

**The South Alabama Regional
Planning Commission**

Comprehensive Economic Development Strategy

**Annual Report
2011**

Final Draft



August 2011

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ADJUSTMENTS

On April 20, 2010 *The Deepwater Horizon Disaster* occurred killing 11 people and injuring 17 more. This disaster has resulted in a massive ongoing oil spill in the Gulf of Mexico that is the largest offshore spill in U.S. history. The spill has extensive environmental impact already apparent on marine and wildlife habitats. The spill has also damaged the Gulf of Mexico fishing and tourism industries.

On May 24, 2010, U.S. Commerce Secretary Gary Locke declared a "fishery disaster" in the Gulf of Mexico due to the economic impact on commercial and recreational fisheries from the Deepwater Horizon accident. The affected area includes the states of Louisiana, Mississippi and Alabama.

The economic impacts from the spill originate in the communities affected by the spill, but then ripple throughout the entire nation. Commercial fishermen in the Gulf harvested more than 1 billion pounds of fish and shellfish in 2008. In addition, there are approximately 5.7 million recreational fishermen in the Gulf of Mexico region who took 25 million fishing trips in 2008. Fisherman in areas closed to fishing, or whose catch are harmed by the spill, feel the immediate effects, as do hotels, restaurants and other businesses that are tied to tourism, conventions and recreation in the Gulf Coast. The reduction in the harvest of oysters, shrimp and other seafood caused prices to rise sharply in the weeks following the spill, which in turn caused food prices to rise in restaurants as far away as New York City. The mere threat of oil is causing thousands of hotel cancellations.

Richard Shelby, a Republican Senator from Alabama, wrote in a letter to Commerce Secretary Gary Locke on May 18: "It is indisputable that the crisis we now face is man-made. If the oil continues to spill in the Gulf unabated, it will not only destroy the fisheries this year, but will adversely impact the Gulf's ecosystem for decades. Alabama's fishing industry represents one of the largest economic engines in the state—accounting for more than \$800 million in sales and nearly 18,000 jobs. We must proactively work to adequately deal with this situation

The Island House Hotel on the Alabama Gulf Coast told CBS that its losses had already run up to \$100,000-200,000 by the second week in May, not counting convention business.

A survey of Gulf Coast hotels conducted by the Knowland Group revealed that 42 percent of respondents had group cancellations. This threatened bust for the key tourism sector comes in the midst of a deep and prolonged recession fueled by a mortgage crisis that caused enormous losses in property values—and thus tax revenues—in many of the affected areas.

The ill effects of the clean-up efforts organized by BP may last long after those of the oil itself. On May 11, John T. Everett, formerly a climate change expert with NOAA who now operates a consulting firm to fisheries and ocean-related businesses, addressed a Senate subcommittee on Environment and Public Works. While he acknowledged "the importance of dealing with here and now threats to our sea-life and to ourselves," Everett warned that "even the oil damage will

eventually heal... The flow of chemical materials into our waters is another matter. There are too many insidious contaminants entering our estuaries, causing genetic harm and poisoning our birds, turtles, and seafood.”

There are five major employment sector’s experiencing economic devastation due to the oil spill. These include tourism, oil and gas, seafood, real estate and government. Federal assistance will be necessary to ensure the continued operations of these employment sector’s.

Even before the busted BP well sent hundreds of thousands of gallons of oil spewing into the Gulf of Mexico, the region's economy was stymied by double-digit unemployment. In April, Alabama's unemployment rate held at 11% for the second month in a row.

In January 2010 Mobile County's unemployment rate rose to 12.6 percent. This represents about 22,500 unemployed people and is the worst reading for Mobile since June 1986. Baldwin County saw the same sharp bump, rising to 11.4 percent. The last time Baldwin was that high was in December 1984, and its rate represents about 9,000 jobless residents. Escambia County had an unemployment rate of 13.9 in January 2010.

Ongoing Economic Efforts

The region is continuing to be a center for international business as well as continuing to embrace the tourism industry. Construction continues on the German Steel Maker ThyssenKrupp Plant. The Carnival Cruise Lines has seen an increase in passengers due to the larger cruise ship being placed in Mobile. Unemployment numbers are still on the rise as a result of plant closings and employee reductions. The housing market has yet to rebound and foreclosures are at an all time high.

REPORT

The District continues to seek diversification of its economic base and become more competitive in the global economy. The District is stressing the development of the technology industry and tourism.

Telecommunications, information technology and medical research are emerging as important economic development forces in the District. The District also strives to maintain its tourism and retiree sectors in the face of growing competition from other areas of the United States. It is important to develop more of a year-round tourism base in order to take advantage of new, shorter and more frequent travel patterns, provide activities to the growing number of retirees and year-round residents, and develop more sustainable tourism businesses. It is generally felt that there is a need for more museums, cultural facilities, and conference centers. The District seeks to expand its market of international visitors.

