenhouses.



THE ENVISION – CONNECT STRATEGY

Envision-Connect's strategy aims to partner with the community to develop a public investment strategy that, when implemented, will generate quality of life enhancements, facilitate private investment, and advance community vitality. Key steps in this process include:

- Identifying public facilities in, or close to, downtown;
- Identifying overall community context of economic and demographic trends;
- Determining which of the public facilities are potential community catalysts if improved, enhanced, or redesigned;
- Prioritizing these catalysts;
- Conceptualizing, envisioning, and planning; and
- Identifying investment resources and policy support to implement the strategy.

The ultimate goal of Envision-Connect is to produce a focused, targeted conceptual design and strategy that results in tangible projects impacting the broader community as a catalyst for further private and public investment.



GUIDING CONCEPTS

The two guiding concepts used in developing the Envision-Connect strategy are community catalysts and connectivity.

A. Community Catalysts

Because the project is tightly focused and intended to produce a targeted, strategic result, Envision-Connect is focused on identifying community development opportunities that are highly likely to positively impact other aspects of the community, including enhancing private investment. These opportunities are referred to as “catalysts.”

Catalysts are community assets and features that are valuable not just in their own right but serve to spur additional community development activity. Catalyst refers to buildings, streets, and walkway improvements, parks, organizational arrangements, and public policies such as financial incentives or zoning controls.



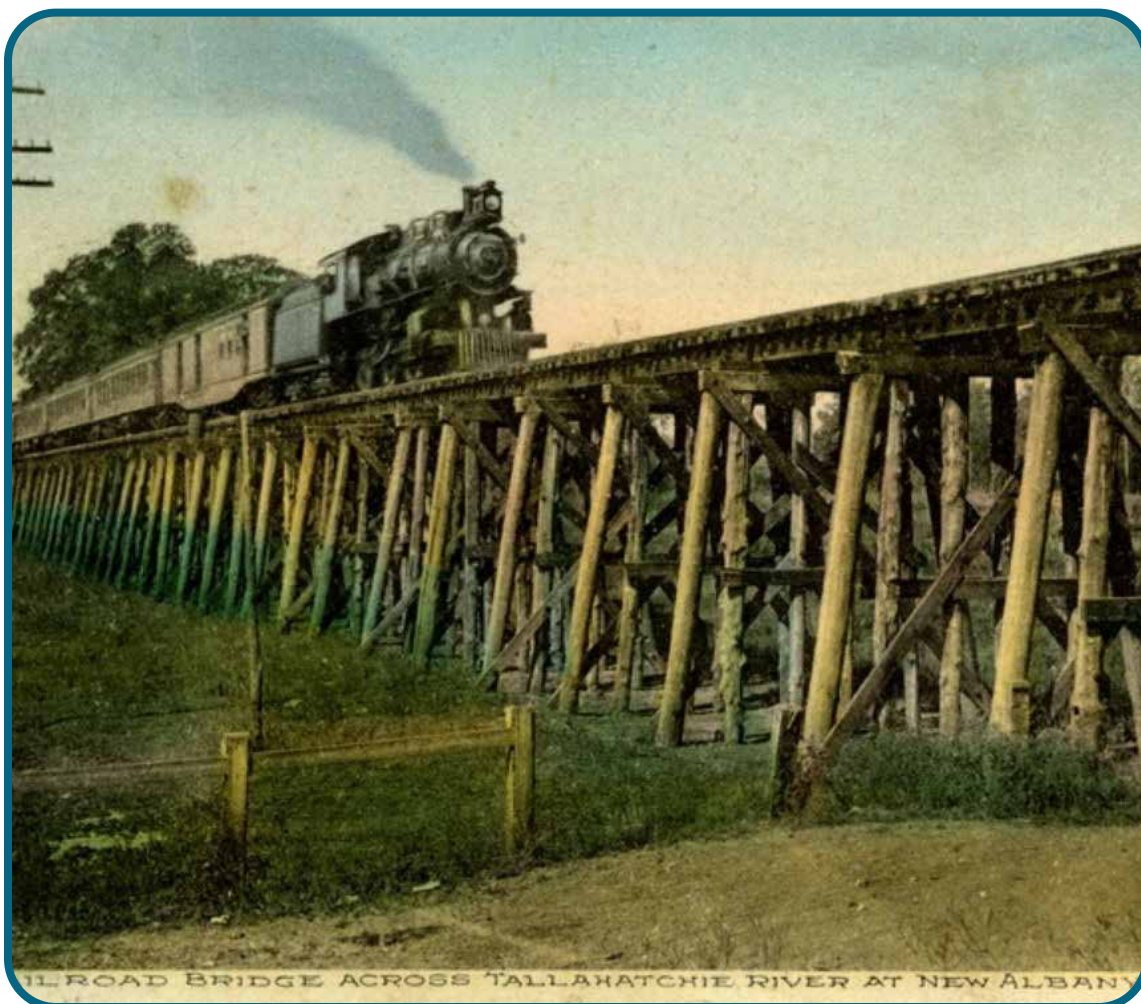
Downtown New Albany

B. Community Linkages and Connectivity

For Envision-Connect, these linkages will most commonly take the form of facilities for non-motorized travel. These facilities include sidewalks, bike lanes, multi-modal pathways and trails, and enhancements to the streetscape.

Underlying the concept is the notion that the journey to the destination is as important as the destination itself. Consequently, in the Envision-Connect strategy, key community linkages and connections are considered vital components in developing the strategy.

The following sections will use these concepts to fully develop the strategic focus and the Envision-Connect investment prospectus.



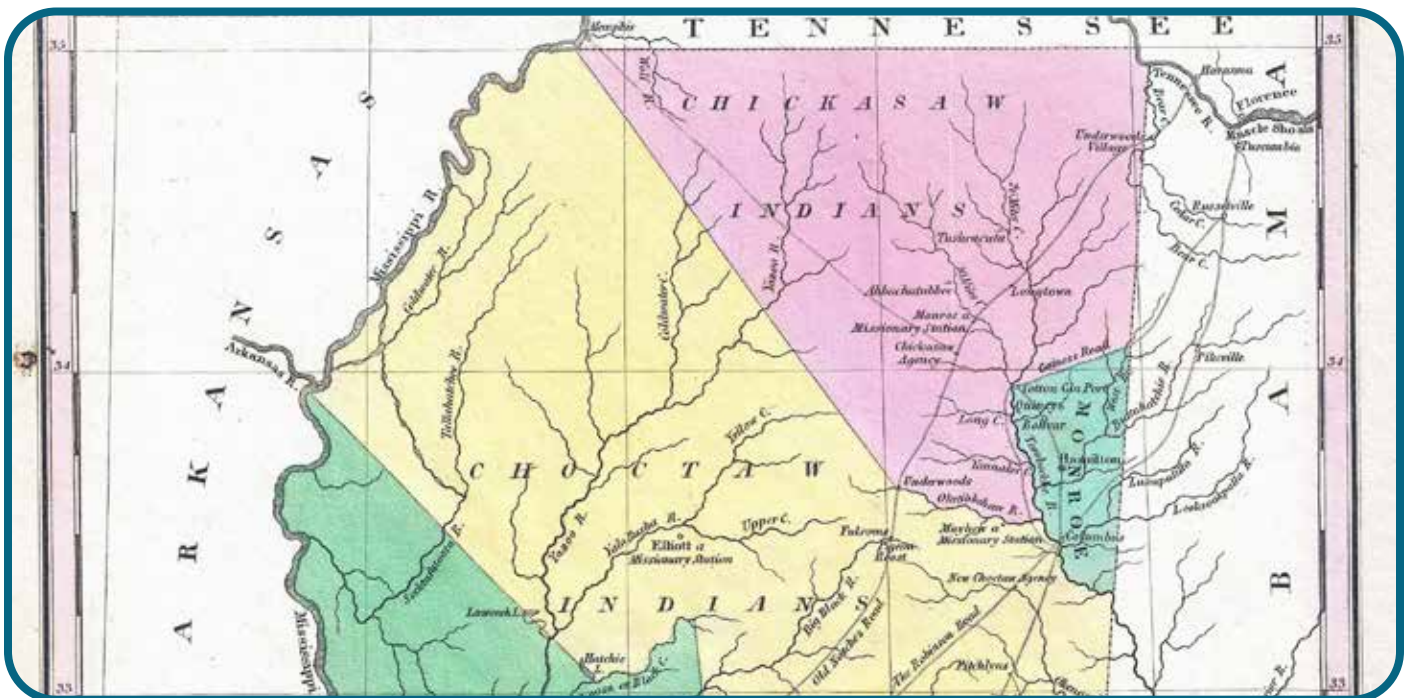
BACKGROUND AND CONTEXT

HISTORIC SNAPSHOT

The concept of community catalysts is fundamentally important in the process of development and redevelopment. But for community catalysts to reach their full potential as engines of activity and opportunity, they must be linked to the broader community, pointing to the importance of linkages and connectivity.

New Albany is located on land that has been occupied for thousands of years by Native Americans. The first European contact with the native Chickasaw occurred in 1541 when the Spanish explorer Hernando DeSoto arrived. Sometime after this contact, an Indian trading post called Alberson was established near downtown New Albany. The Chickasaw ceded their lands to the United States in 1832. In 1840 a grist mill and sawmill were established on the Tallahatchie River.

Soon, a small village of 89 lots was laid out and named New Albany. Stagecoach routes were established in the 1840s connecting New Albany to Holly Springs, Pontotoc, and Ripley. A boat landing was built on the Tallahatchie River, and flatboats were operated during the winter and spring months to ship cotton to New Orleans. New Albany was incorporated as a municipality in 1850. Union County was formed from parts of neighboring Lee, Pontotoc, and Tippah Counties in 1870, with New Albany designated as the county seat.



Mississippi and the Chickasaw Session, 1827 (Library of Congress)

VITALITY INDICATORS

Important community vitality indicators were briefly assessed to set the context for New Albany's Envision-Connect strategy and strategically focus the process outcomes. Community vitality is the ability of a community to sustain itself into the future and provide opportunities for residents to pursue their life goals and experience positive life outcomes. A vital community has community capacity to plan, make decisions, and act together. Healthy community vitality results in positive social, economic, and environmental outcomes.

The community vitality indicators assessed here are not a substitute for more comprehensive economic or demographic analysis. They provide a valid, high-level assessment of the overall level of community vitality and provide a basis for developing New Albany's Envision-Connect strategy. The indicators included in this evaluation are:

- Basic population dynamics
- Worker flows
- Retail context
- Downtown occupancy

Data and conclusions for each are provided in the following sections.

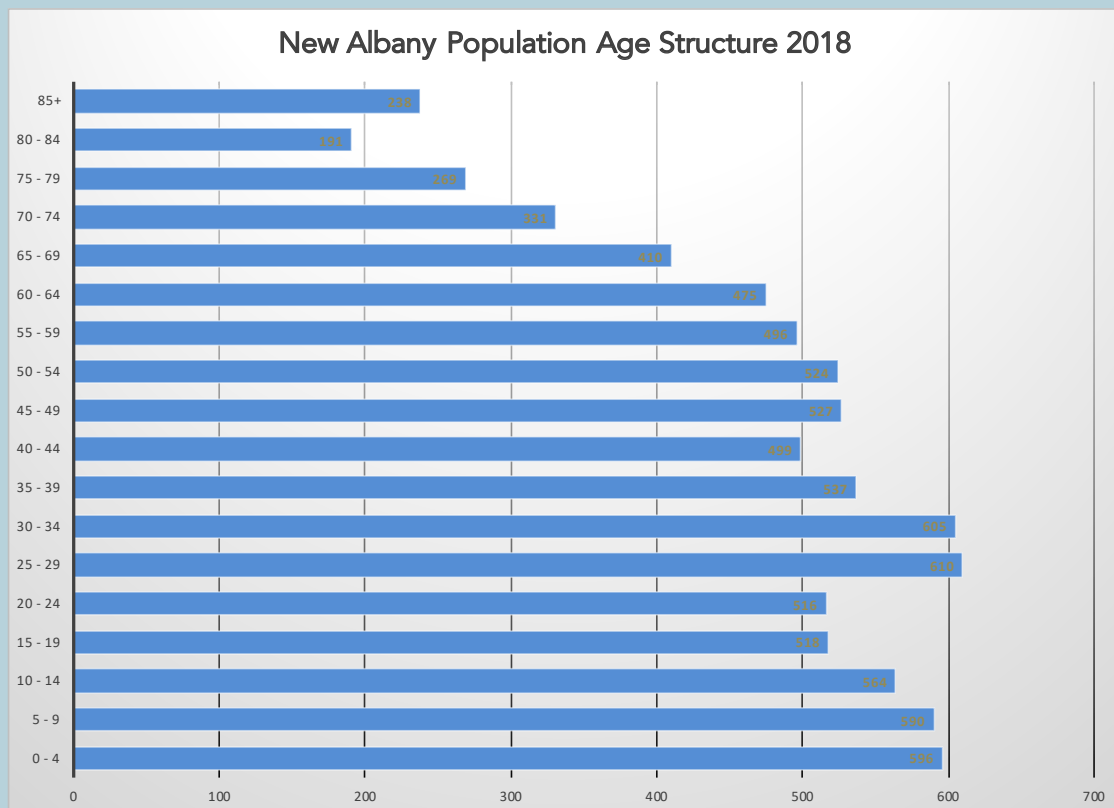
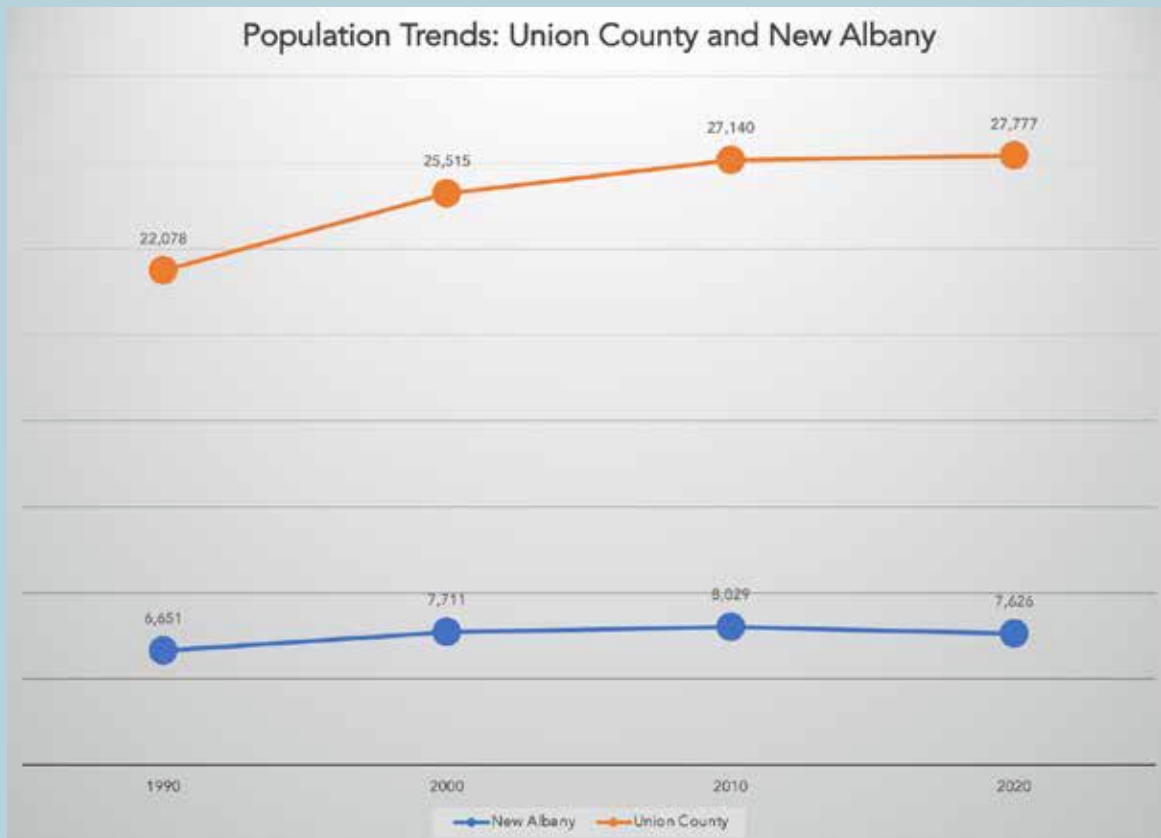
A. Basic Population Dynamics

Basic population dynamics are a significant indicator of underlying community development conditions. A growing population will typically be associated with positive community qualities attracting new people.

