



AGENDA
GULF SHORES CITY COUNCIL
COUNCIL WORK SESSION MEETING
NOVEMBER 7, 2016
4:00 PM

1. Councilmember Discussion Period

- A. Councilman Dyken

2. Environmental / Grants Coordinator

- A. Authorize Proposals - TSW And Volkert, Inc. - Gulf Place Project

Documents:

[EGC - MEMO - PROPOSALS - GULF PLACE PROJECT.PDF](#)
[EGC - GULF PLACE 2016 FINAL SCHEMATIC MASTER PLAN.PDF](#)

3. Finance And Administrative Services Department

- A. 2016 Advanced Payments On LOC 2014

Documents:

[FIN - MEMO - 2016 ADVANCED PAYMENTS ON LOC 2014.PDF](#)

4. Public Works Department

- A. Light Column Bollards Bid

Documents:

[PWD - MEMO - HWY 59 BOLLARDS BID.PDF](#)
[PWD - BOLLARD DETAIL.PDF](#)
[PWD - 2016-1101 LIGHT COLUMN BOLLARDS - TAB.PDF](#)

5. City Clerk

- A. Board Reappointments

Documents:

[CC - MEMO - BOARD REAPPOINTMENTS - CHAMBER OF COMMERCE, LIBRARY, LIBRARY ADVISORY BOARDS.WP.PDF](#)

6. City Administrator

A. 2017 - 2020 City Of Gulf Shores Strategic Plan

Documents:

[CA - C MEMO - 2017 - 2020 COGS STRATEGIC PLAN.PDF](#)
[CA - D STRATEGIC PLAN UPDATE.PDF](#)

B. Coastal Alabama Business Chamber Appropriation Request

Documents:

[CA - A MEMO - CHAMBER ADVANTAGE COASTAL AL.PDF](#)
[CA - B RESO 5551 - AUTHORIZE SUPPORT - CHAMBER ADVANTAGE
COASTAL ALABAMA.PDF](#)
[CA - ACA REPORT TO GULF SHORES CITY COUNCIL.PDF](#)

7. Mayor

Updates



DATE: November 7, 2016

ISSUE: Proposals from TSW and Volkert, Inc. to complete design development, construction documents, and program management for Phase 1B and Phase 2 of the Gulf Place Project (see attached phasing plan).

RECOMMENDATION: Accept proposals from TSW (Task 5.0AR1 and Task 5.0B) in an **amount not to exceed \$597,800**, and Volkert, Inc. (Program Management Phase 2) in an **amount not to exceed \$263,700**, to complete design development for Phase 1B and for construction documents, bidding documents, construction observation, and construction inspection for Phase 1B + Phase 2 of the Gulf Place Project. The total cost for completion of Phase 1B design development and Phase 1B + Phase 2 construction documents is **not to exceed \$861,500**.

BACKGROUND: As part of the Vision 2025 Plan for Sustainability and the Strategic Plan 2015-2019, the City is committed to the construction of a walkable, energetic beachfront district that will attract tourism, stimulate local business, and encourage business and residential relocation. These proposals will continue the process of designing and implementing a pedestrian-friendly beachfront that takes advantage of the entire half-mile of public beach area and improves traffic, safety, and public access.

These proposals will complete the design phase of the Gulf Place Project, and construction of Phase 1A is scheduled to be completed May 5, 2017, prior to the NCAA Volleyball Tournament. Phase 1B and Phase 2 construction is scheduled to begin September 5, 2017, and will be completed by May 1, 2018.

PREVIOUS COUNCIL ACTION: Proposals were accepted at the February 22, 2016 Council Meeting (Reso No. 5619-16) from TSW (Task 1.0-3.5) in an amount not to exceed \$155,500, and Volkert, Inc. (Schematic Design Phase) in an amount not to exceed \$32,000, to prepare schematic design plans (60%), pricing estimates, site surveys, geotechnical investigations, and permitting for the Gulf Place Project.

Proposals were accepted at the May 23, 2016 Council Meeting (Reso No. 5676-16) from TSW (Task 4.0-5.0A) in an amount not to exceed \$577,870 and Volkert, Inc. (Program Management Phase 1) in an amount not to exceed \$263,700 to complete final schematic design for the entire project and for design development, construction documents, bidding, construction observation, and construction inspection for Phase 1 of the Gulf Place Project.

A Proposal was accepted at the August 22, 2016 Council Meeting (Reso No. 5713-16) from Volkert, Inc. (Environmental Permitting) in the amount of \$48,000 for permitting work on Phase 1B of the Gulf Place Project.



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A resolution (Reso No. 5745-16) accepting the bid of Gates Builders, Inc. as the lowest conforming bidder and authorizing the execution of a contract in an amount not to exceed \$4,450,000 was approved at the October 17, 2016 Council Meeting.

BUDGET IMPLICATIONS: Gulf Place expenditures will be drawn from the G.O. Taxable Warrant Series 2016-B funds, from the FY 2016 budget and the FY 2017 budget as proposed.

RELATED ISSUES: Beach Blvd Redevelopment, HWY 59 Access Management, 2-Acre Site Development.

DEPARTMENT: Executive

STAFF CONTACT: Dan Bond

ATTACHEMENTS: Gulf Place Phasing Map



GULF PLACE 2016 FINAL SCHEMATIC MASTER PLAN



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COUNCIL AGENDA SUMMARY

TO: Mayor Craft & Members of the City Council
THROUGH: Steve Griffin, City Administrator
FROM: Cindy King, Finance & Administrative Services Director
SUBJECT: Authorization for Payments on the 2014 Line of Credit
DATE: November 2, 2016

ISSUE: The Finance Committee has authorized payments on the 2014 Bancorp South Nontaxable Line of Credit of \$2,458,804 and we are requesting formal Council approval of the same.

BACKGROUND: The Finance Committee approved and payments were made to Bancorp South on the 2014 Bancorp South \$9 million Non Taxable Line of Credit as follows:

- 1) 6/23/16 \$1,006,886 for 2 Rescue Pumpers, 2 Brush Trucks and 1 Public Works Bucket Truck
- 2) 8/19/16 \$ 820,956.75 for items 4 through 8 listed on the attached resolution

The Finance Committee also approved payment on the Line of Credit for the Allen Property purchase of \$630,961 dated June 23rd, 2015.

Council approval of total payments of \$2,458,804 on the 2014 Nontaxable Line of Credit is requested.

PREVIOUS COUNCIL ACTION: None

BUDGET IMPLICATIONS: \$2.5 million in General Fund Revenue can be used to reduce outstanding 2014 line of credit payments and the City will still meet reserve targets for 2016.

RELATED ISSUES: None

ATTACHMENTS: None

DEPARTMENT: Finance and Administrative Services

STAFF CONTACT: Cindy King



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DATE: November 2, 2016

ISSUE: Light Column Bollards Bid

RECOMMENDATIONS: Award Bid for Light Column Bollards to Consolidated Electrical Distributers (CED) in an amount not to exceed \$12,110.00.

BACKGROUND: The City opened bids on Tuesday, November 02, 2016 for Light Column Bollards that would be used for the Hwy 59 Sidewalks. CED had the lowest conforming bid with a bid amount of \$12,110.00

PREVIOUS COUNCIL ACTION: Council passed the 2016 budget that included funding for the Highway 59 Sidewalks Project which included this work.

BUDGET IMPLICATIONS: Funding for this project is included with the Highway 59 Sidewalks Project, in account #40-879-65400.

RELATED ISSUES: None.

