

City of Gulf Shores

Strategic Plan

Alabama Department of Economic and Community Affairs
Coastal Programs

US Department of Commerce
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City of Gulf Shores

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January, 1994

City of Gulf Shores

David L. Bodenhamer, Mayor
Council Members:

Tony Rivera, City Administrator

City of Gulf Shores Planning Commission

Joe McClusky, Chairman
Charles E. Gurney
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City of Gulf Shores

Why is this plan supposed to be different

Plans are not new to Gulf Shores.

From its first platted subdivision in 1921, Gulf Shores has been the continuing subject of many plans – some general or comprehensive and some addressing specific features and needs. Often plans are initiated by various local, state and federal agencies. And often plans are developers' investment opportunities.

Although many plans do come to fruition and result in actual facilities and improvements as well as measurable growth and activities - many plans are destined to become "coffee-table books" that eventually become dust collectors on reference shelves.

The difference between this plan and its predecessors is that, in strategic planning, the emphasis is not so much upon the **plan** itself, but on a continuing **planning process**.

The continued success of the City of Gulf Shores depends upon complex man-made and natural systems that are interrelated and have capacity constraints. In order to remain a vital community, Gulf Shores must address many competing demands, and it is through the **strategic planning process** that the often conflicting interests can be melded to form a rational approach for shaping Gulf Shore's future and protecting the **quality of life** we all enjoy.

Therefore, this document: ***The City of Gulf Shores Strategic Plan*** is designed to be a dynamic tool for the City to use in directing appropriate and coordinated physical and economic growth.

What does "quality of life mean anyway?

In professional planning jargon the phrase - **"quality of life"** means the subjective individual value of physical and financial well-being as determined by personal "indicators" such as comfort levels of security, availability and access to goods and services, social and cultural amenities and access to unpolluted natural resources and open spaces.

In a larger sense - the **"quality of life"** of a community means the same thing. Many of the above cited indicators also define a community's "character" or "sense of place" - terms that people use when explaining why they prefer to live or visit one place rather than another!

Quality communities must not only encourage and direct economic growth for their continued fiscal well-being, but they must also vigilantly ensure that both the man-made and the natural environment's ability to accommodate the growth is not exceeded.

A community's quality of life is dependant upon sound planning. In the absence of planning, a community is reacting - or trying to catch up by expanding roadways, sewer plants, and water systems to service growth. However, the time lag between growth and service expansions increases with the rate of growth - the faster the rate of growth, the longer it takes for services to catch up and so on. The public subsequently feels the loss of amenities, the loss of comfort levels, and the perceived **"quality of life"** of the community is diminished.

Through strategic planning, the City of Gulf Shores should be prepared:

- ▶ To identify and address short term needs
- ▶ To anticipate long term requirements
- ▶ Adjust to future changes in policy
- ▶ **Grow and change without sacrificing its future "quality of life."**

So what exactly is a Strategic Plan?

Strategic planning is not a fine science or a matter of abstract number-crunching. It is a process of informed decision-making based upon citizen needs and visions, and it is ultimately dependent upon the sound judgement of appointed and elected public officials.

Development of an effective strategic plan depends, therefore, upon consensus-building begun at the grassroots level and acknowledged at the policy level. This consensus identifies and defines the community and ***its vision of what it wants to be - its "mission."***

In other words, based upon a synthesis of opinions - from citizens and community and government leaders, the following is the "mission" of Gulf Shores:

"The City of Gulf Shores shall be a safe, family-oriented, clean, progressive resort community with tourism, recreation, and retirement as its life's blood and with a common interest shared by its residents, businesses, and tourists for protecting their quality of life."

What is the Mission of the City of Gulf Shores?

In the strategic planning process, this mission statement becomes the directive that mandates effective and efficient actions by the City of Gulf Shores through major plan components that follow a logical progression: ***Policies, Goals, Objectives, Tasks***, followed by budgeting and personnel requirements.