The underlying age distribution of the population tells an important story as well. Where younger and working age generations number more than older age cohorts, the community can reasonably forecast future growth. In contrast, where older generations exceed younger ones, population will not be replaced over time and community decline is likely.

These basic population dynamics for New Albany are illustrated on the opposite page. The top chart shows that New Albany's population has experienced slow and steady growth over the last 30 years. Population has grown from just over 6,600 in 1990 to approximately 7,600 today. Union County's population has increased from approximately 22,000 to over 27,700 in the same time period.

The composition of New Albany's population by age cohort is illustrated in the bottom chart. This chart illustrates that the age cohorts (measured in 5 year periods) of those below age 60 are represented in relatively equal numbers. Those aged 60 and above are represented in decreasing numbers as age increases, as would be expected due to mortality in



B. Commuter Flows

Among the many statistical methods of assessing economic health and opportunity is an examination of commuting flows. Commuting flows can be understood as being the “blood” of local and regional economies. They illustrate connections among businesses, industry, and labor markets.

As a basic principle, communities that attract more commuters than those leaving for work are likely characterized by increasing economic opportunities. Conversely, when commuters are shown to be leaving a community in more significant numbers than those arriving, there is probably a corresponding deficit in economic opportunities. This is particularly relevant in smaller town and rural contexts where intra-regional flows between employment centers and “bedroom” communities are not a factor.

The two charts on the opposite page illustrate worker flow conditions for New Albany and Union County. The chart at the top indicates that, according to the U.S. Census Bureau, in 2018, 6,291 workers commuted into Union County while 6,143 workers commuted out of the county to work, resulting in a nearly balanced flow.

The bottom chart shows that 4,977 workers commuted into the City of New Albany while 1,871 workers commuted out of the City. This represents a nearly 2.5 to 1 surplus of commuters into the City.

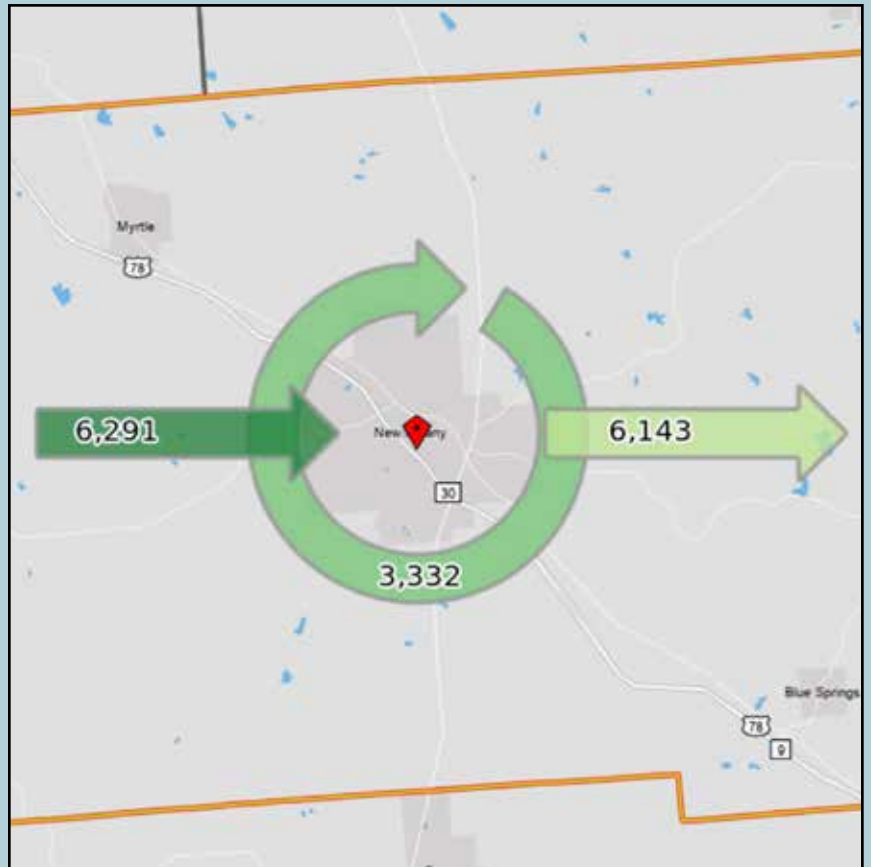
The balanced commuting patterns for the county and the surplus of commuters into the City indicate a significant locus of employment and business activity in New Albany. However, the patterns also raise the question of what public investments might be effective in helping the City capture incoming workers as permanent residents, further enhancing and strengthening the community.

C. Retail Context

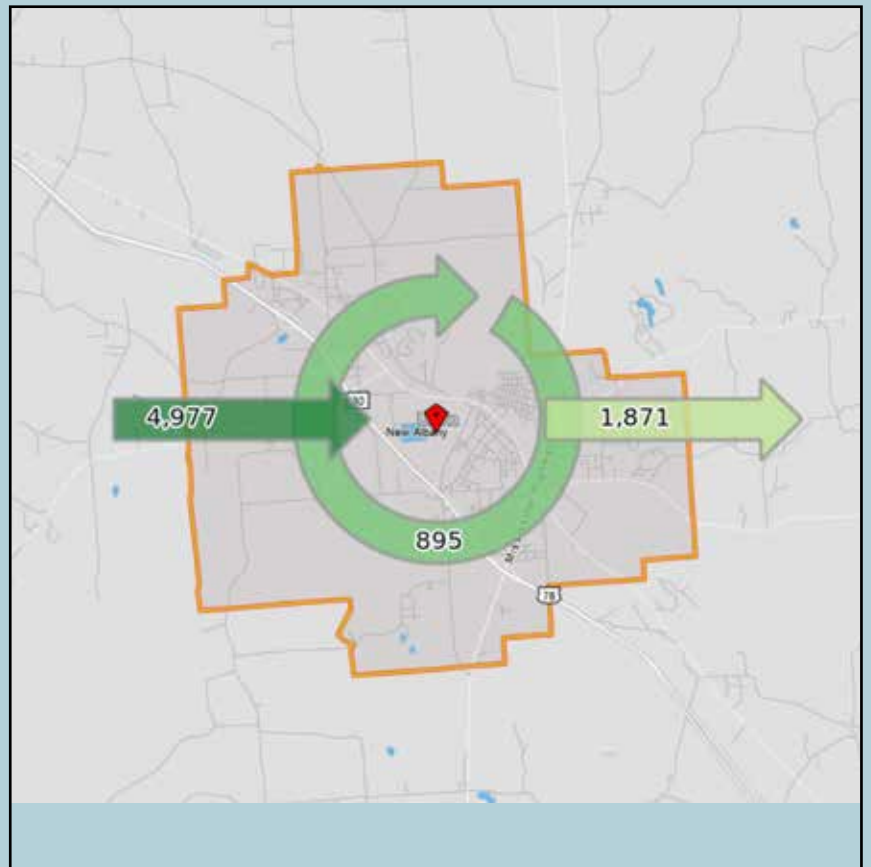
Retail sales are the purchase of finished goods and services by consumers and businesses. These goods and services have reached the end of the supply chain, having begun with the producer or provider of the goods and ending with the retailer. Thus, retail sales indicate how much demand exists for consumer goods.

Retail sales can be analyzed by category to determine, based on national averages, if a community is supplying more or less than its share of sales. Where there is a retail sales deficit, economic activity can be said to be “leaking.” This retail sales leakage can be interpreted as a business opportunity for the community.

Union County Worker Flow, 2017



New Albany Worker Flow, 2017



The tables at right illustrate the retail leakage in New Albany, and the leakage is substantial. Each row with text highlighted in green indicates an industry group that is leaking. These highlights suggest that 20 of the 40 categories are not meeting public demand. When the dollars are aggregated, there are \$18,000,000 in retail sales available to New Albany but are occurring elsewhere.

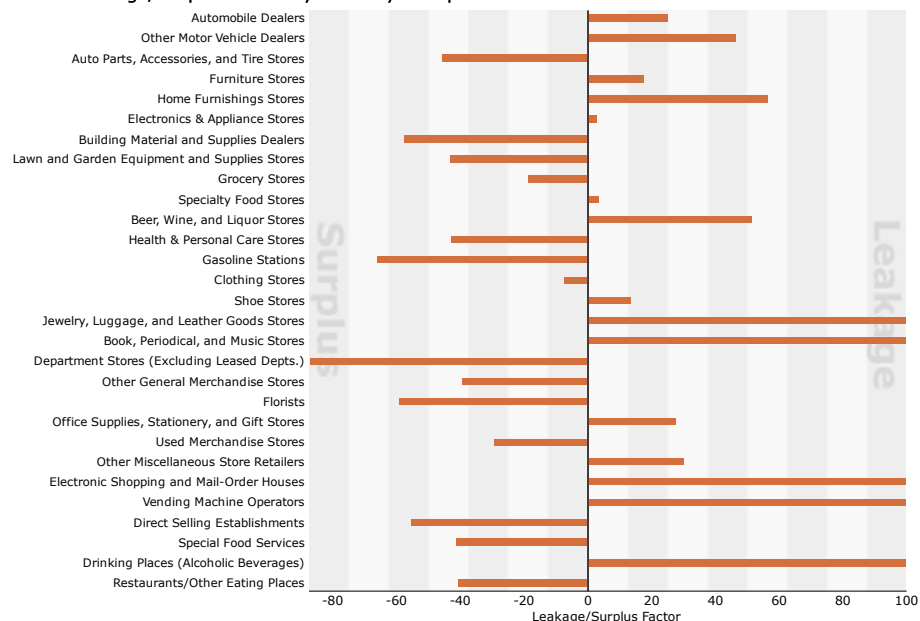
The retail sales tax rate in Mississippi is 7 percent. Of this, about 16.5 percent is rebated to the municipalities in which the sales occur. Based on these rates, \$18,000,000 in retail sales in New Albany would generate over \$200,000 in revenue rebated to the City.

Little Tallahatchie River, Downtown New Albany



2017 Industry Summary		(Retail Potential)	(Retail Sales)		Factor	Business	
Total Retail Trade and Food & Drink		44-45,722	\$93,041,894	\$333,397,895	-\$240,356,001	-56.4	
Total Retail Trade		44-45	\$84,675,086	\$313,866,563	-\$229,191,477	-57.5	
Total Food & Drink		722	\$8,366,808	\$19,531,332	-\$11,164,524	-40.0	
2017 Industry Group		NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number Businesses
Motor Vehicle & Parts Dealers		441	\$18,965,958	\$14,561,606	\$4,404,352	13.1	
Automobile Dealers		4411	\$15,516,944	\$9,298,043	\$6,218,901	25.1	
Other Motor Vehicle Dealers		4412	\$1,721,680	\$625,413	\$1,096,267	46.7	
Auto Parts, Accessories & Tire Stores		4413	\$1,727,334	\$4,638,150	-\$2,910,816	-45.7	
Furniture & Home Furnishings Stores		442	\$2,905,743	\$1,655,669	\$1,250,074	27.4	
Furniture Stores		4421	\$2,003,328	\$1,405,749	\$597,579	17.5	
Home Furnishings Stores		4422	\$902,415	\$249,920	\$652,495	56.6	
Electronics & Appliance Stores		443	\$1,843,839	\$1,735,561	\$108,278	3.0	
Bldg Materials, Garden Equip. & Supply Stores		444	\$5,839,452	\$21,215,361	-\$15,375,909	-56.8	
Bldg Material & Supplies Dealers		4441	\$5,509,502	\$20,385,063	-\$14,875,561	-57.4	
Lawn & Garden Equip & Supply Stores		4442	\$329,950	\$830,298	-\$500,348	-43.1	
Food & Beverage Stores		445	\$13,720,758	\$18,687,329	-\$4,966,571	-15.3	
Grocery Stores		4451	\$12,184,470	\$17,829,729	-\$5,645,259	-18.8	
Specialty Food Stores		4452	\$601,468	\$559,568	\$41,900	3.6	
Beer, Wine & Liquor Stores		4453	\$934,820	\$298,032	\$636,788	51.7	
Health & Personal Care Stores		446,4461	\$5,103,151	\$12,770,638	-\$7,667,487	-42.9	
Gasoline Stations		447,4471	\$11,326,142	\$55,563,955	-\$44,237,813	-66.1	
Clothing & Clothing Accessories Stores		448	\$2,705,796	\$2,486,814	\$218,982	4.2	
Clothing Stores		4481	\$1,818,722	\$2,116,945	-\$298,223	-7.6	
Shoe Stores		4482	\$486,878	\$369,869	\$117,009	13.7	
Jewelry, Luggage & Leather Goods Stores		4483	\$400,196	\$0	\$400,196	100.0	
Sporting Goods, Hobby, Book & Music Stores		451	\$2,023,818	\$1,992,426	\$31,392	0.8	
Sporting Goods/Hobby/Musical Instr Stores		4511	\$1,705,185	\$1,992,426	-\$287,241	-7.8	
Book, Periodical & Music Stores		4512	\$318,633	\$0	\$318,633	100.0	
General Merchandise Stores		452	\$15,493,457	\$179,064,314	-\$163,570,857	-84.1	
Department Stores Excluding Leased Depts.		4521	\$11,322,116	\$169,463,901	-\$158,141,785	-87.5	
Other General Merchandise Stores		4529	\$4,171,341	\$9,600,413	-\$5,429,072	-39.4	
Miscellaneous Store Retailers		453	\$3,508,702	\$2,885,366	\$623,336	9.7	
Florists		4531	\$168,429	\$654,905	-\$486,476	-59.1	
Office Supplies, Stationery & Gift Stores		4532	\$1,033,235	\$583,988	\$449,247	27.8	
Used Merchandise Stores		4533	\$316,716	\$579,040	-\$262,324	-29.3	
Other Miscellaneous Store Retailers		4539	\$1,990,322	\$1,067,433	\$922,889	30.2	
Nonstore Retailers		454	\$1,238,270	\$1,247,524	-\$9,254	-0.4	
Electronic Shopping & Mail-Order Houses		4541	\$752,397	\$0	\$752,397	100.0	
Vending Machine Operators		4542	\$129,682	\$0	\$129,682	100.0	
Direct Selling Establishments		4543	\$356,191	\$1,247,524	-\$891,333	-55.6	
Food Services & Drinking Places		722	\$8,366,808	\$19,531,332	-\$11,164,524	-40.0	
Special Food Services		7223	\$96,270	\$232,812	-\$136,542	-41.5	
Drinking Places - Alcoholic Beverages		7224	\$165,806	\$0	\$165,806	100.0	
Restaurants/Other Eating Places		7225	\$8,104,732	\$19,298,520	-\$11,193,788	-40.8	

2017 Leakage/Surplus Factor by Industry Group



D. Downtown Occupancy

The final indicator to be considered is the health of downtown. A general impression of community viability, vitality, health, and sustainability can often be made by the well-being of its downtown. A combination of several indicators can be used to make such an assessment, including:

- Occupancy Rates
- Diversity of Uses
- Aesthetic Improvements
- Market Capture
- Connections to Built and Natural Environments
- Management

Since the purpose of Envision-Connect is to facilitate catalytic investment, and the scope of the assessment component is abbreviated, one of the essential vitality indicators to assess is occupancy in the designated Main Street area.

The buildings in New Albany's downtown were surveyed for the total floor space and compared to the amount of vacant space. The results of this analysis are shown on the following page.

There are 58 buildings in downtown New Albany which, when combined, represent a total of approximately 320,000 square feet of enclosed building space. Currently, there is virtually no vacant space. Of the total building stock, 24 are two stories, and one building is three stories in height.