ATTACHMENTS: Bid Tabulation, Bollard Details

DEPARTMENT: Public Works

STAFF CONTACT: Mark Acreman

SRB6

SPECIFICATIONS

DESCRIPTION:

One piece stainless steel flat cap with stainless steel shaft. Upper assembly is secured with external screws to the steel shaft. Silicone sealed lens for full weather protection. 180 deg. external perforated shield. All stainless steel external hardware.

MOUNTING:

Aluminum Anchoring Base mounts to 3 flush mounted anchor bolts @ 4 1/2" CCD, C/W Base Cover, Anchors, Bolts & Template (A/B/T)

LAMPING:

NICHIA LEDs with 50,000hrs rated lamp life @ 70% lumen maintenance.
18W, MPN technology
CW - 5000-6500°K Cool White Color Temperature

DRIVER:

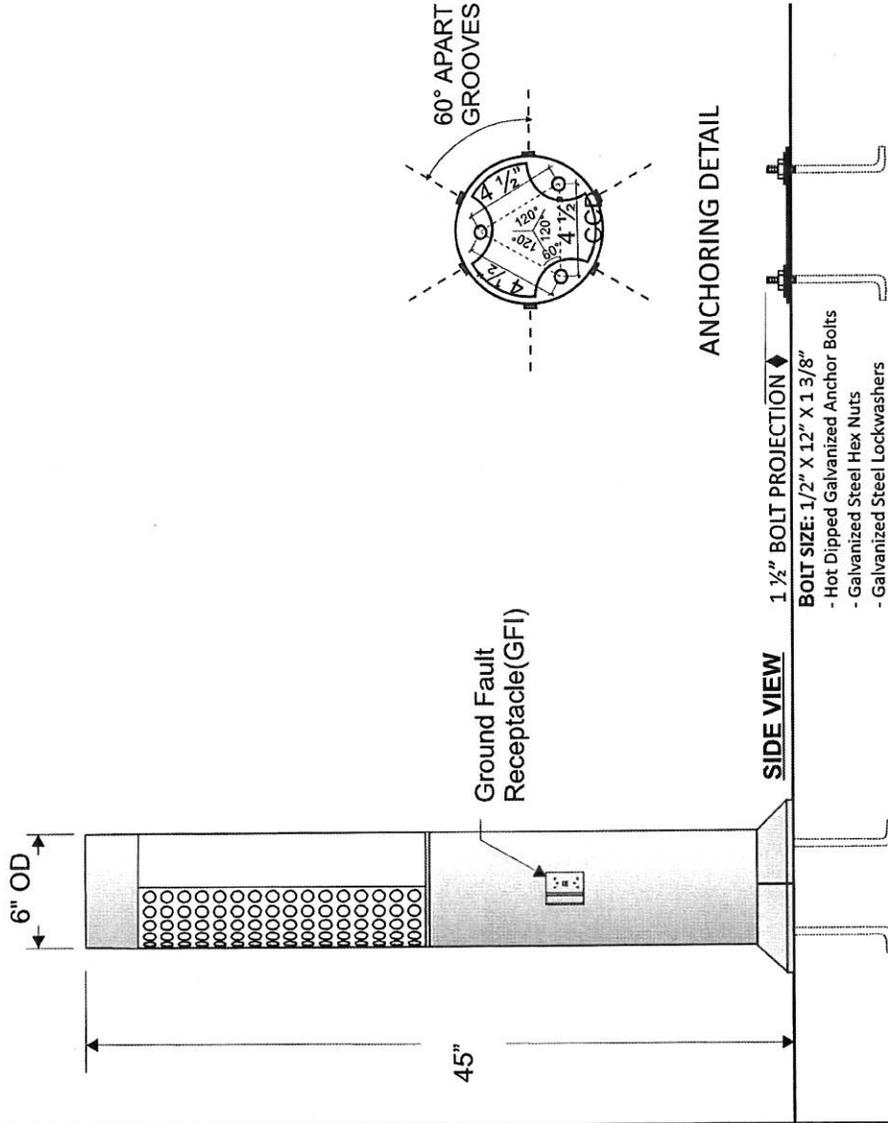
60Hz, Universal Voltage (120/277V), Electronic LED Driver. High efficiency with short circuit, over voltage and over temperature protection. Working ambient temperature range of -40°C to +40°C.

FINISH:

Stainless Steel - Satin Finish

Listing:

Complies with **CSA, UL**; approved with **PS** label for **outdoor** location.



Solera
CUSTOM ARCHITECTURAL LIGHTING INNOVATIONS
WWW.SOLERACORP.COM

227 Wilkinson Rd.
Brampton, Ontario.
L6T 4M2
Tel. 905-457-4777
Fax 905-457-1115

CAT. NO.:

SRB6-F-SS-45-18W-LED-120/277V-180 DEG PERF SHIELD-OP-L-MPN-CW-A/B/T-GF-BASE COVER-SATIN FINISH

DWG NO.:

BLD273-SRB6-F

PROJECT NAME:

Gulf Shores Quote #112236

TYPE:

SCALE NTS

DATE:

11-10-2016

INITIALS:

J.S. - O.I.

QTY:

14



BID TABULATION SHEET

Project Name: **LIGHT COLUMN BOLLARDS**
 Requisition No. **2016-1101**

Bid Date: **November 1, 2016**
 Bid Opening Time: **10:00 AM**

Bidder's Name	CED	Form Surfaces				
City, State	Mobile, AL	Pittsburgh, PA				
Bond	N/A	N/A	N/A	N/A	N/A	N/A
Affidavits	✓	✓				
Addenda Received	✓	✓				
Notes						
Bid Amount GRAND TOTAL	\$12,110.00	\$25,553.00				

OPENED BY: 

TABULATED BY: 

WITNESS BY: 



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COUNCIL AGENDA ITEM SUMMARY

DATE: November 7, 2016

ISSUE: Board Reappointment – Coastal Alabama Business Chamber Board – Steve Jones
Board Reappointment – Library Board – Steve Jones
Board Reappointment – Library Advisory Board – Paula Teipel

BACKGROUND: Steve Jones's term on the Coastal Alabama Business Chamber Board expired on October 1, 2016, his term on the Library Board will expire on November 9, 2016, he has agreed to continue to serve on both boards would like to be reappointed. Paula Teipel's term on the Library Advisory Board expired on November 1, 2016 and she has agreed to be reappointed.

RECOMMENDATION: Confirm reappointment of Steve Jones to the Coastal Alabama Business Chamber Board and Library Board to serve a full term of four (4) years. Confirm reappointment of Paula Teipel to the Library Advisory Board to serve a full term of four (4) years.

PREVIOUS COUNCIL ACTION: Previous Board Reappointment.

BUDGET IMPLICATIONS: None

RELATED ISSUES: None

DEPARTMENT: Executive

STAFF CONTACT: Wanda Parris, City Clerk



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DATE: October 31, 2016

ISSUE: Consideration of adopting a 2017 -2020 strategic plan for continuing to implement the City Council adopted "Vision 2025 Plan for Sustainability"

RECOMMENDATIONS: That the Council consider adoption of the plan at your November 14, 2016 meeting

BACKGROUND: In June 2014 the Mayor and Council formally adopted the Vision 2025 Plan for Sustainability. This plan identified strategies that help Gulf Shores become more sustainable, address challenges related to transportation, create opportunities to diversify our economy and help us protect our natural environment and enhance the quality of life we all enjoy.

Since its adoption much progress has been made in the 5 adopted action strategies of the plan which includes:

1. Medical
2. Education
3. Gulf State Park Restoration
4. Waterway District
5. Gulf Beach District

It is recommended that a 4 year strategic plan also be adopted that is our "game plan" for implementing the Council's Vision.