The District concurs with current economic development practices around the country and is concentrating more on entrepreneurship development.

The marine science industry has further potential in the international marine and environmental technology markets. The District encourages existing businesses technology transfer of new products from the marine science research institution.

Job training and education are critical aspects of the economic development strategy; several initiatives for upgrading education and training are ongoing.

Financing is another critical area for economic development. Various revolving loan funds have been developed by the South Alabama Regional Planning Commission and the Baldwin County Economic Development Alliance. Many rural electrical cooperatives also provide funding through loan programs.

There is an increasing need to provide a sustainable wage to workers. Research is showing that a growing number of workers are not earning enough to support themselves and their families. There is discussion about increasing benefits, expanding job training programs to enhance workers' skills, and providing adequate child care and affordable housing.

There have been significant changes to the areas economy. According to the Alabama Department of Industrial Relations, Labor Market Information in June 2010 the number of unemployed persons categorized as Civilian Labor Force was 32,452 compared to last years report of 28,949. The average unemployment rate was 12.6 percent compared to last years unemployment rate of 10.6 percent. During the same period, the Alabama average unemployment rate was 10.8 percent and the U.S. average unemployment rate was 9.5 percent.

In June the Districts employed persons equaled 240,604 down from 261,720 as illustrated in Table 1 for 2005-2006.

Table 1 illustrates Employment Data for Mobile, Baldwin and Escambia Counties. This information is from the 2005-2007 American Community Survey 3 - year estimate; American Community Survey; US Census Bureau.

TABLE 1
EMPLOYMENT DATA FOR MOBILE, BALDWIN AND ESCAMBIA COUNTIES

ECONOMY-WIDE KEY STATISTICS (EMPLOYMENT)
2005-2007

TYPE OF INDUSTRY	MOBILE COUNTY NUMBER	%	BALDWIN COUNTY NUMBER	%	ESCAMBIA COUNTY NUMBER	%	TOTAL NUMBER	%
Agriculture, Forestry, Fishing and hunting, and mining	2,153	1.3	1,598	2.1	691	4.8	4,442	1.6
Construction	15,735	9.2	8,650	11.4	1,338	9.2	25,723	9.8
Manufacturing	18,057	10.5	7,262	9.6	3,139	21.6	28,458	10.8
Wholesale trade	6,226	3.6	3,074	4.1	150	1.0	9,450	3.6
Retail Trade	22,778	13.3	10,240	13.5	1,808	12.4	34,827	13.4
Transportation and warehousing, and utilities	9,644	5.6	3,070	4.0	869	6.0	13,583	5.1
Information	2,421	1.4	1,404	1.9	247	1.7	4,072	1.5
Finance and insurance, and real estate and rental and leasing	10,159	5.6	5,296	7.0	523	3.6	15,978	6.2
Professional, scientific, and management, and administrative and waste management services	16,222	9.5	6,972	9.2	344	2.4	23,538	9.0
Educational services, and health care and social assistance	36,979	21.6	12,736	16.8	2,910	20.0	52,625	20.2
Arts, entertainment, and recreation, and accommodation, and food services	13,074	7.6	8,432	11.1	1,027	7.1	22,533	8.7
Other services, except public administration	10,474	6.1	3,724	4.9	640	4.4	14,838	5.6
Public administration	7,443	4.3	3,364	4.4	846	5.0	11,653	4.5
TOTAL	171,365	100.0	75,822	100.0	14,533	100.0	261,720	100.0

SOURCE: U.S. CENSUS

REPORT OF PREVIOUS YEARS (July 2009 to June 2010) ECONOMIC DEVELOPMENT ACTIVITIES

The Comprehensive Economic Development Strategy Committee continued to be active during the past year. Topics of significance economic importance were reviewed and updated to illustrate the current need of our region. These are listed in the Regional Economic Development Project/Programs. All the activities noted as short term as well as mid term are designed to add value to products produced in the area or to improve real incomes of persons living in the District.

Prioritization of Programs and Activities

Listed below are updated programs and activities along with time-lines to be carried out by local governments, educational and training institutions, economic development organizations, and businesses. These efforts also complement the State Economic Development Strategy.