**Downtown New
Albany, Mississippi**



Total Downtown Floor Area	320,000 square feet
Upper Floor Area	120,000 square feet
Current Number of Upper Floor Units	15
Estimate Potential of Upper Floor Housing	65

STRATEGIC CONSIDERATIONS

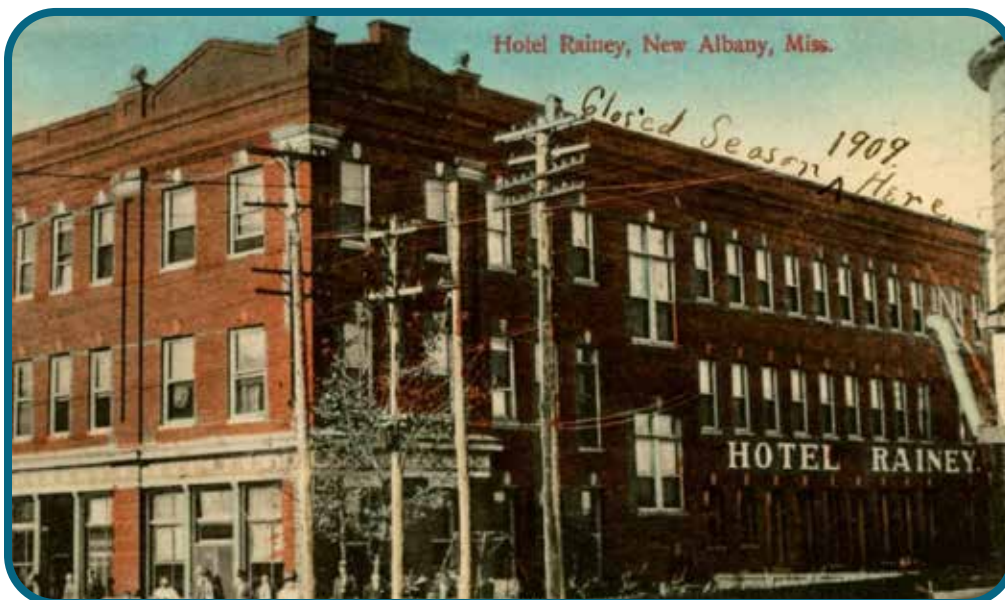
The previous discussion briefly examined four factors to assess the general vitality of New Albany. Because the purpose of Envision-Connect is to facilitate catalytic public investments in the community, the assessment conclusions will be used by the project focus group to identify the key community anchors and their connection, identifying potential investable projects along the way.

From the assessment, New Albany exhibits community development characteristics of an exceptionally vibrant small community. While its population is stable, Union county is experiencing slight population increases. However, the make-up of the population supports overall stability with a higher number of persons of working age or younger.

The number of persons commuting to work to and from Union County is about equal. However, economic activity is at a level that attracts more employees to New Albany than leave the community for work.

Retail sales figures indicate that its current business mix meets the broad needs of New Albany with few exceptions. However, an opportunity exists for new enterprises to service a wider market beyond New Albany's city limits.

Finally, of the 320,000 square feet of building space downtown, essentially 100 percent is occupied. Because of this, New Albany is ripe for new development in its core. The opportunity for further growth in response to potential Envision-Connect initiatives is clear. The next step in the process is to identify and develop those initiatives.



Hotel Rainey, 1909

IDENTIFYING CATALYSTS AND CONNECTIONS

STRATEGY DEVELOPMENT AND FOCUS GROUP ENGAGEMENT

Development of the New Albany's Envision-Connect investment strategy was guided by a local focus group of knowledgeable community leaders and stakeholders. New Albany Main Street designated a focus group tasked with providing guidance for investment opportunities. After an orientation to Envision-Connect project goals and parameters, the focus group was asked to identify specific public investment opportunities that, in the group's opinion, would act as community development catalysts.

The engagement was conducted remotely through a web-based map portal. The portal allowed the focus group to individually identify the location of opportunities, provide a description, and prioritize their relative importance. Over a two-week period, the New Albany focus group identified eighteen such opportunities, illustrated on the following map and table. After compiling and reviewing the focus group's initial input, the planning team conducted a multi-day onsite design intensive to develop further the opportunities represented.

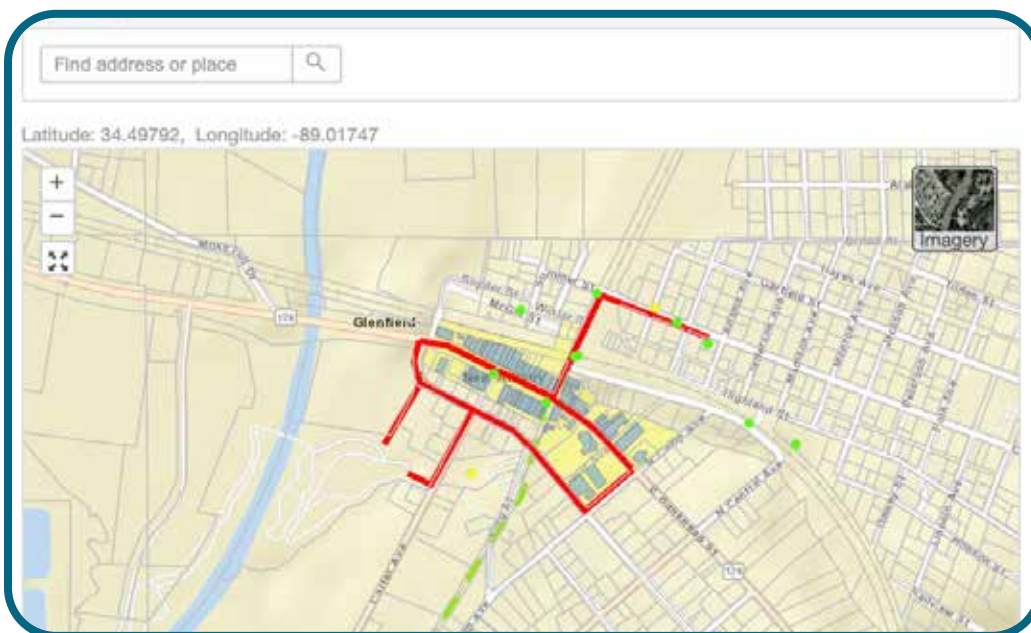


Image of web application used for remote engagement



STRATEGY DEVELOPMENT MAP

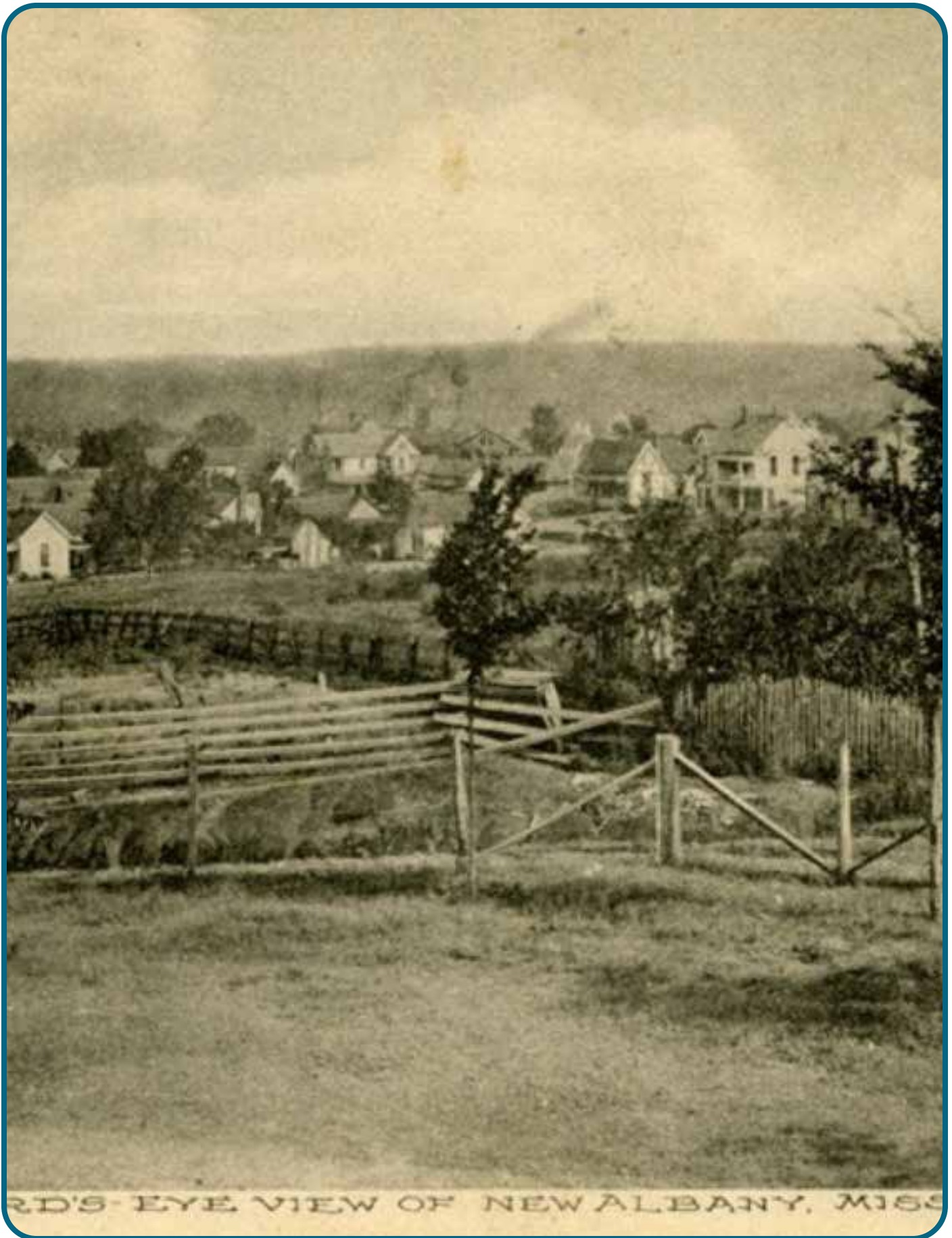


NEW ALBANY'S ENVISION-CONNECT FOCUS GROUP PRIORITIES

Map#	Priority	DESCRIPTION
1/2	HIGH	Having one or more pedestrian-friendly walkable routes across the train tracks. Both to access the Union County Heritage Museum and to allow for residents of North New Albany to access downtown easier. Would like to see it where highlighted in red and also the crossing between Camp and Central Ave.
3	HIGH	With all of the amenities New Albany has, the number 1 catalyst going forward should be a Master Plan for redevelopment of our central business district from Main & Bankhead to Camp & Bankhead along with Carter Avenue. It should also include the same East
4	HIGH	Bike/ped path from Hotel areas to the Park Along the River and downtown
5	HIGH	Railroad crossing from Northside to Trailhead Plaza
6	HIGH	Crosswalks to direct pedestrian traffic
7	HIGH	Some type of streetscape and clean up on all downtown areas that parallel and cross the railroad. Specifically: Highland and Railroad avenue
8	HIGH	Frontage road from hospital, parallel to I-22 connecting to Park Along the River
9	HIGH	Develop the Little Tallahatchie River Conservation Area to include Nature Interpretive Center with trails, boardwalks, tree walks, river access, zip-line across the river, RV Park, connectivity to other trails and greenways.
10	HIGH	Preserve/repurpose the old shirt factory as the interpretive center for the proposed Faulkner Corridor of the Mississippi Hills National Heritage Area.
11	HIGH	Adopt 'Complete Street' policies and guidelines throughout the city so that in time we will have bicycle and pedestrian safe routes from downtown New Albany out west Bankhead and Highway 30 west to hospital, hotels and apartments in the fairgrounds area
12	HIGH	Relocate the City Street Department from Central Avenue to other city owned property out Highway 178. This would open up development opportunities on one of our main entrances as well as put this property on our tax rolls.
13	HIGH	Include the area north of City Hall across the railroad track along McGill Street in a Downtown Master Plan. This would be a wonderful entertainment area.
14	HIGH	New Albany has two tremendous assets which can be better utilized by connecting them. The Union County Heritage Museum and William Faulkner birth site are located right across the railroad tracks from the Tanglefoot Trail, yet no rider on the trail would
15	HIGH	The City of New Albany has the tremendous asset of having ownership of the historic B.F. Ford School campus which functioned as the African-American High School during the segregation era.
16	HIGH	Create a safe designated bike and pedestrian walkway, access, sidewalk, bike lane from downtown across the railroad track to the cultural district at the museum at 114 Cleveland Street.
17	HIGH	Make the historic rock bottom crossing of the Tallahatchie River accessible with steps to make the crossing accessible to all ages so people can easily fish or wade in the river.
18	HIGH	If any area in our downtown area could be the catalyst for development opportunities, it seems that Carter Avenue is primed. We would need a master plan to include sidewalks, decorative lighting, and specified commercial needs.



19	HIGH	Pedestrian crossing/sidewalks through the street alongside the railroad track to the Highland Street and BNSF track crossing. Make this area walkable and bike-able.
20	HIGH	Sidewalks from backside of NA High School to Highland connecting downtown
21	MEDIUM	If we ever consider street scape, sidewalk and crossing improvements on Bankhead and Main which could reduce parking spaces, it seems that having a well-defined, designated, landscaped downtown parking area.
22	MEDIUM	A walkable path, bike lane from Shady Dale, BF Ford, Wilson Street Community Center to downtown.
23	MEDIUM	Create an Historic District on the northside of town through assistance with the Mississippi Department of Archive and History. Possible Boundaries could be the two surveys which were done about 1900. Create another one on the South side of New Albany.
0	LOW	Clean out Camp Creek, test water for any problem bacteria, make it accessible to children from the playground to catch tadpoles and play in the water.



NEW ALBANY'S STRATEGY

FRAMEWORK ORGANIZATION

The investment opportunities listed in this section were developed from extensive input and team interactions with the New Albany focus group. The investment strategy that emerged was developed around three thematic planning areas where identified catalysts tended to cluster and where there was connectivity among the catalysts. The thematic areas were developed into a more precise framework as specific themes were introduced and repeatedly discussed within the focus group.

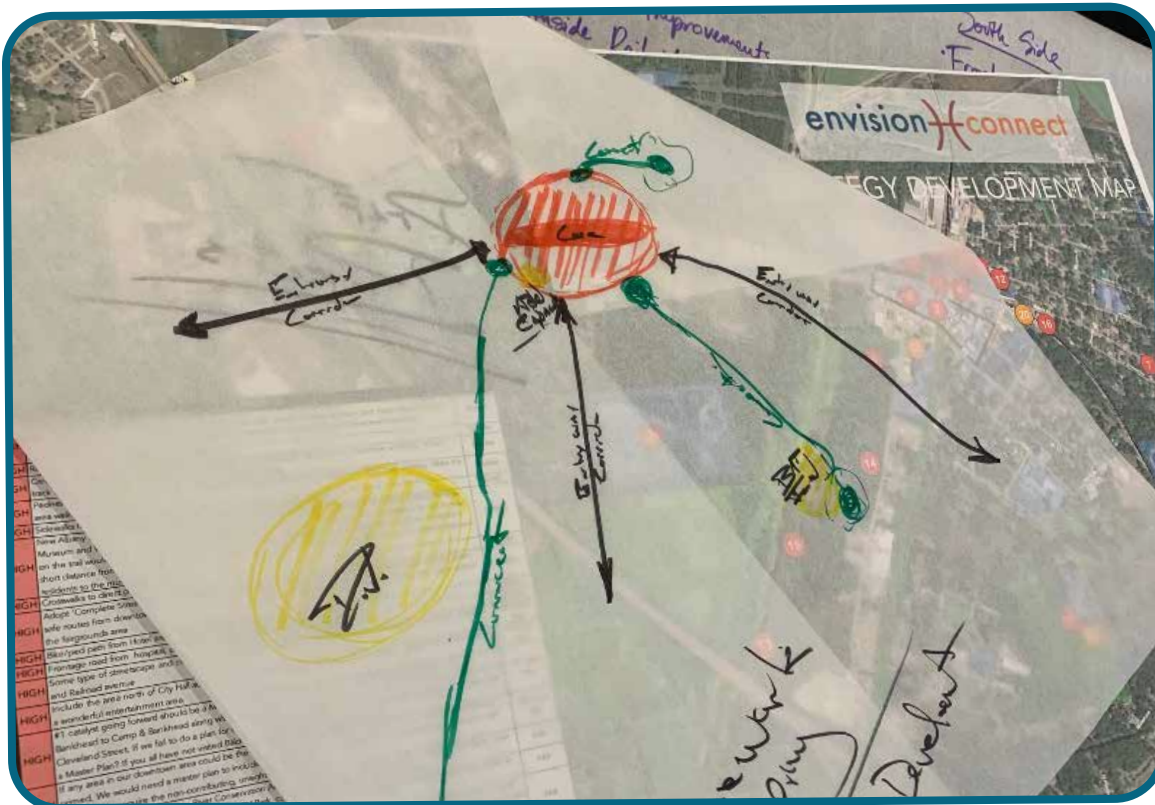
Key to the identification of these areas were priorities related to the importance of the area surrounding the Tallahatchie River, the extreme value of the downtown core and its unique challenges, and important development and redevelopment sites, and the connections to, through, and between these areas. As a result, the investment strategy has been organized around three distinct themes. These themes are:

- Core Catalysts
- Connection Catalysts
- Catalyst Sites

The team begins work during the onsite design intensive.