The purpose of the strategic plan includes:

- Strategic plan outcomes (4 year goals) for each of the 5 Critical Actions of focus
- Strategic plan strategies for future Council policy and direction to staff for achieving the listed outcomes
- Annual Budget guidance
- Bond rating agencies consider City Council adopted strategic plans and subsequent budgeting that implements the adopted plan a critical element in the City's bond rating

PREVIOUS COUNCIL ACTION: Resolution 5447-14 adopted the last strategic plan October 27, 2014

BUDGET IMPLICATIONS: The Strategic Plan will provide guidance for annual operational and capital budgets



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RELATED ISSUES: Implementation of our Vision 2025 Plan for Sustainability

ATTACHMENTS: Draft strategic Plan with redline updates to the 2015-2019 Plan

DEPARTMENT: Executive

STAFF CONTACT: Steve Griffin



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MISSION STATEMENT

The City of Gulf Shores is committed to meeting and exceeding the needs and expectations of our residents, visitors and businesses. We are committed to preserving our city's family-friendly, small-town, safe atmosphere and beautiful natural surroundings, while providing the infrastructure and amenities necessary to support a sustainable, vibrant economy.

VISION 2025

In the year 2025, the City of Gulf Shores will be the most desirable small town destination community in the South in which to live, visit, retire and invest. This will be due to its enduring, wholesome, low-key and pleasurable lifestyle amidst its restorative and vibrant natural surroundings and thriving economy.

VISION 2025 – Core Values

The City intends to prioritize allocation of its resources based on these core values.

- We protect and enhance the quality of life for our residents, visitors and retirees
- We protect and preserve our unique natural resources
- We honor the family centric-and safety-oriented tradition
- We maintain a relaxed, no-hassle environment
- We support a clear culture of Southern hospitality
- We enhance the sense of place
- We embed sustainability into the fabric of the community
- We promote economic prosperity in a business-friendly atmosphere
- We boost competition in the market place unaccepting of the status quo
- We commit to excellence and the highest quality standards

VISION 2025 – Key Strategies and Priorities

In order to prioritize actions for implementation, we present the following key strategies.

ENVIRONMENTAL STEWARDSHIP

- The responsible use and protection of the natural environment through conservation and sustainable practices will preserve Gulf Shores' balance with nature.
- Environmental education should be expanded in our community to promote responsible stewardship of natural resources and steps to live more sustainably.

WELL-ORGANIZED INFRASTRUCTURE

- The design of new roadways, air services and waterways as well as the enhancement of existing transportation routes are essential.

- Architecture of utilities including water, fiber, electricity, sewage and other public services are imperative.

ECONOMIC, GEOGRAPHIC AND SEASONAL DIVERSIFICATION

- Foster a long-term relationship between ecology, technology and economy, promoting the equitable sharing of resources and reducing conflicts.
- Because the tourism-related sector is so dominant, things we do that help or hurt this sector will have a far greater effect on our economy than what happens in other sectors.
- Additionally, becoming less beach-dependent and investing in infrastructure that encourages the long-term growth of other business sectors will help diversify and stabilize the overall economy.

SUSTAINABILITY

- Infrastructures that promote a natural balance, preserve biodiversity and protect our valued natural resources are solutions that benefit the land and community now and for future generations.
- Health and wellness of a community correlate to the health of a community's economy.
- Standards of excellence in service to meet and exceed the needs of the community and its safety must be upheld.

PROSPERITY

- Strategies should take into account impacts across all business sectors and strive to strengthen the relationship between small town and big beach.
- To protect the quality of life for all residents and the high-value experience for our visitors, hospitality, retirement and businesses independent of these sectors must be able to prosper.
- Thoughtful investment in our community will attract more investment.

LEADING EDGE HEALTHCARE

- Enhanced healthcare services contribute to the well-being and safety of the community and contribute to the economy.

PROGRESSIVE EDUCATION

- Quality education is a critical necessity for any prosperous community to attract educated professionals as well as feed our economy from within with targeted and nationally-recognized programs and facilities.

COMMUNITY PLANNING

- New development and revitalization of buildings and infrastructure will enhance sense of place and quality of life.
- Ongoing and consistent enforcement of zoning and building codes and regulations will protect the health, safety and welfare of our residents and businesses.
- Infrastructure and transportation improvements will focus on creating bike-and pedestrian-friendly corridors as well as public green spaces.

MEDICAL – Vision 2025

We have a responsibility to provide direct access to quality wellness services and emergency care to our citizens and visitors. Encouraging quality public health serves the needs of our citizens and helps to foster retiree and visitor recruitment and retention.

PROPOSAL: The city supports the development of a prestigious medical facility invested in people, patient and family-centered care; medical discovery and education. The complex, located within the coastal Alabama region, will be impressive in scope, innovation and medical specialties.

- We must provide prompt access to our medical facilities; the difference between seconds and minutes is critical. The proposed location would provide this access for our community and would promote geographic diversification by redistributing traffic away from Highway 59.
- This state-of-the-art facility and its services would ensure our residents and visitors have access to innovative treatment specific to their needs.
- Studies have shown a direct connection between improving a community's health and improving its economy.
- Access to quality healthcare affects our ability to attract and retain employers, families and retirees. It is important to provide the necessary resources to successfully implement workplace and community wellness programs to help improve productivity and reduce health spending.
- This medical facility would provide an opportunity to create partnerships to strengthen our education ecosystem and diversify our economy by offering residency and other academic programs.

MEDICAL – Outcomes

By 2020, we anticipate the announcement of a new regional healthcare facility to be / being built to serve the Alabama Gulf Coast. The development of this new facility will be the culmination of an ongoing regional cooperative effort.

By 2020, leading-edge programs will be established for maintaining the independence and quality of life for adults and their families. Additionally, the City will insure the coordination of services for advocating, educating, coordinating and implementing programs and services for older adults.

By 2020, emergency health care facilities will be more accessible and will provide expanded superior level services to residents and visitors.

MEDICAL – Strategies

1. The City will work to develop a regional partnership for the development and support of a new regional healthcare facility to serve the Alabama Gulf Coast.
2. The City will take a lead role in facilitating the programming and development of the new regional healthcare facility.
3. The City will take a proactive role in targeting new economic development opportunities that will help to support and enhance services provided by the new hospital.

4. The City will improve vehicular access points to and from the Baldwin Beach Express in the following ways:
 - a. County Road 8 will be accepted as a City roadway
 - b. An at grade/signalized intersection will be completed at County Road 8
 - ~~c. Improvements along Cotton Creek Drive will be completed~~
 - ~~d. c. County Road 4/Cotton Creek Bridge improvements will be completed~~
 - e. d. Improvements to Roscoe Road will be completed and the subsequent acceptance as a City roadway will follow
5. The City will promote and encourage the development of additional assisted and independent living facilities in Gulf Shores by:
 - a. Reviewing and analyzing current and future demand for assisted living facilities
 - b. Reviewing appropriate zoning and zoning regulations to encourage development
 - c. Reviewing and analyzing economic development impacts of assisted living facilities
6. The City will take a leading role to encourage the development of local medical workforce training and supporting academic programs at the City's new education campus.
7. The City will continuously monitor trends within the retiree population including:
 - a. Inflow/outflow of retiree population
 - b. Pension income being spent in Gulf Shores from areas outside of the City Limits
8. The City will analyze current and planned senior citizen locations (Oyster Bay Village, The Haven, etc.) to develop improved transportation options to and from healthcare centers.
9. The City will foster the development of a Chamber Business Certification program to encourage local shops and restaurants to become age-friendly by implementing age-friendly hours, discounts and other incentives.
10. The City will conduct an annual Town Hall Meeting to gather input from senior citizens on current challenges and improvements that can be explored.
11. The City will help to develop and implement an education program to encourage the development of Aging in Place housing.
12. The City will advocate for the development and expansion of emergency health care facilities to provide residents and visitors more access to superior level services and to accommodate future growth.