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REGIONAL ECONOMIC DEVELOPMENT PROJECTS/PROGRAMS

Projects/Programs	*	ISSUE CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARKS	TIME FRAME
1. Technology Centers (Incubators, Entrepreneurial Centers and Research Centers)	RL	Economic Development	Region wide	ADECA, EDA, Universities and Community Colleges (Cash and in-kind)	SARPC, Mobile Area Chamber, Baldwin County Economic Development Alliance, Escambia County Industrial Development Board, Area Chambers of Commerce	1) Identify location and type of Technology Centers 2) Regional Technology asset inventory. 3) Established Technology Centers.	1) Short Term 2) Short Term 3) Medium/ Long Term
2. Research to Market Facility	RL	Economic Development	Region wide	ADECA, EDA, and Universities and Community Colleges	SARPC, ESCC, and Baldwin County Economic Development Alliance,	1) Identify location and type of facility needed. 2) Coordinate with Regional Research Colleges and Universities. 3) Established Research to Market Center.	1) Short Term 2) Short Term 3) Medium/ Long Term
3. Regional Workforce Development Plan	RL	Economic Development/ Quality of Life/ Education	Region wide	ADO, EDA, EDPA, CCAA WIA, ADECA, GOWD	SARPC, CCAA, Mobile Area Chamber, Baldwin County Economic Development Alliance, Escambia County Industrial Development Authority, County School Systems, Mobile Works, Alabama Works, Universities and Community Colleges , Area Chambers of Commerce, SAWDC	1) Improved retention rates of existing businesses. 2) Establish and Coordinate with a Regional. 3) Survey business/industry training needs. Chamber Association. 4) Improve High School Curriculum 5) Establish Programs linking Universities & Community Colleges	1) Short Term 2) Short Term 3) Medium/ Long Term 4) Medium Term 5) Medium/ Long Term
4. Regional Economic Development (Recruitment and Support)	RL	Economic Development / Quality of Life	Region wide	ADO, EDA, EDPA	SARPC, Mobile Area Chamber, Baldwin County Economic Development Alliance, Escambia County Industrial Development Authority, Area Chambers of Commerce	1) Inventory of available buildings and developable properties. 2) Recruit New businesses. 3) Support Existing Business	1) Short Term 2) Medium Term 3) Long Term

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REGIONAL ECONOMIC DEVELOPMENT PROJECTS/PROGRAMS

Projects/Programs	*	ISSUE CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARKS	TIME FRAME
5. Regional Start-up and Existing Business Expansion Assistance	RL	Economic Development/ Education	Region wide	ADO, EDA, SARPC, BCEDA, EDPA, CCAA	SARPC, CCAA, Mobile Area Chamber, Baldwin County Economic Development Alliance, Escambia County Industrial Development Authority, Area Chambers of Commerce, Envision Coastal Alabama	1) Improved retention rates of existing businesses. 2) Establish and Coordinate with a Regional Chamber Association. 3) Survey business/industry training needs. 4) Programs linking universities & vocational schools	1) Short Term 2) Short Term 3) Medium/ Long Term 4) Medium Term
6. Regional Transportation Plan	RL	Land Use and Planning / Infrastructure	Region wide	ALDOT, ADO, ADECA,	SARPC, MPO, Area Chambers, Local Governments, Baldwin County Economic Development Alliance, Escambia County Industrial Development Authority		1) Short Term
7. Regional Infrastructure Plan	RL	Infrastructure / Land Use and Planning	Region wide	ADECA, USDA Rural Dev, ADEM, EDA, DRA	SARPC, Water and Sewer Systems, Local Governments, EDA	1) Create Regional Water and Sewer Authority. 2) Regional water and sewer resource assessment. 3) Long-range regional growth plan for water and sewer. 4) Regional Broad Band availability.	1) Short Term 2) Short Term 3) Long Term 4) Short/ mid Term
8. Expand academic training in High Schools to include all local skilled trades and crafts	RL	Quality of life/ Education/ Economic Development	Region wide	Property Tax, Sales Tax, DOL	State BOE, SARPC, Industrial Development Boards, County BOE, Saraland BOE, Area Chambers of Commerce, SAWDC	1) Reduce Dropout Rate 2) Improve School -to-Work Program	1). Short Term 2) Short Term

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REGIONAL ECONOMIC DEVELOPMENT PROJECTS/PROGRAMS							
Projects/Programs	*	ISSUE CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARKS	TIME FRAME
9. Funding Support for Solid Waste Plans	RL	Infrastructure, Land Use and Planning	Region-Wide	ADEM, Local	SARPC, Solid Waste Authorities, ADEM, Local Governments	1) Update Plans	1) Short Term
9. Tourism Attraction Plan	RL	Land Use and Planning/ Quality of Life/ Economic Development	Baldwin County, Mobile County	Alabama Bureau of Tourism, and Travel, ADECA, RSA, AHC, BPOSF	Local Area Chambers, BCEDA, Regional CDB's	1) Inventory regional tourism resources. 2) Tourism economic impact analysis. 3) Develop regional tourism marketing plan. 4) Implement tourism marketing plan.	1) Short Term 2) Short Term 3) Short Term 4) Medium Term
10. Support of the Baldwin Technology Council	RL	Econ. Dev.	Baldwin County	Baldwin County	BCEDA/SARPC, Local Area Chambers of Commerce	Create Baldwin County Technological Advisory Council.	1) Short Term
11. Support workforce housing efforts	RL	Quality of Life/ Econ. Dev.	Baldwin County		BCEDA/Baldwin County and Area Chambers of Commerce, Baldwin Housing Alliance, Community Foundation of South Alabama	1) Create Workforce Housing Alliances with local Governments as members.	1) Short Term
12. Mobile Baldwin Passenger Ferry	RL	Infrastructure, Quality of Life/ Econ. Dev/ Tourism	Mobile County\ Baldwin County	ARRA TIGER, SARPC, City of Mobile, Baldwin County, City of Gulf Shores, ALDOT, RSA	SARPC, City of Mobile, State of Alabama, RSA, Gulf Shores, Orange Beach and Fairhope	1) Implement Passenger Ferry Plan-Purchase Ferries, Construct Terminals,	1) Medium term
13. Rail Interchange Improvements	RL	Quality of Life/ Econ. Dev/ Infrastructure	Mobile County	State Docks/DOT	SARPC/DOT/State Docks/ALDOT	1) Rail Improvements	1) Short Term