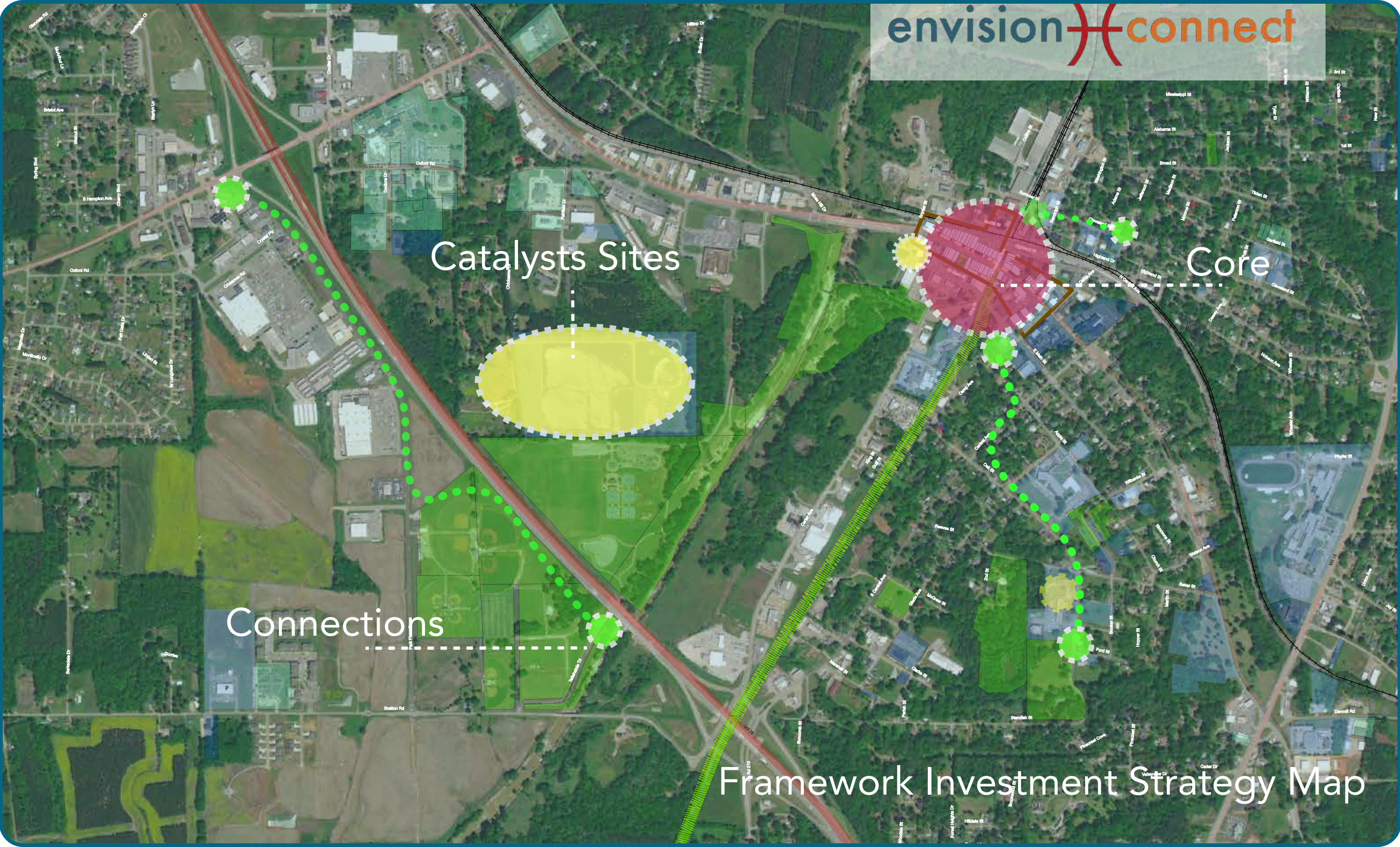
The overall framework strategy illustrating these themes is reflected in the pages that follow. Also both capital and policy-based projects are introduced relative to each of these concepts and prioritized according to their potential impact and feasibility in the short, mid, and long term horizon for the City. Also included in New Albany's strategy is the identification of complementary strategies listed in the City's recently adopted comprehensive plan, New Albany Next.



New Albany Envision - Connect strategic doodles.



New Albany Envision - Connect strategy review session.

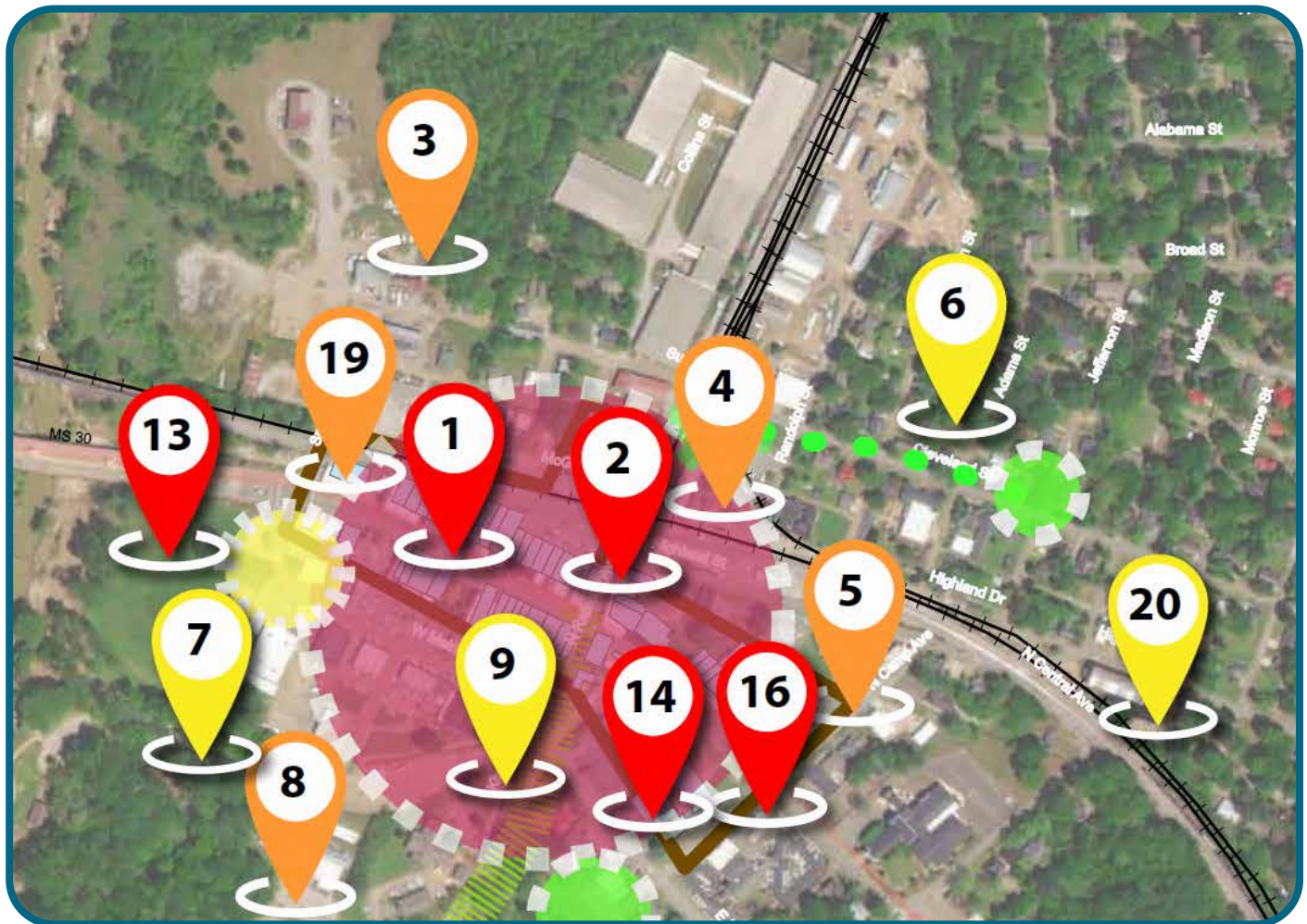


CORE CATALYSTS

New Albany's Core is centered around the intersection of Bankhead and North Railroad Avenue on the east and Bankhead and Main Street corridors. This area comprises the Main Street District of New Albany Main Street and New Albany's National Register Historic District. Within this area are listed ten catalytic projects.

1. Bankhead Improvements

The Downtown section of West Bankhead Street is a strategic location to envision revitalization because it serves as the community's geographic, cultural, walking/biking, and local retail hub, and because its current challenges limit Downtown's greatest potential. These issues include narrow sidewalks, ADA non-compliance, speeding traffic, and lack of safe pedestrian crossings.



New Albany's Core Catalysts Location Map

CORE CATALYSTS

Map Key	Project name	Project type	Priority	Link to New Albany Next Action Agenda
1	Bankhead Improvements	Bike/ped infrastructure Street improvements	High	Goal 1, Actions 7 and 8; Goal 4, Action 32
2	Museum to Bankhead Connection	Bike/ped infrastructure	High	Goal 5, Actions 36, 37, and 38
3	High School to Bankhead Connection	Bike/ped infrastructure	Medium	Goal 5, Actions 36, 37, and 38
4	Northside Rail Crossing Improvements	Street improvements	Medium	Goal 5, Actions 36, 37, and 38
5	Highland and Railroad Streetscape	Street improvements	Medium	Goal 1, Action 9; Goal 6, Action 41
	City Hall Entertainment Area	Site facilities	Low	Goal 10, Action 55
6	North Side Historic District Expansion	Site facilities Plan/policy development	Low	Goal 1, Actions 10 and 11; Goal 7, Action 49
7	Camp Creek Improvements	Environmental	Low	Goal 8, Action 52
8	Carter Gateway Elements	Street improvements Community identity	Medium	Goal 1, Action 9; Goal 6, Action 41
9	Alley Closure and Repurpose	Bike/ped infrastructure Site facilities	Medium	Goal 1, Action 12

The envisioned redesign of the street includes creative placemaking and best-practice transportation design elements that address these challenges to create a more beautiful and walkable corridor:

- The unofficial center parking lane space is reallocated to the business frontage area, creating wider sidewalks that can be utilized for restaurant café seating, outdoor retail displays, benches, and larger street trees. Canopy street trees provide much-needed shade in the Summertime and enhance sense of place for the Downtown.
- The interface between the sidewalk and street becomes curbless, with the transition being demarcated by planters and bollards. This enables ADA access issues to be addressed, including removing non-compliant cross-slopes and steps.
- Water runoff is collected by a continuous valley trench drain to address stormwater issues.
- A mid-block crossing is created at Cooper Park, and the intersection with North Railroad Avenue is rebuilt for safe pedestrian/bike crossings and traffic calming.

2. Museum to Bankhead Connection

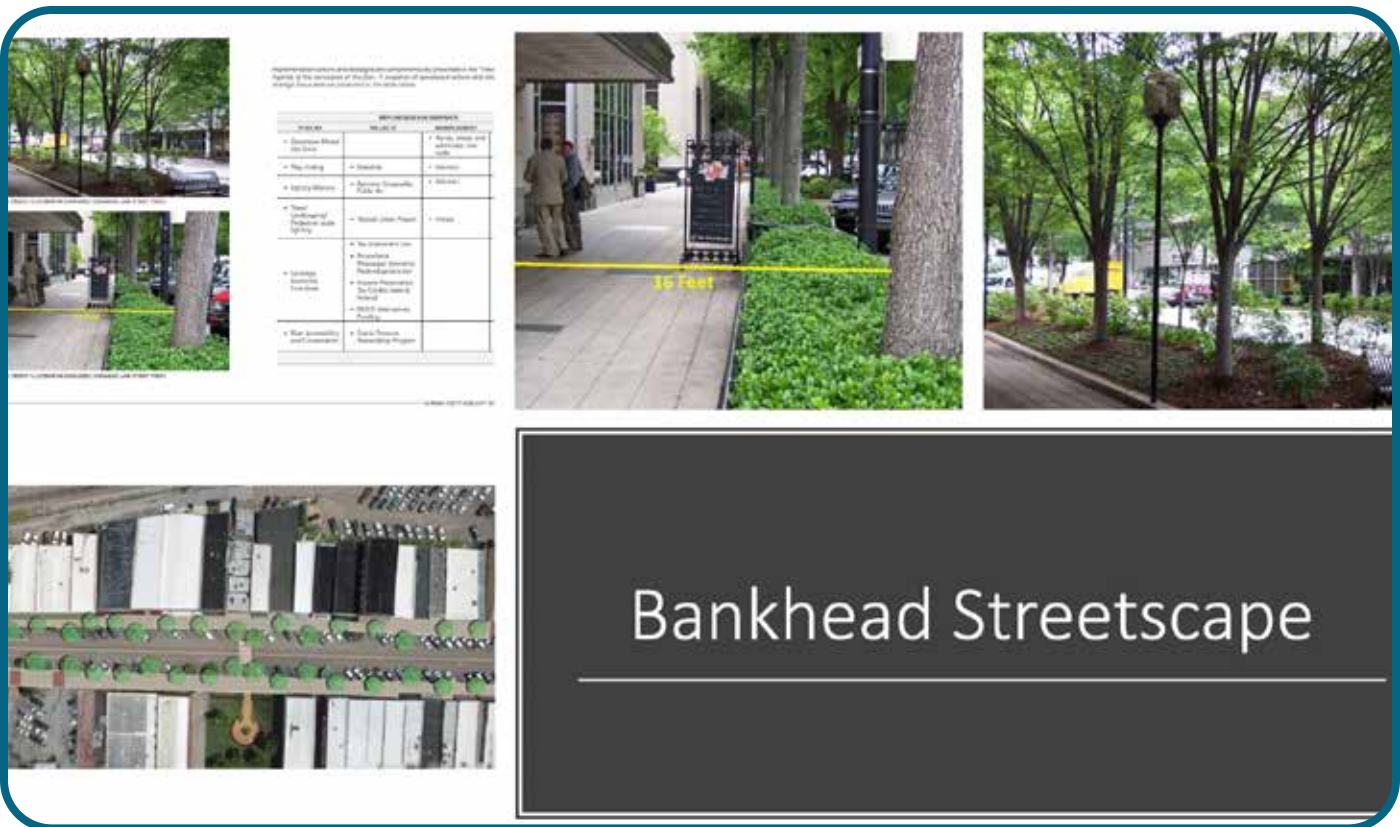
A primary concern arising from the focus group is to develop a strong walking/biking connection between the Tanglefoot Trail at the current trailhead Downtown at Bankhead Street to the Union County Heritage Museum on Cleveland Street. The current route is comprised of a series of broken and discontinuous sidewalks on Railroad St, a difficult multi-rail crossing at the intersection with Cleveland St., and then a discontinuous, narrow, and non-ADA compliant sidewalk along Cleveland St.