Why is it so important for the policies, goals, objectives, etc., of all of the different components of the City's scope and responsibilities to be tied together into a "Strategic Plan?"

Decisions on economic growth, environmental protection, transportation, affordable housing and other matters must be integrated, mutually reinforcing and consistent if the City of Gulf Shores' quality of life is to be maintained and improved. Otherwise, incremental planning and decisions focusing on only one component of the "whole" City may compromise or even sacrifice other components and undermine the desired character of the community.

Acknowledgements

Who is responsible for the information in this strategic plan?

The preparation of *The City of Gulf Shores Strategic Plan* could not have been possible without the guidance and support from a number of individuals and citizens' groups. While, it is impossible to credit everyone who contributed to this report, the following have provided special assistance and expertise:

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How was this strategic plan document created?

Findings and recommendations from the following reports have been utilized to create ***The City of Gulf Shores Strategic Plan***:

- ▶ **City of Gulf Shores Opinion Survey Memorandum**, February 1992
- ▶ **Gulf Shores Vision - Options for the Future** - facilitated by the Alabama Cooperative Extension Service, Auburn Branch
- ▶ **A Community Based Strategic Planning Process** - Alabama Department of Economic and Community Affairs (ADECA)
- ▶ **City Council Brainstorming Session Memorandum** - December 1992
- ▶ **1990 National Shrimp Festival Visitor Survey Results** - T. Swearingen, and L. Williams, University of South Alabama, January 1991
- ▶ **Gulf Shores and Orange Beach - Research Resource** - prepared by Davidson-Peterson Associates, Inc., for the Orange Beach Chamber of Commerce and the Alabama Gulf Coast Area Chamber of Commerce.

Additionally, several weekly editorial meetings/workshops were held which included members of Gulf Shores' administrative staff and the Alabama Department of Economic and Community Affairs (ADECA), Coastal Programs Office staff, and consultant. Goals contained in the above referenced reports were refined into specific objectives and tasks that would provide a feasible and logical action path to achieve the defined goals.

How can this plan be used as a "working" document?

The ***outline section*** of this document (the narrative) - which takes each policy element through the stages of: goals, objectives and tasks - is meant to be evaluated at least annually to reflect accomplishments, amendments, and items that need to be brought forward.

The ***matrix section*** of this document is a **budget spread sheet** and a **Performance Evaluation Review Technique (PERT) chart** (which is commonly practiced in engineering and construction as a management tool). The matrix section functions as a **"time-line"** which enables tasks to be projected concurrently. For administrative purposes, the matrix can function as a **"worksheet"** to budget funds and man-hour requirements for each task. By adding vertically, annual budget needs for each project occurring within the year can be estimated; and adding cost estimates horizontally can illustrate an estimate of total expenditures in funding and manpower necessary for each task.

Like all public documents, *The City of Gulf Shores Strategic Plan* is meant to reflect prevailing public policy, have public distribution, participation, understanding and support.

What are the contents of this plan:

Policies for each integral component of a vital city reflect the expressed mission of the City. **Policies** illustrate the position or how the local government approaches each element or component of the community's development.

- ▶ In Strategic Planning, **Goals** can be identified that will further the policy position of the community.
- ▶ **Objectives** or actions that will likely facilitate the goals are then determined.
- ▶ Detailed **Tasks** or actions to accomplish the objectives are considered.

And the "fine tuning" of the tasks by the City's Administration determines ***line-item budget requirements*** and ***personnel projections***.

A hierarchy of policies, goals, objectives, and tasks then provide a map for future growth:

The following policies have been identified as those that reinforce Gulf Shores' stated mission:

- **Economic Development Policy**

It is the policy of the City of Gulf Shores to support the tourism industry and to ensure that any new commercial or industrial development is compatible with the character of the community and is sensitive to the unique natural resources.

