

blueprint for tomorrow

**FINAL REPORT
TO SHAREHOLDERS**





Dear Friends,

Blueprint For Tomorrow, begun in June, 2005, has significantly improved our area and laid a solid foundation for our future...even in the midst of the economic downturn. Over the last four years, the BFT programs and projects have helped unite our community and provided a team approach to economic and community development. The Blueprint programs have brought the public sector and private sector in each of the communities in the Eastern Shore together to implement programs and projects in our community that no one partner could have accomplished alone. Spanish Fort, Daphne, Fairhope and Baldwin County elected officials in partnership with the corporate leadership in the greater Eastern Shore area have had a tremendous influence on our region.

As we approach the five-year anniversary of the Blueprint for Tomorrow initiative, the Eastern Shore Chamber's Board of Directors has carefully compared the results of this program with the objectives of the original Strategic Plan. The results have been significant and a bit overwhelming. Blueprint for Tomorrow has had an extraordinary impact on the Eastern Shore and has touched every man, woman and child who live here, work here and go to school here. As you will learn in the pages of this report, the return on the Blueprint for Tomorrow investment has yielded great dividends for our Shareholders and the communities they lead.

It is difficult to reflect on the success we have experienced over the last four years and not feel a great sense of pride. There are indeed valid reasons to warrant a sense of accomplishment. However, it is during times of success and achievement that we must guard against complacency and instead focus on the challenges and opportunities that lie ahead.

On behalf of the leadership of Blueprint for Tomorrow, I want to thank you for your unwavering commitment to the future of the Eastern Shore and for your leadership as the Eastern Shore Chamber of Commerce forges ahead to establish our position as one of the most unique and progressive communities in Alabama and the Southeast.

A handwritten signature in black ink, appearing to read 'Tim Rosson', is positioned above the printed name.

Tim Rosson
Chairman
Blueprint for Tomorrow

An Initiative of the Eastern Shore Chamber of Commerce

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Economic Overview 2006-2009

Blueprint For Tomorrow, which began in June 2006, has laid the foundation for future economic growth along the Eastern Shore even with the significant changes of the past few years. Less than a year after Hurricane Katrina, we experienced a holding pattern for retail and a boom for the building industry. The recession followed affecting the nation and the Eastern Shore in this time period. Recently Alabama Business had this to say about the third quarter of 2009: Rising unemployment, tight credit conditions, and significant declines in household wealth are all contributing to a sluggish recovery in consumer spending, as households struggle to rebuild savings and reduce debt burdens. For the year 2009 as a whole consumer spending is expected to decline by 0.8 to 1.0 percent, with expenditures for durable goods falling by over 5 percent and nondurable goods purchases down about 3 percent. Consumer spending is forecasted to increase by 1.5 to 2.0 percent in 2010.

However, The International Council of Shopping Centers, which had forecast a monthly decline of 2 percent, reported that same-store sales in September 2009 increased 0.1 percent from the same month last year. Retail Forward, a consulting firm that studies the industry and shopping behavior, said same-store sales rose 0.8 percent. A Gallup poll released Thursday showed consumer confidence in September (2009) reached its highest level this year for all income groups. wrote Don Haynes in the Washington Post article "Retail Sales Rise for a Change", dated October 9, 2009.

According to Policom Corp, the Daphne-Foley Micropolitan is ranked #2 out of 577 communities in the nation for economic strength. This is based on 52 different economic factors such as employment, education, mortgage holdings, crime rates and more. We were #34 out of 577 in the year 2007 and moved to #25 in 2008. The Eastern Shore is in a great position to recover.

In Spring 2009, according to the Mitchell College of Business, University of South Alabama, the Baldwin GNP Indicator estimates movement in the local economy comparable to the Gross National Product (GNP) for the national economy. The Baldwin GNP Indicator is constructed to estimate real economic growth by following

changes in real income of the local Eastern Shore workforce. Employment multiplied by personal income received produces family income available to spend on local goods and services causing "economic activity." Personal income estimates are a large part of the Gross National Product figures produced by the U.S. Commerce Department to measure economic growth. GNP is constructed to measure changes in the Baldwin economy relative to the 2007 base year.

The Baldwin GNP Indicator in 2008Q3 decreased 0.91% from the same quarter in the previous year, but increased 22.78% over the past 4 years, in constant 2007 dollars. The 2008Q3-2008Q4 projection shows that the Eastern Shore economy will perform at approximately one-half of the past growth trend, or at a rate equal to +1.9% in real terms. The exact numbers are subject to further declines at the national level.