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REGIONAL ECONOMIC DEVELOPMENT PROJECTS/PROGRAMS

Projects/Programs	*	ISSUE CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARKS	TIME FRAME
14. Intermodal Rail Transfer Facility	RL	Quality of Life/ Econ. Dev/Infrastructure	Mobile County	ASPS, Tiger, AARA Grant Funds, Port Authority	SARPC/State Docks/DOT/ALDOT/Air port Authority	1) Construction	1) Mid Term
15. Exit 15 on I-65; 5 Lane Bridge	RL	Quality of Life/ Econ. Dev/ Infrastructure	Mobile County	DOT, ALDOT, Mobile County	ALDOT, SARPC, City of Saraland	1) Construction	1) Short Term
16. MEGA Site	RL	Quality of Life/ Economic Development	Bay Minette	ADO, EDA, SARPC, BCEDA, EDPA,	SARPC, Area Chambers of Commerce, Baldwin County Commission, Baldwin County Economic Development Alliance, Bay Minette Industrial Development Authority, EDPA	1) Secure commitment from automobile industry. 2) Build Automotive Plant	1) Short Term 2) Mid term
17. DeepWater Horizon Disaster Recovery Plan	RL	Quality of Life/ Econ.	Mobile, Baldwin, Escambia Counties	EDA	SARPC	1) Create a Disaster Recovery Plan	1) Short Term
18. Create literacy programs for the "English as a second Language" community	RL	Economic Development/ Education	Mobile, Baldwin, Escambia Counties	Mobile County BOE, Baldwin County BOE, Escambia County BOE, DOL, ACCS, DOL, BPOSF	Mobile County BOE, Baldwin County BOE, Escambia County BOE	1) Plan 2) Funding 3) Continuous	1) Short Term 2) Mid term 3) Long Term
19. Create farms to raised seafood locally to supplement wild seafood	RL	Economic Development	Escambia County, Mobile County, Baldwin County	MCC, EDA, USDA, ADO, BPOSF	Mobile County, Baldwin County, Escambia County, Local Chambers,	1) Plan 2) Funding 3) Construction	1) Short Term 2) Mid term 3) Long Term

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REGIONAL ECONOMIC DEVELOPMENT PROJECTS/PROGRAMS							
Projects/Programs	*	ISSUE CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARKS	TIME FRAME
20. Create Aquaculture programs in schools	RL	Economic Development/ Education	Escambia County, Mobile County, Baldwin County	MCC, Mobile County Board of Education, Baldwin County Board of Education, DOL, BPOSF	MCC, Mobile County Board of Education, Baldwin County Board of Education, Escambia County Board of Education	1) Plan 2) Funding	1) Short Term 2) Mid term
21. Create and support a nature retreat/education center for students	RL	Quality of Life	Baldwin County	Baldwin County Board of Education, ALCCS, SAWDC, BPOSF	Baldwin County, DOL	1) Plan 2) Funding 3) Construction	1) Short Term 2) Mid term 3) Long Term
22. Seed money for startup or expanding Industries	RL	Economic Development	Escambia County, Mobile County, Baldwin County	EDA, BPOSF	EDA, SARPC, Local Chambers, BCEDA, IDB	1) Plan 2) Funding	1) Short Term 2) Long Term
23. Provide and expand <i>Broadband</i> capabilities	RL	Economic Development, Education	Escambia County, Mobile County, Baldwin County	EDA, ADECA, DOL, BPOSF	EDA, SARPC, Local Chambers, BCEDA, IDB		