The proposed catalyst project includes a ten ft. wide concrete sidepath that runs along the western side of Railroad St., replacing the current sidewalk, and south of the railroad crossing, utilizing five ft. of the roadway. Along Cleveland St., the eight ft. sidepath would use the existing asphalt pavement on the south side of the street, with the existing curb on one side of the path and solid white traffic stripe and reflective traffic buttons on the other side. In addition, solid color or patterned pavement paint would be used to highlight the route. To facilitate implementation, the project footprint utilizes only existing street right-of-way (ROW), precluding the need to obtain new ROW or easements. This new multimodal path will provide multiple benefits:

- Connect tourists and other trail users from the Tanglefoot directly to the Museum
- Provide a safe pedestrian and bicycling connection to Downtown
- Establish the first northern extension of the Tanglefoot Trail



Sidewalk extension example from Oxford, Mississippi



Bankhead streetscape as envisioned in the New Albany Next Comprehensive plan

Rendering of sidewalk extensions and reconfigured parking on Bankhead



4. Northside Rail Crossing Improvements

New Albany's Downtown is divided by the railroad track, which runs parallel to, and north of Bankhead. The line also runs parallel and south of McGill Street. The rail line serves as a separation between Downtown's southern and northern sectors. The primary at grade connection, or crossing, is located at the intersection of North Railroad Avenue and McGill. The crossing is an important element of the pedestrian path projected to connect the Museum and Entertainment District to Bankhead and Downtown. Improvements will be required to ensure the crossing is safe for pedestrians and cyclists for this future route.

5. Highland Drive and North Railroad Streetscape

Another anchor intersection for downtown New Albany is the intersection of Highland Drive and North Railroad Avenue. In its current condition, the intersection is unadorned, offering little by way of attractiveness. Given its role as an entry point to Downtown from the north, as well as a critical point in the Downtown to museum connection, this intersection was identified for streetscape enhancements to include street trees and seasonal plantings, identity markers, and upgrade light fixtures and street furniture.

6. North Side Historic District Expansion

New Albany's neighborhoods that lie north of Downtown are some of the earliest constructed in the City's history. A significant concentration of historic homes characterizes the neighborhoods. Due to this historic character and significance, the area would likely be eligible for designation as a historic district on the National Register of Historic Places. This designation would incentivize qualified rehabilitation activities and contribute to the long-term viability of the area.

7. Connection to Park by the River

This greenway segment will complete the Camp Creek Trail connection from the Tanglefoot Trail to the Park by the River by providing a safe crossing of Carter Avenue and extending into the park along the bank of Camp Creek. Providing a direct and prominent pathway to the park will encourage more Downtown and Tanglefoot Trail visitors to connect to the park and its system of trails.

8. Carter Gateway Elements

The Carter Avenue Corridor provides key access to New Albany's Downtown and historic heart from Interstate 22 and the City's south side. It sets the tone and impression for visitors. In addition to streetscape enhancements along the entire corridor length identified in the next section, the gateway itself (the intersection of I-22 and Carter) was



Above and below: Bankhead Street reenvisioned



identified for a strong New Albany identity statement. New Albany's Comprehensive Plan "New Albany Next" envisions Carter Avenue to transition over time as an attractive, mixed-use corridor connecting Downtown to the broader community and region, developed under the Downtown Gateways Corridor place type pattern. An investment at this point of entry into New Albany would serve to invite visitors to the Downtown.

9. Alleyway Repurpose

The alley lying between Bankhead and Main Street and adjacent to the Tanglefoot Trail was identified by the consulting team as a prime candidate for conversion to use as a social space. Such a redesign would require adjusted parking and loading practices but could yield a substantial dividend in downtown activity.

Bankhead Street as reenvisioned



CONNECTION CATALYSTS

The Connection Catalysts are pedestrian and cycling oriented investments that connect key points in New Albany. Connection catalysts connect New Albany's core catalysts, described in the previous section, to its catalyst sites, described in the next section.

10. BNA Park and West Side Greenway Connection

Building on the existing network of trails and drawing the connection to the hotels and retail areas on the west side of town is a high Focus group priority. This new paved greenway will connect directly to the Tallahatchie Trail after it passes under the I-22 bridge following the wooded area along the small creek that leads to the RV campground and ballfields. As a buffered paved sidepath on the east side of Park Plaza Dr., it will access the retail and restaurants fronting the Interstate and connect to hotels and neighborhoods on the Hwy 30 corridor.

11. Carter Corridor Streetscape Improvements

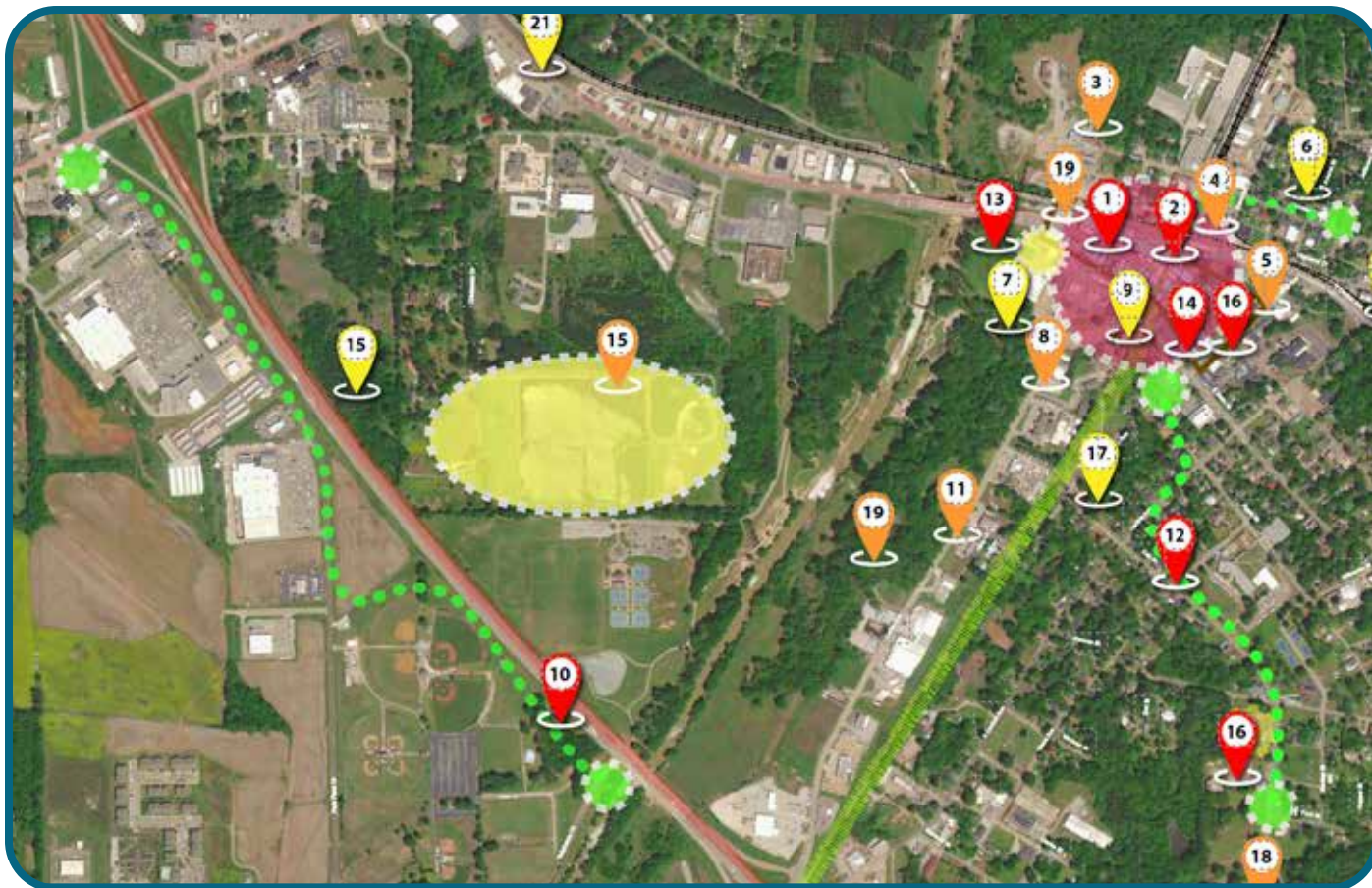
The Carter Avenue Corridor provides pivotal access to New Albany's Downtown and historic heart from Interstate 22 and the city's south side. It sets the tone and impression for visitors. This corridor has benefited from a beautification project, including tree planting and intersection improvements near Downtown. Attractive and beneficial landscaping (shade and stormwater mitigation) is an important way to improve the

CONNECTION CATALYSTS				
Map Key	Project Name	Project type	Priority	Link to New Albany Next Action Agenda
10	Greenway connection through BNA Park and Park Along the River	Bike/ped infrastructure Trail construction	High	Goal 3, Actions 28 and 29
11	Carter Corridor Streetscape Improvements	Bike/ped infrastructure Street improvements	Medium	Goal 1, Action 9; Goal 6, Action 41
12	Sam Mosely Greenway	Mobility Bike/ped infrastructure	High	Goal 5, Actions 36, 37, and 38
13	Wayfinding Signage	Community identity	High	Goal 4, Action 33; Goal 7, Action 47; Goal 10, Actions 56 and 57
14	ADA Sidewalk Standards and Corrections	Mobility	High	Goal 5, Action 38

visual quality of Carter Avenue and other entrances. Other physical elements, like lighting, fencing, street configuration, and buildings should reflect and enhance the surrounding environment. The goal should be a unified and improved visual experience along this corridor and other entrances to the city.

New Albany's Comprehensive Plan "New Albany Next" envisions Carter Avenue to transition over time as an attractive, mixed-use corridor connecting Downtown to the broader community and region, developed under the Downtown Gateways Corridor place type pattern. Buildings would be transitioned closer to the street, envisioning "Main Street" type enterprises with the potential for upper floor dwellings. In addition, the avenue itself would be retrofitted as a boulevard providing multimodal mobility infrastructure.

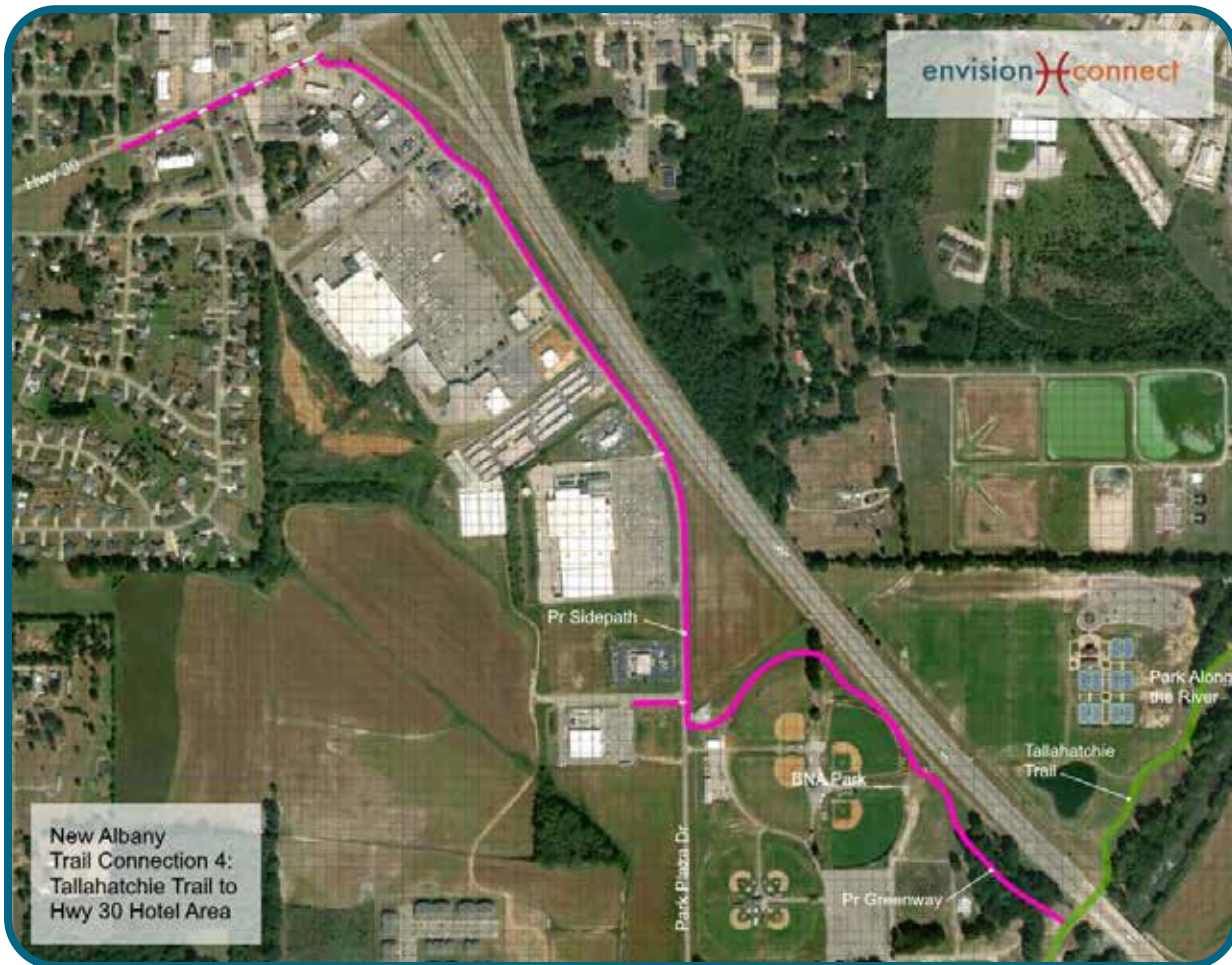
Connection catalysts map



12. Sam Mosley Greenway

The BF Ford School, Shady Dale Park, and New Albany Middle School are geographically close to the town center. However, they don't feel connected to Downtown due to a lack of continuous or adequate walking and biking facilities. The Sam Mosley Greenway will create a direct and scenic multi-modal connection from Downtown and the Tanglefoot to these important centers and the surrounding neighborhood. Two routes are feasible for the greenway. One would stay on the right of way of Oak Street as a concrete sidepath from Shady Dale Park to the Middle School. The section of Oak St. north of Reeves St. would have to convert to one-way traffic to make room for the sidepath without acquiring right of way. The second route option would connect from Shady Dale to the Middle School through the undeveloped brookside property to the west of the B.F. Ford School building. This would be the more scenic route and could help facilitate the residential development of those parcels.

Tallahatchie Trail to Highway 30 Hotel Area





Museum Connection: Before (above) and after (below)



The greenway would take the form of a shared street along Oak St. to the west of Glade Avenue, consisting of improved sidewalks, crosswalks and ADA ramps, and wayfinding elements. In addition, a small 100 ft. segment of greenway would be constructed to connect to the Tanglefoot Trail, which would require ROW acquisition.