In 2008 the Eastern Shore was ranked fifth in the State of Alabama by Per Capita Income, and our Quality of Life Index was 178% of the national average (EASI, Inc).

Bottom line, the Eastern Shore is growing. In August of 2009, according to Claritas counting only the zip code populations of 36526, 3627, and 36532, the Eastern Shore population was 50,000 based on the 2000 census. Our area is projected to be at 72,531 in the year 2014. In 2009 we have a population estimated at 64,557. This does not include the unincorporated areas of the Eastern Shore. Therefore, the Eastern Shore has grown by 29% since 2000 and is projected to grow by 45%+ by 2014!

With the public / private partnership established as a result of Blueprint For Tomorrow we are also positioning the Eastern Shore to be ready to move forward faster as the recovery takes place. Partnering together and combining our money to work smarter has been and will continue to be the goal of the Blueprint For Tomorrow.

Darrellyn Bender, President CEO

Eastern Shore Chamber of Commerce

Report Card

The Blueprint for Tomorrow (BFT) Strategic Plan has had a positive impact on the Eastern Shore. As we enter its fourth year, it is time to evaluate the progress that has been made in implementing the six components.

I. Transportation/Infrastructure

The Eastern Shore's ability to attract new business, expand existing business and enhance the local tourism industry depends heavily on our transportation system. The Chamber's accomplishments in this area will provide a great foundation for continuing progress during the coming years.

Grade	Plan Component(s)	Comments
A+	a. Establish alternative public transportation linking the Eastern Shore three cities, Mobile and Central Baldwin for tourist and local community connectivity needs	
A+	b. Proactively work to improve all transportation corridors of the Eastern Shore c. Research and help establish a plan for public parking on the Eastern shore	Funded by Blueprint for Tomorrow (BFT), the consulting firm, Gresham Smith and Partners studied the feasibility of expanding public transportation along the Eastern Shore, obtained a detailed picture of the area's transportation and parking needs and drafted a plan based on those results. The study was completed in Spring 2008. An immediate result of the study is a partnership between the three cities of the Eastern Shore and Baldwin County to develop three public transportation hubs on the Eastern Shore and to apply for federal transportation funds. The Chamber facilitated the public meetings in the three Eastern Shore cities to gather input for the transportation study. The Chamber also provided the publicity for the launch of Bayline, the round-trip bus route between the Eastern Shore and downtown Mobile. The Chamber continues to work with Baldwin Rural Area Transportation System (BRATS) and major employers regarding van pooling, contract bus transit and other alternative forms of transportation.
C	d. In cooperation with the Eastern Shore cities, continue to implement projects to expand sidewalks and institute streetscape improvements throughout the Eastern Shore, especially in the unincorporated areas of the county	The Chamber supports the work of the Baldwin County Trailblazers in the continued development of the Eastern Shore Trail, a multi-purpose walking/ biking trail. The Chamber also advocates for streetscape improvement projects in the Eastern Shore cities and unincorporated areas, and provides support and assistance to the cities as requested.
On-going	e. Advocate adequate public utility infrastructure to keep pace with growth	The pace of growth on the Eastern Shore and the importance of our public utility infrastructure is a strategic issue within the Eastern Shore Chamber of Commerce legislative agenda. This continues to be an active discussion among the governmental affairs forums.

Report Card

II. Tourism

Promoting the Eastern Shore's natural beauty, access to beaches and water, recreation opportunities and shopping augments our community's stability and economic well-being. The Chamber has played a leading role in expanding and improving the Eastern Shore's many tourism opportunities during the four years of the Blueprint for Tomorrow (BFT).