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LOCAL ECONOMIC DEVELOPMENT PROJECTS/PROGRAMS							
PROJECTS/ PROGRAMS	*	CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARKS	TIME FRAME
1. Develop CSX Mega Site in North Baldwin County	RL	Infrastructure/ Economic Development/ Quality of life	Baldwin County	General Fund, EDA, USDA, EPA	BCEDA	1) Study/engineering	1) Short Term
2. Continue to develop Bay Minette Industrial Parks	RL	Infrastructure/ Economic Development/ Quality of life	Baldwin County	General Fund, EDA, USDA	North Baldwin Chamber, BCEDA, SARPC, NBIDB	1)Construct a Spec Building	1) Short Term
3. Develop an Industrial site in North Mobile County and South Mobile County	RL	Infrastructure/ Economic Development / Quality of life	Mobile County	General Fund, EDA, USDA EPA	Mobile County, IDB, IDA, IDP	1) Study/ engineering	1) Short Term
4. Implement Wastewater treatment/sewer project in North Mobile County and South Mobile County	RL	Infrastructure/ Economic Development/ Quality of life	Mobile County	General Fund, USDA	Mobile County/ADECA	1) Study/ engineering	1) Short Term/
5. Provide access and improvements to Industrial Parks.	RL	Infrastructure/ Economic Development	Atmore	General Fund, ADECA, DRD	Atmore/ SARPC	1) Study/ engineering 2) Application	1) Short Term 2) Medium Term
6. Public Infrastructure/Public Facilities improvements and projects	RL	Infrastructure/ Economic Development/ Quality of life	Baldwin County, Baldwin County Municipalities/Escambia County, Escambia County Municipalities/Mobile County and Mobile County Municipalities	General Fund, ADECA, DRA, FEMA, USDA	Baldwin County, Baldwin County Municipalities/Escambia County, Escambia County Municipalities/Mobile County and Mobile County Municipalities, Local Utilities and ALDOT	1) Study/ engineering 2) Application 3) Construction	1) Short Term 2) Medium Term 3) Long Term

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LOCAL ECONOMIC DEVELOPMENT PROJECTS/PROGRAMS

PROJECTS/ PROGRAMS	*	CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARKS	TIME FRAME
7. Improvements to Airports in the Region	RL	Infrastructure/ Economic Development/ Tourism/Quality of Life	Baldwin County, Baldwin County Municipalities/Escambia County, Escambia County Municipalities/Mobile County and Mobile County Municipalities	Federal Aviation Administration, State Legislature, ALDOT	Baldwin County, Baldwin County Municipalities/Escambia County, Escambia County Municipalities/Mobile County and Mobile County Municipalities Airport Authority, ALDOT	Airport and Runway expansions and improvements	1) Short Term 2) Mid Term 3) Long Term
8. Develop Speculative Industrial Buildings	RL	Economic Development	Bay Minette, Gulf Shores, Orange Beach, Foley, Fairhope and Atmore	EDA/ USDA/ EPA/ ADECA	Bay Minette, Gulf Shores, Orange Beach, BCEDA, Foley, Fairhope and Atmore	1) Grant Submittal	1) Short Term 2) Mid Term
9. Identify acquire/develop business park sites	RL	Economic Development	Baldwin County, Summerdale, Robertsdale, Fairhope, Daphne, Foley, Atmore	EDA, USDA, EPA, ADECA	Baldwin County, Summerdale, Robertsdale, Fairhope, Daphne, Foley, Atmore BCEDA, SARPC	1) Grant Submittal 2) Construction	1) Short Term 2) Mid Term 3) Long Term
10. Request EDA Rule change, similar to USDA, that would allow Baldwin County to receive EDA funds.	RL	Economic Development	Baldwin County	EDA	BCEDA, SARPC	1) Legislation	1) Short Term
11. Continue to support and construct University of South Alabama Technology Park	RL	Infrastructure/ Quality of Life/ Economic Development/Education/Workforce Development	Mobile	EDA/ ADO/ USA/ General Fund	USA Research and Technology Corporation	1) Construction 2) Establish centers in industrial research, entrepreneurship and business incubation	1) Short Term 2) Mid Term
12. Assist Brookley Air Cargo/ Aerospace Business Development	RL	Economic Development	Mobile	Federal Aviation, Aviation State Legislature, ALDOT	Airport Authority, ALDOT, Mobile Area Chamber of Commerce	1) Study	1) Short Term 2) Mid Term