MEDICAL – Accomplishments

1. South Baldwin Regional Medical Center has identified possible relocation sites along the Foley Beach Express and City recommendations have been provided.
2. Full separated intersection of County Road 8 and the Foley Beach Express has been designed and included with new ALDOT-planned roadway connection from the Beach Express to Cotton Creek Drive and Waterway West Boulevard.
3. Transportation improvements along Cotton Creek Drive completed in 2015 including 3 full travel lanes and bike paths from Highway 59 to Cotton Creek Bridge.
4. ALDOT is proceeding with design plans for a new roadway connection from the Beach Express to Cotton Creek Drive and Waterway East Boulevard to provide residents and emergency vehicles with a more efficient north/south route to locations including a possibly relocated South Baldwin Regional Medical Center on the Foley Beach Express.
- 1-5. Roscoe Road was resurfaced by the County in 2015.

EDUCATION – Vision 2025

Exposure to advanced levels of education and curriculum supports sustainable economic development by providing our community with a perpetual and attractive workforce.

PROPOSAL: The city and its partners will build a first-rate academic campus incorporating a powerful dual-enrollment model proven to promote access to higher education. The campus will feature a leading-edge design incorporating the latest technology into a new high school and a new additional Faulkner State Community College location complete with on campus housing and student life activities. This innovative campus will encourage affiliations with four-year universities to complete the higher education model by offering bachelor's and master's programs.

- This new campus and its location will support geographic diversity and the county school system's efforts to resolve overcrowding and traffic issues with our current school campus.
- This education model presents an opportunity to create nationally-recognized programs in ecology, maritime, culinary, hospitality and college preparatory specialties. These programs will enhance the education of our youth and will develop a skilled workforce to propel our local economy.
- The strategic collaboration between the City, the Baldwin County Board of Education, Faulkner State Community College and four-year institutions will provide our citizens with a direct and affordable path to a four-year degree or vocational career without ever having to leave our community.
- Enhancing our quality of education along with developing partnerships with respected colleges and universities will serve as an attraction for residential retention and relocation.
- The presence of a college or university nearby will add to the cultural offerings of our area and will stimulate education industry investment and economic diversity.
- On-campus student housing can be utilized for seasonal workforce housing.
- Having a superlative education facility located in a vacation destination will support economic development by attracting educational and business conferences to bolster our shoulder season tourism.
- The reputation of providing world-class education will be invaluable for enhancing our community pride and perception.

EDUCATION – Outcomes

In ~~2015~~²⁰¹⁷, the City of Gulf Shores will support a ~~Baldwin County~~^{special tax district} referendum for ~~countywide funding to complete needed capital improvements~~, including a new ~~Coastal Alabama~~^{High School}, ~~relocated new Coastal Alabama~~^{Middle School} and expanded elementary school in Gulf Shores.

By ~~2018~~²⁰¹⁹, the first phase of the new education campus will open with a new ~~Gulf Shores~~^{Coastal Alabama} High School and an additional Faulkner State Community College campus that will offer specialized dual-enrollment and vocational career programs focused on the skilled workforce development needs of the local economy.

Over the next 5 years, the construction of the Alabama Gulf Coast Center for Higher Education will be announced. The Center will be located on the Gulf Shores education campus and will provide the community with a direct and affordable path to bachelor's and master's degree programs.

EDUCATION – Strategies

1. The City will assemble the acreage necessary to support the development of an innovative education campus that will include a new Gulf Shores High School, an additional Faulkner State Community College campus that will offer specialized dual-enrollment and vocational career programs and the Alabama Gulf Coast Center for Higher Education that will offer degree programs from the University of South Alabama, the University of Alabama, [Auburn University](#) and other four-year institutions.
2. The City will help to coordinate efforts to provide the infrastructure and funding sources necessary to support the development of the new education campus including:
 - a. County Road 8 acceptance as a City roadway
 - b. An at grade/signalized intersection will be completed at County Road 8
 - c. Multi-party partnership to finance the development of the new education campus
3. The City will facilitate the development and appointment of an educational campus Planning and Development Committee with representatives from Baldwin County Schools, Faulkner State Community College, the University of South Alabama, the University of Alabama and other interested four-year institutions.
4. The City will [continue to support a Baldwin County referendum, special tax districts and sales tax renewals](#) for countywide funding, including the new [Gulf Shores Coastal Alabama High School construction and the conversion of the current high school into a new middle school and the current middle school into an expanded elementary school new or expanded Middle and Elementary facilities.](#)
5. The City will seek a public-private partnership for the development of on-campus dormitories to serve as student housing.
6. The City will establish and appoint the Alabama Gulf Coast Educational Advisory Committee to facilitate the development of specialized workforce training programs, the ongoing review of workforce training needs for education campus partners and to encourage continued advanced educational opportunities within the Digital Renaissance initiative and Learning for Life academies.

EDUCATION – Accomplishments

1. [The City Council appointed a Public Education Building Authority to assist in providing tax exempt bond financing for new and improved education facilities in 2016.](#)
2. [The City Council has assembled approximately 225 acres at the intersection of County Road 8 and the Foley Beach Express for public education facility recruitment and location.](#)
3. [Successfully recruited Auburn University to construct a new educational complex adjacent to the planned Coastal Alabama Center for Education Excellence campus.](#)
- 1-4. [They Mayor has appointed and is actively working with a primary and secondary public school task force to assist the City in working with the Baldwin County Board of Education to provide new and expanded public school facilities to meet current and future needs.](#)

WATERWAY DISTRICT – Vision 2025

A vibrant waterway district will create a unique sense of community and place that engages citizens and guests in an enriched experience of the local landscape, economy and culture.

PROPOSAL: Waterway Village has already begun to take shape along the Intracoastal Waterway. This walkable waterfront district will connect the north and south sides of the Intracoastal Waterway and the east and west sides of Highway 59.

Its pedestrian-friendly design will feature quaint streets with tree-lined sidewalks, inviting seating areas, decorative lamp posts and a waterfront boardwalk offering a year-round destination for dining, shopping, arts and entertainment. The proposed plan recently received the ALAPA 2014 Outstanding Planning Award.

- Pedestrian-friendly waterway district is already underway.
- The district will connect the north and south sides of The Intracoastal Waterway and east and west sides of 59.
- The waterway district will provide a lively destination and unique “sense of place” where locals and visitors can gather to experience a different side of Gulf Shores. Water taxis, shrimp boats, fresh seafood and produce markets, retail shops, restaurants, art galleries, music and entertainment will create a lively area to enjoy.
- The district will enhance our community’s resiliency and geographic diversification by providing a new economic hub in an area away from the beach that has proven to recover quickly after storms.
- The waterway district will further attract private enterprise investment as it becomes a hotspot for arts, culture and entertainment.
- The area’s pedestrian-friendly design will help to stimulate our local economy by providing residents and visitors easier access to local businesses.
- Form-based zoning will entice investment in the area as it allows for flexibility in land use and development within the district.
- The Gulf Shores Business and Aviation Park’s available sites and buildings and its future expansion provide additional opportunities to diversify our economy with both aviation and non-aviation business recruitment that is complementary to our quality of life and tourism economy.
- Significant marketing efforts are underway targeting aircraft maintenance, overhaul and repair services to add to an already diverse mix of seafood, environmental and service industries located in the park.
- The airport’s proximity to the waterway district, combined with potential future connections to the Baldwin Beach Express, provides new opportunities for economic growth capacity and community-based economic development.
- Saunders Yachtworks, a high-end yacht service company located on the Intracoastal Waterway near the Business and Aviation Park, has proved to be a significant contributor to the area’s non-tourism economy and serves as an example of the potential business opportunities presented along this corridor.