Grade	Plan Component(s)	Comments
A	<p>a. Establish the Eastern Shore Tourism Council Convention & Visitors Bureau under the Chamber of Commerce with several goals:</p> <ul style="list-style-type: none"> • Develop and implement a professional marketing program for existing area businesses to attract local and day traffic • Create and implement a Tourism Marketing Plan • Develop and implement new community-wide events • Research recruiting regional and national sporting events 	<p>The Tourism Council was created in 2007 with representation from the three Eastern Shore cities, Baldwin County and the tourism industry. A tourism survey was conducted in 2007-2008 to determine the most attractive Eastern Shore features and where/how to best market them. Over 250 Chamber members and elected officials participated in the survey. Survey results were integrated into the marketing plan.</p> <p>"The Eastern Shore Offers More" campaign was implemented. This provides money-saving discounts for both locals and visitors on www.esdiscounts.org (1200 unique visits through October 2009). This website is linked to www.eschamber.com which has more than 1.5 million visits each year. Scenic Overlook is now open 7 days a week to better accommodate visitors to the Eastern Shore. Facebook and Twitter accounts were created to expand the Chamber's social media efforts. Geo-tours of the three Eastern Shore cities and regional attractions have been created. These can be posted on websites and downloaded on to Smart Phones, GPS units and other personal devices. The Eastern Shore Chamber of Commerce has created www.SportsAlabama.com, a site which actively promotes the area as a destination for sports tournaments by providing comprehensive in</p>
N/A	<p>b. Research and promote increased public access to water and waterfront properties</p>	<p>This project was not implemented due to the economic downturn.</p>
C	<p>c. Help promote and expand cultural and performing arts venues</p>	<p>The Chamber actively promotes venues and organizations that are Chamber members through publications and other media. Special emphasis has centered on expanding weblinks in order to publicize events in more than one place on the web.</p>

Report Card

III. Economic Development

For the Eastern Shore to realize its full potential, economic development efforts must be focused on recruiting businesses compatible with existing business and industry, helping existing business and industry to grow and prosper, attracting a highly-skilled workforce and forging strong alliances with government agencies at all levels to strengthen our community's economic well-being. During the past five years, the Chamber has put a great deal of focus on this component.

"Just like the growth of a business, the growth of a community needs a carefully conceived plan that includes investment in itself. Over the past few years, Blueprint for Tomorrow has been a sound investment in economic and community growth for the Eastern Shore that will yield substantial returns and benefits to our residents and businesses regionally for years to come."

*Bradley Byrne, Candidate
Governor of the State of Alabama*

Grade	Plan Component(s)	Comments
A	a. Assist existing business to grow and prosper	The annual Business Academy program was launched in 2007 to provide high quality, affordable professional development opportunities year-round for Chamber members on needed topics such as financial management and human resources. Additionally, the Chamber created the Economic Development Council as the umbrella organization within the Chamber for all economic development-related initiatives. Comprised of BFT investors, members of the Chamber's Boards of Advisors and Directors and elected officials, the Council meets twice a year to discuss important regional issues related to economic development. Past keynote speakers for these events have included Governor Bob Riley and RSA CEO David Bronner.
A	b. Develop and implement a technology-based business incubator c. Create a Research Park/Research Center on the Eastern Shore to develop new technology jobs	The Chamber secured a Rural Business Enterprise grant from the USDA to fund a study investigating the feasibility of this concept, thus saving BFT resources. George Henry George Partners conducted the study which showed that the Eastern Shore community is a viable location for a park. Plans are underway with completion expected in 2010. The Chamber is also partnering with the Baldwin County Economic Development Alliance to develop a technology innovation center focused on clean and renewable energy.
A	d. Advocate and partner with other organizations to promote affordable housing for lower income, temporary and seasonal workforce	The Chamber of Commerce has representation on the Baldwin County Housing Authority which focuses on this issue. Additionally, the governmental affairs agenda handles this as a legislative issue.
<i>Pending</i>	e. Establish an Eastern Shore Technology Council	Chamber members will be surveyed to determine if the existing Gulf Coast Technology Council is meeting their needs. If survey results indicate a need, action steps will be developed and implemented to create a Technology Council for the Eastern Shore.
N/A	f. Recruit additional workforce from outside the Eastern Shore	This project was not implemented due to the economic downturn.

Report Card

IV. Education

Quality education strengthens and supports all aspects of our community's quality of life, from preparing our young people for success, to preparing and providing a skilled workforce, to teaching all ages the basic skills for maintaining a healthy and productive lifestyle. During the last five years, the Chamber's work on this component of the BFT has focused on career-technical education, providing life basics instruction in Eastern Shore schools and workforce development.

"The Blueprint for Tomorrow is a true public/private partnership. Working with existing partners to expand workforce education along the Eastern Shore is not only improving the future workforce for business locally and regionally, it is improving the very fabric of our community."