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LOCAL ECONOMIC DEVELOPMENT PROJECTS/PROGRAMS							
PROJECTS/ PROGRAMS	*	CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARKS	TIME FRAME
13. Support Maritime/Shipping Training Center	RL	Economic Development, Education	Mobile	ALDOT/ General Fund, AIDT, State, DOL, BPOSF	AIDT, Local BOE, SAWDC	1) Training Program	1) Long Term
14. Continue to develop and market Wolf Ridge Industrial Park	RL	Infrastructure/ Econ. Dev./ Quality of life/ Workforce Development	Prichard	General Fund, EDA, USDA, EPA	Local Area Chambers, City of Prichard, SARPC	1) Construction	1) Short Term
15. Create Industrial Parks adjacent to Highways 45, 43, 158 and on Telegraph Rd.	RL	Infrastructure/ Econ. Dev./ Quality of life/Workforce Development	Prichard	General Fund, EDA, USDA, EPA	Local Area Chambers, City of Prichard, SARPC	1) Study	1) Short Term
16. Create NASCAR/ Entertainment Complex	RL	Infrastructure/ Econ. Dev./ Quality of life/Workforce Development	Prichard/	General Fund, EDA, USDA, EPA	Local Area Chambers, City of Prichard, SARPC	1) Construction	1) Short Term
17. Port of Chickasaw Improvements	RL	Infrastructure/Quality of Life/Economic Development	Chickasaw	ALDOT, General Fund	Chickasaw	1) Implementation	1) Short Term
18. Create Technology Innovation Centers	RL	Economic Development	Spanish Fort/ Daphne/ Fairhope/ Baldwin County	EDA/USDA/Fed Appropriations/ General Fund	Eastern Shore Chamber of Commerce/BCEDA	1) Funding 2) Construction 3) Create Entrepreneurship study and letters of support	1) Short Term 2) short Term 3) Long Term
19. Housing Board Upgrades and Construction	RL	Quality of Life/Economic Development	Mobile	General Fund	Mobile	1)Construction	1)Short Term
20. Public Transit Improvements	RL	Infrastructure/Quality of Life/Economic Development	Escambia County, Baldwin County, City of Mobile	DOT, ALDOT, General Fund	Baldwin County Commission, Escambia County Commission, City of Mobile	1) Implementation	1) Short Term

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LOCAL ECONOMIC DEVELOPMENT PROJECTS/PROGRAMS							
PROJECTS/ PROGRAMS	*	CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARKS	TIME FRAME
21. Equipment Acquisition	RL	Infrastructure	Mount Vernon	Mobile Count Hud Program/ General Fund	Mount Vernon	1) Purchase	1) Short Term
22. Public Beach Access Enhancement	RL	Infrastructure/Quality of Life/Economic Development	Orange Beach	General Fund	Orange Beach	1)Construction	1)Short Term
23. Pier Removal	RL	Quality of Life	Orange Beach	General Fund	Orange Beach	1)Demolition	1)Short Term
24. Reef Pilot Program	RL	Quality of Life/Economic Development	Orange Beach		Orange Beach	1)Construction	1)Short Term
25. Benchmark Program	RL	Infrastructure/Quality of Life/Economic Development	Orange Beach		Orange Beach	1)Construction	1)Short Term
26. Fire Hydrant Replacement	RL	Infrastructure/Quality of Life/Economic Development	Prichard	ADECA/General Fund	Prichard	1)Installation	1)Short Term
27. Emergency Shelter/Command Center Construction	RL	Quality of Life	Escambia County, Baldwin County, Mobile, County, Atmore, Flomaton	FEMA/ADEM/ General Fund	Escambia County, Baldwin County, Mobile, County, Atmore, Flomaton	1)Construction	1)Short Term
28. Bridge/Roadway Improvements	RL	Infrastructure/Quality of Life/Economic Development	Baldwin County, Escambia County, Mobile County	ALDOT/General Fund	Baldwin County, Escambia County, Mobile County	1)Construction	1)Short Term
29. Beach Improvements including but not limited to: Re-nourishment/ dune restoration and access	RL	Infrastructure/ Economic Development/ Tourism	Baldwin County and Mobile County	Federal Agencies ALDOT	Baldwin County, Mobile County, Gulf Shores, Orange Beach, Dauphin Island	1) Construction	1)Short Term