WATERWAY DISTRICT – Outcomes

~~By 2015, the Airport Business and Aviation Park k will be designated as an Alabama Advantage Site and will have a refreshed master plan to attract new, targeted economic development that will result in diversified economic growth and additional jobs within the City.~~

~~By 2016, the~~The City will facilitate additional public–private development opportunities for the revitalization and continued development of properties within Waterway Village.

Over the next 5 years, the City will work with the Army Corps of Engineers and property owners to facilitate the construction of a boardwalk and bulk head along the Intracoastal Waterway to better control erosion along the banks of the canal and to provide a new linear park for residents and visitors to enjoy.

~~By 2019, the City will construct a new roadway extension linking the Business and Aviation Park and Waterway East Boulevard to Cotton Creek Drive and the Foley Beach Express.~~

~~Over the next 5 years, the City will work with the Gulf Shores Airport Authority, Federal Aviation Administration and other aviation partners to offer regional charter flight services, facilitate the construction of an air traffic control tower and study the feasibility of a commercial flight terminal at Jack Edwards Airport.~~

WATERWAY DISTRICT – Strategies

1. The City will work to strengthen its relationship with Waterway Village business owners and will explore the possibilities of developing a special tax district to support new capital improvements and marketing for the area.
2. The City will continue to encourage public-private partnerships for the adaptive reuse and revitalization of properties within Waterway Village South.
3. The City will provide support for special events and programs to help attract residents and tourists to Waterway Village.
4. The City will encourage development and redevelopment within Waterway Village North by completing streetscape and destination identity signage improvements.
5. The City will explore opportunities to construct a new roadway connecting Waterway East Boulevard and the Business and Aviation Park to Cotton Creek Road to provide new economic development opportunities in the area.
6. The City will evaluate and assist with long term public parking needs to stimulate desired development and redevelopment within the district.
7. The City will identify and recruit targeted industries to create a more diversified and sustainable economy.
8. The City will establish and implement effective economic development strategies to encourage development within the Business and Aviation Park.
9. The City will seek Army Corps of Engineers approval for a linear park that will include a bulkhead and boardwalk along the Intracoastal Waterway. Pending approval, the City will research grants and available financial programs to fund the development, operation and maintenance of the park.
10. The City will support the extension of East 20th Avenue to connect with Canal Road to create a quainter and more pedestrian-friendly area surrounding Waterway Village South.

WATERWAY VILLAGE – Accomplishments

1. City staff have partnered with the Gulf Coast Arts Alliance and businesses within Waterway Village to host monthly art shows, the annual Zydeco and Crawfish Festival and an annual haunted house weekend in the Waterway Village to support area businesses and draw more attention to the district.
2. TIGER Grants have been submitted for the purpose of providing better transportation solutions and new economic development opportunities on both the north and south sides of Waterway Village.
3. City staff have organized a business advisory group of Waterway Village business owners for better communication, coordination and continued expansion of events and activities aimed at growing the district.
4. Successfully recruited the areas first craft brewery, Big Beach Brewing Company, who opened in October 2016.
- 4.5. In 2015, the Business and Aviation Park was designated as an Alabama Advantage Site and a new master plan and zoning ordinances were updated to help attract new, targeted economic development prospects that will result in more diversified economic growth and additional jobs within the city.

GULF STATE PARK – Vision 2025

Enhancement of Gulf State Park will foster a synergistic and sustainable relationship between the park's habitats, ecology and economy by promoting the equitable sharing and protecting of resources.

PROPOSAL:

1. Proper and sustainable enhancement and protection of state park land will attract outdoor enthusiasts, photographers, academics and conservationists to appreciate our distinct bionetwork. The opportunity to be immersed in our unique surroundings will help to inspire the conservation and preservation of our environment.
 2. The city will support projects to provide better access from the Baldwin Beach Express to the beach in an effort to help connect visitors to Gulf State Park.
 3. Environmental improvements include an environmental research and education facility for Alabama students, trail development and enhancement in the park, dune restoration along the park's beachfront and the establishment of a coastal ecosystems interpretive center.
- Improved roadway connections to the beach will resolve major traffic obstacles and is a primary facilitator in our ability to develop economic diversification.
 - Reconstruction of the lodge and conference center stimulates tourism and strengthens opportunities for a year-round, stable coastal economy by supporting local jobs and introducing a new market of conference attending visitors to our area.
 - Enhancements in the Gulf State Park will invite locals and visitors to become ambassadors for the Alabama Gulf Coast.

- The opportunity to work with Jean-Michel Cousteau’s Ocean Futures Society would align the city with a prestigious international initiative in the field of environmental development and preservation, enhancing the city’s ecological and educational reputation in the market.
- Strategies to develop educational opportunities include outdoor classrooms to be utilized by our forthcoming academic campus, as well as students from throughout the nation, public excursions for visitors, coastal training and professional development.

GULF STATE PARK – Outcomes

Over the next 5 years, the City of Gulf Shores will support and partner with the Gulf State Park to provide environmental improvements within the park including an environmental research and education facility, new trail development and dune restoration, and the establishment of a coastal ecosystems interpretive center.

Over the next 5 years By 2018, the City of Gulf Shores will assist and support the Gulf State Park in the reconstruction of the Gulf State Park Lodge and Conference Center.

Over the next 5 years, the City of Gulf Shores will support transportation projects to provide improved access from the Baldwin Beach Express and the city’s tourist areas to the Lodge and Conference Center.

GULF STATE PARK – Strategies

1. The City will advocate the development of local environmental programs and initiatives to help support environmental improvement projects within Gulf State Park.
2. The City will support the Governor’s goals and efforts to reconstruct the Gulf State Park Lodge and Conference Center.
3. The City will secure a partnership with the Jean – Michel Cousteau Ocean Futures Society to establish world-class environmental education programs within the State Park.
4. The City will continue the development and support the future development of improved, safer bike and pedestrian access into and throughout the State Park.
5. The City will evaluate the feasibility of developing a trolley and other public transit options to provide improved access to and from the State Park.
6. The City will support projects to improve vehicular access to the Lodge and Conference Center including, but not limited to:
 - a. The installation of an adaptive traffic signalization stretching from north Gulf Shores along Highway 59 to Beach Boulevard
 - b. The construction of a new bridge across of the Intracoastal Waterway
 - c. The development of the proposed East Beach Boulevard bypass

GULF STATE PARK – Accomplishments

1. The State of Alabama has begun construction of a 350 room Hilton-branded lodge, 180 seat restaurant and 40,000 square foot conference facility that is scheduled to open May 2018.
2. Over 9 miles of new pedestrian- and bike-friendly trails are currently being completed within Gulf State Park.
3. Installation and programming of Highway 59 adaptive traffic signalization was completed in 2015.
4. The City is on track to complete new 8-foot sidewalks and access management along both sides of Highway 59 from Fort Morgan Road to Beach Boulevard in 2017. These projects combined are projected to increase traffic capacity on Highway 59 by 18%.
- 1-5. A new Master Plan for Gulf State Park was completed in 2016 which identified new and enhanced facilities and programs for residents and visitors to enjoy.