- **Infrastructure Policy**

It is the policy of the City of Gulf Shores to plan for the extension and maintenance of the city's infrastructure needs including the need to manage streets, utilities, and drainage in order to service the anticipated growth of the City.

- **Recreation Policy**

It is the policy of the City of Gulf Shores to offer and encourage quality recreation facilities as an important quality of life amenity and as a component of the tourism industry in Gulf Shores.

- **Community Facilities & Capital Improvements Policy**

It is the policy of the City of Gulf Shores to plan for the location and type of community facilities related to the welfare, protection, education and cultural enjoyment of its citizens including schools, libraries, parks, hospitals, firehouses, police stations and other related facilities.

- **Environmental Protection Policy**

It is the policy of the City of Gulf Shores to provide for the reasonable preservation, conservation, and utilization of natural resources including but not limited to open space, water supply, beaches and dunes, forests, soil, marshes, wetlands, surface waters, the Gulf of Mexico, wildlife and other resources.

**Economic
Development
Policy**

It is the policy of the City of Gulf Shores to support and protect the tourism industry and to attract new commercial or industrial development that is not only compatible with the character of the community but is also sensitive to the unique natural resources.

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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1. ENCOURAGEMENT OF NEW AND EXISTING COMMERCIAL and industrial development.

- A. Implement Goals of Economic Development Commission.
 - 1) Participate in the Prepared Cities Program/ADECA.
 - 2) Refine and expand existing Business Needs Survey

- B. Establish City Airport Industrial Park
 - 1) Establish a legal framework
 - 2) Develop a site plan

- C. Encourage promotion and recruitment of new industries
 - 1) Create video
 - 2) Develop a brochure

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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3. Plan trade shows

4. Allow for financing

D. Retention and expansion of existing businesses

1. Reacting to problems

2. Have exit interviews

E. To target and encourage environmentally responsible industries and commercial interests requiring waterfront locations:

1. Develop a list of desirable industries/uses

2. Coordinate study with North of City Annexation Plan.

3. Amend zoning and land development ordinances to allow or set conditions for specific industries

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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2. REVITALIZATION AND ENHANCEMENT OF BEACHFRONT BUSINESSES

- A. Aesthetic amenities in downtown area
 - 1. Investigate possibilities and opportunities
 - 2. Develop a policy for underground utilities

- B. Design strategies for facade enhancements and site improvements (street furniture, lights, signs, landscaping)
 - 1. Raise funds from public and private sources
 - 2. RFPs, commission consultant
 - 3. Draft land development ordinance amendments

- C. Improved vehicular and pedestrian transportation and parking
 - 1. Investigate and determine walking districts and crossovers
 - 2. Update bikeways and pathways plan

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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- 3. Investigate feasibility of shuttle service and designate routes (Eco Deve. Commission)
- 4. Identify centrally located parking (Chamber of Commerce and regular and private investment)

D. Update central public beach master plan

- 1. Develop program needs
- 2. Select consultant
- 3. Public hearings/input
- 4. Adopt/implement plan

3. DEVELOP A CONVENTION/CONFERENCE CENTER

A. Expansion of Convention Center facilities

- 1. Compile a feasibility study
- 2. Work with DCNR Parks Division on feasibility study
- 3. Support effort for State's commitment

**Infrastructure
Policy**

It is the policy of the City of Gulf Shores to plan for the extension and maintenance of the city's infrastructure needs including the need to manage drainage in order to service the anticipated growth. It is the policy of the City of Gulf Shores to plan for the extension and maintenance of

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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1. IMPROVED STORMWATER MANAGEMENT

A. Financially support and implement *Master Drainage Plan*

1. Negotiate with contractors for already budgeted segment
2. Determine whether to do in house or contract for already identified \$600 K
3. Construction administration
4. identify source for additional funds necessary for additional 2.1 million (council/staff support)