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LOCAL ECONOMIC DEVELOPMENT PROJECTS/PROGRAMS							
PROJECTS/ PROGRAMS	*	CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARKS	TIME FRAME
30. Water Resources and Water Quality Management Plan	RL	Storm water Infrastructure	Baldwin County	ADECA, OWR, NEPA.	Baldwin County	1) Plan	1) Short Term
31. Intercoastal Water Working Project	RL	Economic Development/ Tourism	Baldwin County, Gulf Shores and Orange Beach	ALDOT, Federal Agencies, BPOSF	Corp of Engineers	1. Plan/Study 2. Construction	1) Short Term 2) Mid Term 3) Long Term
32. Support commercial and tourism related projects on the Intercoastal Waterway	RL	Infrastructure/ Quality of Life/ Economic Development	Baldwin County	EDA,ADO, USDA, BPOSF	BCEDA, SARPC, Gulf Shores and Orange Beach	1)Grant Submittal 2)Construction	1)Short Term 2) Mid term
33. Convention Center/Conference Center on Dauphin Island	RL	Economic Development/Tourism	Dauphin Island	MCC, BPOSF, USDA, Dauphin Island	Dauphin Island	1) Funding 2) Construction	1)Short Term 2) Mid term
34. Military resort on Dauphin Island	RL	Economic Development/Tourism	Dauphin Island	MCC, BPOSF, USDA, US Military, Dauphin Island	Dauphin Island	1) Funding 2) Construction	1)Short Term 2) Mid term
35. Expand eco-tourism and nature-based tourism	RL	Economic Development/Tourism	Baldwin County, Escambia County, Mobile County,	ADECA, EDA, ADO, USDA, BPOSF	Baldwin County, Escambia County, Mobile County, Municipalities and Local Chambers	1) Plan 2) Funding	1)Short Term 2) Mid term
36. Create Central business district along LeMoyne gateway corridor	RL	Economic Development	Mobile County	USDA, EDA, MMC	Mobile County	1) Plan 2) Funding	1)Short Term 2) Mid term
37. Create and expand Working Waterfronts	RL	Economic Development/Tourism	Baldwin County, Mobile County,	ADECA, EDA, ADO, USDA, BPOSF	Baldwin County, Mobile County, Municipalities and Local Chambers, MS/AL Sea Grant Consortium	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term

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LOCAL ECONOMIC DEVELOPMENT PROJECTS/PROGRAMS							
PROJECTS/ PROGRAMS	*	CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARKS	TIME FRAME
38. Develop an Island brand or slogan	RL	Economic Development/Tourism	Bayou La Batre, Dauphin Island, Gulf Shores, Orange Beach	ADECA, EDA, ADO, USDA, BPOSF	Municipalities and Local Chambers	Develop Brand	Short Term
39. Expand events/festivals/concerts schedule	RL	Economic Development/Tourism	Bayou La Batre, Dauphin Island, Gulf Shores, Orange Beach	ADECA, EDA, ADO, USDA, BPOSF	Municipalities and Local Chambers	Expansion of Events	Long Term
40. Make improvements to Isle Dauphin Club and golf course	RL	Economic Development/Tourism	Dauphin Island	ADECA, EDA, MCC, USDA, BPOSF	Dauphin Island	Improvements completed	Short Term
41. Provide Waterfront restaurant(s) with outdoor dining	RL	Economic Development/Tourism	Bayou La Batre, Dauphin Island, Gulf Shores, Orange Beach	ADECA, EDA, ADO, USDA, BPOSF	Municipalities and Local Chambers	Construction	1) Short Term 2) Mid Term 3) Long Term
42. Advertise and expand the Alabama coastal birding trail	RL	Economic Development/Tourism	Baldwin County, Escambia County, Mobile County,	ADECA, EDA, ADO, USDA, BPOSF	Baldwin County, Escambia County, Mobile County, Municipalities and Local Chambers	1) Plan 2) Funding 3) Maintain	1)Short Term 2) Mid Term 3) Long Term
43. Create a Safe Harbor to minimize boat loss	RL	Economic Development/Tourism	Bayou La Batre	ADECA, EDA, USDA, MCC, BPOSF	Bayou La Batre, Mobile County	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid Term 3) Long Term
44. Create a Bayou Learning Center	RL	Economic Development/Education	Bayou La Batre	MCC, Mobile County Board of Education, BPOSF	Bayou La Batre, Mobile County Board of Education, ACCS	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term
45. Provide products and/or other uses from seafood by-products waste	RL	Economic Development	Mobile County, Baldwin County	EDA, USDA, ADECA, BPOSF, University of Alabama, Auburn University	Mobile County, Baldwin County, University of Alabama, Auburn University	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term

Amended 2011

LOCAL ECONOMIC DEVELOPMENT PROJECTS/PROGRAMS							
PROJECTS/ PROGRAMS	*	CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARKS	TIME FRAME
46. Utilize turf farm land for possible economic development (i.e. industrial parks)	RL	Economic Development	Baldwin County	EDA, USDA, ADECA, BPOSF	BCEDA, Local Chambers	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term
47. Build Gulf State Park Convention Center in Gulf Shores	RL	Economic Development/Tourism	Gulf Shores	EDA, USDA, BPOSF, RSA	BCEDA, Local Chambers, RSA, CVB	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term
48. Create a Tri-city (Foley, Gulf Shores, Orange Beach) cooperative to own a convention center and share revenues	RL	Economic Development/Tourism	Gulf Shores	EDA, USDA, BPOSF, RSA	BCEDA, Local Chambers, RSA, CVB	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term
49. Provide a light rail or public transit system connecting Orange Beach, Gulf Shores, Foley	RL	Economic Development/Tourism/ Environmental	Foley, Gulf Shores, Orange Beach	ALDOT, BPOSF	Foley, Orange Beach, Gulf Shores, BCEDA, Local Chambers, CVB	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term
50. Expand the Gulf States Zoo	RL	Economic Development/Tourism	Foley, Gulf Shores	EDA, USDA, BPOSF	BCEDA, Local Chambers, CVB	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term
51. Expand existing water parks and provide new water parks	RL	Economic Development/Tourism	Foley, Gulf Shores, Orange Beach	EDA, USDA, BPOSF	BCEDA, Local Chambers	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term
52. Create an Amusement park (Busch Gardens Type)	RL	Economic Development/Tourism	Foley, Gulf Shores, Orange Beach	EDA, USDA, BPOSF	BCEDA, Local Chambers	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term