GULF BEACH DISTRICT – Vision 2025

The construction of a walkable, energetic beachfront district will attract tourism, stimulate local business, and encourage business and residential relocation.

PROPOSAL:

1. Revitalize our beachfront with the development of a quaint, landscaped boulevard that will reroute tourism traffic further from the coastline.
 2. Design and construct a contemporary beachfront that is pedestrian- and bike-friendly with access to beachfront dining, shopping and entertainment.
 3. Connect the Gulf Beach District to Waterway Village with a pedestrian and bike-friendly route.
- This plan will rejuvenate the face of our community by enriching the experience to live, work, play and connect at the beach.
 - A captivating and engaging beachfront will further instill pride with residents that love to live here and visitors that love to visit here, creating an elevated reputation of the community.
 - The new Gulf Beach District takes maximum advantage of the entire half mile of city-owned beachfront.
 - A pedestrian-friendly beachfront reinforces the community “sense of place,” providing a walkable community that is welcoming, safe and accessible.
 - Storm damage recovery is lessened by rerouting major roadways farther north from the coastline.
 - Walkable communities, including sidewalks and bike paths, are proven to increase property value and contribute to the local economy.
 - The diversion of traffic from the beach along with the development of walkable, pedestrian-friendly corridors and the introduction of beach shuttles anticipates the desires of the population and positions Gulf Shores as a progressive beachfront community.

GULF BEACH DISTRICT – Outcomes

By ~~2015~~2017, the City of Gulf Shores will consider new and updated zoning regulations that support the desired scale and development for a walkable beachfront.

~~By 2015, the City of Gulf Shores will introduce a comprehensive recycling program along the beachfront to encourage the protection and conservation of our natural resources.~~

By 2017, the City of Gulf Shores will complete a feasibility study on the development of a trolley and other public transit options.

Over the next 5 years, the City of Gulf Shores will provide new public facilities, including new and improved beach access to enhance the numerous public beach areas throughout Gulf Shores.

~~Over the next 5 years~~By 2018, the City of Gulf Shores will complete new, enhanced pedestrian and bicycle improvements from Gulf State Park to West Lagoon Drive to foster a more walkable tourist destination that provides safe pedestrian access to dining, shopping and entertainment.

By 2020, the City of Gulf Shores will complete new, safer pedestrian and bicycle access from West Lagoon Drive to Laguna Key.

By 2018, the City of Gulf Shores will complete the Gulf Place Revitalization Project which will transform the city's most iconic stretch of beachfront and stimulate economic development within the Gulf Beach District by providing a more welcoming, accessible, pedestrian- and bike-friendly environment.

Over the next 5 years, the City of Gulf Shores will encourage public-private partnerships to facilitate increase economic development throughout the Gulf Beach District.

GULF BEACH DISTRICT – Strategies

1. The City will design and implement improved pedestrian and bicycle-friendly routes to connect the Gulf Beach District to various areas of the city including, but not limited to:
 - a. Gulf Beach District to the Waterway District
 - b. Gulf Beach District to the Gulf State Park Lodge and Conference Center
 - c. Gulf Beach District to destinations north of the Intracoastal Waterway
2. The City will partner with ALDOT and Gulf State Park to develop and implement transportation improvements the East Beach Boulevard Bypass to expedite to better accommodate eastbound traffic (currently 22% of all traffic utilizing the W.C. Holmes Bridge) to the State Park and Orange Beach by routing it around the Gulf Beach District.
3. The City will research the feasibility of the development of a trolley and other public transit options to improve access to and from the Gulf State Park Lodge and Conference Center, Waterway Village and other locations throughout the city.
4. The City will design and implement a pedestrian-friendly beachfront improvements that takes advantage of the numerous public beach areas and provides a welcoming, safe and accessible environment.
5. The City will review and implement appropriate zoning revisions to insure all new development or redevelopment is of the appropriate size and scale to enhance its established Small Town, Big Beach brand.

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- 6. The City will enter into a public-private partnership to complete a significant mixed-use development on a city-owned 1.92 acre parcel along West Beach Boulevard.
- 5.7. The City will encourage small business growth within the Gulf Beach District by completing the Gulf Place Revitalization Project, providing additional public parking and other infrastructure improvements.
- 6. The City will develop and implement a comprehensive recycling program along the beachfront by offering enhanced services including, but not limited to:
 - a. Providing convenient trash and recycling receptacles on the beach throughout the high-density condo and public beach areas.
 - b. Developing a centralized recycling center to provide citizens with 24/7 access to recycling resources.
 - c. Encouraging community partnerships to initiate a grassroots campaign to educate locals and visitors on the importance of recycling and conservation of natural resources.

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GULF BEACH DISTRICT – Accomplishments

- 1. In 2015, the Beach Litter Program was implemented by the City Council which established enforcement protocols, clean up/recycling operations and a beach enforcement officer program.
- 2. In 2016, the City of Gulf Shores partnered with the City of Orange Beach, Gulf Shores and Orange Beach Tourism and the Gulf State Park to develop and implement the “Leave Only Footprints” ordinance which requires the removal of all items from the beach daily. This program has resulted in cleaner, safer and more environmentally-friendly beaches for residents and visitors to enjoy.
- 3. The City secured grants and constructed new beach access facilities at West 10th Street and West 12th Street.
- 4. In 2016, the City Council adopted a new Gulf Place Master Plan and the first phase of construction is now underway.
- 1-5. The City has secured grants and partnerships with ALDOT to provide new 8’ sidewalks, 5’ bike lanes, signalized pedestrian crosswalks and landscaped medians along Beach Boulevard from Gulf State Park to West Lagoon Drive. Work is scheduled to be completed in conjunction with ALDOT resurfacing in Fall 2017/Winter 2018.

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SMALL TOWN, BIG BEACH™

DATE: October 31, 2016

ISSUE: Ed Rodriquez will provide the Coastal Alabama Business Chamber's annual progress report of its Advantage Coastal Alabama program at the City Council Committee of the Whole meeting November 7, 2016

RECOMMENDATIONS: That the City Council review the 2016 progress of Advantage Coastal Alabama to date in order to consider the Coastal Alabama Business Chamber request for our appropriating \$40,000 as part of the 2017 budget scheduled at November 28, 2016 Council meeting.

BACKGROUND: In August 2015 the City Council considered the request of the Coastal Alabama Business Chamber for a \$200,000 fundraising commitment from the City of Gulf Shores for its Advantage Coastal Alabama program. The Council supported the request on a 5 year / \$40,000 annual incremental basis subject to annual progress being demonstrated in the following:

1. Support and Advocacy for existing programs
2. New Business Development
3. Education and Workforce Development
4. Transportation / Infrastructure Advocacy
5. Environmental Stewardship

PREVIOUS COUNCIL ACTION: Resolution 5551-15 approved the Chamber's request for the City supporting Advantage Coastal Alabama

BUDGET IMPLICATIONS: \$40,000 appropriation request as part of the City Council's consideration of the 2017 Budget

RELATED ISSUES: Consideration of the \$40,000 expenditure request together with other Council priorities

ATTACHMENTS: Resolution 5551-15 and Chamber Attachment

DEPARTMENT: Executive

STAFF CONTACT: Steve Griffin

RESOLUTION NO. 5551 -15

A RESOLUTION
AUTHORIZING, RATIFYING AND CONFIRMING
AN APPROPRIATION BY THE CITY OF GULF SHORES
TO THE COASTAL ALABAMA BUSINESS CHAMBER
IN SUPPORT OF ADVANTAGE COASTAL ALABAMA
IN AN AMOUNT NOT TO EXCEED \$40,000.00
FROM THE CITY'S 2016 BUDGET AS STIPULATED
WITH AN OPTION FOR ANNUAL RENEWAL
FOR FOUR ADDITIONAL YEARS

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GULF SHORES, ALABAMA, WHILE IN REGULAR SESSION ON AUGUST 10, 2015, as follows:

Section 1. That the City Council of the City of Gulf Shores does hereby authorize, ratify and confirm an appropriation to the Coastal Alabama Business Chamber in support of Advantage Coastal Alabama for a period of one year, beginning with the City's 2016 Budget Year, with an option for annual renewal for four additional years as requested in the Chamber Capital Campaign business action plan; and in substantially the form presented to Council this date.