13. Wayfinding Signage

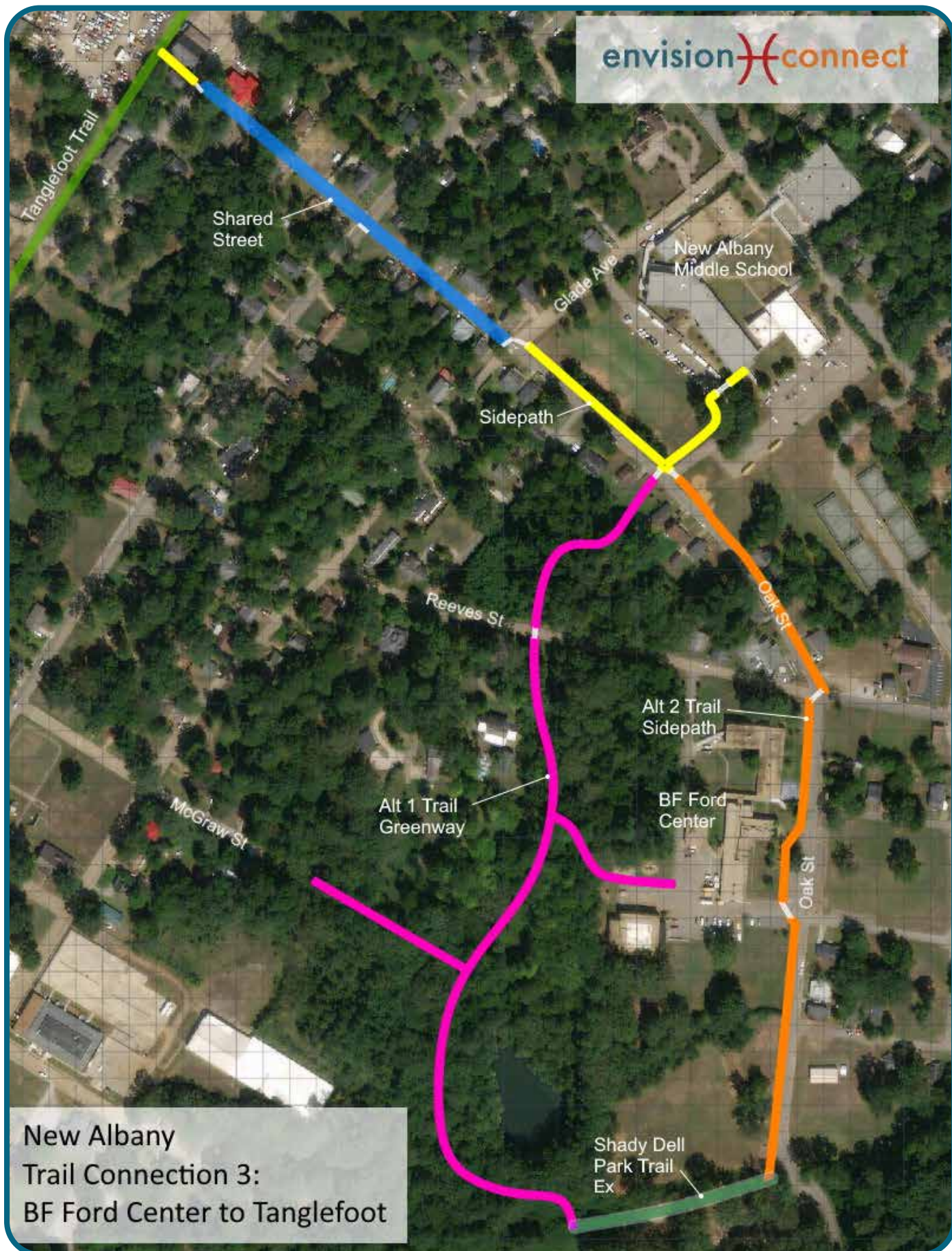
New Albany is increasingly a city with multiple noteworthy destinations and with various means of access. However, there are no readily discernible directions to these destinations. Wayfinding signage was identified as a component of the Envision - Connect investment strategy to increase trail and destination utilization. A well-executed wayfinding system would also strengthen New Albany's community identity.

14. ADA Sidewalk Corrections

The Downtown area and surrounding neighborhoods have a fairly well-connected network of sidewalks. However, many of those sidewalks segments or street crossings are not accessible to users with disabilities due to high cross slopes, narrow segments, large bumps, and a lack of curb ramps. An implementation project to address these ADA issues would be a tremendous benefit to visitors and residents to access Downtown and surrounding area destinations.

Camp Creek Trail Connection





Trail Connection to B.F. Ford Center

New Albany's Strategic Investment Opportunities I37

CATALYST SITES

The final category of investment for New Albany's Envision-Connect investment strategy relates to specific sites. The particular sites offer opportunities for redevelopment of community facilities that will serve to support private investment nearby.

15. RV Park/Resort Development

The outdoor R.V. camping industry has been experiencing rapid growth for the past decade. While the COVID-19 pandemic has caused a slight growth dip, the number of people interested in R.V. camping has dramatically increased as a result. One issue frequently encountered by campers is a lack of availability at public and private campgrounds, particularly when they do not plan ahead, demonstrating high demand.

R.V. campers typically look for campgrounds with water, electrical, and sewer connections as on-board resources are often limited. Amenities like a clubhouse and private swimming pool are being introduced to differentiate the level of service and suggest a sense of exclusivity. Environmental permitting associated with the septic drain field required to develop an R.V. campground is often a deterrent. Former sewer treatment ponds, as they exist in New Albany, provide just such an

CATALYST SITES				
Map Key	Project name	Project type	Priority	LINK to NAN Action Agenda
15	RV Park/Resort Development	Site facilities	Medium	Goal 3, Action 24; Goal 5, Action 40
16	BF Ford Redevelopment	Building and Structure Construction/Adaptation/ Renovation	High	Goal 2, Actions 16 and 21; Goal 6, Action 45; Goal 11, Action 60
17	New Albany Street Department – Office Relocation	Site facilities	Low	Goal 5, Action 40
18	Shady Dell Park Improvements	Site facilities	Medium	Goal 3, Action 24
19	Shirt Factory Revitalization	Building and Structure Construction/Adaptation/ Renovation	Low	Goal 2, Actions 16 and 21; Goal 6, Action 45
20	Little Tallahatchie Conservation Area – Interpretive Center	Site facilities Environmental	Medium	Goal 3, Action 25 Goal 10, Action 55

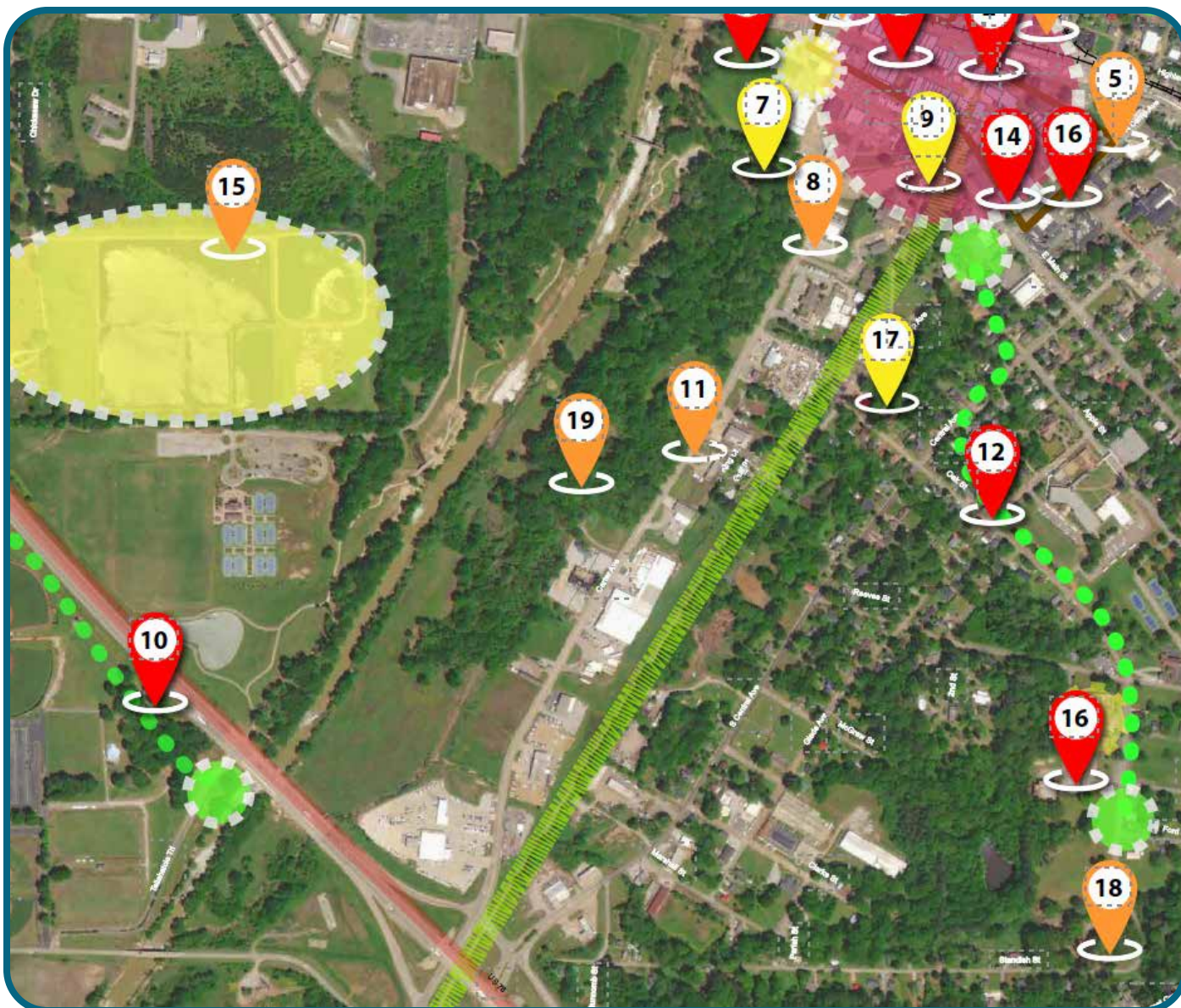
opportunity. The use has a less intensive environmental impact, and its waterfront adjacency is in high demand for traveling campers.

16. B. F. Ford Redevelopment

For many communities, aging schools and other civic buildings pose a huge dilemma. There's intense community pressure to preserve these historic icons and often strict rules against demolishing them. At the same time, it's frequently challenging to find a new use—not to mention the financing—to restore them. Several community-based uses should be considered, from business incubators to community center and meeting uses. Frequently, the adaptive reuse of these buildings in a growing number of cases as affordable housing has emerged as the solution.

If other civic uses are not identified as suitable or are not needed, schools

Catalysts sites map



lend themselves well to housing because they have large windows to create light-filled spaces with tall ceilings. Former school buildings are frequently places with a lot of meaning and value to people who live in the community; they went to school there, or their children may have. The BF Ford School campus should continue to fulfill a need in New Albany, and its value should be determined by what the community lacks and a consensus for its reuse.

17. New Albany Street Department – Office Relocation

Currently, the public works facility for New Albany is located on Carter Avenue. Carter Avenue is addressed in both the Core and Connection sections of the investment strategy. It functions as a vital gateway into downtown. As Carter redevelops over time and is subject to the investments outlined in this strategy, heavy equipment movement and storage will be increasingly incompatible with the desired development direction. Relocation of the facility, which is not dependent on its current location, will eliminate this conflict and allow the site to be redeveloped consistent with the corridor's long-term vision.

18. Shady Dell Park Improvements

Shady Dell Park represents a vital neighborhood park for the southeast portion of New Albany. In addition to serving the neighborhood, the park lies south of the B.F. Ford School and is a compliment to the

**Conceptual rendering
of Tallahatchie Sunset
Motor Coach Park**



Scale in Feet
0 20 40 60 80

Tallahatchie Sunset Motorcoach Park
Conceptual Site Plan

ORION **OPD**
PLANNING & DESIGN



B.F. Ford School existing (above) and redeveloped (below)



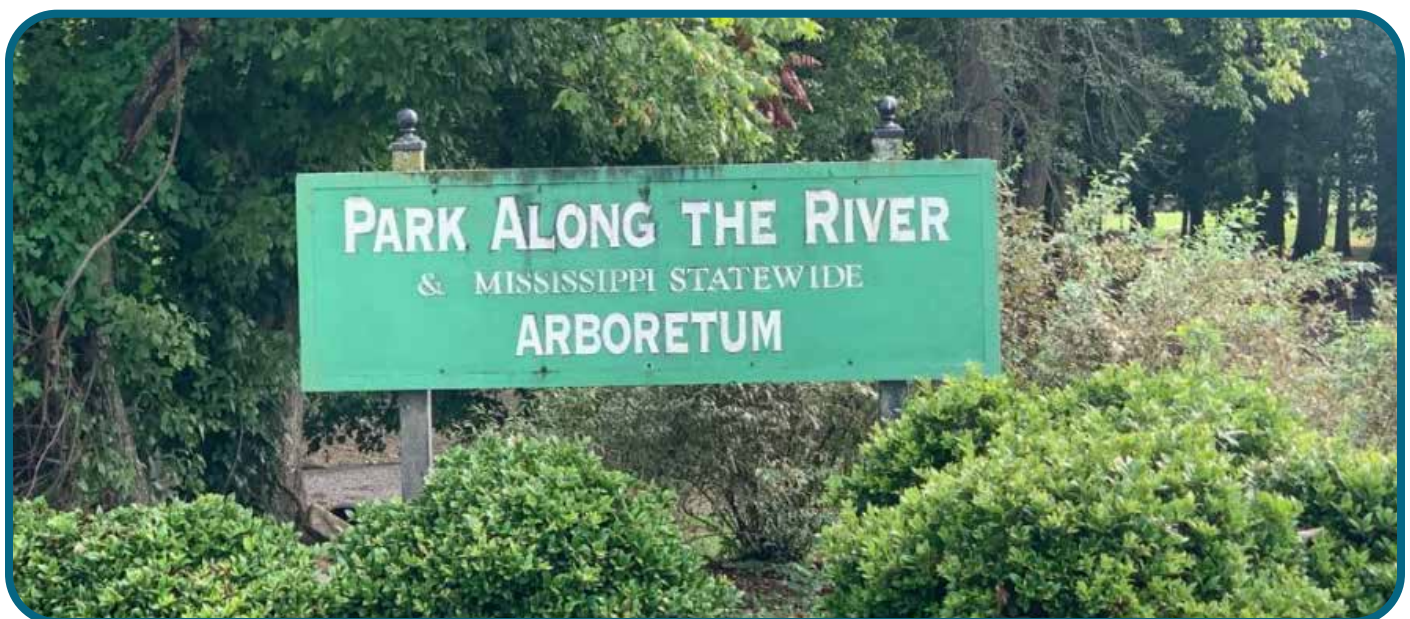
investment associated with adaptive reuse of the school. The park offers play equipment and picnic areas under a significant mature tree canopy. Updating the park's design and equipment would enhance the livability of the area and further support New Albany's quality of life.

19. Shirt Factory Revitalization

The building known as the Shirt Factory is a two-story industrial building located at the intersection of Highland and North Central. While private and not eligible for resources associated with the Envision-Connect Strategy, it was identified as a key historic anchor for New Albany. It is included here due to its historic character and potential for adaptive reuse in the future. Should the building be acquired by a public entity, it would form a part of the public investment strategy.

20. Little Tallahatchie Conservation Area and Interpretive Center

The Little Tallahatchie River plays a prominent role in New Albany. Flanked by The Park By the River as the river meanders through downtown, it is the most prominent natural feature in the community serving as the backdrop for recreation and community events. Therefore, this vital area was identified as a prime location for an environmentally oriented visitors and interpretive center. Such a center would be designed and program for conservation and environmental education. Typically such centers are located in protected open spaces, have access to trails, and present related ecological exhibits. Such a center in New Albany would offer valuable educational resources and support the community's ongoing efforts at preserving the area.



IMPLEMENTATION

OVERVIEW

Implementation of New Albany's investment strategy involves two major components. The first is prioritizing, designing, and constructing the investment opportunities identified and conceptualized in the previous section. The second component is that of protecting and maintaining the investment through risk mitigation. This section addresses both of these implementation components by listing currently known capital resources and needed risk mitigation strategies as they relate to the investment catalysts.

CAPITAL INVESTMENT RESOURCES

Each of the districts and their projects are listed in a series of tables in the pages that follow. The tables indicate a potential capital resource that may be applicable for each project. The resource is indicated by a reference abbreviation corresponding to a more full description listed in the appendix.

Capital investment resources listed in the appendix are organized four categories:

- 1) Federal
- 2) State
- 3) Local
- 4) Private - Non-Profit

RISK MITIGATION & DEVELOPMENT POLICY

Proactive planning and a tailored regulatory framework ensures that steps taken to implement projects result in outcomes that reduce or eliminate the risk to community investment. This is especially important when it comes to interrelated projects that build upon one another over time. Appropriate risk mitigation and development policy ensures maximum investment return increases the probability of project success. The following pages identify risk mitigation resources driven by planning and policy efforts or that require changes to the regulatory framework in New Albany.

Risk mitigation initiatives are listed in the tables after capital resources. Updating New Albany's antiquated citywide planning and zoning provisions is a critical component for ensuring long term success for the investments envisioned.

NEXT STEPS

More investment catalysts are identified in New Albany's Envision-Connect prospectus than can be tackled in the near term. Project investments must be prioritized by New Albany Main Street based on resource availability, the likelihood of success, local support, the magnitude of impact, and capacity. Project prioritization will focus attention and resources on select high-priority investments. A sustained and incremental approach can then be used for longer-term projects.

After the investment concepts are prioritized, they must be more fully developed into specific, actionable project proposals. The form of such project proposals will be dependent on the requirements of the sources of investment capital, but in general, all will require:

1. Concept refinement to determine specific project parameters
2. Soft cost estimates (planning and programmatic)
3. Hard cost estimates (design and construction)
4. Development of any required local match
5. Proposal documentation

The New Albany Envision-Connect Prospectus presents a locally developed, comprehensive, public investment portfolio. The strategy represented is designed to enhance local quality of life while significantly enhancing the private investment environment. Successful implementation will produce enhanced community development, livability, and investment opportunity.