Amended 2011

LOCAL ECONOMIC DEVELOPMENT PROJECTS/PROGRAMS							
PROJECTS/ PROGRAMS	*	CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARKS	TIME FRAME
53. Provide a Marine Interactive Center and/or aquarium	RL	Economic Development/Tourism	Foley, Gulf Shores, Orange Beach	EDA, USDA, BPOSF	BCEDA, Local Chambers	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term
54. Create a Regional farmers market similar to Piedmont-Triad farmers market in NC	RL	Economic Development/Tourism	Baldwin County	EDA, USDA, BPOSF	BCEDA, Local Chambers	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term
55. Build a Museum (fishing, fish, wildlife, and Indian,) with summer day camps	RL	Economic Development/Tourism	Baldwin County	EDA, USDA BPOSF	BCEDA, Local Chambers	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term
56. Establish a Flight school	RL	Economic Development/Tourism	Foley, Gulf Shores	EDA, BPOSF, FAA	BCEDA, Local Chambers	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term
57. Create a Family Triathlon event weekend (See Oak Mountain Park Duathlon in Birmingham)	RL	Economic Development/Tourism	Baldwin County	BPOSF, Local Municipalities, Local Chambers	BCEDA, Local Municipalities, Local Chambers	1) Plan 2) Funding	1)Short Term 2) Mid term
58. Complete Walking/Riding Trail connecting Eastern Shore, Magnolia Springs, Foley, Gulf Shores, Orange Beach, Perdido Beach, Elberta, Lillian	RL	Economic Development/Tourism	Baldwin County	ADECA, ALDOT, BPOSF	BCEDA, Local Municipalities, Local Chambers	1) Plan 2) Funding 3) Construction	1)Short Term 2) Mid term 3) Long Term

Amended 2011							
LOCAL ECONOMIC DEVELOPMENT PROJECTS/PROGRAMS							
PROJECTS/ PROGRAMS	*	CATEGORY	LOCATION	FUNDING SOURCE	RESPONSIBILITY	BENCHMARKS	TIME FRAME
59. Create a nature retreat/education center for students	RL	Quality of Life	Baldwin County	Baldwin County Board of Education, BPOSF	Baldwin County, DOL	1) Plan 2) Funding 3) Construction	1) Short Term 2) Mid term 3) Long Term
60. Canal Road Complete Streets Smart Growth Overlay	RL	Infrastructure / Quality of Life / Economic Development	Orange Beach	ALDOT, BPOSF	Orange Beach	1 – Plan 2 – Funding	1) Short Term 2) Mid Term
61. Master Sidewalk Project	RL	Infrastructure / Quality of Life / Tourism	Orange Beach	ALDOT, ADECA,	Orange Beach	1 – Funding 2 – Construction	1) Short Term 2) Mid Term 3) Long Term

ACCS - Alabama Community College System
 ALDOT – Alabama Department of Transportation
 ADECA – Alabama Dept of Economic and Community Affairs
 ADEM – Alabama Dept of Environmental Management
 ADO – Alabama Development Office
 AHC – Alabama Historical Commission
 BCEDA - Baldwin County Economic Development Alliance
 BPOSF- British Petroleum Oil Spill Fund
 CCAA – Chamber of Commerce Association of Alabama
 CDB's- Commercial Development Boards
 CVB-Alabama Gulf Coast Convention & Visitors Bureau
 DRA – Delta Regional Authority
 DOL- Department of Labor
 EDA – Economic Development Administration
 EDPA – Economic Development Partnership of Alabama

ESCC – Eastern Shore Chamber of Commerce
 FAA- Federal Aviation Administration
 GOWD = Governor's Office for Workforce Development
 IDA – Industrial Development Authority
 IDB – Industrial Development Board
 IDP – Industrial Development Plan
 MCC- Mobile County Consortium
 MPO – Metropolitan Planning Organization
 NBIDB – North Baldwin Industrial Development Board
 RSA – Retirement Systems of Alabama
 SARPC – South Alabama Regional Planning Commission
 SAWDC – Southwest Alabama Workforce Development Council
 USDA – U.S. Department of Agriculture
 USA – University Of South Alabama

Short Term = 0-2 years

Medium Term = 2-5 years

Long Term = More than 5 years