*Keith Schmitt, Vice President of Human Resources
PCH Resorts*

Grade	Plan Component(s)	Comments
B	a. Expand and enhance relationships between area educators and businesses	Through our "CHOICES" program ("e" below) and Workforce Development programs ("f" below) we are enhancing the relationships between area educators and businesses.
B	b. Support the development of a technology magnet school through the local school system to improve technical training among area students	The Eastern Shore Chamber of Commerce supported the Baldwin County Board of Education in their development of this school. Due to financial restrictions, the process is on hold.
N/A	c. Research and be a catalyst in developing a plan to establish healthcare/medical magnet school	This project was not implemented due to the economic downturn.
C	d. Work with existing colleges to expand Eastern Shore four-year opportunities of higher learning	Through letters of support and promotion of new opportunities, there has been expansion at both the University of South Alabama-Baldwin County and Huntington College-Daphne.
A	e. Teach "Life Basics" and "Real World Environment" in area schools	Since 2008, volunteers have presented the "CHOICES" interactive decision-making workshop to 68 seventh-grade classrooms in Eastern Shore schools. During these workshops, trained business and community volunteers took students through real-world exercises on academic self-discipline, goal setting, time and money management.
B	f. The original goal was to establish new and improve existing enhanced technical/career education programs in area high schools. This goal has been revised based on input from the principals and counselors at each high school. These educators indicated a need for career exploration opportunities for students.	The Chamber created the Workforce Development Task Force, whose membership includes educators and business & industry representatives. The task force will pilot "STEP" (Student Training & Exploration Program) in Summer 2010. This program will place selected students in the workplace in six high demand, high growth industry sectors. The Chamber also provided support to the South Alabama Regional Workforce Development Council Region 9 by recruiting volunteers for their K-12 career awareness programs. Years four and five of this campaign will see even more progress as full implementation is in progress.

Report Card

V. Governmental Affairs

The communities that make up the Eastern Shore have their own special characteristics that distinguish them from one another. It is, however, imperative that we speak with one voice in addressing issues that affect the entire region. The Chamber's efforts in this component have been focused on bringing together business and community leaders, including local elected officials, to present a united front to our state and federal elected officials on such issues.

"If the Eastern Shore is to be strong, there must be unity among its residents, elected officials, small businesses and large corporations – working together for a common goal. As partners, we can take the Eastern Shore to the next level in a way that no one partner can achieve alone. Regarding the team among our business partners with local, state and elected officials, I am proud of the accomplishments of the Blueprint for Tomorrow. Now is the time for us to lock arms and move this community forward to even greater accomplishments."

*The Honorable David Ed Bishop, Chairman
Baldwin County Commission*

Grade	Plan Component(s)	Comments
B	a. Improve education and communication of business issues to/from Chamber members through advanced technology	The Chamber implemented an email alert system for issues needing constituent action. These e-alerts include email links to members of state and federal delegation members. Transition in key personnel caused this component to be delayed. Plans are underway to enhance this initiative during years four and five.
A	b. Improve the interface quality and time of Eastern Shore business leaders with local municipal and county government	The Chamber hosts several events during the year, including an elected officials reception, an annual bus trip to Montgomery during the legislative session and meetings on an "as-needed" basis to deal with specific issues such as insurance reform. The Chamber also hosts forums for the legislative delegation to speak on issues as well as update members on the upcoming/ just concluded legislative sessions.
A	c. Establish a Council of Governments among Eastern Shore cities, the county and state legislators d. Establish a Forum among all Eastern Shore communities to meet regularly to address issues of mutual interest	By Resolution, the Eastern Shore communities formed the "Spirit of Cooperation" forum, pledging in August 2009 to work together to solve issues of mutual interest. This was the first step towards the establishment of this Council. In conjunction with the Baldwin County Commission and the Eastern Shore Chamber of Commerce, multiple forums are scheduled for 2010 to continue this effort.
N/A	e. Enlist a lobbyist at the state and federal levels to represent the Eastern Shore	This project was not implemented due to the economic downturn.

Report Card

VI. Environmental

Responsible economic and community development must also address our community's on-going environmental needs. Commercial and residential development on the Eastern Shore need not come at the expense of our natural environment that plays such a strong role in our high quality of life. The Chamber's role in this component has been focused on educating the Eastern Shore business community about environmental issues as well as supporting the work of regional environmental non-profits.

"Blueprint for Tomorrow represents a unique opportunity for individuals, businesses and government to work together in a bold initiative to sustain the Eastern Shore and to help preserve our quality of life. The goals have been broad based and every sector of our community has benefited from its success. Blueprint for Tomorrow has made a profound difference in Spanish Fort, Daphne and Fairhope."