B. Update *Master Drainage Plan*

1. ID consultant (RFPs)
2. Appropriate funds

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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- 3. ID sources for funding to address additional requirements .
- 4. Review the need to upgrade the Master Drainage Plan every five years

2. IMPROVED STREET FACILITIES

A. Extend repair and improvements of State Hwy within City limits

- 1. Develop a good working relationship with Alabama Department of Transportation
- 2. Develop on-going maintenance program with the Dept. of Transportation

B. Develop plan for construction and reconstruction for existing local streets

- 1. Inventory & Analysis of existing roadways facilities & LOS
- 2. Prioritize streets for improvements
- 3. Estimate Costs
- 4. Coordinate with Utilities

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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- 5. Maintain appropriate level of funding for road repaving within the city

3. EXPANSION OF SEWER & WATER FACILITIES TO ALL AREAS WITHIN CORPORATE LIMITS

A. Support Gulf Shores Utility 10 year Plan

- 1. Include by reference in Strategic Plan
- 2. Coordinate Economic Development efforts with utility plan

4. PLACE ALL OVERHEAD POWER AND COMMUNICATION CABLES UNDERGROUND WHERE APPROPRIATE

- A. Define those areas desired
- C. Put cables underground

Recreation Policy

It is the policy of the City of Gulf Shores to support and protect the tourism industry and to attract new commercial or industrial development that is not only compatible with the character of the community but is also sensitive to the unique natural resources.

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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1. GULF SHORES AS A YEAR-ROUND GOLF DESTINATION RESORT AREA

A. Develop additional Golf Courses

1. Study feasibility of city/private courses

2. MARINA STORAGE AND ACCESS FACILITIES TO CANAL

A. Develop a "Canal Park"

1. Identify funding sources
2. Property acquisition
3. Design criteria and construction specifications
4. Select contractor and construct

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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3. DEVELOP INDOOR MULTI-PURPOSE FACILITY

A. Area Recreation Center

1. Feasibility study, site location and conceptual design (93/94 staff)
2. Determination of fund availability
3. Design project, issue RFP
4. Award contract, construct

4. PUBLIC ACCESS TO LAGOON PARK

A. Expansion of Lagoon Park

1. Update Master Plan
2. Stabilize Lagoon Park
3. Implement Master Plan

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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5. REALIZE FULL POTENTIAL OF MEYER PARK

A. Expand and Enhance facilities

- 1. Update Master Plan for Park
- 2. Implement

6. IMPROVED TENNIS FACILITIES AT SIMS PARK

A. Better tennis facilities for Gulf Shores

- 1. Construction of tennis clubhouse
- 2. Lighting of existing courts
- 3. Construction of additional courts

7. WETLANDS ACQUISITION AND IMPROVEMENTS FOR WADE WARD NATURE PARK

- A. Identify available federal and state programs available for acquisition of wetlands
- B. Submit grants to appropriate agencies
- C. Identify potential land owners and acquisition of property

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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D. Implement the master plan

8. IMPROVE BOATING ACCESS TO LITTLE LAGOON

A. Identify existing and potential public access areas

B. Identify available federal and state programs with funds for boating access

C. Prepare plans and construct boating access sites

**Community Facilities
& Capital Improvements
Policy**

It is the policy of the City of Gulf Shores to plan for the location and type of community facilities related to the welfare, protection, education and cultural enjoyment of its citizens

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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1. IMPROVE THE QUALITY OF ELEMENTARY AND SECONDARY EDUCATION IN GULF SHORES

A. Construction of High School

- 1. Identify potential site
- 2. Get concurrence from CSB
- 3. Acquisition of property
- 4. Plan & construct facility

B. Expand Programs

- 1. Receive recommendations for local representation

Schedule of Goals & Objectives

January 1995

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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- 2. Receive recommendations from Baldwin County School Board
- 3. Support efforts of site based management plans for schools