Section 2. That in exchange the Coastal Alabama Business Chamber shall provide the City an annual report on its Advantage Coastal Alabama programs and specifically its progress towards:

- 1) Support and Advocacy for Existing Businesses
- 2) New Business Development
- 3) Education and Workforce Development
- 4) Transportation/Infrastructure Advocacy
- 5) Environmental Stewardship

Section 3. Additionally, the City will re-evaluate its support of the program and its progress annually to confirm it meets its projected impact for the City and exercise its renewal option for up to four additional years.

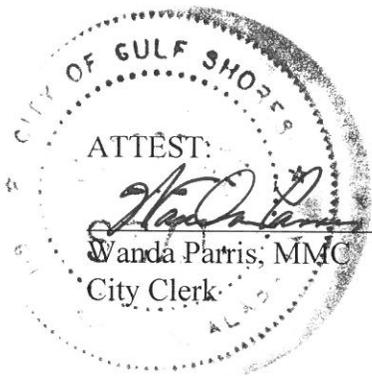
Section 4. Any prior approval and execution of this appropriation is hereby ratified and approved.

Section 5. That this Resolution shall become effective upon its adoption.

ADOPTED this 10th day of August, 2015.



Robert Craft, Mayor



CERTIFICATE

I, Wanda Parris, MMC, City Clerk of the City of Gulf Shores, Alabama, do hereby certify that the foregoing is a true and correct copy of Resolution No. 5551 -15 (prepared by City Clerk), which Resolution was duly and legally adopted at a regular meeting of the City Council on August 10, 2015.



City Clerk



FIRST SIX MONTHS | PROGRESS REPORT

A MESSAGE FROM THE CHAIRMAN

Together: Shaping Our Future

The **Coastal Alabama Business Chamber's Advantage Coastal Alabama** five-year initiative for business development is in full swing.

Last November, two months before wrapping up our investor campaign we convened an Investor Summit to help establish goals, set priorities, and discuss how we would measure our success.

Our first goal from that Summit was to conduct and complete a national search for an experienced staff leader for our business development efforts by the end of the first quarter of 2016.

On April 22, Megan Smith reported for duty as our new Vice President of Business Development.

Just six months later, the first half-year of Advantage Coastal Alabama is in full swing, thanks to the 60-plus investors who are making it happen.

This report provides a summary of our first full six months of operation -- thanks to our investors. **If you are an ACA Investor**, I hope you will join us at our Investor Retreat on Wednesday, November 2. If you are an ACA Investor and have not already registered, **please [click here and do so today](#)**. If you are not an Investor and would like to become a part of our work, please contact Ed Rodriguez at the Chamber at 251-968-7200.

Leonard Kaiser
Chairman, Advantage Coastal Alabama



LEONARD KAISER
Chairman Advantage
Coastal Alabama

COASTAL ALABAMA BUSINESS CHAMBER

Ginny Barnas, 2016 Chairman
[251-968-7200](tel:251-968-7200) | [Email](#) | [Website](#)

ADVANTAGE COASTAL ALABAMA INVESTOR ADVISORY COUNCIL

Jim Bibby - Patrick Bussey - David Clark - Penny Groux - Perry Hand - Brian Harsany - Sheila Hodges - Frances Holk-Jones - Lyndsay Job - Clifford Johnson - Leonard Kaiser - Herbert Malone, Jr. - Robert Mayes - Mac McAleer - John McInnis - Keith Newton - Richard Schwartz

BUSINESS ADVOCACY & SUPPORT

Protecting and Nurturing Our Business Climate

PARTNERING WITH OUR CITIES ON INTERNET DEVELOPMENT

What will your internet needs be in five years or even in two years? Is your use of the internet expanding into areas you might have never imagined? Are you happy with your current service and would you like more options? The City of Gulf Shores and the City of Orange Beach are both working on efforts to identify these needs and to plan their strategies on helping you meet your needs. The Chamber has been working with them to provide information for their efforts. Our Business Internet Survey will provide input from over 150 companies and we are hoping to dig deeper with some focus groups to help our cities aggressively plan to help you meet these needs.



PREPARING BUSINESSES FOR NEW FEDERAL OVERTIME REGULATIONS



The new Federal Overtime Regulations are scheduled to take effect December 1. We are proud to have been the first business organization in our region to offer a free labor seminar to help businesses prepare for these rules.

Your Chamber joined hundreds of Chambers and the US Chamber in opposing the new regulations on the grounds that while they are well-intentioned, the regulations will impose a hardship on small businesses due to the drastic rate at which they are slated to be implemented and to the federal government's failure to account for regional differences in hiring and wages. While there are currently legal challenges to these new rules, they have not resulted in any changes and it is important for businesses to be prepared to adjust on December 1. We will continue to monitor the situation and provide necessary information to our members and investors as soon as it becomes available.

PROVIDING LOCAL INPUT INTO NATIONAL MONETARY POLICY

This year, we launched a new partnership with the **Federal Reserve Bank of Atlanta** to provide input from Coastal Alabama business leaders into our nation's monetary policy with a **Business Roundtable** in May. A top economist from the Federal Reserve Bank held a roundtable discussion to provide the Fed with input based on the special needs of Coastal Alabama's unique economy and perspective.



We followed this up by hosting the **First Annual Coastal Alabama Economic Outlook Luncheon**.

Still to come in BUSINESS ADVOCACY & SUPPORT

- Thanks to the expanded resources made possible by our Advantage Coastal Alabama investors, The Chamber is expanding its Advocacy role into a three-tiered effort for 2017.
 1. An expanded Legislative Agenda for the Coastal Alabama business community.
 2. Continued partnerships with GUMBO on tri-city issues affecting our tourism economy.
 3. Partnership in a Regional Legislative Agenda (Baldwin and Mobile Counties) with the Coastal Alabama Partnership.
- We're also planning a Business Legislative Trip to Montgomery and one to Washington, DC, in conjunction with our friends at the Coastal Alabama Partnership.

EDUCATION & WORKFORCE DEVELOPMENT

Developing a Qualified, Talented and Stable Workforce

NEW YOUTH LEADERSHIP PROGRAM LAUNCHED

The Chamber started a Leadership Development program for high school juniors. We call it "**LIT - Leading Into Tomorrow**" and the first year's class is already starting its third month on their 9-month journey into community discovery and leadership training. Retired educator and Chamber member **Linda Martin** is chairing this effort.



Our new Youth Leadership program is teaching high school juniors leadership skills and job readiness.

WORKFORCE DEVELOPMENT TASK FORCE LAUNCHES EFFORTS

Your Chamber hosted a **Workforce Development Summit** with key HR leaders to begin exploring some solutions that we hope will make a positive impact in the 2017 hiring season. This group will continue its momentum by morphing into an HR Workforce Development Roundtable to foster new solutions. They have only started, but big things are ahead.