*Phil Cusa, Administrator
Thomas Hospital*

Grade	Plan Component(s)	Comments
B	<ul style="list-style-type: none"> a. Coordinate and assist with the implementation of a better drainage / flood control plan b. Advocate and work with the Eastern Shore cities and the county to establish a "standard" for flood control limits c. Advocate and offer assistance towards water and sewer improvements for future development e. Work with partners to improve the sources and quality of water for the area 	The Eastern Shore Chamber of Commerce supported the state legislative mandated formation of a Regional Storm Water Management Authority which will review this matter as a local and county issue and submit proposal for 2010 ballot for voter approval. Chamber members are working on four different committees to make sure that businesses in the Eastern Shore area are well represented.
C	<ul style="list-style-type: none"> d. Advocate and work with partners towards more green space / parks and a more pedestrian-friendly community 	This is part of both the Transportation / Infrastructure segment that is addressing streetscapes (I.d) and ongoing support of the Eastern Shore Trail.
C	<ul style="list-style-type: none"> f. Advocate and support educating the Eastern Shore public regarding the benefits of a stable environment 	The Chamber assisted the Weeks Bay Reserve Foundation and Smart Coast with major conferences in 2007 and 2008. The Environmental Committee continued to present the annual Environmental Award which recognizes a chamber member for excellence in "green" business operations and/or work in furthering an environmentally-focused mission.
C	<ul style="list-style-type: none"> g. Advocate and support programs to preserve the Bay waterways and wildlife 	The Eastern Shore Chamber of Commerce works with existing organizations such as Coastal Alabama and the Mobile Bay National Estuary Program to maintain and conserve the Bay's natural resources.
N/A	<ul style="list-style-type: none"> h. Address air quality issues and ozone concerns in the Eastern Shore 	This project was not implemented due to the economic downturn.

Where do we go from here ...

Dear Friend,

As you have read in the preceding pages, the Eastern Shore has enjoyed extraordinary growth as a result of Blueprint for Tomorrow. All of the Shareholders in Blueprint for Tomorrow can be proud of our community and all that we have accomplished. The new businesses and industries that have moved to Spanish Fort, Daphne and Fairhope have brought new families who have also added immeasurably to our economy. Over the last four years, we have moved the Eastern Shore to a position of pre-eminence among cities along the Gulf Coast.

It is a wonderful and exciting story. But now it is time for us to look ahead. We can't just sit back, savor our accomplishments and wait for new opportunities to come our way. Rather, we have a responsibility to build on the success of Blueprint for Tomorrow and craft a new initiative even more compelling and engaging than the last.

As successful as the last four years have been, we need to continue to improve our "product" so that the Eastern Shore is poised to move forward as the national economy rebounds. Now, more than ever, it is important for us to invest in our community. And there is still much to do. We must continue our efforts to address and resolve local and regional transportation issues. Enhancing tourism to the Eastern Shore is imperative. Creating a Community Master Plan to determine what we want the Eastern Shore to be twenty years from now is a high priority for us. And continuing to attract new business and industry will add to our community's economic well-being and accelerate our recovery. The greater Eastern Shore area is poised to become an economic development leader in South Alabama and we must do everything possible to realize that opportunity.

The future is bright along the Eastern Shore! We have enjoyed an extraordinary four years as a result of the Blueprint for Tomorrow initiative. Now we need to renew our commitment to this community-wide effort, build on the success of our past programs and look ahead to a new five-year initiative.



Joe Bullock

Chairman

Eastern Shore Chamber of Commerce

Board of Directors

Hugh McCoy - Chairman
White-Spunner Construction

Darrellyn Bender - President
**Eastern Shore Chamber
of Commerce**

Bob Baumhower
Baumhower's Wings

David Ed Bishop
Commissioner - Baldwin County

Mayor Joseph Bonner
Spanish Fort

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**Engineering Development
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Five Rivers / Delta Resource Center

Jim Byrd
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Mayor Tim Kant
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Baldwin County**

Anthony Sampson
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Linda Scott
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Mayor Fred Small
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Greg Strachan
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David Sutley
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Jason Tickle
The Colony at the Grand

Chris Tulloch
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David Clark
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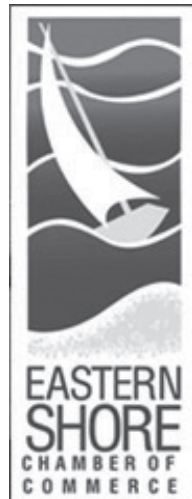
Diane Anderson
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Rance Reehl
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Eastern Shore Chamber



*Representing Blakely,
Spanish Fort, Malbis,
Daphne, Montrose,
Fairhope, Point Clear
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