C. Expand role of Trustees

- 1. Empower members with recommendations
- 2. Encourage participation

D. Lower ratio of students to teachers

- 1. Develop community support
- 2. Encourage volunteers, teaching assistants, etc.
- 3. Identify potential funding for additional teachers

E. Determine benefits of Island-wide vs. county wide vs. local school system

- 1. Develop MOA with local governments
- 2. Identify Steering Committee members

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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- 3. Develop RFQ/ RFP for consultants to study situation
- 4. Contract with consultant, receive report, hold a public hearing consider findings and recommendations
- 5. Implement program

2. DEVELOP A CLOSER RELATIONSHIP WITH THE BALDWIN COUNTY SCHOOL BOARD

- A. Enhanced fiscal responsibility
- B. Develop a community facilities comprehensive plan
- C. Establish formal Baldwin County School Board relationship
- D. Form a community advisory committee, for better coordination and information sharing with Baldwin County school commission

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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3. ATTRACTION OF CONTINUING COMMUNITY AND POST SECONDARY EDUCATION PROGRAMS

- A. Establish Branch Campus of Faulkner State Community College
 - 1. Sublease PSA & FSC
 - 2. Identify financing mechanisms for capital maintenance costs
- B. Establish Hospitality & Tourism Management Program
 - 1. Receive approval of Al.Dept of Higher Ed.
 - 2. Administer construction program
- C. Encourage establishment of four year institution
 - 1. Facilitate receptive consideration
- D. Encourage new or expand community education programs
 - 1. Work with Faulkner College

4. IMPROVED EFFICIENCY AND EFFECTIVENESS OF POLICE AND FIRE PROTECTION

- A. Determine advisability of continued services in the police jurisdiction

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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1. Economic study for feasibility of service
2. Public hearing
3. Develop procedure to discontinue servicing

5. PRIVATIZATION OF CERTAIN MUNICIPAL MAINTENANCE SERVICES

- A. Study privatization of vehicular maintenance
- B. Study privatization of facility maintenance
- C. Study alternatives to maintenance of privatization of parks & right of ways

6. IMPROVED MEDICAL FACILITIES

- A. Develop short plan to assist S. Baldwin Hospital in Dr. recruitment
 1. Determine and document needs
 2. Target needs
 3. Recruit doctors

Schedule of Goals & Objectives

January 1995

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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B. Enhance public safety with on-island trauma center

1. Encourage development of trauma center

C. Opportunity for medical complex for elders & residents

1. Determine specific needs of area

D. Determine a long range plan of an island hospital

1. Authorize Feasibility study

2. Identify budget

7. IMPROVE CULTURAL AND LIBRARY FACILITIES

A. Establish museum

B. Determine library expenses

C. Civic center expansion

**Environmental
Protection
Policy**

It is the policy of the City of Gulf Shores to provide for the reasonable preservation, conservation, and utilization of natural resources including but not limited to open space, water supply, beaches and dunes, forests, soil, marshes, wetlands, surface waters, the Gulf of Mexico, wildlife and other resources.

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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1. PREVENTION OF GROUNDWATER AND SURFACE WATER POLLUTION THROUGH PROPER CONTROL AND TREATMENT OF WASTEWATER DISCHARGES.

A. A program for all buildings to be connected to the City sewer system

- 1. Determination of need
- 2. Perform feasibility study (w G.S. Utilities Board)
- 3. Develop and implement codes and policies (staff atty)
- 4. Implementation

B. Monitoring Program to check water quality of all waterbodies in and around Gulf Shores

- 1. Contact Mobile field office informally regarding feasibility

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
		<ul style="list-style-type: none"> 2. Formally request monitoring program from ADEM 3. Consider proposal from USGS water quality study 4. Discuss using volunteer groups for water sampling and "watch" projects 					
	C.	<u>Comply with the NPDES for surface water runoff</u>					
		<ul style="list-style-type: none"> 1. Review of regulations and guidelines 2. Contact NPDES stormwater consortium 3. Develop BMPs for models and uses 					
	D.	<u>Protecting the quality of the water supply</u>					
		<ul style="list-style-type: none"> 1. Establish aquifer protection program 2. Establish drilling protection and permitting for water wells ... 3. Establish cross connection protection 					