CORE CATALYSTS - IMPLEMENTATION RESOURCES									
Capital Sources									
Source	1	2	3	4	5	6	7	8	9
	Bankhead Improvements	Museum to Bankhead Connection	High School to Bankhead Connection	Northside Rail Crossing Imprvmnts	Highland and Railroad Streetscape	City Hall Entertainment Area	North Side Historic District Expansion	Camp Creek Imprvmnts	Carter Gateway Elements
Federal Resources									
1. USDA - CFL				Not Applicable					
2. USDA - RCD	■	■	■	■	■	■	■	■	■
3. USDA -RBDG				Not Applicable					
4. USDA - IRP				Not Applicable					
5. USDA - WWL				Not Applicable					
6. USDA - SWM				Not Applicable					
7. USDA - HPG				Not Applicable					
8. USDA - RCC				Not Applicable					
9. USDA - CC				Not Applicable					
10. USDA - DLT				Not Applicable					
11. EPA - BAG				Uncertain Applicability					
State Resources									
12. KMB Grant				Not Applicable					
13. MAC	■								
14. MDAH - CLG							■		
15. MDAH - LGP				Not Applicable					
16. MDEQ - WPCL	■							■	
17. MDEQ - WPCLE				Not Applicable					
18. MDEQ - SWAG				Not Applicable					
19. MDEQ - SWPG				Not Applicable					
20. MDEQ - RCG				Not Applicable					
21. MDEQ - WTC				Not Applicable					
22. MDPS - JAG LL				Not Applicable					
23. MDPS - JAG DC					Not Applicable				

CORE CATALYSTS - IMPLEMENTATION RESOURCES									
Capital Sources									
Source	1	2	3	4	5	6	7	8	9
	Bankhead Improvements	Museum to Bankhead Connection	High School to Bankhead Connection	Northside Rail Crossing Imprvmts	Highland and Railroad Streetscape	City Hall Entertainment Area	North Side Historic District Expansion	Camp Creek Imprvmts	Carter Gateway Elements
24. MDPS - JAG - HS	Not Applicable								
25. MDWF - RTP	■	■							
26. MDWF - LWCF	■	■	■	■				■	
27. MDA - CDBG	Uncertain Applicability								
28. MDA - DIP	Uncertain Applicability								
29. MDA - CIP	Uncertain Applicability								
30. MDA - CDBG - PF	■							■	
31. MDA - CAP	Not Applicable								
32. MMDA - RAIL	Not Applicable								
33. MDA - SMG	■	■	■	■	■	■	■	■	■
34. MDA - EERLF	Not Applicable								
35. MEMA - HM	Not Applicable								
36. MFC - UFGP	■	■	■	■	■			■	■
37. MHC - PG	Not Applicable								
38. MHC - MG									■
39. MSDH - DWRLF	Not Applicable								
40. MDOT - RAISE	■	■	■	■	■				■
Local Resources									
41. City of New Albany	■	■	■	■	■	■	■	■	■
42. Union County	■	■	■	■	■	■	■	■	■
43. Union County	■	■	■	■	■	■	■	■	■
Private-Non-Profit Resources									
44. RTC	Uncertain Applicability								
45. MCCF	■	■	■	■	■	■	■	■	■


CORE CATALYSTS - IMPLEMENTATION RESOURCES

Capital Sources

Source	1	2	3	4	5	6	7	8	9
	Bankhead Improvements	Museum to Bankhead Connection	High School to Bankhead Connection	Northside Rail Crossing Imprvmts	Highland and Railroad Streetscape	City Hall Entertainment Area	North Side Historic District Expansion	Camp Creek Imprvmts	Carter Gateway Elements

Risk Mitigation

Plans and Policy

1. Community Master Plan	New Albany Next has been completed and adopted								
2. Parks and Trails Plan	Partially Completed by the National Parks Service and New Albany Next								
3. Wayfinding Plan	Solicitation initiated 								
4. Capital Facilities Plan	■	■	■	■	■	■		■	■
5. Bike/Ped Plan	■		■		■		■		
6. Housing Study	Not Applicable								
7. Parking Study	Not Applicable								
8. Historic PR							■		

Regulation and Incentives

9. Zoning Code Update	Code update in progress								
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CONNECTION CATALYSTS - IMPLEMENTATION RESOURCES

Capital Source

Source	11	12	13	14	15	16
	Greenway connection through BNA Park and Park Along the River	Carter Corridor Streetscape Improvements	Sam Mosely Greenway	Wayfinding Signage	Frontage Road Connection	ADA Sidewalk Standards and Corrections

Federal Resources

1. USDA - CFLG	Not Applicable					
2. USDA - RCDTA	■	■	■	■	■	■
3. USDA - RBDG	Not Applicable					
4. USDA - IRP	Not Applicable					
5. USDA - WWL	Not Applicable					
6. USDA - SWM	Not Applicable					
7. USDA - HPG	Not Applicable					
8. USDA - RCC	Not Applicable					
9. USDA - CC	Not Applicable					
10. USDA - DLT	Not Applicable					
11. EPA - BAG	Uncertain Applicability					

State

12. KMB Grant	Not Applicable					
13. MAC			■	■		
14. MDAH - CLG	Not Applicable					
15. MDAH - LGP	Not Applicable					
16. MDEQ - WPCL	Uncertain Applicability					
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18. MDEQ - SWAG	Not Applicable					
19. MDEQ - SWPG	Not Applicable					
20. MDEQ - RCG	Not Applicable					
21. MDEQ - WTC	Not Applicable					
22. MDPS - JAG LL	Not Applicable					
23. MDPS - JAG DC	Not Applicable					
24. MDPS - JAG - HS	Not Applicable					

CONNECTION CATALYSTS - IMPLEMENTATION RESOURCES

Capital Source

Source	11	12	13	14	15	16
	Greenway connection through BNA Park and Park Along the River	Carter Corridor Streetscape Improvements	Sam Mosely Greenway	Wayfinding Signage	Frontage Road Connection	ADA Sidewalk Standards and Corrections
25. MDWF - RTP	■	■	■		■	■
26. MDWF - LWCF	■	■	■		■	■
27. MDA - CDBG	Uncertain Applicability					
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32. MMDA - RAIL	Not Applicable					
33. MDA - SMG	■	■	■	■	■	■
34. MDA - EERLF	Not Applicable					
35. MEMA - HM	Not Applicable					
36. MFC - UFGP	■	■	■		■	
37. MHC - PG	■	■	■	■		
38. MHC - MG						
39. MSDH - DWRLF	Not Applicable					
40. MDOT - Raise	■	■	■	■	■	■

Local Resources

41. City of New Albany - GB	■	■	■	■	■	■
42. Union County - GB	■	■	■	■	■	■
43. Union County - CSF						■

Private-Non-Profit Resources

44. RTC	Uncertain Applicability					
	■	■				

Risk Mitigation

Plans and Policy

CONNECTION CATALYSTS - IMPLEMENTATION RESOURCES

Capital Source

Source	11	12	13	14	15	16
	Greenway connection through BNA Park and Park Along the River	Carter Corridor Streetscape Improvements	Sam Mosely Greenway	Wayfinding Signage	Frontage Road Connection	ADA Sidewalk Standards and Corrections
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3. Wayfinding Plan	Solicitation initiated					
4. Capital Facilities Plan	■	■	■	■	■	■
5. Bike/Ped Plan	Conceptual foundation provided in New Albany Next					
6. Historic PR	Not applicable					
Regulation and Incentives						
7. Zoning Code Update	Code update in progress					

Catalyst Sites - Implementation Resources						
Capital Source						
Source	17	18	19	20	22	22
	RV Park/Resort Development	BF Ford Redevelopment	New Albany Street Department – Office Relocation	Shady Dell Park Improvements	Shirt Factory Revitalization	Little Tallahatchie Conservation Area – Interpretive Center
Federal Resources						
1. USDA - CFLG		■	■		■	■
2. USDA - RCDTA	■	■	■	■	■	■
3. USDA - RBDG	Not Applicable					
4. USDA - IRP	Not Applicable					
5. USDA - WWL	■			■		
6. USDA - SWM	Not Applicable					
7. USDA - HPG	Not Applicable					
8. USDA - RCC	Not Applicable					
9. USDA - CC	Not Applicable					
10. USDA - DLT	Not Applicable					
11. EPA - BAG	Uncertain Applicability					
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15. MDAH - LGP		■			■	
16. MDEQ - WPCL						■
17. MDEQ - WPCLE	Not Applicable					
18. MDEQ - SWAG	Not Applicable					
19. MDEQ - SWPG	Not Applicable					
20. MDEQ - RCG	Not Applicable					
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23. MDPS - JAG DC	Not Applicable					
24. MDPS - JAG - HS	Not Applicable					
25. MDWF - RTP				■		■

Catalyst Sites - Implementation Resources						
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27. MDA - CDBG	Uncertain Applicability					
28. MDA - DIP	Uncertain Applicability					
29. MDA - CIP	Not Applicable					
30. MDA - CDBG - PF		■	■	■		■
31. MDA - CAP	Not Applicable					
32. MMDA - RAIL	Not Applicable					
33. MDA - SMG	■	■	■	■	■	■
34. MDA - EERLF	Not Applicable					
35. MEMA - HM	Not Applicable					
36. MFC - UFGP				■		■
37. MHC - PG		■				■
38. MHC - MG				■		■
39. MSDH - DWRLF	Not Applicable					
40. MDOT - Raise						■
Local Resources						
41. City of New Albany - GB	■	■	■	■	■	■
42. Union County - GB	■	■	■	■	■	■
43. Union County - CSF	■	■	■	■	■	■
Private-Non-Profit Resources						
44. RTC	Not Applicable					
45. MCCF	■	■	■	■	■	■
Risk Mitigation						
Plans and Policy						

CATALYST SITES - IMPLEMENTATION RESOURCES

Capital Source

Source	17	18	19	20	22	22
	RV Park/Resort Development	BF Ford Redevelopment	New Albany Street Department – Office Relocation	Shady Dell Park Improvements	Shirt Factory Revitalization	Little Tallahatchie Conservation Area – Interpretive Center
1. Community Master Plan	New Albany Next has been completed and adopted					
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4. Capital Facilities Plan	■	■	■	■	■	■
5. Bike/Ped Plan	Conceptual foundation provided in New Albany Next					
6. Historic PR	Not applicable					
Regulation and Incentives						
7. Zoning Code Update	Code update in progress					

APPENDIX

CAPITAL SOURCES CATALOGUE						
SOURCE	PROGRAM DESCRIPTION	TYPE OF ASSISTANCE	AVAILABLE FUNDING	APPLICATION DEADLINES	MATCHING/OTHER REQUIREMENTS	CONTACT
Federal						
USDA Rural Development						
1. USDA - CFL	Community Facilities Loans and Grants: The objective is to improve, develop, or finance essential community facilities for rural communities. Funds can be used to construct, enlarge, or otherwise improve essential community facilities, such as public safety, fire and rescue, broadband and telecommunications, schools, libraries, hospitals, other healthcare facilities, etc. This may include furnishings, fixtures, and other required equipment.	Loans and grants	Maximum of 75% of project cost (maximum grant award is typically \$50,000)	Year round	For municipalities less than 50,000. Facilities must primarily serve rural residents. Term is for useful life of the facility or equipment, State statute, or 40 years.	USDA Rural Development 601-965-4316 www.rd.usda.gov
2. USDA - RCD	Rural Community Development Initiative: The objective is to facilitate housing, community facility, and community and economic development projects. These technical assistance grants are to be used to develop the capacity and ability of awardees to carry out needed projects. Examples of eligible projects include homeownership education, minority business entrepreneurship, strategic community planning or assistance to access alternative funding sources.	Grants	\$50,000-\$300,000	Year round	Matching funds required	USDA Rural Development 601-965-4316 www.rd.usda.gov
3. USDA -RBDG	Rural Business Development Grants: The objective is to help small and emerging private businesses and/or nonprofits in rural communities’ startup or expand. Funds are used to acquire or develop land, buildings, plants, and equipment; build or improve access roads, parking areas, utility extensions, and water and waste disposal facilities; provide technical assistance; establish revolving loan funds; and support rural distance learning programs that provide educational or job training.	Grants	Maximum grant award is typically \$100,000	Year round	For all rural areas except cities over 50,000 and their contiguous urbanized areas. No match	USDA Rural Development 601-965-4316 www.rd.usda.gov
4. USDA - IRP	Intermediary Relending Program Loans: The objective is to establish revolving funds for business facilities and community development projects.	Loans	Varies	Year round	Less than 50,000 population; the intermediary makes loans to businesses from its revolving loan fund on terms consistent with security offered; intermediary pays 1% for 30 years.	USDA Rural Development 601-965-4316 www.rd.usda.gov
5. USDA - WWL	Water and Waste Disposal Loans and Grants: Funding is used to build, repair, and improve public water systems and waste collection and treatment systems.	Loans and grants	Varies	Year round	For municipalities and systems with a population of less than 10,000; loans are repaid over a maximum of 40 years.	USDA Rural Development 601-965-4316 www.rd.usda.gov
6. USDA - SWM	Solid Waste Management Grants: Provides technical assistance and training to those who operate and maintain active landfills to improve landfill conditions and protect against threats to nearby water resources.	Grants	Varies	Year round	For municipalities with a population of less than 10,000	USDA Rural Development 601-965-4316 www.rd.usda.gov

CAPITAL SOURCES CATALOGUE

SOURCE	PROGRAM DESCRIPTION	TYPE OF ASSISTANCE	AVAILABLE FUNDING	APPLICATION DEADLINES	MATCHING/OTHER REQUIREMENTS	CONTACT
7. USDA - HPG	Housing Preservation Grants: Provides grants to sponsoring organizations for the repair or rehabilitation of housing owned or occupied by low and very low-income rural citizens.	Grants	Varies	Year round	For non-profits, federally recognized tribes, and municipalities with a population of less than 20,000	USDA Rural Development 601-965-4316 www.rd.usda.gov
8. USDA - RCC	ReConnect Program: The ReConnect Program is an innovative new pilot program that offers unique federal financing and funding options in the form of loans, grants, and loan/grant combinations to facilitate broadband deployment in areas of rural America that don't currently have sufficient access to broadband. This pilot program will generate private sector investment to deploy broadband infrastructure to provide high-speed internet e-Connectivity to as many rural premises as possible, including homes, community facilities for healthcare and public safety, schools, libraries, farms, ranches, factories, and other production sites.	Loans and Grants	Varies	Year round	Insufficient internet service in town of less than 20,000 or urbanized area adjacent to a city with population greater than 50,000.	USDA Rural Development 601-965-4316 www.rd.usda.gov
9. USDA - CC	Community Connect: This program helps fund broadband deployment into rural communities where it is not yet economically viable for private sector providers to deliver service. The construction, acquisition, or leasing of facilities, spectrum, land or buildings used to deploy broadband service for all residential and business customers located within the Proposed Funded Service Area (PFSA), and all participating critical community facilities (such as public schools, fire stations, and public libraries), provided the cost of providing broadband service is free of charge to the critical community facilities for 2 years.	Grants	Varies	Year round	Matching funds of at least 15% from non-federal sources are required	USDA Rural Development 601-965-4316 www.rd.usda.gov
10. USDA - DLT	Distance Learning and Telemedicine (DLT): The DLT program helps rural communities use the unique capabilities of telecommunications to connect to each other and to the world, overcoming the effects of remoteness and low population density. For example, this program can link teachers and medical service providers in one area to students and patients in another.	Grants	Varies	Year round	Matching funds of at least 15% from non-federal sources are required	USDA Rural Development 601-965-4316 www.rd.usda.gov
Environmental Protection Agency						
11. EPA - BFAG	Assessment Grants provide funding for a grant recipient to inventory, characterize, assess, conduct a range of planning activities, develop site-specific cleanup plans, and conduct community involvement related to brownfield sites. The performance period for these grants is three years.	Grant	\$300,000	May 2022	None	SMPDD Hattiesburg 914 Sullivan Drive Hattiesburg, MS 39401 601-545-2137
State						
Keep Mississippi Beautiful						
12. KMB Grant	These grants help municipalities implement litter prevention and beautification programs. Programs should include but not be limited to planning and organizing communications, cleanup, household hazardous waste amnesty projects, programming materials, education, law enforcement, recycling, composting and waste reduction at the source.	Grants	Up to 40% of the costs	Year round	60% of costs (in-kind contributions accepted)	Sarah Kountouris Executive Director Keep Mississippi Beautiful 601-853-4210 sarah@keepmsbeautiful.com
Mississippi Arts Commission						
13. MAC	Project Grants provide funding to support activities related to arts based community development, arts education, arts industry, and folk and traditional arts	Grants	Up to \$5,000	March 1	A dollar-for-dollar cash match	Leslie Barker Arts-Based Community Development Director Mississippi Arts Commission 601-359-6030 lbarker@arts.ms.gov www.arts.ms.gov