JOB FAIRS HELD

We held two job fairs, one in the spring and one in the summer - to help our employers fill positions in a busy season. Special thanks to **Penny Groux** and **Perdido Beach Resort** for sponsoring our first job fair!

HOSPITALITY & CUSTOMER SERVICE TRAINING

The Chamber, through the support and partnership of **Gulf Shores-Orange Beach Tourism**, launched its hospitality training program - first by bringing **The Disney Institute** back to Coastal Alabama for a session on Employee Engagement & Customer Service and a separate session where we invited 200 educators to a special session geared to their profession.



200 employees from area businesses attended our Disney Institute program on Employee Engagement & Customer Service.

We are moving into the second phase of our training program, which will be the launching of an online-based training system for all businesses by the end of this year!

Still to come in EDUCATION & WORKFORCE DEVELOPMENT

- We're working on planning a Coastal Alabama Leadership Site Visit. We're researching other communities who have been facing similar workforce development issues but who have possibly been ahead of us in finding solutions.
- We will be incorporating Customer Service and Hospitality Training into our upcoming online training program.
- We're planning on another Disney Institute event in 2017.
- We're working with career centers to host several job fairs in 2017.

CONSERVATION & NATURAL RESOURCES

Protecting Our Number One Economic Asset: Our Environment

CHAMBER SUMMIT CONVENED TO INVENTORY RESOURCES; KEEP ALABAMA BEAUTIFUL PARTNERSHIP BEGINS THROUGHOUT OUR COAST

The Chamber hosted a **Conservation & Natural Resources Summit** bringing together the many organizations involving every aspect of natural resources. Our community has groups involved in everything from clean beach efforts to the protection of our back bays, estuaries, reefs, turtles, air, water, and more. This includes the **City of Gulf Shores** and the **City of Orange Beach**. We conducted a comprehensive inventory of these efforts and a gap analysis of what still needs to be done. We developed a program guide with all organizations involved in keeping our island clean and beautiful and it will be posted on our website. The Summit was led by the Chamber's Vice Chair for Conservation & Natural Resources, **Taylor Norton**.



Our Conservation & Natural Resources Summit convened representatives from organizations throughout Coastal Alabama

As a result of the gap analysis from this summit we have become a part of the **Keep Alabama Beautiful** system of communities and our area will be eligible for various resources in helping to coordinate a better overall environment for business, visitors, and of course, residents.

The Chamber's expanded emphasis on Conservation & Natural Resources made possible as a result of Advantage Coastal Alabama will enable us to expand upon some of our longstanding chamber projects in this area, including our annual E-Cycling for Business in January.

Still to come in CONSERVATION & NATURAL RESOURCES

- For 2017, we'll be in the first full year of participating in the Keep Alabama Beautiful program.
- We will be investigating the feasibility of linking up in the Keep America Beautiful system of communities after a three-year period.
- We will expand E-Cycling to include hazardous materials like old paint.
- We're working to make the 2017 Shrimp Festival a "Green Event".

TRANSPORTATION & INFRASTRUCTURE

Moving Residents, Workers, & Visitors Around Our Community as Well as In & Out of Our Community

PLANS UNDER WAY FOR TRANSPORTATION & INFRASTRUCTURE SUMMIT

The "Summit-Roundtable-Plan of action" strategy we've adopted (see above) for Workforce Development and for Conservation is one we hope will serve us well in early 2017 as we plan our **Transportation & Infrastructure Summit**.

While the Chamber itself is not in the road-building and bridge-building business, the Mayors and Councils of both of our cities have a keen interest in developing transportation solutions and we're going to make sure these efforts do everything possible to assist them in promoting and developing meaningful solutions that will help us all.



Still to come in TRANSPORTATION & INFRASTRUCTURE

- We will be examining Transportation & Infrastructure issues as one of the topics of concern as we plan our Coastal Alabama Leadership Site Visit (see above)
- As part of our forthcoming summit, we hope to be conducting a gap analysis to better determine the best ways for the Chamber to provide a supportive role in these issues to both of our cities.
- Our Task Force will work with BRAT to explore and provide transportation solutions for our seasonal workforce.

NEW BUSINESS DEVELOPMENT

Developing a Year-Round Economy for Year-Round Residents and Businesses

PARTNERING AND ADDING VALUE TO A PROGRAM DESIGNED TO PROMOTE OUR AIRPORT

Earlier this year, the **Baldwin County Economic Development Alliance** and **Jack Edwards Airport** announced a new program, "**Business Where You Beach**", designed to target our communities business advantages to corporate executives and other decision-makers who utilize Jack Edwards Airport for business and leisure travel.

The **Coastal Alabama Business Chamber's Business Development Division** has applied for and received a grant to assist the "Business Where You Beach" initiative with a one-year print magazine campaign and a direct mail effort that will be led by BCEDA. Another example of partnerships in action.



The Chamber is partnering with the Baldwin County Economic Development Alliance to implement both print magazine ad campaign and direct mail campaign components to the BCEDA's Business Where You Beach initiative.

Still to come in NEW BUSINESS DEVELOPMENT

- Now that we have hired a Database Manager for the Chamber, we will be working with existing entities (BCEDA, real estate professionals, and our cities) to develop our database of available properties and resources.
- One of our goals for 2017 will be to work with both cities to explore ways to develop a regional brand for business development that will allow each city to maintain its identity while still presenting Coastal Alabama as a unified region.



Priorities Established at November 2015 Investor Summit

BUSINESS ADVOCACY & SUPPORT

- Hire full-time Business Development Director
- Develop and implement an ongoing education program for small businesses.
- Expand efforts to inform and educate chamber members on local, state and federal issues.
- Assist the coastal cities to advocate and market activity.

EDUCATION & WORKFORCE DEVELOPMENT

- Establish & Implement a Youth Leadership Program
- Create a Workforce Development Roundtable (chambers, HR leaders, etc.)
 - Workforce skills training, new and existing, recruitment strategy, other issues including housing, transportation, etc.
- Create an ongoing Hospitality & Customer Service & Business Support Training Program
- Serve as the lead chamber in Baldwin County to advance education funding
- Expand & Involve Chamber in Promoting Career Academies, Possible Advisory Board with Schools
- Annual Job Fair(s).. Year-round, and students/temp/seasonal/part time)
- Job Fair for Students
- Develop Plan to help businesses sponsor Internships
- Identify Partners & Hold Workforce Development Summit for Solutions

TRANSPORTATION & INFRASTRUCTURE

- Partner with Jack Edwards Airport and our cities to promote and advance airport development
- Partner with and support our coastal cities to foster cooperation and communication to advance
 - Mass Transit
 - Access (roads & bridges) to and from our island
 - Cross Island & Canal Road Widening
 - New Bridge
 - Mobile Bay Bridge
 - Waterway District Support
 - Possible Commercial Airline Service

- Support and market the Business & Aviation Park as an Advantage Alabama Site

CONSERVATION AND NATURAL RESOURCES

- Advocate Coastal Environmental Issues & Clean Community Efforts (residents, visitors, businesses)
- Explore Keep America Beautiful Program Develop and implement ongoing “curb appeal” efforts aimed at beautification, clean-up, and restoration of our natural resources, including beaches, bays, etc.
- Expand Reef Initiatives
- Expand Recycling & Community & Business Education

NEW BUSINESS DEVELOPMENT

- Hire full-time Business Development Director
- Expand technology & internet opportunities island-wide
- Develop a Leadership Trip program for our community
- Create & Maintain a database of available buildings and commercial sites in Coastal Alabama
- Host a Technology Summit and Develop a Technology or IT Roundtable