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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2. REASONABLE PRESERVATION AND UTILIZATION OF NATURAL RESOURCES

A. A policy for preservation of environmentally sensitive areas through regulation and where possible, acquisition

1. Inventory of significant natural areas - staff
2. Prioritize and target (council & staff)
3. Prepare and adopt a environmental protection master plan, element and strategy
4. Include wetland information for ADID
5. Work with Baldwin County's environmental groups

**Land Use
Policy**

It is the policy of the City of Gulf Shores to direct proposed residential commercial, industrial, agricultural, recreational, educational and other public and private purposes to areas where the natural resources will not be degraded and in consideration of the prevailing character of development.

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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1. TO HAVE A BALANCED, ECONOMICALLY VIABLE COMMUNITY THAT RESPECTS AND ENHANCES ENVIRONMENTAL RESOURCES

A. A growth management plan compatible with the natural environmental ability of a given area to sustain development

- 1. RFP for consultants
- 2. Funding and authorization
- 3. Adopt and implement plan

2. ESTABLISH PROCEDURES FOR QUALITY GROWTH

A. A policy for annexation and zoning changes to accommodate responsible growth

B. Encourage a policy to work with unincorporated areas

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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3. UPDATE EXISTING LAND USE PLAN

- A. A study of the Fort Morgan area
- B. A study of the area north of the city
- C. Airport land use plan (as part of Airport Master Plan—see
Transportation goals and objectives)
- D. Compilation of above components into a future land use plan

Annexation Policy

It is the policy of the City of Gulf Shores to encourage annexation of adjacent areas that possess potential compatible development or that threaten vacant land areas only after a thorough determination of the cost/benefit ratio of providing services to the new area demonstrates its fiscal feasibility

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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1. TO PROTECT GULF SHORES FROM NEGATIVE DEVELOPMENT IMPACTS

A. Annexation of Fort Morgan Parkway

- 1. Conduct feasibility analysis
- 2. Implement procedures

2. TO MANAGE GROWTH NORTH OF CITY

A. Extend City Limits as far as reasonable to sustain overall quality of life for Gulf Shores residents

- 1. Conduct feasibility analysis
- 2. Implement annexation

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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3. TO MAINTAIN THE INTEGRITY OF GULF SHORES' CHARACTER AND PROPERTY VALUES

A. Incorporate adjacent areas that are compatible with Gulf Shores

1. Conduct subdivision and land use study
2. Identify potential areas for annexation (city staff and council)
3. Determine costs feasibility analysis of acquisitions and extension of city services

4. TO PROTECT AGAINST AREAS THAT THREATEN THE CITY OF GULF SHORES

A. Mitigation of threatening areas by urgency of threat

1. Prioritize by urgency of threat
2. Determine cost feasibility
3. Define annexation processes (referendum, legislation, petition)

**Transportation/
Circulation
Policy**

It is the policy of the City of Gulf Shores to plan for the location and types of facilities for all modes of transportation required for the efficient movement of people and goods entering, leaving and circulating throughout the municipality.

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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1. IMPROVE HIGHWAY 59 TRAFFIC FLOW FROM I-65

A. Four-lane from I-10 at Bay Minette to I-65

- 1. Politically support project programming

B. Improved traffic flow through Loxley, Summerdale, Foley, etc.

- 1. Encourage Dept. of Transportation and local jurisdictions and/or authorities
- 2. Organize a planning committee of local jurisdictions and authorities
- 3. Work more closely with local governments

2. EXPAND PEDESTRIAN AND BIKEWAY ROUTES

A. Implement Phase 1 of Bikeways and Pathways Master Plan

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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1. Ascertain status of ISTEA grant procedures for execution
2. Select design engineers
3. Construct Project