CAPITAL SOURCES CATALOGUE

SOURCE	PROGRAM DESCRIPTION	TYPE OF ASSISTANCE	AVAILABLE FUNDING	APPLICATION DEADLINES	MATCHING/OTHER REQUIREMENTS	CONTACT
Mississippi Department of Archives and History						
14. MDAH - CLG	The Certified Local Government Program (CLG) is a federal-state-local partnership that promotes historic preservation at the grassroots level and helps communities deal with preservation needs. CLG communities are eligible for annual matching grants to undertake preservation projects of importance to the community. Grants may be used for such diverse projects as the restoration of historic buildings; historical, architectural, or archaeological site inventory work; preparation of nominations to the National Register of Historic Places; educational programs; and staff support for new historic preservation commissions.	Grants	Varies	N/A	Varies	Meredith Massey Mississippi Dept. of Archives & History 601-576-6538 mmassey@mdah.ms.gov www.mdah.ms.gov
15. MDAH - LGP	Mississippi Landmark Grant Program: The grant funds from this program may be used to pay the cost of acquisition, preservation, restoration, operation, administration and support of Mississippi Landmark properties. The Board of Trustees of MDAH will review the applications and award grant funds to eligible projects when the Mississippi Landmark Grant Program has enough of a balance to award grants. Due to the lack of funding, most grants that are awarded are for emergency repairs only.To be eligible to participate, a building must be designated a Mississippi Landmark under the provisions of the Antiquities Law of Mississippi prior to application.	Grants	Maximum of \$300,000	N/A	Minimum 20% match	Mingo Tingle Mississippi Dept. of Archives & History 601-576-6952 www.mdah.ms.gov
Mississippi Department of Environmental Quality						
16. MDEQ - WPCL	Water Pollution Control Revolving Loan Fund Program: A low interest loan for water pollution control projects including wastewater treatment facilities, expand/upgrade existing facilities, stormwater pollution control projects, nonpoint source pollution projects, and estuary management projects.	Loans	Varies	Year round	20 year repayment interest rate in the 1.75% range or 30 year repayment with interest rate in the 2.75% range	Tony Caldwell, P.E. MDEQ 601-961-5171 www.deq.state.ms.us
17. MDEQ - WPCL Emergency	Water Pollution Control Emergency Loan Fund Program: Municipalities may receive loans for emergency wastewater projects.	Loans	Maximum of \$350,000	Year round	4% interest rate; 10 year repayment	Tony Caldwell, P.E. MDEQ 601-961-5171 www.deq.state.ms.us
18. MDEQ - SWAG	Solid Waste Assistance Grants (Competitive Grants): This funding may be used to assist in the cleanup of illegal open dumps, employment of local solid waste enforcement officers, development of collection programs for discarded appliances and furniture, development of local recycling programs, and provision of public information services to the local community on solid waste management.	Grants	Minimum \$15,000; maximum \$75,000 (based on population)	October 1 and April 1	Matching requirement for Enforcement Officer salary is at least 15%; 25% match for HHW collection days	Taaka Scott Bailey MDEQ 601-961-5626 tbailey@mdeq.ms.gov
19. MDEQ - SWPG	Solid Waste Planning Grants: Provides funding assistance for the development of comprehensive solid waste management plans.	Grants	Project specific	April 30	Match based on population	Taaka Scott Bailey MDEQ 601-961-5626 tbailey@mdeq.ms.gov
20. MDEQ - RCG	Recycling Cooperative Grants: This funding may be used to support aspects of a recycling program such as collection system costs, material transportation costs, equipment/construction costs, integral recycling personnel costs, public education and outreach materials, and promotional campaigns for recycling.	Grants	Available Funding	Periodic Funding Opportunity Announcements (FOA) are released	Varies based on terms of FOA Matching funds not required but may result in a greater chance of award. Projects do require cooperation amongst local government entities.	Contact Jennifer Milner MDEQ 601-961-5739 jmilner@mdeq.ms.gov

CAPITAL SOURCES CATALOGUE

SOURCE	PROGRAM DESCRIPTION	TYPE OF ASSISTANCE	AVAILABLE FUNDING	APPLICATION DEADLINES	MATCHING/OTHER REQUIREMENTS	CONTACT
21. MDEQ - WTC	Waste Tire Collection and Cleanup Grants: Provides assistance for collection sites, transportation costs, storage trailer units, contractual disposal costs, and public education.	Grants	Project specific	Year round	N/A	Taaka Scott Bailey MDEQ 601-961-5626 tbailey@mdeq.ms.gov
Mississippi Department of Public Safety						
22. MDPS - JAG LL	Justice Assistance Grant (JAG) Local Law Enforcement Block Grants: The purpose of this funding is to provide units of general purpose local government with the funds to underwrite projects to assist local law enforcement with the most pressing needs of their agency. These funds can be used for a wide variety of purposes including equipment, uniforms, and supplies. Funding is based on the amount of state allocation available for this funding category.	Grants	Varies	Varies each year	25% cash match	Emberly K. Holmes Office Director Office of Justice Programs Division of Public Safety Planning Mississippi Dept. of Public Safety 601-977-3742 EHolmes@dps.ms.gov
23. MDPS - JAG DC	Justice Assistance Grant (JAG) Drug Courts: The purpose of this funding is to provide drug court programs with the funds to underwrite projects to assist certified drug court programs with the most pressing needs of their agency. These funds can be used for a wide variety of purposes including salaries, fringe benefits, training, equipment, travel, and supplies.	Grants	Varies. Funding based on amount of state allocation available	Varies	25% cash match	Emberly K. Holmes Office Director Office of Justice Programs Division of Public Safety Planning Mississippi Dept. of Public Safety 601-977-3742 EHolmes@dps.ms.gov
24. MDPS - JAG - HS	Justice Assistance Grant (JAG) Hot Spots Policing: The purpose of this funding is to provide the State of Mississippi's local law enforcement agencies with funds to implement effective crime reduction and crime prevention strategies in select communities that exhibit high rates of crime. The goal of this program will be to improve social and physical order in selected high crime areas in Mississippi.	Grants	Varies	Varies each year	25% cash match	Emberly K. Holmes Office Director Office of Justice Programs Division of Public Safety Planning Mississippi Dept. of Public Safety 601-977-3742 EHolmes@dps.ms.gov
Mississippi Department of Wildlife and Fisheries						
25. MDWF - RTP	Recreational Trails Program: The Recreational Trails Program (RTP) is a Federal-Aid assistance program of the U.S. Department of Transportation's Federal Highway Administration (FHWA). The Recreational Trails Program helps states develop and maintain recreational trails for both motorized and non-motorized recreational trail use. Examples of trail uses include pedestrian (hiking, walking, running, wheelchair), bicycling paved and non-paved, in line skating, equestrian use, water trails, off-road motorcycling, all-terrain vehicle riding, four-wheel driving, or using other off-road motorized vehicles.	Grants	Varies	March 4, 2021	Varies between 5%-20% match Contact	Terry McDill Grant Administrator Mississippi Dept. of Wildlife, Fisheries, & Parks 601-432-2227 terrym@mdwfp.state.ms.us
26. MDWF - LWCF	Land and Water Conservation Fund Program: The Land and Water Conservation Fund (LWCF) program was established to stimulate a nationwide action program to assist in preserving, developing, and assuring to all citizens of the United States, of present and future generations, such quality and quantity of outdoor recreation resources as may be available. The program provides matching grants to States, and through the States to local units of government, for the acquisition and development of public outdoor recreation sites and facilities.	Grants	Varies	May 20, 2021	50/50 match (in-kind contributions accepted)	Terry McDill Grant Administrator Mississippi Dept. of Wildlife, Fisheries, & Parks 601-432-2227 terrym@mdwfp.state.ms.us
Mississippi Development Authority						
27. MDA - CDBG	Community Development Block Grants (CDBG) Economic Development: Provides financial assistance for public infrastructure for economic development projects.	Grants	Maximum of \$2,500,000 or \$20,000/job created, whichever is less	Year Round	20 job minimum; 10% local match; dollar for dollar company match	Lisa Maxwell Community Services Bureau Manager MDA 601-359-2498 www.mississippi.org

CAPITAL SOURCES CATALOGUE

SOURCE	PROGRAM DESCRIPTION	TYPE OF ASSISTANCE	AVAILABLE FUNDING	APPLICATION DEADLINES	MATCHING/OTHER REQUIREMENTS	CONTACT
28. MDA - DIP	Development Infrastructure Program (DIP): Provides financial assistance for public infrastructure for economic development projects.	Grants	Maximum of \$500,000 or \$15,000/job created, whichever is less	Year Round	10 job minimum; 10% local match; company match required	Lisa Maxwell Community Services Bureau Manager MDA 601-359-2498 www.mississippi.org
29. MDA - CIP	Capital Improvements Revolving Loan Program (CAP Loan; Economic Development): Provides financial assistance for public infrastructure for economic development projects.	Loans	Maximum of \$2,500,000 or \$20,000/job created	Year Round	3% rate; up to 20 year term	Lisa Maxwell Community Services Bureau Manager MDA 601-359-2498 www.mississippi.org
30. MDA - CDBG - PF	CDBG Public Facility (Small): Provides financial assistance for public infrastructure.	Grants	Maximum of \$450,000	Usually during month of May	N/A	Lisa Maxwell Community Services Bureau Manager MDA 601-359-2498 www.mississippi.org
31. MDA - CAP	Capital Improvements Revolving Loan Program (CAP Loan; Community): Provides financial assistance for water, sewer, buildings, etc.	Loans	Maximum of \$750,000/application; \$1,000,000/year	Year Round	2% rate; up to 20 year term	Lisa Maxwell Community Services Bureau Manager MDA 601-359-2498 www.mississippi.org
32. MMDA - RAIL	Freight Rail Service Revolving Loan Program (RAIL): Provides financial assistance for any freight rail transportation purpose	Loans	Maximum of \$1,000,000	Year round	Rate TBD at the time of application; up to 15 year term	Lisa Maxwell Community Services Bureau Manager MDA 601-359-2498 www.mississippi.org
33. MDA - SMG	Small Municipalities and Limited Population Counties Grant Program: Provides financial assistance for public improvements for economic development in cities with a population of less than 10,000 or counties with a population of less than 30,000.	Grants	Maximum of \$150,000 (subject to annual legislative appropriation)	Usually during month of June	10% local match	Lisa Maxwell Community Services Bureau Manager MDA 601-359-2498 www.mississippi.org
34. MDA - EERLF	Energy Efficiency Revolving Loan Fund (EERLF): Provides financial assistance for energy efficiency improvements in municipal/school buildings. Examples of eligible projects include HVAC, windows/insulation and lighting upgrades.	Loans	Up to \$500,000 per project	None (rolling basis)	2% below prime rate, fixed; up to 10-year term	Ethan Cartwright Energy & Natural Resources Division Mississippi Development Authority 601-359-3449 www.mississippi.org
Mississippi Emergency Management Agency						
35. MEMA - HM	Hazard Mitigation: Mitigation is the ongoing effort to lessen the impact disasters have on people's lives and property through damage prevention and flood insurance. Local mitigation strategies that qualify for funding are: hazard mitigation planning; retrofit of critical facilities; acquisition, elevation, relocation, or drainage improvements of repetitive flood loss structures; construction or upgrade of general population shelters; enhancement of development codes and standards; safe rooms and storm shelters; generators for critical facilities; and warning systems.	Grants	Varies	N/A	N/A	Jana Henderson Mitigation Office Director MEMA 601-933-6636 jhenderson@mema.ms.gov
Mississippi Forestry Commission						
36. MFC - UFGP	Urban and Community Forestry Grant Program: The purpose of this grant is to aid in the development of long-term, self-sustaining urban and community forestry programs.	Grants	Maximum of \$20,000	Usually during month of August 15th, 2021	50/50 match (in-kind contributions accepted); grant funds may not exceed 50% of the total project cost	Misty Booth Urban Forestry & Forest Health Coordinator Mississippi Forestry Commission 601-213-6683 mbooth@mfc.mf.gov

CAPITAL SOURCES CATALOGUE

SOURCE	PROGRAM DESCRIPTION	TYPE OF ASSISTANCE	AVAILABLE FUNDING	APPLICATION DEADLINES	MATCHING/OTHER REQUIREMENTS	CONTACT
Mississippi Humanities Council						
37. MHC - PG	Project Grant: The MHC grants program seeks to fund projects that stimulate meaningful community dialogue, attract diverse audiences, are participatory and engaging, and apply the humanities to our everyday lives. Grants may be used to support public humanities programs, exhibits, the planning of larger projects, and the development of original productions in film, television, radio, or online resources.	Type of Assistance Grants	\$2,001 - \$7,500	May 1 and September 15	Cash match of 10%; combined total of cash and in-kind contributions must at least equal the amount of MHC funds	Carol Andersen Assistant Director Mississippi Humanities Council 601-432-6752 carol@mhc.state.ms.us
38. MHC - MG	Minigrant: The MHC grants program seeks to fund projects that stimulate meaningful community dialogue, attract diverse audiences, are participatory and engaging, and apply the humanities to our everyday lives. Grants may be used to support public humanities programs, exhibits, the planning of larger projects, and the development of original productions in film, television, radio, or online resources.	Grants	Up to \$2,000	None (rolling basis)	Combined total of cash and in-kind contributions must at least equal the amount of MHC funds	Carol Andersen Assistant Director Mississippi Humanities Council 601-432-6752 carol@mhc.state.ms.us
Mississippi State Department of Health						
39. MSDH - DWRLF	Drinking Water Systems Improvements Revolving Loan Fund Program: The Improvements Revolving Loan Fund Program is intended to provide low interest loan funding to municipalities for the construction of new water systems, the expansion or repair of existing water systems, or the consolidation of new or existing water systems.	Loans	Maximum of \$5,000,000; exceeded on case-by-case	Year round	1.95% interest rate; 20-30 year repayment; possible principal forgiveness if eligible	Division of Water Supply Mississippi State Dept. of Health 601-576-7518 www.msdh.state.ms.us
Mississippi Department of Transportation						
40. MDOT - RAISE	Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Transportation Grants are for investments in surface transportation infrastructure and are to be awarded on a competitive basis for projects that will have a significant local or regional impact. Eligible projects include, but are not limited to: highway, bridge, or other road projects eligible under title 23, United States Code; public transportation projects eligible under chapter 53 of title 49, United States Code; passenger and freight rail transportation projects; port infrastructure investments (including inland port infrastructure and land ports of entry); and intermodal projects.	Grants	Amount Varies	Varies; applications must be submitted through www.grants.gov	Grants may be used for up to 80% of a project located in an urban area and the U.S. Secretary of Transportation may increase the Federal share of costs above 80% for a project located in a rural area.	U.S. Dept. of Transportation Office of Infrastructure Finance & Innovation 202-366-0301 BUILDgrants@dot.gov www.transportation.gov/BUILDgrants
Local						
41. City of New Albany - GB	General capital budgeting capacity	n/a	n/a	n/a	n/a	n/a
42. Union County - GB	General capital budgeting capacity	n/a	n/a	n/a	n/a	n/a
43. Union County Development Foundation	Economic Development Foundation	n/a	n/a	n/a	n/a	n/a
Private and Non-Profit						
44. RTC	Rails to Trails Conservancy	Varies	Varies	Varies	Varies	Search Required
45. CF	CREATE Foundation	Varies	Varies	Varies	Varies	Search Required