B. Implement subsequent phases of Bikeways and Pathways Master Plan

1. Identify and allocate funds
2. Establish policy for new development to participate in provision of components of plan

3. EXPAND AIRPORT SERVICE

A. Execution of pre-app project list second phase

1. Apply for FAA funds for remaining three projects on the first phase

B. Development of Master Plan

1. Identify consultant and proceed

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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C. Development of Hanger Space

- 1. Construct T-hangers
- 2. Construct corporate hangers

D. Establish task force of representatives from Baldwin County and municipalities to explore centrally located a/p

E. Establish conducive environment for development of commuter airlines

- 1. Encourage potential airlines
- 2. Effect support for the airlines

4. ESTABLISH ADDITIONAL EVACUATION ROUTES FROM PLEASURE ISLAND

A. Two-lane road into eastern end of Pleasure Island

- 1. Politically support process

5. OPTIMIZE TRAFFIC FLOW

A. Establish alternative traffic routes

- 1. Refer to and use the city traffic plan
- 2. Review the need to update the study

Housing Policy

It is the policy of the City of Gulf Shores to encourage the existence of quality affordable housing for citizens of Gulf Shores.

GOALS	OBJECTIVES	TASKS	94/95	95/96	96/97	97/98	98/99
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1. TO HAVE OPPORTUNITIES FOR EVERY CITIZENS IN GULF SHORES TO ACCESS SAFE AND DECENT AFFORDABLE HOUSING THAT IS COMPATIBLE WITH EXISTING CHARACTER OF THE COMMUNITY

A. Encourage private development of affordable housing

- 1. Work with Board of Realtors
- 2. Work with Economic Development Commission

B. Explore Public Affordable Housing Programs

- 1. Explore state programs
- 2. Explore Farmers Home Administration programs
- 3. Explore HUD programs
- 4. Work with existing housing authority

In Summary

The City of Gulf Shores is one single working entity whose well-being depends on complex man-made and natural systems that inter-relate and have capacity constraints. In addition, these man-made and natural systems are subject to competing and often conflicting demands. Gulf Shore's citizens and officials realize that the *visions* that they want for the City of Gulf Shore's require a delicate balancing of interests. It is through the *process* of *planning* that disparate elements can be reconciled to form a rational approach for shaping the future.

Yet, planning is more than a consensus-building or a synthesis of a series of *vision statements*. Planning requires listing problems to be solved, identifying weaknesses to be corrected and determining opportunities to be pursued. ***When translated into specific goals, objectives, tasks, and an estimated time frame necessary to likely bring the expressed visions to fruition, "strategic" planning develops.***

How and Why was this plan created?

As previously noted in this document, local perceptions have been gaged through a survey performed by the City of Gulf Shore's Planning Staff. Local business leaders' interests and concerns have been reflected in a *Visions* report prepared by the Chamber of Commerce. Various studies have captured visitor perceptions. Professional planning assistance was provided by the Alabama Department of Economic and Community Affairs (ADECA). And officials of the City of Gulf Shores – in conjunction with city staff members, have expressed their goals and objectives in a "brainstorming" session. All of this information has been "jelled" into this first ***Strategic Plan*** document.

What happens now?

A strategic plan is based upon a *process*, and, because of this, it is constantly in need of modifying or updating. This is why annual goals and measurable milestones are incorporated into the document. This document should be formally adopted by the City government to ensure its acceptance as *policy* of the City of Gulf Shores. Review and modifications of the strategic plan should, by necessity, coincide with the annual budget process since both are inextricably related. Inter-departmental review processes should be established by the city administration to determine departmental capital and personnel needs necessary to achieve the plan goals.

And finally, plan implementations and subsequent plan modifications should be carried out in a public awareness process. It is the public who not only drive the planning process but who also evaluate the responsiveness of elected officials to identified community goals and objectives.